



Vincent Street
CESSNOCK

2 March 2018

ORDINARY MEETING OF COUNCIL

WEDNESDAY, 7 MARCH 2018

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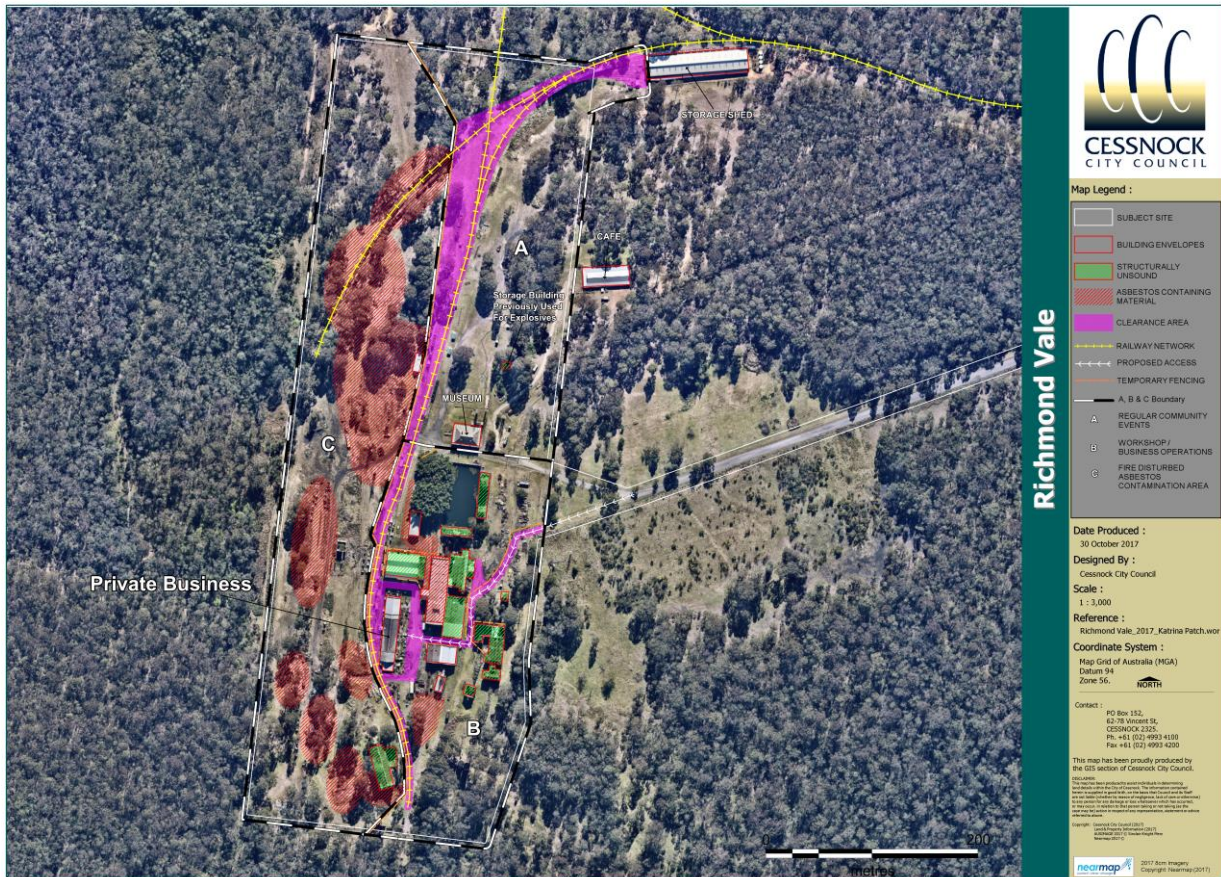
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Cessnock City Council Enterprise Risk Management Framework

Date Adopted: **XX/XX/XX** Revision: **1**

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1. Objectives

Council will seek to meet the principles of risk management as listed in AS/NZS ISO 31000:2009

Risk Management – Principles and guidelines with the objectives that risk management:

- Creates and protects value;
- Is an integral part of organisational processes;
- Is part of decision making;
- Explicitly addresses uncertainty;
- Is systematic, structured and timely;
- Is based on the best available information;
- Is tailored;
- Considers human and cultural factors;
- Is transparent and inclusive;
- Is dynamic, iterative and responsive to change; and
- Facilitates continuous improvement of the organisation.

2. Scope

The purpose of the Enterprise Risk Management (ERM) Framework is to establish a consistent and structured approach to risk management with the aim of assisting Cessnock City Council (Council) to achieve its objectives and embed risk management in all key operational processes.

Council is exposed to significant uncertainties impacting the delivery of services and achievement of objectives for the community. Significant risks include:

- Increasing operating costs and increasing community expectations for service delivery in a rate-capped environment;
- Externally imposed Government changes;
- Global financial trends with local implications – affecting employment, tourism, events, property values, rate income levels and people's ability to pay rates;
- Expectations of greater levels of community engagement, consultations and participation in decision making;
- The challenge of managing Council's ageing assets in a cost effective manner;
- The impact of climate change on Council assets, the community and the environment;
- The need to provide varied and increased services for an ageing population; and
- Council's ability to attract and retain skilled employees.

The ERM Framework provides a foundation for responding to these uncertainties through a structured approach that facilitates risk-informed decision making aligned with Council's strategic, operational and project-specific objectives.



3. Statement

3.1. Mandate and Commitment

Council is committed to effectively and systematically managing risks in order to maximise opportunities and limit effects in accordance with *AS/NZS ISO 31000:2009 Risk Management – Principles and guidelines*.

Council recognises that risk is inherent in all Council activities and processes and that ERM is essential for the efficient and effective governance of the organisation in its delivery of services to the community. Council also recognises that risk management cannot eliminate all risks, but will enable the management of risks to an acceptable level.

Council will integrate a structured approach to the management of risk throughout the organisation in order to promote and demonstrate good corporate governance, to minimise loss and to maximise opportunities to improve service delivery and customer value.

Council recognises that an organisation without a robust system for managing risks is vulnerable to uncertainties and lost opportunities and is unlikely to be resilient in the face of change or diversity.

3.2. Roles and Responsibilities

Roles and responsibilities are outlined below and should be implemented in conjunction with the Work Health and Safety Responsibilities, Authorities and Accountabilities (RAA's) - *RM8 Document Reference OHS15/16*.

3.2.1. Councillors

Councillors are responsible for making informed decisions that take the associated risks and opportunities into consideration. They must recognise the need to resource the management of risk in order to achieve Council's objectives.

3.2.2. General Manager

The General Manager is responsible for providing leadership and support to fulfill the requirements of the Enterprise Risk Management Framework. The General Manager also holds the responsibilities of the Executive Leadership Team.

3.2.3. Executive Leadership Team

The Executive Leadership Team (ELT) is responsible to drive risk management across the organisation and to implement it in their respective areas of accountability in line with *AS/NZS ISO 31000:2009 Risk management – Principles and guidelines*. They are responsible to allocate appropriate resources for the implementation and maintenance of the risk management system,



to assign responsibilities and accountabilities to managers and individual employees and to establish key performance measures for the management of risk across the organisation. They have responsibility for the development, ongoing review and refinement of strategic risks as well as operational risks within their areas of accountability.

3.2.4. Managers

Managers are responsible to manage risk in their respective areas of accountability and responsibility and to support employees in identifying, managing and communicating risk. They are a responsibility for the development, ongoing review and refinement of operational risk registers within their areas of accountability and to escalate risks in accordance with Council's escalation process.

3.2.5. Risk Management Team

The Risk Management team is responsible to develop and maintain risk management frameworks, procedures, tools and training to provide technical risk management support to the organisation. They are responsible for regular reporting to the ELT on risk management activities and facilitating the development, updating and continuous improvement of risk registers across the organisation.

3.2.6. Employees

All employees are responsible for embracing, promoting and maintaining Council's risk management practices within their particular area of responsibility. Employees are also required to ensure implementation of the Risk Management Framework in all areas of the business.

3.2.7. Audit Committee

The Audit Committee is responsible for reviewing Council's Risk Management Framework on a biannual basis, or as required, to ensure compliance with relevant risk Management standards and provide continual improvement guidance based on risk management performance measures. The Audit Committee is also required to review strategic and operational risk assessments to ensure Council management have adequate controls in place and the framework is implemented into all areas of Council business.

3.2.8. Internal Auditor

The Internal auditor is responsible for implementing an internal audit program to ensure compliance against Council's Risk Management Framework and provide regular reports to the General Manager and Audit Committee on the organisations risk management performance as required by the Local Government Act 1993.

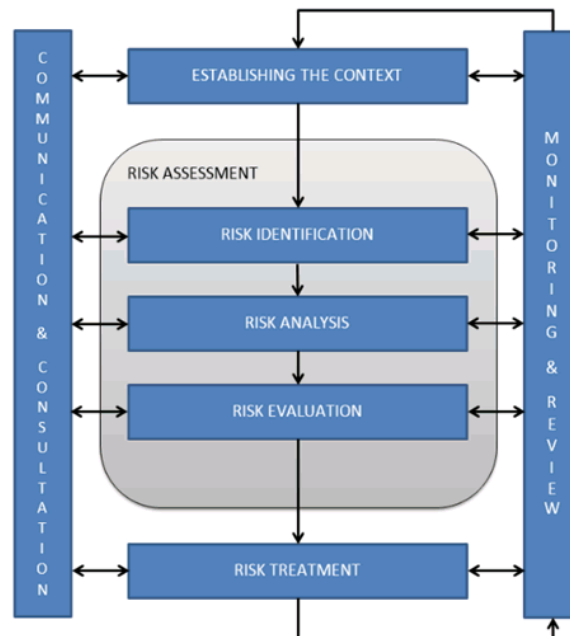
3.3. Risk Management Process

3.3.1. General

At Council, managing risk means actively coordinating activities to direct and control risk within Council and allowing the process to better enable Council to meet its objectives. SA/SNZ HB 436:2013 Risk Management Guidelines – Companion to AS/NZS ISO 31000:2009 (the Guideline) supports Council's ERM Framework by defining a consistent and structured approach for Council's risk management process that aligns with the requirements of AS/NZS ISO 31000:2009 Risk management – Principles and guidelines.

The Guideline focuses on the actions required to plan and implement strategic, operational and project risk assessments. It must be used by all personnel who have a responsibility for risk management at a strategic, operational or project level.

The risk management process is illustrated below.



The five (5) key steps of the risk management process are:

- Communication and consultation;
- Establishing the context;
- Risk assessment (identify, analyse and evaluate risks);
- Treating risks; and
- Monitoring and review.



3.3.2. Communication and Consultation

Communication and consultation with relevant internal and external stakeholders are important elements at each step of the risk management process. Effective communication is essential to ensure that those responsible for implementing risk management and those with a vested interest understand the basis on which risk management decisions are made and why particular actions are required.

Where appropriate, consulting stakeholders with different experiences, beliefs, assumptions, needs and concerns about the risk ensures thorough and comprehensive consideration of the risk being assessed.

To ensure the currency, validity and usefulness of the integrated risk management program, we will provide risk reports to key stakeholders as detailed below:

- **Council** – Council will consider reports concerning risk management from the Audit Committee and give due consideration to risk management issues raised in Council reports.
- **Audit Committee** – The Audit Committee will review Council's Enterprise Risk Management Framework, Strategic Risk Register and business continuity management arrangement to ensure the adequacy of our processes for managing risks.
- **Executive Leadership Team** – The ELT will prepare the Corporate Risk Register on a regular basis. Emerging and changing risks will be identified and added to the relevant risk register. The ELT will also review key risk management metrics on a monthly basis. The Risk Management team will coordinate risk management information, metrics and business plans required for ELT to effectively oversee the risk management function.

3.3.3. Establishing the Context

Establishing the context requires an examination of the external, internal (or organisational) and risk management environments in which risk identification, analysis and treatment options will be considered.

Establishing the external context is not only about considering the external environment, but also includes the relationship or interface between the Council and its external environment. This may include:

- Business, social, regulatory, cultural, competitive, financial and political environments;
- International, National and State industry trends and practices;
- Community trends;
- Council's strengths, weaknesses, opportunities and threats (SWOT); and
- Strategic relations with external bodies.



An understanding of Council as an organisation is important prior to understanding the risk management process, regardless of the level. Areas to consider include:

- Goals and objectives and the strategies that are in place to achieve them;
- Organisational culture;
- Strategic drivers;
- Internal stakeholders;
- Organisation structure; and
- Organisational resources such as people, systems and processes.

Council has established a number of risk categories. The risk categories reflect the types of risk consequences to which Council is exposed, and are integrated into Council's risk assessment process as defined in the Guideline. The risk categories will be applied to sort risks as a basis for comparison, reporting and decision making.

Risk Category	Definition (Examples)
People	Injury/illness to employees, contractors, members of the community and any other person.
Environmental	Land, water, air, flora and fauna.
Assets	Damage, theft, failures and maintenance of Council assets.
Compliance	Compliance with applicable laws, industry codes, standards etc.
Financial	Sustainability, revenue, grants, expenditure.
Reputation	Public perception and opinion.
Operations	Human Resources, service delivery and Council operations.
Technology & Systems	Information management and systems of work.



3.3.4. Target Level of Risk

Council accepts that there is risk in all operations and functions and that the target level of risk will vary depending on the category of risk. Council recognises that in some instances it will have a higher target level of risk in order to achieve its objectives and capitalise on opportunities.

Council will be required to accept some level of well managed risk which may remain in the following areas:

- Supply and improvements to community services;
- Improved efficiency and effectiveness of Council's operations;
- Where the cost of mitigating risk is grossly disproportionate to the evaluated loss; and
- When short term resistance may be experienced but long term gains are expected.

Council will have a lower target level for risks that may foreseeably:

- Compromise the health, safety and wellbeing of people whether they be employee's or members of the community; or
- Where risk taking clearly contravenes legislation.

All hazards shall be eliminated as low as reasonably practicable (ALARP). If it is not practicable to eliminate the hazard then additional controls should be put in place to minimise the risk in accordance with the risk to a tolerable level (See Risk Evaluation for more information).

	Low Target Level of Risk Preference for options that avoid risk or have low inherent risk	Medium Target Level of Risk Preference for safe options with low degree of residual risk and limited potential for reward	High Target Level of Risk Willing to consider all options with preference for sensible options and an acceptable level of reward	Extreme Target Level of Risk Enthusiasm for innovation leading to preference for higher rewards despite greater inherent risk
	Minimal	Cautious	Open	Seeking
People	✓			
Environmental	✓			
Assets		✓		
Compliance		✓		
Financial		✓		
Reputation		✓		
Operations			✓	
Technology & Systems			✓	



It is impractical for Council to adopt a target level of 'low' for all impact areas as this would create a significant resource burden in attempting to reduce all risks to 'low' and an administrative burden to escalate all risk above that level. Where control measures do not minimise risks to the stated target level or below, the risks will be escalated and assigned to the appropriate level of authority within Council. The table below identifies those with the authority for the acceptance of these risks:

	Low Target Level of Risk Preference for options that avoid risk or have low inherent risk	Medium Target Level of Risk Preference for safe options with low degree of residual risk and limited potential for reward	High Target Level of Risk Willing to consider all options with preference for sensible options and an acceptable level of reward	Extreme Target Level of Risk Enthusiasm for innovation leading to preference for higher rewards despite greater inherent risk
	←			→
	Minimal	Cautious	Open	Seeking
People		Manager	Director	GM
Environmental		Manager	Director	GM
Assets			Director	GM
Compliance			Director	GM
Financial			Director	GM
Reputation			Director	GM
Operations				GM
Technology & Systems				GM

3.3.5. Risk Identification

Risk identification is the process of identifying risks facing Council. This involves thinking through the sources of risks, the potential hazards, the possible causes and the potential exposure. The risk identification process should be systematic and comprehensive and should include those risks not directly under the control of Council.

The key questions when identifying risks are:

- What can happen?
- Where can it happen?
- When can it happen?
- Why can it happen?
- What is the impact?
- Who is responsible?



It's important to capture the identified risk in a manner that allows it to be fully understood by all stakeholders. In accordance with AS/NZS ISO 31000:2009, the wording to be used to describe a risk within Council is:

"There is a risk that (something might occur or not occur or is present) which leads to (consequences with reference to particular objective)".

The description can be extended to say what causes the risk and how the consequences might arise. A variety of methods can be used to identify risks including:

- Workshops;
- Audits;
- Physical inspections;
- Brainstorming;
- Examination of local or overseas experience;
- Expert judgement;
- Flow charting, business process reviews;
- Interview/focus group discussion;
- Operational modelling;
- Past organisational experience;
- Scenario analysis;
- Strengths, weaknesses, opportunities and threats (SWOT) analysis;
- Work breakdown structure analysis;
- Review of incidents;
- Periodic reviews of the risk register; and/or
- Bow tie charts.

3.3.6. Risk Analysis

Risk analysis involves consideration of the causes and sources of risk, their potential consequences and the likelihood of those consequences occurring. Consequence and likelihood are combined to produce an estimate of the level of potential risk. Risks should be considered in the context of existing controls.



Consequence Descriptors

Impact Category	Consequence Severity Level				
	1	2	3	4	5
People	No treatment required	First Aid Only	Medical Treatment; Restricted Work Case; Lost Time Injury (LTI)	Significant injury or long term illness; hospitalisation	Fatality; Permanent disability, illness or disease.
Environmental	Little or no environmental harm. Isolated and immediately reversible.	Minor environmental impact; isolated & reversible or localised and immediately reversible.	Moderate environmental impact; localised and reversible or isolated and irreversible.	Significant environmental impact; regional and reversible or localised and irreversible.	Catastrophic environmental impact; national and reversible or regional and irreversible.
Assets	Minor loss sustained; no repair or replacement required.	Minor damage or insignificant loss; loss is within insurance excess.	Moderate damage or loss; replacement or repair within 6 months.	Major damage or significant loss; Complete replacement or rectification within 6-12 months.	Catastrophic damage or total loss; Asset written off; Replacement timeframe ≥ 1 year.
Legal	Isolated non-compliance or breach; minimal failure of controls.	Contained non-compliance or action with short term significance; minimal impact on normal operations.	Significant claim or breach involving statutory authority or investigation; possible prosecution.	Major breach with litigation/fines and long term significance; critical failure of controls.	Extensive litigation/fines with possible class action; indictable offences.
Financial (Whichever is less)	Negligible financial loss or less than \$10,000 or up to 10% of program/project value.	Minor financial loss; \$10,000 - \$50,000 or 10% - 15% of program/project value.	Significant financial loss; \$50,000 - \$500,000 or 15% - 25% of program/project value.	Major financial loss; \$500,000 - \$1m or 25% - 50% of program/project value.	Extensive financial loss or in excess of \$1m; >50% of program/project value.
Reputation	Minor community concerns and criticism; minimal attention.	Heightened local community concerns and criticism; Internal or partnership attention.	Significant public criticism with or without media attention; short to mid-term loss of support from community.	Serious public outcry, state media attention and long term loss of support from community.	Extensive public outcry; national media attention; loss of State government support with appointment of administrator.
Operations	Minor backlog of operational activities.	Contained impact on operations of short term significance.	Significant impact on service delivery involving investigation.	Major impact on critical operations with long term significance.	Extensive and/or total loss of operations. Disaster management required.
Technology & Systems	No measurable operational impact.	Minor downtime or outage in single area of the organisation; addressed with local management and resources.	Significant downtime or outage in multiple areas of the organisation; substantial management required.	Loss of critical functions across multiple areas of the organisation; long term outage; extensive management with external resources required.	Extensive and/or total loss of operations. Disaster management required.

Likelihood Descriptors

LIKELIHOOD		
A	Almost Certain	All of the controls associated with the risk are extremely weak and/or non-existent. Without control improvement there is almost no doubt whatsoever that the risk will eventuate
B	Likely	The majority of the controls associated with the risk are weak. Without control improvement it is more likely than not that the risk will eventuate.
C	Moderate	There are some controls that need improvement, however, if there is no improvement there is no guarantee the risk will eventuate.
D	Unlikely	The majority of controls are strong with few control gaps. The strength of this control environment means that it is likely that the risk eventuating would be caused by external factors not known to the organisation.
E	Rare	All controls are strong with no control gaps. The strength of this control environment means that, if this risk eventuates, it is most likely as a result of external circumstances outside of our control.



Level of Risk

	Consequence Severity Level				
	1	2	3	4	5
A	Medium	High	High	Extreme	Extreme
B	Medium	Medium	High	High	Extreme
C	Low	Medium	Medium	High	High
D	Low	Low	Medium	Medium	High
E	Low	Low	Medium	Medium	High

Risks can be assessed from:

- **Inherent (Initial) Risk** – overall raw, untreated risk or worst case scenario. It is determined by combining the likelihood and consequence ratings without reference to any existing controls.
- **Residual Risk** – level of risk in light of existing controls. Ultimately, the level of risk will determine how a risk is treated.
- **Proposed Risk** – level of risk that would remain if the additional or proposed controls were to be successfully implemented. For risks where the decision is made to accept the risk, the proposed risk level will be the same as the residual risk level.

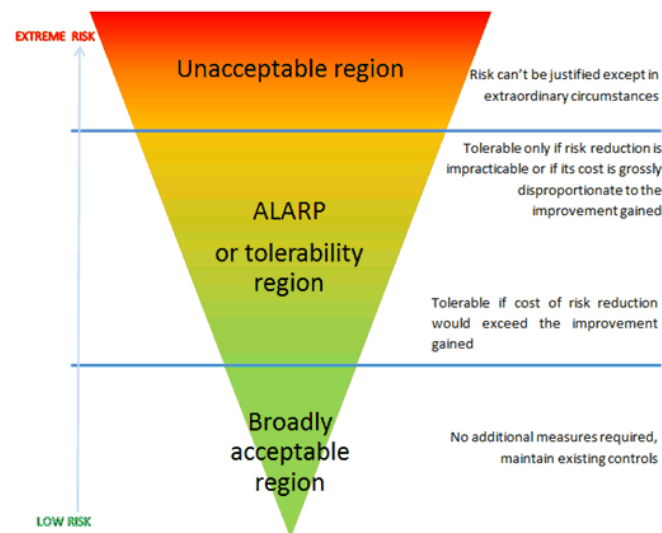
3.3.7. Risk Evaluation

Risk evaluation involves comparing the level of risk found during the analysis process against the risk criteria to determine whether the risk is acceptable. It involves making decisions based on the risk rating about which risks are going to be treated and the priorities of those treatments. Treatment strategies will vary depending on the level of risk. It's important to strike a balance between the cost of eliminating or reducing a risk and any potential benefits or loss reduction.

The higher the overall level of risk the greater level of management attention is required to reduce its probability and/or impact or manage the risk.

The ALARP (As Low As Reasonably Practicable) principle covers two main areas of risk—acceptability and tolerability. It involves weighing a risk against the effort, time and resources needed to control it. Application of the concept provides a better understanding of the level and significance of risks and, in turn, can be used to provide support in decisions relating to risk control measures. The application of this principle revolves around the following key aspects:

- **Intolerable region:** an upper level above which risk is intolerable
- **Broadly acceptable region:** a lower level below which the risk is broadly acceptable without further treatment as it is very small
- **Tolerable region:** a region between the upper and lower level where risk is tolerable providing it has been reduced to a level which is ALARP (as low as reasonably practicable)



3.3.8. Risk Treatment

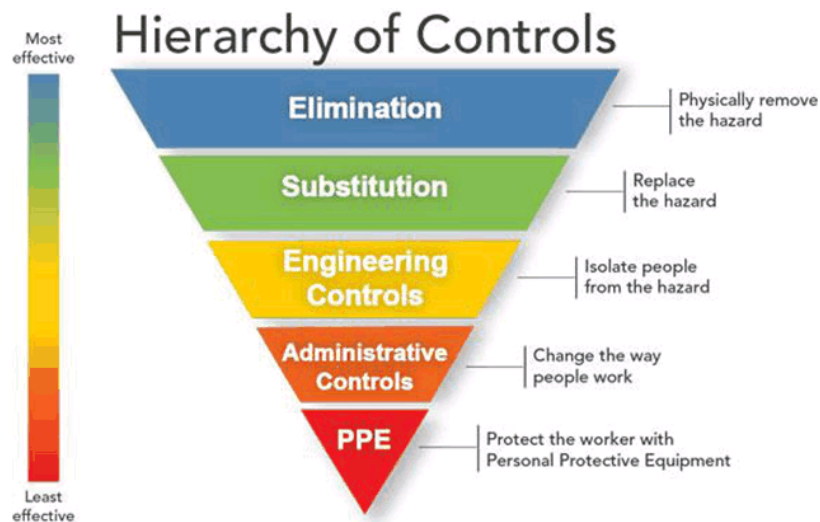
Risk treatment involves selecting one or more options for modifying a risk by changing the consequences that could occur or their likelihood and implementing those options. Action is taken to eliminate or reduce the negative impacts or to maximise potential benefits.

Risk treatments may include:

- Avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk;
- Accepting the risk or taking the risk in order to pursue an opportunity;
- Removing the risk source;
- Changing the likelihood of the risk;
- Changing the consequences of the risk;
- Transferring or sharing the risk in full or in part; and/or
- Retention of risk by informed decision.

Where controls exist and are considered effective to manage the risk so that it falls below the ALARP line, no further action is required except for periodic monitoring. Where existing controls fail to manage the risk to below the ALARP line, risk management plans should be developed and implemented to mitigate the risks to an acceptable level.

Elimination must be considered as the preferred treatment for risks. Where it isn't reasonable or practicable to eliminate the risk, control measures need to be implemented to reduce it to the lowest level possible. The hierarchy of controls is a list of control measures, in priority order, that can be used to eliminate or mitigate the risk.



Examples of generic risk controls which can reduce or transfer the risk include:

- Documentation and implementation of plans, policies and procedures;
- Segregation or separation of duties;
- Authorisation or review of transactions or decisions;
- Retention and protection of records;
- Supervision or monitoring of operations;
- Trend identification and review;
- Delegations of authority;
- Maintenance programs;
- Management reviews;
- Independent internal/external reviews;



- Contingency plans;
- IT security;
- Controls over information processing;
- Training and communication;
- Performance management/appraisal;
- Staff rotation;
- Expert advice/referrals;
- Physical safeguards; and/or
- Insurance policies.

Controls can be categorised as preventive, detective or corrective. Preventive controls tend to be proactive in that they are designed to keep errors or irregularities from occurring in the first place. Detective and corrective controls tend to be reactive, being implemented if the risk event occurs and acting to limit the damage. Examples of preventive, detective and corrective controls include:

Preventive	Detective	Corrective
Segregation of duties	Petty cash audits	Business Continuity Plans
Policies & procedures	Bank reconciliation	
Training	Stocktakes	Changes to IT access if role changes
Position descriptions	Internal audit	
Passwords	Reviews	Disaster Recovery Plans
Authorisation signatures		

Some controls are effective to reduce the likelihood of a risk event occurring while others are effective to reduce the consequence. For example, internal process controls can reduce the likelihood while an insurance policy can reduce the consequences.

As the risk level considers the likelihood and consequence of a risk occurring in light of existing controls, Council's risk register will document the effectiveness of each identified control as detailed below.



Control Effectiveness

The following table provides a useful methodology for the assessment of the effectiveness of existing controls:

Not Effective	Not effective at all in mitigating the risk (will not have any effect in terms of reducing the likelihood and/or consequence of the risk)
Negligible	Partial control in some circumstances (will have very little effect in terms of reducing the likelihood and/or consequence of the risk)
Reasonably Effective	Partial control most of the time (will have some effect in terms of reducing the likelihood and/or consequence of the risk)
Mostly Effective	Effective in most circumstances (will have a reasonably significant effect in terms of reducing the likelihood and/or consequence of the risk)
Effective	Fully effective at all times (will significantly reduce the likelihood and/or consequence of the risk at all times).

As risk treatments are only effective if they are completed, all risk treatments must be adequately resourced and allocated to a responsible officer for implementation.

The risk register must be updated to reflect completion of the treatment and the risk must be reassessed as to whether these actions have been successful in reducing the likelihood and/or consequence.

Where a decision is taken to accept a risk, the risk is still to be recorded in the risk register along with the reasons behind the decision not to treat the risk.

3.3.9. Monitoring and Reviewing

Monitoring of the risk management system will align with Council's business improvement approach and have the flexibility to adapt to the changing needs of the organisation. Compliance with the Risk Management Policy and the growth in maturity of our risk management system will be monitored by the Executive Leadership Team.

As few risks remain static, they need to be regularly reviewed to ensure that the identified risk and associated treatments remain relevant and that changing circumstances don't alter priorities or expected outcomes.

Risk Owners are to monitor the accuracy, currency and status of the risks that have been allocated to them and report on them in accordance with the requirements of this plan. This monitoring is to include obtaining assurance that the controls associated with the risk are effective.

All risk registers will be formally reviewed on a six (6) monthly basis. One of these reviews should coincide with the annual integrated planning and budgeting process. This helps determine work



priorities and ensures appropriate resources are assigned to manage and control risks. Each risk register needs to be robust to ensure that the risk controls listed can be cross-referenced to Council's document management system and/or document convention.

Council's risk management framework, policies and practices will be reviewed at least once every two (2) years. This review should assess:

- The adequacy of risk management policies and procedures
- Compliance with risk management policies and procedures
- The effectiveness of policies, procedures and controls in mitigating risks.

The review may be included in the internal audit program but may also be conducted outside this process or through an alternative process that examines these aspects of risk management (e.g. Office of Local Government review, general review of governance).

4. Definitions

The following terms, as defined in AS/NZS ISO 31000:2009 Risk management – Principles and guidelines, will apply:

Consequences	Outcome of an event affecting objectives (AS/NZS ISO 31000 - 2009).
Control	Measure that is modifying risk (AS/NZS ISO 31000 - 2009).
Exposure	The risk exposure is a qualitative value of the sum of the consequences of an event multiplied by the probability of that event occurring.
Likelihood	Chance of something happening (AS/NZS ISO 31000 - 2009)
Residual Risk	Risk remaining after risk treatment (AS/NZS ISO 31000 - 2009)
Risk	Effect of uncertainty on objectives. (AS/NZS ISO 31000 - 2009)
Issue/Incident	An event that has occurred that has taken Council outside its target level of risk.
Risk Acceptance	An informed decision to accept the consequences and the likelihood of a particular risk.
Risk Analysis	A process to comprehend the nature of risk and to determine the level of risk (AS/NZS ISO 31000 - 2009).
Risk Avoidance	An informed decision to withdraw from, or to not become involved in, a risk situation.



Risk Identification	Process of finding, recognising and describing risks (AS/NZS ISO 31000 - 2009)
Risk Register	A Risk Register provides a repository for recording each risk and its attributes, evaluation and treatments.
Risk Source	Element which alone or in combination has the intrinsic potential to give rise to risk (AS/NZS ISO 31000 - 2009).
Risk Management	Coordinated activities to direct and control an organisation with regard to risk (AS/NZS ISO 31000 - 2009).
Risk Management Plan	Scheme within a risk management framework specifying the approach, the management components and resources to be applied to the management of risk Coordinated activities to direct and control an organisation with regard to risk (AS/NZS ISO 31000 - 2009).
Risk Owner	Person or entity with the accountability and authority to manage a risk (AS/NZS ISO 31000 - 2009).
Risk Retention	Intentionally or unintentionally retaining the responsibility for loss, or financial burden of loss within the organization. (AS/NZS 4360:2004)
Risk Sharing	Sharing with another party, the burden of loss or benefit of gain, for a risk. (AS/NZS 4360:2004)
Risk Treatment	Process to modify risk (AS/NZS ISO 31000 - 2009).
Stakeholder	Person or organisation that can affect, be affected by, or perceive themselves to be affected by, a decision or activity. (AS/NZS ISO 31000 - 2009)
Target Level of Risk	The highest level of risk for each category that Council is willing to accept without escalating the risk to an authorised person for acceptance.



5. Administration

Business Group:	Human Resources
Responsible Officer:	General Managers Unit
Review Date:	Two (2) years from date of adoption
File Number / Document Number:	
Framework Number:	
Relevant Legislation:	<ul style="list-style-type: none"> Local Government Act (NSW) 1993 AS/NZS ISO 31000: 2009 Risk management – Principles and guidelines
Related Policies / Frameworks / Procedures	<ul style="list-style-type: none"> Risk Management Policy

6. History

Revision	Date Approved / Authority	Description of Changes
1		New framework adopted
2		Periodic review

7. Appendices



2 February 2018

General Manager
Cessnock City Council
PO Box 152
Cessnock NSW 2325

Dear Stephen Glen,

LWP CONSENT TO HUNTLEE DCP INTEGRATION INTO CESSNOCK DCP

Huntlee Pty Ltd has worked closely with Cessnock Council staff members Iain Rush to integrate the Huntlee DCP into the Cessnock DCP.

During the consultation process it became apparent that a number of inconsistencies and duplications could be corrected and the document has been updated accordingly. Huntlee and the Cessnock Building department have reviewed the document and are pleased with the final product and look forward to its adoption.

If you require anything further please do not hesitate to email or contact Huntlee on (02) 4938 3910.

Yours sincerely

Joanna Stuart

Huntlee Building Coordinator

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Placeholder for Enclosure 2

Planning and Environment No. PE5/2018

Draft Chapter 17 of the Cessnock DCP - Huntlee
(Provided under seperate cover)

7 March 2018

Monica Gibson
Director, Hunter Region
Department of Planning and Environment
PO Box 1226
Newcastle NSW 2300

Dear Mrs Gibson

Cessnock City Council Submission on the Draft Greater Newcastle Metropolitan Plan

Thank you for the opportunity to comment on the Draft Greater Newcastle Metropolitan Plan. Council is generally supportive of the Plan; however it considers that additional aspects could be included to further promote the opportunities that are available in the Cessnock Local Government Area (LGA).

Council supports the following key elements of the Plan:

- The recognition of the significant contribution that tourism and viticulture make to the Cessnock LGA and the Greater Newcastle area and the support of these industries.
- The improved connection of Cessnock, Kurri Kurri and the city core.

Council considers that there are aspects of the Draft Plan that could be further expanded to highlight the potential for areas in the Cessnock LGA to contribute to growth in the Greater Newcastle area. Commercial centres such as Kurri Kurri and Cessnock are identified as 'Strategic Centres' in the Hunter Regional Plan and have a significant potential to contribute to employment growth in the Greater Newcastle region. The role that these two centres can play should be further highlighted in the Draft Plan. In addition, areas such as Huntlee and Bellbird North should be included as priority housing areas for the Greater Newcastle region.

Appendix 1 provides detailed comments and suggested actions that you may consider in the finalisation of this document.

The content of this submission was endorsed by Council at its meeting on 7 March 2018. If you wish to discuss any of these items please do not hesitate to contact Council's Strategic Planning Manager, Martin Johnson on 02 4993 4229 or at martin.johnson@cessnock.nsw.gov.au.

Yours faithfully

Martin Johnson
Attachments
Attachment 1: Comments raised by Cessnock City Council

Appendix 1: Comments raised by Cessnock City Council.

General Comments	Suggested action	Document Reference
The plan has a strong focus on Newcastle City. Council acknowledges a strong city centre is essential for the overall development of the region. However, this focus in the draft plan undermines the contribution that the areas beyond Newcastle such as Cessnock and Kurri Kurri provide.	The role of strategic centres such as Kurri Kurri and Cessnock should be highlighted in the document, possibly where the catalyst areas are listed.	Whole Draft Plan
There are a large number of actions in the strategy that Councils are required to undertake. Council understands some of these actions can be picked up in existing projects however additional support may be needed.	Please provide clarification to Council on what support will be provided to Council to implement actions of the Plan.	Whole Draft Plan
Outcome 1 - Create a workforce skilled and ready for the new economy		
General Comments	Suggested action	Document Reference
This outcome highlights the existing economic strengths of Greater Newcastle e.g. Defence, health, tourism, viticulture. Other important industries such as mining and agriculture should be included.	Amend the figure on page 23 to include mining and agriculture.	23
Strategy 1.5 'Expand education and innovation clusters' contains a target to have four universities in the Greater Newcastle region by 2036. At least one of these should be located outside Newcastle LGA to ensure improved access to education for the broader Hunter Region and beyond.	Ensure the prospectus that is developed to market the Greater Newcastle region to Universities includes the benefits of the areas outside of the Newcastle LGA.	30
Strategy 1.6 'Respond to the changing land use needs of the new economy' is very much related to technological advances. It is important to ensure that core rural industries are also protected as this industry is a significant employer.	Include protection of core rural industries (e.g. viticulture and agriculture) from encroaching urban development, tourism infrastructure and events as an action.	32
Strategy 1.7 'Attract major events and sporting teams and increase tourism opportunities' contains an action for councils to align local plans to: 'increase flexibility for new tourism proposals (buildings, spaces and activities) within strategic centres and rural and environmental areas that do not affect the environmental features or natural amenity.' Agricultural land should be added to the qualification to protect rural activities.	Add the protection agricultural land to the action.	34
Outcome 2 - Enhance Environment, amenity and resilience for quality of life		

General Comments	Suggested action	Document Reference
<p>The concept of "Blue and Green Grid" first appears on page 15 but is not defined until page 43. Given this is planning jargon it would benefit from being defined on the page or with a reference to the glossary.</p> <p>In the draft plan "Blue and Green Grid" is being uniquely applied to a subregional scale rather than the city scale. As there are significant biodiversity corridors and other environmental assets within the subregion (refer figure 1), the definition of the "Blue and Green Grid" should be amended to acknowledge these.</p> <p>The existing explanation is: <i>"Greater Newcastle's Blue and Green Grid is the network of open spaces and waterways that include urban parks, bushland, farms, waterways, drinking water catchments, lakes and beaches intersecting with Newcastle City Centre, the city core, and arc of lifestyle centres."</i></p>	<p>Define blue and green grid on the page or reference the glossary and provide an explanation of its application in the Greater Newcastle Metropolitan Plan.</p> <p>Amend the explanation of the "Blue and Green Grid" to include: National Parks, biodiversity corridors and environmental assets as recognised in figure 1 of the draft plan.</p>	<p>Page 15</p> <p>Page 15, page 43, glossary</p>
<p>Additional Parks in the Cessnock LGA could be included as Metropolitan Sport Facilities, including:</p> <ul style="list-style-type: none"> - Baddeley Park: This Park is a significant sporting facility used by residents from across the metropolitan area. It has previously hosted sporting teams such as the Newcastle Jets and the Wallabies. - Miller Park in Branxton: This Park is a significant sporting facility used by residents from across the metropolitan area. Sporting finales are frequently held here along with significant cricket events. - Kurri Kurri Park: This Park is a significant sporting facility used by residents from across the metropolitan area. 	<p>Include Baddeley Park, Kurri Kurri Park and Miller Park as Metropolitan Sport Facility in Figure 6: Blue and Green Grid</p>	<p>42</p>
<p>Strategy 2.4 'Protect rural amenity outside urban areas' is supported as it provides strategic support for protecting and enhancing rural amenity and rural industries. This direction could be enhanced by providing an action to manage dwelling numbers in rural areas.</p> <p>The role that land use planning has in creating healthy and active lifestyles should be further emphasised in the document. Page 38 acknowledges the</p>	<p>An additional action could be included to manage the number of dwellings in rural areas.</p> <p>Include actions to create healthy and active lifestyles</p>	<p>44</p> <p>37-45</p>

role that built environment has in creating healthy environment but the impact it has on improving the community's health should also be included.			
Outcome 3 – Deliver Housing close to jobs and services			
General Comments	Suggested action	Document Reference	
The terms affordable and social housing should be separated. Both housing types are targeted at different housing markets and are often confused. Affordable and social housing should be highlighted in the plan with separate targets or goals for each housing market.	Affordable housing and social housing should be separately defined. Improving affordable rental housing should be added as a goal for the Plan.	47	
Affordable living should be discussed in the plan in addition to affordable housing. This initiative promotes housing in areas that minimises living expenses such as travel costs and in a manner that reduces energy costs etc.	Please consider adding affordable living to the goals of the plan.	47	
Huntlee and Bellbird North should be considered as priority housing areas. Development of these areas is more advanced than in some other areas shown in Figure 8. These two sites are already zoned for residential development and either have dwellings under construction or Development Applications lodged.	Amend figure 8 and the associated text to include Bellbird North and Huntlee as a priority housing release areas.	55	
The strategy focuses on providing housing within strategic centres and priority housing release areas. In addition, it supports development outside these locations if it supports the enhancement of local centres, improves public transport viability and is focussed in areas supported by enabling infrastructure, such as roads, sewer, etc.	The plan would benefit from tightening the criteria for considering development outside of strategic centres and priority housing release areas. In many areas it would be easy to justify development and it may lead to incremental sprawl of existing and planned release areas. More efficient use of infrastructure (roads, sewer etc) would be better achieved by promoting consolidation within existing centres and redeveloping existing residential sites to achieve greater density.	48	
The plan contains an action that DoPE and Councils will identify future growth areas every five years as part of the review and update of this plan or as required to meet demand. It may be more appropriate to apply a supply threshold to this – i.e. 10-15 years supply, rather than commit to identifying future growth areas on a 5-yearly basis. Strategy 3.1 starts by stating: "There is enough land zoned in Greater Newcastle to cater for the expected housing and employment needs of more than 1.2 million people."	Consider removing the commitment to identify new urban growth areas every 5 years and adopt a land supply threshold.	49	

The commitment to identify additional urban growth areas obligates the plan to deliver continued urban sprawl rather than the consolidation and densification of existing urban centres.	Please consider emphasising the role of urban consolidation to meet future housing demands of the region.	49
The term; "Productive rural land" on page 57 would benefit from further explanation. It should recognise not only the good quality, agricultural land but also the land that supports it such as that land for infrastructure (sheds, yards etc) and for flood refuge of livestock and equipment during flood events. There is also rural land with production value that is not "soil based" such as poultry sheds that should be acknowledged. It should also be recognised that rural land uses change over time and rural land should be protected to provide opportunities for unanticipated future agricultural uses.	Please consider revising the term "productive rural land" to remove the perception that this is only the floodplain areas along the Hunter River.	57
There is significant pressure for Council to consider tourism related uses in the vineyard areas. Many of these uses are incompatible with agricultural activities including grape and wine production. Council intends to strengthen its policy framework around this issue to protect the primary agricultural use of the area. This stance would benefit from a stronger direction in the Greater Newcastle Metropolitan plan on land use conflict. There is very little policy informing responses to land use conflict apart from the "Land Use Conflict Risk Assessment (LUCRA) Guide" prepared by DPI.	Council requests that the Department provides greater direction on land use conflict to ensure that agricultural uses are protected from inappropriate land uses.	
The plan requires councils prepare a local housing strategy within two years that: achieves a minimum residential density of 15 dwellings per hectare in priority housing release areas, with 25% of lots capable of providing small lot and multi-dwelling housing types. Lot areas and dimensions to support these housing types are generally not compatible. For example, to regulate small lots the minimum lot size would have to be lowered, removed or a maximum set. Lots capable of multiunit dwellings are generally larger than a standard residential lot and certainly larger than a small lot.	Council requests that the Department provides guidance on how to achieve this target. Council is interested to understand how the Department recommends Council regulate these two housing types with the current suite of development controls available to councils.	57
Council would argue that lots greater than 2000m ² should not be referred to as 'rural residential' rather they are more characteristic of 'large lot residential'. Rural residential should be reserved for rural land where the primary use is residential; however, the land is capable of rural activities. Large lot residential should be applied to land where there is no potential to	Please revisit the references to rural residential and large lot residential or amend the strategy to: "Deliver well-planned large lot residential housing areas".	59

use the land for rural purposes.			
Outcome 4 – Improve Connections to jobs, services and recreation			
General Comments	Suggested action	Document Reference	
<p>Strategy 4.1 'Integrate land use and transport planning' is supported by Council. Council is supportive of improved bus and rail connection to centres. It is suggested that an action is included to investigate opening the Cessnock to Maitland and the Maitland to Branxton rail corridors for passenger services to support greater access to the rail network.</p> <p>Investigations into the Railway lines should be given priority consideration for use as public transport rail services. There is substantial urban residential growth along Main Road / Cessnock Road corridor including Gillieston Heights, Cliftleigh and Hydro, as well as the existing residential development at Kurri Kurri, Weston and Abermain and Cessnock. The Branxton Station has potential to service the future population of Huntlee and Branxton. It would be beneficial for investigations to also consider supporting bus services to rail services connections.</p> <p>If passenger services are not viable at this time, at a minimum the rail corridor should be preserved to allow for future population growth.</p>	<p>Add an action to preserve the rail corridor or investigate the opening of the Cessnock to Maitland and Maitland to Branxton rail corridor for passenger services to support greater access to the rail network.</p>	63	
<p>Cessnock Airport is ideally situated to become a large regional aviation centre. Newcastle Airport (a key piece of regional infrastructure) is leased from the Department of Defence and general aviation is not the key priority for the site.</p> <p>The Draft Future Transport 2056 Strategy notes that the purpose of the Regional Airports Program is to increase efficiency, accessibility, competition, commercial viability and sustainability or regional aviation in NSW. The Draft Future Transport 2056 Strategy also includes supporting connections through the provision of funding to upgrade and maintain regional airport facilities.</p> <p>The Hunter Strategic Infrastructure Plan has identified passenger servicing limitations at Newcastle Airport (due to on-ground facilities). As a result, there is the opportunity for Cessnock Airport to become the region's second</p>	<p>Add actions to encourage the Cessnock Airport to become the region's second airport.</p>	61-68	

airport, to accommodate smaller aviation operations and provide a back-up facility if Newcastle Airport is unavailable or required for its primary purpose. Since Cessnock Airport is in closer proximity (than Newcastle Airport) to the heavy rail network (Hunter Valley Coal Chain) and the inter-regional road freight corridor – HEX there are excellent opportunities for logistics companies for freight management and movement.			
Catalyst areas			
General Comments	Suggested action	Document Reference	
Catalyst areas - should consider including Hydro/Kurri to Maitland corridor as a catalyst area due to its future employment/residential focus.	Add Hydro/Kurri to Maitland corridor as a catalyst area or recognise the potential growth this area has to offer in some other form in the document.	Whole document	
Areas such as Kurri Kurri, Cessnock, Branxton/Huntlee need to be recognised in some way if not catalyst centres. Council has done a significant amount of Strategic Planning for these areas and this planning should be supported by the Draft Plan.	Add Cessnock, Kurri Kurri, Cessnock and Branxton/Huntlee as a catalyst area or recognise the potential growth these area have to offer in some other form in the document e.g. economic precincts.	Whole document	
Local Area Narratives			
General Comments	Suggested action	Document Reference	
The rapid transport connection from Cessnock and Kurri Kurri to Maitland and the city core is supported by Council. This action could be further strengthened by linking it back to the strategies in the document, e.g. this action could also be listed under Strategy 4.1 'Integrate land use and transport planning' in addition to the local area narratives.	The creation of a rapid transport connection could be included as an action under Strategy 4.1.	91	

DOC2018/0075850

7 March 2018

Sir/Madam
Executive Director, Infrastructure and Delivery
Department of Planning and Environment
GPO Box 39
Sydney NSW 2001

Dear Sir/Madam

**Cessnock City Council Submission on the Hunter Region Special Infrastructure Contribution -
Proposed Approach**

Thank you for the opportunity to comment on 'proposed approach to the Hunter Region Special Infrastructure Contribution (SIC)'. Council is generally supportive of improved governance and transparent implementation of a Hunter SIC; however, the following comments are provided for consideration.

Application of SIC

The proposed approach outlines the zones that the residential SIC payment will apply to. These zones include residential zones, RU5 and E4. Cessnock City Council has a significant number of housing developments being built in SP3 Tourist zone. Consideration should be given to including this zone in the SIC as these development contribute to the need for infrastructure.

The proposed approach outlines that there will be an "expanded SIC" in the future to apply to infill development but no further detail is provided. The application of an additional levy to infill development should be carefully considered to ensure it is not a disincentive to infill development. This analysis should also include any implications of an expanded SIC on housing affordability.

Transport infrastructure

Council seeks clarification on the following infrastructure items listed in the SIC to ensure that they are aligned with the draft Traffic and Transport Strategy prepared by Council:

- Upgrade of Cessnock Road (between Cessnock and Kurri Kurri) \$16.7 million
- Upgrade of Main Road Cessnock \$33.5 million
- New Weston Road link

Council can provide further information once clarification on these items is provided. In addition to the proposed road upgrades listed above a number of additional corridors and connections will be needed to cater for expected population growth from Urban Release Areas. The following upgrades are suggested for inclusions in the SIC:

- Connection between Kurri Kurri and Maitland – growth corridor main road upgrades

DOC2018/0075850

- Weston Bypass
- Wollombi Road between Cessnock and Millfield
- Old Maitland Road Upgrade between Cessnock and New England Highway

Commuter Carparks along Hunter Expressway

The Draft Greater Newcastle Metropolitan Plan outlines the benefits of providing carpooling facilities across the LGA to take advantage of the HEX as a major regional transport corridor. It is important that commuter parking along interchanges encourages park and ride and carpooling opportunities. Given this infrastructure will be used by residents from across the region it is considered that this could be included in the SIC. Potential locations for commuter car parks include:

- Main Road, Heddon Greta
- John Renshaw Drive, Buchanan; and
- New England Highway, Branxton

Rail

Given the significant population growth that is likely to occur from the Urban Release Areas in the Cessnock LGA and the need to improve public transport; consideration should be given to utilisation of the Railway connection between Cessnock to Maitland and Maitland to Branxton for passenger services. At a minimum the corridor should be preserved until passenger services are viable.

Cessnock Airport

The Cessnock Airport has the potential to operate as the second airport for the Hunter Region, supporting tourism, freight markets and employment. For this to occur infrastructure upgrades at the airport are needed, including a runway extension. Infrastructure projects related to the upgrade of the Cessnock Airport should be considered for inclusion in the SIC as the Airport will service the Hunter Region.

The content of this submission was endorsed by Council at its meeting on 7 March 2018. If you wish to discuss any of these items please do not hesitate to contact Council's Strategic Planning Manager, Martin Johnson on 02 4993 4229 or at martin.johnson@cessnock.nsw.gov.au.

Yours faithfully

Gareth Curtis

Director Planning and Environment

Office of
Local Government

Circular to Councils

Circular Details	Circular No 18-02 / 16 February 2018 / Doc ID A581840
Previous Circular	16-25, 15-28, 14-30, 14-24
Who should read this	Regional NSW Councillors and General Managers
Contact	JO Team Tel: 02 4428 4100, Email: jointorganisations@olg.nsw.gov.au .
Action required	Consider and make submissions about Joint Organisations

Supporting Joint Organisation success – Consultation on regulations and extension to the nomination deadline

What's new or changing

- With more than half of regional and rural NSW councils having already resolved to join a Joint Organisation (JO), results have been encouraging.
- A few councils have requested an extension and, to make it fair across the board, the NSW Government has decided to extend the period by which all councils must submit nominations to be part of a JO to 23 March 2018.
- [Draft regulations](#) to support Joint Organisations (JOs) and a [Regulation Consultation Guide](#) have been released for council consideration and feedback by 16 March 2018.

What this will mean for your council

- Regional and rural councils now have until 23 March 2018 to resolve to join a JO and submit their nominations to the Minister for Local Government.
- Councils are encouraged to review and provide feedback on proposed amendments to the Local Government (General) Regulation 2005 by 16 March 2018.

Key points

- The [Local Government \(Amendment\) Regional Joint Organisations Act 2017](#) was assented to on 30 November 2017.
- Consistent with feedback from councils over the past three years, the proposed regulations for JOs are minimal and designed to assist JOs to focus on their principal functions and operate in a way that best suits their region.
- Council resolutions are a critical input in the process of establishing JOs and OLG has provided relevant councils with Joint Organisations Resolution guidance and other information to support the nomination process.
- Councils should list all potential councils that they may form a JO with in their resolutions. This generally comprises councils in the same State planning region only. Far West Region councils may join a JO an adjacent region.

Where to go for further information

- Go to: www.olg.nsw.gov.au/joint-organisations-strengthen-regional-nsw
- Feedback on JO regulations should be provided via the [online feedback form](#).
- Contact the JO Team on 02 4428 4100 or jointorganisations@olg.nsw.gov.au.

Tim Hurst
Acting Chief Executive

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draft



Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018

under the

Local Government Act 1993

His Excellency the Governor, with the advice of the Executive Council, has made the following Regulation under the *Local Government Act 1993*.

Minister for Local Government

Explanatory note

The object of this Regulation is to amend the *Local Government (General) Regulation 2005* as follows:

- (a) to apply certain provisions of the Regulation to joint organisations and to modify the application of other provisions of the Regulation to joint organisations,
- (b) to require a joint organisation to include certain matters in its charter and to make the charter publicly available within 30 days of adoption of the charter,
- (c) to provide for the election of chairpersons of joint organisations,
- (d) to provide for the appointment of alternates for representatives on the boards of joint organisations and for the conduct of meetings other than in person,
- (e) to require a joint organisation to prepare a statement of strategic regional priorities, an annual statement reporting on the implementation of its strategies and plans for delivery of those priorities and a policy concerning the payment of expenses,
- (f) to provide for annual financial contributions and other contributions by member councils to joint organisations,
- (g) to provide for matters relating to the staff of joint organisations, including the appointment of first executive officers and staff entitlements on transfers between joint organisations or councils and joint organisations,
- (h) to exclude provisions conferring land acquisition powers from applying to joint organisations,
- (i) to provide for other transitional and consequential matters.

This Regulation is made under the *Local Government Act 1993*, including sections 400U (5), 400W, 400ZF and 400ZH and clause 17B of Schedule 6.

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Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018 [NSW]

Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018

under the

Local Government Act 1993

1 Name of Regulation

This Regulation is the *Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018*.

2 Commencement

This Regulation commences on [insert date] and is required to be published on the NSW legislation website.

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Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018 [NSW]
Schedule 1 Amendment of Local Government (General) Regulation 2005

Schedule 1 Amendment of Local Government (General) Regulation 2005

[1] Clause 4 Application of Regulation

Insert at the end of the clause:

Note. The application of this Regulation to joint organisations is dealt with in clause 397A.

[2] Clause 231 Definitions

Insert “or a voting representative on, or a non-voting chairperson of, the board of a joint organisation” after “county council” in the definition of *councillor*.

[3] Clause 356E Display of posters

Omit “or county council” from clause 356E (2) (a) (ii).

Insert instead “, county council or joint organisation”.

[4] Clause 356F Writing, drawing or depicting of electoral matter

Omit “or county council” from clause 356F (4) (b).

Insert instead “, county council or joint organisation”.

[5] Part 11A

Insert after Part 11:

Part 11A Joint organisations

397A Application of this Regulation to joint organisations

- (1) Except as provided by this Regulation, this Regulation applies:
 - (a) to a joint organisation in the same way as it applies to a council, and
 - (b) to the representatives on the board of a joint organisation in the same way as it applies to the councillors of councils, and
 - (c) to the executive officer of a joint organisation in the same way as it applies to the general manager of a council.
- (2) In the application of a provision of this Regulation to a joint organisation and to a representative on the board of a joint organisation:
 - (a) a reference to the mayor of a council includes a reference to the chairperson of a joint organisation, and
 - (b) a reference to mayoral office includes a reference to the office of the chairperson of a joint organisation, and
 - (c) a reference to a councillor includes a reference to a voting representative on or a non-voting chairperson of the board of a joint organisation, and
 - (d) a reference to the holding of civic office includes a reference to holding office as a voting representative on or a non-voting chairperson of the board of a joint organisation, and
 - (e) a reference to the general manager of a council includes a reference to the executive officer of a joint organisation, and
 - (f) a reference to the area of a council includes a reference to the joint organisation area of a joint organisation.

draft

Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018 [NSW]
Schedule 1 Amendment of Local Government (General) Regulation 2005

- (3) Clause 235 does not apply to a meeting of a joint organisation.
- (4) Unless otherwise expressly provided by this Regulation, nothing in this clause applies a provision of this Regulation to a joint organisation if the provision is made under or for the purposes of a provision of the Act that does not apply to a joint organisation.

Note. The following provisions of this Regulation apply to a joint organisation:

Part 1 (other than clause 4), clause 133, Parts 6–8, Part 9 (other than clause 201 and Divisions 7 and 8), Part 10 (other than clauses 235 and 236), Part 12, Part 13 (other than Divisions 3, 4 (other than clause 403), 6 and 11) and Schedules 3, 3A and 12.

Note. Section 400ZH (3) of the Act sets out the provisions of the Act that do not apply to joint organisations, subject to any regulations made under that section. However, a provision of the Act and a provision of this Regulation may apply to a joint organisation if the joint organisation is exercising a function of a council conferred on it by or under the Act (see section 400ZH (4) (a)).

397B Charters of joint organisations

- (1) For the purposes of section 400U (5) (a) of the Act, the charter of a joint organisation is to contain the methodology for determining annual financial contributions to the joint organisation by member councils.
- (2) For the purposes of section 400U (5) (b) of the Act, the charter of a joint organisation is to be made publicly available on a website administered by the joint organisation within 30 days of its adoption by the joint organisation.

397C Election of chairperson

Schedule 7A contains provisions for the election of the chairperson of a joint organisation.

397D Tied votes

A motion at a meeting of the board of a joint organisation is taken to be defeated in the event of an equality of votes.

397E Alternates for board representatives

- (1) The deputy mayor of a member council of a joint organisation is to be the alternate of the mayor of the council, if the council has a deputy mayor and the deputy mayor is not otherwise a representative on the board of the joint organisation.
- (2) A member council must appoint councillors of the council to be the alternate of any of the mayor, deputy mayor or other any other councillor who are voting representatives on the board of the joint organisation.
- (3) A councillor appointed as an alternate may act as the alternate for 2 years, unless another term is specified by the member council or the appointment is revoked by the member council.
- (4) In the absence of a voting representative on the board of a joint organisation, the representative's alternate may, if available, act in the place of the representative.
- (5) While acting in the place of a voting representative on the board, a person has all the functions of a representative and is taken to be a representative.

397F Transaction of business by telephone etc

- (1) The board of a joint organisation may, if it thinks fit, transact any of its business at a meeting at which representatives (or some representatives) participate by telephone or other electronic means, but only if any

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draft

Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018 [NSW]
Schedule 1 Amendment of Local Government (General) Regulation 2005

representative who speaks on a matter before the meeting can be heard by the other representatives.

- (2) For the purposes of a meeting held in accordance with this clause, the chairperson and each other representative on the board have the same voting rights as they have at an ordinary meeting of the board.

397G Statement of strategic regional priorities

- (1) Each joint organisation must have a statement of strategic regional priorities.
- (2) The statement must set out the strategic regional priorities for the joint organisation area and the strategies and plans for delivering those strategic regional priorities.
- (3) The statement is to be prepared not later than:
 - (a) the later of 31 December 2018 or 6 months after the establishment of the joint organisation, and
 - (b) 12 months after each subsequent ordinary election of councillors for all the member councils.
- (4) A joint organisation must consult with the member councils about the content of a proposed statement of strategic regional priorities.
- (5) The statement of strategic regional priorities is to be published by the joint organisation on a website maintained by the organisation.
- (6) Section 406 of the Act applies to a joint organisation as if a reference in that section to a community strategic plan were a reference to a statement of strategic regional priorities required to be prepared by the organisation under this clause.

397H Annual performance statements

- (1) Within 5 months from the end of each year, a joint organisation must prepare a report (its *annual statement*) for that year reporting as to its progress in implementing its strategies and plans for delivering its strategic regional priorities.
- (2) The annual statement is to be published by the joint organisation on a website maintained by the organisation.
- (3) A joint organisation is not required to, but may, prepare an annual statement for the first year in which it is established.
- (4) Section 406 of the Act applies to a joint organisation as if a reference in that section to an annual report were a reference to an annual statement required to be prepared by the organisation under this clause.

397I Financial contributions by member councils

- (1) For the purposes of section 400ZF of the Act, each member council of the joint organisation is to make an annual financial contribution to the joint organisation.
- (2) The joint organisation is to determine the amount of the annual contribution in accordance with the methodology adopted by the board in the charter.
- (3) The joint organisation may from time to time determine that additional financial contributions are to be made by any or all of the member councils.

draft

Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018 [NSW]
Schedule 1 Amendment of Local Government (General) Regulation 2005

- (4) A financial contribution of a member council under this clause may be in the form of a monetary payment or in any other form agreed by the joint organisation with the member council.
- (5) A joint organisation must consult with the member councils about proposed financial contributions.

397J Payment of expenses and provision of facilities

- (1) For the purposes of section 400ZH (4) (b) of the Act, section 252 of the Act (other than section 252 (2)) is not an excluded provision of the Act.
- (2) A joint organisation must consult with the member councils about the content of a proposed policy concerning the payment of expenses.

397K First financial reports and other financial matters

- (1) This clause applies to a joint organisation if it is established after 1 July in a year.
- (2) The first financial reports required to be prepared under Part 3 of Chapter 13 of the Act for a joint organisation are to be prepared for the period commencing on the constitution of the joint organisation and ending on the last day of the year after the year in which the joint organisation is established.
- (3) For the purposes of section 400ZH (5) (a) of the Act, section 413 (1) of the Act applies to a joint organisation with the modifications set out in subclause (2).
- (4) For the purposes of section 400ZH (5) (b) of the Act, Division 5 of Part 2 of Chapter 17 of the Act does not apply to or in respect of a joint organisation.

397L Application of merit appointment provisions

- (1) Sections 348 (1) and (2) and 349 of the Act do not apply to the appointment of a person as the first executive officer of a joint organisation, if the term of appointment is for a period of not more than 12 months.
- (2) However, a joint organisation may comply with any of those provisions if it thinks fit.

397M Transfer of staff

- (1) Clause 406A applies to the following changes of employment:
 - (a) a change of employment from a joint organisation to another joint organisation,
 - (b) a change of employment from a joint organisation to a council,
 - (c) a change of employment from a council to a joint organisation.

Note. Because of clause 4, this clause, and Division 5 of Part 13 of this Regulation, apply to a county council in the same way as they apply to a council.
- (2) Clauses 406C and 406D apply to staff members of a joint organisation, with the following modifications:
 - (a) a staff transfer is taken to include a transfer of staff under a proclamation under Chapter 12 of the Act,
 - (b) a reference to a proclamation under Chapter 9 of the Act is taken to include a reference to a proclamation under Chapter 12 of the Act.
- (3) For the purposes of section 400ZH (4) (b) and (5) (a) of the Act, section 354G of the Act applies to staff transfers in connection with the transfer of functions to or from a joint organisation and a council or a county council in the same way as it applies to transfers in connection with the constitution of a new area.

Page 6

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draft

Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018 [NSW]
Schedule 1 Amendment of Local Government (General) Regulation 2005

397N Acquisition of land excluded

For the purposes of section 400ZH (5) (b) of the Act, Part 1 of Chapter 8 of the Act does not apply to or in respect of a joint organisation.

[6] Schedule 7A

Insert after Schedule 7:

Schedule 7A Election of chairpersons of joint organisations

(Clause 397C)

Part 1 Preliminary

1 When election to be held

An election for chairperson of a joint organisation is to be held:

- (a) at the first meeting of the board after the joint organisation is established, and
- (b) at the first meeting of the board after the term of the chairperson expires, and
- (c) if the office of chairperson becomes vacant for any other reason.

2 Returning officer

The returning officer is to be:

- (a) the executive officer of the joint organisation, or
- (b) if there is no executive officer, the Departmental Chief Executive or a person appointed by the Departmental Chief Executive.

3 Notification of vacancy

- (1) The returning officer must give notice of the occurrence of a vacancy in the office of chairperson of the joint organisation to the Departmental Chief Executive (unless the returning officer is the Departmental Chief Executive) and to the general managers of the member councils of the joint organisation.
- (2) The returning officer is to do that within 7 days of the occurrence of the vacancy.
- (3) The notice is to set out the manner in which a person may be nominated as a candidate for election as chairperson.

4 Nomination

- (1) A voting representative who is the mayor of a member council may be nominated without notice for election as chairperson of the joint organisation.
- (2) The nomination is to be made in writing by 2 or more mayors of member councils of the joint organisation (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.
- (3) The returning officer is to announce the names of the nominees at the board meeting at which the election is to be held.

draft

Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018 [NSW]
Schedule 1 Amendment of Local Government (General) Regulation 2005

5 Election

- (1) If only one eligible voting representative of the joint organisation is nominated, that representative is elected.
- (2) If more than one eligible voting representative is nominated, the board is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.
- (3) The election is to be held at the board meeting at which the joint organisation resolves on the method of voting.
- (4) In this clause:
ballot has its normal meaning of secret ballot.
open voting means voting by a show of hands or similar means.

Part 2 Ordinary ballot or open voting

6 Application of Part

This Part applies if the election proceeds by ordinary ballot or by open voting.

7 Marking of ballot-papers

- (1) If the election proceeds by ordinary ballot, the returning officer is to decide the manner in which votes are to be marked on the ballot-papers.
- (2) The formality of a ballot-paper under this Part must be determined in accordance with clause 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.
- (3) An informal ballot-paper must be rejected at the count.

8 Count—2 candidates

- (1) If there are only 2 candidates, the candidate with the higher number of votes is elected.
- (2) If there are only 2 candidates and they are tied, the one elected is to be chosen by lot.

9 Count—3 or more candidates

- (1) If there are 3 or more candidates, the one with the lowest number of votes is to be excluded.
- (2) If 3 or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.
- (3) If, after that, 3 or more candidates still remain, the procedure set out in subclause (2) is to be repeated until only 2 candidates remain.
- (4) A further vote is to be taken of the 2 remaining candidates.
- (5) Clause 8 of this Schedule then applies to the determination of the election as if the 2 remaining candidates had been the only candidates.
- (6) If at any stage during a count under subclause (1) or (2), 2 or more candidates are tied on the lowest number of votes, the one excluded is to be chosen by lot.

draft

Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018 [NSW]
Schedule 1 Amendment of Local Government (General) Regulation 2005

Part 3 Preferential ballot

10 Application of Part

This Part applies if the election proceeds by preferential ballot.

11 Ballot-papers and voting

- (1) The ballot-papers are to contain the names of all the candidates. The voting representatives on the board are to mark their votes by placing the numbers "1", "2" and so on against the various names so as to indicate the order of their preference for all the candidates.
- (2) The formality of a ballot-paper under this Part is to be determined in accordance with clause 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that clause.
- (3) An informal ballot-paper must be rejected at the count.

12 Count

- (1) If a candidate has an absolute majority of first preference votes, that candidate is elected.
- (2) If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.
- (3) A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of the voter's preference is repeated until one candidate has received an absolute majority of votes. That candidate is elected.
- (4) In this clause, *absolute majority*, in relation to votes, means a number that is more than one-half of the number of unexhausted formal ballot-papers.

13 Tied candidates

- (1) If, on any count of votes, there are 2 candidates in, or remaining in, the election and the numbers of votes cast for the 2 candidates are equal—the candidate whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected.
- (2) If, on any count of votes, there are 3 or more candidates in, or remaining in, the election and the numbers of votes cast for 2 or more candidates are equal and those candidates are the ones with the lowest number of votes on the count of the votes—the candidate whose name is first chosen by lot is taken to have the lowest number of votes and is therefore excluded.

Part 4 General

14 Choosing by lot

To choose a candidate by lot, the names of the candidates who have equal numbers of votes are written on similar slips of paper by the returning officer, the slips are folded by the returning officer so as to prevent the names being seen, the slips are mixed and one is drawn at random by the returning officer and the candidate whose name is on the drawn slip is chosen.

draft

Local Government (General) Amendment (Regional Joint Organisations) Regulation 2018 [NSW]
Schedule 1 Amendment of Local Government (General) Regulation 2005

15 Result

The result of the election (including the name of the candidate elected as chairperson of the joint organisation) is:

- (a) to be declared to the representatives on the board at the board meeting at which the election is held by the returning officer, and
- (b) to be delivered or sent to the Departmental Chief Executive.

16 By-elections

- (1) Subject to subclause (2), a by-election to fill a vacancy in the office of chairperson of a joint organisation is to be held at the next meeting of the board of the joint organisation occurring after the vacancy occurs.
- (2) No such by-election is to be held if the vacancy occurs after an ordinary election of councillors under Chapter 10 of the Act and before an election of chairperson of the joint organisation in accordance with clause 1 (a) of this Schedule.



“Concerns about undesirable social behaviour often underlie opposition to skateparks and youth spaces in cities and suburbs. However... pro-social behaviours are far more commonly observed than anti-social behaviour. Skatepark location, planning, and engagement of young people in the design can minimise many perceived problems. More broadly, the visible presence of skateparks and other youth amenity in our neighbourhoods, towns and cities, powerfully signals to young people that they too are welcome and a part of local place identity.”

Dispelling Stereotypes... Skateparks as a Setting for Pro-Social Behaviour among Young People - 2014
Lisa Wood, May Carter, Karen Martin.
Centre for the Built Environment and Health
The University of Western Australia

PREPARED BY //

IN ASSOCIATION WITH //

THANK YOU TO ALL CONTRIBUTORS //



00 //

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01 PROJECT BACKGROUND //

INTRODUCTION

The City of Cessnock, located in the Hunter Valley Region approximately 52km west of Newcastle, recorded a population of 55,560 at the last census, with 26% in the 5-24 year old demographic.

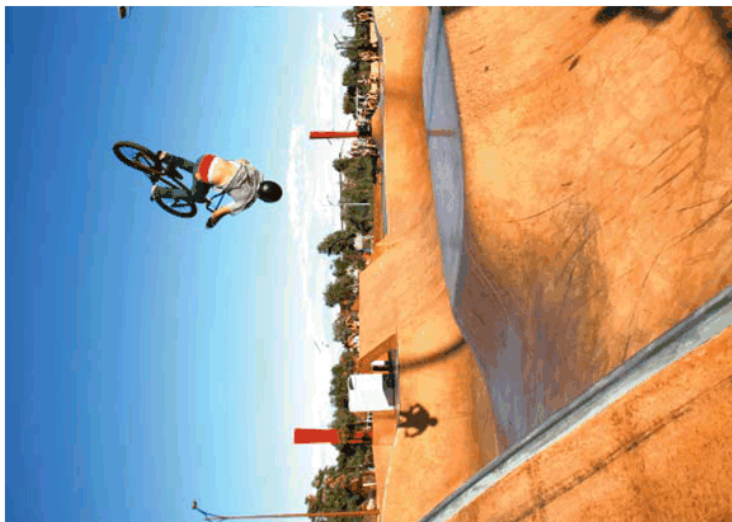
In 2011 Cessnock City Council developed the 'Cessnock Skate and BMX Needs Assessment 2020' document, which identified the local need for skate facilities within the greater region. The document expressed the need for a "large scale, innovative skate and BMX facility in a central, accessible and visible location, that would integrate with other compatible uses and existing community activity" within the region.

In July of 2017, the Mount View Park Masterplan was drafted for Council, which included a Regional level skatepark for young people located next to the existing sporting fields on Mount View Road and adjacent to Mount View High School. Earmarked as a high priority within the Needs Assessment document, the Cessnock Skatepark will provide a much needed facility for Cessnock, ensuring the future development of Skate and BMX in the Hunter Valley Region.

WHAT HAS HAPPENED SO FAR...

In July of 2017, independent consultants and designers Enlocus were engaged by Council to conduct extensive community consultation and develop a concept design for the Cessnock Skate Park, taking into account the key recommendations from the Needs Assessment document and the Mount View Park Masterplan.

The following report summarises the site analysis process, internal stakeholder inception meetings and local skate, scooter and BMX focus group workshops that have occurred thus far, that will inform the design approach and development for the Cessnock Skate Park.



Precedent images of this park resonated strongly during Community Workshops



Cessnock City Council Skate and BMX Facilities Needs Assessment 2020



SKATE FACILITY SITE ANALYSIS

The Skate and BMX Facilities Needs Assessment 2020 was developed in response to recommendations of Council's Recreation and Open Space Strategic Plan, 2009. Council has received numerous petitions and letters from young people and parents requesting additional skate and BMX facilities. Residents' expectations for local facilities are increasing with respect to the improving quality of specific skate and BMX facilities in the surrounding region.

The Needs Assessment was carried out via demographic analysis, review of participation rates, review of existing skate and BMX facilities, comparison of facilities provision across the region, and stakeholder and community engagement findings.

The document proposes a large scale, innovative skate and BMX facility in a central, accessible and visible location, integrated with other compatible uses and existing community activity, which will not only cater for the current and future user's needs but will also attract users throughout the Lower Hunter Region to the Cessnock Local Government Area. The Needs Assessment document has selected Cessnock Skate Park to become a Regional level facility.

“...all existing facilities have reached their carrying capacity at peak periods, are deficient in basic amenities and support facilities, are outdated in design, do not cater for advanced users, and lack variety of active elements.”

- Cessnock City Council, Current Skate Space Review, 2011

SITE ASSESSMENT SUMMARY

In 2015 Council undertook a site analysis to identify the preferred location for the proposed Cessnock Skatepark. The site analysis assessed each site against the site selection criteria outlined in the Skate and BMX Facilities Needs Assessment 2020. Sites considered in the analysis included the current Cessnock Skatepark location (Bridges Hill Park), the land reserved for Civic Park on Vincent Street, and Mount View Park. Mount View Park scored the highest with 76% followed by the proposed the proposed Civic Park (71%) and Bridges Hill Park (59%).



CURRENT SKATE FACILITIES

CESSNOCK SKATEPARK
APPROX. 3KM FROM MOUNT VIEW PARK

The current Cessnock Skatepark is a simple prefabricated traditional style park with basic transition and street elements. It is a local level facility, catering for beginner to intermediate users. Specific active elements include a ledge, square grind rail, fun-box and opposing quarter pipes and banks. The surface is in poor condition with gaps in joins where the metal at the bottom of the quarter pipes and wedge banks meet the concrete floor, and cracks/holes in the surface of the active elements. The site is severely constrained by local site conditions such as slope, erosion and sub-surface rock, which limits potential expansion. The park is currently at capacity, and is outdated in design.



CESSNOCK PCYC INDOOR SKATEPARK APPROX. 1.5KM FROM MOUNT VIEW PARK

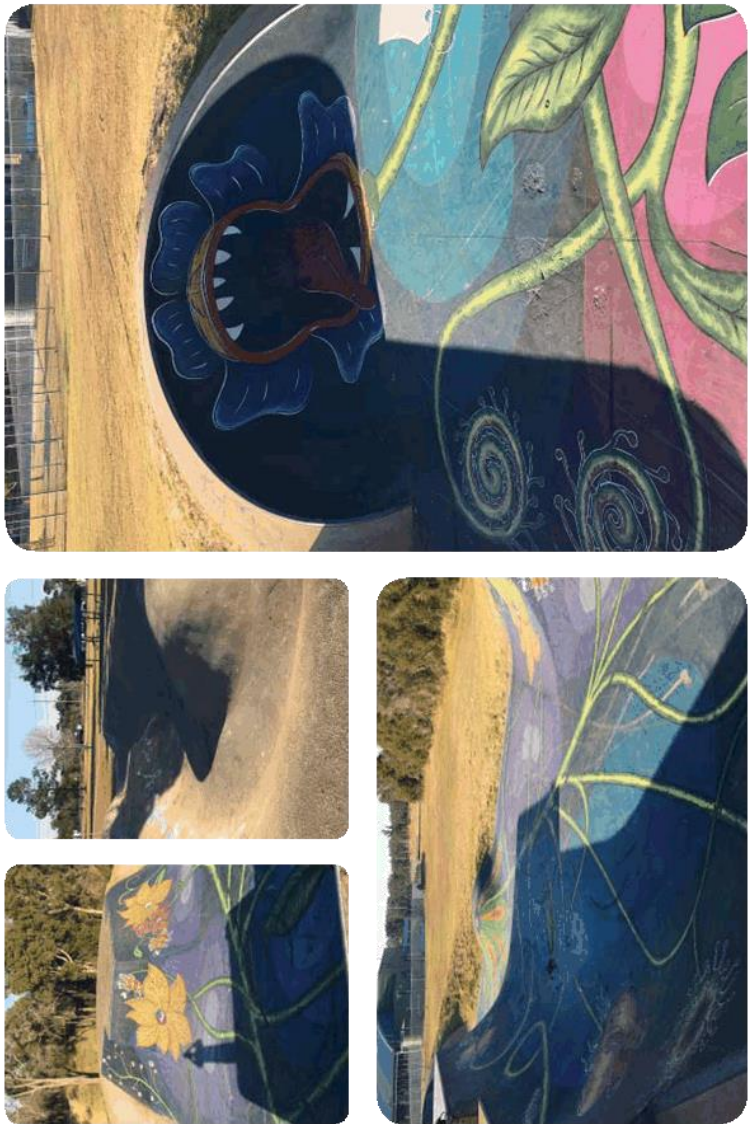
Cessnock PCYC now contains a modern, indoor timber skatepark, open 9:00am to 8:00pm on weekdays and 9:30am to 1:00pm on Saturday. It features a wide array of elements that cater to users of all skill levels, such as full size halfpipe, with extensions and corners, a bowl with a spine, small funboxes, quarterpipes, hubbas, flatbars, banks and ledges. Annual membership is relatively affordable considering the programs on offer, but this may discourage casual and new users. The opening hours allow a few hours of participation after school or work on weekday evenings, but severely limit participation on the weekend.





GRETA SKATEPARK
APPROX. 22KM FROM MOUNT VIEW PARK

Greta Skatepark is similar to Cessnock in layout. It is a local level facility catering for beginner to intermediate users. Specific active elements include a wedge bank, three quarter pipes, ledge/manual pad, mini ramp, spine, flat bar rail and a fun-box. The surface condition of the skatepark is poor in particular sections and dirt and rocks accumulate on the surface due to erosion and run-off.



KURRI KURRI SKATEPARK
APPROX. 15KM FROM MOUNT VIEW PARK

Kurri Kurri Skatepark has been upgraded since the release of the Needs Assessment document, and now features a collection of quarter pipes forming hips and corners, a small speed hump, a taco, box extensions and an original 'old school' style concrete snake run. The new section of the park has been embraced by the local skate, scooter and BMX community. Despite the new features and layout, Kurri Kurri Skatepark is still not immediately serviced by basic amenities.



A community-run competition at the old skatepark

STATISTICAL DATA

The NSW Department of Planning and Environment has projected the Cessnock LGA to grow to 63,550 residents by 2026, with the majority of growth occurring in existing city centres and greenfield sites. By 2026, the 0-15 year old demographic will make up 21.1% of the region's population, a rate much higher than the state average of 18.8%. Cessnock and neighbouring Kurri Kurri (15 minutes East) have a higher percentage of young people compared to the other neighbouring areas within the region¹.

Australian Bureau of Statistics data states that 52.3% of New South Wales children in the 5-14 year old demographic participated in skateboarding, rollerblading or riding a scooter, and that 62.6% participated in bike riding. These participation rates have been rising at an average of 1% per year. On average, children spent an average of 4.1 hours riding skateboards, rollerblades or scooters, and 4.7 hours riding bikes per fortnight. Approximately 28.1% of children spent 5 or more hours per fortnight skateboarding, scootering or rollerblading, and 33.6% bike riding².

[1] 'Cessnock Demography – Populations and Projections', 2017, Department of Planning & Environment, NSW Government

[2] 'Children's Participation in Cultural and Leisure Activities in New South Wales, 2012', 2013, Australian Bureau of Statistics, Australia

By averaging out the current population of children ages 5-14 in the Cessnock LGA with the percentage of New South Wales children participating in skateboarding, scootering, rollerblading and BMX for over 5 hours per fortnight, is it estimated there would be 3,900 regular bike riders and 3,300 regular skate, scooter and rollerbladers in the area. These numbers will grow to approximately 4,500 bike riders and 3750 skate, scooter and rollerbladers by 2026, which will put significant stress on the existing skatepark infrastructure in the area.

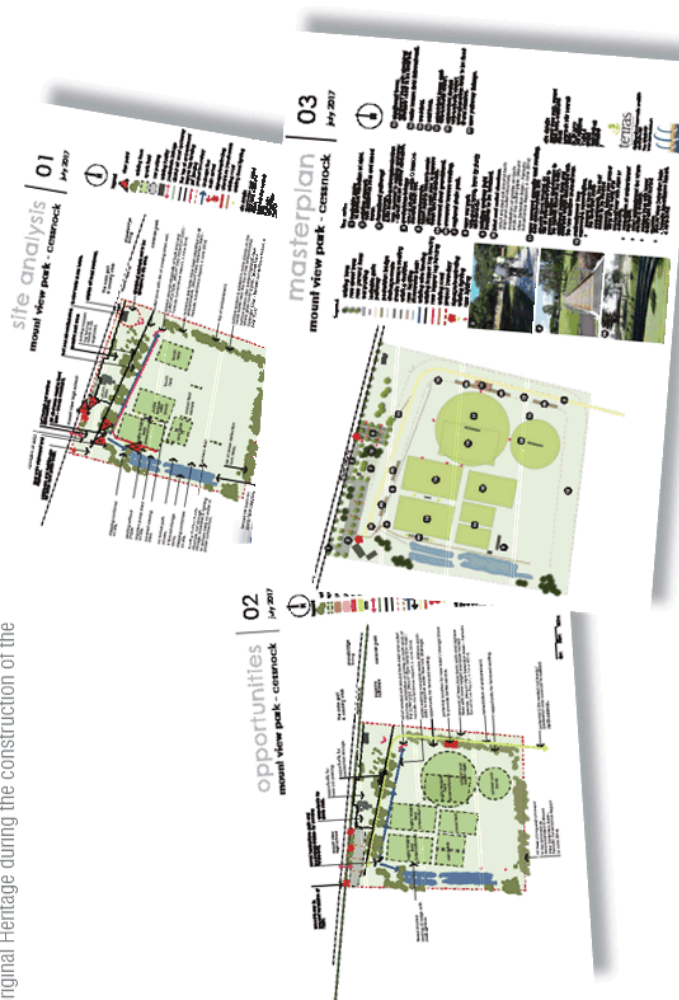
THE MOUNT VIEW PARK MASTERPLAN

The Mount View Park Masterplan documents opportunities to integrate a regional skate park with existing and proposed facilities within the park. The proposed skatepark is in close proximity to existing car parking and seating and a short distance from existing toilet facilities. The Masterplan identifies opportunities to provide formal pedestrian connections to the Bellbird North Urban Release Area and link in with existing connections across Mount View Road to the High School.

The proposed skatepark location allows for passive surveillance from passing motorists and maintains a generous buffer to nearby residents. Existing trees are proposed to be retained and supplemented by additional tree planting to improve the comfort and amenity of skatepark users. The proposed location also presents an opportunity for informal seating along the adjacent basin wall to provide spectators an elevated view of the skatepark.

ABORIGINAL HERITAGE

During the construction of the Hunter Water Pump House, a number of Aboriginal Artefacts were uncovered and registered on the Aboriginal Heritage Information Management System. The presence of Artefacts indicates a concentration of Aboriginal activity in the area and due diligence must be upheld to protect the values of Aboriginal Heritage during the construction of the skatepark.



02 THE SITE //

INTRODUCTION

In order to maximise the design opportunities of the project as well as the positive impact such a facility can have on the Cessnock and neighbouring communities, it is first crucial to understand the site upon which the facility is to be located. This analysis of site needs to take into consideration both the contextual location, including surrounding community facilities, transport nodes and access routes within the region, and physical conditions on site, such as existing site trees, amenities, pedestrian networks and views.

The proposed skatepark is to be sited within Mount View Park on Mount View Road, Cessnock. Mount View Park is a District Sportsground located immediately adjacent to Mount View High School and is approximately 2 kilometres from the Cessnock CBD.

As is the dynamic nature of the environment and the communities that inhabit them, the key outcomes of the site will be further tested throughout the exhibition process where community feedback is further assessed, recorded and tested.



The SITE and adjacent playing fields



03 COMMUNITY ENGAGEMENT //

CESSNOCK SKATEPARK WORKSHOP #1

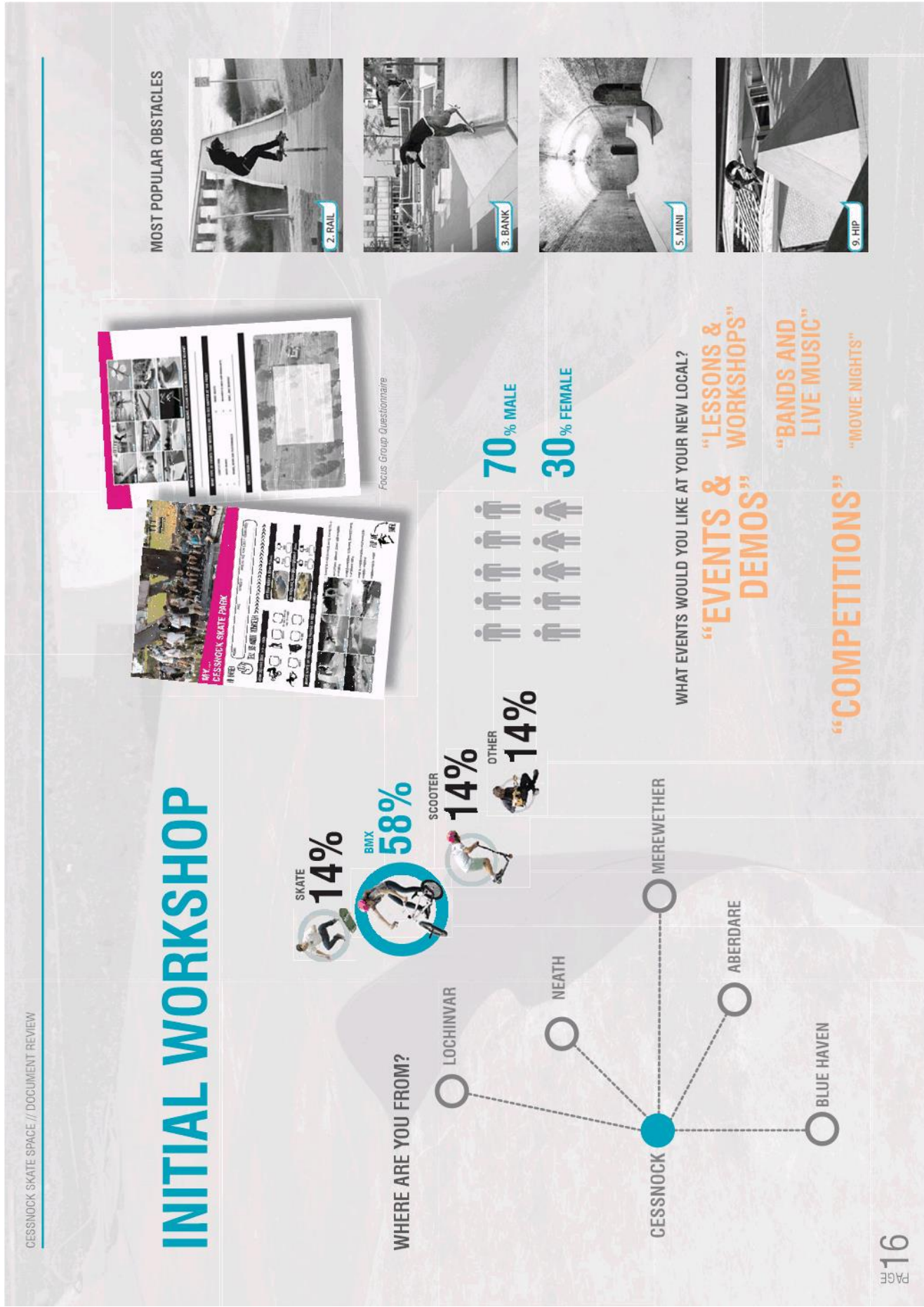
With the limitless opportunities for expression within youth and skate spaces that reflect the diversity of the communities that inhabit them, it is crucial to gain an understanding of the Cessnock community prior to the commencement of the design process.

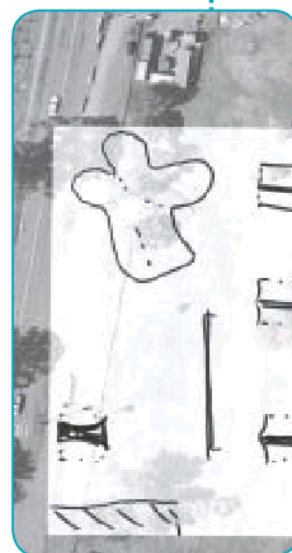
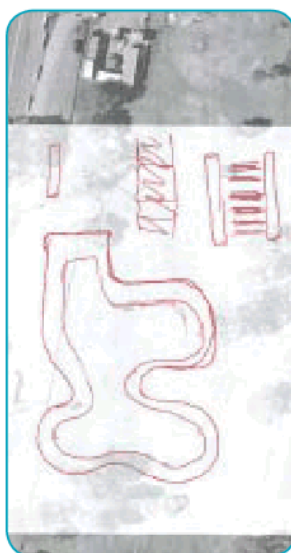
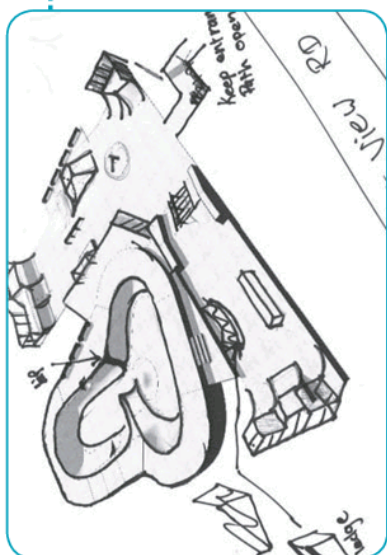
Such an understanding can only be truly developed by building a face to face relationship with the Cessnock Community, and in particular the local skate, BMX and scooter community. The wider we cast this discussion with individuals, young people, skate enthusiasts, families and locals alike, the greater the positive energy there will be behind the project from the outset. This dialogue enables an ongoing collation of ideas, the quantification of design priorities and genuine community ownership of the project.

The first public Community workshop was held at the Council Administration Building on the 25th of July, 2017, and attracted a diverse range of community members; from experienced local riders to those who intended to learn, and from representatives from the council and community programs such as Youth Off The Streets to those generally interested in the skate space. Together the group discussed the integration of the skate space within the proposed park redevelopment and the Cessnock region, and shared their aspirations for what the park would feature.

A variety of consultation methods, including precedent imagery, group and individual discussions, and surveys and sketching activities, allowed us to build an initial snapshot of the skate, scooter and BMX community within Cessnock and the greater Hunter Valley region and gave us an understanding of the current facilities and spots used by the group.





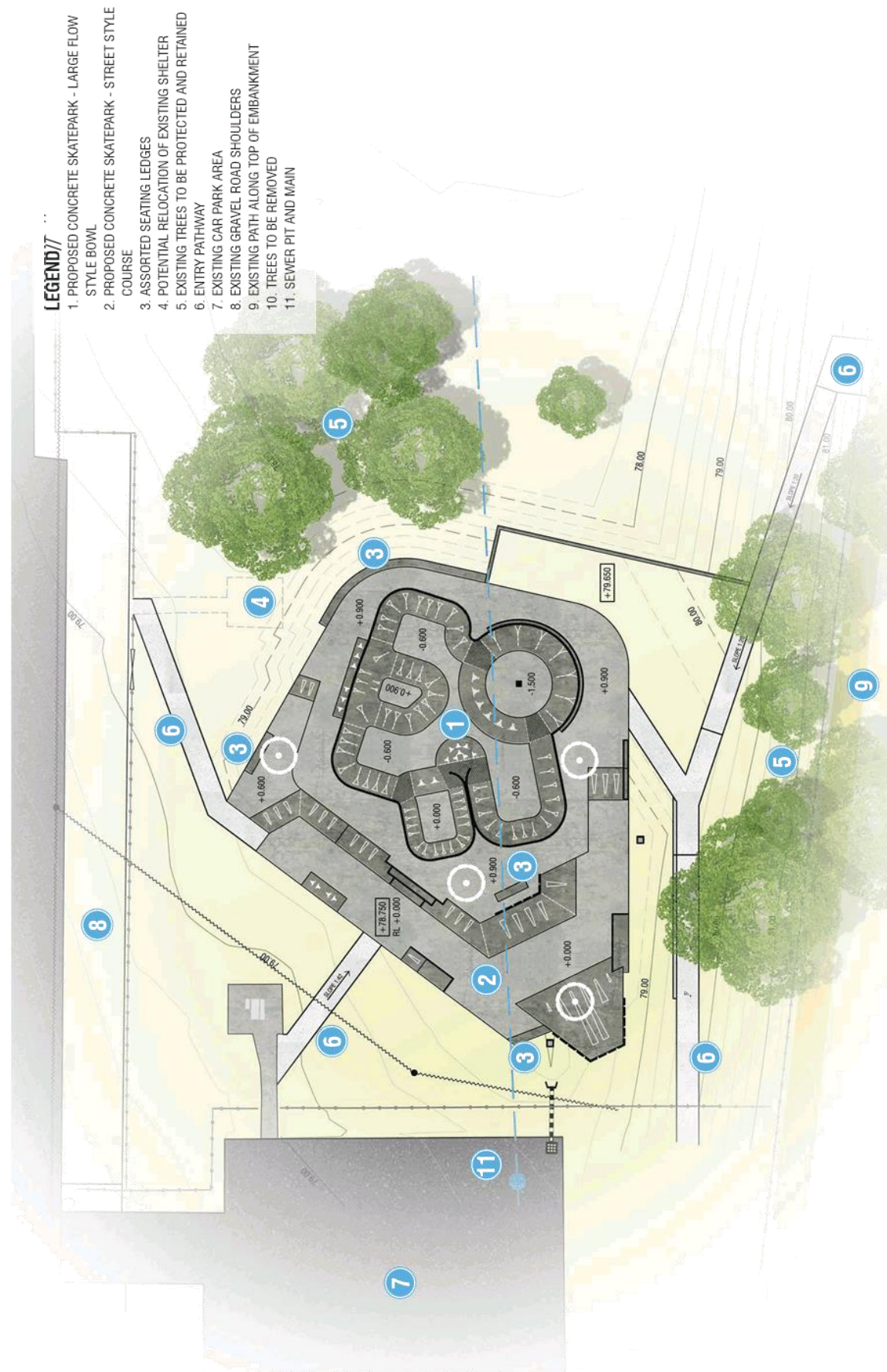
THE FRANKENPARK*what's your dream park? //**where are the interesting runs //**is there a particular section you prefer to the rest? //**do you prefer linear runs or flow? //**what's something you haven't seen before? //**suggestions? //*

CESSNOCK SKATE SPACE // DOCUMENT REVIEW

04 INITIAL CONCEPT //

Concept Plan //

3D Visualisations //



1713_DD02

DESIGN DEVELOPMENT // 11TH SEPTEMBER 2017
 PLAN VIEW / SCALE : 1:300

CESSNOCK SKATEPARK
 CESSNOCK CITY COUNCIL
 Mount View Road
 CESSNOCK NSW 2325











05 COMMUNITY ENGAGEMENT //

2ND ROUND

Cessnock Skatepark Workshop #2 //

Mount View High School Workshop //



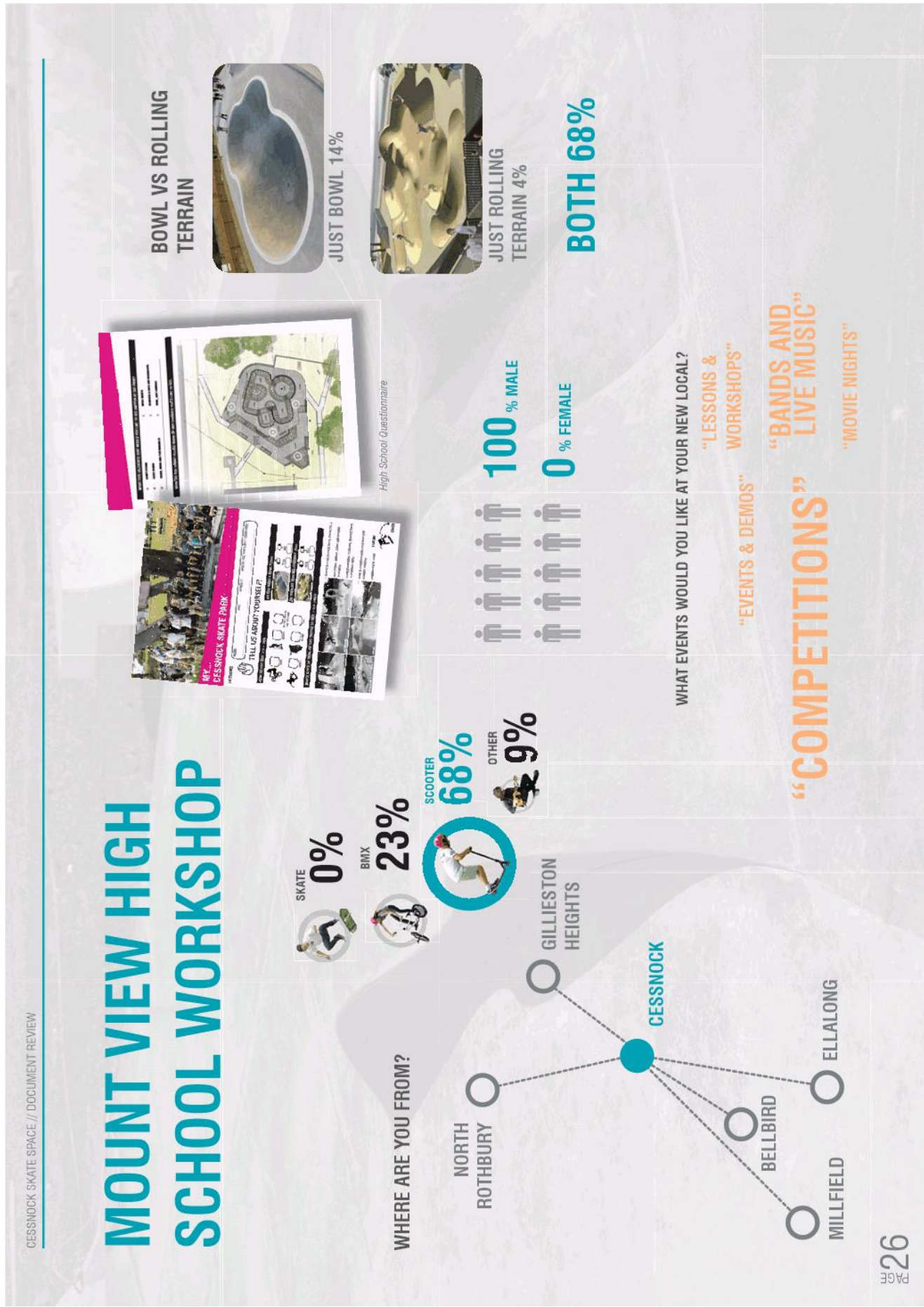


CESSNOCK SKATEPARK WORKSHOP #2

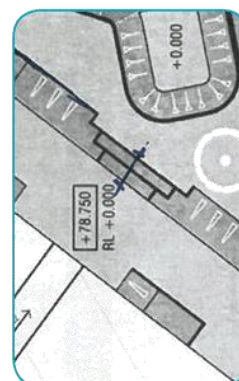
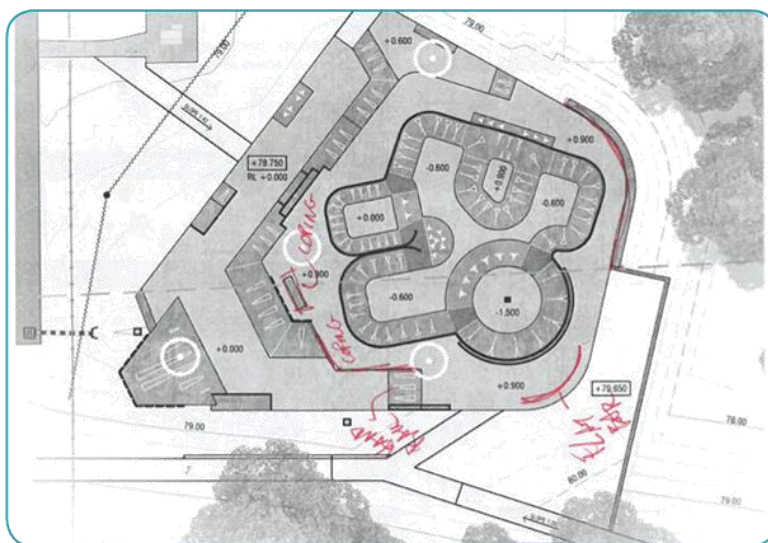
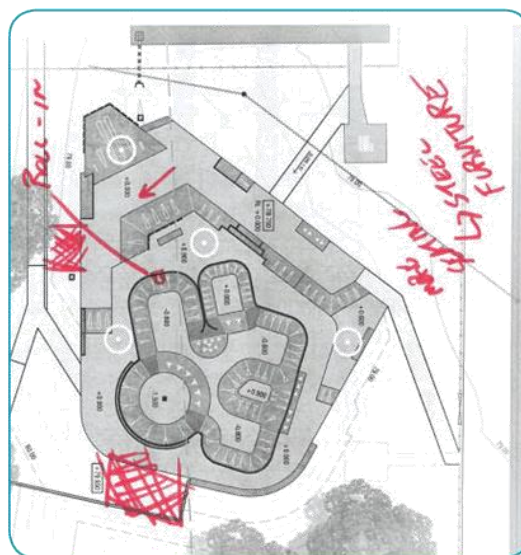
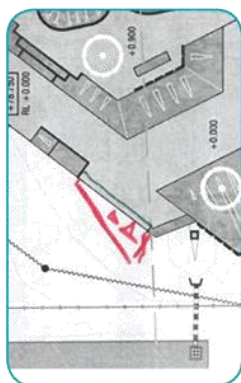
Enlocus presented the initial concept design for Cessnock to key stakeholders and the community for feedback in late September 2017. The visit also included a concept design information post with students at Mount View High School.

Overall, very positive feedback was given. Several future users sketched down a few minor changes they'd like to see to improve the park's function and to tailor it to their style of riding, however the general layout of the park was widely received.

Most of the comments were concerning the surrounding landscape, which included things like furniture, lighting, and access pathways.



CESSNOCK SKATE SPACE // DOCUMENT REVIEW

PROPOSED CESSNOCK SKATEPARK*what do you think? //**tell us where we can improve the design. //*



PRIMARY TAKEAWAYS

LANDSCAPE

Probably the most prominent subject that was raised was the need for an elevated viewing area that would serve as a lookout point for spectators, a social space, and a platform to facilitate events. The area would be built up between the higher level of the park and the existing embankment on the south side.

Other comments that were made concerning the surrounding landscape involved introducing features like shade structures, drink fountains, signage, bins, bbqs, and lighting. It was also desired that the access pathways from Mount View Rd and the adjacent car park towards the skatepark would connect, which could have the potential for creating a unique space in that area northwest of the park's footprint.

UTILITIES

Discussions with Hunter Water revealed that underground water and sewer mains ran through the site and would need to be managed during the construction of the skatepark. The concept was revised to move the skatepark south towards the basin wall and reorientate the skatepark to avoid locating significant elements over the utility mains. Further consultation and approval with Hunter Water will be required prior to constructing the skatepark.



PRIMARY TAKEAWAYS

SKATE, SCOOTER, & BMX FUNCTION

Consistent with much of the feedback from the Mount View High School students, future riders who attended the second workshop noted that exposed concrete edges in the current design should be fitted with steel coping to create grindable ledges.

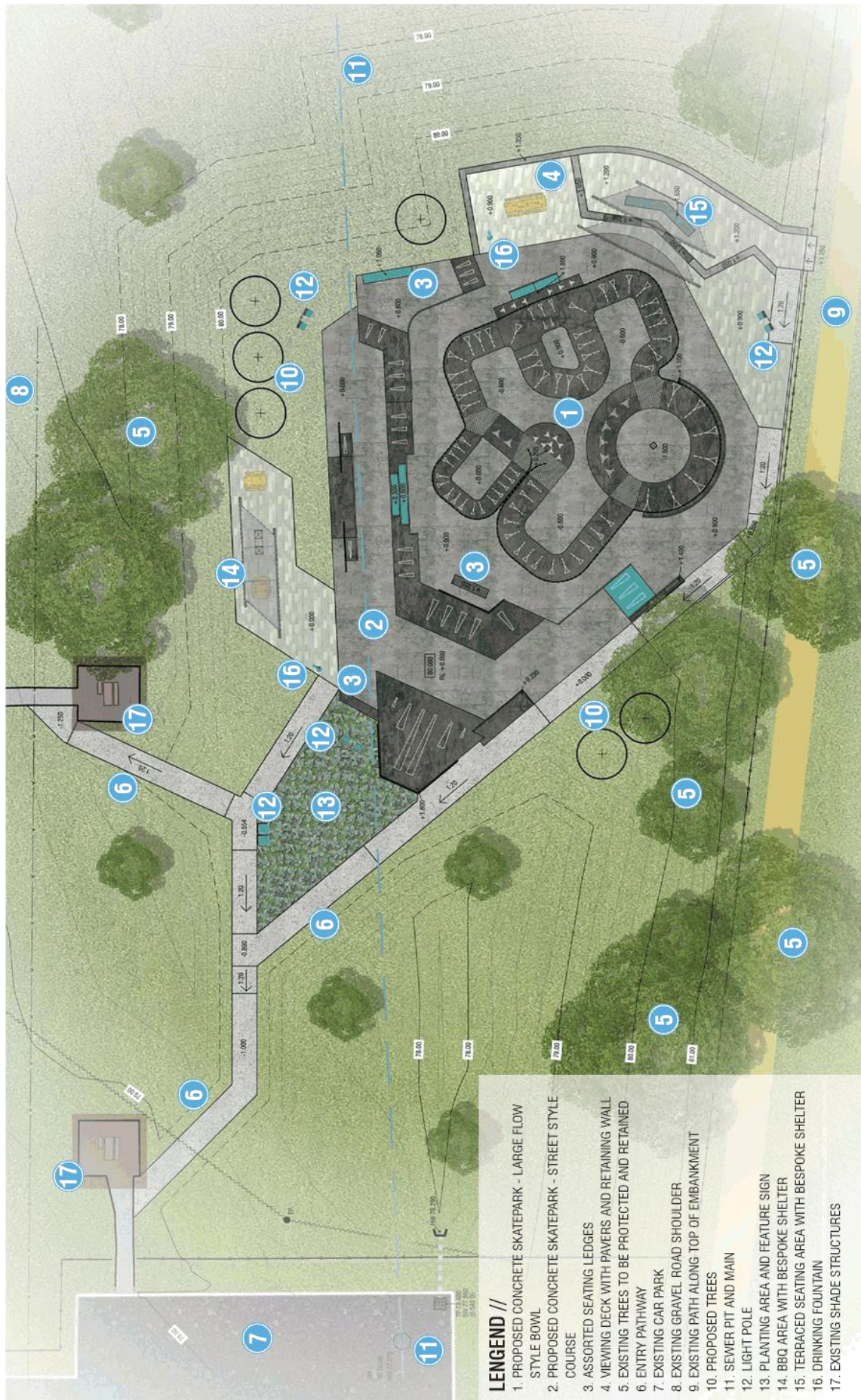
The next most common comment was the need for one or multiple rails, as there were none specified in the design. A few prime locations for rails were suggested.

Furthermore, "flying out" from a transition element in the park onto an adjacent earth mound is a popular function amongst local BMX riders. As such, it was recommended that AstroTurf be placed on a proposed embankment strategically in a location where a transitional element within the bowl section could facilitate a fly out. Because riders would be continually landing on such an embankment, grass is unlikely to grow and AstroTurf would make for easier maintenance.

06 CONCEPT REVISION//

Concept Plan //

3D Visualisations //



1713_DD03

DESIGN DEVELOPMENT // 21ST DECEMBER 2017
PLAN VIEW // SCALE : N.T.S.CESSNOCK SKATEPARK
CESSNOCK CITY COUNCIL
Mount View Road
CESSNOCK NSW 2325







ESTIMATED COST OF CONSTRUCTION //

SKATEPARK WORKS	\$798,879
FURNISHINGS & LANDSCAPE WORKS	\$461,430
TOTAL COST inc 20% CONTINGENCY (ex GST)	\$1,512,370

07 MOVING FORWARD //

What's next? //



An Erilocus Community Consultation Session

MOUNT VIEW PARK
SKATE AND COMMUNITY SPACE DESIGN REPORT

PREPARED BY



15/02/2018