



Vincent Street  
CESSNOCK

13 May 2016

## ORDINARY MEETING OF COUNCIL

**WEDNESDAY, 18 MAY 2016**

### ENCLOSURES

*PAGE NO.*

#### **PLANNING AND ENVIRONMENT**

**PE34/2016 March 2016 Quarter Review of 2013-17 Delivery Program  
and Fit for the Future Improvement Proposal**

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#### **CORPORATE AND COMMUNITY**

**CC25/2016 Quarterly Budget Review Statements - March 2016**

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## Cessnock City Council Executive Summary March 2016 Quarter

### Operational Highlights

- Organised a program of Australia Day activities.
- Hosted a program of school holiday activities in Council's libraries attended by 296 children and carers during January.
- Held a Library Lovers' Day including a talk at both Cessnock and Kurri Kurri Libraries by local author, D.J Blackmore.
- Showcased the Cessnock Performing Arts Centre 2016 program at the season launch event.
- Installed a new 15x12m shade structure over the popular playground at Carmichael Park Bellbird (funded by a grant from the Cancer Institute NSW).
- Secured grant funding for Floodplain Risk Management Plan priority projects at Wollombi and at Swamp/Fishery Creek.
- Completed the design and documentation for the reuse centre component of the Cessnock Waste and Reuse Centre project.

### Financial Performance



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

The projected 2015-16 year-end operating result (after excluding capital grants and contributions) is a \$221,070 deficit (a deterioration from the original budget surplus of \$211,412).

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

### Operational Performance

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

		Connected Safe & Creative Community	Sustainable & Prosperous Economy	Sustainable & Healthy Environment	Accessible Infrastructure Services & Facilities	Civic Leadership & Effective Governance	Total	%
	On track	13	6	12	8	9	48	80%
	At Risk	1	3	2	3	3	12	20%
	Total	14	9	14	11	12	60	100%

### Capital Works Highlights

In the March quarter Council completed 31 projects from this year's capital works program projects (which is now almost 50% complete) along with four projects from the 2014-15 carried forward program, including:

- Footpath construction at Deakin & Stanford St Kurri Kurri, Doyle St Bellbird, Long St Cessnock and Mulbring St Aberdare
- Drainage improvements at Water St Greta
- 11 miscellaneous minor drainage projects
- Grandstand renewal at Mulbring Oval
- Amenities' roof replacement at Mount View Basin
- Outdoor area construction at Kearsley Community Hall
- Veranda renewal at Pokolbin Community Hall

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

### Summary of Progress - Deliverables

	Connected Safe & Creative Community	Sustainable & Prosperous Economy	Sustainable & Healthy Environment	Accessible Infrastructure Services & Facilities	Civic Leadership & Effective Governance	Total	%
On Track	13	6	12	8	9	48	80%
At Risk	1	3	2	3	3	12	20%
Not achieved							
Total	14	9	14	11	12	60	100%



### Summary of Progress - Measures

	Connected Safe & Creative Community	Sustainable & Prosperous Economy	Sustainable & Healthy Environment	Accessible Infrastructure Services & Facilities	Civic Leadership & Effective Governance	Total	%
On Track	5		5	2	1	13	76%
At Risk	1	1			2	4	24%
Total	6	1	5	2	3	17	100%











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

### OBJECTIVE 1.2: STRENGTHENING COMMUNITY CULTURE

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

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
1.2.1			100%	<ul style="list-style-type: none"> <li>Evaluation of Places, Spaces &amp; Faces: Social &amp; Cultural Plan 2009-14 reported to Council July 2015 and the findings have been updated on the Cessnock City Council webpage.</li> </ul>	Community Planning
1.2.2			95%	<ul style="list-style-type: none"> <li>The draft Plan has been finalised with a report to Council in April to place on public exhibition.</li> </ul>	Community Planning Recreation Services
1.2.3			75%	<ul style="list-style-type: none"> <li>2015-16 Dollar-for-Dollar grants were advertised in September 2015.</li> <li>Dollar for Dollar Committee Committee (Tidy Towns, Community Environmental and Care Initiatives, Schools' Environmental, and Sporting &amp; Community applications) met in October and recommended distribution of funding to Council in November 2015.</li> <li>Dollar for Dollar Committee (Tidy Towns, Community Environmental and Care Initiatives, Schools' Environmental, and Sporting &amp; Community applications) reported to Council in November 2015.</li> <li>On-going support to Tidy Town groups with four groups entering 11 separate projects in the 2014-15 competition. The State Awards were announced in Gloucester in November 2015.7 – 8 Nov 2015..</li> <li>A major clean up undertaken of Kookaburra Walk with Kurri Kurri Tidy Towns and Department of Lands resulting in nine tonnes collected by 40 volunteers.</li> <li>Council received 16 applications for funding from the Community Cultural \$ for \$ Grant Program. A report containing recommendations for allocations to be considered by Council in April 2016.</li> </ul>	Community & Cultural Engagement Recreation Services Environment & Waste
1.2.4			10%	<ul style="list-style-type: none"> <li>A preliminary draft of the Business Plan has been prepared and is now being revised.</li> </ul>	Community & Cultural Engagement

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

### OBJECTIVE 1.3: PROMOTING SAFE COMMUNITIES




- Our residents and visitors feel safe in the Cessnock Local Government Area.
- Our CBD areas are safe at night.
- Our roads are safe for motorists and pedestrians.

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
1.3.1			Ongoing	Representatives from Cessnock City Council continue to attend the Community Safety Precinct Committee Meeting facilitated by the Central Hunter Local Area Command.	Community Planning
1.3.2			40%	Implementation of education programs has commenced in accordance with approved programs and grant funding.	Health & Building
1.3.3			100%	Eight priority projects have been identified and commenced including: Young Driver Workshops; Drink Drive – Alternative Transport; Drink Drive – Safer Sporting Events; Safer Seniors; Bicycle Safety; Safety Around Schools; Speed Management; and Safer Shift Workers (fatigue).	Design Delivery

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







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

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

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
1.4.1 Continue implementation of the priority projects from the Cessnock Performing Arts Centre business plan. - Review and update the CPAC business plan.			Ongoing	<ul style="list-style-type: none"> <li>The Performing Arts Centre program continues to promote performances via social media channels as well as print-based promotion.</li> <li>The 2016 performance program was launched in the March quarter.</li> <li>The CPAC business plan has been reviewed and it will be updated following an analysis of the impact of the Art House at Wyong.</li> </ul>	Performing Arts Centre
1.4.2 Commence implementation of the priority projects from the Library Strategic Plan. - Commence implementation of priority projects from the Library Strategic Plan.			50%	<ul style="list-style-type: none"> <li>Planning has commenced for implementation of the three priority projects -                             <ul style="list-style-type: none"> <li>Develop visioning and design concept briefs for new library infrastructure – project underway with draft visioning brief document being finalised</li> <li>Review of staffing resources in relation to services and programs – final proposal adopted with implementation underway</li> <li>Develop Library Marketing Plan – not yet commenced</li> </ul> </li> </ul>	Community & Cultural Engagement
1.4.3 Promote and participate in a range of cultural and heritage activities across the Local Government Area.			75%	<ul style="list-style-type: none"> <li>The Spring Awakening festival was held and was a great success. Over 2,000 people attended the event.</li> </ul>	Community & Cultural Engagement

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

### MEASURES

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
Km of Cycleways in the LGA	This is a measure of the bitumen and concrete off-road linkages within and between the towns and villages of the Local Government Area. At 30 June 2012, there was 13.6km of sealed off-road cycleways in the Local Government Area.	13.6 km 2012	Increase	13.6 km 2012		Asset data collection for the 2014-15 asset revaluation process to confirm length of off road cycleways.
Engagement with young people	This measure is the number of young people attending and participating in structured programs and drop-in services with CYCOS each year. This is a measure of the effectiveness of Council's provision of services to young people. This measure was 8,708 in 2010-11.	8,708 2010-11	>8,700 p.a.	7,551 ytd		In the period to March 2016 CYCOS engaged with 86.8% of the targeted number of young people.
Completion of programmed health & safety inspections	This measure is the number of registered premises at 1 July; and the number of public health inspections carried out divided by the programmed public health inspections during a year. Public health inspections include food shop inspections, hairdressing shop inspections, and public swimming pool inspections. This is a measure of Council's contribution to the health of the community. In 2011-12 there were 658 premises and 100% of programmed inspections were carried out.	658 100% 2011-12	N/A 100%	630 72.2% 2015-16		539 regulated premises inspections completed (excluding public swimming pools and spas). 24 regulated premises inspections carried over. 91 public swimming pool & spa inspections completed. 5 public swimming pool & spas have closed 3 public swimming pool & spas inspections carried over (all under repair).
Completion of water cooling system inspections	This measure is the number of registered premises at 1 July; and the number of water cooling towers inspected for legionnaires' disease divided by the programmed number of water cooling tower inspections during a year. This is a measure of Council's contribution to the health of the community. In 2011-12 there were 51 premises and 100% of programmed inspections were carried out.	51 100% 2011-12	N/A 100%	0% 2015-16		The inspection program for Cooling Towers was pushed back to April/May 2016 due to heat during March.
Library Utilisation	These measures are the number of visits to Council's libraries plus the number of hits on the library page of Council's website. This data is sourced from the counters at the entrances to the libraries and from Council's internal website analysis. This is a measure of the community's utilisation of Council's library resources for the purpose of both recreation and education.	206,485 visits 2011-12 25,814 hits 2011-12	> 235,000 p.a. Combined	132,270 visits 10,137 hits = 142,407 combined ytd		60.6% of the annual engagement target was met in the first nine months of the year. A change in the way the website hits are measured has resulted in a lower cumulative total for website hits and therefore the combined total.
Cessnock Performing Arts Centre Audience	This measure is the number audience members that have attended performances at the Cessnock Performing Arts Centre in a calendar year. This measure is sourced from the centre's ticketing system. This is a measure of the community's exposure to community events and cultural experiences at the centre.	16,873 2012	18,500 p.a.	17,528 2015		12,068 theatre attendances Plus 5,460 non-ticketed attendances.






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

### OBJECTIVE 2.1: DIVERSIFYING LOCAL BUSINESS OPTIONS

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

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
2.1.1 Continue to update marketing material for the Local Government Area. - <i>Develop an Investment Prospectus for the Cessnock Local Government Area.</i>		0%	90%	<ul style="list-style-type: none"> <li>The data collection and the analysis for the Business Capability study has been completed. The Gap Analysis and Employment Lands Study are currently being undertaken. Once these two studies are complete, the Investment Prospectus will be prepared (in 2016-17).</li> <li>Business and Investment website www.advancescessnockcity.com.au ongoing with weekly e-newsletter, distribution and readership growing.</li> </ul>	Economic Development
2.1.2 Support local business support agencies. - Support the "mainstreet" programs for Cessnock and Kurri Kurri.			Ongoing	<ul style="list-style-type: none"> <li>Business Networking functions held October 2015 and February 2016.</li> <li>Promoting chamber and business agency events and workshops via Advance Cessnock City.</li> <li>Supporting Main Street Projects where possible through Cessnock Chamber of Commerce, Branxton-Greta Business Chamber, Towns With Heart, Kurri Kurri District Business Chamber e.g. laneway projects, promotion of critical events, as well as the provision of funding for the Main Street Coordinators, Kurri Kurri Visitor Centre, and Customer Service Awards.</li> </ul>	Economic Development
2.1.3 Commence implementation of the Economic Development Strategy. - <i>Finalise the Business Capability Study.</i> - <i>Develop a Business Investment Program.</i> - <i>Implement the Business Investment Program.</i>		55%	0%	<ul style="list-style-type: none"> <li>Data for Business Capability Study completed with 85.99% businesses in the LGA surveyed. Gap Analysis to then be undertaken to determine what businesses are needed to be attracted to Cessnock, followed by development of an Investment Program (in 2016-17).</li> </ul>	Economic Development
2.1.4 Commence implementation of the Cessnock CBD Masterplan. - <i>Complete the development strategy for Cessnock CBD (including draft development control plan and draft contributions plan).</i>			50%	<ul style="list-style-type: none"> <li>Successful in securing grant funding for the revitalisation of the CBD. Stage 4 works from Edward Street to Aberdare Road complete.</li> <li>Inception meeting with successful consultant for the Development Control Brief to be held in April 2016.</li> </ul>	Economic Development Recreation Services Strategic Land Use Planning
2.1.5 Prepare a Kurri Kurri CBD Masterplan. - <i>Continue development of the Kurri Kurri CBD Masterplan.</i>			5%	<ul style="list-style-type: none"> <li>Study area identified and detailed project plan being developed.</li> </ul>	Strategic Land Use Planning



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


### OBJECTIVE 2.2: ACHIEVING MORE SUSTAINABLE EMPLOYMENT OPPORTUNITIES

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

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
2.2.1 Support programs that promote education and training for local people. - Continue to award scholarships for academic, professional and trade excellence.			90%	<ul style="list-style-type: none"> <li>Coordination and promotion of Mayoral Scholarships undertaken in March quarter. Presentation of 2016 scholarships to be held in May.</li> </ul>	Mayor's Office
2.2.2 Support programs that promote employment for local people. - Implement programs from the Economic Development Strategy that support employment in the local government area (within existing resources).			Ongoing	<ul style="list-style-type: none"> <li>Supported Cessnock Connect Day and Mount View careers day.</li> <li>Hunter Valley Youth Unemployment Discussion Paper prepared and Hunter Valley Youth Unemployment Symposium held with business and community representatives and representatives from all three levels of government attending. Strategy drafted and funding secured to prepare a Resource Kit (as an outcome of the Symposium).</li> </ul>	Economic Development

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

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


DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
2.3.1 Support programs that promote visitation across the Local Government Area. - Implement the Hunter Valley Visitor Information Centre Strategy and Action Plans.			Ongoing	<ul style="list-style-type: none"> <li>The increase in visitor numbers to 108,000 in 2014 was maintained in 2015 and is also expected to be maintained or increased in 2016 (due to the improvements within the Visitor Centre). Tour operators in Sydney contacted and now visiting centre as part of their tours. Gift shop operating with over 50 local suppliers. 280 Fee for Service applications for 2015-16. Art Gallery opened with local artists show cased. The Les Elvin Kungera Arts Gallery launched for Indigenous cultural displays. Held a wedding exhibition with over 67 exhibitors in February 2016.</li> </ul>	Economic Development

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Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
2.3.2 Support programs that promote a diversification of visitor experiences. - Complete the preliminary phase of the strategic review of the Richmond Vale Railway Museum Precinct. - Continue implementation of relevant projects from the Destination Management Plan (within existing resources).			65%	<ul style="list-style-type: none"> <li>Progress continues as further data is gathered regarding the current status of infrastructure at Richmond Vale Railway Museum.</li> <li>Council attended the Hunter Valley Wine and Tourism Association Marketing Committee</li> <li>Promotion of diverse tourism experiences with experiences exhibition in the Hunter Valley Visitor Centre.</li> <li>Familiarisations with fee for service operators undertaken by Hunter Valley Visitor Centre</li> </ul>	Community & Cultural Engagement Economic Development

MEASURES

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
Grants secured for the community	<p>These three measures are:</p> <ul style="list-style-type: none"> <li>- the number of grants applied for; and</li> <li>- the number and value of grants and sponsorships that were secured for the community with assistance by Council.</li> </ul> <p>This is a measure of Council's contribution to economic and community capacity building – by gaining funding for projects and services within the Local Government Area.</p> <p>For the period January 2012 to February 2013, 46 grants and sponsorships totalling \$2,318,041.04 were secured, with Council assistance, for the community.</p>	94 Applied for 2012 46 Secured 2012 \$2.3m Secured 2012	Maintain Improve Improve	68  39 \$9,27m  For period from 1 July 2015 to 31 March 2016		<ul style="list-style-type: none"> <li>Club Grants - \$83,271</li> <li>Stronger National Regions Fund - \$950,000 for CBD Revitalisation Project</li> <li>Local Government NSW Responsible Pet</li> <li>Ow nership Grant \$10,000</li> <li>Roads to Recovery \$1,380,000</li> <li>Black Spot – Duffie Drive \$610,000 and GNR</li> <li>Fernances crossing \$835,000</li> <li>Bridge Funding \$4.2m</li> <li>Community Building Partnership projects – Stanford Merthyr P&amp;C \$8,000; Cessnock Tennis \$27,000; RV Upgrades Branxton \$30,000; Weston Workers Bears \$30,000; Branxton Pre-School \$14,400.</li> <li>Public Reserves Management Fund (Crown Lands – Keasrley Community Hall \$15,851</li> <li>Public Reserves Management Fund – Cessnock Show ground \$17,481</li> <li>Regional Flagship Events - \$60,000</li> <li>Destination NSW Marketing Boost Post-Flood - \$51m application supported to Club Grants for Baddeley Park.</li> <li>Resources for Regions 4 x projects \$27M</li> <li>Fixing Country Roads \$4.5M</li> <li>Floodplain Management 2 x projects \$133,000</li> </ul>


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

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

- Our planning controls provide protection to the rural character and heritage of the area.
- Our community is aware of the value of natural resources and biodiversity.
- Our environmental amenity is protected and enhanced.
- Our waterways and catchments are maintained and enhanced.

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
3.1.1 Prepare a City Wide Development Strategy - Continue review of the City Wide Settlement Strategy			15%	<ul style="list-style-type: none"> <li>First report delivered and feedback being provided.</li> </ul>	Strategic Land Use Planning
3.1.2 Commence implementation of the Biodiversity Strategy - Continue implementation of the Biodiversity Strategy.			100%	<ul style="list-style-type: none"> <li>The Cessnock Biodiversity Strategy was adopted by Council in September 2014. Implementation of the actions has commenced.</li> </ul>	Natural Environment Planning
3.1.3 Complete further Flood Studies and Risk Management Plans for major catchments in the Local Government Area. - Complete Lower Black Creek (North) Flood Study. - Commence implementation of priority floodplain risk management plan projects (subject to grant funding). - Seek funding for implementation of priority projects from the Cessnock Flood Risk Management Plan.		100%	100%	<ul style="list-style-type: none"> <li>Lower Black Creek Flood Study adopted by Council.</li> <li>Wollombi Floodplain Risk Management Plan Priority Recommendations funding submission for 2015-16 initially unsuccessful however, the project was placed on the reserve list and has now received \$33,333 for Wollombi Flood Warning System – Investigation and Design.</li> <li>Swamp / Fishery Creek Floodplain Risk Management Plan Priority Recommendations funding submission for 2015-16 initially unsuccessful however, the project was placed on the reserve list and has now received grant funding of \$100,000 for Swamp Creek – Environmental Investigation and Design. Investigation and site data collection underway for environmental assessment of vegetation reduction project.</li> <li>Cessnock Floodplain Risk Management Study and Plan adopted by Council. Preliminary investigations have commenced for the South Cessnock bund wall project.</li> </ul>	Strategic Asset Planning
3.1.4 Commence implementation of Council's Trunk Stormwater Drainage Strategy. - Complete Trunk Stormwater Drainage Strategy. - Complete the Trunk Stormwater Drainage Needs Analysis component of the City Wide Infrastructure Strategy. - Identify the priority sub-catchment works for inclusion in the Trunk Stormwater Drainage Strategy.		5%	70%	<ul style="list-style-type: none"> <li>A consultant has been engaged to prepare a Needs Analysis during 2015-16.</li> <li>Following that the Trunk Stormwater Drainage Strategy will identify the priority sub-catchments for further work.</li> </ul>	Strategic Asset Planning

Community's Desired Outcome: A Sustainable & Healthy Environment

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
3.1.5			Ongoing	<ul style="list-style-type: none"> <li>Carry out regulatory and education programs to protect and enhance the natural environment. <ul style="list-style-type: none"> <li>Continue implementation of the Weeds Action Plan</li> </ul> </li> </ul>	Recreation Services
3.1.6		50%	0%	<p>Continue to efficiently and effectively process development applications and respond to planning-related enquiries.</p> <ul style="list-style-type: none"> <li>Implement on-line applications relating to development assessment.</li> <li>Continue to progress the integration and implementation of the on-line application module for development assessment.</li> </ul>	Business Support
3.1.7			100%	<p>Prepare a comprehensive Carbon Management Strategy and commence implementation.</p> <ul style="list-style-type: none"> <li>Carbon Management and Energy Reduction Plan adopted by Executive in May 2015</li> <li>Priority projects identified: <ul style="list-style-type: none"> <li>Fleet review underway as part of Financial Sustainability Initiative/Fit for the Future project delivery via the Management Team.</li> <li>Revolving Energy Fund established – policy drafted for its use.</li> <li>Sustainability Team (Green Futures) met and has commenced project identification including energy related actions.</li> </ul> </li> </ul>	Natural Environmental Planning
3.1.8			30%	<p>Establish Council's position in relation to climate change adaptation and mitigation and implement priority actions.</p> <ul style="list-style-type: none"> <li>Commence implementation of priority projects from the Carbon Management Strategy.</li> </ul>	Natural Environmental Planning

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

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
3.1.9			100%	<ul style="list-style-type: none"> <li>Hunter Valley Wine Country Signage Strategy adopted. Implementation commenced including identifying signage locations, and meeting with key stakeholders to identify areas and colours within Wine Country.</li> </ul>	Economic Development

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


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

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
3.2.1			50%	<ul style="list-style-type: none"> <li>Complete the Recreation Needs Analysis and review the Recreation &amp; Open Space Strategic Plan 2009-2014.</li> <li>- Complete the Open Space Needs Analysis.</li> <li>- Complete the review of the Recreation &amp; Open Space Strategic Plan.</li> </ul>	Recreation Services
3.2.2			75%	<ul style="list-style-type: none"> <li>Develop new Plans of Management.</li> <li>- Continue the development of the remaining generic community land Plans of Management.</li> </ul>	Recreation Services
3.2.3			Ongoing	<ul style="list-style-type: none"> <li>Finalise implementation of the Recreation &amp; Open Space Recreation Strategic Plan 2009-2014.</li> </ul>	Recreation Services
3.2.4			Ongoing	<ul style="list-style-type: none"> <li>Continue to implement the adopted Masterplans for Council's recreation and community facilities.</li> </ul>	Recreation Services

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

### OBJECTIVE 3.3: BETTER WASTE MANAGEMENT AND RECYCLING






- We divert more of our household waste for recycling.

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
3.3.1			75%	<ul style="list-style-type: none"> <li>Tenders for design of Waste Transfer Facility have been called. Construction scheduled for March 2016. Stage 1 focus on relocation of Reuse Centre expected March 2016.</li> <li>EOI for Reuse Centre operation closed in November 2015. Recommendation after review of tenders.</li> <li>Tender documents for organics processing and marketing released July 2015 close October 2015. Tender undertaken in consultation with Maitland and Singleton Councils and awarded in December 2015.</li> <li>Organics collection tender released in March 2016.</li> <li>Greater promotion of recycling service options (360 Litre bins) and collaboration with commercial operators has resulted in many new services and upsize applications. Over 1,000 360L bins taken up in the local government area.</li> <li>Participation on a stall at Spring Awakening Festival in September 2015 and Nostalgia Festival in March 2016 (and scheduled for STOMP in April 2016).</li> <li>Grant application for Community Drop Off Centre successful \$200,000 under Waste Less Recycle More scheme; will form key part of Transfer Facility design.</li> <li>Successful grant application for Resource Recovery Extension and Enhancement Program as part of front end upgrade - \$375,000.</li> <li>Regional Illegal Dumping (RID) Squad expanded from July 2015 to include Gosford, Singleton, Muswellbrook &amp; Upper Hunter Councils.</li> <li>The joint contract with HRR (Lake Macquarie, Maitland &amp; Singleton Councils) for mattress recycling contract with Mission Australia was withdrawn after Mission Australia planned to sell off the business. The outcome of a review of options be HRR and council representatives was to remain with the current service provider.</li> <li>Launch of Wise on Waste (WoW) project aimed at greater recycling from food premises. Project funded under EPA Love Food Hate Waste program.</li> <li>Following success of Mattress Muster held in September 2015 (using W&amp;SP funds) that resulted in 1,100 mattresses being collected. Further collections scheduled for April 2016 in Kurri Kurri and Cassnock.</li> <li>Household Chemical Clean-out planned for April 2016, following the success of collection held in 2014 where over 9 tonnes of household chemicals were received.</li> </ul>	Environment & Waste



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

### MEASURES






MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
Development Application Processing Times	This measure is the mean and the median number of days to process Development Applications (for all DAs which have been determined). This data is sourced from the Local Development Performance Monitoring Report.	75 Mean 2011-12 31 Median 2011-12	Maintain  Maintain	50.97 Mean 24 Median ytd		On track.
Environmental health and protection inspections	This measure is the number of on-site sewerage management inspections carried out in line with Council's On-Site Sewerage Management System Strategy. This is a measure of Council's contribution to the health of the local environment. This measure was 1,193 in 2011-12.	1,193 2011-12	>900	580 Jun-Dec		Comprising 287 low risk, 177 medium risk, 64 high risk, and 52 commercial inspections.
Completion of Capital Works Program - Recreation	This measure is the number of completed projects divided by the total number of projects (in the CFR, CBR, CFP, CBC, and CFC sections) of the adopted Recreation & Buildings Capital Works Program.	N/A	>85%	47%		At the end of the March quarter seven construction projects from the 2015-16 recreation program were completed, three were in progress, two were on track, one was deferred and two were at risk.
Waste & Recycling	This is a measure of the number of tonnes recycled via the kerbside recycling service. The kerbside recycling service was provided to 18,881 properties in 2011-12. This measure is sourced from Hunter Resource Recovery.	4,447t 2011-12	>4,500t p.a.	4,868t 2014-15		Volume continues to grow with increased population and service options.
Waste & Recycling	This is a measure of the number of domestic waste collection services provided by Council. In 2011-12 there were 23,781 rateable properties and approximately 17,500t of domestic waste (out of a total of 38,892t) was disposed of at Council's landfill site.	18,881 2011-12	Increase	20,224 2013-14		Waste to landfill volume remains steady despite increase in population. Reflects more service and diversion options. Expect greater diversion with introduction of planned front end transfer facility



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

### OBJECTIVE 4.1: BETTER TRANSPORT LINKS





- We have access to a range of public and community transport within the Local Government Area.
- We have access to a range of public and community transport beyond the Local Government Area.
- We have a new passenger train service in Cessnock.

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
4.1.1			Ongoing	<ul style="list-style-type: none"> <li>Information is provided as requested.</li> </ul>	Strategic Asset Planning
4.1.2			Ongoing	<ul style="list-style-type: none"> <li>Liaison meetings with RMS ongoing.</li> <li>Securing roads funding through programs HIF, Resources for Regions, Stronger Regions, Fixing Country Roads and Bridges Renewal Program.</li> </ul>	Strategic Asset Planning
4.1.3		70%	100%	<ul style="list-style-type: none"> <li>The adopted Community Strategic Plan is Council's overarching strategy for the provision of infrastructure, services and facilities.</li> <li>A number of supporting components are completed/hearing completion.</li> <li>Traffic and Transportation Strategy consultant has been engaged and strategy is in progress (to be completed in 2016-17).</li> <li>Draft Pedestrian Access &amp; Mobility Plan developed – expected to commence public exhibition in May 2016.</li> <li>Cycleways completion June 2016.</li> </ul>	Strategic Asset Planning
4.1.4			Ongoing	<ul style="list-style-type: none"> <li>Several of the components of this umbrella strategy are being developed. Eg. Traffic &amp; Transportation, Cycleways, etc. While the umbrella strategy document is yet to be synergized.</li> </ul>	Strategic Asset Planning
4.1.5			75%	<ul style="list-style-type: none"> <li>Met with Parliamentary Secretary for the Hunter on-site in October 2015 and procured a letter of support for the expression of interest.</li> <li>Advised by Hunter Infrastructure &amp; Investment Fund that expression of interest for Cessnock Airport Infrastructure Upgrade funding was unsuccessful.</li> <li>Submitted an expression of interest for Resources for Region funding.</li> <li>Final draft masterplan prepared incorporating constraints analysis, usage forecasts, detailed indicative layout plans and infrastructure development plan.</li> </ul>	Integrated Planning & Strategic Property

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

OBJECTIVE 4.2: IMPROVING THE ROAD NETWORK


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

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
4.2.1			Ongoing	<ul style="list-style-type: none"> <li>The Asset Management Plans have been converted to the NAMSPLUS3 templates;</li> <li>The draft Buildings Asset Management Plan has been prepared;</li> <li>The draft Roads Asset Management Plan has been prepared;</li> <li>The draft Bridges Asset Management Plan has been prepared;</li> <li>The draft Stormwater Asset Management Plan has been prepared;</li> <li>Asset Data collection for road infrastructure – including: signs, footpaths, bus shelters and surface drainage, completed</li> <li>Asset Data collection for stormwater completed.</li> <li>Open space data collection completed.</li> </ul>	Strategic Asset Planning
4.2.2			Ongoing	<ul style="list-style-type: none"> <li>HEX reclassification process completed with identified funding from the RMS received by Council.</li> <li>A number of grant applications have been submitted – HIF, R4R, Stronger Regions, Fixing Country Roads and Bridges Renewal Program.</li> </ul>	Strategic Asset Planning
4.2.3			Ongoing	<ul style="list-style-type: none"> <li>Ongoing through maintenance programs and the renewal components of the Capital Works Program.</li> </ul>	Works & Infrastructure
4.2.4			75%	<ul style="list-style-type: none"> <li>Draft Depot Masterplan developed for consultation with relevant Managers and Executive.</li> <li>Completed concreting of the Stores yard (at the depot).</li> <li>New accounts payable process implemented leading to significant increase in purchase orders raised for goods and services and improving compliance with Procurement Procedure. Procurement Review project team formed and meeting to progress next priority initiatives from Procurement Review.</li> </ul>	Depot Services

Quarterly Review of the Delivery Program 2013-2017


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



DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
4.2.5 Adopt the City Wide Section 94 Contributions Plan. - <i>Continue preparation of the City Wide Section 94 Contributions Plan.</i>		0%	0%	<ul style="list-style-type: none"> <li>S94A Plan being investigated as a priority.</li> </ul>	Strategic Land Use Planning

## OBJECTIVE 4.3: IMPROVING ACCESS TO HEALTH SERVICES LOCALLY

- We have better availability of and access to hospitals and health services in the Local Government Area.
- We have better availability of and access to general practitioners and dental services in the Local Government Area.

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
4.3.1 Advocate for health services on behalf of the community. - <i>Finalise the development of a Health Strategic Plan for the Cessnock Local Government Area.</i>		80%	50%	<ul style="list-style-type: none"> <li>A project brief has been developed in consultation with the Cessnock Healthy Lifestyle Network.</li> <li>The consultation phase of the project (to develop the Health Strategic Plan for the Cessnock LGA) has concluded, including the community survey completed in March.</li> <li>Preliminary draft of the Plan has been finalised with stakeholder review to commence in April.</li> </ul>	Community Planning




## MEASURES

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET 2017	CURRENT	STATUS	COMMENT
Asset Management Maturity	This measure is the qualitative assessment of Council's Asset Management maturity. The measure is assessed on a scale of basic, core and advanced.	Basic	Core	Basic June 2015		Assessed annually in June. Significant work undertaken towards achieving Core asset management by 2017.
Completion capital works program – roads, bridges and drainage	This measure is the number of completed projects divided by the total number of projects (in the CPL, CRR, CRV, CBS, CDR, RRL and RRR sections) of the adopted Roads, Bridges & Drainage Capital Works Program.	N/A	>85%	32% ytd		At the end of the March twelve projects from the 2015-16 roads, bridges and drainage capital works program were completed; two were in progress, and the remainder were on-track.

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

### OBJECTIVE 5.1: FOSTERING AND SUPPORTING COMMUNITY LEADERSHIP



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

DELIVERY PROGRAM 2013-2017	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
5.1.1			75%	<ul style="list-style-type: none"> <li>Councillor Briefings continue to be held each fortnight, providing updates of matters relevant to Council.</li> <li>Applications open for Councillors to attend the National General Assembly of Local Government.</li> </ul>	Governance & Business Services
5.1.2		100%	100%	<ul style="list-style-type: none"> <li>Work experience placements request continue to be placed across the Council accommodating students from local High Schools and students completing undergraduate studies.</li> <li>Essential relationships and networks continue to be built our schools, TAFE's and Universities which will enable Council to continue to provide work experience placements, traineeships and apprenticeships.</li> <li>Attendance and participation at a careers day at the University of New castle.</li> <li>Council's Executive endorsed the funding for up to 4 school based traineeships for 2016-17 financial year.</li> <li>Discussions with the two local public high schools in Council's LGA are occurring regarding the school based traineeship's including appropriate time for recruitment and appropriate VET course to match Council's needs.</li> </ul>	Human Resources
5.1.3			75%	<ul style="list-style-type: none"> <li>The Youth Council continues to meet regularly on its schedule of two meetings per school term.</li> </ul>	Community & Cultural Engagement

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


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

- We are informed about our community.
- We are involved in decisions affecting our community.
- We have improved relationships between different levels of government.






DELIVERY PROGRAM 2013-2017	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
5.2.1			75%	<ul style="list-style-type: none"> <li>Signature blocks on Council e-mail addresses were standardized during the September quarter.</li> <li>Website refresh being investigated for feasibility.</li> </ul>	Communications
5.2.2		60%	100%	<ul style="list-style-type: none"> <li>Trial underway using a tablet for performing bridge inspections</li> <li>Working with the building team to implement inspection entry onto iPads.</li> <li>The system infrastructure has been implemented and a test customer request category published. There has been a very limited roll-out to software suppliers to test the technological aspects of this project.</li> <li>Business processes are required to be developed prior to any roll-out to the public.</li> </ul>	Information Systems Governance & Business Services

### OBJECTIVE 5.3: MAKING COUNCIL MORE RESPONSIVE TO THE COMMUNITY

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


DELIVERY PROGRAM 2013-2017	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
5.3.1			60%	<ul style="list-style-type: none"> <li>Revised draft Customer Service Strategy to be presented to Executive in May 2016.</li> </ul>	Governance & Business Services

Community's Desired Outcome: Civic Leadership & Effective Governance




DELIVERY PROGRAM 2013-2017	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
<b>5.3.2</b> Implement systems and strategies to improve productivity across the organisation. - Continue to implement the Performance Management System. - Continue to implement the new remuneration system.		25%	55%	<ul style="list-style-type: none"> <li>The Salary System Project team had one further meeting in the third quarter of 2015-16 to further discuss the development of a new salary system and job evaluation system at Cessnock City Council.</li> <li>All position descriptions within the organisation have been updated and consultation is continuing to occur with affected staff regarding signing off on the updated position description.</li> <li>Further meetings with the project team will occur during the fourth quarter of 2015-16 to continue to progress the implementation of a new Salary system for Council.</li> </ul>	Human Resources
<b>5.3.3</b> Develop and implement a strategic and operational internal audit program. - Implement the annual internal audit program.		90%	60%	<ul style="list-style-type: none"> <li>EMS audit draft report nearing completion</li> <li>The programmed Records Management Audit is in the planning phase</li> <li>February 2016 Audit Committee meeting conducted</li> <li>Agenda and minutes distributed on time</li> <li>Drafted Strategic Audit Plan 2016-2019 and Annual Audit Plan 2016-17</li> </ul>	Internal Audit
<b>5.3.4</b> Review and implement a revised Risk Management Strategy. - Review Council's risk profile. - Update and test the effectiveness of Council's business continuity plans. - Complete the update of the Enterprise Risk Management Strategy.		100%	80%	<ul style="list-style-type: none"> <li>Progress of the Crisis Management Plan has continued and is 80 percent complete. The Business Continuity Plan Sub Plans are to be developed once the Business Continuity Plan has been adopted.</li> <li>A revised Risk Management Policy has been prepared for endorsement by the Audit Committee in May 2016.</li> <li>The Risk Management Plan and all risk management tools have been completed in draft.</li> <li>The Risk Management Framework work is 95 percent complete.</li> </ul>	Governance & Business Services
<b>5.3.5</b> Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice. - Commence the development of a statutory compliance policy.			100%	<ul style="list-style-type: none"> <li>Statutory Compliance Policy finalised and endorsed by Audit Committee.</li> </ul>	Governance & Business Services
<b>5.3.6</b> Review the Community Strategic Plan.			N/A	<ul style="list-style-type: none"> <li>The Community Strategic Plan is scheduled for review in 2016-17.</li> <li>The biennial community research was undertaken in November 2014 and the research report was finalised in January 2015.</li> <li>The next biennial community research will be undertaken in mid-2016.</li> </ul>	Integrated Planning & Strategic Property



Community's Desired Outcome: Civic Leadership & Effective Governance

DELIVERY PROGRAM 2013-2017	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
5.3.7 Develop and implement a special rate variation strategy. - Progress the Financial Sustainability Initiative and other projects from Council's Improvement Proposal.			75%	<ul style="list-style-type: none"> <li>The initial scoping of the Financial Sustainability Initiative projects was adopted by Council in July 2014.</li> <li>The Financial Sustainability Initiative projects have been included in Council's Improvement Proposal in response to the Fit for the Future reform package.</li> <li>Project leads have been identified and action plans have been developed.</li> <li>Project linkages have been mapped and the Project Control Group is meeting monthly.</li> <li>Progress reporting incorporated into IP&amp;R framework from February 2016 (with the December Quarter Review).</li> </ul>	Integrated Planning & Strategic Property

MEASURES

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET 2017	CURRENT	STATUS	COMMENT
Satisfaction with Council's performance overall	This measure is from a random survey of residents where they are asked to rate their satisfaction with Council's performance overall on a scale of 1-5, where 1 = low satisfaction and 5 = high satisfaction. The benchmark in 2009 from similar surveys with over 15,000 residents across 25 local government was 3.5. Current Rating = 2.4 (compared with 3.2 in August 2009)	2.4 2012	>3	3.2 2014		The biennial community survey was carried out in November 2014.
Response to Telephone Calls	The number of telephone calls to the call centre that are not abandoned divided by the total number of telephone calls to the call centre. This data is sourced from Council's telephone system.	87.7% 2011-12	90%	87% ytd		In the March quarter, the call-centre was presented with 14,813 calls of which 12,357 were serviced, resulting in a service percentage of 83.4%.
Response to Customer Requests	The number of customer requests that are completed within agreed timeframes divided by the total number of customer requests completed. This data is sourced from the workflows in Council's Customer Request Management system.	N/A	80%	79% Jul-March 2015-2016		During the March quarter 4,878 customer requests were closed and 80% of these (3,897) were within agreed timeframes. For the 33 months to March 2016 the response rate was 78%.

Carried forward from 2011-13 Delivery Program

DELIVERY PROGRAM 2011-13	% COMPLETE	COMMENT	RESPONSIBILITY
1.1.4.1	85%	<ul style="list-style-type: none"> <li>Cycleway Strategy was on public exhibition February/March and will be reported to Council in May for adoption.</li> <li>Estimated completion – mid 2016 and projects will be identified by 30 June.</li> <li>Draft Pedestrian Access &amp; Mobility Plan developed – expected to commence public exhibition in May 2016.</li> </ul>	Recreation Services
2.1.2.2	5%	<ul style="list-style-type: none"> <li>This review will be incorporated into the broader City Wide Planning Strategy. See 3.1.1 above for status of project.</li> <li>Estimated completion – December 2016</li> </ul>	Strategic Land Use Planning
3.1.5.1	100%	<ul style="list-style-type: none"> <li>Swamp / Fishery Creek Flood Risk Management Study and Plan adopted by Council in December 2013.</li> <li>Lower Black Creek Flood Study draft flood study adopted by Council.</li> <li>Cessnock Floodplain Risk Management Plan and Study adopted by Council.</li> </ul>	Strategic Asset Planning
3.2.1.1	2%	<ul style="list-style-type: none"> <li>Programmed for a future amendment to the Local Environmental Plan following the review of the Open Space &amp; Recreation Strategy (Item 3.2.1 of the 2013-17 Delivery Program).</li> <li>Provided feedback on the draft recreation and open space strategy (Recreation Needs Analysis) and draft Bicycle Strategy.</li> <li>Estimated completion – December 2016.</li> </ul>	Strategic Land Use Planning
4.1.1.3	95%	<ul style="list-style-type: none"> <li>Review of Engineering Guidelines for Development draft documents completed – project completion expected June 2016.</li> <li>Aquatics Needs Analysis Study completed.</li> <li>Trunk Stormwater Drainage Strategy draft consultancy brief prepared.</li> <li>Included in 2013-17 Delivery Program (Item 3.1.4).</li> <li>Timber Bridge Replacement Strategy (detailing bridge priorities for the next 10 years) completed.</li> </ul>	Strategic Asset Planning
5.3.4.2	100%	<ul style="list-style-type: none"> <li>Cessnock City Council Building Certifiers' new website was rolled out in March 2016. Online buildings inspections are now available through this website.</li> </ul>	Business Support

## CAPITAL WORKS PROGRAM

### 2015-16 Capital Works Program

	Asset Management	Roads, Bridges & Pathways	Drainage & Floodplain Management	Recreation & Buildings	Total	%
Complete	-	4	2	23	29	33%
In progress	-	2	1	6	9	10%
On track	-	20	5	6	31	37%
At risk	-	-	-	2	2	2%
New*	-	-	14	-	14	16%
Deferred	-	-	-	1	1	1%
Unconfirmed	-	-	1	-	1	1%
Total Works	-	26	23	38	87	100%
Planning	3	-	1	-		
Total Program	3	26	24	38		

\* Of the fourteen new projects, eleven are complete, one is in progress and two are on track.

## CAPITAL WORKS PROGRAM

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

LOCAL ROAD RENEWAL PROGRAM			2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS	
Local Road Resurfacing Program	RRL-2016-001	On track	Pavement testing being undertaken.	
Rural Road Regravelling Program	RRL-2016-002	In progress	Approximately 40% of proposed works completed	
Sandy Creek Road Mount Vincent Rehabilitation Stage 3	RRL-2016-004	On track	Final Design complete. Pavement testing being undertaken.	
Local Road Special Rate Variation Resurfacing Program	RRL-2016-005	On track	Pavement testing being undertaken.	
<i>Funding Source: General Fund, Special Rate Variation, Roads to Recovery, s94</i>	<b>\$3,210,000</b>	<i>Original Budget</i>		

LOCAL ROAD CONSTRUCTION PROGRAM			2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS	
Kurri Kurri Library Raised Threshold	CHL-2016-001	On track	Site investigation complete. Concept Design in progress.	
Marlton Street Pedestrian Refuge	CHL-2016-002	On track	Site investigation complete. Concept Design complete. Final Design complete.	
Edgeworth Street Pedestrian Refuge & Parking Improvements	CHL-2016-003	On track	Site investigation complete. Concept Design complete. Final Design complete.	
Duffie Drive Aberdare (Black Spot Program)	CHL-2016-005	On track	Site investigation in progress. Concept Design in progress. Final Design complete.	
Frame Drive Abermain roadwork at bridge (grant funding dependent)	TBA	On track	Site investigation in progress. Concept Design commenced.	
<i>Funding Source: Roads to Recovery Grant, s94, Black Spot Grant</i>	<b>\$795,000</b>	<i>Original Budget</i>		

## CAPITAL WORKS PROGRAM

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

REGIONAL ROAD RENEWAL PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Regional Road Resurfacing Program	RRR-2016-001	On track	
Wollombi Road Millfield Rehabilitation Stage 2	RRR-2016-002	On track	Site investigation complete. Concept Design complete. Final Design complete.
Regional Road Special Rate Variation Resurfacing Program	RRR-2016-003	On track	
Funding Source: Block Grant, Repair Program Grant, SRV, General Fund		\$1,498,000	Original Budget

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

## CAPITAL WORKS PROGRAM

PATHWAYS CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Station Street Weston – Western side from Cessnock Road to existing	CPW-2015-003	On track	Site investigation in progress. Concept Design in progress. Preliminary Design in progress.
Barton Street Kurri Kurri – from Hampden Street to Allworth Street	CPW-2016-001	On track	
Deakin & Stanford Street – Kurri Kurri High School to intersection Mitchell Avenue / Stanford Street	CPW-2016-004	Complete	
Doyle Street Bellbird – from Cambage Street to laneway beside school	CPW-2016-005	Complete	
Wyndham Street Greta Public School - investigation	CPW-2016-006	On track	
Long Street Cessnock – from existing at Old Maitland Road	CPW-2016-007	Complete	
Mulbring Street Aberdare from existing at Aberdare Road to Greta Street	CPW-2016-008	Complete	
<i>Funding Source: General Fund</i>	<b>\$250,000</b>	<i>Original Budget</i>	

BRIDGES CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Replace Frame Drive Bridge Abermain (grant funding dependent)	CBS-2016-006	On track	Site investigation in progress. Concept Design commenced.
Replace Lomas Lane Bridge Nulkaba	CBS-2014-005	On track	Site investigations in progress. Concept Design in progress.
Refurbish Williams Bridge Wollombi	CBS-2016-005	In progress	Site investigation complete. Concept Design complete. Final Design in progress. Construction in progress.
<i>Funding Source: Bridge Financial Assistance Grant, General Fund, Roads to Recovery</i>	<b>\$1,454,439</b>	<i>Original Budget</i>	



## CAPITAL WORKS PROGRAM

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

## CAPITAL WORKS PROGRAM

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

## CAPITAL WORKS PROGRAM

RECREATION FACILITIES RENEWAL PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Progressive Playground Edging Renewal Program	RFR-2016-002	On track	Scheduled to commence in June quarter.
Cessnock CBD Masterplan Gardens Renovations – Stage 4	RFR-2016-004	Complete	
Mulbring Oval Grandstand Renewal	RFR-2016-005	Complete	
Parks & Reserves Asset Renewal Program	RFR-2016-006	In Progress	
War Memorial Upgrades	RFR-2016-007	Complete	
Turner Park Cricket Net Extension	RFR-2016-008	Complete	
<i>Funding Source: General Fund</i>	<b>\$155,200</b>	<i>Original Budget</i>	

RECREATION FACILITIES CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Cessnock Sportsground Grandstand Works	CFR-2014-001	Complete	
Bridges Hill Park Cessnock Playground Replacement (grant funding dependent)	CFR-2015-001	Deferred	To be deferred to 2016-17. The draft Convent Hill, Bridges Hill and East End Oval Masterplan is currently on public exhibition seeking community feedback. The masterplanning process involves reviewing existing physical location, analysing site issues and constraints and developing a strategic plan for the site. It is therefore prudent to wait the adoption of the plan (anticipated in the June quarter) before commencing any major works at the site. Grant funding has been secured (through the National Stronger Regions Fund) and works are scheduled to commence in the first quarter of 2016-17 as part of the implementation of the Cessnock Civic Precinct Revitalisation project.
Greta Skate Park Upgrade – Stage 3	CFR-2016-002	Complete	
Branxton Oval RV Area – Stage 1	CFR-2016-004	On track	Scheduled to commence in June quarter.
Carrichael Park (Bellbird) Fencing	CFR-2016-005	Complete	
Kurri Kurri Central Oval RV Area – Stage 2	CFR-2016-006	On track	Design underway and scheduled to commence in June quarter.
Carrichael Park Playground Shade Construction	CFR-2016-007	Complete	Funded by a grant from the NSW Cancer Institute.
Kitchener Poppethead Heritage Park Access Improvements	CFR-2016-008	At Risk	Design Delivery undertaking design
<i>Funding Source: General Fund, Grant Opportunities</i>	<b>\$220,000</b>	<i>Original Budget</i>	

## CAPITAL WORKS PROGRAM

RECREATION BUILDINGS RENEWAL PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Cessnock Civic Indoor Sports Centre Internal Refurbishment – Stage 1	RBR-2016-002	On track	Scheduled for June quarter.
Cessnock Sportsground Bird Proofing	RBR-2015-007	Complete	
Greta Central Oval Amenities Plumbing Works	RBR-2016-005	Complete	
Kurri Kurri Sportsground Toilet Block Renewal – Stage 4	RBR-2016-004	Complete	
Mount View Basin Amenities Roof Replacement	RBR-2016-006	Complete	
Kurri Kurri Tennis Courts Veranda Renewal	RBR-2016-007	Complete	
Funding Source: General Fund		\$120,000	Original Budget

RECREATION BUILDINGS CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Birralee Snr Amenities Replacement (grand funding dependent) - Stage 2 (construction)	CBR-2015-001	At Risk	Tender advertised and closing in April 2016. Construction could commence prior to 30 June, however this won't be confirmed until the tender process is complete.
Funding Source: s94, Grant Opportunities		\$600,000	Original Budget

POOLS FACILITIES RENEWAL PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Branxton Pool Renewal Program	RFP-2016-001	Complete	
Cessnock Pool Renewal Program	RFP-2016-002	Complete	
Kurri Kurri Aquatic Centre Renewal Program	RFP-2016-003	In progress	Will not have a shut-down (to refurbish the male changeroom) this financial year due to scheduling issues and reputational risks associated with not having alternate aquatic options in the local government area (e.g. outdoor pools closed April to October). Will look to use some of the funds to offset the over-expenditures in outdoor pools and to purchase tiles (or the like) for the changeroom refurbishment.
Funding Source: General Fund		\$184,000	Original Budget

## CAPITAL WORKS PROGRAM

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

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

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

## CAPITAL WORKS PROGRAM

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

LOCAL ROAD CONSTRUCTION PROGRAM			2014/15	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS	
Vincent Street Pedestrian Crossing Retrofit	CRL-2015-002	Complete	Construction complete.	
REGIONAL ROAD RENEWAL PROGRAM			2014/15	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS	
Wollombi Road Millfield Rehabilitation Stage 1	RRR-2015-002	Complete	Construction complete	
BRIDGES CONSTRUCTION PROGRAM			2014/15	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS	
Replace Hunters Lodge Bridge Laguna	CBS-2014-007	In progress	Construction underway.	
DRAINAGE CONSTRUCTION PROGRAM			2014/15	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS	
Miscellaneous Small Drainage Works	CDR-2015-012	Complete		
RECREATION FACILITIES CONSTRUCTION PROGRAM			2014/15	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS	
Wollombi Croquet Club Fencing Improvements	CFR-2015-004	Complete		



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



### Summary of Progress

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

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

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

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

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

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

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

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

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

EFFICIENCY – PROJECT MANAGEMENT FRAMEWORK IMPROVEMENT				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The <i>Project management framework improvement project</i> will improve the robustness of Council's project management framework to more efficiently deliver infrastructure and services.	<ul style="list-style-type: none"> <li>2015-16 – Project team established to review framework and identify improvements.</li> <li>2016-17 – Transition to improved project management framework commences.</li> </ul>	\$50,000	Commenced.	Project team established and project scoped.

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

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

EFFICIENCY – EMBED A CONTINUOUS IMPROVEMENT CULTURE				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The <i>Embed a continuous improvement culture</i> project will reinforce a culture among staff of doing the right things the best way to provide exceptional service to the community.	<ul style="list-style-type: none"> <li>2015 – Develop organisational values and agreed behaviours</li> <li>2016 – Pilot ways to integrate a continuous improvement philosophy into day-to-day operations.</li> </ul>	\$30,000	In progress.	Final values signed-off by Executive in November 2015. Work is continuing on the OI (Organisational Improvement) Cessnock component.


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













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


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













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

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











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










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

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

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



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

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

Cessnock City Council

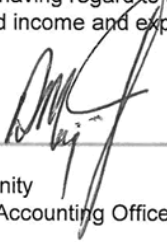
**Quarterly Budget Review Statement**  
for the period 01/01/16 to 31/03/16

**Report by Responsible Accounting Officer**

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

It is my opinion that the Quarterly Budget Review Statement for Cessnock City Council for the quarter ended 31/03/16 indicates that Council's projected financial position at 30/6/16 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: \_\_\_\_\_



Robert Maginnity  
Responsible Accounting Officer

Date: 14th April 2016

**Report prepared by:**

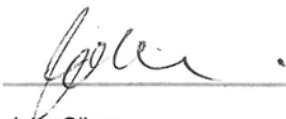
Signed: \_\_\_\_\_



Paul Grosbernd  
Management Accountant

**Report reviewed by:**

Signed: \_\_\_\_\_



John Oliver  
Chief Financial Officer

## Cessnock City Council

## Income &amp; Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2016

## Income &amp; Expenses - General Fund

Quarterly Budget Review Statement<sup>1</sup>  
for the period 01/01/16 to 31/03/16

	Original Budget 2015/16	Approved Changes				Revised Budget 2015/16	Variations for this Mar Qtr	Notes	Projected Year End Result	YTD Budget	Actual YTD figures
		Carry Forwards	Other than by QBRs	Notes	Sep QBRs	Dec QBRs	Mar QBRs				
<b>Income</b>											
Rates and Annual Charges	43,225,186	-	-		794,483	29,182	-	1	44,023,857	44,028,395	44,013,138
User Charges and Fees	7,232,141	-	-		230,970	114,292	-	2	7,865,660	6,383,657	5,405,268
Interest and Investment Revenues	729,100	-	-		21,622	95,967	-	3	1,285,560	1,013,282	1,213,538
Other Revenues	1,058,190	-	40,133	1	(6,784)	(9,382)	-	4	1,152,487	795,497	1,083,391
Grants & Contributions - Operating	12,774,579	-	-		(64,789)	(12,161)	-	5	14,046,208	11,386,280	9,988,735
Grants & Contributions - Capital	5,952,000	-	44,822	2	2,203,695	504,561	-	6	9,253,498	7,484,586	4,827,086
<b>Total Income from Continuing Operations</b>	<b>70,971,196</b>	<b>-</b>	<b>84,955</b>		<b>3,179,197</b>	<b>722,479</b>	<b>-</b>		<b>77,627,270</b>	<b>71,091,697</b>	<b>66,531,157</b>
<b>Expenses</b>											
Employee Costs	28,632,950	2,400	-		108,330	(59,946)	-	7	28,549,158	21,412,037	21,870,981
Borrowing Costs	566,708	-	-		-	-	-		566,708	441,315	408,750
Materials & Contracts	9,850,695	1,808,496	160,900	3	(553,507)	(375,549)	-	8	12,497,322	10,891,035	10,454,402
Depreciation	13,015,000	-	-		-	(70,000)	-	9	10,045,000	7,533,750	7,533,750
Legal Costs	604,000	-	6,792	4	218,000	98,448	-	10	979,598	695,430	745,840
Consultants	500,000	22,100	-		82,602	84,731	-	11	605,633	517,075	559,679
Other Expenses	11,638,431	-	-		(24,056)	(25,901)	-	12	11,890,318	9,122,573	7,410,525
Net Loss from disposal of assets	-	-	-		-	-	-	13	3,500,000	-	-
<b>Total Expenses from Continuing Operations</b>	<b>64,807,784</b>	<b>1,832,996</b>	<b>167,692</b>		<b>(166,631)</b>	<b>(348,217)</b>	<b>-</b>		<b>68,633,737</b>	<b>50,613,215</b>	<b>48,983,927</b>
<b>Net Operating Result from Continuing Operation</b>	<b>6,163,412</b>	<b>(1,832,996)</b>	<b>(82,737)</b>		<b>3,347,828</b>	<b>1,070,696</b>	<b>-</b>		<b>8,993,533</b>	<b>20,478,482</b>	<b>17,547,230</b>
Discontinued Operations - Surplus/(Deficit)	-	-	-		-	-	-		-	-	-
<b>Net Operating Result from All Operations</b>	<b>6,163,412</b>	<b>(1,832,996)</b>	<b>(82,737)</b>		<b>3,347,828</b>	<b>1,070,696</b>	<b>-</b>		<b>8,993,533</b>	<b>20,478,482</b>	<b>17,547,230</b>
<b>Net Operating Result before Capital Items</b>	<b>211,412</b>	<b>(1,832,996)</b>	<b>(127,559)</b>		<b>1,144,133</b>	<b>566,115</b>	<b>-</b>		<b>(259,965)</b>	<b>12,993,996</b>	<b>12,720,143</b>

## Cessnock City Council

## Income &amp; Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2016

Income & Expenses - General Fund  
Operating and Capital

	Original Budget 2015/16	Approved Changes				Revised Budget 2015/16	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Notes	Sep QBRs	Dec QBRs	Mar QBRs			
<b>Income</b>										
Council & General Manager's Units	355,400	-	-		(7,647)	(6,000)	-		354,489	199,766
Planning and Environment Directorate	3,577,235	-	(80,000)	1	51,578	222,307	-		3,806,415	2,855,412
Corporate & Community Services Directorate	43,113,309	3,445,596	(5,413)	2	248,828	297,417	-		47,446,095	40,848,933
Works & Infrastructure Services Directorate	34,893,800	1,881,700	380	3	3,044,676	391,499	-		35,476,857	21,600,939
<b>Total Income from Continuing Operations</b>	<b>81,939,744</b>	<b>5,327,296</b>	<b>(85,033)</b>		<b>3,337,435</b>	<b>905,223</b>	<b>-</b>		<b>87,083,856</b>	<b>65,505,049</b>
<b>Expenses</b>										
Council & General Manager's Units	3,824,120	2,400	-		167,054	28,946	-		4,048,633	3,156,617
Planning and Environment Directorate	8,971,269	22,100	(80,000)	4	265,351	120,711	-		9,460,441	7,334,481
Corporate & Community Services Directorate	14,928,977	124,000	(3,263)	5	57,753	284,819	-		15,665,408	10,090,432
Works & Infrastructure Services Directorate	54,213,590	5,178,796	(1,770)	6	2,844,176	469,818	-		57,885,030	34,929,870
<b>Total Expenses from Continuing Operations</b>	<b>81,937,956</b>	<b>5,327,296</b>	<b>(85,033)</b>		<b>3,334,334</b>	<b>904,294</b>	<b>-</b>		<b>87,059,512</b>	<b>55,511,400</b>
<b>Net Operating Result from Continuing Operation</b>	<b>1,788</b>	<b>-</b>	<b>-</b>		<b>3,101</b>	<b>929</b>	<b>-</b>		<b>24,344</b>	<b>9,993,650</b>
<b>Net Operating Result from All Operations</b>	<b>1,788</b>	<b>-</b>	<b>-</b>		<b>3,101</b>	<b>929</b>	<b>-</b>		<b>24,344</b>	<b>9,993,650</b>

Cessnock City Council

**Quarterly Budget Review Statement**  
for the period 01/01/16 to 31/03/16

**Income & Expenses Budget Review Statement**  
**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

**Notes Details****Income**

<b>1</b>	<b>Rates and Annual Charges</b>	<b>(\$24,994)</b>
	Increased Income	
	Domestic Waste Management Services	\$26,014
	Decreased Income	
	Ordinary Rates	\$51,008
<b>2</b>	<b>User Charges and Fees</b>	<b>\$288,257</b>
	Increased Income	
	Garbage Tipping Fees	\$420,000
	Cemetery Fees	\$16,000
	Swimming Pool Fees	\$22,000
	Impounding Fees	\$6,000
	Environmental Health Inspection Fees	\$17,113
	Decreased Income	
	Town Planning Fees	\$67,900
	Sewerage Management Fees	\$32,792
	Building Inspection Fees	\$96,336
<b>3</b>	<b>Interest and Investment Revenues</b>	<b>\$398,738</b>
	Increased Income	
	Interest on Investments	\$100,000
	Investment Impairment Reversal	\$300,788
	Decreased Income	
	Interest on Overdue rates and charges	\$2,050
<b>4</b>	<b>Other Revenues</b>	<b>\$110,463</b>
	Increased Income	
	Commissions & Agency Fees	\$6,000
	Fines	\$75,100
	Insurance Claims	\$27,910
	Other Revenues	\$7,890
	Decreased Income	
	General Administration & Leases	\$6,553
<b>5</b>	<b>Grants &amp; Contributions - Operating</b>	<b>\$1,348,579</b>
	Increased Income	
	Land Use Planning Contributions/Grants	\$55,000
	General Administration Services	\$28,809
	Motor Vehicle Leaseback Fees	\$23,866
	Tourism	\$7,000
	Road to Recovery Grant	\$22,714
	RMS Natural Disaster Grant	\$1,172,000
	Noxious Weeds Grant	\$28,072
<b>6</b>	<b>Grants &amp; Contributions - Capital</b>	<b>\$548,400</b>
	Increased Income	
	RMS - Great North Rd Blackspot Grant	\$335,000
	RMS - Buchanan Culvert Works Grant	\$30,000
	Community Recycling Centre Grant	\$180,000



## Expenditure

<b>7</b>	<b>Employee Costs</b>	<b>(\$134,576)</b>	
	Decreased Expenditure		
	Savings in all cost centres		\$119,467
	Vehicle Running Expenses		\$15,285
<b>8</b>	<b>Material &amp; Contracts</b>	<b>\$1,606,287</b>	
	Increased Expenditure		
	Natural Disaster Expenditure		\$1,186,910
	(offset by RMS Grant)		
	Waste Services		\$227,110
	Public Toilets		\$35,000
	Public Libraries		\$12,460
	Strategic Asset Planning		\$196,300
<b>9</b>	<b>Depreciation</b>	<b>(\$2,900,000)</b>	
	Decreased Expenditure		
	Depreciation Expense		\$2,900,000
	Adjusting All Asset Classes		
<b>10</b>	<b>Legal Costs</b>	<b>\$52,358</b>	
	Increased Expenditure		
	Planning & Development Legal Fees		\$55,770
	Decreased Expenditure		
	General Legal Fees		\$3,412
<b>11</b>	<b>Consultants</b>	<b>(\$83,800)</b>	
	Decreased Expenditure		
	Financial Reporting Systems		\$35,000
	Land Use Planning		\$43,800
	Works & Infrastructure		\$5,000
<b>12</b>	<b>Other Expenses</b>	<b>\$301,844</b>	
	Increased Expenditure		
	NSW Rural Fire Service Levy		\$74,851
	S88 State Govt Waste Levy		\$254,727
	Advertising		\$6,771
	Telephone		\$5,547
	Decreased Expenditure		
	Electricity & Heating		\$37,800
<b>13</b>	<b>Net Loss from disposal of assets</b>	<b>\$3,500,000</b>	
	Increased Expenditure		
	Expected loss on disposals for 2015/16		
	not previously budgetted for		\$3,500,000

**Approved Changes - Other than by QBRS**

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

**Income**

<b>1</b>	<b>Interest and Investment Revenues</b>	<b>\$40,133</b>	
	Increased Income		
	Interest on Property Investment Reserve		\$40,133
<b>2</b>	<b>Grants &amp; Contributions - Capital</b>	<b>\$44,822</b>	
	Increased Income		
	Library Grant for Service Desk		\$44,822

**Expenditure**

<b>3</b>	<b>Material &amp; Contracts</b>	<b>\$160,900</b>	
	Increased Expenditure		
	Recreation Services - Sec 94 (Birralee Park)		\$160,900
<b>4</b>	<b>Legal Costs</b>	<b>\$6,792</b>	
	Increased Expenditure		
	Legal Advice Hebburn Estate (funded from Reserve)		\$6,792

## Cessnock City Council

## Capital Budget Review Statement

Budget review for the quarter ended 31 March 2016

## Capital Budget - General Fund

	Original Budget 2015/16	Approved Changes			Revised Budget 2015/16	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs					
Gravel Rehab & Resheeting Program	150,000	-	-	300,000	450,000	-	-	450,000	403,396
Local Road Renewal Program	3,210,000	446,400	(100,000)	(509,536)	2,886,864	(51,805)	1	2,835,059	352,184
Local Road Construction Program	795,000	46,200	(540)	(41,064)	898,563	(8,200)	2	890,363	149,853
Regional Road Construction Program	460,000	-	-	-	-	-	-	-	-
Black Spot Program	-	-	-	-	460,000	335,000	3	795,000	6,342
Regional Road Renewal Program	1,498,000	538,500	-	15,000	1,896,500	8,200	4	1,904,700	1,903,371
Vineyard Roads Construction Program	4,568,000	183,000	(4,568,000)	2,203,695	2,386,695	-	-	2,386,695	2,336,753
Resources for Regions	100,000	-	4,580,000	-	4,680,000	-	-	4,680,000	599,458
Bus Shelter Construction Program	-	187,600	-	-	187,600	-	-	187,600	140,938
Drainage Construction Program	1,080,000	859,700	-	-	2,239,700	19,721	5	2,259,421	951,987
Bridge Construction Program	1,454,439	247,000	-	760,561	2,406,789	77,686	6	2,484,475	1,786,131
Pathways Construction Program	250,000	-	-	-	304,523	-	-	304,523	237,539
Pool Facilities Renewal Program	184,000	-	-	-	184,000	-	-	184,000	71,096
Community Buildings Renewal/Capital Program	165,851	29,300	-	-	197,515	8,987	7	206,502	157,105
Recreation Facilities Renewal/Capital Program	375,200	35,000	-	15,314	610,889	(20,806)	8	590,083	192,414
Recreation Buildings Renewal/Capital Program	720,000	291,200	(160,900)	-	873,207	(9,122)	9	864,085	83,061
Cemeteries Facilities Capital Program	40,000	-	-	-	40,000	-	-	40,000	26,702
Waste Services Capital Program	960,000	-	-	-	710,000	(24,895)	10	685,105	(24,895)
New Garbage Cell Development	7,000,000	500,000	-	-	7,500,000	(7,000,000)	11	500,000	375,410
Other Fixed Assets	2,485,064	130,400	144,822	20,448	2,953,802	393,691	12	3,347,493	3,072,790
<b>Total Capital Expenditure</b>	<b>25,495,554</b>	<b>3,494,300</b>	<b>(104,618)</b>	<b>2,764,418</b>	<b>31,866,647</b>	<b>(6,271,543)</b>		<b>25,595,104</b>	<b>12,821,635</b>
<b>Capital Funding</b>									
Rates & Other Untied Funding	8,501,731	-	11,460	555,523	8,703,636	(36,943)		8,666,693	4,657,092
Capital Grants & Contributions	5,952,000	-	44,822	2,203,695	8,705,098	548,400		9,253,498	4,827,086
Reserves:									
- Internal Restrictions/Reserves	8,804,863	3,287,200	-	5,200	12,075,786	(6,793,000)		5,282,786	2,641,393
New Loans	1,000,000	-	-	-	1,000,000	-		1,000,000	-
Section 94 Funding	1,236,960	207,100	(160,900)	-	1,382,127	10,000		1,392,127	696,064
<b>Total Capital Funding</b>	<b>25,495,554</b>	<b>3,494,300</b>	<b>(104,618)</b>	<b>2,764,418</b>	<b>31,866,647</b>	<b>(6,271,543)</b>		<b>25,595,104</b>	<b>12,821,635</b>
<b>Net Capital Funding - Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>

Cessnock City Council

**Quarterly Budget Review Statement**  
for the period 01/01/16 to 31/03/16

**Capital Budget Review Statement**  
**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

**Notes**

<b>1</b>	<b>Local Road Renewal Program</b>	<b>(\$51,805)</b>	
	Decreased Expenditure		
	Transfer to Blackhill School Works - Traffic Facilities Program		\$51,805
<b>2</b>	<b>Local Road Construction Program</b>	<b>(\$8,200)</b>	
	Decreased Expenditure		
	Transfer to Regional Rd Renewal Program		\$8,200
<b>3</b>	<b>Blackspot Program</b>	<b>\$335,000</b>	
	Increased Expenditure		
	RMS Grant - Great North Rd Works		\$335,000
<b>4</b>	<b>Regional Road Renewal Program</b>	<b>\$8,200</b>	
	Increased Expenditure		
	Transfer from Local Rd Construction Program		\$8,200
<b>5</b>	<b>Drainage Construction Program</b>	<b>\$19,721</b>	
	Increased Expenditure		
	RMS Buchanan Culvert Works		\$19,721
<b>6</b>	<b>Bridge Construction Program</b>	<b>\$77,686</b>	
	Increased Expenditure		
	Transfer from Bridge Maintenance Program		\$54,972
	R2R funding for Helton St Bridge		\$22,714
<b>7</b>	<b>Community Buildings Renewal/Capital Program</b>	<b>\$8,987</b>	
	Increased Expenditure		
	Transfer funds to Weston Civic Centre Works		\$8,987
<b>8</b>	<b>Recreation Facilities Renewal/Capital Program</b>	<b>(\$20,806)</b>	
	Decreased Expenditure		
	Savings on CBD Garden Renovations		\$20,806
<b>9</b>	<b>Recreation Buildings Renewal/Capital Program</b>	<b>(\$9,122)</b>	
	Decreased Expenditure		
	Savings on Cessnock Sportsground and Mount View Basin Works		\$9,122
<b>10</b>	<b>Waste Services Capital Program</b>	<b>(\$24,895)</b>	
	Decreased Expenditure		
	Proceeds from sale of Garbage Truck		\$24,895
<b>11</b>	<b>New Garbage Cell Development</b>	<b>(\$7,000,000)</b>	
	Decreased Expenditure		
	Construction Works now to occur in 2016/17		\$7,000,000
<b>12</b>	<b>Other Fixed Assets</b>	<b>\$393,691</b>	
	Increased Expenditure		
	Council Depot Yard Works		\$182,110
	(funded from Reserve)		
	Purchase of Defiebulators		\$10,750
	CYCOS Building Works		\$50,000
	(funded from Reserve & S94 funds)		
	Community Recycling Centre Grant Works		\$180,000
	Decreased Expenditure		
	Pre Construction Design Works		\$30,000

## Cessnock City Council

## Cash &amp; Investments Budget Review Statement

Budget review for the quarter ended 31 March 2016

## Cash &amp; Investments - General Fund

Quarterly Budget Review Statement  
for the period 01/01/16 to 31/03/16

	Actual 2014/15	Original Budget 2015/16	Approved Changes			Revised Budget 2015/16	Variations for this Mar Qtr	Notes	Projected Year End Result
			Carry Forwards	Other than by QBRs	Sep QBRs				
<b>Externally Restricted<sup>(1)</sup></b>									
Developer Contributions	4,711,159	(1,236,960)	(207,100)	-	-	3,168,132	(60,000)		3,108,132
RMS Contributions	3,610,000	-	-	-	-	3,610,000	-		3,610,000
Specific Purpose Unexpended Grants	2,302,980	-	(2,302,980)	-	-	-	-		-
Domestic Waste Management	782,479	-	-	-	-	782,479	-		782,479
Other	62,000	-	-	-	-	62,000	-		62,000
<b>Total Externally Restricted</b>	<b>11,468,618</b>	<b>(1,236,960)</b>	<b>(2,510,080)</b>	<b>-</b>	<b>-</b>	<b>7,622,611</b>	<b>(60,000)</b>		<b>7,562,611</b>
(1) Funds that must be spent for a specific purpose									
<b>Internally Restricted<sup>(2)</sup></b>									
Plant & Vehicle Replacement	3,287,927	(454,100)	-	-	-	2,775,120	39,200		2,814,320
Employees Leave Entitlement	2,096,189	455,000	-	-	-	2,551,189	70,000		2,621,189
Carry Over Works	971,000	-	(971,000)	-	-	-	-		-
Bridge Replacement	452,269	24,000	(247,000)	-	25,175	254,444	-		254,444
Cemetery	4,868	-	-	-	-	4,868	-		4,868
Computer Services	242,189	81,636	-	-	(24,000)	125,825	-		125,825
Insurance Provisions	348,828	(72,000)	-	-	-	276,828	-		276,828
Miscellaneous & Property Reserve	2,762,699	226,786	(1,134,700)	-	(3,473)	1,805,209	165,788		1,970,997
Operations & Programs Provision	714,716	135,000	-	-	(5,200)	894,516	(97,500)		797,016
Property Investment Fund	625,481	(8,770)	-	-	29,500	650,052	(75,000)		575,052
Rezoning Fees	235,251	-	-	-	-	264,710	17,657		282,367
Sanitary Operations	26,771	-	-	-	(1,421)	25,249	(3,579)		21,670
Single Invitation Contracts	916,514	(12,000)	-	-	-	904,514	-		904,514
Energy Efficiency Reserve	200,000	-	-	-	-	200,000	-		200,000
Unexpended Loan Funds	296,833	-	(296,833)	-	-	-	-		-
Waste Depot & Rehabilitation	11,728,634	(7,073,700)	(500,000)	-	653,059	5,872,496	6,991,854		12,864,350
<b>Total Internally Restricted</b>	<b>24,910,169</b>	<b>(6,698,148)</b>	<b>(3,149,533)</b>	<b>-</b>	<b>673,640</b>	<b>16,605,020</b>	<b>7,108,420</b>		<b>23,713,440</b>
(2) Funds that Council has earmarked for a specific purpose									
<b>Unrestricted (ie. available after the above Restrictions)</b>	<b>1,276,000</b>	<b>1,788</b>	<b>-</b>	<b>-</b>	<b>3,101</b>	<b>1,281,818</b>	<b>18,526</b>		<b>1,300,344</b>
<b>Total Cash &amp; Investments</b>	<b>37,654,787</b>	<b>(7,933,320)</b>	<b>(5,659,613)</b>	<b>-</b>	<b>676,741</b>	<b>25,509,449</b>	<b>7,066,946</b>		<b>32,576,395</b>

Cessnock City Council

**Quarterly Budget Review Statement**  
for the period 01/01/16 to 31/03/16

**Cash & Investments Budget Review Statement****Comment on Cash & Investments Position**

Not Applicable

**Investments**

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

**Cash**

The Cash at Bank figure included in the Cash &amp; Investment Statement totals \$38,418,000

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.  
The date of completion of this bank reconciliation is 31/03/16

**Reconciliation Status**

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

**\$ 000's**

Cash at Bank (as per bank statements)		3,363
Investments on Hand		35,191
less: Unpresented Cheques	(Timing Difference)	(109)
add: Undeposited Funds	(Timing Difference)	20
less: Identified Deposits (not yet accounted in Ledger)	(Require Actioning)	(47)
add: Identified Outflows (not yet accounted in Ledger)	(Require Actioning)	
less: Unidentified Deposits (not yet actioned)	(Require Investigation)	-
add: Unidentified Outflows (not yet actioned)	(Require Investigation)	-
<b>Reconciled Cash at Bank &amp; Investments</b>		<b>38,418</b>



## Cessnock City Council

## Statement of Financial Position

as at 31 March 2016

\$ '000	Actual 2015	Year to date 2016
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash & Cash Equivalents	24,453	20,897
Investments	10,800	16,700
Receivables	3,562	12,156
Inventories	343	330
Other	54	-
<b>Total Current Assets</b>	<b>39,212</b>	<b>50,083</b>
<b>Non-Current Assets</b>		
Investments	2,400	1,300
Receivables	-	-
Inventories	1,270	1,271
Infrastructure, Property, Plant & Equipment	709,657	715,712
<b>Total Non-Current Assets</b>	<b>713,327</b>	<b>718,283</b>
<b>TOTAL ASSETS</b>	<b>752,539</b>	<b>768,366</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	8,037	7,130
Borrowings	1,143	1,143
Provisions	8,004	8,017
<b>Total Current Liabilities</b>	<b>17,184</b>	<b>16,290</b>
<b>Non-Current Liabilities</b>		
Payables	2,103	2,116
Borrowings	7,750	6,911
Provisions	11,381	11,381
<b>Total Non-Current Liabilities</b>	<b>21,234</b>	<b>20,408</b>
<b>TOTAL LIABILITIES</b>	<b>38,418</b>	<b>36,698</b>
<b>Net Assets</b>	<b>714,121</b>	<b>731,668</b>
<b>EQUITY</b>		
Retained Earnings	401,750	419,297
Revaluation Reserves	312,371	312,371
<b>Total Equity</b>	<b>714,121</b>	<b>731,668</b>

## Cessnock City Council - Monthly Cash Flow Analysis

Month	CBA Cash and Working Accounts											Investment Balance	Total	Investment Report
	Opening Balance	EFT/Chqs	Payroll	New Investments	Roll over Investments	Matured Investments	Other Income	RTA	GST	Rates	Closing Balance			
July 2015	10,156	(5,921)	(1,258)	(2,300)	-	-	1,513	1,303	192	1,589	5,274	30,900	36,174	36,174
August 2015	5,274	(3,898)	(1,269)	(2,400)	-	-	1,729	222	346	8,968	8,972	33,300	42,272	42,272
September 2015	8,972	(4,806)	(1,299)	(1,800)	-	-	1,153	1,699	77	3,766	7,762	35,100	42,862	42,862
October 2015	7,762	(7,189)	(1,595)	(1,700)	-	800	1,461	991	260	1,488	2,278	36,000	38,278	38,278
November 2015	2,278	(5,264)	(1,305)	(900)	-	1,200	1,758	-	327	6,192	4,286	35,700	39,986	39,986
December 2015	4,286	(3,504)	(1,679)	(1,300)	-	-	2,388	56	209	3,311	1,767	37,000	38,767	38,767
January 2016	1,767	(3,007)	(1,331)	-	(700)	-	706	832	142	1,214	2,023	35,300	37,323	37,323
February 2016	2,023	(4,342)	(1,305)	-	-	800	2,300	130	91	6,101	5,798	34,500	40,298	40,298
March 2016	5,798	(5,426)	(1,795)	-	-	-	1,424	781	187	3,085	4,054	34,500	38,554	38,554
April 2016	4,054	(5,500)	(1,320)	-	-	2,200	920	150	150	953	1,607	32,300	33,907	33,907
May 2016	1,607	(5,400)	(1,320)	-	(4,000)	5,400	1,771	472	150	5,300	3,980	30,900	34,880	34,880
June 2016	3,980	(7,200)	(1,650)	-	(3,800)	6,700	1,440	150	150	2,900	2,670	28,000	30,670	30,670

Actual	
Estimate	

Cessnock City Council

**Quarterly Budget Review Statement**  
for the period 01/01/16 to 31/03/16

**Key Performance Indicators Budget Review Statement**

	<b>Current Projection</b>			<b>Actual</b>
	Amounts	Indicator		
	<b>15/16</b>	<b>15/16</b>		<b>14/15</b>

**1. Operating Performance**

Operating Revenue (excl. Capital) - Operating Expenses	\$ 3,240	Ratio	4.74%	0.55%
Operating Revenue (excl. Capital Grants & Contributions)	\$ 68,374			

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

**2. Own Source Operating Revenue**

Operating Revenue (excl. ALL Grants & Contributions)	\$ 54,328	Ratio	69.99%	65.85%
Total Operating Revenue (incl. Capital Grants & Cont)	\$ 77,627			

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.

**3. Unrestricted Current Ratio**

Current Assets less all External Restrictions	\$ 41,970	Ratio	4.58	2.94
Current Liabilities less Specific Purpose Liabilities	\$ 9,163			

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

**4. Debt Service Cover Ratio**

Operating Result before Interest & Dep. Exp.	\$ 10,353	Ratio	6.05	7.92
Principal Repayments + Borrowing Interest Costs	\$ 1,710			

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

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

Rates, Annual & Extra Charges Outstanding	\$ 1,100	Ratio	2.36%	2.60%
Rates, Annual & Extra Charges Collectible	\$ 46,520			

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

**6. Cash Expense Cover Ratio**

Current Year's Cash & Cash Equivalents (Incl all Term Deposits) X 12	\$ 38,897	Ratio	8.68	7.48
Payments from Cash Flow of operating and financing activities	\$ 4,482			

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

Cessnock City Council

**Quarterly Budget Review Statement**  
for the period 01/01/16 to 31/03/16

**Consultancy & Legal Expenses Budget Review Statement**

## Consultancy &amp; Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	559,262	Y
Legal Fees	745,840	Y

**Definition of a consultant:**

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

**Details****Year to Date Consultant Expenses include:**

Company	Purpose	Rationale	Amount
The Performance Architects P/L	Values Training	Workplace Improvement Program	\$ 13,517
Premium Claim Solutions	Claims Management - Public Liability	Specialist Claims Management	\$ 72,000
Elizabeth Evans Heritage Consultant	Heritage Advisor	Heritage Specialist	\$ 12,923
City Plan Strategy & Development	Branxton Sub-Regional Strategy	Land Use Planning Strategy	\$ 123,051
RPS Australia East P/L	Cessnock City Heritage Study	Heritage Study	\$ 44,727
SGS Economics & Planning	Cessnock City Planning Strategy Project (Phase 1)	Land Use Planning Strategy	\$ 273,759
McArthur (NSW) P/L	Performance Reviews	Senior Staff Reviews	\$ 15,310
Lumina Visual	Media Presentation	Promotional Material	\$ 3,000
David Broyd Consulting Service	Rothbury-Vintage Planning Proposal	Land Use Planning Strategy	\$ 975

Legal Expenditure Summary	Original Budget	Sept Review	Dec Review	Revised Budget	Mar Variation	Projected Result	Actual YTD
Debt Recovery	\$350,000	\$0	\$0	\$350,000	\$0	\$350,000	\$183,027
Planning & Development	\$220,000	\$200,000	\$89,921	\$509,921	\$55,770	\$565,691	\$508,129
Other Legal Costs	\$34,000	\$18,000	\$15,319	\$67,319	-\$3,412	\$63,907	\$54,684
Sub Total	\$604,000	\$218,000	\$105,240	\$927,240	\$52,358	\$979,598	\$745,840
Less Recoveries							
Debt Recovery	\$350,000	\$0	\$0	\$350,000	\$0	\$350,000	\$316,477
Planning & Development	\$0	\$0	\$0	\$0	\$0	\$0	\$120,921
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sub Total	\$350,000	\$0	\$0	\$350,000	\$0	\$350,000	\$437,398
Net Council Cost	\$254,000	\$218,000	\$105,240	\$577,240	\$52,358	\$629,598	\$308,442

Legal Expenditure Details	Original Budget	Sept Review	Dec Review	Revised Budget	Mar Variation	Projected Result	Actual YTD
- Self Storage Fac. Greta	\$0	\$45,455	\$0	\$45,455	\$0	\$45,455	\$45,455
- Dawson Properties	\$0	\$145,000	\$0	\$145,000	-\$13,000	\$132,000	\$131,621
- TMT Devco P/L	\$0	\$45,455	\$160,000	\$205,455	\$60,000	\$265,455	\$204,939
- Wehbe Legals	\$0	\$27,356	\$0	\$27,356	-\$10,581	\$16,775	\$16,775
- Huntlee	\$0	\$0	\$45,455	\$45,455	\$0	\$45,455	\$68,098
- Legal Advices	\$200,000	-\$66,686	-\$124,665	\$8,649	-\$8,649	\$0	\$13,561
- 149 Certificate Legals	\$0	\$3,420	\$0	\$3,420	\$0	\$3,420	\$3,420
- Sec 94 & VPA Legals	\$20,000	\$0	\$0	\$20,000	-\$15,000	\$5,000	\$0
- Avery's Rise	\$0	\$0	\$9,131	\$9,131	\$0	\$9,131	\$9,131
- Friends of Tumblebee Inc	\$0	\$0	\$0	\$0	\$13,000	\$13,000	\$0
- Douglas - Overgrown Vegetation	\$0	\$0	\$0	\$0	\$10,000	\$10,000	\$9,091
- Schwartz Family Co.	\$0	\$0	\$0	\$0	\$20,000	\$20,000	\$6,038
Planning & Development Total	\$220,000	\$200,000	\$89,921	\$509,921	\$55,770	\$565,691	\$508,129
Debt Recovery Total	\$350,000	\$0	\$0	\$350,000	\$0	\$350,000	\$183,027
- Tourist Centre	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	\$0
- Property Management	\$5,000	-\$2,000	-\$500	\$2,500	\$0	\$2,500	\$888
- Hebburn Estate	\$0	\$0	\$6,792	\$6,792	\$0	\$6,792	\$6,792
- General Administration	\$1,500	\$0	\$0	\$1,500	\$588	\$2,088	\$817
- General Manager	\$24,000	-\$5,000	-\$4,000	\$15,000	-\$4,000	\$11,000	\$8,160
- Aerodrome	\$0	\$25,000	\$13,027	\$38,027	\$0	\$38,027	\$38,027
- Public Cemeteries	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	\$0
Other Legal Total	\$34,000	\$18,000	\$15,319	\$67,319	-\$3,412	\$63,907	\$54,684
Total Expenditure	\$604,000	\$218,000	\$105,240	\$927,240	\$52,358	\$979,598	\$745,840

**Report CC27/2016 - Resolutions Tracking Report**
**Enclosure 1**

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Janine McCarthy	Section 96 (AA) Application to Modify NSW Land and Environment Court Order No. 10515 of 1995 (Council reference: 5/1994/80115/1)  Black Hill Road, Black Hill	13/04/2016	18/03/2016	4/04/2016
PE11/2016 1605 04 Apr 2016 - 5:12 PM - Janine McCarthy Action completed by: Janine McCarthy Site inspection held on 23 March 2016. Report to be referred to Council's meeting of 20 April 2016 for further consideration.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Tracey Le Brun	Section 96 (1A) Modification seeking to amend Development Consent 2008/184  41 Wermol Street, Kurri Kurri	13/04/2016	18/03/2016	4/04/2016
PE12/2016 1610 04 Apr 2016 - 5:08 PM - Tracey Le Brun Action completed by: Janine McCarthy Determination notice issued.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Samuel Newman	Development Application 8/2015/471/1 proposing retention of existing dwelling and construction of a new dwelling to create a detached dual occupancy, and subsequent two lot Torrens title subdivision thereof  76 Aberdare Road, Aberdare	13/04/2016	18/03/2016	4/04/2016
PE14/2016 1612 04 Apr 2016 - 5:08 PM - Samuel Newman Action completed by: Janine McCarthy Determination notice issued.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Janine McCarthy	Matter of Urgency	13/04/2016	18/03/2016	4/04/2016
1628 04 Apr 2016 - 5:11 PM - Janine McCarthy Action completed by: Janine McCarthy Legal advice requested on Friday 18 March 2016, received on Monday 4 April 2016. Legal advice will be referred to Council for consideration, along with the Section 96(AA) Application.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 09 December 2015	Ian Lyall	Minutes of the Audit Committee Meeting of Cessnock City Council held on 10 November 2015	31/05/2016		7/04/2016
GMU22/2015 1505 07 Apr 2016 - 3:38 PM - Ian Lyall Action completed by: Ian Lyall		Stephen Glen				

All actions completed. Refer to Note.

09 Feb 2016 - 12:56 PM - Ian Lyall

Estimated Completion Date changed by: Ian Lyall From: 28 Feb 2016 To: 31 May 2016

09 Feb 2016 - 10:48 AM - Ian Lyall

1. Noted

2. Memo to be drafted by Chief Financial Officer. Content of the memo is dependant upon the outcome of the Special Schedule 7 preparedness audit which is currently in progress. Advised by the CFO that action was completed on 29 March 2016.

3. Raised by the CCC General Manager at the General Managers Advisory Committee meeting held on the 10 December 2015. Refer TRIM DOC2016/003119.

4. Implemented at the 2 February 2016 Audit Committee meeting.

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Jane Holdsworth	Suspension of the Alcohol Free Zone on Vincent Street for the Cessnock STOMP Festival on 17 April 2016	13/04/2016	18/03/2016	8/04/2016
GMU4/2016 1609 08 Apr 2016 - 9:30 AM - Jane Holdsworth Action completed by: Jane Holdsworth Action now fully completed. 08 Apr 2016 - 9:29 AM - Jane Holdsworth All appropriate action has now been undertaken, Chamber has been advised, signs will be covered on the day and OLGR notified appropriately.		Stephen Glen				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 21 October 2015	Scott Christie	Good Design Standards for Affordable Rental Housing Development	16/03/2016	26/10/2015	8/04/2016
BN14/2015 1451 08 Apr 2016 - 2:44 PM - Scott Christie Action completed by: Robyn Larsen Report prepared for 16 March 2016 meeting		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Ian Turnbull	Minutes of the Environmental Strategy & Management Committee held 21 October 2015	13/04/2016	18/03/2016	8/04/2016
PE18/2016 1617 08 Apr 2016 - 1:17 PM - Ian Turnbull Action completed by: Ian Turnbull All action Items completed		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 02 March 2016	Justin Fitzpatrick-Barr	Stomp Festival - 17 April 2016	30/03/2016	7/03/2016	8/04/2016
WI11/2016 1599 08 Apr 2016 - 12:26 PM - Justin Fitzpatrick-Barr Action completed by: Kristy Meyers Council outcome provided to customer.		Justin Fitzpatrick-Barr				



Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Stephen Long	Restart NSW Resources for Regions Program - Expressions of Interest	13/04/2016	18/03/2016	8/04/2016
W115/2016 1624 08 Apr 2016 - 12:03 PM - Stephen Long Action completed by: Kristy Meyers Finalised. Advice to be provided to successful tenderer.		Justin Fitzpatrick-Barr				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Ben Lovell	Evaluation of Tender for Aberdare Street Watermain Relocation (T1516/07)	6/04/2016	8/04/2016	8/04/2016
W117/2016 1643 12 Apr 2016 - 2:56 PM - Ben Lovell Knock Contractors have been awarded the contract. 08 Apr 2016 - 12:03 PM - Ben Lovell Action completed by: Kristy Meyers Successful tenderer to be notified.		Justin Fitzpatrick-Barr				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Bo Moshage	draft Hunter Regional Plan and draft Plan for Growing Hunter City	13/04/2016	18/03/2016	11/04/2016
PE19/2016 1618 11 Apr 2016 - 9:00 AM - Bo Moshage Action completed by: Bo Moshage Submission sent 31/3/16		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Scott Christie	Evaluation and Selection of Quotation for Cessnock Commercial Precinct Project (Q1415/07)	4/05/2016	8/04/2016	11/04/2016
PE24/2016 1635 11 Apr 2016 - 9:40 AM - Scott Christie Action completed by: Scott Christie Successful quotation respondent, Conybeare Morrison International Pty Ltd, has been advised of successful quotation 7 April 2016. In addition, all unsuccessful respondents were notified accordingly via mail on 7 April 2016.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Keren Brown	Minutes of the Heritage Committee Meeting Held on 3 March 2016	4/05/2016	8/04/2016	11/04/2016
PE25/2016 1636 11 Apr 2016 - 9:31 AM - Keren Brown Action completed by: Keren Brown All Actions complete: 11 Apr 2016 - 9:28 AM - Keren Brown Resolution 1: COMPLETE - Minutes of meeting adopted Resolution 2: COMPLETE - Heritage Policy is subject to Council Report PE23/2016. Exhibition from 13 April to 12 May 2016. Resolution 2: COMPLETE - Heritage Photography Competition closed on Friday 8 April 2016.		Gareth Curtis				

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Gina Radford	Freeman of the City Award	13/04/2016	18/03/2016	12/04/2016
MM2/2016		Stephen Glen				
12 Apr 2016 - 2:17 PM - Gina Radford Action completed by: Gina Radford Freeman of the City awarded posthumously to Councillor Jeff Maybury and ceremony to be held on Thursday 2 June 2016.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 17 February 2016	Wonona Fuzzard	18/2015/5: Planning Proposal - Buchanan	30/06/2017	19/02/2016	12/04/2016
PE5/2016 1554		Gareth Curtis				
12 Apr 2016 - 10:16 AM - Wonona Fuzzard Action completed by: Martin Johnson Actioned 12 Apr 2016 - 10:15 AM - Martin Johnson Complete 12 Apr 2016 - 10:11 AM - Martin Johnson Recommendations 1-5 and 7 Complete. Gateway determination expected mid May.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 17 February 2016	Bronwyn Rumbel	Fit for the Future Reform Package Update	31/03/2016	19/02/2016	12/04/2016
PE8/2016 1557		Gareth Curtis				
12 Apr 2016 - 9:48 AM - Bronwyn Rumbel Action completed by: Bronwyn Rumbel Completed.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 02 March 2016	Simon Eade	Meeting Notes of the Inquorate Cessnock City Youth Council Committee Meeting held 9 February 2016	30/03/2016	7/03/2016	13/04/2016
CC6/2016 1594		Robert Maginnity				
13 Apr 2016 - 11:21 AM - Simon Eade Action completed by: Simon Eade No action required. Completed.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 02 March 2016	Simon Eade	Minutes of the Access Advisory Committee Meeting held on 3 February 2016	30/03/2016	7/03/2016	13/04/2016
CC7/2016 1595		Robert Maginnity				
13 Apr 2016 - 11:22 AM - Simon Eade Action completed by: Simon Eade Actions completed. 13 Apr 2016 - 11:21 AM - Simon Eade Actions completed. Ms Pauling has been notified of her appointment to the Committee.						

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 02 March 2016	Simon Eade	Cessnock City Youth Council	30/03/2016	7/03/2016	13/04/2016
BN2/2016 1601 13 Apr 2016 - 11:23 AM - Simon Eade Resolution noted and documented on Committee's Terms of Reference. 12 Apr 2016 - 2:08 PM - Simon Eade Action reassigned to Simon Eade by: Robyn Larsen		Robert Maginnity				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Simon Eade	Minutes of the Aboriginal and Torres Strait Islander Advisory Committee of Cessnock City Council held on 5 February 2016	13/04/2016	18/03/2016	13/04/2016
CC8/2016 1619 13 Apr 2016 - 11:24 AM - Simon Eade Resolutions noted. Protocols document circulated to relevant Council staff. Actions completed.		Robert Maginnity				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Kim Appleby	2016 National General Assembly of Local Government - Call for Motions and Nominations to Attend	20/04/2016	8/04/2016	13/04/2016
CC12/2016 1640 13 Apr 2016 - 12:44 PM - Kim Appleby Action completed by: Kim Appleby Completed 13 Apr 2016 - 12:43 PM - Kim Appleby Further report to Council meeting of 20 April 2016.		Robert Maginnity				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Iain Rush	Kurri Kurri Subregional Strategy Project	16/03/2016	18/03/2016	13/04/2016
PE16/2016 1615 13 Apr 2016 - 4:43 PM - Iain Rush Action completed by: Wonona Fuzzard This was an information Report for Councillors note. Action Completed at Council Meeting.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 18 November 2015	Peter Jennings	Minutes of the Floodplain Management Committee Meeting held on 16 October 2015	15/06/2016	20/11/2015	13/04/2016
WI53/2015 1490 13 Apr 2016 - 12:01 PM - Peter Jennings Action completed by: Robyn Larsen Completed 13 Apr 2016 - 12:00 PM - Robyn Larsen #4 - Strategic Land Use planning advise that Item 4 should be completed in the next 12 months.  #5 - Installation of flood markers to be completed by the end of April 2016. 30 Nov 2015 - 12:09 PM - Kristy Meyers Items 4 & 5 in progress.		Justin Fitzpatrick-Barr				

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 17 February 2016	Stephen Long	Federal Government's Bridges Renewal Program - Successful Funding	15/06/2016	19/02/2016	13/04/2016
W17/2016 1563 13 Apr 2016 - 11:54 AM - Stephen Long Action completed by: Robyn Larsen Signed offers of funding submitted by due date		Justin Fitzpatrick-Barr				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Stephen Long	Department of Primary Industries - Lands Request for Council's Consent to Road Reserve Closures, Olney Arm Road Laguna	15/06/2016	18/03/2016	13/04/2016
W113/2016 1622 13 Apr 2016 - 11:57 AM - Stephen Long Action completed by: Robyn Larsen Correspondence sent to Crown Lands in accordance with Council Resolution.		Justin Fitzpatrick-Barr				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Geoffrey Bent	Mount View Road - Road Works	4/05/2016	8/04/2016	14/04/2016
Q24/2016 14 Apr 2016 - 8:13 AM - Geoffrey Bent Action completed by: Kristy Meyers Report being presented to 20 April 2016 Council meeting.		Justin Fitzpatrick-Barr				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Justin Fitzpatrick-Barr	Election Commitment for Roadworks	4/05/2016	8/04/2016	14/04/2016
Q25/2016 14 Apr 2016 - 8:13 AM - Justin Fitzpatrick-Barr Action completed by: Kristy Meyers Report being presented to 20 April 2016 Council meeting.		Justin Fitzpatrick-Barr				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Geoffrey Bent	Nulkaba Footpath - Overgrown	4/05/2016	8/04/2016	14/04/2016
Q26/2016 14 Apr 2016 - 8:13 AM - Geoffrey Bent Action completed by: Kristy Meyers Report being presented to 20 April 2016 Council meeting.		Justin Fitzpatrick-Barr				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Katrina Kerr	Greta/Colliery Streets Intersection - Stop Sign	4/05/2016	8/04/2016	14/04/2016
Q27/2016 14 Apr 2016 - 8:13 AM - Katrina Kerr Action completed by: Kristy Meyers Report being presented to 20 April 2016 Council meeting.		Justin Fitzpatrick-Barr				

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 20 April 2016	Iain Rush	18/2015/4: Planning Proposal - James Street Cessnock - Pre-Gateway Review Update	18/05/2016	22/04/2016	26/04/2016
PE30/2016 1650 26 Apr 2016 - 10:06 AM - Iain Rush Action completed by: Iain Rush Department of Planning and Environment notified of Council resolution on 22 April 2016, refer to AD2016/011319 and DOC2016/020580.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 20 April 2016	Bronwyn Rumbel	Adoption of Draft 2016-17 Operational Plan for Public Exhibition	30/06/2016	22/04/2016	28/04/2016
PE31/2016 1652 28 Apr 2016 - 5:11 PM - Bronwyn Rumbel Action completed by: Bronwyn Rumbel The Draft 2016-17 Operational Plan has been placed on public exhibition on 27 April 2016 for a period of 28 days (i.e. until 25 May 2016).		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 20 April 2016	Janine McCarthy	Sterntaler Development - Buchanan Road	18/05/2016	22/04/2016	28/04/2016
Q28/2016  28 Apr 2016 - 8:49 AM - Janine McCarthy Action completed by: Robyn Larsen Answer provided to 4 May 2016 meeting		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 20 April 2016	Janine McCarthy	Communication from Newcastle Muslim Association for inspection of premises at Wallsend.	18/05/2016	22/04/2016	28/04/2016
Q30/2016  28 Apr 2016 - 8:49 AM - Janine McCarthy Action completed by: Robyn Larsen Answer provided to 4 May 2016 meeting		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 20 April 2016	Michael Kolos	Minutes of the Cessnock City Council Local Traffic Committee Meeting held 15 February 2016	18/05/2016	22/04/2016	28/04/2016
W120/2016 1662 28 Apr 2016 - 9:26 AM - Michael Kolos Action completed by: Kristy Meyers Noted		Justin Fitzpatrick-Barr				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 20 April 2016	Katrina Kerr	Disabled Parking - Abermain Hall	18/05/2016	22/04/2016	28/04/2016
Q29/2016  28 Apr 2016 - 8:49 AM - Katrina Kerr Action completed by: Robyn Larsen Answer provided to 4 May 2016 meeting		Justin Fitzpatrick-Barr				

**Report CC27/2016 - Resolutions Tracking Report**
**Enclosure 2**

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 21 October 2015	Bruce Hughes	Renaming of Part of Millfield Street, Cessnock	15/06/2016	26/10/2015	
WI46/2015 1450 02 May 2016 - 8:35 AM - Karen Burgess GNB has sent out notification to Government agencies seeking submissions.		Justin Fitzpatrick-Barr				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 21 October 2015	John Oliver	Proposed Property Acquisition for Drainage Purposes in Settlement of Rates Debt	31/08/2016	26/10/2015	
CC94/2015 5 05 May 2016 - 9:34 AM - John Oliver LG Legal still awaiting response from ratepayer. Completion date highly likely to extend.		Robert Maginnity				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 18 November 2015	Bo Moshage	Planning Proposal - Hydro Kurri Kurri	31/12/2016	20/11/2015	
PE89/2015 09 May 2016 - 4:19 PM - Bo Moshage Following the Gateway Determination Council has met with the DoPE and MCC to discuss the Gateway Conditions. Both CCC and MCC have met with the RMS to discuss traffic implications. Meetings with the OEH to discuss flooding and biodiversity considerations are anticipated to occur within the next week		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 09 December 2015	Iain Rush	18/2015/1: Joint Planning Proposal - Cessnock and Singleton Councils - Vineyards District	2/12/2016		
PE99/2015 21 Mar 2016 - 2:09 PM - Iain Rush Gateway Determination issued on 3 March 2016. Consultation commenced with vineyards 'peak bodies' on 14 March 2016.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 09 December 2015	Scott Christie	Draft Branxton Subregional Land Use Strategy	31/05/2016		
PE101/2015 1513 11 Apr 2016 - 9:42 AM - Scott Christie Regarding action 2: Approximately 30 submissions to Cessnock and Singleton Council were received during public exhibition. A post exhibition report is expected to be reported to Council in late May 2016.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 February 2016	Iain Rush	18/2014/4: Revised Planning Proposal - Orica	23/05/2017	5/02/2016	
PE1/2016 1537 09 May 2016 - 3:28 PM - Iain Rush Awaiting submission of the final draft VPA from the proponent prior to public exhibition of Planning Proposal.		Gareth Curtis				

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 February 2016	Jane Holdsworth	Council's Role in Christmas - CBD Decorations and Mayoral Christmas Appeal	31/05/2016	5/02/2016	
MM1/2016		Stephen Glen				
<p>08 Apr 2016 - 9:27 AM - Jane Holdsworth Report will be available by first meeting in May 2016. We have now undertaken the scoping of the work.</p>						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 17 February 2016	Bronwyn Rumbel	Strategic Property Review - Phase 2 Progress Report - Part 1	30/09/2016	19/02/2016	
PE6/2016 1555		Gareth Curtis				
<p>12 Apr 2016 - 9:39 AM - Bronwyn Rumbel A provision of \$75,000 (funded from the Property Investment Fund) has been included in the March Budget Review. The Executive has determined that further reports (parts 2-4) on the progress of Phase 2 of the Strategic Property Review be considered by Council following the adoption of the Community Infrastructure Strategic Plan (currently scheduled for June 2016).</p>						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 02 March 2016	Jane Holdsworth	Visitor Economy Project Funding	15/06/2016	7/03/2016	
BN3/2016		Stephen Glen				
<p>05 May 2016 - 3:16 PM - Jane Holdsworth Awaiting confirmation of budget prior to facilitating a workshop to develop a policy.</p>						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Wonona Fuzzard	18/2011//9: Planning Proposal - Black Hill	30/06/2016	18/03/2016	
PE20/2016		Gareth Curtis				
<p>13 Apr 2016 - 4:56 PM - Wonona Fuzzard Resolution 1-5 and 7 completed. Resolution 6 will commence on receipt of a Gateway determination.</p>						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Iain Rush	18/2015/7: Planning Proposal - 1443 Wine Country Drive Rothbury	31/03/2017	18/03/2016	
PE15/2016 1613		Gareth Curtis				
<p>09 May 2016 - 3:26 PM - Iain Rush Gateway determination received on 29 April 2016. Post Gateway assessment commenced.</p>						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Scott Christie	Good Design Standards for Affordable Rental Housing Development	30/06/2016	18/03/2016	
PE17/2016 1616		Gareth Curtis				
<p>11 Apr 2016 - 9:46 AM - Scott Christie Affordable Housing Strategy project yet to be scoped or programmed into work program.</p>						



Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Katrina Kerr	Improved Crossing Balder Creek - Cedar Creek Road to Sawpit Road	21/09/2016	18/03/2016	
BN4/2016 1626 12 May 2016 - 12:15 PM - Kristy Meyers Investigations ongoing.		Justin Fitzpatrick-Barr				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Katrina Kerr	Parking and Toilets in Vincent Street	15/06/2016	18/03/2016	
BN5/2016 1627 12 May 2016 - 12:16 PM - Kristy Meyers Investigations ongoing.		Justin Fitzpatrick-Barr				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Paul Burton	Cessnock Aquatic Centre Feasibility and Design	18/05/2016	8/04/2016	
W118/2016  11 Apr 2016 - 4:24 PM - Paul Burton Council report to publicly exhibit the draft Feasibility and Design to go to June Council meeting.		Justin Fitzpatrick-Barr				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Keren Brown	Draft Cessnock City Council Heritage Policy 2016	9/06/2016	8/04/2016	
PE26/2016 1637 11 Apr 2016 - 9:13 AM - Keren Brown 1. COMPLETE Draft Policy to be exhibited from Wednesday 13 April to Thursday 12 May 2016. 2. Report to be provided following public exhibition. To be reported to Heritage Committee on 9 June.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Simon Eade	Minutes of the Aboriginal and Torres Strait Islander Advisory Committee of Cessnock City Council held on 4 March 2016	21/07/2016	8/04/2016	
CC11/2016 1639 13 Apr 2016 - 11:26 AM - Simon Eade Investigation of options for preservation of the scar tree will commence shortly.		Robert Maginnity				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 20 April 2016	Simon Eade	Minutes of the Aboriginal Advisory Committee Meeting of the Cessnock City Council held on 1 April 2016	11/07/2016	22/04/2016	
CC21/2016 1658 05 May 2016 - 9:59 AM - Simon Eade Estimated Completion Date changed by: Simon Eade From: 18 May 2016 To: 11 July 2016		Robert Maginnity				

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 20 April 2016	Stephen Long	Public Exhibition of Draft Asset Management Plans	30/06/2016	22/04/2016	
WI19/2016 1661 02 May 2016 - 8:28 AM - Karen Burgess		Justin Fitzpatrick-Barr				
1. Draft AMP's placed on exhibition 2. In progress 3. Briefing programmed for 11 May 2016						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 04 May 2016	Iain Rush	18/2015/6: Planning Proposal - Huntlee B4 Mixed Use Zone - Additional Permitted Uses	1/06/2016	5/05/2016	
PE32/2016 1669 09 May 2016 - 3:23 PM - Iain Rush		Gareth Curtis				
Planning Proposal referred to Parliamentary Counsel on 9 May 2016 for legal drafting.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 04 May 2016	Michelle Lindsay	Operation of the Reuse Centre - Cessnock Waste Management Centre	1/06/2016	5/05/2016	
WI22/2016 1671 12 May 2016 - 12:18 PM - Kristy Meyers		Justin Fitzpatrick-Barr				
Letter to existing contractor is being developed.  Notification to tenders to be prepared and distributed by 20 May 2016.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 04 May 2016	Stephen Long	Pedestrian Access and Mobility Plan (PAMP)	1/06/2016	5/05/2016	
WI23/2016 1672 06 May 2016 - 3:13 PM - Karen Burgess		Justin Fitzpatrick-Barr				
Councillor briefing session scheduled. 06 May 2016 - 3:11 PM - Karen Burgess PAMP document distributed to both Kurri and Cessnock Libraries and Council Customer Service on 6 May 2016 for the exhibition period 11-05-16 to 8-06-16.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 04 May 2016	Stephen Glen	Motion of Urgency	1/06/2016	5/05/2016	
1674 06 May 2016 - 10:18 AM - Sandra Richardson		Stephen Glen				
Council's Principal Natural Environment Planner emailed Singleton Council 5/5/16 requesting they accompany CCC to meet with the Minister in relation to our bat problems.						