



# Operational Plan

2021-22

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PLANNING FOR OUR PEOPLE  
OUR PLACE OUR FUTURE



1: A connected, safe and creative community

1.1: Promoting social connections

1.1.1: Engage with the community in reconciliation activities

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.1.1.a	<p>Organise an event to recognise National Reconciliation Week.</p> <p>Target: Event proposals are consulted with the Aboriginal and Torres Strait Islander Committee by April 2022. At least 1 event is organised and delivered during National Reconciliation Week.</p>	In Progress	Planning for an Elders Morning Tea has commenced and is scheduled to be held early June.	Community and Cultural Engagement Manager
1.1.1.b	<p>Coordinate and promote a community program of activities and events for NAIDOC Week.</p> <p>Target: Continue to build relationships with external stakeholder groups to encourage engagement in the NAIDOC Week calendar of events. Increase community awareness of and participation in the week. 2022 NAIDOC Week program developed and promoted a month prior to the event. Event proposals are consulted with the Aboriginal and Torres Strait Islander Committee by May 2022.</p>	In Progress	The 2021 NAIDOC Week program listed 13 activities however due to the pandemic only 6 events were able to proceed. The events that were able to proceed included PCYC School Holiday Program, NAIDOC Week Art Exhibition, Native Plant Giveaway, Aboriginal Youth Connections, Cessnock Chamber of Commerce and Film Screening at Cessnock Performing Arts Centre. Additional events were also facilitated by CYCOS and included NAIDOC Week art take home packs and online Kahoot. Cessnock City Library distributed take home beading and weaving packs, and papier mache egg painting. Planning has commenced for NAIDOC Week 2022.	Community and Cultural Engagement Manager
1.1.1.c	<p>Engage with the community in reconciliation initiatives and in developing a next action plan.</p> <p>Target: Consult with Aboriginal and/or Torres Strait Islander peoples, community groups and services on Reconciliation</p>	In Progress	The evaluation of the Innovate Reconciliation Action Plan and occurred with the previous Aboriginal and Torres Strait Islander Committee will inform the next action plan. A methodology and community engagement plan for the next action plan is currently being	Community and Cultural Engagement Manager

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	initiatives. Commence developing a next action plan in consultation with the community.		drafted. Call for community representation to this term of Council's Aboriginal and Torres Strait Islander Committee has commenced.	

#### 1.1.2: Develop and deliver programs to engage young people

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.1.2.a	<p>Deliver inclusive programming for Council's Cessnock Youth Centre and Outreach Service (CYCOS) that engages and encourages young people to participate in a diverse range of social, recreational and educational activities and aligns with the Cessnock City Council Youth Engagement Strategy.</p> <p>Target: Regularly consult with young people to further develop programming. Recruit, engage and support the running of a Youth Ambassador group who work together to identify and inform programming opportunities and decision making. Plan, participate in or contribute to at least 2 community events that encourages the participation of young people.</p>	In Progress	The Cessnock City Council Youth Engagement Strategy was adopted August 2021. The Youth Ambassadors will guide the delivery of the Strategy and 2022 Youth Week events. The Youth Ambassadors have assisted to guide 2022 Youth Week.	Community and Cultural Engagement Manager
1.1.2.b	<p>Deliver an inclusive programming strategy for Cessnock Youth Centre and Outreach Service (CYCOS) that engages Aboriginal and/or Torres Strait Islander young people, their families and community groups to participate in a diverse range of social, recreational and educational activities.</p> <p>Target: Regularly consult with Aboriginal and/or Torres Strait Islander young people when developing CYCOS programming. Establish, promote and deliver an information and referral service in consultation with Aboriginal and/or Torres Strait</p>	In Progress	The Aboriginal Community Youth Work position recommenced in February 2022 service delivery from the Cessnock Youth Centre and Outreach Service (CYCOS). In accordance with the funding agreement, the service provides a case management and referral service.	Community and Cultural Engagement Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Islander young people. Participate in the delivery of group programs including the Young Parents support group.			
1.1.2.c	Continue working in partnership with external organisations to implement youth based community programs that promote and encourage well-being, address alcohol consumption and illicit drug use  Target: Deliver at least 3 school based programs that encourage well-being, address alcohol consumption and illicit drug use.	In Progress	CYCOS year to date participated in The Gathering Program with TAFE. CYCOS also co-facilitated during the year the Young Parents Group and LGBTQIA+ group. Face to face service delivery has been impacted with the Public Health Order enforced at the time and a number of programs were required to pivot to online delivery in 2021. Face to face programs have recommenced.	Community and Cultural Engagement Manager
1.1.2.d	Develop a 2022 Youth Week program that is inclusive, engaging and celebrates young people.  Target: The 2022 Youth Week program is promoted within the community 1 month prior to Youth Week. Cessnock Youth Centre & Outreach Service (CYCOS) is an active member of the 2022 Youth Week planning group. CYCOS has a range of diverse programs listed on the 2022 Youth Week program.	In Progress	Planning for Youth Week 2022 is well underway and the local event program commences 29 March 2022 and concludes 21 April 2022. Over 20 events have been listed on the event calendar. A diverse program has been curated for both the younger ages and young adults. The promotions for Youth Week commenced 4 weeks prior to the first event and included print and e-engagement.	Community and Cultural Engagement Manager
1.1.2.e	Promote and deliver diverse and inclusive activities during school holidays engaging with children and young people across the Cessnock LGA.  Target: The school holiday program to include activities at Cessnock Youth Centre & Outreach Service (CYCOS), Cessnock Performing Arts Centre and Cessnock City Library. The development of the program to be in consultation with children and young people. Regularly consult with young people to further develop	In Progress	A number of school holiday programs were modified or cancelled in response to the escalating pandemic. Held for the July school holiday program was Yoga class, distribution of art packs and online kahoot quiz. The September school holiday program included online gaming, cooking tutorial, take home art packs and online drawing workshop. The December school holiday program incorporated Christmas activities. The April school holiday program includes Youth Week events and over 20 activities are listed.	Community and Cultural Engagement Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	library programming and increasing the library's engagement with young people.			

#### 1.1.3: Commence implementation of the Disability Inclusion Action Plan

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.1.3.a	<p>Actively pursue continuous improvement opportunities in line with Council's Disability Inclusion Action Plan 2021-2025, building an organisation which has a focus on inclusion and accessibility.</p> <p>Target: Develop an Inclusive Communication Factsheet to assist Council staff in responding to community access requests. Promote the use of Council's Accessible &amp; Inclusive Event Practice Guide to organisations hosting community activities and events.</p>	In Progress	A short online presentation 'Tips for Event Organisers', informed by the Accessible & Inclusive Event Practice Guide has been developed to encourage inclusive events and promote the use of the Practice Guide. The presentation discusses accessible venues, promotion and how event staff and volunteers can support people with disability. The presentation was delivered at Youth Week and Seniors Festival Planning meetings and the calendars for these two events included accessible activities.	Community and Cultural Engagement Manager

#### 1.1.4: Develop and deliver a program of community and civic events

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.1.4.a	<p>Coordinate and promote a community program of activities and events for the Cessnock City Seniors Festival.</p> <p>Target: Continue to build relationships with external stakeholder groups to encourage engagement in Senior's Festival. Increase community awareness of and participation in the week. Activities offered align to the 5 Ways to Well-being Framework. The evaluation for Seniors Festival to occur by 30 June 2022.</p>	In Progress	Planning for Seniors Festival 2022 was in consultation with the Seniors Reference Group. On-going communication with Seniors Festival stakeholders to encourage interest and involvement in the Festival occurred throughout 2021 and 2022. The Call for Sponsorship resulted in 6 gold and 1 silver sponsors. The event calendar listed over 50 activities and was promoted within the community in readiness for the 23 March to 9 April Festival. The activities listed in the event program linked to the 5 ways to wellbeing framework.	Community and Cultural Engagement Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.1.4.b	<p>Increase awareness of the City of Cessnock Hall of Fame and inductees.</p> <p>Target: Promote the City of Cessnock Hall of Fame amongst the community and stakeholder groups to increase awareness and participation in the program.</p>	In Progress	The Cessnock City Hall of Fame has been promoted through social media. One inductees was profiled online during August, two people in September and two people in October. The posts received strong levels of online engagement.	Community and Cultural Engagement Manager
1.1.4.c	<p>Organise and deliver throughout December a diverse program of Christmas events engaging children, young people and families.</p> <p>Target: Consult with the community on opportunities for new program elements that engage and increase participation. Events promoted using a variety of media platforms and to a diverse audience. Events promoted 1 month prior.</p>	Complete	A program of activities was delivered with activities provided by Cessnock Performing Arts Centre, Cessnock Youth Centre and Outreach Service, Cessnock Library and Kurri Kurri Library. Activities included creating Christmas ornaments, online Kahoot, guessing competition, pop up caroling and performances, storytime, drawing workshop, Christmas in the Park and movies.	Community and Cultural Engagement Manager
1.1.4.d	<p>Organise ceremonies (and associated activities) for civic events such as Australia Day, Mayoral Scholarships and Citizenship presentations.</p> <p>Target: Ongoing</p>	In Progress		Executive Assistant to Mayor

## 1.2: Strengthening community culture

### 1.2.1: Continue to promote the range of community services across the local government area

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.2.1.a	<p>Investigate opportunities to improve Council's communication with the community.</p> <p>Target: Focus on digital media including the growth of Cessnock</p>	Complete		Media and Communications Officer

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	City eNews and improve Council's use of Social Media through establishment of a style guide.			
1.2.1.b	<p>Monitor and review the implementation of Council's website.</p> <p>Target: Ensure the continued implementation of procedures in relation to the management of the website and undertake reporting to assist in identifying opportunities to improve the website.</p>	Complete		Media and Communications Officer
1.2.1.c	<p>Implement and provide ongoing community awareness for the Cessnock LGA Community Directory and Community Events Calendar.</p> <p>Target: Regularly maintain Council's online community information tools in collaboration with other organisations and community groups. Regularly promote Council's online community information tools at local interagency meetings.</p>	In Progress	The Community Directory and Events Calendar has been promoted to community organisations and services through network meetings and through general engagement with the community sector and groups. The online tools are updated as required.	Community and Cultural Engagement Manager

#### 1.2.2: Collaborate with the community to develop and deliver services

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.2.2.a	<p>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.</p> <p>Target: Ongoing engagement with local service providers scoping and participating in community development opportunities. Regular attendance at local interagency meetings.</p>	In Progress	A number of Interagency Meetings have been attended including Cessnock Domestic and Family Violence Network, Cessnock Walks Kawuma Committee and Cessnock General Interagency. Program to distribute PPE (mask, sanitiser, wipes) to frontline community organisations has been developed with Council's Community Recovery Officer. 30,000 masks, 980 sanitiser bottles, 900 pouches of wipes and 1200 information sheets (Where to Find Help and Vaccine and testing	Community and Cultural Engagement Manager



Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
			information) have been distributed to 13 organisations.	
1.2.2.b	<p>Promote and administer Council's Community and Cultural Development Dollar for Dollar Grant Scheme.</p> <p>Target: Advertise at least one round of funding by 30 December 2021. Distribute all funds by 30 June 2022.</p>	In Progress	The call for applications closed Friday 3 September and 12 applications were received. 9 applications were awarded funding at a total value of \$16,315. With this years grant scheme undersubscribed, it was resolved by Council at its Ordinary Meeting held November 2021 that the remaining funds be transferred to the 2022/23 grant round. All recipients of the 2021/22 Community and Cultural Development Scheme Grant program have received their funds.	Community and Cultural Engagement Manager

#### 1.2.3: Commence implementation of the Community Infrastructure Strategic Plan

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.2.3.a	<p>Liaise with community groups who operate from Council owned cultural facilities, to provide a welcoming, engaging, inclusive, safe and accessible environment.</p> <p>Target: Regularly communicate with community groups who operate from Council owned cultural facilities. Provide support to the next term Marthaville Arts and Cultural Centre Management Committee including induction on Section 355 Committee processes. Funding grants for Richmond Main Colliery renewal works prepared and submitted in accordance with the sites Conservation Management Plan.</p>	In Progress	Liaison with Marthaville Management Committee and Marthaville Guildry in relation to use of Marthaville studio and main program room over a 12 month period by Kiray Putjung Aboriginal Corporation occurred during 2021. Communication has occurred throughout the year with Wollombi Cultural Centre regarding their licence and programs being hosted at the facility. The remediation interim works for Richmond Main Colliery are due to commence in the next reporting quarter.	Community and Cultural Engagement Manager
1.2.3.b	Commence stage 1 refurbishment works for the creation of a cultural hub at Cessnock Performing Arts Centre and continue to pursue funding opportunities ensuring the facility remains a high-quality cultural venue.	In Progress	Council resolved on the 21 July 2021 to rename the Cessnock Performing Arts Centre to Performance, Arts, Culture, Cessnock (PACC) and will be implemented at the time of the venue's refurbishment. The	Community and Cultural Engagement Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	<p>Target:</p> <p>Rebranding of the facility investigated including options identified for renaming the facility to include both the performing and creative arts.</p> <p>Funding applications submitted ensuring the facility remains a high-quality cultural venue including applications for projects that seek to finalise the construction of the cultural hub.</p> <p>Consult with the community in developing inclusive programming strategies for the newly created makers and exhibition space.</p>		documentation for the construction certificate has been prepared and the certificate has been issued. An application submitted for Stronger Country Communities funding seeking the construction of an access ramp and shelter adjacent to Aberdare Road, Cessnock was successful in being awarded funding. Public Works Advisory NSW has commenced preparing the tender documentation.	
1.2.3.c	<p>Investigate and pursue funding opportunities for renewal works at Cessnock City Library Branch further creating a facility that is modern and revitalised.</p> <p>Target:</p> <p>Ongoing with funding grants for renewal works to be in accordance with Council's Asset Management Plan.</p>	In Progress	A quote process has been finalised for the replacement of the Cessnock Library Branch carpet and works will commence in April. Completed during October was the internal painting works at Cessnock Library Branch.	Community and Cultural Engagement Manager

#### 1.2.4: Provide a range of community, sporting and aquatic facilities

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.2.4.a	<p>Promote and deliver Council's Dollar for Dollar programs to community groups including the eligibility criteria for infrastructure projects that seek to improve Council owned and/or managed community facilities to be welcoming, engaging, inclusive, safe and accessible.</p> <p>Target:</p> <p>Advertise at least one round of funding by 30 December 2021. Distribute all funds by 30 June 2022.</p>	In Progress		Principal Recreation Planner
1.2.4.b	Prepare and submit applications for funding to improve and/or construct community, sporting and aquatic facilities.	In Progress		Principal Recreation Planner

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	<p>Target: Where criteria can be met, applications will be submitted for projects contained within adopted Strategic Plans, Masterplans, Operational and Delivery Plans and opportunities as they arise.</p> <p>Examples of funding include but are not limited to:- Heritage Grants - Caring for State heritage Public Reserves Management Fund Infrastructure Grants Everyone Can Play Community Swimming Grant Community Building Partnership Stronger Country Communities Rebuilding NSW Regional Growth - Environment &amp; Tourism Resources for Regions NSW Regional Communities Development Fund NSW Community Safety Fund Regional Sports Infrastructure Building Better Regions Funds Social Housing Community Improvement Fund Club Grants National Stronger Regions Fund Hunter Infrastructure and Investment Fund</p>			
1.2.4.c	<p>Support community groups to manage facilities in conjunction with Council by providing assistance and advice within resources where appropriate.</p> <p>Target: Review/renew/implement four lease and/or licence agreements by 30 June 2022.</p>	In Progress		Principal Recreation Planner

### 1.2.5: Develop and implement adopted masterplans for community facilities

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.2.5.a	Continue to develop masterplans for community, sporting and aquatic facilities.  Target: Develop - Kurri Kurri Central Sports Precinct and Drain Oval Cessnock	Not Due To Start		Principal Recreation Planner

### 1.2.6: Provide a variety of affordable interment options to the community

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.2.6.a	Implement the Cessnock City Council Cemeteries Masterplan.  Target: Submit applications for funding where applicable and delivering projects listed in the Cemeteries Capital Works Program.	In Progress		Principal Recreation Planner

### 1.3: Promoting safe communities

#### 1.3.1: Participate in collaborative partnerships to prevent crime

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.3.1.a	Collaborate through participation on the Cessnock City Liquor Accord and Community Safety Precinct Committee.  Target: Attend meetings as required.	In Progress		Infrastructure Manager

#### 1.3.2: Carry out regulatory and education programs to protect residential amenity and community health and safety

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.3.2.a	Assess requests for additional, changes to existing, and special event alcohol-free zones.	In Progress		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Target: Assess requests as required.			
1.3.2.b	Conduct two internal driver awareness sessions to improve health and safety through compliance with road rules.  Target: Deliver sessions in concert with HR team.	Not Due To Start		Infrastructure Manager
1.3.2.c	Conduct two Graduated Licensing Scheme Workshops for supervisors and learners drivers.  Target: Deliver GLS workshops in accordance with Local Government Road Safety Program as per as per approved project timeframes.	Not Due To Start		Infrastructure Manager

1.3.3: Continue to comprehensively and professionally process construction certificates and complying development certificates

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.3.3.a	Upon receipt of all required information, assess and determine Complying Development Certificate applications within 10 days and Construction Certificate applications within 25 days from the date of lodgement.  Target: Ongoing	In Progress	YTD, Council has determined 25 CDC's with an average processing time of 11 days and 268 CC's with a median processing time of 22 days	Compliance Services Manager

1.3.4: Continue implementation of local government road safety projects from the Road Safety Strategic Plan 2014-2018

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.3.4.a	Deliver road safety education and awareness programs on alcohol and fatigue under the joint Local Government Road Safety Program.	Not Due To Start		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Target: Delivery of road safety education on alcohol and fatigue in accordance with Local Government Road Safety Program as per approved project timeframes.			
1.3.4.b	Implement the Road Safety Strategic Plan 2020-24, by participating in conduct of driver behaviour campaigns to target speeding and motor cycle safety.  Target: Delivery road safety education on speeding and motorcycle safety in accordance with Local Government Road Safety Program as per approved project timeframes by 30 June 2022.	Not Due To Start		Infrastructure Manager

#### 1.3.5: Improve the safety of the road network

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.3.5.a	Provide designs and documentation for traffic facilities and road works listed in the adopted Capital Works Program to improve the safety of the road environment.  Target: Provide designs and documentation as required.	In Progress		Infrastructure Manager
1.3.5.b	On-going assessment of applications for Restricted Access Vehicle movements within the LGA.  Target: Assess and process applications as received from NHVR.	In Progress		Infrastructure Manager
1.3.5.c	Research and respond to road safety and road engineering enquiries.  Target: Respond to road safety and road engineering enquires on demand and submit to LTC process where necessary.	In Progress		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.3.5.d	<p>Prepare reports for, and facilitate the Local Development Committee (Traffic).</p> <p>Target: Report to and facilitate LDC (traffic) meetings as required.</p>	In Progress		Infrastructure Manager
1.3.5.e	<p>Prepare reports for, and facilitate the Local Traffic Committee.</p> <p>Target: Report to and facilitate LTC meetings as required.</p>	In Progress		Infrastructure Manager
1.3.5.f	<p>Collaborate with partners to develop and maintain a public street lighting network to improve the safety of the road network.</p> <p>Target: Collaborate with partners to develop and maintain a public street lighting network to improve the safety of the road network.</p>	Not Due To Start		Infrastructure Manager
1.3.5.g	<p>Oversee the accelerated replacement of existing eligible street lights with energy efficient LEDs.</p> <p>Target: Continue oversight of LED accelerated replacement program in accordance with program guidelines and timeframes. Manage eligible luminaire residual value claims to DPIE and in relation to LED rollout and maintenance of public lighting.</p>	Not Due To Start		Infrastructure Manager
1.3.5.h	<p>Engage with Schools within the Cessnock LGA regarding road safety around schools.</p> <p>Target: Provide support to schools on road safety and infrastructure.</p>	In Progress		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.3.5.i	<p>Fullfill legislative obligations as per the National Rail Safety Regulator in relation to rail interface within the Cessnock LGA.</p> <p>Target: Ongoing</p>	In Progress		Infrastructure Manager

#### 1.4: Fostering an articulate and creative community

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

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.4.1.a	<p>Deliver an engaging Cessnock Performing Arts Centre season with programming strategy that considers Councils community plans, diversity and inclusion.</p> <p>Target: Launch of the 2022 Season Program by 28 February 2022. 2022 Season Program is inclusive of works for adults, families, children and young people audiences. 2022 Season Program will include where available performances presented by Aboriginal and/or Torres Strait Islander theatre companies and/or with Aboriginal and/or Torres Strait Islander actors. Introduction of a six-monthly program format promoted on the venue's social media accounts, website and print media. Principles of Council's Disability Inclusion Action Plan 2021-2025 are included within the programming strategy.</p>	In Progress	<p>The Act Two 2021 Brochure promoting the performances from July to December was made available to the community. Unfortunately, due to the escalation of the pandemic and restrictions in accordance with the Public Health Order in place at the time, only the film for NAIDOC Week was able to be held at the venue. The Act One Season 2022 brochure was made available in December. The 2022 February Season Launch was a success and the ticket sales for upcoming performances for both Act One and Act Two Season 2022 has been strong.</p>	Community and Cultural Engagement Manager
1.4.1.b	<p>Deliver programs at Cessnock Performing Arts Centre that engage children and young people in cultural expression.</p> <p>Target: Expansion of children and young people school holiday programming in partnership with Cessnock City Library and Cessnock Youth Centre &amp; Outreach service (CYCOS). Continue to strengthen the venue's strong reputation for</p>	In Progress	<p>Due to the escalation of the pandemic at the time and amendments to restrictions in accordance with the Public Health Order, children's performances were postponed. A suite of Christmas activities was held December 2021 and included movies and the performance JD's World of Christmas Magic at Cessnock Performing Arts Centre.</p>	Community and Cultural Engagement Manager



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	presenting high quality performances for children and young people with at least 4 performances to be held annually.		Christmas Storytime with the Library was also held and programs for young people were facilitated by Council's youth service CYCOS. During the most recent reporting quarter, the theatre has been used by a number of dance schools for student performances.	

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

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
1.4.2.a	<p>Develop and promote Cessnock City Library digital services.</p> <p>Target: Ongoing promotions of library digital services in the Cessnock City Library Newsletter and Library Facebook site. Regular library sessions made available to the community throughout the year raising awareness and education for how to access library digital services.</p>	In Progress	With the escalation of the pandemic and stay at home orders in place during the 2021 reporting quarter's and in accordance with the Public Health Order enforced at the time, the 24/7 e-Branch has been heavily promoted and accessed with new material regularly added. Library education programs have recommenced during this reporting quarter and observed has been the return of the community to group programming.	Community and Cultural Engagement Manager
1.4.2.b	<p>Develop and deliver diverse and inclusive lifelong learning programs, arts and local history exhibitions at Cessnock Library and Kurri Kurri Library Branches.</p> <p>Target: Deliver at least 4 local history events. Host a minimum 2 local art exhibitions that integrate with celebratory community events. Library events are promoted at least 1 month prior.</p>	In Progress	The funding application to digitise Cessnock's first ever newspaper was successful and awarded by Royal Australian Historical Society. The Library Facebook has been used to present a range of online short history talks and well received by the community.	Community and Cultural Engagement Manager

## 2: A sustainable and prosperous economy

### 2.1: Diversifying local business options

#### 2.1.2: Identify opportunities and advocate for economic development and infrastructure funding

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
2.1.2.a	<p>Undertake research for economic analysis and reporting, prepare publications, submissions, and discussion papers and collate economic development information pertaining to major funding attraction.</p> <p>Target: Complete three economic related government submissions by 30 June 2022. Submit five economic development grant applications by 30 June 2022.</p>	In Progress	<p>The Economic Development Unit has submitted 10 grant funding applications in this reporting period. The following grant applications has been successful: \$1.6M Cessnock Airport Expanded Apron &amp; Taxiway (Black Summer Bushfire Grant), \$150K Business Support Local Campaign (Black Summer Bushfire Grant) and \$341K Hunter Valley Accessible Balloon Flights (Tourism Activation Fund).</p> <p>The Economic Development Unit made the following submissions during this reporting period: Council assisted Hunter Valley Wine and Tourism Association in making a submission to the Australian Government Regional Communications Review, made a submission to Councils draft Environmental Zoning Framework and took part in the NSW Government Employment Zones Reform Workshops. Council attended the Royalties for Rejuvenation Fund Round Table and made a submission on the draft Mining and Petroleum Legislation Amendment Bill 2021.</p>	Economic Development & Tourism Manager
2.1.2.b	<p>Update and promote the economic development and infrastructure funding advocacy agenda.</p> <p>Target: Completed by 30 June 2022.</p>	Complete	<p>Council's Economic Growth Agenda and Infrastructure Priorities have been developed/approved and placed on Councils website along side the Greater Cessnock Jobs Strategy <a href="https://www.cessnock.nsw.gov.au/Council/Forms-and-documents/Plans-and-strategies/Jobs-Strategy">https://www.cessnock.nsw.gov.au/Council/Forms-and-documents/Plans-and-strategies/Jobs-Strategy</a>. These document are being used to seek government funding for important projects in our region.</p>	Economic Development & Tourism Manager

### 2.1.3: Implement a Business Investment Attraction Program

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
2.1.3.a	Develop an Investment Attraction Brand and Style Guide that will provide the foundation for business investment attraction activities.  Target: Completed by 1 December 2021.	Complete	The Advance Greater Cessnock Investment Attraction Brand and Style Guide has been developed and is available to be viewed via the Advance Greater Cessnock website Invest tab <a href="https://advancecessnock.com.au/work/business-investment-attraction-suite/">https://advancecessnock.com.au/work/business-investment-attraction-suite/</a> .	Economic Development & Tourism Manager
2.1.3.b	Collaborate with Advance Cessnock partners and the NSW Investment Concierge Service to facilitate and accommodate investment leads.  Target: Hold four Advance Cessnock City Partners meetings by 30 June 2022. Maintain monthly meetings with the NSW Investment Concierge Service.	In Progress	Council staff have facilitated business attraction meetings with potential investors and engaged multiple times with Regional Investment NSW regarding grant funding. In consultation with Advance Cessnock City Partners twelve grants totaling \$126,100 were provided to support business chambers and local business activities. Advance Greater Cessnock Partners meetings have been held on 8 Sep 2021 and 13 Dec 2021 to discuss focus areas of advocacy, training, education, growth and investment attraction. Two Business Networking Events have been held in partnership with Cessnock Business Chamber and Central Hunter Business Chamber.	Economic Development & Tourism Manager
2.1.3.c	Update the Advance Cessnock City Website using the Investment Attraction Brand and Style Guide.  Target: Completed by 30 June 2022.	Complete	The Advance Cessnock City website has been rebranded to Advance Greater Cessnock using the new Investment Attraction Brand and Style Guide. The new website style and brand can be viewed at the Advance Greater Cessnock website <a href="https://advancecessnock.com.au">https://advancecessnock.com.au</a> .	Economic Development & Tourism Manager

### 2.1.4: Provide support for activation of commercial centres, business engagement, promotion and support for business growth

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
2.1.4.a	Support Advance Cessnock City partnership through providing economic development grants and sponsorship for projects which improve the business environment, build capacity and capabilities amongst businesses, stimulate	In Progress	Council is supporting local business through the annual Economic Development Grants and Sponsorships Program awarding \$126,100 to support local business and	Economic Development & Tourism Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	<p>investment, enterprise and job creation as well as enhance the city's image.</p> <p>Target:            2021-22 Grant and sponsorship applications open 20 March 2022.            2021-22 Grant and sponsorship applications close 24 April 2022.            2021-22 Grant and sponsorship funding awarded by 30 June 2022.            2020-21 Grant and sponsorship project acquittal completed by 30 June 2022.</p>		<p>stimulate economic growth. The program offers funding to Advance Greater Cessnock Partners, this includes business chambers, tourism bodies, training providers and community organisations. Council has awarded funding to twelve projects from Cessnock Business Chamber, Central Hunter Business Chamber, Wollombi Valley Chamber of Commerce, Kurri Kurri Towns with Heart, Hunter Region Business Hub and Hunter Valley Wine Tourism Association under this years' program.</p> <p>The 2020/2021 Economic Development Grants and Sponsorships Program acquittal report was presented to Council on 17 November 2021.</p>	
2.1.4.b	<p>Support and nurture existing economic activity in the city through Advance Cessnock City, collaborate with Advance Cessnock partners and foster sustained business productivity, growth and employment through business engagement opportunities and projects.</p> <p>Target:            Promote and support twelve business training programs by 30 June 2022.            Run 10 "Support Local" advertising campaigns by 30 June 2022.</p>	In Progress	<p>The 'Support Local' campaign is designed to encourage residents to support local business. With 10 competitions delivered via social media over several months, with a total of \$5,000 in prizes to be given away, including gift cards, restaurant and accommodation vouchers, hampers and more.</p> <p>Support Local campaigns have included 'Tag a Trusted Tradie', your favourite accommodation business, fabulous teacher and favourite retail stores. The campaign requests residents to post in 25 words or less what their favourite activity is to do in the Greater Cessnock area and go in the draw to win a \$500 gift card or other prize.</p>	Economic Development & Tourism Manager
2.1.4.c	<p>Seek funding for a Central Business District (CBD) Activation Program that:</p> <ul style="list-style-type: none"> <li>- Develops a CBD character statement to inform place activation</li> </ul>	Complete	<p>A grant funding applications to upgrade the Cessnock CBD facades, to improve signage and install automated coloured lighting has been submitted under the Bushfire Recovery</p>	Economic Development & Tourism Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	<ul style="list-style-type: none"> <li>- Reviews the Development Control Plan for the CBD to ensure development follows the desired character</li> <li>- Works with private building owners to upgrade facades, signs and awnings</li> <li>- Utilise lighting to promote night activation and activities</li> <li>- Increase shade and vegetation</li> </ul> <p>Target: Submit a minimum of one grant application by 30 June 2022 for funding to complete CBD activation activities.</p>		Fund. This application was unsuccessful and no other funding opportunities have been identified to progress this project.	
2.1.4.d	<p>Seek funding to re-invigorate and expand the Olive Industry within the Cessnock local government area (LGA) that includes:</p> <ul style="list-style-type: none"> <li>- Activation of 30,000 idle olive trees across the LGA</li> <li>- Identify and document the desired olive tree varieties and planting layout suitable for production in the Hunter Valley</li> <li>- Increasing the olive tree numbers in the Hunter Valley</li> <li>- Establish an efficient commercial processing and kitchen facility for olives within the LGA</li> <li>- Establish a 'shopfront' in Cessnock as one part of a holistic campaign to promote the Hunter Valley Olive Industry</li> </ul> <p>Target: Submit a minimum of one grant application seeking funding for this action by 30 June 2022.</p>	Complete	A grant funding application to re-invigorate and expand the Olive Industry has been submitted under the Bushfire Recovery Fund. This application was unsuccessful and no other funding opportunities have been identified to progress this project.	Economic Development & Tourism Manager
2.1.4.e	<p>Seek funding to create a new role within Council to promote the agriculture and horticulture industries (Development Officer). The Agriculture Industry Development Officer will:</p> <ul style="list-style-type: none"> <li>- Be a focal point and provide leadership in the development of a broader Agriculture and Food Strategy for the LGA</li> <li>- Connect industry stakeholders, understand aggregated demand and supply and provide access to specialised</li> </ul>	Complete	A bushfire recovery grant application has been submitted to create a new role within Council to promote the agriculture and horticulture industries within the Cessnock local government area. This application was unsuccessful and no other funding opportunities have been identified to progress this project. The Council Economic Growth Agenda has	Economic Development & Tourism Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	<p>capabilities as needed</p> <ul style="list-style-type: none"> <li>- Support events that showcase the agricultural offerings of the LGA</li> <li>- Support the agricultural industry in navigating Council planning and compliance requirements</li> </ul> <p>Target: Submit a minimum of one grant application seeking funding for this action by 30 June 2022.</p>		been updated to include advocating for funding to create an Agriculture Industry Development Officer role within Council.	

#### 2.1.5: Finalise and commence implementation of the Cessnock Commercial Precinct, Public Domain Plan, DCP and s94 Plan

To be implemented and reported via the Capital Works Program as funding becomes available.

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
2.1.5.b	<p>Finalise the Hydro Aluminium Planning Proposal, DCP and Section 7.11 Plan.</p> <p>Target: Council adoption by 31 December 2021.</p>	At Risk	DPE has advised that the zoning footprint being used for the draft BCAR is sufficient to proceed. Awaiting updated traffic study to reflect the proposed zoning. Report to be prepared for Council consideration June/July	Strategic Planning Manager

#### 2.2: Achieving more sustainable employment opportunities

##### 2.2.1: Develop and communicate employment-related information to businesses

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
2.2.1.a	<p>Provide monthly Advance Cessnock City news updates, provide critical and relevant information to businesses via the Advance Cessnock City website and provide monthly job information updates via the Cessnock City Jobs Portal.</p> <p>Target: Release twelve monthly E-News updates by 30 June 2022. Complete fortnightly jobs portal updates until 30 June 2022.</p>	In Progress	Advance Greater Cessnock eNews is sent out to 6000 business related recipients fortnightly. Critical business alerts and updates have been sent out to our business database when appropriate. Some examples of business alerts include but not limited to bushfire recovery correspondence, COVID-19 regular updates, flood and bushfire recovery grants and multiple tourism campaigns. 'Support Local' campaign information is shared via the Advance Greater Cessnock	Economic Development & Tourism Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Ongoing monitoring and maintenance of the Advance Cessnock City website.		website and new images and revolving headers have been added to the website design.	

#### 2.2.2: Undertake a Skills Needs Analysis and collaborate with State and Federal Governments to promote employment

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
2.2.2.a	Use the Cessnock City Jobs Portal and Business Capability Study to support the quarterly jobs forums aimed at improving employment and training outcomes.  Target: Hold four jobs forums by 30 June 2022.	In Progress	The first jobs forum was held to gain feedback on how Council can support their job placement activities. A survey was then conducted to improve the service Council provides to Job Active Providers. The survey results have been reviewed to determine how to run future jobs forums. Focus areas for the group were 1. Job Opportunities (Promotion) 2. High Need Industries (Jobs in the Wines) 3. Transportation 4. Youth Unemployment. The second forum resulted in Council working with the Department of Education and Training, the Department of Education, Skills and Employment and Hunter Valley Wine and Tourism Association to get trained jobseekers into roles by pre-vetting candidates, getting access to the latest trained employees ready to work and matching these people to businesses.	Economic Development & Tourism Manager
2.2.2.b	Create and deliver a Disadvantaged Youth Driver Training Program utilising Resources for Regions Grant Funding.  Target: Coordinate and fund 700 hours of driver training to disadvantaged youth seeking their provisional drivers licence.	In Progress	Youth Driver Training Program Guidelines and Application Forms have been created to ensure effective management of the program. 92 applications for driver training have been reviewed and approved. 702 hours of driver training have been delivered to 31 March 2022. 15 applicants have successfully received their P Plates so far.	Economic Development & Tourism Manager

#### 2.2.4: Provide and promote apprenticeships and traineeships within Council

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
2.2.4.a	Continue to implement the a graduate, trainee and apprenticeship framework.  Target: Ongoing	In Progress		Human Resources Manager
2.2.4.b	Promote, expand and deliver the Mayoral Scholarship Education and Training Program.  Target: Update the Mayoral Scholarship Prospectus by 30 November 2021. Promote and obtain program sponsors by 31 Jan 2022. Invite, select and award Mayoral Scholarships by 30 April 2022.	In Progress	The Mayoral Scholarship Webpage has been updated for the 2021/2022 program. Applications opened on 2 March 2022 and close on 4 April 2022. 11 program sponsors have been received worth \$27,500. Scholarships will be awarded to successful applicants on 27 April 2022.	Economic Development & Tourism Manager

#### 2.3: Increasing tourism opportunities and visitation in the area

##### 2.3.1: Collaboratively identify markets and promote the local government area's tourism industry

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
2.3.1.a	Deliver the Cessnock City Council related actions generated from the Hunter Valley Wine Tourism Alliance.  Target: Attend quarterly Hunter Valley Wine Tourism Alliance meetings.	In Progress	Alliance meetings have been held on 24 Aug 2021, 23 Nov 2021 and 21 Feb 2022. Current actions include creating the new Hunter Valley Destination Management Plan, Black Saturday Bushfire Recovery Grant applications, destination marketing, expanded NBN internet services project and 'Jobs in Pokolbin' employment project.	Economic Development & Tourism Manager
2.3.1.b	Provide a joint tourism service with Hunter Valley Wine and Tourism Association that provides destination marketing and in destination tourism services for the benefit of regional tourism.	In Progress	The website merge between HVWTA and Council is complete with ongoing website improvements being progressed by both parties. The Bookeasy Expansion & Bookable Product Development Project has started with	Economic Development & Tourism Manager



Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	<p>Target: Obtain 300 members by 30 September 2021. Create and distribute the 2022 Hunter Valley Visitor Guide by 30 April 2022. Create and distribute the 2022 Hunter Valley Visitor Map by 30 April 2022.</p>		68 contracts in place and the system being live from 1 Sep 2021. Destination marketing is being coordinated by HVWTA and in destination visitor servicing is being provided by the Hunter Valley Visitor Information Centre Team. There are 285 joint members and 349 individual businesses of the tourism service for 2021/22, with some members having multiple businesses under their membership.	
2.3.1.c	<p>In partnership with Singleton Council and Hunter Valley Wine and Tourism Association, update the Hunter Valley Destination Management Plan.</p> <p>Target: Create a new Hunter Valley Destination Management Plan by 30 June 2022.</p>	In Progress	Planning for the Hunter Valley Destination Management Plan (DMP) has been completed with a document framework determined. Tourism data has been supplied by Destination NSW and a consultant has been appointed to assist with developing the DMP. Stakeholder consultation has been completed with 20 face to face workshops held in Dec 2021/Jan 2022 and 336 survey received. DMP content and actions are now being developed.	Economic Development & Tourism Manager

#### 2.3.2: Promote and grow the Hunter Valley Visitor Centre

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
2.3.2.a	<p>Provide quality visitor services to Level 1 Accreditation standards under the Accredited Visitor Information Centre network.</p> <p>Target: Accreditation review form completed by 1 February 2022. Accreditation received by 1 April 2022. Provide ongoing visitor services.</p>	In Progress	Council have been notified by the Program Manager of NSW Accredited Visitor Information Centres (The Tourism Group) that the Hunter Valley Visitor Information Centre has received a successful accreditation review and maintains accreditation. The VIC Team consistently delivering quality visitor information services and have received reviews with an overall 4.5 (out of 5) star rating achieved. The next accreditation	Economic Development & Tourism Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
			assessment will be a desktop assessment to be completed in late 2022.	
2.3.2.b	<p>Promote and sell Hunter Valley Visitor Information Centre products in store and online.</p> <p>Target: Upgrade the Visitor Information Centre website to allow online purchases by 30 June 2022. Achieve budgeted merchandise sales by 30 June 2022.</p>	Complete	Staff have designed and built the Shop Hunter Valley website, purchased domain name www.shophuntervalley.com.au and added all shop products to the website including gift hampers. Shop pages, landing page, terms of use, refund and exchange and privacy policies in line with Council requirements have been created. Creation of a Google Maps and Google analytics specific to the shopfront has been created to track website visitation. Linking shopify with Councils Vend Point of Sale (POS) system has occurred for automatic updating of inventory. Writing of individual product descriptions for each item available on the e-comm store has been completed and photography of all items within the store have been taken to create a professional look for the website. The Shop Hunter Valley website went live on 1 Nov 2021.	Economic Development & Tourism Manager
2.3.2.c	<p>Investigate installing a colour capable external lighting system at the Hunter Valley Visitor Information Centre that encourages twilight use of the picnic tables. If feasible and budget allows, then install a new colour capable external lighting system.</p> <p>Target: Complete the external colour lighting feasibility investigation by 1 December 2021.</p>	Complete	The feasibility investigation for the colour capable external lighting system at the Hunter Valley Visitor Information Centre has been completed. A new automated colour external lighting system has been installed to the exterior of the building and in the carpark.	Economic Development & Tourism Manager

#### 2.3.3: Support major community events and festivals

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
2.3.3.a	Process applications for the regulation of traffic associated with community events, road events and festivals.	In Progress		Infrastructure Manager

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Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Target: Assess applications for regulation of traffic associated with community events and festivals as received in accordance with statutory timeframes.			

#### 2.3.4: Commence implementation of the Vineyard Signage Strategy

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
2.3.4.a	Continue implementation of the Hunter Valley Wine Country Signage Strategy subject to grant funding being received.  Target: Seek grant funding opportunities to support implementation of strategy.	In Progress		Infrastructure Manager
2.3.4.b	Prepare a methodology to repeal the existing Vineyard Mapping System and engage the community.  Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager

### 3: A sustainable and healthy environment

#### 3.1: Protecting and enhancing the natural environment and the rural character of the area

##### 3.1.1: Finalise Cessnock City Planning Strategy and commence implementation

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.1.1.a	Continue review of Cessnock LEP 2011.  Target: Report to Council seeking endorsement to obtain Gateway determination by 30 June 2022.	In Progress	Planning Proposal for recreation theme (submitted late October) and environment theme 1 (submitted December) with Department of Planning and Environment (DPE) for gateway determination. Special Purpose (SP) and Rural (RU) theme scheduled for Council endorsement at April meeting for a gateway determination. Preparation of residential paper commenced. Internal consultation underway to determine issues to be addressed.	Strategic Planning Manager
3.1.1.b	Finalise the Environmental Lands Study.  Target: Final Report by 31 March 2022.	At Risk	No change. Stage 2 on hold due to staff vacancy - recruitment progressing. Draft planning proposal associated with Stage 1 with DPE for a Gateway Determination (Submitted in December).	Strategic Planning Manager
3.1.1.c	Finalise the Heddon Greta, Clifleigh Corridor Strategy.  Target: Adoption of final strategy by 30 June 2022.	At Risk	Draft Plan endorsed by Council for public exhibition at 16 May Council meeting. Public exhibition from 4 April to 6 May 2022. 3 Community drop in sessions scheduled.	Strategic Planning Manager
3.1.1.d	Continue review of the Cessnock DCP 2010 chapters.  Target: Report to Council seeking exhibition of draft chapters by 30 June 2022.	In Progress	Social impact and Crime Prevention Through Environmental Design adopted at 16 March Council meeting. Ongoing review of chapters of DCP scheduled	Strategic Planning Manager

### 3.1.2: Undertake a strategic land use review of the urban villages in the local government area

Being implemented as part of the Cessnock City Planning Strategy and will be reported against 3.1.1

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.1.2.a	Complete Local Character Study, including Villages Masterplan  Target: Final report by 30 June 2022	In Progress	Community consultation on the Discussion paper was scheduled to conclude on 31 March 2022 however drop in session at Wollombi postponed due to weather. Session to be rescheduled. Feedback from remainder of consultation period being reviewed and incorporated into draft plan.	Strategic Planning Manager

### 3.1.3: Progress the review of land use planning controls within the vineyard district

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.1.3.a	Finalise Vineyards District Local Character Statement and Concurrent LEP Amendment.  Target: Report for Adoption by 30 June 2022.	In Progress	Community Reference Group (CRG) meeting held on 1/3/22. Draft Local Character Statement updated to incorporate feedback from CRG. Draft Local Character Statement, DCP and Planning proposal scheduled for consideration at April Council meeting.	Strategic Planning Manager

### 3.1.4: Continue implementation of the Biodiversity Strategy

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.1.4.a	Implement biodiversity education programmes  Target: Undertake a minimum of two spotlighting / bushwalk events for the community during Spring 2021. Undertake a minimum of one facilitated brainstorming session with bushland user groups in early 2022 to develop a strategic, whole of community plan for addressing threats to local bushland. Continue promotion of bushland educational videos via	Not Due To Start		Environment and Waste Services Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	social media, schools and through presentations to local community groups.			

### 3.1.5: Continue to implement the Carbon Management & Energy Reduction Strategy

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.1.5.a	Continue to work on energy efficiency of Council facilities under the Revolving Energy Fund. Target: Renew electricity contracts, including large, small and streetlight December by 2021. Review Revolving Energy Fund Operational Procedures including costs and returns by March 2022. Continue to monitor efficiency outcomes to determine future projects.	In Progress		Environment and Waste Services Manager

### 3.1.6: Manage the risks to climate change and improve resilience to extreme weather events, flooding, bushfire, mine subsidence and land contamination

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.1.6.a	Progress remediation of highest priority site (Kurri Kurri) and finalise proposed remediation program for remaining five sites using risk and financial profile.  Target: Validation of Kurri Kurri remediation (Soil RAP) and auditor sign off to be obtained by April 2022.	In Progress		Environment and Waste Services Manager
3.1.6.b	Contribute to assessing the flood impacts of development.  Target: Produce flood certificates and respond to flood referrals - 100% within 10 days.	In Progress		Infrastructure Manager
3.1.6.c	Raise community awareness about the implications of developing flood impacted land through the availability of information on Council's website and Planning Certificates.	In Progress		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Target: Update flood mapping of newly adopted flood studies within one month. Implement improvements to flood certificates.			

### 3.1.7: Manage Council's environmental assets

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.1.7.a	Identify and map important agricultural land, significant agricultural landscapes and sensitive view sheds. Target: Adoption of final mapping by 31 December 2021.	At Risk	Project delayed due to availability of the consultant.	Strategic Planning Manager
3.1.7.b	Identify, protect and manage Council's civil infrastructure with heritage significance including sandstone kerb and gutter.  Target: Develop Sandstone Kerb and Gutter Management Plan in December 2021.	In Progress		Infrastructure Manager
3.1.7.c	Identify and categorise natural waterways and riparian land.  Target: Undertake waterways mapping and condition assessment.	Not Due To Start		Infrastructure Manager

### 3.1.8: Carry out regulatory and education programs to protect and enhance the natural environment and environmental health

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.1.8.a	Inspect commercial and residential on-site sewerage management systems in accordance with risk based priority routine inspection program.  Target: Base target > 80% of routine monitoring inspections completed in accordance with the annual program.	In Progress	Council's Environmental Health Unit implements an environmental and public health focused program involving the monitoring and regulating of properties that have an onsite sewage management system (e.g. Septic tank). Systems are categorized and inspected based on their risk to	Compliance Services Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
			environment and/or public health. Inspection frequency ranges from yearly (high risk) to once every 7-10 years (low risk). Due to Covid 19 restrictions, Council's routine inspection program was temporarily suspended in August until November. Council has completed 97.5% of the scheduled routine inspections for march with a base target rate of >80%.	
3.1.8.b	<p>Conduct routine inspection of all food and regulated premises, including public pools and skin penetration premises in accordance with the NSW Food Authority Partnership and relevant legislative requirements.</p> <p>Target: 100% of scheduled inspections to be completed by 30 June 2022</p>	In Progress	Council's Environmental Health Unit implements a public health focused program involving the monitoring and regulating of businesses selling food or high risk skin penetration beauty therapy/body art (e.g. tattooists). Businesses are categorized and inspected based on their public health risk and/or compliance history. Inspections are conducted at least annually but more frequently where required. Due to Covid 19 restrictions, Council's routine inspection program was temporarily suspended in August until late October. Council has completed 65% of the annual scheduled inspections (YTD)	Compliance Services Manager
3.1.8.c	<p>Implementation of Council's companion animals education programs focusing on responsible pet ownership.</p> <p>Target: Hold 2 Free Microchip days, 1 in November 2021 and 1 in May 2022; Carry out annual compliance checks for menacing, dangerous and restricted dogs as required by legislation; Carry out barking dog education program in February 2022 via social media and newsprint; Carry out education program for companion animal faeces</p>	In Progress	Dangerous, Menacing and Restricted dog inspections are being undertaken as required under the Companion Animals Act. Social media campaigns aimed at educating Companion Animals owners on responsible pet ownership are continually being undertaken. Free engraved Dog Tag giveaway continues, daily free Microchipping of Companion Animals continues as part of Ranger Service offered to the community. A primary school competition has concluded in	Compliance Services Manager



Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	management via social media and newsprint in September 2021.		designing stickers for the Ranger vehicle toolboxes on their vehicles, the Acting GM & the Mayor will judge the winners on the 8 April. The competition covered the following 5 categories on responsible pet ownership. i) Shut the gate, protect your mate, ii) Collar and Tag, iii) Walking on a lead, iv) Caring for your pet, v) exercising your pet. The winners will also receive a \$50 gift card. The next scheduled free microchipping day with me held in the month of May. Back of bus advertising has been scheduled for April.	
3.1.8.d	<p>Implementation of Council's invasive weed species management program including the Regional Weeds Action Plan</p> <p>Target:</p> <p>Ensure compliance with the Biosecurity Act by undertaking ground and aerial inspections of all lands within the Cessnock City Council LGA, including private and government lands, and high risk pathways and priority sites. Carry out education program for the Biosecurity Act and invasive weed species management by participating in field days, in conjunction with other Council departments and appropriate government departments and organisations. Undertake treatments of invasive weed species on Council controlled land and on government and private land, as required, on a "private works" basis. Promote the awareness of invasive weed species and management via social media, handouts and/or mailouts.</p>	In Progress		Environment and Waste Services Manager
3.1.8.e	<p>Continue community engagement and education relating to environmental initiatives.</p> <p>Target:</p> <p>Support environment day with schools by providing trees and compost in June 2022.</p>	Not Due To Start		Environment and Waste Services Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Undertake community planting day for National Tree Day in July 2021. Deliver six community workshops on a range of environment and sustainability issues in Spring 2021 and Autumn 2022. Work with schools as requested. Assist in the implementation of regional sustainability programs with Hunter Joint Organisation and service delivery partners.			
3.1.8.f	Support environment and sustainability community groups, including Tidy Towns, within the LGA to implement awareness and onground projects.  Target: Provide Dollar for dollar grants to support these groups deliver onground programs. Prepare process for readoption of groups following 2021 Council elections. Review structure and policy regarding environment sustainability volunteer groups.	Not Due To Start		Environment and Waste Services Manager
3.1.8.g	North Rothbury Priority Sewerage Scheme.  Target: Participate in HWC investigation and final report.	In Progress		

3.1.9: Commence implementation of the priority recommendations from flood studies and risk management plans for major catchments in the local government area

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.1.9.a	Implement high priority projects from the Wollombi Flood Risk Management Study and Plan by operating the Flood Warning System and raising community awareness to promote preparation of individual Flood and Evacuation Plans.  Target:	Not Due To Start		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Promote Wollombi Flood Warning System to Wollombi community in August 2021. Assist property and business owners develop Flood and Evacuation plans in collaboration with NSW SES in September 2021.			
3.1.9.b	Facilitate Council's Floodplain Management Committee.  Target: Hold quarterly Floodplain Management Committee meetings in September, December, March and June.	In Progress		Infrastructure Manager
3.1.9.c	Implement high priority projects from the Greta/Anvil Creek Flood Study including investigation of flood mitigation works.  Target: Seek grant funding for Greta Floodplain Risk Management Study and Plan.	In Progress		Infrastructure Manager
3.1.9.d	Continue the review of the Infrastructure Plan to suit planned expansion of new infrastructure for future development in collaboration with Strategic Planning.  Target: Incorporate Australian Rainfall and Runoff 2019 into Council's engineering design guidelines and specifications. Develop waterway and WSUD technical guidelines, planning requirements and development controls in April 2022. Develop stormwater asset renewal strategy in September 2021. Map all flood prone land in Cessnock local government area in July 2021.	In Progress		Infrastructure Manager
3.1.9.e	Seek funding for delivery of Floodplain Management Program  Target: Apply for grant funding for: South Cessnock Flood Mitigation Scheme Phase 3	In Progress		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Construction Black Creek Stage 2 Flood Risk Management Study and Plan Greta Flood Risk Management Study and Plan Heddon Greta Clift Street Flood Mitigation Phase 2 Detail Design			
3.1.9.f	Implement high priority projects from the Swamp/Fishery Creek Floodplain Risk Management Plan through progressing installation of a Flood Warning System and promotion of the House Raising Scheme.  Target: Support Abermain Landcare weed removal and rehabilitation of Swamp Creek. Seek grant funding for construction of the Abermain and Weston Flood Warning System.	Not Due To Start		Infrastructure Manager
3.1.9.g	Implement high priority projects from the Cessnock City/Black Creek Flood Risk Management Plan through progressing installation of a Flood Warning System and promotion of the House Raising Scheme.  Target: Seek funding opportunities for the construction of the Cessnock Flood Warning System . Promote the Voluntary House Raising via correspondence with eligible property owners.	In Progress		Infrastructure Manager

#### 3.1.10: Continue implementation of Council's Trunk Stormwater Drainage Strategy to protect and enhance the natural environment

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.1.10.a	Investigate and design high priority works identified in the Stormwater, Waterway and Floodplain Strategy.  Target:	In Progress		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Address high priority implementation actions in accordance with developed strategy.			

#### 3.1.11: Commence development of a street tree strategy

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.1.11.a	Develop and implement the Cessnock City Council Tree Strategy.  Target: Develop and implement key action items in line with available resources.	In Progress		Principal Recreation Planner

#### 3.1.12: Commence Implementation of the following high priority actions from the Roadside Drainage Strategy

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.1.12.a	Update standard conditions of development consent and roadside drainage elements in Engineering Requirements for Development.  Target: Preparing for completion by June 2022.	In Progress		Infrastructure Manager

#### 3.2: Better utilisation of existing open space

##### 3.2.1: Implement the Recreation & Open Space Strategic Plan 2018

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.2.1.a	Continue implementation of the recommendations from the Recreation & Open Space Strategic Plan 2019.  Target: An Open Space Guideline for multipurpose courts and outdoor exercise equipment is developed (A2.4.4)	In Progress		Principal Recreation Planner

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.2.1.b	Implement Off Leash Dog Exercise Area Strategy.  Target: Complete actions in line with available resources.	In Progress		Principal Recreation Planner

#### 3.2.2: Develop and update Plans of Management

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.2.2.a	Develop and update Plans of Management.  Target: Develop a Plan of Management for Richmond Main. Update the Generic General Community Use Plan of Management.	In Progress		Principal Recreation Planner

#### 3.2.3: Continue to implement the adopted masterplans for Council's recreation & community facilities and spaces

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.2.3.a	Continue to implement the adopted masterplans for Council's recreation and community facilities spaces.  Target: Carmichael Park Bellbird, Greta Central Oval, Weston Bears Park and Cemeteries	In Progress		Principal Recreation Planner

#### 3.2.4: Provide and maintain recreation facilities, streetscapes and public open space

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.2.4.a	Undertake routine maintenance in accordance with available resources and schedules.  Target: Link to works schedules <a href="https://www.cessnock.nsw.gov.au/Forms-documents/Community-information/Parks-Gardens-Maintenance-">https://www.cessnock.nsw.gov.au/Forms-documents/Community-information/Parks-Gardens-Maintenance-</a>	In Progress		Principal Recreation Planner

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Schedule			
3.2.4.b	Prepare data for the 2022-23 update of the Open Space and Other Structures Asset Management Plan.  Target: Update modelling and incorporate revaluation data from the Open Space and Other Structures Asset Management Plan by 30 June 2022.	In Progress		Principal Recreation Planner
3.2.4.c	Prepare a greener places, urban forest policy. Target: Adoption of final mapping by 31 December 2021.	Complete		Strategic Planning Manager

### 3.3: Better waste management and recycling

#### 3.3.1: Construct and introduce a waste transfer station at Council's Waste Management Centre

Completed.

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.3.1.a	Design a permanent Administration and Education Centre, including staff amenities, for the waste transfer station and landfill operation.  Target: Finalise design of building by October 2021. Prepare tender documentation including specifications by June 2022.	At Risk		Environment and Waste Services Manager

#### 3.3.2: Commence construction of the landfill extension project

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.3.2.a	Continue management of Biodiversity Offset area for the landfill extension project  Target:	In Progress		Environment and Waste Services Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Complete fencing of the biodiversity offset area, secondary weed control and rubbish removal from offset area. Complete asbestos assessment and demolition of existing residence by March 2022.			
3.3.2.b	Continue preparation of landfill extension area to access operational cover material for landfill.  Target: Phase 1 Clearing to be undertaken in accordance with the Vegetation Management Plan by August 2021. Preliminary excavation to commence by October 2021.	In Progress		Environment and Waste Services Manager

### 3.3.3: Continue implementation of the priority projects from the Waste Management Strategy 2014-19 and the EPA Waste Less Recycle More program

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.3.3.a	Continue to appropriately manage problem wastes to reduce potential pollution to the environment.  Target: Hold three mattress drop-off days during 2021/22. Promote mattress drop-off days for 6 weeks prior to the event. Expand community drop off events to included other problems waste streams, including tyres. Review asbestos management processes to meet NSW EPA Asbestos Strategy objectives and guidelines (W&RRS 4.4) Continue the sharps disposal program. Continue to operate the community recycling centre and stations. Work with the EPA to deliver a household chemical cleanout event in Autumn 2022.	In Progress		Environment and Waste Services Manager
3.3.3.b	Develop policies and procedures to increase the efficiency of waste services.  Target: Multi-unit dwelling review and protocol by December 2021.	Not Due To Start		Environment and Waste Services Manager



Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Process to improve access to bulk waste vouchers for elderly and disabled by January 2022. Commercial service and bin location review by June 2022.			

#### 3.3.4: Update the Waste Management Strategy for the period 2020-24

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.3.4.a	Continue to implement a waste avoidance and reuse community engagement program targeting attitudes to consumption.  Target: Continue to post content and communicate with interested community members through the Waste Avengers facebook blog. Undertake a minimum of two community workshops on Avoid Waste topics.	In Progress		Environment and Waste Services Manager
3.3.4.b	Investigate opportunities to increase resource recovery at the waste management centre.  Target: Investigate opportunities with solar panels by September 2021 . Investigate opportunities for textiles and timber by March 2022.	Not Due To Start		Environment and Waste Services Manager
3.3.4.c	Develop a reuse program at the waste management centre to divert waste from landfill.  Target: Review results of trial in 2020/21. Commence implementation of a reuse program at Cessnock Waste Management Centre, if results of the trial indicate the program is viable.	In Progress		Environment and Waste Services Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.3.4.d	<p>Upgrade or rehabilitate Greta Transfer Station based on the results of the cost benefit analysis.</p> <p>Target: Project Plan to be developed and reported to Council by February 2022. Quotation documentation for proposed works to be developed by May 2022.</p>	Not Due To Start		Environment and Waste Services Manager
3.3.4.e	<p>Provide general waste kerbside collection to the community</p> <p>Target: Efficient weekly collection of 23,000 general waste services. Investigate options to provide households with larger waste needs such as additional bins and/or weekly collection at a reasonable cost (W&amp;RRS3.4a) by June 2022. Commence preparation for fortnightly general waste collection including review of collection runs, vehicles and staffing by June 2022.</p>	In Progress		Environment and Waste Services Manager
3.3.4.f	<p>Manage the organics contract and work with Solo and regional partners to deliver kerbside organics collection</p> <p>Target: Work with service contract partners (Maitland and Singleton Councils) and providers (ANL and Solo) to assist our community when food is accepted in the organics bin by scoping options for large waste generators by June 2022. Develop education and communication plan for FOGO rollout by June 2022.</p>	Not Due To Start		Environment and Waste Services Manager
3.3.4.g	<p>Work with HRR to deliver the kerbside recycling collection</p> <p>Target: Work with HRR and partner council's on new recycling contract by October 2021. Undertake a review of the current corporate model (W&amp;RRS 2.4) with recommendations by June 2022.</p>	Not Due To Start		Environment and Waste Services Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.3.4.h	Operate the Cessnock Waste Management Centre in accordance with the Environment Protection Licence and relevant legislation and to encourage resource recovery. Target: Landfill Environmental Management Plan finalised and initial staff training undertaken by October 2021. Undertake an operational review of CWMC to improve accessibility and efficiency, including hours of operation, fees and charges, staffing, plant, equipment and buildings (W&RRS 7.6) by December 2021. Annual monitoring reports and annual return completed by 11 December 2021. Pollution incident plan tested and monitored by May 2022.	In Progress		Environment and Waste Services Manager
3.3.4.i	Engage four permanent waste management positions, to replace two temporary positions and allow for improved education and efficiencies of the waste service, including: a waste education officer (W&RRS 5.4), waste technical support officer, landfill environmental officer and an environment, sustainability and waste projects coordinator. Target: Recruit Coordinator by August 2021 and remaining positions by October 2021.	In Progress		Environment and Waste Services Manager

#### 3.3.5: Continue to implement programs that target litter and illegal dumping

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
3.3.5.a	Participate in the regional illegal dumping (RID) squad.  Target: Respond to illegal dumping reports made by members of the public.	Not Progressing		Environment and Waste Services Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Undertake activities to proactively detect illegal dumping incidents. Attend and process illegal dumping incidents, recording evidence and data. Issue Penalty and/or Clean Up Notices under the Protection of the Operation Act where sufficient evidence. Prepare evidence and attend Court as required. Participate in media campaigns, on a local and region basis.			
3.3.5.b	Undertake litter programs such as Adopt-a-Road and Clean Up Australia Day. Participate in the EPA's Litter Prevention Initiative, subject to grant funding.  Target: Undertake renewals of Adopt-a-Road agreements due February 2022. Participate in national Clean up australia Day event in March 2022. Implement litter projects from grants if received.	Not Due To Start		Environment and Waste Services Manager
3.3.5.c	Undertake illegal dumping cleanups and prevention programs, subject to grant funding.  Target: Continue to deliver the 'Working together to target a significant bushland hotspot' project, funded from Round 7 of the EPA's illegal dumping grant program.  Apply for additional funding, as available.	In Progress		Environment and Waste Services Manager
3.3.5.d	Undertake a review of Council's Illegal Dumping and Litter Plan (W&RRS 8.4)  Target: Reveiw to be completed by June 2022.	In Progress		Environment and Waste Services Manager

#### 4: Accessible infrastructure, services and facilities

##### 4.1: Better transport links

##### 4.1.1: Advocate for increased road, public and community transport and associated infrastructure funding

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
4.1.1.a	Prepare applications for available grant funding to improve commuter, freight and tourism transport links.  Target: Prepare Grant funding applications in accordance with specific grant funding guidelines and timeframes.	In Progress		Infrastructure Manager
4.1.1.b	Continue upgrade of Public Transport stops to DDA compliance and apply for available funding in accordance with grant funding guidelines and timeframes. Prepare funding applications for upgrades of public transport stops.  Target: Progress delivery of grant funded public transport infrastructure to achieve DDA compliance.	In Progress		Infrastructure Manager
4.1.1.c	West Cessnock Public School Link Project	Not Updated		Infrastructure Manager
4.1.1.c	West Cessnock Public School Link Project	Not Updated		Senior Business Support Officer

##### 4.1.2: Commence implementation of the Traffic & Transport Strategy

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
4.1.2.a	Continue to investigate and design the high priority upgrade of Wollombi Road, Cessnock as per the Cessnock LGA Traffic & Transport Strategy.  Target: Continue investigation and design of Wollombi Road,	In Progress		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Cessnock upgrade and commence community engagement on design concepts.			
4.1.2.b	<p>Seek funding opportunities for the high priority upgrade of Wollombi Road, Cessnock as per the Cessnock LGA Traffic &amp; Transport Strategy.</p> <p>Target: Seek funding for</p> <ul style="list-style-type: none"> <li>• Darwin Street/Wollombi Road Signals</li> <li>• Westcott Street/Wollombi Road Signals</li> <li>• Abbottsford Street/Wollombi Road Intersection Upgrade</li> <li>• Wollombi Road Allandale Road to Darwin Street Road Reconfiguration (4 lanes)</li> <li>• Wollombi Road Darwin Street to Francis Street Investigation and Design</li> </ul>	In Progress		Infrastructure Manager

#### 4.1.3: Commence implementation of the Pedestrian Access & Mobility Plan

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
4.1.3.a	<p>Implement the following high priority pathway project from the Pedestrian Access &amp; Mobility Plan</p> <p>Target: Seek grant funding opportunities to carry out works on shared Pathway from Kerlew to Broke Road</p>	In Progress		Infrastructure Manager

#### 4.1.4: Commence implementation of the Cycling Strategy

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
4.1.4.a	<p>Investigate and design the following high priority project from the Cycling Strategy.</p> <p>Target: CPW 2018 005 Branxton to Greta Cycleway</p>	In Progress		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	construction by 30 March 2022. Monitor for further grant funding opportunities.			
4.1.4.b	Implement the Trails Strategy.  Target: Facilitate Trails Reference Group meetings (Strategy Ref A2.2). Advocate for the enhancement of trails within National Parks, State Conservation Areas, State Forests and Crown Land. (Strategy Ref A1.4).	In Progress		Principal Recreation Planner
4.1.4.c	Investigate the feasibility of the following recreation trails <ul style="list-style-type: none"> <li>• Abermain to Weston link</li> <li>• Chinaman's Hollow and Maybury Peace Park Trails</li> <li>• Wollombi Brook Nature Walk</li> <li>• Wine Country Stroll</li> </ul> Target: Completed by 30 June 2022	Not Due To Start		Principal Recreation Planner

#### 4.1.5: Contribute to the investigations and planning for the Richmond Vale Rail Trail

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
4.1.5.a	Progress the trail concept development for the Richmond Vale Trail where resources permit.  Target: Obtain approvals for construction where resources permit.	In Progress		Principal Recreation Planner
4.1.5.b	Participate in the Richmond Vale Rail Trail working group.  Target: Attend meetings where required.	In Progress		Principal Recreation Planner

#### 4.1.7: Complete the preparation of a City Wide Section 94 Contributions Plan

Completed.

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
4.1.7.a	Progress the review of the Huntlee Planning Agreement.  Target: Adoption of amended agreement by 30 June 2022	In Progress	Revised Huntlee Planning Agreement prepared and legal review undertaken. On-going discussions occurring on unagreed provisions	Strategic Planning Manager
4.1.7.b	Commence the 1st review of the Cessnock Wide Infrastructure Contributions Plan.  Target: Adoption of Updated CWICP by 30 June 2022	In Progress	Endorsed by Council for public exhibition at 16 March Council meeting. Exhibition from 30 March to 13 May 2022.	Strategic Planning Manager

#### 4.2: Improving the road network

##### 4.2.1: Develop prioritised capital works programs in line with adopted asset management plans

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
4.2.1.a	Develop prioritised Capital Works Programs in line with adopted Asset Management Plans.  Target: The prioritised Capital Works Program aligns with the current adopted Asset Management Plan.	In Progress		Infrastructure Manager
4.2.1.b	Review and update Road Network Asset Management Plan.  Target: Review AMP by May 2022. Report to Council for adoption by 30 June 2022.	Not Due To Start		Infrastructure Manager



#### 4.2.2: Deliver prioritised on-ground capital works and maintenance programs

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
4.2.2.a	Plan and undertake in-house design and document road work, bridges and culverts to meet required service levels for the Capital Works Program.  Target: Develop an implementation and resources plan for work. (July 2021) Continuing design and documentation for completion of relevant Capital Works Program.	In Progress		Infrastructure Manager
4.2.2.b	Contribute to delivery of the annual Capital Works Program.  Target: Provide project management services for delivery of relevant Capital Works Program. Develop an Implementation and resource plan for the delivery of the Capital Works Program.	In Progress		Infrastructure Manager

#### 4.2.3: Continue to improve support services and facilities to assist works delivery and service provision

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
4.2.3.a	Complete the priority projects from the heavy plant and equipment service improvement project.  Target: Completed by 30 June 2022.	In Progress		Works and Operations Manager

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#### 4.3: Improving access to health services locally

##### 4.3.1: Advocate for health services on behalf of the community

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
4.3.1.a	<p>Healthy eating programs with young people are delivered from the new kitchen facility at Cessnock Youth Centre &amp; Outreach Service (CYCOS).</p> <p>Target: Work in partnership with young people and external organisations to develop and implement a healthy cooking program. Deliver at least 2 healthy cooking workshops.</p>	In Progress	Works at the youth centre for the new kitchen are complete and we have moved to the next phase of planning and delivering healthy cooking programs.	Community and Cultural Engagement Manager

## 5: Civic leadership and effective governance

### 5.1: Fostering & supporting community leadership

#### 5.1.1: Foster professional development of Councillors

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.1.1.a	<p>Deliver Pre-Election Candidate Briefings and new Councillor Induction Training for 2021 local government election.</p> <p>Target: Pre-induction training for prospective candidates and Induction for new Councillors delivered successfully by 31 December 2021.</p>	Complete	All induction training has now been completed. Note Manager's updates to Councillors planned for May 2022.	Chief Finance and Administration Manager

#### 5.2: Encouraging more community participation in decision making

##### 5.2.1: Commence implementation of the priority projects from the Communications & Engagement Strategy

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.2.1.a	<p>Undertake community engagement for the City of Cessnock's Community Strategic Plan.</p> <p>Target: Completed by 30 June 2022.</p>	Complete	Under the direction of the General Manager, community engagement was taken to have been completed via use of consultation on Council strategies and via the Community Consultation Survey.	Business Support and Customer Relations Manager
5.2.1.b	<p>Implement a staff education program and targeted training, that covers project scope, levels of engagement, stakeholder identifications, tools and evaluation.</p> <p>Target: Ongoing</p>	Complete	Individual and team based training continues for new staff as part of Council's induction program and existing staff on an as needed basis. Council will continue to address our staff education program as part of the ACE - Achieving customer excellence training.	Business Support and Customer Relations Manager
5.2.1.c	<p>Increase opportunities for our Council to collaborate with community members.</p> <p>Target: Provide accessible information on a variety of platforms.</p>	Complete	Post call survey software has been implemented, allowing Council to collaborate with our community. The first survey seeking feedback from our customers regarding their	Business Support and Customer Relations Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
			level of satisfaction when contacting Council is currently being undertaken.	
5.2.1.d	Undertake engagement with stakeholders, residents, community members/groups and businesses regarding Council projects, programs, strategies and services.  Target: Ongoing	In Progress	Public exhibitions and consultations included: Draft Apex Park Concept Masterplan, Draft Amendment to City Wide Infrastructure Contributions Plan 2020, Cessnock Commercial Precinct Planning Proposal.	Business Support and Customer Relations Manager

5.2.2: Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the local government area

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.2.2.a	Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the LGA.  Target: Ongoing	In Progress		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

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.2.3.a	Monitor and respond to the State Government's local government reform program.  Target: Ongoing	In Progress	Feedback has been provided to IPART, Hunter Joint Organisation and Local Government NSW on the impact of the rate peg. Further to this, Council has applied for additional special rate variation as per the Local Government Circular.	Chief Finance and Administration Manager

5.2.4: Continue to support and monitor the operations of Section 355 committees

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.2.4.a	Meet with groups on a regular basis and provide assistance where required.  Target:	In Progress		Principal Recreation Planner

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Provide assistance to committee's around the operation of Community Facilities. Engage with committee's in the lead up to Local Government Elections in 2021 relating to updates to the s355 Committee Operations Manual.			

### 5.3: Making Council more responsive to the community

#### 5.3.1: Develop and commence implementation of the Customer Service Strategy sub-plans

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.1.a	Build an organisation which has a focus on the customer by having well trained staff who are committed to providing a quality service.  Target: Finalise corporate Customer Service Excellence Training to all staff within Council. Provide Customer Relations training on a quarterly basis.	In Progress	Corporate training program for Achieving Customer Excellence (ACE) has been reviewed, the first training session is scheduled on 5 May 2022. Our Customer Relations team has continued to develop their knowledge management skills and has expanded staff development providing face to face customer service. Further training has been provided in relation to customer satisfaction feedback, call recording and post call survey.	Business Support and Customer Relations Manager
5.3.1.b	Actively pursue continuous improvement to extend our systems and tools used to meet the needs of our customers.  Target: Expand the functionality of our contact centre call system by investigating the integration with Council corporate system.	Complete	Post call survey software has been implemented allowing Council to engage with customers who call council's contact centre. Inquires have been made to integrate Council's contact centre software with the Authority names and address register.	Business Support and Customer Relations Manager

#### 5.3.2: Continue to conduct regular development consultation forums

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.2.a	Conduct regular development consultation forums.	In Progress	The first Development Consultation Forum for 2022 was scheduled to occur on 26 May	Development Services Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Target: Conduct 2 forums per annum.		2022, however it has been necessary to cancel the Forum due to a number of resourcing challenges currently being experienced by Council. A Development Consultation Forum will be held in the second half of 2022.	

### 5.3.3: Continue to efficiently and effectively process development applications and respond to planning-related enquiries

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.3.a	Efficiently and effectively process development applications and respond to planning-related enquiries.  Target: Process development applications within agreed timeframes. Respond to planning-related inquiries within agreed timeframes.	In Progress	This is an ongoing operational service.  DA's (and related Applications) are processed effectively as indicated by average turnaround times (refer to separate statistical evidence), and satisfaction surveys. It is likely that statistics in respect of average turnaround times will be impacted by high workloads associated with the increase in development activity.  Planning related inquiries are responded to promptly and accurately through Council's Duty Planning Services, Development Assessment Officers and Pre-DA Meetings for prospective applicants.	Development Services Manager
5.3.3.b	Investigate the expansion of the application programming interface (API) between the NSW Planning Portal (ePlanning) and Council's systems.  Target: Ongoing	In Progress	API integration has continued for the Development Application Version 2.	Business Support and Customer Relations Manager
5.3.3.c	Assess mitigation of the impact of traffic generating development.	In Progress		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	<p>Target: Assess applications, provide recommendations to mitigate the impact of traffic generated by development and facilitate LDC (traffic) meetings as necessary.</p>			
5.3.3.d	<p>Review and propose updated standards for road widths, kerb and gutter, pathways and bus shelters contained in Council's Engineering Requirements for Development.</p> <p>Target: Preparing for completion by June 2022.</p>	In Progress		Infrastructure Manager
5.3.3.e	<p>Continue to review and enhance our internal processes and workflows in line with the Department of Planning and Environment's Development Assessment Best Practice Guide.</p> <p>Target: Ongoing</p>	In Progress	Internal processes and procedures have continued to be reviewed in relation to development assessment, new legislative changes and API enhancements.	Business Support and Customer Relations Manager

#### 5.3.4: Develop and implement a strategic and operational internal audit plan

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.4.a	<p>Develop and implement a strategic internal audit plan.</p> <p>Target: The internal audit activities scheduled for the second year (2021-22) of the Strategic Internal Audit Plan will be executed and acquitted by 30 June 2022. The Strategic Internal Audit Plan 2022-26 will be developed by May 2022.</p>	In Progress	Q1 and Q2 audits are completed. Q3 audits were delayed due to unplanned leaves and currently in progress. Q4 audits are also scheduled to commence in June. Updated Strategic Internal Audit Plan to be presented to the Audit and Risk Committee in May.	Internal Auditor

### 5.3.5: Implement the Risk Management Strategy

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.5.a	<p>Develop strategies and an action plan to improve Council's Insurance Performance with respect to Workers Compensation and General Insurance. Including</p> <ul style="list-style-type: none"> <li>- Public Liability</li> <li>- Reduce claims costs (PL)</li> </ul> <p>Target: Develop a service level agreement with Council's Insurer including response time frames by December 2021. Undertake a full review of process and documentation including developing processes for investigation and evidence gathering by 30 June 2022. Workers Compensation</p> <ul style="list-style-type: none"> <li>- Reduction in high frequency claims</li> <li>- Reduction in 13-26 week RTW</li> <li>- Reduction in claims frequency.</li> </ul>	Not Due To Start		Human Resources Manager

### 5.3.6: Implement systems and strategies to improve productivity across the organisation

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.6.a	<p>Commence undertaking relevant actions within Council's Leadership Framework for the 21/22.</p> <p>Target: Completed by 30 June 2022.</p>	In Progress		Human Resources Manager
5.3.6.b	<p>Undertake a staff engagement survey.</p> <p>Target: Undertake survey by 30 November 2021. Report results to the ELT by end of February 2022. Report results to staff in March 2022. If required, develop an action plan to address any key themes from the staff engagement survey by June 2022.</p>	In Progress		Human Resources Manager



Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.6.c	Ensure Council's information technology infrastructure is meeting staff expectations and is supported by vendors.  Target: Technology Infrastructure replaced at end of operational life as per the long term asset management plan.	Complete		Information Technology Manager
5.3.6.d	Upgrade Council's data centre servers and storage as end of life.  Target: Completed by 30 June 2022.	Complete		Information Technology Manager
5.3.6.e	Replace Council's multi-function (photocopiers) device fleet as they are end of life.  Target: Completed by 30 June 2022.	Complete		Information Technology Manager
5.3.6.f	Migrate from Skype for Business telephone system to Microsoft Teams.  Target: Completed by 30 June 2022.	Not Due To Start		Information Technology Manager

#### 5.3.7: Continue to educate staff on statutory compliance obligations

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.7.a	Provide staff with awareness, tools, and knowledge to assist them in meeting their governance and statutory compliance obligations.  Target: Staff are made aware of their obligations in regard to statutory compliance and understand how to access	In Progress	Governance undertakes a number of strategies to ensure that staff are aware of their obligations in regard to statutory compliance including providing information on the intranet, through the monthly Governance Circular, workshops, induction training, and individual team meetings and all staff emails and notices.	Chief Finance and Administration Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	information, tools and advice should the need arise by 30 June 2022.			

5.3.8: Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.8.a	Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice including in relation to delegations, legislative interpretation, compliance, complaints, UCCs, GIPA, PPIP, Copyright, PID, Fraud and Corruption Prevention, Policy, etc. (Governance).  Target: Awareness, advice and support is provided to staff to ensure they understand and comply with their legislative obligations and follow best practice. Ongoing	In Progress	The Governance team provide staff with advice, support, tools awareness and education programs continuously to ensure they are following relevant legislation and industry best practice.	Chief Finance and Administration Manager
5.3.8.b	Adopt new technologies and processes that improve the security of Council's IT Systems.  Target: Ongoing	Complete		Information Technology Manager
5.3.8.c	Manage declared dams in accordance with NSW Dams Safety legislation.  Target: Implement 2020 Mount View Detention Basin Dams Safety compliance audit recommendations.	In Progress		Infrastructure Manager
5.3.8.d	Create or review and update all policies that have been identified as required or are due for review. Place all policies where there are material changes on public exhibition. Policies identified are listed below:	In Progress	Governance continually monitor the Controlled Documents Register to ensure Councils controlled documents are being reviewed and updated by the responsible officers. Governance also assists the business units with the review process and undertakes a	Chief Finance and Administration Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Target: All policy reviews to be completed by 30 June 2022.		peer review of the documents prior to them being presented to ELT/Council for adoption. Governance also maintains the Controlled Documents Register.	
5.3.8.d_01	Review and update Councillor Expenses and Facilities policy.  Target: Completed by 30 June 2022 (within 12 months of new council term).	Complete	Adopted at the 20 April 2022 Council meeting.	Chief Finance and Administration Manager
5.3.8.d_02	Review Council's Code of Conduct.  Target: Completed by 31 December 2021.	Carry Forward	Required within 12 months of past election. Impacted by other priorities, moved to next Operational Plan.	Chief Finance and Administration Manager
5.3.8.d_03	Review the Fraud & Corruption Control Strategy.  Target: Completed by 31 December 2021.	Carry Forward	Project has been impacted by resource constraints in the Governance team. A draft Strategy has been created, but other priorities including NCAT matters, have moved this into the next Operational Plan.	Chief Finance and Administration Manager
5.3.8.d_04	Undertake the annual review (and update) of the Investment Policy.  Target: Completed by 30 June 2022.	In Progress	Reviewed and draft prepared for Audit Committee and Council in May 2022.	Chief Finance and Administration Manager
5.3.8.d_05	Review and update K10.1 Contributions Levied for Kerb and Guttering Construction Policy.  Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager
5.3.8.d_06	Review F31.1 Road Closures Associated with Filming Proposals Policy.	Not Due To Start		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Target: Completed by 30 June 2022.			
5.3.8.d_07	Review the Financing Internal Restricted Assets Policy.  Target: Completed by 30 August 2021.	In Progress	To be reviewed and approved by 30 June.	Chief Finance and Administration Manager
5.3.8.d_08	Review the Project Authorisation and Revotes Policy.  Target: Completed by 31 December 2021	In Progress	To be approved by 30 June 2022.	Chief Finance and Administration Manager
5.3.8.d_09	Review the Domestic and Family Violence Guidelines and Protocol (internal).  Target: Complete the review by 31 December 2021.	Complete		Human Resources Manager
5.3.8.d_10	Legionella Management Plan.  Target: Completed by March 2022	Complete		Compliance Services Manager
5.3.8.d_11	Review the Health and Wellbeing Protocol.  Target: Completed by 30 June 2022.	In Progress		Human Resources Manager
5.3.8.d_12	Review the Redeployment and Voluntary Redundancy Protocol.  Target: Completed by 30 June 2022.	Not Due To Start		Human Resources Manager
5.3.8.d_13	Great North Road Conservation Management Plan.	Not Due To Start		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Target: Completed by 30 June 2022.			
5.3.8.d_14	Update Cessnock Tidy Town Program.  Target: Completed by 30 June 2022.	Not Due To Start		Environment and Waste Services Manager
5.3.8.d_15	Review L10.2 Temporary Roadside Grazing Permits Policy.  Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager
5.3.8.d_16	Cessnock Airport Operational Policy & User Guidelines.  Target: Completed by 30 June 2022.	Complete		Works and Operations Manager
5.3.8.d_17	Reveiw Leave and Work Arrangements Protocols.  Target: Flexible Work Arrangements Protocol by 30 June 2022. Leave Protocol by 30 June 2022. Personal (Sick and Careers) Leave Protocol by 30 June 2022. Private Motor Vehicle Usage Protocol by 30 June 2022. Remuneration and Job Evaluation by 31 December 2021. Reward and Recognition Protocol by 30 June 2022. Salary System Transition Protocol by 30 June 2022. Secondary Employment Protocol by 1 March 2022. Social Functions Protocol by 30 June 2022. Study Assistance Protocol by 31 December 2021.	In Progress		Human Resources Manager
5.3.8.d_18	Building Approval for Buildings Fronting Unmade Roads.  Target: Completed by 30 June 2022.	In Progress		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.8.d_19	Asset Management Policy. Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager
5.3.8.d_20	Development and Transfer of Crown Roads (Road Standards). Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager
5.3.8.d_21	Development Applications Adjacent to Rear Lanes. Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager
5.3.8.d_22	Guidelines for the Opening of Roads. Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager
5.3.8.d_23	Identification of Land Fronting Unformed Roads. Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager
5.3.8.d_24	Urban House Numbering. Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager
5.3.8.d_25	Building Approval Conditions for Land Fronting Unformed Roads, Heddon Greta. Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.8.d_26	Building Approval Conditions in Frederick Street, North Rothbury.  Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager
5.3.8.d_27	Building Approval Conditions for Land Fronting Unmade Roads, Ellalong.  Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager
5.3.8.d_28	Building Conditions for Land Fronting Unformed Roads, Wollombi.  Target: Completed by 30 June 2022.	Not Due To Start		Infrastructure Manager
5.3.8.d_29	Purchase and Disposal of Council Vehicles.  Target: Completed by 30 June 2022.	Not Due To Start		Works and Operations Manager

#### 5.3.9: Action the Strategic Property Review

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.9.a	Progress Vineyard Grove project in accordance with Council resolution and seek further based business of alternative options.  Target: Finalise the approach and transact the realisation of project objectives to optimise outcome for Council.	Complete	Sale complete.	Chief Finance and Administration Manager
5.3.9.b	Progress Civic Park project to consolidate Council land and create a large development for adaptive reuse.	Carry Forward	Impacted by resourcing throughout the year. To be moved into the next Operational Plan	Chief Finance and Administration Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	<p>Target: Consolidate the site to enable the creation of opportunities for underutilised urban land and to support improved amenity within Cessnock.</p>			
5.3.9.c	<p>To benefit local sporting associations and community service groups, develop and establish a procedural framework for granting long-term tenure of land and facilities designated for community use.</p> <p>Target: Adoption of a Community Lease Protocol that incorporates assessment tools and responsibility schedules to guide and improve community lease and property management services.</p>	Carry Forward	With Property now being fully resourced this project can commence in the next operational plan.	Chief Finance and Administration Manager

#### 5.3.10: Further embed IP&R as the centrepiece of the new LG Act

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.10.a	<p>Enhance Council Long Term Financial Plan (LTFP) to ensure that the LTFP becomes part of the IP&amp;R documents.</p> <p>Target: Undertake review of the potential external LTFP software products against current solution and determine preferred solution by 30 September 2021. Implement the chosen LTFP software product to improve the modelling, analysis and reporting functions by 31 December 2021.</p>	In Progress	Integration of workforce planning and the LTFP has been included as part of the resourcing strategy document. Identification of software to improve modelling has been moved to the next operational plan as a major general ledger restructure is underway.	Chief Finance and Administration Manager
5.3.10.b	<p>Develop the Community Strategic Plan and Delivery Program.</p> <p>Target: Adopt the Community Strategic Plan by 30 June 2022.</p>	In Progress	Resourcing has impacted the exhibition timeline, however the documents will still be adopted as required by 30 June 2022.	Chief Finance and Administration Manager



Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Adopt the Delivery Program and Operational Plan by 30 June 2022.			
5.3.10.c	Prepare the End of Term Report.  Target: Report to be presented to the last Council meeting of the outgoing Council in August 2021.	Complete		Chief Finance and Administration Manager
5.3.10.d	Prepare the Cessnock City Annual Report.  Target: Completed by 30 November 2021.	Complete		Chief Finance and Administration Manager
5.3.10.e	Prepare the State of the Environment Report.  Target: Completed by 30 November 2021.	Complete	Reported to Council in November 2021	Environment and Waste Services Manager

#### 5.3.11: Continue implementation of the Financial Sustainability Initiative projects

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.11.a	Continue to enhance Council's Contractor Management to ensure value for money principles can be achieved.  Target: Carry out a review of the contract / agreement documents with the view to strengthen them in line with framework by June 2022. Implementation of quarterly contractor meeting with Council high spend and high risk areas by June 2022.	Carry Forward	Due to impacts of resourcing in the team it is proposed to carry this over to next year.	Chief Finance and Administration Manager
5.3.11.b	Create options to engage community as part of Community Strategic Plan and Delivery Program formulation (including possible funding options for community consideration).	In Progress	This has been impacted by a lack of available resources in Integrated Planning and Reporting and Customer Engagement. The CSP and Delivery Program will be placed on exhibition in the last quarter of the	Chief Finance and Administration Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	Target: Completed by 30 June 2022.		year, with the community being requested to review and comment on all documents.	
5.3.11.c	Continue to apply the principle of balanced operating budget and ensure programs are fully funded.  Target: Carry out the Quarterly Budget Review process and propose for adoption by Council (Q1,Q2,Q3). Carry out the Annual Budget Review process and propose for adoption by Council by 30 June 2022.	In Progress	Q3 report to adopted by Council in May 2022, showing a positive cash and operating position.	Chief Finance and Administration Manager
5.3.11.d	Continue implementation of the Plant and Fleet Management review to ensure efficient and effective use of resources.  Target: Completed by 30 June 2022.	Not Due To Start		Works and Operations Manager
5.3.11.e	Review all non-rate related revenue as part of the CSP and Delivery Program to identify options which can reduce reliance on ratepayers  Target: Completed by 30 June 2022.	In Progress	This has been completed part of the proposed budget with prices adjusted accordingly. Further examination is required in future years on fees.	Chief Finance and Administration Manager

5.3.12: Continue to improve financial systems and services to support the organisation

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.12.a	Collaborate on integration opportunities between project managements tools/systems with Authority and PULSE  Target: Identify possible options which will streamline current processes and improve data by June 2022.	Carry Forward	This has been impacted by resourcing particularly within Integrated Planning and Reporting. As such the task has been included for the 2022-23 Operational Plan.	Chief Finance and Administration Manager

5.3.13: Continue to improve Council's use of technology to inform and engage the community

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.13.a	Share information regarding the status of current Capital Works on Council's website, particularly with respect to traffic disruptions and construction works.  Target: Provide weekly updates on the status of Capital Works for Council's website.	In Progress		Infrastructure Manager
5.3.13.b	Share information regarding the status of current Capital Works using social media, particularly with respect to traffic disruptions and construction works.  Target: Ongoing liaison with Communications and Media for social media updates regarding Capital Works.	In Progress		Infrastructure Manager
5.3.13.c	Ensure Council's software systems are secure and running vendor supported versions.  Target: Ongoing	Complete		Information Technology Manager

5.3.14: Implement the Workforce Management Strategy

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
5.3.14.a	Review and if required update the Council's 2020-2024 EEO Management Plan.  Target: Completed by 30 June 2022.	Complete		Human Resources Manager
5.3.14.b	Workforce Plan:  Target: Review Council's 2017-2021 Workforce plan and develop	In Progress		Human Resources Manager

Action ID	Operational Plan 2020-21 Action	Status	Comments	Responsible Officer
	draft for inclusion in Council's new resourcing strategy. Draft to be developed by December 2021. Include any relevant information from recent staff surveys and feedback.			
5.3.14.c	Continue to implement the a succession planning and talent management framework.  Target: Ongoing	In Progress		Human Resources Manager
5.3.14.d	Conduct Cultural Awareness Training for Relevant Staff.  Target: Completed by 30 June 2022.	In Progress		Human Resources Manager
5.3.14.e	Review Council Policy and Protocols to ensure Council adhere to the relevant Child Safe Standards.  Target: Completed by 30 June 2022.	In Progress		Human Resources Manager



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