



Vincent Street
CESSNOCK

30 August 2019

ORDINARY MEETING OF COUNCIL

WEDNESDAY, 4 SEPTEMBER 2019

ENCLOSURES

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PLANNING AND ENVIRONMENT

PE59/2019 **Development Application 8/2019/146/1 proposing
Redevelopment of an Existing Service Station
Comprising Demolition of Existing Structures and
Construction of a New Service Station with 24 Hour
Trading**

18-20 Allandale Street, Kearsley

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CC71/2019 **Submission regarding IPART's Final Report into Local
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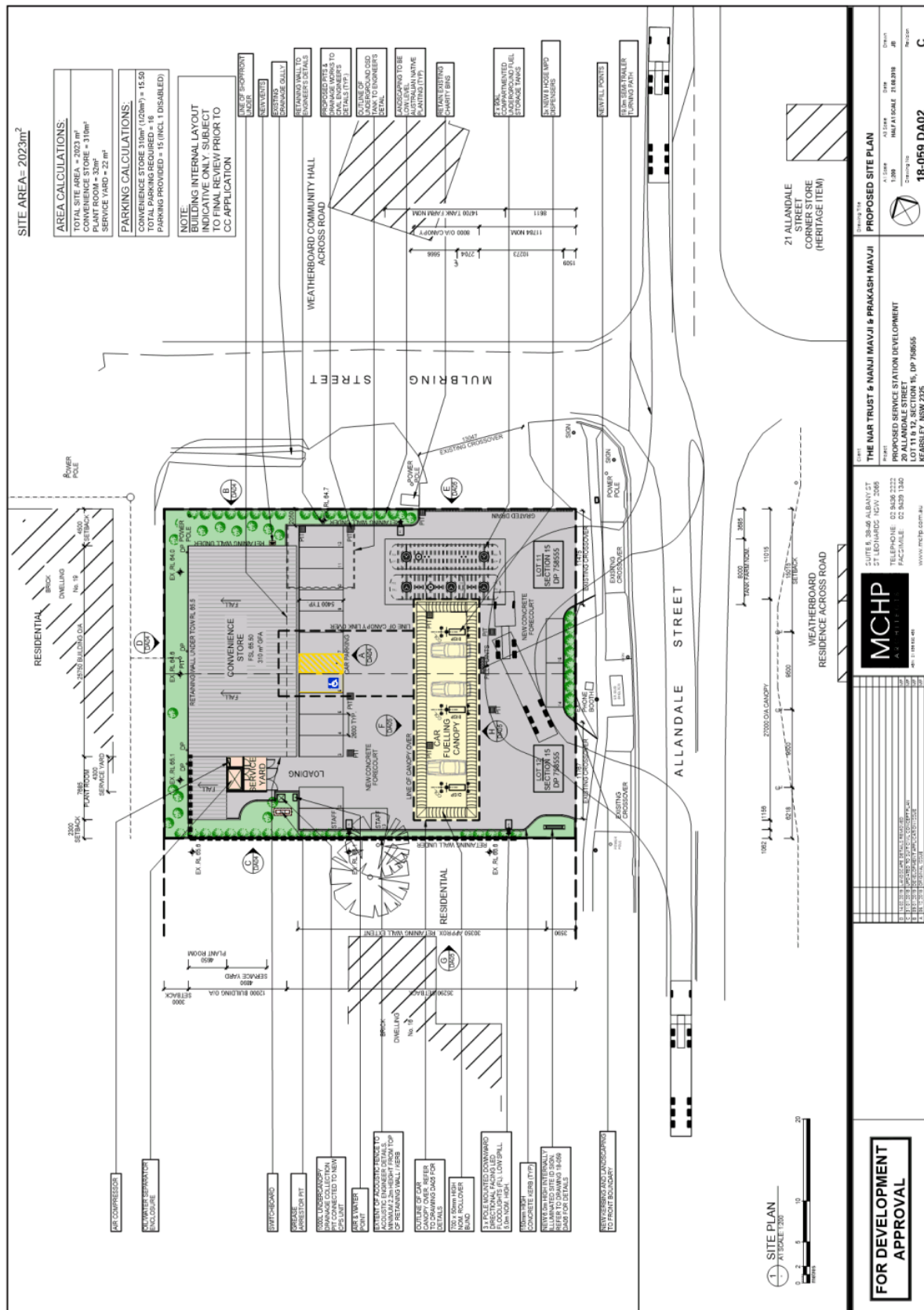
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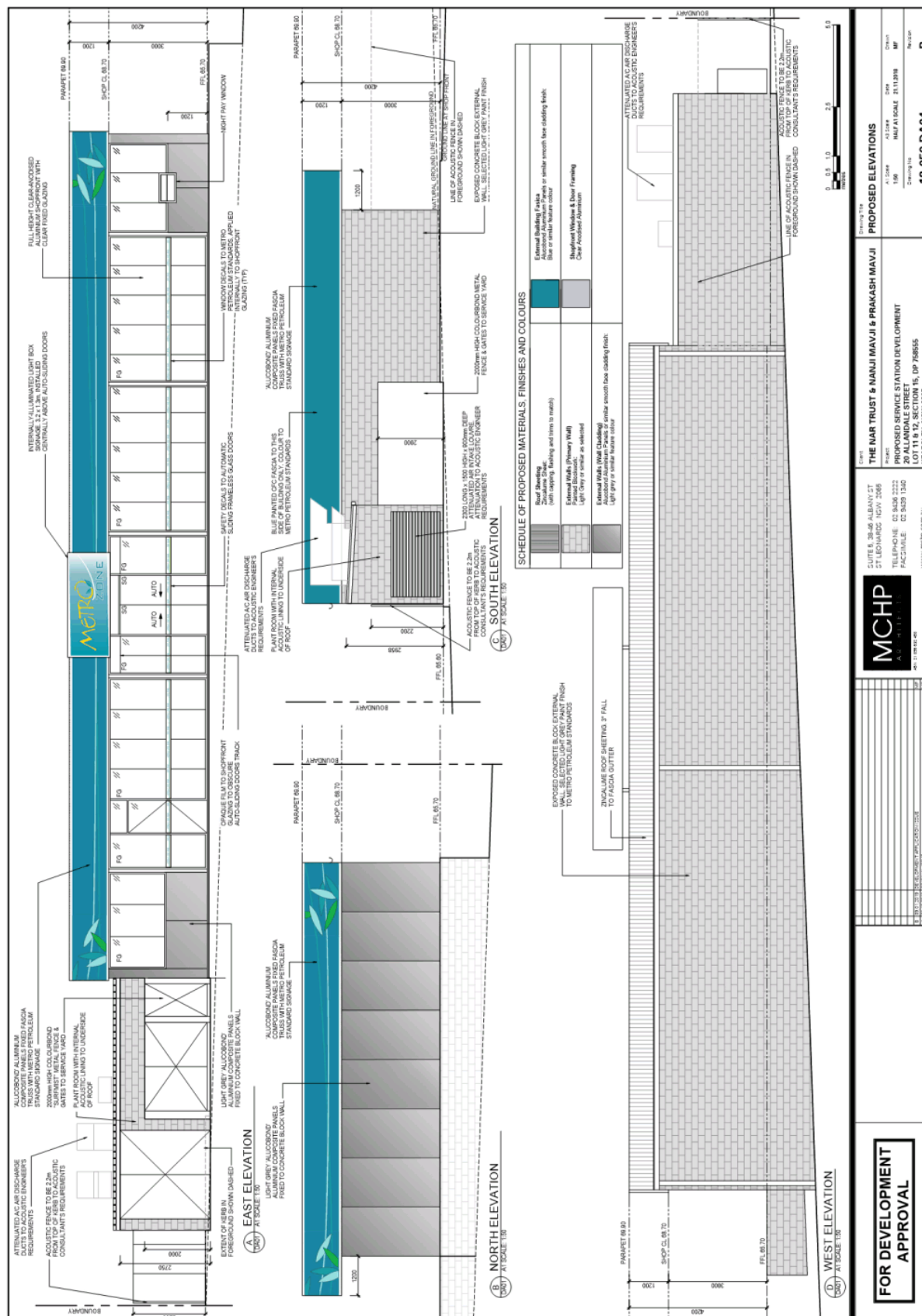
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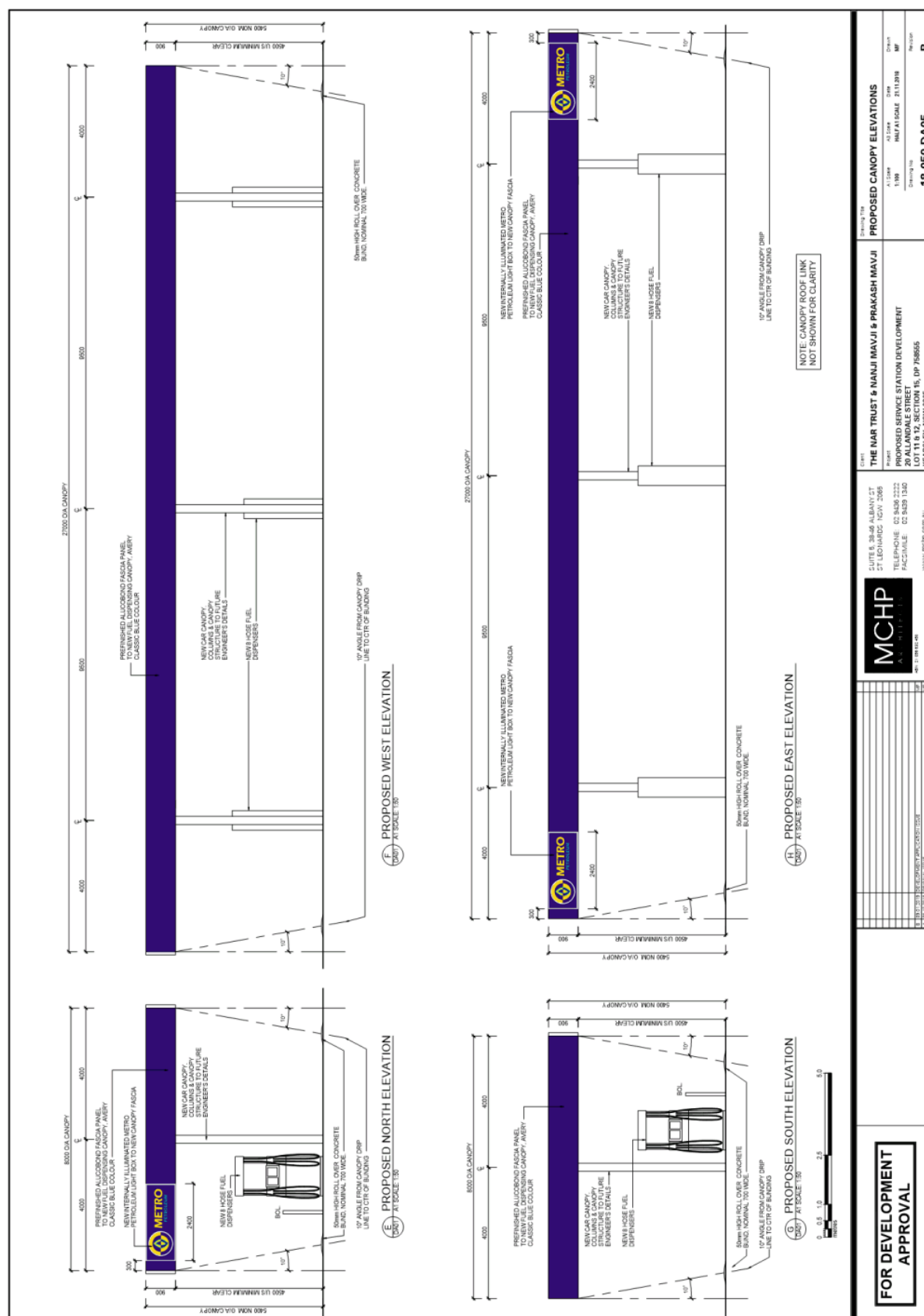
18-20 Allandale Street, Kearsley



18-20 Allandale Street, Kearsley



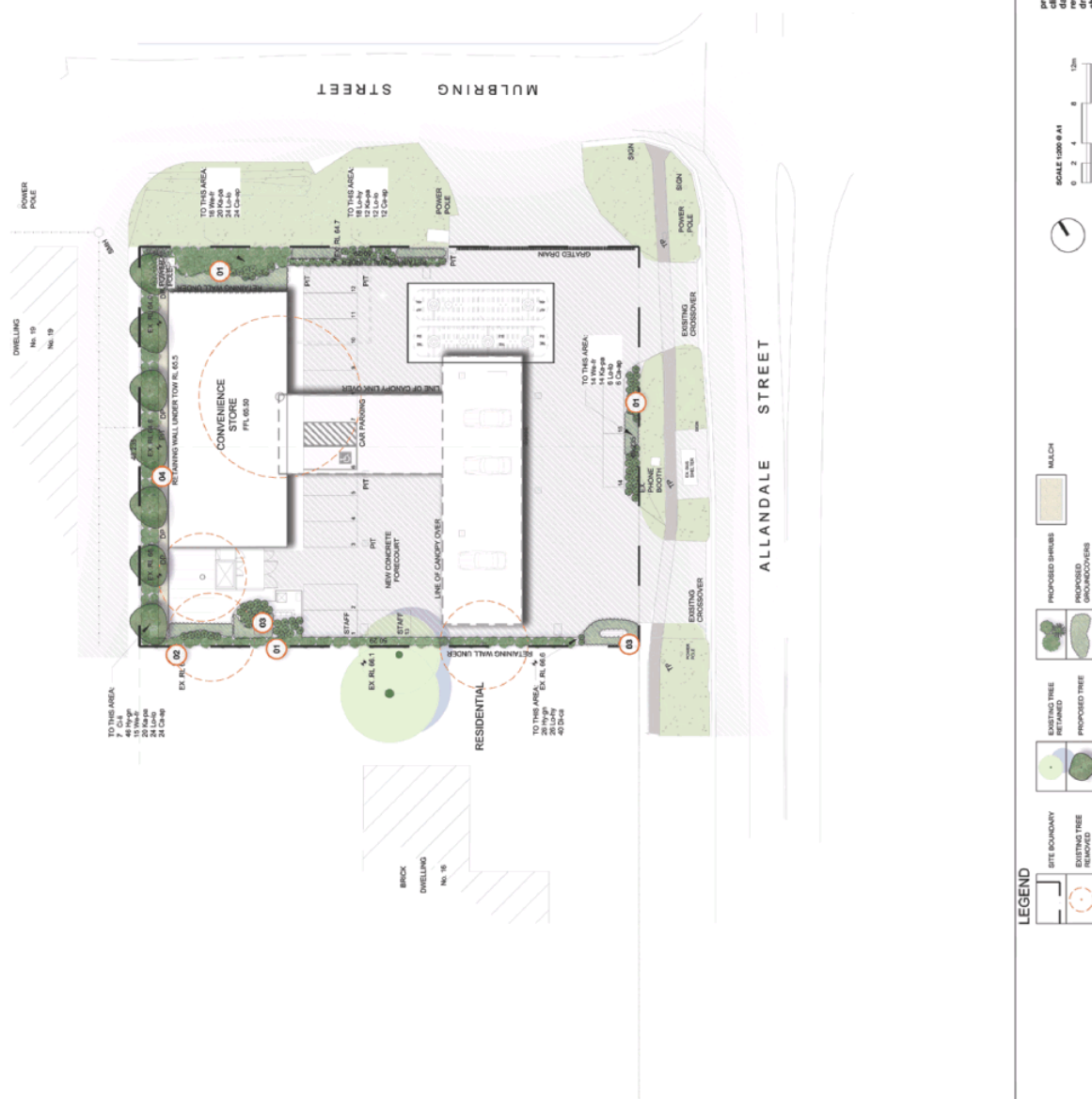




The figure contains three main architectural drawings:

- 2 TYPICAL BUILDING SECTION (AT SCALE 1/8):** A cross-section of a building with a zincalume roof (3.1° pitch) and a steel roof structure. The interior includes a 'STORE' and a 'SALES AREA'. The concrete floor slab is to be designed by future engineers. The section shows a 3' fall and a 4' fall.
- 3 TYPICAL TANK FARM SECTION (AT SCALE 1/8):** A cross-section of a tank farm showing two 'NEW UG DIESEL TANK' and one 'NEW UG PETROL TANK'. The tanks are 1000mm in diameter. The section shows a 3' fall and a 4' fall. The concrete floor slab is to be designed by future engineers. The section shows a 3' fall and a 4' fall.
- PROPOSED SITE ID SIGN (AT SCALE 1/8):** A plan and elevation drawing of a sign. The plan shows a sign with a 'METRO' logo, 'HILL & CO. Mobil Distributors', and 'ATM'. The elevation shows the sign with a 'METRO' logo, 'HILL & CO. Mobil Distributors', and 'ATM'. The sign is 2000mm high and 2000mm wide. The sign is to be illuminated internally.

- 01 HEDGE PLANTING TO BOUNDARY
- 02 LOW CANOPY EVERGREEN TREES AND UNDER STOREY PLANTING TO REAR BOUNDARY
- 03 PROPOSED SIGNAGE TO ARCHITECT'S DETAIL WITH GROUNDCOVERS UNDER
- 04 WOOD MULCH PROVIDE CLEARANCE TO STORE SETBACK

[illegible]

18-20 Allandale Street, Kearsley



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www.mchp.com.au ABN 21 096 632 450

11 April, 2019

SOCIAL IMPACT STATEMENT

ACCOMPANYING A DEVELOPMENT APPLICATION

PROPOSED SERVICE STATION DEVELOPMENT

**20 ALLANDALE STRET
Lots 11 and 12, Section 15, DP 758555
KEARSLEY NSW 2325**

Prepared For;

THE NAR TRUST & NANJI MAVJI & PRAKASH MAVJI

FOR SUBMISSION TO: CESSNOCK CITY COUNCIL

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PROPOSED DEVELOPMENT

The primary objective of the proposal is to redevelop the existing Service Station site with a new 24 hour Service Station Facility. The new development will be constructed following demolition of all current improvements on the site. It is proposed to construct the following on site:

- New 310 sq.m Service Station Sales Building ;
- 3 Column Fuel dispensing Canopy and dispensers;
- Service Yard and Plant Room
- Underground Fuel Tanks
- Associated driveways and car parking area.

1.1 Background

This report is to supplement a Development Application submitted to Cessnock City Council for consideration.

This assessment has been undertaken with reference to the potential social impacts outlined in Cessnock DCP 2010 Section C.8.

1.2 Community Engagement

As part of the Development Application submission the proposal was notified, we understand that during the fourteen (14) day notification period no submissions in relation to the proposed development were made. The lack of negative submissions in relation to the proposed redevelopment including 24 hour trading reinforces the need and acceptance of the proposal by the local community.

1.3 Community Profiling

Kearsley is a suburb to the south east of the Cessnock CDB and falls within the Cessnock CBD, Aberdare, South Cessnock, Kearsley profile area. The profile area has a population of approx. 5,694 (2016 ABS) and a population density of 2.47 person per hectare

Based on detail as provided by idCommunity demographic resources the following data can be obtained;

- The median age of residents in the Kearsley residential area – 32 years (2016)
- Average persons per dwelling -2.42
- Christian Religion - 62 %
- Percentage of population born overseas - 4.2%

18-20 Allandale Street, Kearsley

- Median Household income - \$1,012 per week, slightly less than the Cessnock Median income of \$1,176 per week
- Education levels range from 5.7% university qualification, 27.2% with trade qualification and 50.2% with no formal qualification.
- The majority of people in this precinct have some form of employment with only 11.5% being unemployed, slightly higher than the average of 8.8% to the Cessnock City average
- Separate housing consists of 83.2% of the residential properties in the precinct
- Home owners account for 32% of the occupancy, constant with average for regional NSW

In relation to crime data, the NSW Bureau of Crime Statistics identifies Kearsley as a low density population area. The following statistics are available;

- Robbery rates are 0-84.5 per 100,000 of population, nil calculated for Kearsley,
- Robbery with a fire arm are 0-29.6 per 100,000 of population, nil calculated for Kearsley,
- Theft from Retail store 0-2855 per 100,000 of population, nil calculated for Kearsley,
- Non domestic assaults are 0-1679 per 100,000 of population, nil calculated for Kearsley,
- Malicious damage to property 0-2200 per 100,000 of population, nil calculated for Kearsley,
- Disorderly conduct 0-2043 per 100,000 of population, nil calculated for Kearsley,

Kearsley is identified in the lowest risk band for the state statistics in relation to crime. We don't believe the enhanced offer and extended trading hours proposed for this development will have any negative impact on the locality or surrounding residential properties as justified in the following paragraphs.

1.4 Community Implications

The proposed development will not lead to any demographic or population change. Due to the intensification of the use of the site from its current form more people will be attracted to the site due to the enhanced offers available, however we do not believe that the proposal will result in the congregation of people at the property. No tables or long term seating are provided within the facility and the food offer will be limited to pre prepared items that can be served quickly. There will be no reason for people to congregate at the property for long periods of time.

The provision of a night pay window for after hours use will also deter people from loitering on the property during night time hours as interaction with the sales operator is very limited.

The facility will also provide a valuable amenity to the public in the site vicinity which does not exist at this time, this will be achieved by providing services and a variety of consumer products not currently available, this will negate the need for residents to have to travel to obtain these services. This is especially valuable due to the lack of public transport, particularly on weekends in the general area.

1.5 Identification and Analysis of Anti Social Issues

We believe that the proposed development will not contribute to anti social behaviour that may exist in the area, the development is typical of a number of service stations in the Cessnock Council area trading 24 hours, we believe the combination of providing a well lit facility with a staff member on site at all times monitoring what is occurring, not only on the Service Station Forecourt but also in the vicinity of the site will act as a visible deterrent to anti social activities. The staff member is then in a secure position to contact the Police if required.

1.6 Noise and Lighting Implications

As part of the Development Application submission an acoustic study and report has been provided to Council. The report considers all operations on the site including Fuel delivery and Refuelling operations, vehicle noise and mechanical plant. The report concludes that the operation of the site complied with all Legislative requirements to comply with 24 hour trading.

In relation to site lighting all general site lighting will be downward facing with minimal light spill beyond the property boundaries, Lighting will comply with the requirements of AS4282 - Control of the obtrusive effects of outdoor lighting. We do not believe that vehicle lights leaving the site will create a greater impact on surroundings than what currently exists on local streets.

1.7 Crime and Public Safety

A detailed document "Proposed Site Security Systems and Procedures" is submitted to Council as part of the Development Application submission. This document details design considerations and general operations of the site.

We believe that the security and public safety features of the site are typical of many modern service station sites that operate safely throughout the state

CONCLUSION

We believe that the proposed site re-development of the Kearsley Service Station will have no significant adverse social impacts on the existing local community. As indicated in this report, the proposed development is acceptable from a social perspective given that:

- Demographic and population change will not change and only a minor number of nearby residents will be affected. •
- Accommodation and housing mix are not affected
- The impact on the surrounding area is minimal
- The development provides additional public facilities
- Public safety is not at risk.
- There will be substantial economic and employment benefits for construction
- Community identity and cohesion is not reduced.
- Health and Well-being of the community will not be adversely impacted upon.
- Social infrastructure will not be affected.
- There are no known cultural impacts.
- Groups with particular needs are not adversely impacted.
- Mobility and access is adequate

19th International Cities, Town Centres & Communities (ICTC) Conference - Transformative Cities

The International Cities, Town Centres and Communities (ICTC) Society invites you to join them at the 19th ICTC Conference - Transformative Cities, to be held at The Ville Resort, Townsville, North Queensland from 23 to 25 October 2019.

The ICTC Conference brings together a diverse cross-section of city leaders and urban place professionals. From those who lead and plan cities and town centres right through to those who implement and manage them on the ground.

Global industry experts will come together for 2 days in Townsville to discuss, interact, workshop and showcase best practice, learn from one another and experience first-hand the challenges and opportunities. The Conference is both practical and inspirational where delegates will be exposed to a number of key disciplines that contribute to making great cities and places.

The Conference will feature a 2 day trade exhibition and poster presentations showcasing an interesting mix of industry offerings, products and services.



**Register
Now**

8/15/2019

ICTC 2019



Register



Accommodation



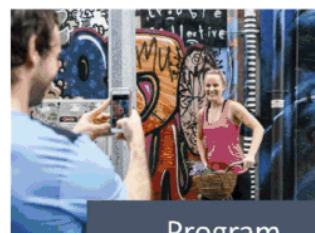
Sponsor / Exhibitor



FAQs



How to Get There



Program



Why Attend?

- Interactive sessions for learning from like-minded peers who are passionate about creating vibrant places in a true cross disciplinary event.
- Practical take-away examples and shared lessons on global case studies.
- Hear the latest global developments in urban design, placemaking, retail, planning, development, economic development and sustainability.
- Access and leverage from Australian and international specialists in an interactive environment.



Event Highlights

- High profile keynote speakers from USA and Asia Pacific
- Over 50 diverse and interactive presentations, workshops and keynote panel sessions
- Special interest group sessions
- Trade exhibition and city innovation showcase
- Specialist Townsville and Magnetic Island Field trips



Who Attends

- Local Government - Mayors, Councillors, CEO's, Managers and other decision makers
- State and Federal Government
- Private firms, Main Street Businesses and Consultants
- Business Associations, Academics and Industry Groups



Delegate Interests

- Innovation, Collaboration and Leadership
- Planning, Urban Design, Development, Property
- Main Streets, Retail, Shopping and Town Centres
- Economic Development, Demography
- Placemaking, Project Management, Marketing
- Architecture, Landscape, Environment
- Infrastructure, Resources, Energy, Transport
- Engineering, Surveying, Public Works, Banking, Law, Finance, Technology

Message from the Mayor

As Mayor of the city of Townsville, I am delighted to welcome you to our beautiful city as the destination of the 2019 International Cities, Towns Centres and Communities

Discover why #townsvilleshines



<https://pulseevents.eventsairst.com/cmspreview/ictc-2019/>

2/3

8/15/2019

Conference.

Our city is on the cusp of transformation, from the big-ticket items such as the construction of the North Queensland Stadium, Waterfront Priority Development Area and our 2020 vision, to creating economic stimulus through innovative placemaking projects and developments.

ICTC 2019



[READ MORE](#)



PO Box 2313, Brookside Centre, QLD 4053
P: +61 7 3161 5901 or [Email](#)



COUNCILLOR REQUEST TO ATTEND CONFERENCE, SEMINAR OR TRAINING

COUNCILLOR DETAILS					
Name:					
Mobile Phone Number:		Dietary Requirements:			

CONFERENCE/SEMINAR/TRAINING DETAILS					
Course Name:					
Organiser:		Location:			
Date:		Cost:		Job Number:	
Detail benefits to you and your role in Council					
Details of conferences / seminars / training already attended in this term of Council					

TRAVEL & ACCOMMODATION					
Accommodation					
Is Accommodation Required?	<input type="checkbox"/> Yes <input type="checkbox"/> No (if Yes please complete details below)				
Name:		Phone:			
Check in Date:		Check out Date:			
Travel					
Airfare Required?	<input type="checkbox"/> Yes <input type="checkbox"/> No (if Yes please complete details below)				
Other Transport Require?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Transport requirement:			
Special Requirements?					

AUTHORISATION					
Mayor / Councillor					
Name:		Signature:		Date:	
General Manager					
Full Name:		Signature:		Date:	
<input type="checkbox"/> Approved <input type="checkbox"/> Not Approved					

OFFICE USE ONLY					
	Date	Signature		Date	Reference / Reservation Number
Received by EA:			Registered in RM:		
TRIM link to HR:			Registration Booked:		
Clr Advised:			Accommodation Booked:		
			Travel Booked:		



Cessnock City Council: Government Information Public Access Policy (GIPA)

Policy Owner:	Manager Governance and Business Services
Relevant Legislation:	Government Information (Public Access) Act 2009 Government Information (Public Access) Regulation 2009 State Records Act 1998.
Related Policy:	Not Applicable
Policy Adoption/Amended Date:	30 November 2016
Policy Reviewed/History:	30 November 2016 18 September 2013 (PM91/2013 – 581) 2 November 2011

Policy Review Date:	Policy Number:	Document Number:
November 2020	F25.2	DOC2013/047943

1. Objective:

The purpose of this policy is to describe Cessnock City Council principles regarding public access to information and the process of managing requests for such access.

2. Policy Statement

The Government Information (Public Access) Act 2009 (GIPA Act) and associated Government Information (Public Access) Regulation 2009 (GIPA Regulation), replaces the former Freedom of Information Act 1989, effective from 1 July 2010.

The GIPA Act is designed to meet community expectations of more open and transparent government for the people of NSW. The object of the Act encourages local Councils and NSW Government agencies to make it as easy as possible for members of the public to gain access to government information.

The State Records Act 1998 sets a management framework for government records, including Council records.

Cessnock City Council is committed to the following principles regarding public access to information:

- open and transparent government;
- consideration of the overriding public interest in relation to access requests;
- proactive disclosure and dissemination of information;
- respect for the privacy of individuals.

All charges that may be incurred are listed in the Cessnock City Council Schedule of Fees and Charges available on our website.

A discounted fee may apply in accordance with Division 5 of the GIPA Act, for requests made in specific circumstances such as financial hardship, special public benefit, or applicant personal information.

PUBLIC INFORMATION ACCESS PROCEDURES

Accessing Information

Access to information is provided in accordance with the GIPA Act and Regulations. Any member of the public has a legal right to make application to Cessnock City Council for access to information that Council holds. Council also publishes a wide range of information on its website and makes information available to members of the public.

Open Access Information

Information held by Council that is available as 'Open Access Information' is listed in Section 18 of the GIPA Act and in Schedule 1 of the Government Information (Public Access) Regulation 2009.

Open Access Information is available for inspection at Council offices during normal business hours, free of charge. In addition, Council's website also provides many documents for public viewing. Any records that have been archived and considered 'Open Access Information' will be made available as soon as reasonably practical. A copy of a record containing the information can be provided at the cost of photocopying charges as listed in Council's Fees and Charges.

Council will allow access to 'Open Access Information' unless there is an overriding public interest against disclosure of the information.

Informal Access Application Form

An "Informal Access Application Form" is available on Council's website and at Council Offices, to be completed where an applicant seeks access to and/or disclosure of 'Open Access Information' documents held by Council within files or stored electronically on Council's records management system.

There is no application fee required for an informal access application, but a photocopying/processing fee may be payable.

Informal access applications will be processed as soon as practicable, generally within 10 working days.

An applicant who is not given information in response to an Informal Access to Information Application will be informed of their right to make a Formal Access to Information Application under the GIPA Act.

Formal Access Application Form

A 'Formal Access Application Form' is available on Council's website and at Council Offices, to be completed in relation to information requests where one or more of the following applies:

- not a document listed for open access
- a large volume of information is sought
- providing access would involve an extensive search
- the information sought involves personal or business information about third parties who must be consulted before the information can be released.

Applications must be in writing, preferably on the 'Formal Access Application Form', and accompanied by a \$30 application fee.

Processing charges may apply in accordance with Council Fees and Charges, including processing and photocopy charges, depending on the type and amount of information sought. Payment of an advance deposit may be required for an amount of up to 50 percent of estimated processing charges in accordance with Sections 68-71 of the GIPA Act.

A written acknowledgement of the receipt of a formal application will be provided within 5 working days.

Deciding access applications

Formal Access applications will be assessed and determined, and applicant advised, within 20 working days after receipt of the application. The decision period may be extended where consultation with a third party is required or if records need to be retrieved. A request for an advance deposit may also extend the statutory time period.

The applicant will be notified of the decision in writing. Any decision to refuse access will include reasons for the decision.

If charges are payable; access will be given to the information only when the payment has been received.

Review Rights

There are a number of review rights under the GIPA Act outlined in Part 5. If an applicant is refused access to information, a number of options are available:

- seek an internal review by Council;
- contact the Office of the Information and Privacy Commissioner for a review of the Cessnock City Council decision.
- contact the Administrative Decisions Tribunal to request a review.

Application for internal review must be made within 20 working days of the notice of the decision being given to the applicant and must be accompanied by an Application for Internal Review and a fee of \$40.00.

The review will be undertaken by a senior officer who was not involved in making the original decision. A determination from an internal review will be issued within 15 working days. This may be extended by up to 10 working days where there is a need to consult with new third parties.

Alternatively, an applicant can appeal directly to the Information and Privacy Commissioner or the NSW Administrative Decisions Tribunal (ADT). Applicants have 8 weeks from the date of the original decision being given to them to ask for this review. If the applicant has already had a review by the Information and Privacy Commissioner, they have 4 weeks from the date that the decision was given to them to make an application to the ADT.

Access to Information by Councillors

Councillors have a right to access Council information that is reasonably necessary for exercising their functions of their civic office, including roles which extend beyond decision making at formal meetings.

When making a request for information, Councillors should draft the request carefully and should precisely detail the information, or the nature of the information, sought. It is expected that Councillors will act reasonably in making a request for information.

When dealing with a request by a Councillor for information, the General Manager or Public Officer must act reasonably. Given that a Councillor may need the information to perform their public duty, if a request is to be denied, reasons for the refusal must be identified.

Any information that is given to a particular Councillor in the pursuit of their civic duties should also be available to any other Councillor who requests it.

Councillors may request access to Council information by providing a written request to the General Manager, Public Officer, relevant Director or Manager.

Councillors may also apply for information by making an Access to Information application with payment of the associated fees and charges.

Copyright

A large amount of information which is available for public access belongs to third parties and is the subject of copyright, such as plans and reports submitted with development applications. Access to this information is provided to members of the public in accordance with the GIPA Act and other relevant legislation, such as the Environmental Planning and Assessment Act 1979. Copyright laws apply to this information and applicants are advised to seek the consent of the copyright owner before reproducing the information in any way.

IPART Review of Local Government Rating System (IPART report)
Response to the List of recommendations for the final IPART report
Ruled out by NSW Government – marked in red

IPART FINAL REPORT RECOMMENDATIONS		COUNCIL SUBMISSION TO IPART FINAL REPORT
Use the CIV valuation method to levy local council rates		
1. The <i>Local Government Act 1993</i> (NSW) should be amended to mandate Capital Improved Value (CIV) as the basis for setting ad valorem rates in the metropolitan council areas defined in Box 3.1. Page 25 of the IPART report.	Not applicable as Cessnock City Council is not a metropolitan council.	
2. The <i>Local Government Act 1993</i> (NSW) should be amended to allow non-metropolitan councils to choose between the Capital Improved Value and Unimproved Value (UV) methods as the basis for setting ad valorem rates at the rating category level. Page 25 of the IPART report.	Supported. To achieve the taxation principles specifically the Ability – to – Pay principle and the Economic efficiency, Council should be able to choose the valuation method that it believes is most appropriate for their community. This assessment of which valuation method is to be applied would include a cost benefit analysis to ensure that the principle of Ease of Administration and Compliance is adhered to. Any future assessment will need to consider the extent mix of properties impacts the cost benefit. Non-metropolitan councils have a smaller proportion of apartment or other higher density accommodation which moderates or brings into question the need for a change in the methodology.	
3. The <i>Local Government Act 1993</i> (NSW) should be amended to facilitate a gradual transition of rates to a Capital Improved Value method. – The amount of rates that any ratepayer is liable to pay to the council should increase by no more than 10 percentage points above the rate peg (as adjusted for Special Variations) each year as a result of a council adopting a Capital Improved Value method for setting rates. Councils could apply to IPART to exceed this 10% limit. Page 41 of the IPART report.	Supported This is particularly relevant for a council such as Cessnock City Council which needs to consider the impact on ratepayers' capacity to pay. This should be an exemption in the case of a general revaluation which can cause variations in rates.	

IPART FINAL REPORT RECOMMENDATIONS	COUNCIL SUBMISSION TO IPART FINAL REPORT
<p>4. Section 497 of the <i>Local Government Act 1993</i> (NSW) should be amended to remove minimum amounts from the structure of a rate, and section 548 of the <i>Local Government Act 1993</i> (NSW) should be removed. Page 43 of the IPART report.</p>	<p>Not Applicable</p> <p>Council does not minimum amounts. Council supports the current model including the base rate and ad valorem</p>
<p>Allow councils' general income to grow as the communities they serve grow</p> <p>5. The <i>Local Government Act 1993</i> (NSW) should be amended so that the growth in rates revenue outside the rate peg is calculated using the formula based on changes in CIV, defined in Box 4.1.</p> <p>– For non-metropolitan councils, this formula would be independent of the valuation method chosen as the basis for setting ad valorem rates. Page 50 of the IPART report.</p>	<p>Supported,</p> <p>The recommendation is supported in principle however Council believes it should be undertaken by rating category to avoid distortions.</p> <p>If the rates increment is not adequate to cover additional costs Council will be placed under increasing financial stress with each subdivision undertaken. Specifically that service differential needs to be a consideration if councils are to remain financially sustainable whilst undergoing rapid population growth</p> <p>While we support in principle the methodology will need to be modelled to be clearly understood.</p>
<p>6. The NSW Government fund the NSW Valuer General for the upfront cost of establishing the database to determine Capital Improved Values. Page 62 of the IPART report.</p>	<p>Supported.</p>
<p>7. The NSW Government fund the cost for a non-metropolitan council to set up a Capital Improved Value database for the purposes of implementing our recommended formula for calculating growth in rates revenue outside the rate peg, where the Unimproved Value method for setting rates is maintained. Part 62 of the IPART report.</p>	<p>Supported.</p>

IPART FINAL REPORT RECOMMENDATIONS	COUNCIL SUBMISSION TO IPART FINAL REPORT
<p>8. The <i>Local Government Act 1993</i> (NSW) should be amended to allow councils to levy a new type of special rate for new infrastructure jointly funded with other levels of Government. This special rate should be permitted for services or infrastructure that benefit the community, and funds raised under this special rate should not – form part of a council's general income permitted under the rate peg, nor</p> <ul style="list-style-type: none"> – require councils to receive regulatory approval from IPART. Page 65 of the IPART report. 	<p>Supported.</p> <p>Supported based on understanding that other levels of government do not increase the burden as a result of this option on local government. If this levy results in other levels of governments making greater use of "shared funding" rather than solely funding this could be seen as a form of cost shifting to councils with costs effectively borne by ratepayers as part of an additional levy. This approach could also raise questions regarding the capacity to pay.</p>
<p>9. Section 511 of the <i>Local Government Act 1993</i> (NSW) should be amended to reflect that, where a council does not apply the full percentage increase of the rate peg (or any applicable Special Variation) in a year, within the following 10-year period, the council can set rates in a subsequent year to return it to the original rating trajectory for that subsequent year. Page 66 of the IPART report.</p>	<p>Supported.</p>
<p>Give councils greater flexibility when setting residential rates</p>	
<p>10. The <i>Local Government Act 1993</i> (NSW) should be amended to remove the requirement to equalise residential rates by 'centre of population'. Instead, the <i>Local Government Act 1993</i> (NSW) should allow councils to determine a residential subcategory, and set a residential rate, by:</p> <ul style="list-style-type: none"> – separate town or village, or – residential area. Page 73 of the IPART report. 	<p>Supported.</p> <p>This will also assist where there are also differentials in the level of services to the different parts of the LGA or different demands placed on council resources.</p> <p>This would mean greater flexibility for Council to rate people based on their capacity to pay which is consistent with the Tax Principles.</p>
<p>11. The <i>Local Government Act 1993</i> (NSW) should outline that:</p> <ul style="list-style-type: none"> – A 'residential area' is an area within a contiguous urban locality that has, on average, different access to, demand for, or costs of providing council services or infrastructure (relative to other areas in that locality). Page 73 of the IPART report. 	<p>Supported.</p> <p>Important for an LGA such as Cessnock due to service differentials and demands on services.</p>

IPART FINAL REPORT RECOMMENDATIONS	COUNCIL SUBMISSION TO IPART FINAL REPORT
<p>– Councils could use geographic markers to define the boundaries for a residential area, including postcode boundaries, suburb boundaries, geographic features (eg, waterways, bushland) and/or the location of major infrastructure (eg, arterial roads, railway lines). Page 73 of the IPART report.</p>	
<p>12. The <i>Local Government Act 1993</i> (NSW) should be amended so, where a council uses different residential rates within a contiguous urban locality, it should be required to:</p> <ul style="list-style-type: none"> – ensure the highest rate structure is no more than 1.5 times the average rate structure across all residential subcategories (ie, so the maximum difference between the highest and average ad valorem rates and base amounts is 50%), or obtain approval from IPART to exceed this maximum difference, and – publish the different rates (along with the reasons for the different rates) on its website and in the rates notice received by ratepayers. Page 86 of the IPART report. 	<p>Supported.</p> <p>One concern is that with the limited space available on the rates notice there might be challenges with trying to print the information. Council would suggest that the rating policy reflect the information regarding the different rate structures and reasons. An alternative option would be to allow Councils to provide a reference on the rates notice to where further information can be found. Another option is to include a separate enclosure however this option will add to processing costs and consequently is not preferred, and experience in the LGA is that additional inserts in a notice are not always read by the ratepayer.</p>
<p>13. At the end of the 4-year rate path freeze, new councils determine whether any pre-merger areas are separate towns or villages, or different residential areas.</p> <ul style="list-style-type: none"> – In the event that a new council determines they are separate towns or villages, or different residential areas, it should be able to continue the existing rates or set different rates for these pre-merger areas, subject to metropolitan councils seeking IPART approval if they exceed the 50% maximum differential. It could also choose to equalise rates across the pre-merger areas, using the gradual equalisation process outlined below. – In the event that a new council determines they are not separate towns or villages, or different residential areas, or it chooses to equalise rates, it should undertake a gradual equalisation of residential rates. The amount of rates a resident is liable to pay to the council should increase by no more than 10 percentage points above the rate peg (as adjusted for Special Variations) each year as a result of this equalisation. The <i>Local Government Act 1993</i> (NSW) should 	<p>Not Applicable</p> <p>Council is not affected by this recommendation.</p>

IPART FINAL REPORT RECOMMENDATIONS		COUNCIL SUBMISSION TO IPART FINAL REPORT	
be amended to facilitate this gradual equalisation. Page 90 of the IPART report.			
		Better target rate exemption eligibility	
14. Sections 555 and 556 of the <i>Local Government Act 1993</i> NSW should be amended to: – exempt land on the basis of use rather than ownership, and to directly link the exemption to the use of the land, and – ensure land used for residential and commercial purposes is rateable unless explicitly exempted. Page 98 of the IPART report.		Ruled out by NSW Government - Not available for comment	
15. Land that is used for residential care as defined in Section 41-3(1) of the <i>Aged Care Act 1997</i> (Cth) be proportionally rateable according to the share of places whose maximum Refundable Accommodation Deposit is above the level set by the Minister for Health and Aged Care (currently \$550,000). Page 107 of the IPART report.		Ruled out by NSW Government - Not available for comment	
16. Section 556(1)(i) of the <i>Local Government Act 1993</i> (NSW) should be amended to include land owned by a private hospital and used for that purpose. Page 109 of the IPART report.		Supported, Exemptions for rates should be based on use not ownership.	
17. The following exemptions be removed: – land that is vested in, owned by, or within a special or controlled area for, the Hunter Water Corporation, Water NSW or the Sydney Water Corporation (<i>Local Government Act 1993</i> (NSW) section 555(1)(c) and section 555(1)(d)) – land that is below the high water mark and is used for the cultivation of oysters (<i>Local Government Act 1993</i> (NSW) section 555(1)(h))		Ruled out by NSW Government - Not available for comment	

IPART FINAL REPORT RECOMMENDATIONS	COUNCIL SUBMISSION TO IPART FINAL REPORT
<ul style="list-style-type: none"> land that is held under a lease from the Crown for private purposes and is the subject of a mineral claim (<i>Local Government Act 1993</i> (NSW) section 556(1)(g)), and land that is managed by the Teacher Housing Authority and on which a house is erected (<i>Local Government Act 1993</i> (NSW) section 556(1)(p)). Page 112 of the IPART report. 	
<p>18. Section 555(1)(b1) of the <i>Local Government Act 1993</i> (NSW) should be amended to remove the current rating exemption for land that is the subject of a conservation agreement and instead require it to be rated using the Environmental Land category. Page 112 of the IPART report.</p>	<p>Supported.</p> <p>Council has a number of assessments that are subject to a conservation agreement.</p>
<p>19. The following exemptions not be funded by local councils and hence should be removed from the <i>Local Government Act</i> and Regulation:</p> <ul style="list-style-type: none"> land that is vested in the Sydney Cricket and Sports Ground Trust (<i>Local Government Act 1993</i> (NSW) section 556(1)(m)) land that is leased by the Royal Agricultural Society in the Homebush Bay area (<i>Local Government (General) Regulation 2005</i> reg 123(a)) land that is occupied by the Museum of Contemporary Art Limited (<i>Local Government (General) Regulation 2005</i> reg 123(b)), and land comprising the site known as Museum of Sydney (<i>Local Government (General) Regulation 2005</i> reg 123(c)). Page 116 of the IPART report. 	<p>Ruled out by NSW Government - Not available for comment</p>
<p>The NSW Government should consider whether to fund these local rates through State taxes.</p>	
<p>20. Where a portion of land is used for an exempt purpose and the remainder for a non-exempt activity, only the former portion should be exempt, and the remainder should be rateable. Page 117 of the IPART report.</p>	<p>Ruled out by NSW Government - Not available for comment</p>
<p>21. Where land is used for an exempt purpose only part of the time, a self-assessment process should be used to determine the proportion</p>	<p>Ruled out by NSW Government - Not available for comment</p>

IPART FINAL REPORT RECOMMENDATIONS	COUNCIL SUBMISSION TO IPART FINAL REPORT
of rates payable for the non-exempt use. Page 117 of the IPART report.	
22. A council's maximum general income not be modified as a result of any changes to exemptions from implementing our recommendations. Page 121 of the IPART report.	Supported It is important that Council is not put under further financial pressure by reducing rates as Council still needs to provide services to the community. In fact hospitals and other such exempt uses can add to a Councils service burden. It is therefore necessary that other ratepayers cross subsidise rating exemptions.
23. A council may apply to IPART for a Special Variation to take account of the changes in exemptions using a streamlined process in the year that our recommended exemption changes come into force. The council would need to demonstrate: – It satisfies the first criteria for Special Variation applications in the OLG guidelines relating to the need for and purpose of a different revenue path for the council's General Fund, and – that any subcategory rating structure applied to previously exempt properties is no greater than the average rate structure across the relevant rating category. Page 121 of the IPART report.	Supported. It is important, as noted above, to retain rating revenue to support required services to the community.
24. The Local Government Act 1993 (NSW) should be amended to remove the current exemptions from water and sewerage special charges in section 555 and instead allow councils discretion to exempt these properties from water and sewerage special rates in a similar manner as occurs under section 558(1). Page 124 of the IPART report.	Not Applicable Council is not affected as Council is not the water authority.
25. At the start of each rating period, councils calculate the estimated value of rating exemptions within the council area. This information should be published in the council's annual report or otherwise made available to the public. Page 124 of the IPART report.	Not supported. There is no substantiation as to the reason for publishing the financial impact of rating exemptions would serve when councils have little or no discretion when granting rating exemptions.
Improve assistance for pensioners	

IPART FINAL REPORT RECOMMENDATIONS	COUNCIL SUBMISSION TO IPART FINAL REPORT
<p>26. For new and existing eligible pensioners, introduce a rate deferral scheme operated by the NSW Government, where:</p> <ul style="list-style-type: none"> – Eligible pensioners would be allowed to defer payment of ordinary council rates up to \$1,000 per annum and indexed to CPI, or any other amount as determined by the NSW Government. Page 128 of the IPART report. 	<p>Ruled out by NSW Government - Not available for comment</p>
<p>27. Give existing eligible pensioners the option to access, either:</p> <ul style="list-style-type: none"> – the current pensioner concession, or – the rate deferral scheme, as defined in Recommendation 26. Page 128 of the IPART report. 	<p>Ruled out by NSW Government - Not available for comment</p>
<p>28. Funding pensioner assistance:</p> <ul style="list-style-type: none"> – The current pensioner concession funding arrangements would continue. – The rate deferral scheme (defined in Recommendation 26) would be funded by the NSW Government. The loan should be charged interest at the NSW Government's 10-year borrowing rate, and could become due when property ownership changes. Page 128 of the IPART report. 	<p>Ruled out by NSW Government - Not available for comment</p>
Provide more rating categories	
<p>29. Section 493 of the <i>Local Government Act 1993</i> (NSW) should be amended to add a new environmental land category and a definition of 'environmental land' should be included in the <i>Local Government Act 1993</i> (NSW).</p> <ul style="list-style-type: none"> – Land subject to a state conservation agreement is categorised as 'environmental land' for the purposes of setting rates. Page 136 of the IPART report. 	<p>Supported,</p> <p>Council has a number of conservation agreements in place and a rating category for this would allow for transparency.</p>
<p>30. Section 529(2)(d) of the <i>Local Government Act 1993</i> (NSW) should be amended to allow business land to be subcategorised as 'industrial' and or 'commercial' in addition to centre of activity. Page 138 of the IPART report.</p>	<p>Supported.</p> <p>This will allow councils to rate the higher users of infrastructure accordingly, whilst being able to promote local business and the economy. A more graduated or</p>

IPART FINAL REPORT RECOMMENDATIONS	COUNCIL SUBMISSION TO IPART FINAL REPORT
	flexible model of sub - categorisation or scale considerations might be beneficial to distinguish between different users.
31. Sections 493, 519 and 529 of the <i>Local Government Act 1993</i> (NSW) should be amended to add an optional vacant land subcategory for residential, business and mining land. Page 139 of the IPART report.	Supported. This will allow for a clearer and transparent process for all ratepayers and it also allows for properties to be rated on current use.
32. Section 529 (2)(a) of the <i>Local Government Act 1993</i> (NSW) should be replaced to allow farmland subcategories to be determined based on geographic location. Page 142 of the IPART report.	Supported, This will create a fair and more transparent process for Council and its' ratepayers.
33. Section 518 of the <i>Local Government Act 1993</i> (NSW) should be amended to reflect that a council may determine by resolution which rating category will act as the residual category. – The residual category that is determined should not be subject to change for a 4-year period. – If a council does not determine a residual category, the business category should act as the default residual rating category. Page 143 of the IPART report.	Supported in principle, however Council would recommend removing the timeframe or limiting it to be only for 2 years. This approach will allow for greater flexibility where there are possible changes likely as a result of variations in the economic environment.
34. Any difference in the rate charged by a council to a mining category compared to its average business rate should primarily reflect differences in the council's costs of providing services to the mining properties. Page 145 of the IPART report.	Not Supported, Council has 5 mining assessments and it is argued that the mines have a far greater impact on Council's infrastructure than that of a small business or resident. This being said Council should not be limited by legislation as to the average rate or rates split. If this recommendation is implemented (contrary to Council's position) any difference in Council's costs should not be limited to the cost of providing services to the mining properties. The mining sector places a broader impact on Council services with a significant amount of heavy vehicle use and many employees not living in the LGA and relying on Council's roads infrastructure. Due to the relatively remote location of the mines these employees might not contribute to the local economy.

IPART FINAL REPORT RECOMMENDATIONS	COUNCIL SUBMISSION TO IPART FINAL REPORT
	Recovery of council rates
35. Councils have the option to engage the State Debt Recovery Office to recover outstanding council rates and charges. Page 149 of the IPART report.	<p>Option supported in principle however this should be at Council's discretion and not become mandated.</p> <p>This will support those small councils which do not have the resources to support the debt collection function. There are advantages in having a local presence when addressing debt management matters. A local approach in our experience can facilitate better outcome, by maintaining ratepayer relationships. It should also be noted that each Council has various methods to collecting outstanding debt depended on the Council area. Cessnock's current outstanding ratio for rates and charges is significantly below the benchmark and we believe that this is due to the relationships that Council maintains with its ratepayers and the tailored approach followed.</p>
36. The existing legal and administrative process to recover outstanding rates be streamlined by reducing the period of time before a property can be sold to recover rates from five years to three years. Page 150 of the IPART report.	<p>Proposal supported, however it is important to note that the sale of land is a last resort after all other debt recovery options have been exhausted.</p>
37. All councils adopt an internal review policy, to assist those who are late in paying rates, before commencing legal proceedings to recover unpaid rates. Page 151 of the IPART report.	<p>Supported in principle, however has no impact as Council already seeks to assist resolve such situations before commencing with legal proceedings.</p> <p>This proposal would provide limited benefit to Cessnock City Council ratepayers, as Council actively encourages ratepayers who are having difficulty in meeting their obligations to make contact to enter into a payment plan. Council has in its debt collection and hardship policy an option for a review via an internal panel.</p>
38. The <i>Local Government Act 1993</i> (NSW) should be amended or the Office of Local Government should issue guidelines to clarify that councils can offer flexible payment options to ratepayers. Page 152 of the IPART report.	<p>Supported in principle, however this recommendation would have little benefit to Council as there is already a policy and Council staff encourage ratepayers to make contact with Council should they experience difficulties in make payments.</p>
39. The <i>Local Government Act 1993</i> (NSW) should be amended to allow councils to offer a discount to ratepayers who elect to receive rates notices in electronic formats, eg, via email. Page 153 of the IPART report.	<p>Partially Supported.</p> <p>Council conditionally supports this recommendation on the fact that it isn't made mandatory and the cost to Council is minimised.</p>

IPART FINAL REPORT RECOMMENDATIONS	COUNCIL SUBMISSION TO IPART FINAL REPORT
	<p>Guidelines and a system would need to be developed to ensure that there is no disadvantage to those ratepayers whom do not have access to a computer or the internet. Council has a large number of pensioners whom may fall in to this category.</p> <p>The discount might be best structured as a one-time transaction to encourage change. In addition a more equitable approach might be to have a flat amount rather than discount as electronic provision achieves benefit irrespective of the scale of rates levied.</p>
<p>40. The <i>Local Government Act 1993</i> (NSW) should be amended to remove section 585 and section 595, so that ratepayers are not permitted to postpone rates as a result of land rezoning, and councils are not required to write-off postponed rates after five years. Page 155 of the IPART report.</p>	<p>Supported,</p> <p>In the interest of fairness, transparency and an equitable approach, Council has 40 properties which are subject to postponed rates. The question has to be asked as to why should the people whom choose to purchase a block of land with higher land values receive a discount on their rates.</p> <p>Another factor that needs to be considered is that removing postpone rates should not cause genuine hardship on the ratepayer.</p>
Other recommendations	
<p>41. The valuation base date for the Emergency Services Property Levy and council rates be aligned.</p> <p>– The NSW Government should levy the Emergency Services Property Levy on a Capital Improved Value basis when Capital Improved Value data becomes available state-wide. Page 158 of the IPART report.</p>	<p>Supported.</p>
<p>42. After the NSW Valuer General has established the database to determine Capital Improved Values for rating purposes (see Recommendation 3), councils be given the choice to directly buy valuation services from private valuers that have been certified by the NSW Valuer General. Page 161 of the IPART report.</p>	<p>Supported.</p> <p>Council should be able to determine on a value for money basis whether to use the Valuer General's property valuation services or a private valuation firm, as occurs in other States.</p>

IPART FINAL REPORT RECOMMENDATIONS	COUNCIL SUBMISSION TO IPART FINAL REPORT
	Additionally, a mechanism needs to also be implemented so as to protect Council who choose to use the VG from cost increases if the VG loses business to the private sector.

Cessnock City Council

General Purpose Financial Statements

for the year ended 30 June 2019

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- the *Local Government Act 1993* (NSW) (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the *Local Government Code of Accounting Practice and Financial Reporting*.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 04 September 2019.

Councillor Bob Pynsent
Mayor
04 September 2019

Councillor Melanie Dagg
Councillor
04 September 2019

Mr Robert Maginnity
Interim General Manager
04 September 2019

Ms Darrylen Allan
Acting Responsible Accounting Officer
04 September 2019

Cessnock City Council

Special Purpose Financial Statements

for the year ended 30 June 2019

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- the NSW Government Policy Statement '*Application of National Competition Policy to Local Government*',
- the Division of Local Government Guidelines '*Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 04 September 2019.

Councillor Bob Pynsent
Mayor
04 September 2019

Councillor Melanie Dagg
Councillor
04 September 2019

Mr Robert Maginnity
Interim General Manager
04 September 2019

Ms Darrylen Allan
Acting Responsible Accounting Officer
04 September 2019

Placeholder for Enclosure 3

Corporate and Community No. CC72/2019

Draft Annual Financial Statements for Audit (Provided
Under Separate Cover)

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

June 2019 Quarterly Review of 2017-21 Delivery Program

Summary of Progress – 2018-19 Operational Plan Deliverables

	Connected Safe & Creative Community	Sustainable & Prosperous Economy	Sustainable & Healthy Environment	Accessible Infrastructure Services & Facilities	Civic Leadership & Effective Governance	Total	%
On-Track	-	1	3	4	3	11	7%
At Risk	-	-	1	-	-	1	1%
Complete	46	17	27	15	45	150	92%
Total	46	18	31	19	48	162	100%



Summary of Progress – Carryover 2017-18 Operational Plan Deliverables

	Connected Safe & Creative Community	Sustainable & Prosperous Economy	Sustainable & Healthy Environment	Accessible Infrastructure Services & Facilities	Civic Leadership & Effective Governance	Total	%
On-Track	-	-	1	-	-	1	6%
Complete	1	3	4	3	5	16	94%
Total	1	3	5	3	5	17	100%
Deferred to 2019-20 Op Plan			2			2	



Summary of Progress – 2017-21 Delivery Program Measures

	Connected Safe & Creative Community	Sustainable & Prosperous Economy	Sustainable & Healthy Environment	Accessible Infrastructure Services & Facilities	Civic Leadership & Effective Governance	Total	%
On-Track	5	2	8	5	6	26	63%
Ahead	9	2	2	-	-	13	32%
At Risk	2	-	-	-	-	2	5%
Total	16	4	10	5	6	41	100%



Community's Desired Outcome: A Sustainable & Prosperous Economy

OBJECTIVE 1.1: PROMOTING SOCIAL CONNECTIONS

- We are connected to others in our neighbourhood and across the Local Government Area.
- Our community has opportunities to celebrate together.

DELIVERY PROGRAM 2017-21		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
1.1.1	Engage with the community in reconciliation activities.				
1.1.1.a	Organise an event, with a diverse program of activities, to recognise and celebrate National Reconciliation Week and NAIDOC Week.		100%	<ul style="list-style-type: none"> A calendar of events for 2018 NAIDOC Week was developed and included the listing of 19 events. The Week was a success. National Reconciliation Week 2019 was held and included a film screening at CPAC and Elders Afternoon Tea at Cessnock City Council. All programs were in consultation with Council's Aboriginal and Torres Strait Islander Committee. 	Community & Cultural Engagement
1.1.1.b	Progress the Innovate Reconciliation Action Plan first year deliverables and report on the outcomes to the Aboriginal and Torres Strait Islander Committee.		100%	<ul style="list-style-type: none"> Implementation of the Innovate Reconciliation Action Plan is well underway and is delivered in consultation with Council's Aboriginal and Torres Strait Islander Committee. Achievements include planning for the incorporation of Aboriginal symbols within the Bridges Hill Park Redevelopment, "Wonnarua Country" on gateway sign at Branxton, inclusion of Aboriginal performances in the CPAC season program, NAIDOC Week program that expands each year. An application for RH Dougherty Awards, Local Government NSW was submitted acknowledging community partnerships in delivering NAIDOC Week 2018 and in accordance with the Innovate Reconciliation Action Plan. Council meetings rooms at the Administrative Buildings have been renamed with Aboriginal names. 	Community & Cultural Engagement
1.1.2	Develop and deliver programs to engage young people.				
1.1.2.a	Provide a youth drop-in centre that is a safe space for young people to engage and participate in a diverse range of activities.		100%	<ul style="list-style-type: none"> The youth drop in centre at Aberdare is open at least 2 days per week, hosts regular drop in sessions at Greta and operates weekly from Cessnock PCYC. Recently introduced is the CYCOS holiday program and provides opportunity for structured programming. In partnership with Hunter New England Health a young parents group meets regularly at the centre. 	Community & Cultural Engagement
1.1.2.b	Council's youth service, CYCOS, to continue working in partnership with external organisations to implement youth based community programs that address alcohol consumption and misuse and illicit drug use.		100%	<ul style="list-style-type: none"> The youth centres two professional office rooms have been refreshed with modern furnishing supporting the youth services that use the venue for outreach services. Currently 7 services have regular bookings for use of the venue and include legal, drug and alcohol, counselling and health services. Alcohol and drug prevention programs that CYCOS has participated in delivering include Smart Choices, Pit Stop and The Gathering. 	Community & Cultural Engagement

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
1.1.2.c	Undertake a review to identify if there are opportunities for Council's youth service, CYCOS, to further expand its outreach programs.	100%	<ul style="list-style-type: none"> With the review complete opportunities identified and being actioned include the development of school holiday programming, amendment to operational hours during the school holidays and will make CYCOS more accessible to young people during the day time and the establishment of a partnership with PCYC for use of their indoor skate facility as part of CYCOS drop in program. Discussions have commenced to scope programming ideas for outreach to Kurri Kurri. 	Community & Cultural Engagement
1.1.2.d	Organise an event, with a diverse program of activities, to recognise and celebrate Youth Week.	100%	<ul style="list-style-type: none"> Youth Week held and included 25 activities listed in the event program and partnerships with 28 local services and businesses. Estimated youth participation was 1,403. Acquittal was lodged with the funding body June 2019. 	Community & Cultural Engagement
1.1.3	Commence implementation of the Disability Inclusion Action Plan.			
1.1.3.a	Develop a practice guideline outlining and encouraging the host of community activities associated with Seniors Week, Youth Week and NAIDOC Week to have awareness of and provide activities that are accessible.	100%	<ul style="list-style-type: none"> A practice guideline that incorporates a checklist encouraging accessible events has been drafted and made available on Council's website. The Guidelines will be promoted when co-ordinating 2020 Youth Week, Seniors Week and NAIDOC Week and can be accessed at http://www.cessnock.nsw.gov.au/community/AccessInclusion 	Community & Cultural Engagement
1.1.3.b	Investigate our organisation becoming Relay Service Friendly to assist people with hearing or speech impairment.	100%	<ul style="list-style-type: none"> The investigation for Council being National Relay Service Friendly is complete and has been achieved. On Council's webpage the contact page has been updated to include the National Relay Service. It also includes a web page that informs of the Relay Service and how the service can be accessed http://www.cessnock.nsw.gov.au/community/AccessInclusion/nrs 	Community & Cultural Engagement
1.1.3.c	Promote Council facilities with infrastructure in place that supports access.	100%	<ul style="list-style-type: none"> An accessibility tool was developed and a number of Council's cultural facilities have been assessed to determine the access supports available. The access supports are listed on Council's website http://www.cessnock.nsw.gov.au/community/AccessInclusion 	Community & Cultural Engagement
1.1.4	Develop and deliver a program of community and civic events.			
1.1.4.a	Organise a program of events, with diverse activities, to recognise and celebrate Seniors' Week.	100%	<ul style="list-style-type: none"> Seniors Week was held February and included the listing of 35 events comprising arts and culture, health and well-being, history, learning and special interest. The Seniors Week Committee evaluated the program including attendance and project outcomes at its meeting held March 2019. It is estimated over 2,000 participations occurred for the event program. Financial sponsorship was provided by 8 local businesses/organisations. 	Community & Cultural Engagement

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
1.1.4.b	Organise the Spring Awakening Festival event with a diverse program of activities.	100%	<ul style="list-style-type: none"> Due to adverse weather forecasts Spring Awakening 2018 was cancelled. The event had been planned to include new activities. 	Community & Cultural Engagement
1.1.4.c	Organise the Carols In The Park event with a diverse program of activities.	100%	<ul style="list-style-type: none"> Carols in the Park was held 7 December 2018 and was well received by the community. Over 3,000 people attended the event. 	Community & Cultural Engagement
1.1.4.d	Organise Citizenship Ceremonies.	100%		Executive Support
1.1.4.e	Organise Australia Day Awards Ceremony.	100%		Executive Support

OBJECTIVE 1.2: STRENGTHENING COMMUNITY CULTURE

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

DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
1.2.1	Continue to promote the range of community services across the local government area.			
1.2.1.a	Increase community connectivity through strengthening Council's social media presence.	100%	<ul style="list-style-type: none"> Cessnock City Council's social media presence continues to experience strong growth. The Council Facebook page now has 7,088 likes and 7,474 follows. 	Media & Communications
1.2.1.b	Improve community awareness about Council's services through media and communications material, including Council's electronic platforms.	100%	<ul style="list-style-type: none"> Social Media posts in May highlighted a number of Council services including the microchips days, NAIDOC Week, Cessnock CBD works, Beilbird Community Hall Upgrade, trails strategy, CPAC events, renaming of Kearsley Park, suburb signage survey and the community recycling centre. 	Media & Communications

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
1.2.1.c	Improve community awareness about Council's services through media and communications material.	100%	<ul style="list-style-type: none"> Media release, website updates and social media posts in this period included promoting the library events, CBD upgrades, Belbird Community Hall, adoption of the operational plan and suburb entry signage survey. 	Media & Communications
1.2.1.d	Maintain the Community Directory and update it to include volunteering opportunities with the local community.	100%	<ul style="list-style-type: none"> The Community Directory was maintained throughout the year with a comprehensive review undertaken to determine volunteering opportunities with online records updated accordingly. 	Community & Cultural Engagement
1.2.2	Collaborate with the community to develop and deliver services.			
1.2.2.a	Be an active member of collaborative network groups that strive for inclusive, safer and healthier communities. This includes domestic violence, crime prevention and healthy lifestyles.	100%	<ul style="list-style-type: none"> Collaborative meetings attended by the Unit included Cessnock Healthy Lifestyle Network, General Interagency, Youth Interagency, Cessnock Place Based Project, Cessnock Anti-Violence Network. 	Community & Cultural Engagement
1.2.3	Commence implementation of the Community Infrastructure Strategic Plan.			
1.2.3.a	Liaise with community groups who operate from Council owned cultural facilities, to provide a welcoming, engaging, inclusive, safe and accessible environment.	100%	<ul style="list-style-type: none"> Engagement has occurred with groups who operate from Council facilities and include Richmond Main Colliery, Marthaville Arts and Cultural Centre, Wollombi Cultural Centre and Cessnock Performing Arts Centre. Crime Prevention by Environmental Design actions have been implemented at Marthaville Arts and Cultural Centre and included demolishing of a disused laundry facility that was being used for anti-social activities. Council received a \$65,000 Caring for State Heritage Grant for Richmond Main Colliery Abutions Block. Investigations have commenced for CPAC to be a cultural hub. 	Community & Cultural Engagement
1.2.4	Provide and manage a range of community, sporting and aquatic facilities.			
1.2.4.a	Promote Council's \$ for \$ programs to community groups including the eligibility criteria for infrastructure projects that seek to improve Council owned and/or managed community facilities to be welcoming, engaging, inclusive, safe and accessible.	100%	<ul style="list-style-type: none"> Promotion ongoing during meetings with user groups and advertising when grants are announced. 	Open Space & Community Facilities
1.2.4.b	Support community groups to improve community facilities via dollar-for-dollar grants.	100%	<ul style="list-style-type: none"> All 2018-19 funds have been distributed. 	Open Space & Community Facilities
1.2.4.c	Support community groups to manage facilities in conjunction with Council.	100%	<ul style="list-style-type: none"> Regular site meetings held with user groups and committees to address issues and plan for the future. 	Open Space & Community Facilities
1.2.5	Develop and implement adopted masterplans for community facilities.			Open Space & Community Facilities

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DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
1.2.5.a	Develop and implement (subject to funding) adopted masterplans for recreation and community facilities.	100%	<ul style="list-style-type: none"> Bridges Hill Park Masterplan continues to be implemented through playground upgrades, seating was installed as well as drainage improvements at Miller Park (Miller Park Masterplan) & a draft Masterplan has been completed for Greta Central Oval. 	Open Space & Community Facilities
1.2.6	Provide a variety of affordable interment options to the community.			
1.2.6.a	Review and update the Cemetery Strategic Plan.	2017-18 100%	<ul style="list-style-type: none"> Completed 2017-18 actions. 	Open Space & Community Facilities
1.2.6.a	Commence implementation of the Cemetery Strategic Plan.	100%	<ul style="list-style-type: none"> Management plan underway. Progress will continue to be reported against 1.2.6.a in the 2019-20 Operational Plan. 	Open Space & Community Facilities
1.2.7	Prepare and implement a Sponsorship & Subsidies Policy and procedure to build community capacity.			
1.2.7.a	Prepare and implement a Sponsorship & Subsidies Policy and Procedure.	100%	<ul style="list-style-type: none"> Policy developed and presented to Council in June 2018. 	Director Works & Infrastructure
1.2.8	Commence implementation of the LGA Signage Strategy.			
1.2.8.a	Construct city gateways and signage from the LGA Signage Strategy subject to grant funding being received.	100%	<ul style="list-style-type: none"> Successful grant funding application received during 2018-19. This project will continue to be implemented and reported as part of the 2019-20 Capital Works Program – Signage Program. 	Infrastructure
1.2.8.b	Prepare and implement a Signage Technical Manual	100%		Infrastructure

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 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
1.3.1	Participate in collaborative partnerships to prevent crime.			

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DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
1.3.1.a	Participate on the Cessnock City Liquor Accord and Community Safety Precinct Committee.	100%	<ul style="list-style-type: none"> Participated in meetings. 	Infrastructure
1.3.2	Carry out regulatory and education programs to protect residential amenity and community health and safety.			
1.3.2.a	Assess requests for additional, changes to existing and special event alcohol-free zones across the LGA.	100%		Infrastructure
1.3.2.b	Conduct internal driver awareness sessions.	100%		Infrastructure
1.3.2.c	Conduct Graduated Licensing Scheme Workshops for supervisors and learner drivers.	100%		Infrastructure
1.3.3	Continue to comprehensively and professionally process construction certificates and complying development certificates.			
1.3.3.a	Comprehensively and professionally process construction certificates and complying development certificates.	100%		Health & Building
1.3.4	Continue implementation of local government road safety projects from the Road Safety Strategic Plan 2014-2018.			
1.3.4.a	Deliver road safety education and awareness programs under the Joint Local Government Road Safety Program.	100%		Infrastructure
1.3.4.b	Prepare a Road Safety Strategic Plan 2019-23.	100%	<ul style="list-style-type: none"> Progressed Road Safety Strategic Plan. Preparing for stakeholder engagement. This project will continue to be implemented and reported at 1.3.4 in the 2019-20 Operational Plan. 	Infrastructure
1.3.5	Improve the safety of the road network.			
1.3.5.a	Provide designs and documentation for road works and traffic facilities to improve the safety of the road environment.	100%		Infrastructure
1.3.5.b	Assess applications for heavy vehicle movements within the LGA.	100%		Infrastructure
1.3.5.c	Research and respond to road safety and road engineering enquiries.	100%	<ul style="list-style-type: none"> Prioritised investigations and responses based on safety risk. 	Infrastructure
1.3.5.d	Prepare reports for and facilitate the Local Development Committee (Traffic).	100%	<ul style="list-style-type: none"> Internal referrals for traffic generating development processed. 	Infrastructure
1.3.5.e	Prepare reports for and facilitate the Local Traffic Committee.	100%	<ul style="list-style-type: none"> Facilitated committee. 	Infrastructure

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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 2017-21			DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
1.4.1	Develop and deliver the annual Cessnock Performing Arts season program.					
1.4.1.a	Deliver a diverse and engaging Cessnock Performing Arts Centre season program.			100%	<ul style="list-style-type: none"> Sell out shows for the 2019 Season include Marina Prior & David Hobson, The Gospel According to Paul, Menopause the Musical, Anh Do, The Happiest Refugee Live. Sales also went well for children's performance The Gruffalo and Ian Moss. The 2019 Season Program includes Aboriginal Programming and Inclusion in Seniors Week. 	Community & Cultural Engagement
1.4.2	Continue implementation of the priority projects from the Cessnock City Library Review, Report & Strategy.					
1.4.2.a	Expand the outreach library programs including increased promotion and awareness of its e-resources.			100%	<ul style="list-style-type: none"> The Library has been promoting its 24/7 Library (e-resources) within the community. A recent addition to the e-resource collection is access to free movies (limit in place of 10 movies per month) for library members. eBook, audio, magazine and movies are up 54% compared to the previous year. 	Community & Cultural Engagement
1.4.2.b	Improve access to Cessnock Library.			100%	<ul style="list-style-type: none"> Architectural drawings have been received for installation of a lift at Cessnock Library Branch. Public Works have been engaged to review the plans and draft specifications and scope of works. The installation of the lift has been included in the 2019-20 Operational Plan. Progress next stage access improvements at Cessnock Library Branch including installation of a lift at Cessnock Library Branch. 	Community & Cultural Engagement
1.4.2.c	Improve customer service facilities at Kurri Kurri library.			100%	<ul style="list-style-type: none"> Internal building works completed at Kurri Kurri Library to reconfigure the floor space. The relocation of the customer service desk has occurred and achieves an inviting welcome when accessing the library. The service desk is height adjustable achieving improved inclusion for children and people with disability. 	Community & Cultural Engagement
1.4.3	Promote and participate in a range of cultural and heritage activities across the Local Government Area.					
1.4.3.a	Support the Stomp Festival.			100%		Economic Development
1.4.3.b	Support the Nostalgia Festival.			100%		Economic Development

Community's Desired Outcome: A Sustainable & Prosperous Economy

MEASURES

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
Regulatory Premises inspections	This measure is the number of regulatory premises inspections carried out divided by the programmed regulatory premises inspections during a year. Regulatory premises inspections include food shop inspections, skin penetration inspections etc. This is a measure of Council's contribution to the health and safety of the community. In 2015-16 there were 732 inspections and 95% of programmed inspections were carried out.	95% 2015-16	100%	100%		550 routine inspections completed. Additional 121 re-inspections completed over the program.
Public Swimming Pool and Spa inspections	This measure is the number of public swimming pools and spas inspected divided by the programmed number of public swimming pool and spa inspections. This is a measure of Council's contribution to the health and safety of the community. In 2015-16 there were 94 public swimming pools and spas and 100% of programmed inspections were carried out.	100% 2015-16	100%	100%		102 inspections completed.
Participation in major civic and community events and programs	The number of community members attending and participating in major civic and community events and programs provided by CPAC each year.	2,500 2015	Increase	4,876 2018-19	 Ahead	
Cessnock Performing Arts Centre Audience	This measure is the number audience members that have attended performances at the Cessnock Performing Arts Centre in a calendar year. This measure is sourced from the centre's ticketing system.	12,028 2015	Maintain	16,478 2018-19	 Ahead	
Library Programs	This measure is the number of programs offered at Council's libraries. This data is sourced from NSW Public Libraries statistics. This is a measure of the libraries engagement with the community for the purpose of both recreation and education. In 2014-15 the median for NSW public libraries was 563 programs.	810 programs 2014-15	>NSW median	1,026 2018-19	 Ahead	
Library Programs	This measures the number of attendees at library programs. This data is sourced from NSW Public Libraries statistics. This is a measure of the libraries engagement with the community for the purpose of both recreation and education. In 2014-15 the median for NSW public libraries was 11,582 attendees.	15,582 attendees 2014-15	>NSW median	22,606	 Ahead	
Seniors Week	This measures the diversity and growth of activities offered on the Seniors Week calendar. Number of activities listed in Seniors Week event calendar. The target measure was 15 in 2015-16.	15 2015-16	Increase	35 2018-19	 Ahead	
Seniors Week	This measures the engagement with the community during Seniors Week. Number of attendees at Seniors Week events. This measure was 1,500 in 2016-17.	1,500 2016-17	Maintain	2,100 2018-19	 Ahead	

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MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
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 11,234 in 2015-16.	11,234 2015-16	Maintain	8,403 2018-19		The model for delivery of school programs has changed with it being a more targeted approach engaging with a smaller number of young people as opposed to sessions delivered on mass. In addition to drop in sessions, the CYCOS model has changed to include a focus on service development initiatives attracting specialist youth providers to the venue's professional office rooms resulting in increased partnerships with health, legal, counselling, drug and alcohol professionals.
Youth Week	This measures the diversity and growth of activities offered on the Youth Week calendar. Number of activities listed in Youth Week event calendar. The target measure was 15 in 2015-16.	15 2015-16	Increase	24 2018-19		Ahead
Youth Week	This measures the engagement with the community during Youth Week. Number of attendees at Youth Week events. This measure was 1,800 in 2016-17.	1,800 2016-17	Maintain	1,403 2018-19		Although the Youth Week program offered 24 diverse activities participation at events was less compared to previous years. This year Youth Week fell in the 2 weeks of Easter, Anzac Day and School Holidays. The evaluation process found that many young people were away on family holidays and impacted on the rates of participation for most events. This feedback has been passed on to the organisers of National Youth Week to assist in future date scheduling.
NAIDOC Week	This measures the diversity and growth of activities offered on the NAIDOC Week calendar. Number of activities listed in NAIDOC Week event calendar. The target measure was 10 in 2015-16.	10 2015-16	Increase	19 2018-19		Ahead
NAIDOC Week	This measures the engagement with the community during NAIDOC Week. Number of attendees at Council hosted NAIDOC Week events. This measure was 2,800 in 2016-17.	2,800 2016-17	Maintain	2,700 2018-19		
Aquatic Facility Patronage	This is a measure of attendance and utilisation of Kurri Kurri Aquatic & Fitness Centre. Number of customers per annum. This data is sourced from attendance data. This measure was 120,000 in 2016-17.	120,000 2015-16	>120,000	118,557 2018-19		

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MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
Aquatic Facility Patronage	This is a measure of attendance and utilisation of Cessnock Aquatic facility. Number of customers per annum. This data is sourced from attendance data. This measure was 42,102 in 2016-17.	42,102 2016-17	>42,102	44,442 2018-19	 Ahead	
Aquatic Facility Patronage	This is a measure of attendance and utilisation of Branxton Aquatic facility. Number of customers per annum. This data is sourced from attendance data. This measure was 25,771 in 2016-17.	25,771 2016-17	>25,800	23,751 2018-19		

OBJECTIVE 2.1: DIVERSIFYING LOCAL BUSINESS OPTIONS

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

DELIVERY PROGRAM 2017-21		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
2.1.1	Undertake a follow-up Business Capability Study (to include trend analysis) and a Liveability Study.				
2.1.1.a	Undertake a follow-up Business Capability Study to include trend analysis from the initial study.		100%	<ul style="list-style-type: none"> This project remains on track for completion within the four year Delivery Program. Progress will continue to be reported against 2.1.1.a in the 2019-20 Operational Plan. Database capture tools being reviewed and procured under the grant. Training with ABR data booked for staff in preparation for survey. Survey instrument being finalised. Online tools being developed. 	Economic Development
2.1.2.	Identify opportunities and advocate for economic development and infrastructure funding.				
2.1.2.a	Undertake research for economic analysis and reporting, prepare publications, submissions and discussion papers and economic strategic planning for funding attraction.		100%	<ul style="list-style-type: none"> Funding submission submitted to RGTEF \$2.085 million for tourism signage. Invited to full application for NSW GLE for the Airport Upgrade, and to submit full applications to R4R for Branxton to Greta Cycleway and Kurri Kurri CBD. Submitted \$21.97 m to BBRF for tourism signage, and for \$50k towards updating the Economic Development Strategy in 2019-20. 	Economic Development
2.1.3	Implement a Business Investment Attraction Program.				

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DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
2.1.3.a	Update the Business Investment Prospectus and marketing collateral.	100%	<ul style="list-style-type: none"> Business Investment Prospectus in place. Advance Cessnock City website has been upgraded and now includes business opportunities and research into growth sectors, as well as provides additional supplementary materials for new and existing businesses. 	Economic Development
2.1.3.b	Implement the Business Investment Attraction Program in cooperation with Advance Cessnock City partners, identify target businesses for relocation to Cessnock.	100%	<ul style="list-style-type: none"> Continued discussions with potential new investors, ongoing enquiries. Ongoing support to potential investors seeking information and ongoing collaborative opportunities in establishment of businesses. Reviewing data capturing around the new resident materials. 	Economic Development
2.1.4	Provide support for activation of commercial centres, business engagement, promotion and support for business growth.			
2.1.4.a	Provide financial support for the activation of commercial centres and deliver business support and promotion for business growth and retention.	100%	<ul style="list-style-type: none"> Sponsorship of Cessnock Customer Service Awards. Secured the Business Bus in support of the Central Hunter Business Chamber for their Community and Business Expo in October. Submissions made for funding to support the revitalisation of Branxton town, and Kurri Kurri CBDs. Small Business Month events held in October. Digital bootcamp held in November. Buy Local magazines distributed. Advance Cessnock City activities continue. Advance Cessnock City in top 3 Economic Development initiatives at the EDA awards 2018, and Cessnock City Youth First Project wins EDA awards for Strategic Thinking in 2018. 	Economic Development
2.1.5	Finalise and commence implementation of the Cessnock Commercial Precinct, Public Domain Plan, DCP and s94 Plan.	2017-18 100%	<ul style="list-style-type: none"> Completed 2017-18 action. Council successful in obtaining a grant for \$3 million to implement priority actions. Projects will be implemented and reported as part of the Capital Works Program as funding becomes available. Scheduled for 2019-20 budget year. 	Strategic Planning
2.1.5.a	Implement priority projects the Cessnock CBD Plan, subject to grant funding.	100%	<ul style="list-style-type: none"> Completed 2018-19 action. (See 2.1.5) 	Strategic Planning
2.1.6	Finalise and commence implementation of the Kurri Kurri District Plan and Town Centre Masterplan, Public Domain Plan, DCP and s94 Plan.	2017-18 100%	<ul style="list-style-type: none"> 2017-21 Delivery Program strategy actions completed (including 2017-18 carryover actions). This project will now be implemented and reported as part of the Capital Works Program. 	Strategic Planning
2.1.6.a	Implement the priority projects in the Kurri Kurri District Strategy and Town Centre Masterplans, subject to grant funding.	100%	<ul style="list-style-type: none"> Completed 2018-19 action. (See 2.1.6) 	Strategic Planning

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DELIVERY PROGRAM 2017-21		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
2.1.7	Continue delivery of the Braxton Sub-Regional Plan – Stage 2.		100%	<ul style="list-style-type: none"> PDP and DCP adopted by Council at meeting of 19 June 2019. 	Strategic 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 2017-21		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
2.2.1	Develop and communicate employment-related information to businesses.				
2.2.1.a	Develop critical information kits on workforce planning, employment incentives, flexible work arrangements and industrial relations.		100%	<ul style="list-style-type: none"> Information kits on "pathways to meaningful employment" and process flows drafted to assist businesses with employment incentives developed for the Cessnock City Jobs Portal. Discussions held with key agencies and TAFE. To be renewed in 2019-20 for validity and ensure they remain up to date. Project delivered and acquitted. 	Economic Development
2.2.2	Undertake a Skills Needs Analysis and collaborate with State and Federal Governments to promote employment.		2017-18 100%		Economic Development
2.2.2.a	Collaborate with State and Federal Governments, provide critical career website links for employment and promote employment opportunities through digital means.		100%	<ul style="list-style-type: none"> Skills audit published on Advance Cessnock website and distributed to key stakeholders. Seeking opportunities to leverage case studies from job providers. 	Economic Development
2.2.3	Continue the Cessnock City Youth First Project.		100%	<ul style="list-style-type: none"> Completed action in 2017-18. Cessnock City Youth First Project won the 2018 Economic Development Australia award for Strategic Thinking. 	Economic Development
2.2.4	Provide and promote apprenticeships and traineeships within Council.				
2.2.4.a	Introduce graduate program in critical functional areas.		25%	<ul style="list-style-type: none"> This project remains on track for completion within the four year Delivery Program. Progress will continue to be reported against 2.2.4.a in the 2019-20 Operational Plan. 	Human Resources

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DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
2.2.4.b	Expand the existing apprenticeships, traineeship and work experience program.	100%	<ul style="list-style-type: none"> Council currently has four apprentices employed within our Works and Infrastructure Directorate in Bridge Carpentry, Carpentry and Painting trades and two Trainees employees in Finance and Environmental Health. In addition, three apprentices completed their trade this year and have applied for and been successful in obtaining a permanent position at Council. Council has advertised for the three vacant positions, Apprentice Mechanic and 2 x Apprentice Parks and have been successful in placing three people into these positions commencing in January. 	Human Resources





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 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
2.3.1	Collaboratively identify markets and promote the local government area's tourism industry.		<ul style="list-style-type: none"> 2017-18 action included in the 2018-19 Operational Plan reported against 2.3.1.b below. 	Economic Development
2.3.1.a	Identify product development opportunities and promote and grow industry capacity building within the visitor economy.	100%		Economic Development
2.3.1.b	Provide support for major destination marketing campaigns.	100%	<ul style="list-style-type: none"> Completed 2018-19 campaign. Discussions held to plan for 2019-20 campaign. 	Economic Development
2.3.2	Promote and grow the Hunter Valley Visitor Centre.			
2.3.2.a	Increase visitation, financial sustainability and grow the promotion of local suppliers and indigenous businesses through the Centre.	100%		Economic Development
2.3.3	Support major community events and festivals.			
2.3.3.a	Assess requests associated with major community events and festivals, including use of public road reserve open space and assets.	100%		Infrastructure
2.3.4	Commence an implementation plan for the Vineyard Signage Strategy.			
2.3.4.a	Prepare an implementation strategy to replace the existing Vineyards mapping system subject to grant funding being received.	100%		Infrastructure

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MEASURES

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
Satisfaction with economic development activities	This measure is from a random survey of residents where they are asked to rate their satisfaction with Council's efforts in encouraging business and industry on a scale of 1-5 where 1 = low satisfaction and 5 = high satisfaction. The 2016 rating was 3.16 (compared with 3.07 in 2014).	3.16 2016	>3	2.93 2019		
Engagement with business community	This measure is the number of unique visitors on the Advance Cessnock City website (sourced from the website analytics) This is a measure of engagement with the local business community. The number of unique visitors in 2015-16 was 25,860.	25,860 2015-16	28,000	29,741 2018-19	 Ahead	July 2018-June 2019 = 29741, increase of 33.86% on previous year.
Engagement with potential tourists	This measure is the number of unique visitors on the Hunter Valley Visitor Centre website (sourced from the website analytics) This is a measure of engagement with tourists/potential tourists to the area. The number of unique visitors in 2015-16 was 361,918.	361,918 2015-16	398,000	766,000 2018-19	 Ahead	July 2018-June 2019 = 766,000, an increase of 21.31% on previous year.
Visits to Hunter Valley Visitor Centre	This measure is the number of visitors to the Hunter Valley Visitor Centre (sourced from the counters at the entrance to the Hunter Valley Visitor Centre). This is a measure of in-bound tourism to the area. The number of visitors in 2016 was 102,175.	102,175 2016	>100,000	92,000 2018-19		92,000 represents an increase of 8.24%, in a context where other visitor centres have falling numbers.

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

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

DELIVERY PROGRAM 2017-21		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
3.1.1	Finalise Cessnock City Planning Strategy and commence implementation.				
3.1.1.a	Finalise the Cessnock City Planning Strategy.		2017-21 30%	<ul style="list-style-type: none"> Draft Strategy to be presented to Councilor at briefing in August 2019. This project remains on track for completion within the four year Delivery Program. Progress will continue to be reported against 3.1.1.a in the 2019-20 Operational Plan. 	Strategic Planning
3.1.1.b	Commence review of Cessnock LEP 2011.		0%	<ul style="list-style-type: none"> Contingent on the adoption of the Cessnock City Planning Strategy which is not anticipated until late 2019-early 2020. This project remains on track to commence within the four year Delivery Program. Progress will continue to be reported against 3.1.1.a in the 2019-20 Operational Plan. 	Strategic Planning
3.1.2	Undertake a strategic land use review of the urban villages in the local government area.				
3.1.2.a	Undertake a strategic land use review of urban villages in the LGA.			<ul style="list-style-type: none"> Being implemented as part of the Cessnock City Planning Strategy and will be reported against 3.1.1.a 	Strategic Planning
3.1.3	Progress the review of land use planning controls within the vineyard district.		2018-19 100%	<ul style="list-style-type: none"> Second working group meeting scheduled for Tuesday 23 July 2019. This project will continue to be progressed and reported against 3.1.3.a in the 2019-20 Operational Plan. 	Strategic Planning
3.1.4	Continue implementation of the Biodiversity Strategy.				
3.1.4.a	Ensure future zones within the planning framework are truly reflective of land capability and biodiversity values.			<ul style="list-style-type: none"> Being implemented as part of the Cessnock City Planning Strategy and will be reported against 3.1.1.a 	Strategic Planning

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DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
3.1.4.b	Implement the Biodiversity Strategy Communication Plan to improve community awareness.	100%	<ul style="list-style-type: none"> Completed 2018-19 actions. Planning community events for Our Bushland program in April and meeting with Taronga Zoo to discuss implementation of a schools program to raise awareness of significant species in the Cessnock area. Planning has commenced for the BioBiltz in September. This project will continue to be implemented and reported against 3.1.4.a in the 2019-20 Operational Plan. 	Environment & Waste
3.1.5	Continue to implement the Carbon Management & Energy Reduction Strategy.			
3.1.5.a	Commence implementation of the Energy Efficiency Project.	2017-18 100%	<ul style="list-style-type: none"> Action included in the 2018-19 Operational Plan. Progress will be reported against 3.1.5.a below. 	Environment & Waste
3.1.5.a	Investigate options for energy performance contract for Council's high energy using sites.	100%	<ul style="list-style-type: none"> Installation of efficient lighting is complete at all 6 sites. Final actual costs and savings being calculated for repayment schedule. OEH provided 3 community workshops on energy efficiency delivered at libraries for the community. Solar assessments report received and presented to asset managers. 	Environment & Waste
3.1.6	Manage the risks to climate change and improve resilience to extreme weather events, flooding, bushfire, mine subsidence and land contamination.			
3.1.6.a	Adopt a Climate Change Policy.	Deferred	<ul style="list-style-type: none"> Project deferred to the 2019-20 Operational Plan. 	Strategic Planning
3.1.6.b	Continue the investigation, prioritisation and remediation of closed landfill sites.	2017-18 100%	<ul style="list-style-type: none"> Action included in the 2018-19 Operational Plan. Progress will be reported against 3.1.6.b below. 	Environment & Waste
3.1.6.b	Undertake investigations of Council's former waste sites.	100%		Environment & Waste
3.1.6.c	Adopt a contaminated land policy and procedures.	Deferred	<ul style="list-style-type: none"> Project deferred to the 2019-20 Operational Plan. 	Strategic Planning
3.1.7	Manage Council's environmental assets.			
3.1.7.a	Develop and implement the flying fox camp management plan.	2017-18 100%	<ul style="list-style-type: none"> Completed 2017-18 actions. 	Strategic Planning
3.1.7.a	Implement the flying fox camp management plan, subject to grant funding.	100%	<ul style="list-style-type: none"> Initial grant application finalised. Grant funding secured to continue implementation of the flying fox camp management plan. This project will continue to be progressed and reported against 3.1.7.a in the 2019-20 Operational Plan. 	Strategic Planning

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
3.1.8	Carry out regulatory and education programs to protect and enhance the natural environment and environmental health.			
3.1.8.a	Implement the On-Site Sewage Management (OSSM) inspection program.	100%	<ul style="list-style-type: none"> Scheduled inspections completed in accordance with program. 	Health & Building
3.1.8.b	Implement the Regulatory Premises inspection program, including food shops, skin penetration premises, water cooling towers and public swimming pools.	100%	<ul style="list-style-type: none"> Scheduled inspections completed in accordance with program. 	Health & Building
3.1.8.c	Improve Council's companion animals education programs focusing on responsible pet ownership as per the Companion Animals Management Plan.	100%	<ul style="list-style-type: none"> Continuing ongoing education with owners, media releases and ongoing campaigns to promote responsible pet ownership. Photo shoot involving same animals in video have been undertaken and ongoing educational campaigns are being considered to complement video. Free microchipping events for May have been conducted with approximate 70 Animals attending for Microchipping / scanning. New Council WEB PAGE for lost / found Companion Animals in trial stage. Next Council Microchip day to be held in November. Completed 2018-19 actions. Completed 2018-19 actions. 	Health & Building
3.1.8.d	Implementation of the Regional Weeds Action Plan.	100%	<ul style="list-style-type: none"> Completed 2018-19 actions. 	Environment & Waste
3.1.8.e	Continue community engagement and education relating to environmental initiatives.	100%	<ul style="list-style-type: none"> Completed 2018-19 actions. 	Environment & Waste
3.1.9	Commence implementation of the priority recommendations from flood studies and risk management plans for major catchments in the local government area.			
3.1.9.a	Implement the following high priority projects from the Swamp/Fishery Creek Floodplain Risk Management Plan: <ul style="list-style-type: none"> Swamp Creek Flood Warning System - Concept Design Swamp Creek Vegetation Clearing (Stage 1 of 3 subject to grant funding) 	90%	<ul style="list-style-type: none"> Progressed design concepts for warning system, clearing in progress. Grant funding required to undertake works. This project will continue to be progressed and reported against 3.1.9.a in the 2019-20 Operational Plan. 	Infrastructure
3.1.9.b	Implement the following high priority projects from the Cessnock City/Black Creek Flood Risk Management Plan: <ul style="list-style-type: none"> Cessnock Voluntary House Raising Scheme (Stage 1 of 3) South Cessnock Bund Wall - Design South Cessnock Flood Warning System - Concept Design (Stage 1 of 2) 	90%	<ul style="list-style-type: none"> Progressed concept designs, however program impacted by lease arrangements with land owner. This project will continue to be progressed and reported against 3.1.9.b in the 2019-20 Operational Plan. 	Infrastructure
3.1.9.c	Implement the following high priority project from the Wollombi Flood Risk Management Study and Plan: <ul style="list-style-type: none"> Wollombi Flood Warning System - Construct (Stage 1 of 2) 	80%	<ul style="list-style-type: none"> Progressed construction, however program impacted by Bureau of Meteorology (BOM) availability due to Queensland floods. This project will continue to be progressed and reported against 3.1.9.c in the 2019-20 Operational Plan. 	Infrastructure

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DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
3.1.9.d	Facilitate Council's Floodplain Management Committee to develop and implement Floodplain Risk Management Studies and Plans, and to consider associated technical, social, economic and ecological issues to manage the impact of flooding on the LGA.	100%	<ul style="list-style-type: none"> Completed 2018-19 actions. 	Infrastructure
3.1.9.e	Complete the Greta/Anvil Creek Flood Study.	100%	<ul style="list-style-type: none"> Finalised study and adopted by Council 20 March 2019. 	Infrastructure
3.1.9.f	Review Infrastructure Plan to suit planned expansion of new infrastructure for future development.	100%	<ul style="list-style-type: none"> Progressed review of the Infrastructure Plan. This project remains on track for completion within the four year Delivery Program. Progress will continue to be reported against 3.1.9.f in the 2019-20 Operational Plan. 	Infrastructure
3.1.10	Continue implementation of Council's Trunk Stormwater Drainage Strategy to protect and enhance the natural environment.	2017-18 100%	<ul style="list-style-type: none"> Completed 2017-18 actions. 	Infrastructure
3.1.10.a	Investigate and design works identified in the Trunk Stormwater Drainage Strategy Implementation Plan.	100%	<ul style="list-style-type: none"> Prepared and adopted The Waterways, Stormwater and Floodplain Strategy including implementation plan. 	Infrastructure
3.1.11	Commence development of a street tree strategy.			
3.1.11.a	Continue to develop a tree management strategy.	100%	<ul style="list-style-type: none"> Report to Council in April with an update and plan to complete strategy. Strategic framework for strategy has been developed. Draft Strategy has commenced. Completed 2018-19 actions. Will continue to be reported against 3.1.11.a in the 2019-20 Operational Plan. 	Open Space & Community Facilities

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.
- Our open spaces have suitable amenities and plenty of shade.

DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
3.2.1	Implement the Recreation & Open Space Strategic Plan 2018.			

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-21		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
3.2.1.a	Commence implementation of high priority recommendations from the Recreation & Open Space Strategic Plan 2018.		100%	<ul style="list-style-type: none"> Several high priority recommendations have been implemented in line with Strategic Objective 2 - Provide a recreation and open space network that is well utilised and inclusive; Strategic Objective 3 - Maximise the social, economic and environmental benefits derived from recreation and open space areas; and Strategic Objective 4 - Take a leading role in the governance, leadership and advocacy of recreation and open space facilities and services. 	Open Space & Community Facilities
3.2.2	Develop and update Plans of Management.	✓			
3.2.2.a	Develop and update generic plans of management for community land.		100%	<ul style="list-style-type: none"> Framework complete, report to be prepared for Council's consideration. This project remains on track for completion within the four year Delivery Program. Progress will continue to be reported against 3.2.2.a in the 2019-20 Operational Plan. 	Open Space & Community Facilities
3.2.3	Continue to implement the adopted masterplans for Council's recreation & community facilities and spaces.	✓			
3.2.3.a	Continue to implement the adopted masterplans for Council's recreation and community facilities spaces including the Cessnock CBD Masterplan, Bridges Hill Masterplan, Kurri Kurri Cemetery and Gordon Williams Memorial Lawn Cemetery Masterplans.		100%	<ul style="list-style-type: none"> Works in progress as per the adopted Capital Works Program. 	Open Space & Community Facilities
3.2.4	Provide and maintain recreation facilities, streetscapes and public open space.	✓			
3.2.4.a	Undertake routine maintenance in accordance with schedules.		100%	<ul style="list-style-type: none"> Routine maintenance completed as per resource allocations and service levels for open space & community facilities. 	Open Space & Community Facilities

OBJECTIVE 3.3: BETTER WASTE MANAGEMENT AND RECYCLING

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

DELIVERY PROGRAM 2017-21		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
3.3.1	Construct and introduce and waste transfer station at Council's Waste Management Centre.	✓	100%		

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DELIVERY PROGRAM 2017-21		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
3.3.2	Commence construction of the landfill extension project.				
3.3.2.a	Finalise construction plans for the landfill extension project.		100%	<ul style="list-style-type: none"> Approval from (CCC) Planning Department & EPA for additional lift across site will delay the capital expenditure and provide additional life on existing site. Construction of new (extension) site will be deferred. 	Environment & Waste
3.3.3	Continue implementation of the priority projects from the Waste Management Strategy 2014-19 and the EPA Waste Less Recycle More program.				Environment & Waste
3.3.3.a	Undertake problem waste management strategies including safe sharps disposal, mattress drop-offs, community recycling centres and stations.		100%	<ul style="list-style-type: none"> Completed 2018-19 actions. 	Environment & Waste
3.3.3.b	Formalise agreement with Council's recycling contractor relating to the container deposit scheme and the kerbside recycling service.		100%	<ul style="list-style-type: none"> Hunter Resource Recovery Board adopted position and Council have adopted the (HRR) Board recommendation. 	Environment & Waste
3.3.3.c	Develop policies and procedures to increase the efficiency of waste services, including missed bins, multi-unit dwellings, community exemptions and public place bins.		100%	<ul style="list-style-type: none"> Completed 2018-19 actions. 	Environment & Waste
3.3.3.d	Project manage the development of waste management and recycling facilities in accordance with the Waste Management Strategy 2014-19.		100%	<ul style="list-style-type: none"> Completed 2018-19 actions. 	Infrastructure
3.3.4	Update the Waste Management Strategy for the period 2020-24.			<ul style="list-style-type: none"> 2018-19 actions reported at 3.3.4.a 	Environment & Waste
3.3.4.a	Undertake community consultation and review the existing Waste Management Strategy and prepare a draft Strategy for the 2020-24 period.		100%	<ul style="list-style-type: none"> Development of draft strategy expected to be completed 4th quarter 2019 for Councilor Briefing and community consultation. 	Environment & Waste
3.3.5	Continue to implement programs that target litter and illegal dumping.				
3.3.5.a	Participate in the regional illegal dumping (RID) squad.		100%	<ul style="list-style-type: none"> Ongoing involvement with the RID squad including identification and investigation of illegal dumping sites. 	Environment & Waste
3.3.5.b	Undertake litter reduction projects and illegal dumping clean-ups and prevention, subject to grant funding.		100%	<ul style="list-style-type: none"> Completed 2018-19 actions. 	Environment & Waste

Community's Desired Outcome: A Sustainable & Prosperous Economy






MEASURES

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
Biodiversity, sustainability & natural resource matters	This measure is the number of people engaged in biodiversity, sustainability and natural resource workshops, presentations and consultation. The number of people attending workshops, presentations and consultations.	N/A	1,000	1,000		Schools Tree Day - 13 preschools & 7 schools provided with native plants. Millfield Fair compost giveaway and biodiversity display. Bioblitz - 179 registrations on 4 walks, 9 stakeholder displays. Presentation to Cessnock Chamber of Commerce (16/10/18) Backyard Bird count (20-26/10/18) 230 participants recording 12,430 birds of 179 species Mulbring Landholder Workshop (5/12/18) Clean up Australia Day on 3 March - 17 Sites collect 6.5 tonnes waste. Compost giveaways held at Bellbird on 12 March with 132 bags given away. Stomp Festival Stall (28/4/19) CRC battery boxes. 4 Energy Saving talks (May & June)
Biodiversity, sustainability & natural resource matters	This is the measure of decreased energy consumption in council properties. The number of megawatt hours used. This data is sourced from energy account data.	1369 MW hrs 2016-17	Decrease	1,317.87 MW hrs	 Ahead	76.13 MW decrease from base year. Indicates energy efficiency measures taking effect.
Environmental health and protection inspections	This measure is the number of on-site sewage management systems and the number of inspections carried out divided by the programmed number of inspections 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. In 2015-16 749 inspections were carried out.	83% 2015-16	>80%	100%		965 routine inspections completed. Additional 117 re-inspections completed over the program.
Completion of Capital Works Program - Recreation	This measure is the number of completed projects divided by the total number of projects of the adopted Recreation & Buildings Capital Works Program.	64%	>85%	92%	 Ahead	
Waste & Recycling	This is a measure of the number of tonnes recycled and re-processed via the kerbside recycling and organics collection service. The kerbside recycling service was provided to 21,022 properties in 2015-16. This measure is sourced from Hunter Resource Recovery and Australian Native Landscapes service data.	5,501t 2015-16	11,300t	9,339.56t		July-June: 3,892.34 tonnes recycling 5,447.22 tonnes garden organics. 39% diversion from kerbside collections. In the first 12 months since the CDS commencement kerbside recycling has decreased by 648 tonnes. 4 Return and Earn machines available in the LGA for redemption by residents.

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MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
Waste & Recycling	This is a measure of the number of domestic waste collection services provided by Council. In 2015-16 there were 21,022 domestic waste collection services. This data is sourced from the annual rates data.	21,022 2015-16	Increase	22,083		Reported annually. Increase in collection services in line with development occurring across LGA.
Waste & Recycling	This is a measure of the diversion of problem waste from landfill. The number of tonnes of problem waste collected at Cessnock Community Recycling Centre. This data is sourced from the EPA and Toxfree service data.	N/A	Increase	165.4t		165.4 tonnes of problem waste received onsite and sent for reprocessing and appropriate disposal.
Waste & Recycling	This is a measure of the diversion of waste from landfill. The overall percentage diversion of waste from landfill. This data is sourced from service contractors and weigh bridge data.	N/A	Increase	32%		Diversion rate for 2018-19 is 32%.
Waste & Recycling	This is a measure of increased Resource Recovery at Cessnock Waste Management Centre. The number of tonnes recycled and re-processed from Cessnock Waste Management Centre. This data is sourced from weigh bridge data.	N/A	Increase	2,742.71t		3,518 tonnes of recoverable materials received at the site from July to June. 2,742 tonnes have been sent off-site for reprocessing.
Illegal dumping	This is a measure of community engagement reporting illegal dumping. This is a measure of illegal dumping sites reported. This data is sourced from CRM's and RID online entries.	N/A	Increase	44		<p>Statistics for RID Investigator 2018-19</p> <p>CRMS Allocated: 354</p> <p>Rid Online Reports: 166</p> <p>Rid Online Public Users Reports: 44</p> <p>Penalty Notices Issued: 22</p> <p>Face value of PINS: \$59,750</p> <p>Significant Investigations: 153 Tons of Building and Demolition Waste detected in Quorrobolong May 2018.</p> <p>25 tons of Building and demolition waste located in bushland after house demolition. 2 Offenders Prosecuted.</p> <p>Assist in Investigation of 25 tonnes of burnt demolition material located in Gosford. Waste originated from Cessnock.</p> <p>Assist in Investigation with Lake Macquarie Team of three large loads of Friable Asbestos dumps that originated in Gosford.</p>




Community's Desired Outcome: A Sustainable & Prosperous Economy

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.
- Our communities are linked by walking and bike tracks.

DELIVERY PROGRAM 2017-21		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
4.1.1	Advocate for increased road, public and community transport and associated infrastructure funding.				
4.1.1.a	Prepare applications for available grant funding to improve commuter, freight and tourism transport links.		100%	<ul style="list-style-type: none"> Completed 2018-19 actions. 	Infrastructure
4.1.1.b	Prepare funding applications for upgrades of public transport stops.		100%	<ul style="list-style-type: none"> Completed 2018-19 actions. 	Infrastructure
4.1.2	Commence implementation of the Traffic & Transport Strategy.				
4.1.2.a	Investigate and design the following high priority projects from the Traffic & Transport Strategy. <ul style="list-style-type: none"> Old Maitland Road, Northern outer CBD bypass Stage 1. 		50%	<ul style="list-style-type: none"> Concept options report commenced This project will be carried forward and reported as part of the 2019-20 Operational Plan quarterly review process. 	Infrastructure
4.1.3	Commence implementation of the Pedestrian Access & Mobility Plan.				
4.1.3.a	Implement the following high priority pathway projects from the Pedestrian Access & Mobility Plan. <ul style="list-style-type: none"> Kendall Street, Belbird Buckland Avenue, Cessnock Rawson Street, Cessnock 		100%		Infrastructure
4.1.4	Commence implementation of the Cycling Strategy.				
4.1.4.a	Investigate and design the following high priority project from the Cycling Strategy. <ul style="list-style-type: none"> Bridge Street, Cessnock 		100%		Infrastructure
4.1.5	Contribute to the investigations and planning for the Richmond Vale Rail Trail.				

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-21		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
4.1.5.a	Progress the trail concept development for the Richmond Vale Trail.		100%	<ul style="list-style-type: none"> Completed 2018-19 actions. First review has been completed of Draft REF and supporting documentation. Scope of works and 'where to from here' currently being developed. This project remains on track for completion within the four year Delivery Program. Progress will continue to be reported against 4.1.5.a in the 2019-20 Operational Plan. 	Open Space & Community Facilities
4.1.6	Continue implementation of the Cessnock Airport Strategic Plan.			<ul style="list-style-type: none"> Action included in the 2018-19 Operational Plan and will be reported against 4.1.6.a 	
4.1.6.a	Review the Cessnock Airport Strategic Plan.		80%	<ul style="list-style-type: none"> Final review of draft Strategy before referral to Strategic Property and Community Facilities Committee. This project will be carried forward and reported as part of the 2019-20 Operational Plan quarterly review process. 	Strategic Planning
4.1.7	Complete the preparation of a City Wide Section 94 Contributions Plan.		100%		Strategic Planning
4.1.8	Adopt the City Wide Section 94A Contributions Plan.		100%		Strategic Planning

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 2017-21		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
4.2.1	Develop prioritised capital works programs in line with adopted Asset Management Plans.				
4.2.1.a	Develop prioritised capital works programs in line with adopted Asset Management Plans.		100%	<ul style="list-style-type: none"> Completed 2018-19 actions. Undertaking Road Network Condition Survey to inform the development of the prioritised Capital Works Program. Progress will continue to be reported against 4.2.1.a in the 2019-20 Operational Plan. 	Infrastructure

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-21	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
4.2.2	Deliver prioritised on-ground Capital Works and Maintenance Programs.			
4.2.2.a	Undertake a review of the unsealed rural road schedule.	2017-18 100%	<ul style="list-style-type: none"> Completed 2017-18 actions. 	Works & Operations
4.2.2.a	Investigate alternative treatments for maintenance and construction works.	100%	<ul style="list-style-type: none"> Completed 2018-19 actions. Progress will continue to be reported against 4.2.2.a in the 2019-20 Operational Plan. 	Works & Operations
4.2.2.b	Undertake in-house design and document road work, bridges and culverts to meet required service levels for the Capital Works Program.	100%	<ul style="list-style-type: none"> Completed 2018-19 actions. Progress will continue to be reported against 4.2.2.b in the 2019-20 Operational Plan. 	Infrastructure
4.2.2.c	Deliver Capital Works Program.	90%	<ul style="list-style-type: none"> Completed 90% of 2018-19 projects. In Progress actions will be carried forward and continue to be reported as part of the 2019-20 Capital Works Program. 	Infrastructure
4.2.2.d	Deliver Capital Works projects.		<ul style="list-style-type: none"> As above. 	Works & Operations
4.2.2.e	Continue to implement a new inspection regime (using technology for recording inspections and works) and integrate results with other corporate systems.	100%	<ul style="list-style-type: none"> Completed 2018-19 actions. 	Works & Operations
4.2.3	Continue to improve support services and facilities to assist works delivery and service provision.			
4.2.3.a	Implement action plan from the "Leading Practice in Procurement" program.	2017-18 100%	<ul style="list-style-type: none"> Is being addressed as part of ArcBlue program. Reported in procurement service program. 	Finance & Administration
4.2.3.b	Identify and scope the priority projects from the heavy plant and equipment service improvement project.	2017-18 100%		Works & Operations
4.2.3.a	Complete the priority projects from the heavy plant and equipment service improvement project.	100%	<ul style="list-style-type: none"> Completed 2018-19 actions. Progress will continue to be reported against 4.2.3.a in the 2019-20 Operational Plan. 	Works & Operations
4.2.3.b	Review the Depot Masterplan.	100%		Works & Operations
4.2.4	Work with the State Government to develop a land use strategy for the Hunter Expressway corridor.		<ul style="list-style-type: none"> Action included in the 2018-19 Operational Plan and will be reported against 4.2.4.a 	Strategic Planning
4.2.4.a	Work with the State Government to develop a land use strategy for the Hunter Expressway corridor.	100%	<ul style="list-style-type: none"> Completed Cessnock Council actions. Awaiting finalisation and release by Department of Planning and Industry. 	Strategic Planning

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Community's Desired Outcome: A Sustainable & Prosperous Economy

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.
- We have regional standard health services, facilities and health professionals.

DELIVERY PROGRAM 2017-21		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
4.3.1	Advocate for health services on behalf of the community.				
4.3.1.a	Develop a healthy catering guideline for implementation at community events where catering is funded by Council and/or provided at a Council hosted community event.		100%	<ul style="list-style-type: none"> A Healthy Catering Practice Guide has been developed to assist Council staff who provide catering for community events. The practice guide is informed by the Australian Dietary Guidelines and provides practical suggestions for how healthy food and drink options can be incorporated into catering menus. 	Community & Cultural Engagement

MEASURES

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	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.	Core June 2016	Intermediate	Core		Currently undertaking the Road Network Condition Survey.
Completion capital works program – roads, bridges and drainage	This measure is the number of completed projects divided by the total number of projects of the adopted Roads, Bridges & Drainage Capital Works Program.	84% 2015-16	>85%	89% 2018-19		Reported annually
Asset Renewal	This measure is the three year average of asset renewal (for buildings and infrastructure) divided by depreciation, amortisation & impairment (for buildings and infrastructure). The Fit for the Future benchmark is greater than 100% (average over three years).	142.1% 2015-16	>100%	88.19% 2017-18		Updated from annual statement figures
Infrastructure Backlog	This measure is the estimated cost to bring assets to a satisfactory condition divided by the total written down value of infrastructure, buildings, other structures and depreciable land improvements. The Fit for the Future benchmark is less than 2%.	2.0% 2015-16	<2%	4.26% 2017-18		Updated from annual statement figures

Community's Desired Outcome: A Sustainable & Prosperous Economy

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
Asset Maintenance	This measure is the three year average of actual asset maintenance divided by required asset maintenance. The Fit for the Future benchmark is greater than 100% (average over three years).	104.0% 2015-16	>100%	107.89% 2017-18		Updated from annual statement figures

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.
- Our Council is committed to implementing our community's vision.

DELIVERY PROGRAM 2017-2021		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
5.1.1	Foster professional development of Councillors.				
5.1.1.a	Undertake a needs analysis for professional development for Councillors.		100%	<ul style="list-style-type: none"> Workshops organised and in progress based on needs. Professional Training and Development being delivered as per adopted plan. 	Finance & Administration
5.1.1.b	Prepare a cost-effective professional development program for Councillors.		100%	<ul style="list-style-type: none"> Professional Development Training Program 2018-19 Developed and adopted by Council. 	Finance & Administration
5.1.2	Conduct pre-induction and induction programs for the 2020 local government election.				
5.1.2.a	Develop interim agenda and topic descriptions for pre-induction and induction programs for the 2020 local government election.		100%	<ul style="list-style-type: none"> Induction and Pre-Induction Outline developed 	Finance & Administration

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.

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-2021		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
5.2.1	Commence implementation of priority projects from the Communications & Engagement Strategy.				
5.2.1.a	Strengthen community engagement through improving consistency and quality of our engagement methods.		100%	<ul style="list-style-type: none"> Media and Communication continue to support staff undertaking community engagement. Media and Communication are working with the Business Improvement Officer to review Community Engagement Strategy. 	Media & Communications
5.2.2	Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the local government area.				
5.2.2.a	Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the LGA.		100%	<ul style="list-style-type: none"> Participate in monthly Joint Organisation meetings. 	General Manager
5.2.3	Continue to monitor and respond to the State Government's local government reform program to improve the financial sustainability of councils.				
5.2.3.a	Monitor and respond to the State Government's local government reform program.		100%	<ul style="list-style-type: none"> Office of Local Government joined the new Planning & Industry Cluster as a result of changes following the NSW State election. 	Finance & Administration
5.2.4	Continue to support and monitor the operations of Section 355 committees.				
5.2.4.a	Continue to support and monitor the operations of Section 355 committees.		100%	<ul style="list-style-type: none"> Regular site meetings held with user groups and committee's to address issues and plan for the future. 	Open Space & Community Facilities

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 2017-2021		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
5.3.1	Develop and commence implementation of the Customer Service Strategy sub-plans.				

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-2021		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
5.3.1.a	Invest/ Build/ Extend our people - Invest in Customer service training across the organisation. Build an organisation which has a focus on the customer by having well trained staff. Extend our commitment to improve customer service by training customer service champions across the organisation.		100%	<p>Council has invested in developing and training our staff ensuring our commitment to customer service excellence. Training undertaken has included:</p> <ul style="list-style-type: none"> Knowledge Management System NEXA Queue Flow Challenging Situations, Conflict Resolution and Self-Care training Introduction of a Standard greeting for both the Call Centre and Customer Relations Counter Introduction to Social Style - Customer Service Team Leaders/Manager Call coaching for Customer Contact team Customer Service champion program with a focus on Ranger Services, Rates, Human Resources, Lodgment of applications, and Waste Online training Electronic Document Management System Customer Service Program - improving the customer experience through values, culture and leadership Self-awareness and perception Leadership Training 	Business Support & Customer Relations
5.3.1.b	Systems - Invest in technology to improve customer service, implement webchat, expand Council's online customer request system and knowledge management system. Build on Council's systems to enable ongoing monitoring, performance and reporting of customer service. Extend by providing a wider range of online services available to the community.		100%	<p>Council has invested in technology to improve how we communicate with our community. A Knowledge Management System (KMS) has been implemented to improve the way we deliver information to our community by sharing up to date information throughout the organisation to improve first call resolution.</p> <ul style="list-style-type: none"> A Queue Management System has been implemented to improve the customer experience and to provide real time data analysis to assist streamline business processes and customer service. The introduction of the Visitor Sign in system has streamlined the customer's experience when visiting Council officer Council call centre introduced a queue monitoring screen which has improved both individual and overall performance for service standards and has resulted in a reduction in abandoned calls. An IVR Interactive voice response technology has been introduced in the call centre providing our customers with a choice of options when contacting Council. The National Relay Service and Translating and Interpreting Service have been added to Council's website Council community portal has continued to be developed, and a number of additional customer request categories added to Council online eservices Customer request reporting has been enhanced to monitor and report of on received, processing, overdue and complete requests. 	Business Support & Customer Relations

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-2021		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
5.3.1.c	Engagement - Invest in an improved delivery of Council's after hours telephone service, and improve communication with Customers by keeping the customer informed. Build on user friendly customer focused online forms. Extend communication of Council's service and delivery utilising 'The Gateway' Council's online Community Portal.		100%	<p>Council has expanded how we engage and respond with our community.</p> <ul style="list-style-type: none"> A review of Council's After Hours service and provider has been undertaken and has resulted in an improved delivery of service due to listening to our customers feedback, which resulted in processes and workflows streamlined by Council officers Measuring and monitoring customer feedback with the commencement of a Mystery Customer for both Customer Relations and Customer Contact areas. Resulting in Council improving the way we communicate with our community. Council has reviewed, and introduced a range of online forms allowing our community to easily access and submit. Our Community Portal is almost finalised however we await a fix by our software systems vendor before go live. This project will extend in to the 2019-20 operational plan for full completion. 	Business Support & Customer Relations
5.3.2	Continue to conduct regular development consultation forums.				
5.3.2.a	Conduct regular development consultation forums.		100%	<ul style="list-style-type: none"> Development Consultation Forum held on 10 April 2019, with approximately 42 external attendees, and 3 external speakers. Next Forum to be scheduled for October 2019. 	Development Services
5.3.3	Continue to efficiently and effectively process development applications and respond to planning-related enquiries.				
5.3.3.a	Continue to efficiently and effectively process development applications and respond to planning-related enquiries.		100%	<ul style="list-style-type: none"> Overall, DA's and planning-related inquiries are assessed/responded to efficiently. 	Development Services
5.3.3.b	Refine and expand the online lodgement of applications.		100%	<p>Council has been collaborating with Department of Planning Industry and Environment (DoPI) in relation to ePlanning. As a result Council has expanded our online tools to manage our planning related applications.</p> <ul style="list-style-type: none"> online CDC Complying Development Certificates are available Council is live with the online Concurrence and Referral Portal Council is scheduled to go-live with the DoPIE online lodgement of Development Applications and other associated certificates (CC, OC & SC) mid July 2019 DoPI have released API's for online DA lodgement to allow the department's online portal to integrate with Councils application system. Council has continued to review and improve internal processes 	Business Support & Customer Relations
5.3.3.c	Assess and mitigate the impact of traffic generated by development.		100%	<ul style="list-style-type: none"> Attended pre DA Meetings, participated in proponent consultation, internal referrals for traffic generating development processed. 	Infrastructure

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-2021		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
5.3.4	Develop and implement a strategic and operational internal audit plan.				Internal Audit
5.3.4.a	Develop and implement a strategic and annual internal audit plan.		100%	<ul style="list-style-type: none"> Completed 2018-19 actions. Outstanding audits will be included in the 2019-20 Annual Audit Plan. Progress will continue to be reported against 5.3.4.a actions in the 2019-20 Operational Plan. 	Internal Audit
5.3.5	Implement the Risk Management Strategy.				
5.3.5.a	Undertake consultation on the crisis Management Plan sub-plans.		2017-18 100%	<ul style="list-style-type: none"> Completed 2017-18 actions. 	Human Resources
5.3.5.a	Develop an operational risk register.		100%	<ul style="list-style-type: none"> Completed 2018-19 actions. Operational Risk Registers have been developed for IT, Waste Services, and Customer Service have been developed. The safety and risk team have commenced meeting with the Works and Operations Team and the Community and Cultural Team to commence the process of developing their risk registers. Progress will continue to be reported against 5.3.5.a in the 2019-20 Operational Plan. 	Human Resources
5.3.5.b	Maintain Council's corporate risk register.		100%	<ul style="list-style-type: none"> The Corporate/Strategic Risk Register was presented to the Audit committee in May 2018. 	Human Resources
5.3.5.c	Develop crisis management plans as identified in Councils risk register.		100%	<ul style="list-style-type: none"> Risk Management Policy in place. Enterprise Risk Management (ERM) Framework was presented to the Ordinary Council meeting on 7 March 2018 and was adopted. The framework is being implemented across Council and Crisis Management is a component of introducing the Enterprise Risk Framework. 	Human Resources
5.3.6	Implement systems and strategies to improve productivity across the organisation.				
5.3.6.a	Re-negotiate the existing Enterprise Agreement.		2017-18 100%	<ul style="list-style-type: none"> The Cessnock City Council Enterprise Agreement 2018 was ratified by the NSW Industrial Relations Commission on 20 September 2018. The Agreement is now in effect. 	Human Resources
5.3.6.b	Develop and commence implementation of an on-line Work Health & Risk system.		2017-18 100%	<ul style="list-style-type: none"> Action included in the 2018-19 Operational Plan and will be reported against 5.3.6.d 	Human Resources

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-2021		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
5.3.6.a	Expand the performance management system.		100%	<ul style="list-style-type: none"> A review of the process for the 2017-18 year is complete. 	Human Resources
5.3.6.b	Review all learning and development activities to streamline and improve learning and development at Council.		100%	<ul style="list-style-type: none"> Completed 2018-19 actions. New Study Assistance Policy has been developed, implemented and following staff consultation has been adopted. First round of Study Assistance applications have been received and assessed and the second round is currently open for application. A review of records associated with licences and qualifications has taken place for outdoor staff and will be undertaken for indoor staff. Further reviews are taking place of the competency process and other learning and development activities. Progress will continue to be reported against 5.3.6 actions in the 2019-20 Operational Plan. 	Human Resources
5.3.6.c	Develop and implement a Leadership and Emerging Leaders training program.		100%	<ul style="list-style-type: none"> Via the local Government Skill Set funding Council is putting a number of staff through leadership training and project management training. A formalised Leaders and Emerging leaders training package still to be developed. Progress will continue to be reported against 5.3.6.b in the 2019-20 Operational Plan. 	Human Resources
5.3.6.d	Complete the implementation of the on-line Work Health & Risk system.		100%	<ul style="list-style-type: none"> The Incident Reporting and Hazard module of Donessafe are now complete. A soft launch of Donessafe has taken place with testing to be undertaken until February 2019. Further modules will be implemented over the next 6-12 months. 	Human Resources
5.3.7	Continue to educate staff on statutory compliance obligations.				
5.3.7.a	Continue to deliver Code of Conduct training at staff induction.		100%	<ul style="list-style-type: none"> Council continues to deliver Code of Conduct training at monthly staff inductions. 	Finance & Administration
5.3.7.b	Continue to deliver ongoing compliance related training for all staff and refresher training as needed.		100%	<ul style="list-style-type: none"> Council continues to deliver compliance training to staff as part of the Council's Learning and Development Training Program. 	Finance & Administration
5.3.8	Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice.				
5.3.8.a	Ensure Council meets its compliance obligations with practical governance frameworks and documentation supporting Councils effective and efficient operation.		100%	<ul style="list-style-type: none"> Council continues to improve and manage its compliance obligations in line with the Office of Local Government requirements and industry best practice. 	Finance & Administration
5.3.9	Action the Strategic Property Review.				

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-2021	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
5.3.9.b	Commence investigation of Stage 2 properties.		<ul style="list-style-type: none"> Phase 2 properties actions being implemented. 	Strategic Planning
5.3.9.a	Progress and implement the Strategic Property Review Project.	100%	<ul style="list-style-type: none"> Phase 2 properties actions being implemented. 	Strategic Planning
5.3.10	Further embed IP&R as the centerpiece of the new LG Act.			
5.3.10.a	Investigate options for an integrated electronic corporate management system to build on the functionality of Our Plan.	100%	<ul style="list-style-type: none"> Investigations completed. Tender prepared and awarded to Pulse Software Solutions. 	Finance & Administration
5.3.10.b	Develop plan for phased implementation of a new IP&R system and work across council to provide a fully integrated corporate planning tool.	100%	<ul style="list-style-type: none"> Pulse to be implemented by December 2019. 	Finance & Administration
5.3.10.c	Document integration of council strategies and plans in preparation for a system to establish clear linkages through all planning documents.	100%	<ul style="list-style-type: none"> Documentation of strategies & recommendations commenced. Progress will continue to be reported against 5.3.10.a in the 2019-20 Operational Plan. 	Finance & Administration
5.3.10.d	Carry out review of grants policy and framework to align with Council's strategic direction.	100%	<ul style="list-style-type: none"> Council is currently developing a Grants Management Policy which will provide Council with a framework in which it will seek and manage its grant funding opportunities. Progress will continue to be reported against 5.3.10.b in the 2019-20 Operational Plan. 	Finance & Administration
5.3.11	Continue implementation of the Financial Sustainability Initiative projects.			
5.3.11.a	Review of Council's rating structure and categorisations. Stage 1 (draft findings)	100%	<ul style="list-style-type: none"> Part year rating included and therefore expanded scope and included in the operational plan briefings and document. This is the focus as it assist financial sustainability. 	Finance & Administration
5.3.11.b	Undertake a high level service level review to gauge community expectations (estimate service costs)	100%	<ul style="list-style-type: none"> Community Engagement Survey report has been presented to council. Responses have been analysed and will form the base for in-depth subject community workshops. 	Finance & Administration
5.3.11.c	Assess service and funding options based on community feedback from the service level review.	50%	<ul style="list-style-type: none"> Community Engagement Survey completed. Community workshops – next step This project remains on track for completion within the four year Delivery Program. Progress will continue to be reported against 5.3.11.b in the 2019-20 Operational Plan. 	Finance & Administration
5.3.11.d	Council workshop to review funding/resource allocations to appropriate service and funding options for consideration (after service review).	20%	<ul style="list-style-type: none"> Service resource priorities will be determined as part of analysis of Community Engagement Survey. This project remains on track for completion within the four year Delivery Program. Progress will continue to be reported against 5.3.11.b in the 2019-20 Operational Plan. 	Finance & Administration

Community's Desired Outcome: A Sustainable & Prosperous Economy







DELIVERY PROGRAM 2017-2021		DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
5.3.11.e	Maintain principle of balanced operating budget and ensure programs are fully funded.		100%	<ul style="list-style-type: none"> Council is maintaining a commitment to balanced budget principals despite the 2018-19 budget reflecting an operating deficit (excluding capital grants and contributions). A prepayment for the Financial Assistance Grant was made in 2017-18. This prepayment was however held in reserve so that it can be used to fund Council expenditure in this financial year. 	Finance & Administration
5.3.11.f	Undertake a Fees & Charges review applying the principles of cost recovery and structuring charges to match Council's community objectives.		75%	<ul style="list-style-type: none"> Progress will continue to be reported against 5.3.11.e in the 2019-20 Operational Plan. 	Finance & Administration
5.3.11.g	Undertake a review of asset depreciation and capital expenditure in line with a review of Asset Management Plans and Council's Long-Term Financial Plan.		100%		Infrastructure
5.3.11.h	Continue implementation of the Plant and Fleet Management review to ensure efficient and effective use of resources.		100%	<ul style="list-style-type: none"> Progress will continue to be reported against 5.3.11.d in the 2019-20 Operational Plan. 	Works & Operations
5.3.11.i	Continue implementation of the Purchasing and Procurement Service Improvement Project.		100%	<ul style="list-style-type: none"> Council has engaged ArcBlue. They are in the early stages of the program and are currently analysing the information they are collecting via a survey. The program will give Council an Action Plan for improvement. 	Finance & Administration
5.3.11.j	Undertake a review of records management to improve records keeping practices and minimise Council's risk exposure.		100%	<ul style="list-style-type: none"> Practices reviewed and corrective actions implemented as per Records Audit report. 	Information Technology
5.3.1.k	Develop an action plan to support the implementation of continuous improvement focus across the organisation.		100%	<ul style="list-style-type: none"> The Organisational Improvement Action Plan was adopted by Executive in 2016. Following a project scoping exercise 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 & Costs Savings Project. The Productivity & Costs Savings Projects have been incorporated into the Delivery Program. 	Human Resources
5.3.12	Continue to improve financial systems and services to support the organisation.				
5.3.12.b	Commence review of Council's rating structure and categorisations.		2017-18 100%	<ul style="list-style-type: none"> Council has commenced the review of Council's rating structure and categorisations and has therefore met this objective. As reflected in the objective this will be an ongoing activity with further alignment pursued across ratepayer classifications. A more complete review is dependent upon the IPART review being finalised. The report is currently with the minister. 	Finance & Administration

Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2017-2021	DELIVERY PROGRAM	OPERATIONAL PLAN 2018-19 %	COMMENT	RESPONSIBILITY
5.3.12.a	Utilise the Long-Term Financial Plan to forecast future adherence to balanced budget and expenditure that is fully funded.	100%		Finance & Administration
5.3.12.b	Review Council's Revenue Policy to assess when Council will charge for services and the basis for determining the charges that should apply.	100%	<ul style="list-style-type: none"> Reviewed as part of the 2019-20 Operational Plan process. 	Finance & Administration
5.3.12.c	Investigate options for providing internal monthly reporting.	100%	<ul style="list-style-type: none"> This is an ongoing process. Increased reporting in the Procurement Space. There is a need for further reporting as Council matures. 	Finance & Administration
5.3.13	Continue to improve Council's use of technology to inform and engage the community.			
5.3.13.a	Provide updates on the current Capital Works Program, particularly with respect to traffic disruptions and construction works.	100%	<ul style="list-style-type: none"> Provided mail outs to owner occupiers and issued press releases, updated Council website, prepared press releases, established "Cessnock Under Construction" web page. 	Infrastructure
5.3.14	Implement the Workforce Plan.	100% 2018-19	<ul style="list-style-type: none"> Project plan developed Completed 2018-19 actions. This project remains on track for completion within the four year Delivery Program. Progress will continue to be reported against the 5.3.14 actions in the 2019-20 Operational Plan. 	Human Resources
5.3.14.a	Scope the Succession Planning project.	100%	<ul style="list-style-type: none"> Completed 2018-19 actions. Progress will continue to be reported against 5.3.14.a and 5.3.14.d actions in the 2019-20 Operational Plan. 	Human Resources
5.3.14.b	Undertake a skills audit.	100%	<ul style="list-style-type: none"> Completed 2018-19 actions. A review of licenses and qualifications for outdoor staff has been completed. A review of the qualifications of indoor staff will commence late 2019 Progress will continue to be reported against 5.3.14.b in the 2019-20 Operational Plan. 	Human Resources

Community's Desired Outcome: A Sustainable & Prosperous Economy

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.	49 Mean 2015-16 23 Median 2015-16	Maintain 28 days	52 Mean 28 Median 2018-19		937 DA's were determined between 1 July 2018 and 30 June 2019. (1062 DA's and modifications were determined).
Satisfaction with Council's performance overall	This measure is from a random survey of residents where they are asked to rate their satisfaction with Council's performance overall on a scale of 1-5, where 1 = low satisfaction and 5 = high satisfaction. The benchmark in 2009 from similar surveys with over 15,000 residents across 25 local government areas was 3.5. The 2016 rating was 3.27 (compared with 3.22 in 2014).	3.27 2016	>3.5	3.17 2019		
Response to Customer Requests	The number of customer requests that are completed within agreed timeframes divided by the total number of customer requests completed. This data is sourced from the workflows in Council's customer request management system.	74% 2015-16	75%	86%		A total of 5,891 were completed during the April-June 2019 quarter. A total of 24,093 CRM's have been completed between 1 July 2018 and 30 June 2019 with 86% completed within the agreed timeframe.
Operating Performance	This measure is the three year average of the operating result (excluding capital grants and contributions) divided by total operating revenue (excluding capital grants and contributions). The Fit for the Future benchmark is better than breakeven (average over three years).	(0.014) 2015-16	>0	-3.14%		Report provided to Audit Committee in first instance then to Council in Quarterly Budget Review.
Own Source Revenue	This measure is the three year average of the total operating result (excluding capital grants and contributions) divided by total operating revenue. The Fit for the Future benchmark is greater than 60% (average over three years).	67.4% 2015-16	>60%	52.16%		Report provided to Audit Committee in first instance then to Council in Quarterly Budget Review.
Debt Service	This measure is the three year average of the cost of debt service (principal and interest) divided by total operating revenue. The Fit for the Future benchmark is greater than 0% and less than 20% (average over three years).	2.5% 2015-16	>0 and <20%	4.78%		Report provided to Audit Committee in first instance then to Council in Quarterly Budget Review.

2018-19 CAPITAL WORKS PROGRAM

June 2019 Quarterly Review of 2017-21 Capital Works Program

	Connected Safe & Creative Community	Sustainable & Prosperous Economy	Sustainable & Healthy Environment	Accessible Infrastructure Services & Facilities	Total	%
Complete	17	11	21	38	87	90%
In Progress (C/fwd 19/20)	1	-	4	5	10	10%
Total Program	18	11	25	43*	97	100%
Unfunded	4	-	1	20	25	
New Projects (June 1/4)*	-	-	-	14	14	

Carryover projects 2016-17 & 2017-18

	Connected Safe & Creative Community	Sustainable & Prosperous Economy	Sustainable & Healthy Environment	Accessible Infrastructure Services & Facilities	Total	%
Complete	4	-	4	10	18	86%
In Progress (C/fwd 19/20)	-	-	-	3	3	14%
Total	4	-	4	13	21	100%

2018-19 CAPITAL WORKS PROGRAM

A Connected, safe and creative community

CEMETERIES FACILITIES CONSTRUCTION PROGRAM		2018-19	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
All Cemeteries (Cessnock, Millfield, Wollombi) – Fence renewal	CFC-2018-001	Complete	
All Cemeteries (Aberdare, Cessnock, Kurri Kurri, Ellalong, Millfield) – Signage renewal ongoing	CFC-2016-003	Complete	
Branxton Cemetery – remove timber pergola (lych gate)	CFC-2019-002	Complete	Change of project description from replace timber trusses on pergola to remove timber pergola (lych gate).
Kurri Kurri Lawn Cemetery – Construct new section of lawn cemetery stage 2	CFC-2017-001	In Progress <i>Carry forward</i>	This project will be carried forward and reported as part of the 2019-20 Capital Works Program quarterly review process.
<i>Funding Source: Internal Loans, General Fund</i>	\$182,000	<i>Original Budget</i>	

CULTURAL FACILITIES RENEWAL PROGRAM		2018-19	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Cessnock – CYCOS (Grant funding dependent) – Replacement of deck	RFC-2019-002	Unfunded	Included and funded in the 2019-20 program.
Cessnock – Marthaville (Grant funding dependent) – Back security screen door	RFC-2019-001	Complete	Completed via maintenance budget.
Cessnock Performing Arts Centre (Grant funding dependent) – Dock loading bay	RFC-2019-005	Unfunded	Design being prepared. Included in the 2019-20 program (requires Grant funding to undertake works).
Kurri Kurri Library (Grant funding dependent) – Replacement of water damaged chipboard	RFC-2019-004	Unfunded	Included in the 2019-20 program (requires Grant funding to undertake works).
Richmond Main (Grant funding dependent) – Conservation management activities	RFC-2019-003	Unfunded	Included in the 2019-20 program. CMP adopted. Application submitted to Regional Cultural Fund to assist with the delivery of the Plans Policies was not successful. Application for State Heritage Grant for maintenance to Ablutions Block successful. Project will be delivered in-line with funding agreement.
<i>Funding Source: Grant Funding Dependent</i>	\$0	<i>Original Budget</i>	

COMMUNITY BUILDINGS RENEWAL PROGRAM		2018-19	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Belbird Community Hall – Upgrade toilets	RBC-2018-001	Complete	2017-18 Carryover
Kearsley Community Hall (Grant funding dependent) – Replace kitchen cupboards	RBC-2018-002	Complete	2017-18 Carryover - Crown Reserves Improvement Program Fund application lodged. Awaiting announcement.
Belbird Community Hall – Access improvements and toilet upgrade	RBC-2018-001	Complete	

2018-19 CAPITAL WORKS PROGRAM

Branxton Community Hall – Female Toilet Upgrade	RBC-2019-001	Complete	
Kurri Kurri – Senior Citizens Hall – Replace Kitchen	RBC-2019-002	Complete	
Wollombi Community Centre – Upgrade toilet	RBC-2019-003	Complete	
Various Community Facilities – Asset renewal	RBC-2019-004	Complete	Elialong Community Hall – connection to sewer, Greta Central Park Change room upgrades, Weston Memorial Park toilet renewal.
<i>Funding Source: General Fund, Grant</i>	\$209,375		<i>Original Budget</i>

2018-19			
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Cessnock Hornets Clubhouse – Stage 1 facility upgrade	RBR-2018-001	Complete	2017-18 Carryover
Various – Birralee Park, Kurri Kurri Netball Courts, Cessnock Civic Indoor Sports Centre, Mount View Park and Jeffery Park – Food Premises Compliance Program	RBR-2018-002	Complete	2017-18 Carryover - Mount View Park. Multi-year program with other facilities programmed for work in future budgets.
Cessnock Civic Indoor Sports Centre – Floor sanding and surfacing	RBR-2015-002	Complete	Works scheduled during July school holidays to minimize disruption to users.
Cessnock Tennis Clubhouse	RBR-2019-004	Complete	Completed in July.
Weston Bears Soccer – Grandstand renewal	RBR-2019-003	Complete	
Various – Birralee Park, Kurri Kurri Netball Courts, Mount View Park and Varty Park – Food premises compliance program	RBR-2019-002	Complete	Mount View Park. Multi-year program with other facilities programmed for works in future budgets.
Kurri Kurri Rugby League Old Boys Shed – drainage upgrade	RBR-2019-005	Complete	
<i>Funding Source: General Fund</i>	\$133,800		<i>Original Budget</i>

2018-19			
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Branxton Pool Renewal Program	RFP-2019-001	Complete	Kiosk roof replacement and internal painting.
Cessnock Pool Renewal Program	RFP-2019-002	Complete	Clubroom refurbishment, staff amenities, backwash tank system, kiosk internal painting, blower and air scrouer replacement.
Kurri Kurri Aquatic & Fitness Centre Renewal Program	RFP-2019-003	Complete	Completed during a planned shutdown 1- 13 July prior to commencement of new management contract. Refurbishment of family change rooms, internal painting, carpet replacement, filtration electrical control board replacement, replacement of water feature pumps and air blowers, replacement of leisure pool recirculation pumps.
<i>Funding Source: General Fund</i>	\$203,200		<i>Original Budget</i>

2018-19 CAPITAL WORKS PROGRAM

A sustainable and prosperous economy

CESSNOCK CIVIC PRECINCT REVITALISATION PROGRAM		2018-19	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Cessnock Regional Recreation Precinct Access Improvements	RCC-2019-010	Complete	2018-19 works completed. Further stages to be constructed in 2019-20. Works will be completed in-line with grant funding conditions.
Upgrade Bridges Hill Park Playground	RCC-2017-001	Complete	2018-19 works completed. Further stages to be constructed in 2019-20. Works will be completed in-line with grant funding conditions.
Improve walking path access from CBD to Bridges Hill Park	RCC-2017-002	Complete	
Upgrade of Vincent St laneways, lighting and public art	RCC-2019-008	Complete	2018-19 works completed. Further stages to be constructed in 2019-20. Works will be completed in-line with grant funding conditions.
Connection of Charlton south between Hall St and Aberdare Rd	RCC-2019-004	Complete	2018-19 works completed. Further stages to be constructed in 2019-20. Works will be completed in-line with grant funding conditions.
Create new pedestrian links across drainage channels	RCC-2019-005	Complete	2018-19 works completed. Further stages to be constructed in 2019-20. Works will be completed in-line with grant funding conditions.
Install bike parking at library, art gallery, and major retailers	RCC-2019-006	Complete	
Facilitate Public Art with solar and signage	RCC-2019-007	Complete	2018-19 works completed. Further stages to be constructed in 2019-20. Works will be completed in-line with grant funding conditions.
Funding Source: General Fund, s94, Grant Funding	\$1,407,078	Original Budget	

SIGNAGE PROGRAM		2018-19	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Visitors Information Centre – Tourist Information Bay		Complete	
Wine Country Road and Broke Road - Tourist Information Bay		Complete	
LGA Gateway Signs – 3 x entry point signs		Complete	
Funding Source: Grant Funding	\$1,085,000	Original Budget	

2018-19 CAPITAL WORKS PROGRAM

A sustainable and healthy environment

DRAINAGE CONSTRUCTION PROGRAM		2018-19	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Thomas Street North Rothbury - Drainage	CDR-2017-003	Complete	2016-17 Carryover - Project cannot be progressed until easement acquisition issues have been resolved. Project CDR-2020-006 included in the 2019-20 Drainage Construction Program to progress this action.
Cooper Street Heddon Greta - Investigation (Stage 1)	CDR-2016-003	Complete	2016-17 Carryover - Project cannot be progressed until easement acquisition (and funding) issues have been resolved. This action will continue to be reported against project CDR-2019-004 below.
Abermain - Ridley St construction	CDR-2019-001	Complete	
Branxton - Thomas St drainage construction	CDR-2019-002	Carry forward In Progress	Completed investigation and progressed design. Project CDR-2020-006 included in the 2019-20 Drainage Construction Program to progress this action.
Greta - Anvil St construction	CDR-2019-003	Complete	
Greta - Whitburn Estate Stages 3 & 4	CDR-2020-002	Complete	Completed investigation. Construction Stage - Project CBS-2020-002 Included in the 2019-20 Drainage Construction Program.
Heddon Greta - Cooper St Stage 1 construction	CDR-2019-004	Carry forward In Progress	Progressed investigation. Commenced Drainage Catchment Analysis upstream of Cliff Street to inform easement acquisition.
Heddon Greta - Cliff St investigation and design	CDR-2019-007	Complete	
Kurri Kurri - Edward St investigation and design	CDR-2019-006	Complete	
Nulkaba - Tallowood Ave construction	CDR-2019-005	Complete	
<i>Funding Source: Loan, Stormwater Levy</i>	\$1,047,000	<i>Original Budget</i>	

FLOODPLAIN MANAGEMENT PROGRAM		2018-19	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Floodplain Management		Complete	
Abermain & Weston - Flood warning system concept design	PMF-2018-006	Complete	
Cessnock - Flood warning system concept design	PMF-2018-005	Complete	
Wollombi - Flood warning system concept design	PMF-2018-004	Complete	
<i>Funding Source: Stormwater Levy, Grant Funding</i>	\$290,000	<i>Original Budget</i>	

2018-19 CAPITAL WORKS PROGRAM

RECREATION FACILITIES CONSTRUCTION PROGRAM			2018-19	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS	
Various – Veterans Memorial Park (Aberdare), Jeffries Park (Abermain) – Playground replacement program	CFR-2018-001	Complete	2017-18 Carryover	
Various – Maybury Peace Park (Weston), Abernethy Park, Whitburn Estate (Greta), Hedleigh Park (Heddon Greta), Kitchener Poppethead Park – Playground shade program	CFR-2018-002	Complete	2017-18 Carryover	
Crawfordville Park – skate module, fencing and park furniture	CFR-2019-006	In Progress Carry forward	Works in Progress. Consultant has prepared concept design at Millfield. Community engagement scheduled for July. Construction to commence following community engagement & adoption of design. This project will be carried forward and reported as part of the 2019-20 Capital Works Program quarterly review process.	
Hunter River Reserve – Fencing improvements	CFR-2019-001	Complete		
Kurri Kurri Central Oval (Grant funding dependent) – Cricket Oval installation of floodlighting	CFR-2019-002	Unfunded	Included in the 2019-20 program (requires Grant funding to undertake works).	
Miller Park Branxton – Installation of picnic shelter & seating	CFR-2019-003	Complete		
TAFE Park Cessnock – Installation of park seating	CFR-2019-005	Complete		
Various Playgrounds – Citywide shade program	CFR-2019-007	Complete		
Jeffries Park (Abermain) – Playground replacement program	CFR-2019-004	Complete	Playground complete. Additional grant funded works for the play space will be completed in-line with the Everyone Can Plan funding agreement.	
Veteran's Memorial Park (Aberdare)	CFR-2018-001	In Progress Carry forward	Works in Progress. Playground design adopted. Playground replacement scheduled to commence in July 2019. This project will be carried forward and reported as part of the 2019-20 Capital Works Program quarterly review process.	
Funding Source: Grants, General Fund, s94	\$660,855	Original Budget		

RECREATION FACILITIES RENEWAL PROGRAM			2018-19	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS	
Birralee Park Kurri Kurri – fencing renewal	RRF-2019-003	Complete		
Kurri Kurri Sportsground – fence replacement	RRF-2019-004	Complete		
Maybury Peace Park Weston – remediation of rock edging around pond – stage 2	RRF-2018-003	Complete	2018-19 works completed. Additional funds to complete project in 2019-20 scheduled for completion in the first quarter.	
Various – long jump pits renewal	RRF-2018-001	Complete		
Various Parks & Reserves – assets renewal	RRF-2019-002	Complete		
Various Playgrounds – install concrete plinths around playground	RRF-2019-001	Complete		

2018-19 CAPITAL WORKS PROGRAM

<i>Funding Source: General Fund, Grant Funding</i>	\$237,855	<i>Original Budget</i>
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Accessible infrastructure, services and facilities

AIRPORT CONSTRUCTION PROGRAM			
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Cessnock Airport (Grant funding dependent) – Eastern area hardstand		Unfunded	Grant funding dependent
Cessnock Airport (Grant funding dependent) – Hangar facilities and aircraft storage		Unfunded	Grant funding dependent
Cessnock Airport (Grant funding dependent) – Water connection		Unfunded	Grant funding dependent
Cessnock Airport (Grant funding dependent) – Sewer connection		Unfunded	Grant funding dependent
<i>Funding Source: Grant Funding Dependent, Loan (Council Contribution)</i>	\$0	<i>Original Budget</i>	

AIRPORT RENEWAL PROGRAM			
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Cessnock Airport (Grant funding dependent) – Perimeter fencing		Unfunded	Grant funding dependent
Cessnock Airport (Grant funding dependent) – Runway resealing		Unfunded	Grant funding dependent
Cessnock Airport (Grant funding dependent) – Taxiway widening and resealing		Unfunded	Grant funding dependent
<i>Funding Source: Grant Funding Dependent, Loan (Council Contribution)</i>	\$0	<i>Original Budget</i>	

BRIDGE CONSTRUCTION PROGRAM			
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Milsons Arm Bridge Laguna – Refurbish/Replacement	CBS-2017-007	Complete	2016-17 Carryover - Completed investigation and design.
Neath Road Neath – Culvert Replacement	CBS-2017-012	Complete	2016-17 Carryover
Congewai – Thursbys Bridge refurbishment	CBS-2018-002	In Progress Carry forward	2017-18 Carryover – Construction to commence late 2019. This project will be carried forward and reported as part of the 2019-20 Capital Works Program quarterly review process.
Laguna – Watagan Creek #3 refurbishment	CBS-2018-006	In Progress Carry forward	2017-18 Carryover - Completed investigation and design. This project will be carried forward and reported as part of the 2019-20 Capital Works Program quarterly review process.
Mulbring – Whitebridge Road culvert replacement	CBS-2018-003	Complete	2017-18 Carryover
Rothbury – Wilderness 2 refurbishment	CBS-2018-001	Complete	2017-18 Carryover

2018-19 CAPITAL WORKS PROGRAM

Quorrobolong – Fosters Bridge construction investigation and design	CBS-2016-001	Complete	2017-18 Carryover – Completed investigation and design. Construction stage will commence as part of the 2019-20 Capital Works Program.
Wollombi – Yango Creek investigation and design	CBS-2017-004	Complete	2017-18 Carryover – Completed investigation and design. Multi- year project included in the 2019-20 Program.
Beilbird – Abbotsford Street Bridge refurbishment	CBS-2018-007	Deferred	Deferred as per resolution W195/2018. Carry forward to 2019-20 Program (funding to be identified).
Cedar Creek – Sawpit Road Crossing	CBS-2019-005	In Progress	Completed investigation. Progressed design. This project will be carried forward and reported as part of the 2019-20 Capital Works Program quarterly review process.
Cessnock – Ferguson St investigation and design	CBS-2019-002	Complete	
Greta – Anvil Creek replacement	CBS-2017-005	Complete	Completed Stage 1 Construction Stage 2 - Project CBS-2017-005 included in the 2019-20 Bridge Construction Program.
Paynes Crossing – Paynes Crossing Bridge (Grant funded)	CBS-2019-001	Complete	Completed Stage 1 Construction Stage 2 - Project CBS-2019-001 included in the 2019-20 Bridge Construction Program.
Quorrobolong – Whittings Bridge investigation and design and refurbishment	CBS-2018-004	Complete	
Sandy Creek Road – Culvert load capacity investigation	CBS-2019-006	Complete	Completed field work and reporting on initial scope.
Wollombi – Cunneens Bridge investigation	CBS-2019-006	Complete	Completed investigation. Progressed Heritage Impact Assessment.
<i>Funding Source: Grants, General Fund, Reserves, Contributions</i>	\$3,125,595	<i>Original Budget</i>	

2018-19			
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Gallagher Street Cessnock Turning Head	CRL-2017-006	In Progress	2016-17 Carryover – Completed investigation. Alternate design options being prepared. This project will be carried forward and reported as part of the 2019-20 Capital Works Program quarterly review process.
CBD/Civic Precinct – Roads component	CRL-2019-001	Complete	Completed Phase 1 of Stage 1.1 Construction Stage - Project CRL-2019-001 included in the 2019-20 Local Road Construction Program.
Fosters Bridge Project – Roads component	CRL-2018-001	Complete	Completed Phase 1. Construction Stage - Project CRL-2018-001 included in the 2019-20 Local Road Construction Program.
Baileys Lane Abermain - Seal 250m of unsealed road east from Frame Drive Intersection	CRL-2019-008	Complete	Council resolved PE24/2019 to include this work in 2018-19 Program.

2018-19 CAPITAL WORKS PROGRAM

Great North Road, Laguna – Ramsays Leap	CRL-2019-012	Complete	Completed Stage 1. (New 2018-19 project) Stage 2 of this project will be carried forward and reported as part of the 2019-20 Capital Works Program quarterly review process.
<i>Funding Source: General Fund, Reserves, Grants, s94, Loan</i>	\$2,292,261	Original Budget	

2018-19			
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Car Park Resurfacing/Rehabilitation	RRL-2019-004	In Progress <i>Carry forward</i>	
Dog Hole Road, Stockington – Geotechnical Risk Assessment – works approximately 1km west of the Lenagans Drive, Mimmi intersection	RRR-2019-004	Complete	
Government Rd, Cessnock – from Anzac to Pangani	RRL-2019-010	In Progress <i>Carry forward</i>	Completed investigation and design. Progressed construction. This project will be carried forward and reported as part of the 2019-20 Capital Works Program quarterly review process.
Local Road Resurfacing Program	RRL-2019-001		Complete – projects listed below.
Elliott St, Kurri Kurri	RRL-2019-001a	Complete <i>New</i>	
Lang St, Kurri Kurri	RRL-2019-001b	Complete <i>New</i>	
Gillies St, Kurri Kurri	RRL-2019-001c	Complete <i>New</i>	
Quorrobolong Rd, Kilchener	RRL-2019-001d	Complete <i>New</i>	
Catherine St, Cessnock	RRL-2019-001e	Complete <i>New</i>	
Stanley St, Cessnock	RRL-2019-001f	Complete <i>New</i>	
Church St, Cessnock	RRL-2019-001g	Complete <i>New</i>	
Halcyon St, Cessnock	RRL-2019-001h	Complete <i>New</i>	
Doyle St, Cessnock	RRL-2019-001i	Complete <i>New</i>	
Koree St, Cessnock	RRL-2019-001j	Complete <i>New</i>	
Ercildoune St, Cessnock	RRL-2019-001k	Complete	

2018-19 CAPITAL WORKS PROGRAM

		New	
McGrane St, Cessnock – from Leonard to Bridge	RRL-2019-009	Complete	
Cessnock Street, Kitchener – from CH3259 to Heddon	RRL-2019-006	Complete	Project description amended Council resolution (no. 924)
Kline Street, Weston – Eighth Street to End	RRL-2019-016	Complete	Council resolved BN26/2017 to include this work in 2017-18 Program
Wainsley Street, Milfield – Between Eleventh Avenue and Davis Street	RRL-2019-015	Complete	Council resolved WJ49/2017 to include this work in 2018-19 Program
Sanctuary Road, Paxton – From CH1300 to CH1800	RRL-2020-010	Complete	B/fwd from the 2019-20 program Completed phase 1 - Completed investigation. Progressed design. This project will be carried forward and reported as part of the 2019-20 Local Road Renewal Program.
Henderson St, Cessnock (Grant funding dependent)		Unfunded	Grant funding dependent
Buckland Ave, Cessnock (Grant funding dependent)		Unfunded	Grant funding dependent
Marlton St, Cessnock (Grant funding dependent)		Unfunded	Grant funding dependent
Campbell St, Ellalong including intersection with Undine St (Grant funding dependent)		Unfunded	Grant funding dependent
<i>Funding Source: Grants, Special Rate Variation</i>	\$2,015,495	<i>Original Budget</i>	

2018-19			
TRAFFIC FACILITIES PROGRAM			
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Bowen Street Branxton – Public school parking footpath	CFT-2018-001	Complete	
Rugby Street Ellalong – Public school children's crossing	CFT-2018-002	Complete	
King Street Abermain – Holy Spirit Infants School parking and footpath	CFT-2018-004	In Progress Carry forward	Completed investigation and design. Progressed construction. This project will be carried forward and reported as part of the 2019-20 Capital Works Program quarterly review process.
Lovedale and Wilberforce Road – Intersection and design	CFT-2019-007	Complete	Council resolved WJ89/2017 to include this work in 2018-19 Program.
Bus Stop Upgrades – Country Passenger Transport Infrastructure Grant Scheme		Complete New	Grant Funded
<i>Funding Source: Grants</i>	\$167,383	<i>Original Budget</i>	

2018-19			
PATHWAYS CONSTRUCTION PROGRAM			
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Cessnock – Campbell Street – move pedestrian crossing further away	CPW-2018-001	Complete	2017-18 Carryover
Victoria Street Cycleway – connection from Dowling Lane to Bridges Hill Park	CPW-2018-003	Complete	2017-18 Carryover

2018-19 CAPITAL WORKS PROGRAM

Belbird – Kendall St – from intersection of Doyle St to Mary St	CPW-2019-001	In Progress <i>Carry forward</i>	Construction in progress. This project will be carried forward and reported as part of the 2019-20 Capital Works Program quarterly review process.
Bridge Street Cycleway (Cessnock) – Stage 1 investigation and design	CPW-2019-002	Complete	
Cessnock – Buckland Ave and View St – pram ramps and extension of path	CPW-2019-003	Complete	
Cessnock – Quarrybylong St – pathway from Rawson St	CPW-2019-004	Complete	Project description amended to more accurately describe location: From – Rawson St – pathway from Quarrybylong St to Brandis St To – Quarrybylong St – pathway from Rawson St
Kearsley – Caledonia St	CPW-2019-006	Complete	
Richmond Vale Trail – Trail concept development (Grant funding dependent)		Unfunded	Grant funding dependent
Wine Country Drive – Kerlew to Lomas Lane – proposed shared pathway (Grant funding dependent)		Unfunded	Grant funding dependent
<i>Funding Source: General Fund</i>	\$263,500	<i>Original Budget</i>	

2018-19			
REGIONAL ROAD RENEWAL PROGRAM	PROJECT No.	STATUS	COMMENTS
Paynes Crossing Road Paynes Crossing – Geotechnical Risk Assessment – works 2km north of the intersection with Wollombi Road	RRR-2018-004	Complete	2017-18 Carryover
Regional Roads Resurfacing Program	RRR-2019-002		Complete – projects listed below.
MR590 George Downs Drive, Bucketty	RRR-2019-002a	Complete <i>New</i>	
MR181 Great North Road, Fernaces Crossing	RRR-2019-002b	Complete <i>New</i>	
MR181 Wollombi Road Millfield – Stage 5	RRR-2019-003	Complete	
<i>Funding Source: Grants, SRV</i>	\$1,319,900	<i>Original Budget</i>	

2018-19			
RMS BLACKSPOT OR SAFER ROADS PROGRAM	PROJECT No.	STATUS	COMMENTS
Cessnock Rd, Weston (Grant Funding Dependent) – Median treatment - Elsholz	CRR-2018-001	Complete	2017-18 Carryover
State Grant Funding Safety Initiatives – Safer Roads Program		Unfunded	
Federal Grant Funding Safety Initiatives – Black Spot Program		Unfunded	
Allandale Rd and McGrane St (Grant funding dependent) – intersection safety analysis	CRR-2019-001	Unfunded	Grant funding dependent

2018-19 CAPITAL WORKS PROGRAM

Old Mallland Rd, Cessnock (Grant funding dependent) – road safety audit full length	CRR-2019-002	Unfunded	Grant funding dependent
Paynes Crossing Road (Grant funding dependent) – road safety audit works	CRR-2019-003	Unfunded	Grant funding dependent
Majors Lane, Keimbah (Grant funding dependent) – road safety audit works	CRR-2019-004	Unfunded	Grant funding dependent
Lovedale Rd, Lovedale (Grant funding dependent) – road safety audit works	CRR-2019-005	Unfunded	Grant funding dependent
<i>Funding Source:</i>	\$0	<i>Original Budget</i>	

Carryovers 2018-19 to 2019-20

Project	General Funds	Section 7.11	Reserves	Grants	Loan	Total
Signage Program						
Hunter Valley Wine Country Tourist Signage				332,247		332,247
Strategic Asset Planning						
Strategic Infrastructure Plan Studies	27,050					27,050
Data Collection Roads Revaluation 2020			172,400			172,400
Bridge Level 3 Inspections	28,500					28,500
Masterplan - Mt View, Turner and Miller Park	2,490					2,490
Misc Strategic Planning	34,240					34,240
Structural Assessment Kurri Kurri Community Centre	6,313					6,313
Crown Land Plans of Management				30,000		30,000
Cessnock Pool Splash Pad Design	98,571					98,571
Skate and BMX Needs Assessment	25,022					25,022
Trail Strategy (from Bicycle Strategy)	30,000					30,000
Local Road Renewal Program						
RRL-2019-004 Carpark Resurfacing/Rehabilitation			43,940			43,940
RRR-2019-004 Dog Hole Rd Stockrington			7,164			7,164
RRL-2019-010 Government Rd Cessnock			145,469			145,469
RRL-2019-007 Heddon St Kurri			780			780
RRL-2019-009 McGrane St Cessnock			3,941			3,941
RRL-2020-010 Sanctuary Rd Paxton			203,296			203,296
Local Road Construction Program						
CRL-2019-007 Frame Drive, Gingers Lane & Orange Street				41,226		41,226
CRL-2018-001 Fosters Bridge Roads Component	108,631		391,369			500,000
CRL-2019-001 CBD/Civic Precinct Shared Zone				36,292		36,292
CRL-2018-003 Stanford Street Kitchener			31,123			31,123
CRL-2019-001 Contract Charlton Cooper Street Intersection				189,250	189,249	378,499
CRL-2019-011 North Ave Traffic Facilities	18,784			18,784		37,568
CRL-2018-002 Frame Drive Stage 4&5b	30,000			25,458		55,458
Traffic Facilities Program						
CFT-2018-002 Rugby St Ellalong	9,118					9,118
CFT-2018-004 King St Abermain	50,000					50,000
CPTIGS Bus Shelter Construction	38,714			15,775		54,489
CSB-2019-001 North End Hall Bus Shelter				16,000		16,000
CSB-2019-002 166 Mill Lane Quorrobolong Bus Shelter				16,000		16,000

Project	General Funds	Section 7.11	Reserves	Grants	Loan	Total
Regional Road Renewal Program						
RRR-2018-009 Great North Road Laguna Ramsays Leap	20,513			27,330		47,843
RRR-2018-008 Wollombi Road Cedar Creek			3,219			3,219
Branxton Town Centre Program						
Branxton Town Square				139,986		139,986
Branxton Pavement and Street Trees				60,321		60,321
Drainage Construction Program						
CDR-2019-004 Cooper St Heddon Greta Stage 1 Construction			150,000		3,273	153,273
CDR-2019-002 Thomas St Branxton Drainage construction			10,000		200,000	210,000
CDR-2017-003 Thomas St North Rothbury					20,968	20,968
CDR-2017-006 Railway St Branxton			32,965			32,965
CDR-2020-002 Whitburn Estate Stage 3 & 4			165,649			165,649
CDR-2019-006 Edward Street Kurri			2,180			2,180
Whitburn Estate Stage 1 & 2 Additional Work			22,629			22,629
Floodplain Management Program						
Anvil Creek Flood Study	1,152			2,305		3,457
Cessnock FRMSP Investigation	21,200			42,399		63,599
PMF-2018-004 Wollombi FWS Construction	23,875		53,000	153,749		230,624
PMF-2018-006 Abermain & Weston FWS Design			10,633	21,267		31,900
PMF-2018-005 Cessnock FWS Design			7,012	14,023		21,035
Bridge Construction Program						
CBS-2018-002 Refurbishment Thursbys Bridge Congewai	68,519					68,519
CBS-2018-006 Refurbishment #3 Watagan Creek Laguna	42,342					42,342
CBS-2018-004 Whittings Bridge Quorrobolong	21,452					21,452
CBS-2017-004 Yango Creek Wollombi	2,833					2,833
CBS-2019-001 Paynes Crossing Bridge	49,953			220,700		270,653
CBS-2016-001 Construction Fosters Bridge					266,103	266,103
CBS-2017-007 Milsons Arm Bridge Laguna	27,796					27,796
CBS-2017-005 Anvil Creek Bridge Greta	39,657					39,657
CBS-2019-005 Sawpit Road Crossing Cedar Creek	82,951					82,951
CBS-2019-002 Ferguson Street Cessnock	10,000					10,000
CBS-2019-006 Cuneens Bridge Wollombi	8,132					8,132
Pool Facilities Renewal Program						
RFP-2019-003 Kurri Aquatic Centre Renewal Program	112,879					112,879
Branxton Pool - Kiosk Roof Replacement & Painting	6,879					6,879

Project	General Funds	Section 7.11	Reserves	Grants	Loan	Total
Community Buildings Renewal Program						
RBC-2019-001 Brantxton Community Hall Toilet Upgrade	15,644					15,644
RBC-2019-002 Kurri Senior Citizens Hall Kitchen	7,594					7,594
Pathways Construction Program						
CPW-2019-001 Kendall Street Bellbird	62,140					62,140
CPW-2019-002 Bridge Street Cessnock Cycleway Stage 1	50,000					50,000
CPW-2019-004 Rawson Street Cessnock	60,000					60,000
Recreation Facilities Renewal Program						
RFR-2019-004 Kurri Sportsground Fence Replacement			23,439			23,439
RFR-2018-003 Maybury Peace Park Pond Rock Edge	14,484					14,484
Richmond Main Fence	4,860					4,860
RBR-2015-002 Cessnock Civic Indoor Sports Floor	35,909					35,909
RBR-2019-004 Cessnock Tennis Club Floor	66,824					66,824
RBR-2019-003 Weston Bears Soccer Grandstand	8,821					8,821
Recreation Facilities Construction Program						
Miller Park Master Plan	8,401					8,401
CFR-2018-001 Playground Replacement Program	63,270					63,270
CFR-2015-005 Howe Park Water Supply Upgrade	19,079					19,079
CFR-2019-007 Citywide Shade Program				34,031		34,031
CFR-2019-006 Crawford Park Upgrades		166,670				166,670
CFR-2018-001 Veterans Memorial Park Aberdare	119,815			251,258		371,073
Cessnock Civic Precinct Revitalisation Program						
RCC-2019-008 Laneways	4,798			10,000		14,798
CFR-2015-001 Bridges Hill Park Playground Stage 1	6,611					6,611
RCC-2017-003 CBD Wayfinding signage	31,413	36				31,449
RCC-2019-004 Path Charlton Street, Snape to Cooper	36,737			25,000		61,737
RCC-2019-006 Bike Parking	29,844					29,844
RCC-2017-001 Stage 2A Phase 1 Toddlers Nature Play, BBQ & MP				46,447	46,448	92,895
RCC-2017-001 Stage 2A Phase 2 Toddlers and Tea Trees, BBQ 2				117,552		117,552
Cemetery Facilities Construction Program						
Kurri Kurri Lawn Cemetery			63,375			63,375
Mapping System	6,131					6,131
Pre-Construction Design						
Misc Pre-Construction Design	11,174					11,174
Veterans Memorial Park Playground Design and QS	3,500					3,500
Total	1,714,613	166,706	1,520,144	1,910,838	726,041	6,038,344

Hunter Regional Weeds Committee and Technical Team

Glyphosate Position Statement

General Statement on the Use of Herbicides

- Members of the Hunter Regional Weeds Committee (RWC) undertake weed management and control activities using the principles of Integrated Pest Management (IPM). IPM includes a combination of practices and control methods with the aim of preventing problems from occurring and reducing the need for pesticide intensive activities. IPM includes the use of cultural, mechanical, biological and physical methods.¹
- Pesticides are assessed and registered by the Australian Pesticide and Veterinary Medicines Authority (APVMA), an independent statutory body, before they are permitted to be used in NSW.²
- Pesticides are applied in accordance with legal obligations under the Pesticides Act and best practice methodologies. These obligations include operator training and public notification processes. All activities are undertaken in accordance with Workplace Health and Safety requirements.
- Pesticides for use in each situation are determined using a matrix of determining factors. These include (but are not limited to) efficacy, environmental impact, toxicity and cost.

Specific Statement on the Use of Glyphosate

- Members of the RWC have trialled and tested and use a range of synthetic and organic alternatives to glyphosate. They include, but are not restricted to oil based products (such as pine and orange oil, nonanoic acid) and other broad spectrum herbicides (with active ingredients including eg: glufosinate-ammonium, imazipyr).
- The APVMA regularly review the toxicology of glyphosate and its use in Australia and their current stance is that registered use of glyphosate in Australia, as per label instructions, is safe. Regulators in Europe, New Zealand, Canada and the United States hold a similar view.³⁴
- The RWC supports the use of glyphosate products by members for the control of any plant for which it is registered, in the manner identified on the label or current permit.

References & Further Information

¹ Integrated Pest Management - <https://www.epa.nsw.gov.au/your-environment/pesticides/integrated-pest-management>

² <https://apvma.gov.au/>

³ APVMA Position - <https://apvma.gov.au/node/13891>

⁴ Canada Health Review - <https://www.canada.ca/en/health-canada/news/2019/01/statement-from-health-canada-on-glyphosate.html>

This position paper was endorsed by the Hunter Regional Weeds Committee on March 7 2019. It was adopted by the Hunter Local Land Services Board 11 April 2019.



16 July 2019

Feedback sought on future of a bus shelter at Ellalong

Option 1 – Informal Hail and Ride Bus Service

Rather than spend in excess of \$46,000 to replace the low usage shelter on Helena Street, Council could allow the length of Helena Street to operate as an informal bus stop, which is known as a hail and ride bus stop. Instead of being restricted to a single site, hail and ride services generally pick-up and set-down passengers closer to their requested location, subject to safety considerations as depicted in **Figures 1 & 2** below.

A major advantage of the hail and ride option is that we can avoid the mandatory loss of parking spaces (30 metres) that accompanies a permanent bus stop. The residents of Helena Street who reside within 20 metres of the approach and 10 metres of the departure of the existing bus stop would be able to lawfully park in front of their homes, a practice that is currently illegal.

Transport for NSW, which is the ultimate body for approval of bus routes, recognises and endorses the operation of hail and ride mode bus services in regional NSW.



Figure 1 Hail and Ride – Getting on



Figure 2 Hail and Ride – Getting Off

Option 2 – Replacement Shelter west of existing bus stop

An alternative option is that Council investigate the installation of a new DSAPT compliant bus shelter on the subject bus route, on Sanctuary Road, just west of Truro Street, as depicted in Figures 3 & 4 below.

A new shelter at this location, which is more amenable to achieving disability standards compliance, could be achieved at a cost of approximately \$25,000, including rehabilitation of the previous shelter site.

The mandatory loss of parking space (30 metres) that accompanies a permanent bus stop would have a minimal impact on residents as there are currently no dwellings across the proposed frontage.



Figure 3 – New DSAPT Compliant Bus Shelter – west of Truro Street (concept only)



Figure 4 – Approximate site for DSAPT Compliant Bus Shelter – west of Truro Street

Option 3 – Install a new DSAPT Compliant Bus Shelter at the existing Bus Stop on Helena Street

As depicted in **Figure 5** below the current bus stop on Helena Street presents many challenges in rendering it compliant with disability standards due to insufficient level ground (beside the position a stationary bus would occupy) to accommodate the larger boarding platform, mandated by the standard design for a bus stop and shelter.

During stakeholder consultations the Work Health & Safety Manager of Rover Coaches identified a number of issues with the existing bus stop location on Helena Street, which from a Work Health & Safety perspective, he considers makes the site unserviceable in its current form:

- Unformed road edge;
- Insufficient room for the bus to leave the travel lane;
- Poor pedestrian access due to the slope away from the road.

These identified site constraints can be overcome with appropriate engineering treatments. A compliant bus shelter can be installed at the site at an estimated cost of \$46,200.



Figure 5 – Existing Helena Street Bus Stop with Previously Existing Shelter



Ms Eleni Petinos MP
Parliamentary Secretary for Transport and Roads

Our Ref: 00856353
Your Ref: DOC2019/061221

Councillor Bob Pynsent
Mayor
Cessnock City Council
PO Box 152
CESSNOCK NSW 2325

Dear Cr Pynsent

Thank you for your correspondence to the Minister for Transport and Roads about council's support of flying the Aboriginal flag permanently on the Sydney Harbour Bridge. The Minister has asked me to respond on his behalf.

As you may be aware, two flagpoles on the eastern and western sides of the bridge summit fly the Australian flag and State flag. This is carried out in accordance with current protocol managed by the NSW Department of Premier and Cabinet. I am advised there are no plans to change this at the present time.

However, I note you have also written to the Premier and the Minister for Aboriginal Affairs regarding this matter, and I trust you will receive a response in due course.

You may be pleased to know, in addition to Reconciliation Week, each year the Aboriginal flag is flown in place of the State flag during NAIDOC Week and the anniversary of the Federal Government's apology to the Stolen Generations.

I trust this information is of assistance.

Yours sincerely

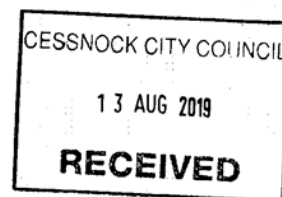
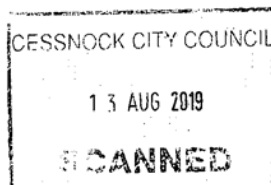
08/08/2019

Eleni Petinos MP
Parliamentary Secretary for Transport and Roads

GPO Box 5341, Sydney NSW 2001



Our Ref: N19/115



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

Dear Mr Glen

Thank you for your recent correspondence in which you raise concerns regarding the premises used for early voting in the Cessnock City Council area.

As you may be aware until the date of the federal election is known the Australian Electoral Commission (AEC) is not able to confirm premises for polling. Once the announcement occurs one of the many tasks undertaken is to secure premises for early voting and on Election Day. Premises used for polling are assessed against criteria including availability, size, location, disability access, parking, lighting, staff facilities, secure storage and cost. Confirmation of early voting premises in particular is often at short notice and subject to availability.

The AEC will continue to canvass a variety of community, government, retail and commercial options and would welcome working with council to locate as many suitable premises for hire in the planning and delivery of future elections.

I would like to thank you for bringing the concerns to my attention and your feedback will be incorporated as we undertake post-election evaluation.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Warwick Austin', written over a horizontal line.

Warwick Austin
Australian Electoral Officer and State Manager
For New South Wales
8th August 2019

Level 10, 59 Goulburn Street, Haymarket NSW 2000
PO Box K778 Haymarket NSW 1240

Telephone 13 23 26

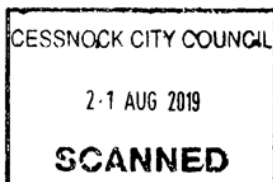
www.aec.gov.au



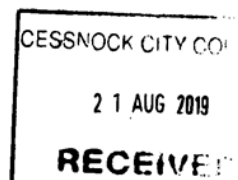
Office of
Local Government

5 O'Keefe Avenue NOWRA NSW 2541
Locked Bag 3015 NOWRA NSW 2541

Our Reference: A658089
Your Reference: MM12/2019
Contact: Governance Team
Phone: 02 4428 4100



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



Dear Mr Glen

Thank you for your letter of 22 July 2019 to the Minister for Local Government, the Hon. Shelley Hancock MP, regarding the Independent Pricing and Regulatory Tribunal's (IPART) consultation on its review of the costs of conducting local government elections. The Minister has asked the Office of Local Government to respond to you on her behalf.

The Minister is unable to meet with Council at this time. However, I can assure you that the issues you have raised have been noted and will be considered when responding to IPART's review.

Thank you for bringing the concerns of Cessnock City Council to the attention of the Government.

Yours sincerely

Melissa Gibbs 14/8/19

Melissa Gibbs
Director, Policy and Sector Development Group

T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209
E olg@olg.nsw.gov.au W www.olg.nsw.gov.au ABN 44 913 630 046





Clayton Barr, MP

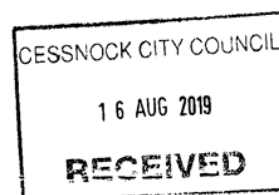
STATE MEMBER FOR THE ELECTORATE OF CESSNOCK



Our Ref: CB2-CessnockCityCouncil-Loc-20190802-SF1630014

2 August 2019

Mr Robert Maginnity
Acting General Manager
Cessnock City Council
PO Box 152
CESSNOCK NSW 2325



Dear Mr Maginnity

Thank you for providing a copy of Council's recent letter to the NSW Minister for Local Government, the Hon Shelley Hancock, MP.

After reading Council's letter, I note that at the meeting held 17 July 2019, Council considered a report on a proposal to increase the costs of NSW Electoral Commission undertaking Council elections and that Council have requested a meeting with the Minister, including the attendance of myself and the Shadow Minister for Local Government, Greg Warren, MP to discuss Council's concerns.

Accordingly, as discussed, I have forwarded Council's letter to the Hon Shelley Hancock, MP, Minister for Local Government, seeking consideration of the issues that Council has raised.

I shall contact Council again once I have received a response.

Yours sincerely

CLAYTON BARR, MP

State Member for the Electorate of Cessnock
Shadow Minister for Water
Shadow Minister for Innovation, Science and
Tertiary Education
Shadow Minister for the Hunter

118 Vincent Street (PO Box 242), Cessnock NSW 2325

P (02) 4991 1466 | 1300 550 114 F (02) 4991 1103 E cessnock@parliament.nsw.gov.au

Country Labor - thinking outside of the City

Robyn Keegan

From: Michelle Lane <Michelle.Lane@minister.nsw.gov.au>
Sent: Monday, 26 August 2019 10:53 AM
To: ElectorateOffice Cessnock
Subject: Meeting request with Minister Hancock
Attachments: Meeting Disclosure Form_Hancock.pdf

Good morning Mr Barr

Thank you for your correspondence and request for a meeting with Minister Hancock to discuss Cessnock City Council's concerns in relation to Council elections.

Minister Hancock is available to meet with you, Mr Warren and Mr Maginnity on Thursday, 26 September at 10.00am – 10.30am in the Minister's Office Room 912, NSW Parliament.

Should this be suitable, please advise and request for Mr Maginnity to complete and return the attached Meeting Disclosure Form. Once the completed form has been returned, the meeting will be confirmed.

I look forward to hearing from you soon.

Kind regards
Michelle

Michelle Lane | Executive Assistant
Office of the Hon Shelley Hancock MP
Minister for Local Government
T: +61 2 8574 5400 | M: 0448 380 678 | michelle.lane@minister.nsw.gov.au



Please note my working days are Mondays, Thursdays and Fridays