



# 2006-2007 Annual Report

Cessnock City Council



Reporting for Our People, Our Place, Our Future



**Prepared by Cessnock City Council 2007**

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# Part A - Overview

## General Manager's Report (for Annual Report 2006 – 2007)

This year has seen continued interest in the Cessnock Local Government Area from residential and commercial developers as well as 'tree changers' seeking the good life.

In terms of growth, the Cessnock population in 1926 was just 12,000, in 2006 the population was 46,200 and according to the State Government's Lower Hunter Regional Strategy, we can expect our population growth to continue well into the future. Estimates have suggested that our population will almost double during the next 25 years.

Given that the area of the LGA is 1,950 square kilometres it is evident that, despite the growth in our population, our current residents are still able to enjoy a quality lifestyle. The next few years will be significant in terms of sensible planning to ensure community expectations continue to be met.

Council's own City Wide Settlement Strategy, adopted in 2003, plans for a balance of future population and residential growth with our natural, scenic and cultural assets, and our enviable lifestyle. It is imperative that this balance is maintained into the future and that employment opportunities are in place for additional residents.

Together with careful land use and development planning, Council will continue to be actively involved in the identification of future employment opportunities for the estimated additional 66,000 jobs which will be needed in the region.

Tourism remains a major employer in Hunter Valley Wine Country with approximately 6,000 people directly employed in the Vineyards district.

The level of development this year has remained consistent with last year's figures with the number of development applications received by Council only decreasing slightly to number 1,386.

Council's venture into residential subdivision development with the Vineyard Grove subdivision continues to prove financially successful for Council as well as successful in terms of providing an appealing residential alternative for new home owners.

With continued development, infrastructure maintenance and improvement is an ongoing focus for Council. Projects identified in the 2006/2007 Works Program have been completed across the LGA and we continue to plan for the future needs of our residents.

Bernie Mortomore  
General Manager



# Understanding the Report

In this section we explain what to look for in the parts of the Annual Report which follow.

## **PART B – Corporate Statements**

Part B contains a number of statements, including a vision statement and corporate goals, which relate to Council's broad directions.

The Council and its responsibilities are described, as is the organisational structure which supports the Council.

## **PART C – Principal Activities**

This part outlines the principal activities of Council and the various service/business centres which operate within those principal activities.

A number of general statements explain Council's achievements relating to the following:

- Asset replacement;
- Capital works projects;
- Business activities;
- Environmental protection programs;
- Multicultural and community services;
- Council management; and
- Human resource activities, including equal employment opportunity programs.

Details relating to requests to Council for information under the Freedom of Information Act is also included.

## **PART D – Financial Results**

This section includes a number of statements relating to Council's financial performance for the year 2006/2007.

Council is required under Section 428 (2)(a) of the Local Government Act, 1993 to show a financial summary of revenues, expenses, assets acquired and assets held by Council at the close of the year. In addition, the report includes copies of the four (4) audited financial statements which are required under Section 413 of the Act.

# Part B – Corporate Statements

This section includes a number of statements which are of importance in understanding Council's corporate directions and the local government structure.

The vision statement and corporate goals set Council's broad directions.

The profile will help in understanding the issues Council must address in the management planning process.

## **VISION STATEMENT**

On 6 November 1991 Council adopted a Corporate Vision which, along with a number of major goals, was reviewed in 1997. The revised Vision and Corporate Objectives follow. Since 1997, Council has used the Vision Statement and goals to develop a long term strategy document for the City. This document will be used to inform Council's annual management planning processes.

**“Cessnock City Council's vision is for a safe, healthy  
environment where the community can fulfil  
a high quality of life.”**

## **CORPORATE GOALS**

Six corporate objectives were adopted by Council and they are:

- a) To communicate with the community, identify their needs, keep them informed and provide opportunities for active participation.
- b) To provide efficient and effective services which meet the needs of the community within the limits of available resources.
- c) To protect and enhance the natural and developed environment.
- d) To plan for, and actively foster, the creation of employment opportunities and encourage development, acceptable to community and environmental standards.
- e) To provide sound financial management which optimises income generation from all sources, and makes best use of resources.
- f) To be a professional, service orientated organisation which achieves its goals through the development of its people and workplace.

## **COUNCIL PROFILE**

The Council derives its authority from the Local Government Act 1993, the regulations thereto and other legislation. The Council is a corporate body created by statute and must act within its statutory limitations.

Councils operate under a charter and the charter makes provision for the Council:

- To provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively.
- To exercise community leadership.
- To exercise its functions with due regard for the cultural and linguistic diversity of its community.
- To properly manage, develop, protect, enhance and conserve the environment of the area for which it is responsible.
- To have regard to the long term and cumulative effects of its decisions.
- To bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible.
- To facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government,
- To raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants.
- To keep the local community and State government (and through it, the wider community) informed about its activities.
- To ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the Council is affected.
- To be a responsible employer.

The charter is a set of principles that are meant to guide the Council in the carrying out of its functions.

Cessnock City Council currently consists of 12 Councillors who are elected from four (4) Wards, with three (3) representatives from each Ward.

The Mayor is elected by popular vote and is also deemed to be a Councillor.

### **COUNCIL AND COMMITTEE MEETINGS**

The elected representatives comprise the governing body of the Council. The role of the Council is to direct and control the affairs of the Council in accordance with the Local Government Act and the decisions of the Council are formalised through the meeting process.

Committees are an extension of the Council meeting process into particular spheres of activity. The complexity of matters which Council must consider make it appropriate for more detailed analysis and discussion to take place at committee level. The role of committees is to:-

- Allow matters to be examined in a less formal manner and permit a more in-depth understanding of issues;
- Enable elected representatives to be better informed on major issues;
- Utilise the particular expertise of elected representatives; and
- Enable more effective policy formulation and monitoring of activities.

Council has also appointed various sub-committees and “sunset” committees to carry out selected tasks.

Council has a Code of Meeting Practice which provides comprehensive details of meeting procedure, etc. and is available for inspection on request.

Council determines dates and times of meetings of Council and Standing Committees.

Excluding the end of calendar year period, the following meeting cycle is presently in force:

1 <sup>st</sup> Wednesday in the month	Works & Services Committee Strategic & Community Services Committee Corporate & Regulatory Services Committee Ordinary Council
3 <sup>rd</sup> Wednesday in the month	Works & Services Committee Strategic & Community Services Committee Corporate & Regulatory Services Committee Ordinary Council





# Part C – Principal Activities

The principal activities described here are those which Council has undertaken during 2006/2007 in order to achieve its vision and goals.

## LIST OF PRINCIPAL ACTIVITIES

The achievement of Council's Corporate and Strategic goals will be pursued through the following Principal Activities:

### PRINCIPAL ACTIVITY:

CORPORATE & REGULATORY	STRATEGIC & COMMUNITY SERVICES	WORKS & SERVICES
<b>SERVICE/BUSINESS CENTRE:</b>		
Mayor & Council	Landuse Planning	Roads Construction & Maintenance
General Manager	Heritage & Civic Design	Bridges Construction & Maintenance
Financial Services	Recreation Planning	Drainage Construction & Maintenance
Information Management	Business Planning	Buildings Construction & Maintenance
Corporate Legal	Financial Planning	Parks Construction & Maintenance
Property Management	Infrastructure & Transport Planning	Plant Management
Risk Management	Environmental Planning	Waste Management Operations
Human Resources	Cultural Planning	Swimming Pools Operations
Development Services	Social Planning	Noxious Weeds
Animal Control	Economic Development	Cleaning Services
Food Surveillance	Library Services	Emergency Services
Public Health	Community Development	Purchasing & Supply Services
Ordinance	Policy Evaluation	Aerodrome Maintenance
Licensing and Inspection	Program Review & Evaluation	
Customer Service	Cemetery Management	

# Our Report Card

## **PERFORMANCE OF PRINCIPAL ACTIVITIES – S.428 (2) (B)**

Following are details of the principal activities undertaken by Council during the year under its adopted programs.

Council's actual performance for the year for each of the principal activities is measured against the projected performance shown in the management plan for 2006 - 2009.

# Mayor & Council

The elected Mayor and Council is responsible for implementing the Council's Charter including the provision of works and services, regulatory functions, leadership, direction and advocacy for and on behalf of the Community.

## Mayor and Council

Council is the link between the Community and Council Officers and is broadly responsible for reflecting the needs and desires of the City's residents as well as for setting the overall direction for the Organisation.

How it will achieve this:	In particular Council will:	What Council has done to achieve this?
Determine policies for the good of all residents and ratepayers of the City.	<ul style="list-style-type: none"> <li>Develop fair and equitable policies as issues are identified.</li> <li>Review and amend individual policies as necessary.</li> <li>During the term of the Council, review all policies.</li> </ul>	<ul style="list-style-type: none"> <li>Policies developed as need identified.</li> <li>Revisions/amendments carried out where appropriate.</li> <li>Schedule for review being prepared.</li> </ul>
Determine and approve an annual Management Plan for Council's operations.	<ul style="list-style-type: none"> <li>Set priorities for works and services.</li> <li>Determine the annual budget.</li> <li>Advise the Community what is proposed in the Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Management Plan adopted.</li> <li>Included in Management Plan.</li> <li>Management Plan placed on Council's website and via media releases.</li> </ul>
Monitor the Performance of the Council.	<ul style="list-style-type: none"> <li>On a quarterly basis, review the progress of the Management Plan.</li> <li>Regularly review Council's financial performance.</li> <li>Review the General Manager's performance.</li> <li>Initiate action to make correction as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Reviews conducted quarter ending September, December, March, June.</li> <li>Included in quarterly reviews.</li> <li>Two formal reviews carried out.</li> <li>Issues identified for action.</li> </ul>
Keep the Community informed about Council's decisions/activities and consult on relevant issues.	<ul style="list-style-type: none"> <li>Make information available through the media, internet and personal correspondence.</li> <li>Attend public/community meetings as required.</li> <li>Take community input into account before decisions are finalised.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinated by Council's Community &amp; Media Information Officer and relevant Council officers.</li> <li>Attendance as required.</li> <li>Forums and special project meetings held.</li> </ul>

How it will achieve this:	In particular Council will:	What Council has done to achieve this?
Represent the Council and the community.	<ul style="list-style-type: none"> <li>• Attend relevant meetings/seminars, conferences etc, to become and remain aware of industry issues.</li> <li>• Attend functions and community activities as appropriate.</li> <li>• Lead delegations to other levels of government/organisations as necessary.</li> <li>• Make submissions to organisations/ authorities on relevant community issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Representation at LGA and LGMA Conferences; workshops.</li> <li>• High level of participation achieved.</li> <li>• Issues advocated as they arise on a regular basis.</li> <li>• Submissions prepared and submitted to appropriate authorities.</li> </ul>
Carry out its regulatory functions according to the law, fairness and equity for all citizens.	<ul style="list-style-type: none"> <li>• Consider issues on merit and according to the law.</li> <li>• Take into account submissions by individuals/groups etc.</li> <li>• Enforce approved conditions.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory functions met.</li> <li>• Submissions considered in all assessments and provided to Councillors</li> <li>• Conditions enforced through development surveillance officer.</li> </ul>



# General Manager

The General Manager has responsibility for the day to day management of the Council's activities including the implementation of this annual Management Plan. Support to the Mayor and the Council is also an important function.

## General Manager

The General Manager's role is to both reflect and shape the desired "Cessnock of the future" as expressed by the Community and Council. Through the exercise of leadership and management, the General Manager ensures that all Council Staff are contributing to the Strategic Direction set by Council.

How it will achieve this:	In particular Council will:	What Council has done to achieve this?
Implement the annual Management Plan adopted by Council.	<ul style="list-style-type: none"> <li>Develop strategies and priorities for implementation.</li> <li>Put in place processes and systems necessary for the implementation.</li> <li>Monitor activities and financial performance.</li> </ul>	<ul style="list-style-type: none"> <li>Continual review of organisation.</li> <li>Systems developed to ensure timely response.</li> <li>Systems in place, eg Customer Request Management System.</li> </ul>
Report to Council on a regular basis.	<ul style="list-style-type: none"> <li>Keep Council informed of relevant issues.</li> <li>Meet all statutory reporting requirements in a timely manner.</li> <li>Seek Council's approval for decisions not able to be made under Delegated Authority.</li> </ul>	<ul style="list-style-type: none"> <li>Documentation provided and/or reports prepared for Council.</li> <li>Requirements met.</li> <li>Reports prepared for Council's consideration and resolution.</li> </ul>
Provide guidance to the Council and Mayor.	<ul style="list-style-type: none"> <li>Keep informed about industry/community issues.</li> <li>Propose initiatives for new/enhanced works and services.</li> <li>Assist the Council with its planning processes.</li> </ul>	<ul style="list-style-type: none"> <li>Constant awareness and involvement to monitor relationships and avoidance of duplication.</li> </ul>
Act as Council's representative as required.	<ul style="list-style-type: none"> <li>Represent Council on relevant organisations/authorities.</li> <li>Attend meetings, conferences, seminars etc, to keep abreast of issues.</li> <li>Attend functions/Community activities appropriate to role of General Manager.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in regional activities including Hunter Councils, Hunter Resource Recovery, Hunter Integrated Resources.</li> <li>Attendance at LGA and LGMA conferences; workshops, seminars.</li> <li>Attendance at functions</li> </ul>

How it will achieve this:	In particular Council will:	What Council has done to achieve this?
Communicate with the Community to determine needs and provide information relevant to Council activities.	<ul style="list-style-type: none"> <li>• Conduct meetings in the Community.</li> <li>• Produce regular media releases informing of Council activities.</li> <li>• Consult the community on all major policy issues and initiatives.</li> <li>• Carry out surveys as necessary to gauge opinion/response to issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Community forums held.</li> <li>• Coordination of media releases with Communication &amp; Media Information Officer.</li> <li>• Advertising and public exhibition of documentation.</li> <li>• Community survey conducted by HVRF in relation to review of Strategic Plan.</li> </ul>
Provide general management/leadership.	<ul style="list-style-type: none"> <li>• Utilise appropriate management strategies and practices.</li> <li>• Act consistently and fairly in dealings with Council, Staff and the Community.</li> <li>• By example foster ethical and responsive behaviour in all dealings.</li> <li>• Apply appropriate standards and discipline to the Organisation.</li> <li>• Strive for best practice and continuous improvement.</li> <li>• Foster networks and partnerships both within and outside Council.</li> <li>• Promote personal development, skills development and health, safety and welfare of Council Staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Constantly reviewing organisation.</li> <li>• Training and coaching provided as necessary.</li> <li>• Systems in place and personal involvement achieving outcomes as required.</li> <li>• Annual performance management undertaken and appropriate policies in place.</li> </ul>
Participate in Regional activities that benefit Council's strategic direction.	<ul style="list-style-type: none"> <li>• Attend meetings and contribute to Regional initiatives.</li> <li>• Inform Council about significant Regional issues.</li> <li>• Encourage Staff to contribute to Regional activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance at meetings with feedback to Council where appropriate.</li> <li>• Nominated staff involved with Regional activities.</li> </ul>
Implement Council decisions in a professional and timely manner.	<ul style="list-style-type: none"> <li>• Implement appropriate systems and processes.</li> <li>• Monitor response for quality and timeliness.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Electronic Document Management System to meet State Records Act requirements.</li> <li>• Benchmarking and review of works and services constantly under review.</li> </ul>

# Our Future – Our First Goal

*To promote and provide quality services and facilities which address the needs of the community.*

## Our Roads

Council activities include the planning, construction, design and maintenance of a safe and accessible network of roads and bridges for residents and visitors to the City. To support growth in the Cessnock area, Council will work to improve access to the region from both Sydney and Newcastle in two ways ... the upgrading of existing transport corridors and the development of new ones

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.1.1	Upgrade and further development of Maitland Road between Cessnock and Maitland and John Renshaw Drive between Kurri Kurri and Black Hill;	<ul style="list-style-type: none"> <li>Propose construction, rehabilitation and sealing works of importance to Council.</li> <li>Contribute to RTA project teams undertaking route development and specific projects</li> <li>Provide for funding of Council's contribution under apportionment where applicable.</li> <li>Undertake specific works under the RTA Single Invitation Maintenance Contract.</li> </ul>	<ul style="list-style-type: none"> <li>Reconstruction of MR588 through Abermain west of Swamp Ck Bridge –Works &amp; Services (W&amp;S) completed work Grafton St to Forbes St. RSTM issues with intersections Orange and Charles Streets – RSTM have engaged W&amp;S to undertake traffic island and median works - further advice from RTA is that Stage 2 roadworks are second priority behind current Abermain to Neath works ie 2007/08.</li> <li>MR588 Forbes St to Neath Hotel – Daracon successful tenderer proceeding with project. Project progressing well – impact of June 2007 storm damage to be assessed.</li> <li>Transport Operating Procedure Meeting to review with Tasman Mine, Lake Macquarie CC and RTA to be rescheduled.</li> <li>RTA Asset Manager requested Council to investigate options for guardfence Chinamans Hollow Bridge, Weston – referred to W&amp;S for design.</li> <li>RTA requested design and construction pedestrian facilities MR588/Anstey St, Cessnock by W&amp;S (funded 2006/07) – W&amp;S to deliver by 30/06/07 – impacted by June storms – W&amp;S personnel directed to urgent storm damage repairs (declared natural disaster).</li> <li>Upgrade of MR588 and MR527, George Booth Dr and Buchanan Dr intersections completed as part of Tasman Mine Upgrade</li> <li>Overtaking Lanes completed on MR 588 John Renshaw Dr by RTA contract.</li> <li>Engaged in planning major westbound overtaking lane Blackhill 2007-2009.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.1.2	Maintenance and improvement of Main Road 220 between Mulbring and Branxton, including reconstruction of the section between Palmer's Lane and McDonalds Road;	<ul style="list-style-type: none"> <li>• Propose construction, rehabilitation and sealing works of importance to Council.</li> <li>• Contribute to RTA project teams undertaking route development and specific projects.</li> <li>• Undertake specific works under the RTA SIMC</li> <li>• Implement Councils Routine Maintenance Program.</li> <li>• Undertake scheduled Rehabilitation Works as programmed.</li> </ul>	<ul style="list-style-type: none"> <li>• Issues with safety at Intersections of Palmers Lane (length of left turn bay northbound), McDonalds Rd (road width to facilitate southbound right turn) and Fleming Street raised with RTA directly and at Council Traffic Committee.</li> <li>• RTA has requested S94 Plan for McDonalds Rd DA's to provide funding.</li> <li>• Concrete pavement repairs Allandale Rd – work by RTA Road Services – crack stitching &amp; repairs undertaken March 2007 night work – joint sealing &amp; slab replacements programmed by RTA 2007/2008.</li> <li>• Pokolbin Creek Bridge widening and Middle Creek Bridge replacement underway by RTA contract (Fernando Constructions). Funded 2006/2007 State Budget. Provided Council input to REF – W&amp;S have constructed sidetracks at Middle Ck, Pokolbin Ck to follow.</li> <li>• Crowne Plaza site – access denied directly to MR 220 until appropriate intersection constructed – condition of development by RTA. Management with Development Services Manager.</li> <li>• Routine Maintenance Program implemented and maintenance work carried out for 2006/07.</li> <li>• Scheduled rehabilitation works have been programmed and undertaken.</li> <li>• Survey &amp; Land Information Officer managing acquisition by RTA near Wilderness Rd.</li> <li>• Issues have arisen with proposed development and road widening – road widening scheme for Allandale Rd/Wine Country Dr to be planned with RTA.</li> <li>• Contributed to RTA planning of proposed Highway Extension from F3 to Branxton.</li> </ul>
1.1.3	Upgrading of Main Road 220 between Kearsley and Nulkaba, following recent Vincent Street and major intersection improvements to a total of \$10M. This work will continue the "Sharing the Main Street Strategy";	<ul style="list-style-type: none"> <li>• Propose construction and rehabilitation works of importance to Council.</li> <li>• Contribute to RTA MR220 Task Force undertaking route development and specific projects</li> </ul>	<ul style="list-style-type: none"> <li>• Work complete apart from acquisitions for laneways etc and associated works (W&amp;S).</li> <li>• RTA proposed Colliery St/Duffie Dr for reclassification as Regional Road – potential heavy vehicle bypass of main street – Report to Council 20/7/05.- Council does not support – letter sent to RTA – Final Report on Road Reclassification Review still awaited – RTA cannot advise expected date for completion.</li> <li>• Duffie Dr/Colliery St used successfully for heavy vehicle bypass of main street while MR220 acted as Maitland flood detour.</li> <li>• Council supports construction ASAP of F3 Freeway Link Seahampton to Branxton in accordance with amended design.</li> </ul>



Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.1.4	Improvements in the rural roads maintenance schedule to better address those roads with the greatest traffic volumes and needs;	<ul style="list-style-type: none"> <li>• Apply road asset inventory and condition data to identify candidate segments, investigate treatment and prioritise to match available funding.</li> <li>• Prepare routine and periodic maintenance programs including gravel resheeting and resealing.</li> <li>• Ensure adoption of techniques to maximise effective and efficient use of Council's and external resources.</li> <li>• Provide sufficient resources to adequately maintain rural gravel roads according to traffic volume and need.</li> <li>• Provide operational input on rural maintenance activities as required including statistical information on works completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic maintenance programs being prepared for Urban and Rural Resealing Programs and Gravel Resheeting &amp; Sealing, for 2007/08 based on condition of candidate segments, traffic volume and need. Reports to Council adopted 9/05/07 and 18/07/07 respectively.</li> <li>• Rate increase approved by Minister for next 5 years – Program of Works 2007/2008 includes \$221,200 and 393,300 for additional rural and urban reseals respectively.</li> <li>• Liaison with W&amp;S Staff re progress of 2006/07 Resealing and Gravel Resheeting &amp; Sealing Programs to ensure completion to full extent of funding, and rescheduling of uncompleted works to 2007/08.</li> <li>• Delivery of 2006/2007 Programs and commencement of 2007/2008 programs impacted by June Natural Disaster repairs.</li> <li>• Road asset and condition data supplied to Civil Maintenance Manager where requested to ascertain areas of heavy patching, footpath repairs required etc</li> <li>• Rural maintenance works on target for schedule and cost.</li> <li>• Second Rural Team developed to keep the Rural Schedule on target.</li> <li>• Periodic maintenance programs prepared for Gravel Resheeting &amp; Sealing, Urban and Rural Resealing Programs for 2006/07 based on condition of candidate segments, traffic volume and need – delivery completed by W&amp;S.</li> <li>• Road asset and condition data supplied to Civil Maintenance Manager where requested to ascertain areas of heavy patching, footpath repairs required etc</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.1.5	Rural and urban road networks to have three to five year plans covering construction and maintenance implemented. These plans will be reviewed annually;	<ul style="list-style-type: none"> <li>• Identify candidate projects, list and prioritise for funding on the basis of assessment criteria including benefit/cost.</li> <li>• Develop Programs to match available funds.</li> <li>• Maximise Council's funding from all sources (internal and external).</li> <li>• Participate in RTA Technical Committees on Regional Roads rehabilitation.</li> <li>• Submit candidate projects on Regional Roads to RTA for funding under the Regional Roads REPAIR Program by September each year.</li> <li>• Provide operational input into the review of Construction programs on a yearly basis.</li> <li>• Develop the next financial years Works Priority Program for all Council funded programs by August 31 of that financial year.</li> <li>• Develop annual schedule for the design and construction of all projects and report schedule to Council by September 30 of that financial year.</li> <li>• Assess alternative methods of contract vs day labour for achieving program.</li> <li>• Periodically review standard unit rates for estimating of projects activities.</li> <li>• Comply with RTA Specification and Management Guidelines where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Discretionary Bids for all Roads Programs submitted 15/02/07.</li> <li>• Meeting held with relevant W&amp;S staff on Maintenance, Construction, Drainage and Regional Roads Program proposals 1/03/07.</li> <li>• Briefing of Senior Executive held 12/03/07.</li> <li>• Councillors' Briefing held 14/03/07.</li> <li>• RTA Matching funds cut by \$184,400 – funding lost to Regional Roads - \$433,500 provided from Infrastructure Improvement – <b>net loss of road funding.</b></li> <li>• Rural Construction Program adopted by Council 18/04/07</li> <li>• Urban Construction Program adopted by Council 9/05/07</li> <li>• Review REPAIR Program for submission October 2006 to RTA – completed sufficient projects for next 25 years based on current funding levels (\$400k per project).</li> <li>• Attended REPAIR meeting of RTA and Council representatives 10/11/06.</li> <li>• Reintroduction of Regional Roads Bridge Program will allow reallocation of funding to pavement rehabilitation/reconstruction.</li> <li>• Review required re Wollombi Road – impact of potential Bellbird North DA Developer Agreement – 1.4 km at 9m wide using \$400k available 2006/2007 – geotechnical investigation completed by Carrs. received 29/03/07. Discussions with Joe Krsul and Kerry Hickey MP – strategy supported – Report to Council – strategy approved 9/05/07.</li> <li>• Auslink RTR funds reallocated from West Ave to Northcote Street due to potential impact of Bellbird North Developer Agreement – report to Council approved 7/02/07 – request forwarded to DOTARS – heavy patching and resealing West Ave completed.</li> <li>• Auslink Roads to Recovery Roads of Regional Significance – 480 applications received totaling \$1 billion – initial advice received from DOTARS dated 3/01/07 unsuccessful.</li> <li>• Approval received from DOTARS for Paynes Crossing Road roadworks jointly with Singleton SC and reconstruction &amp; sealing DeBeyers Rd, Pokolbin.</li> <li>• Representative of S&amp;CS formulated a meeting strategy to conduct input and updates on future works and programs.</li> <li>• Program prepared including roll-over and RTA projects.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.1.5 (Cont.)			<ul style="list-style-type: none"> <li>• Annual schedule developed for the design and construction of all projects. Construction schedule for 2006/2007 period via report to Council</li> <li>• Extent of contract vs day labour projects assessed. Several contract projects identified and reported to Council.</li> <li>• Unit rates reviewed and updated as necessary.</li> <li>• RTA specs used as primary standard. Electronic copies of RTA specs have been sourced for customisation to better suit Council's work practices.</li> <li>• Problems with Cessnock LGA Regional Roads raised with RTA Joe Krsul – has promised joint inspection.</li> <li>• Finalisation of "Federal Roads to Recovery Programme" – all available funding utilised by 30/06/07</li> </ul>
1.1.6	Road asset inventory and condition data being linked to Council's Mapping Information System;	<ul style="list-style-type: none"> <li>• Undertake periodic update of Council's road inventory and condition data to capture changes in the network.</li> <li>• Undertake Roughness ride quality testing of Regional and higher trafficked local Roads.</li> <li>• Update data for construction, reconstruction, rehabilitation and resealing projects as completed</li> </ul>	<ul style="list-style-type: none"> <li>• Video data capture of asset inventory and condition by Pavement Management Services P/L complete including roughness rating of Regional and Local Collector Roads and above and on computer file.</li> <li>• Final Data in Asset database (PMS P/L).</li> <li>• Report prepared discussing changing network condition from 2001 to 2004 with recommended strategy and funding (see comment above).</li> <li>• Road Asset data now on Mapinfo.</li> <li>• Asset Engineer to review documentation and call tenders for third asset inventory and condition data collection contract for 2007.</li> </ul>
1.1.7	Similarly, existing drainage inventory being updated and networked into Mapping Information System;	<ul style="list-style-type: none"> <li>• Capture data on type, size and condition by inspection of drainage assets.</li> <li>• Use CCTV where appropriate to monitor pipeline condition.</li> <li>• Update data for drainage construction projects as completed.</li> <li>• Enter into Council's database tied to Mapping Database.</li> </ul>	<ul style="list-style-type: none"> <li>• Pavement Management Services P/L have updated drainage data.</li> <li>• Issues have arisen with accuracy of current drainage data and mapping.</li> <li>• Drainage Construction Program 2006/2007 adopted by Council 19/04/06 – Loan funds increased to \$500,000.</li> <li>• Programs formulated as proposed for funding from Stormwater Levy (initial funding estimate of \$420,000 pa – Draft Program of \$920,000 for 2007/08 presented to Senior Executive and Councilors at Briefings – report to Council submitted 9/05/07 and adopted.</li> <li>• Drainage Construction Program 2007/2008 submitted to Council Meeting 20/06/07.</li> <li>• To be revised as Stormwater Levy contribution downgraded to \$377,025.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.1.8	The inventory and condition data will be used as major inputs into rural and urban maintenance, resealing and construction; and	<ul style="list-style-type: none"> <li>• Utilise road condition, including geometric, pavement, drainage, safety shortcomings and ongoing maintenance costs to identify candidate projects.</li> <li>• Apply road asset inventory and condition data to identify candidate segments, investigate appropriate treatment and prioritise to match available funding.</li> <li>• Allocate a proportion of rural and urban construction funds to rehabilitation of existing sealed network.</li> <li>• Identify candidate segments for resealing, resurfacing and gravel resheeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Report prepared comparing change in asset condition between 2001 and 2004 and proposed maintenance strategy including graphical presentation, intervention strategy and funding. List of priority rehabilitation / reconstruction (5 year) and resealing projects (10 year strategy) for use in budget preparation 2007/2008.</li> <li>• Rule base to be reviewed prior to ranking of segments for rehabilitation / reconstruction / resealing strategy.</li> <li>• Review of rehabilitation/reconstruction projects identified initially by roughness &amp; defects completed for 2007/2008 Programs.</li> <li>• Review of resealing projects identified initially by stripping &gt;10%.</li> <li>• All candidate segments for Gravel Resheeting and Reseal programs initially identified from condition data base with application of "Intervention Rule Base" then followed up with inspection.</li> <li>• Report completed on funding strategies funded from rate increase (2006/07) to address road infrastructure issues 6% adopted by Council.</li> <li>• IMG data from 2001 used to produce current programs</li> <li>• To be reviewed on basis of PMS P/L data when auditing complete – some issues being taken up with consultant.</li> <li>• Rehabilitation projects identified in Urban (eg Anvil St, Greta, Aberdare St, Kurri Kurri) and Rural Construction (eg, Paynes Crossing Rd, Wollombi) Programs</li> <li>• All candidate segments for Gravel Resheeting and Reseal programs initially identified from condition data base with application of "Intervention Rule Base" then followed up with inspection.</li> </ul>
1.1.9	Upgrade all vineyard area roads to sealed surface to meet increasing tourism usage.	<ul style="list-style-type: none"> <li>• Proportion of Rural Construction Program to be allocated to reconstruction and sealing Vineyard Area Roads.</li> <li>• Proportion of Rural Construction Program to be allocated to reconstruction and sealing Vineyard Area Roads</li> <li>• Seek additional funding from State and Federal Governments to address issue.</li> </ul>	<ul style="list-style-type: none"> <li>• Wilderness Road funded for commencement under Auslink Roads to Recovery Program.</li> <li>• Gravel Resheeting &amp; Sealing Program, remaining segments of Talga Rd and two sections of DeBeyers Rd listed 2006/07 complete 8/12/06.</li> <li>• Agreement reached with 2 property owners for contribution to gravel and seal 300 m of "Off De Beyers" Road – with W&amp;S - complete 8/12/06.</li> <li>• Safety issues with inappropriate sealing of Thompsons Rd as part of DA consent --narrow pavement, inadequate drainage – estimated cost of \$150k to widen – widening complete full reseal in late 2007. Some drainage damage June 2007.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.1.9 Cont.			<ul style="list-style-type: none"> <li>Projects identified on McDonalds Rd, Broke Rd, DeBeyers Rd, Majors Lane and Lovedale Rd submitted to DOTARS Auslink Roads to Recovery –“roads of regional significance” on 28/04/06 (due 1 May 2006) – response received unsuccessful (see above).</li> <li>Additional funding approved 16/05/07 for reconstruction &amp; sealing DeBeyers Rd, Pokolbin from DOTARS AusLink Roads of Regional Significance.</li> <li>Camp Road / Lovedale Road Intersection to be rehabilitated under Block Grant as Auslink funding not available \$300,000.</li> <li>Broke Road: continue rehabilitation east of Halls Rd with ex 3x3 and matching funds.</li> <li>Above works delayed due to repairs required due to June 2007 storms.</li> </ul>

## Our Bridges

Bridges are an integral part of the Cessnock road network. Council maintains 174 bridges, many of which are vital links to townships and communities within the Local Government Area. Eighty of these bridges were constructed from timber over 80 years ago.

These bridges are deteriorating and are not capable of taking the loads required by today’s society. To address this, Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.2.1	Implement its 20 year priority program for the replacement and/or reconstruction of its bridges. This program will continue over the next five years with the replacement of Cunneens Bridge on the fringe of Wollombi village and Greens and Kings Bridges on Mount View Road, Millfield.	<ul style="list-style-type: none"> <li>Visually inspect condition of all timber bridges annually and steel and concrete bridges every two years.</li> <li>Test bore timber bridges.</li> <li>Engage Consultants to carry out independent assessment of structural capacity of deficient bridges, as required.</li> <li>Enter condition data into Bridge Asset Data Base.</li> <li>Development of “Bridge Replacement and Maintenance Strategy” for bridges on Local and Regional Roads based on condition (including test bores and structural capacity assessment), strategic importance to the network, traffic volumes.</li> </ul>	<ul style="list-style-type: none"> <li>Project Engineering Officer inspects all timber bridges annually, steel/concrete every second year – data entered in Bridge Condition data base.</li> <li>AccessUTS engaged for structural capacity testing – Whitebridge and Whittings Bridge, Quorrobolong Rd and retesting of Cunneens identified for 2006/07. Testing undertaken 12-14 March 2007 – interim report load capacity of Cunneens Bridge reduced to 9 tonne GVM effective 27/03/07 – report to council adopted 4/04/07 – final reports dated 26/04/07.</li> <li>Interim Report to Council on Bridge Replacement and Maintenance Strategy” adopted by Council 07/07/04. Final report in progress delayed due to staff shortage.</li> <li>Discretionary Bids submitted 15/02/07 for Bridge Maintenance &amp; Improvement, Bridge Construction Reserve and RTA Matching Funds Programs.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.2.1 Cont.		<ul style="list-style-type: none"> <li>• Develop and fund annual programs for maintenance and repair of bridges.</li> <li>• Allocate funding from the RTA's Regional Roads Block Grant for bridge maintenance on Regional Roads</li> <li>• Participate in RTA Technical Committees on Regional Roads Bridges.</li> <li>• Propose timber bridges on Regional Roads for inclusion in the RTA's Regional Roads Timber Bridge Replacement Program commencing 2006/07.</li> <li>• Actively seek funding from all sources to upgrade/replace deficient bridges.</li> </ul>	<ul style="list-style-type: none"> <li>• Cunneens top priority — Bill Jordan &amp; Associates engaged for heritage assessment—Report received 31/7/06— Briefing of Councillors and staff on heritage and preferred option held 30/08/06 – Report to Council 20/09/06 adopted.</li> <li>• Copies sent to NSW Heritage office, Convict Trail Association and Wollombi Progress Association.</li> <li>• Exhibition from 27/09/06 to 27/10/06 complete 13 responses received – Report to Council recommending proceed to detailed design of new bridge downstream – pulled by Senior Executive.</li> <li>• Response received from NSW Heritage Office 8/12/06 – additional information to be supplied by Council – response sent 5/02/07. Reply dated 8/03/07 received from NSW Heritage Office accepting proposal to construct concrete bridge downstream.</li> <li>• Cunneens Bridge Group meetings held 10/05/07 and 6/06/07 - recommended that new bridge be constructed over old structure – this option additional estimated cost of \$500,000 to construct/remove sidetrack – Council needs to be advised in any report.</li> <li>• Joint Singleton/Cessnock Councils' submission for part funding of Cunneens Bridge approved by DOTARS 16/05/07.</li> <li>• Lowes Bridge (Congewai) and Hunter Lodge (Yango Ck) programmed, design completed but reviewing funding. Vermont Road Bridge repaired following structural failure.</li> <li>• Bridge Construction Reserve proposed additional \$250k proposed again in 2006/2007 – not provided \$500k proposed 2007/2008 – not practicable without reducing W&amp;S Contract Reserve.</li> <li>• Underexpenditure in Bridge M&amp;I 2006/2007 to be reallocated to Bridge Reserve.</li> <li>• Major damage to Whitebridge in Wallis Creek flooding June 2007 – est. replacement \$1.7 million.</li> <li>• Attended special REPAIR Meeting on 21/02/07 to discuss RTA's "Country Timber Bridges Partnership."Regional Roads Timber Bridge Replacement Program – Press Release from State Minister (31 September 2005) on under funding from Auslink - Program deferred by NSW Government but reintroduced in 2006/2007 for next 3 years (News Release 28/10/06) – RTA's "Country Timber Bridge Partnership".</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.2.1 (cont.)			<ul style="list-style-type: none"> <li>• Submission for MR 181 Timber Bridges for funding under Auslink RTR Regional significance submitted. Submission unsuccessful (See advice above).</li> <li>• Convict Trail heritage issues major issue to be addressed – heritage assessment may be required on each structure.</li> <li>• Reviewed ranking of replacement of Regional Roads Timber Bridges submitted to RTA 31/08/06 – Thompsons Bridge, Laguna No. 1 priority. – matching funds of \$250k required under 2007/08 Budget for RTA's "Country Timber Bridge Partnership" Program. Dependent on approval in State Budget 2007.</li> <li>• Estimate to be prepared for footbridge proposal in Henderson St, Cessnock</li> </ul>

## People and Transport

Transport is about people, accessibility, safety and interaction with our environment. Because of this, Council focuses on more than just the engineering aspects of transport. In 2006/07 Council will continue to build on this service.

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.3.1	Review its Road Safety Plan every five years	<ul style="list-style-type: none"> <li>• Review the Road Safety Plan annually for improvement and to ensure that it reflects present day practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan reviewed in 2002-03 – completed.</li> <li>• Next review 2007-08</li> </ul>
1.3.2	Develop and implement Road Safety Programs with the aim of increasing community awareness and reducing road trauma;	<ul style="list-style-type: none"> <li>• Undertake Youth on the Move programs;</li> <li>• Continue School Speed Zone Courtesy Checks;</li> <li>• Co-ordinate the supply of Council's Alcoliser to Licensed Premises in Cessnock;</li> <li>• Develop &amp; submit funding applications;</li> <li>• Liaise with Councils Road Safety Officer in identifying communication strategies to highlight the dangers for road users and pedestrians in traversing around and through Council Works Sites and items of Plant &amp; Equipment including Garbage Collection Vehicles.</li> <li>• Develop a Communication Strategy aimed children and parents highlighting the dangers of playing around Garbage Collection Vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>• 706 Traffic jobs completed;</li> <li>• Local Development Committee agendas / minutes / memos to case managers</li> <li>• Comments on major rezoning areas completed.</li> <li>• Development referrals completed</li> <li>• Provision of Alcoliser completed</li> <li>• Funding applications for road safety completed</li> <li>• Speed monitoring on high profile work sites with promotion in the local newspapers in association with Council's Road Safety Officer.</li> <li>• Portable Speed Adviser received from Traffic &amp; Transport Section for use of Construction projects.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.3.3	Target the major road safety issues of drink driving, speeding, driver fatigue, occupant restraints, young drivers, pedestrians, motorcyclists and cyclists;	<ul style="list-style-type: none"> <li>Undertake Regional RBT support;</li> <li>Participate in Regional Speed Campaign;</li> <li>Hold Seat Belt Saturdays for child restraints;</li> <li>Attend relevant Road Safety meetings and Conferences;</li> <li>Prepare a Traffic Facility Program and review annually.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>Completed</li> <li>Completed</li> <li>Attended</li> <li>Traffic Offenders Program</li> <li>Traffic facility program prepared and adopted</li> </ul>
1.3.4	Continue to promote the use of public transport by providing more bus shelters and transport facilities;	<ul style="list-style-type: none"> <li>Identify and record future bus shelter and seat locations;</li> <li>Submit funding applications for bus shelters and seats.</li> </ul>	<ul style="list-style-type: none"> <li>5-year Maintenance &amp; Improvement Program adopted and funded by Council;</li> <li>Pickup and mapping of public transport infrastructure completed – being placed on GIS – continuing;</li> <li>Funding for shelters received from NSW Ministry of Transport</li> </ul>
1.3.5	Annually review its signage program which aims to assist both residents and visitors as well as contributing to the City's appeal;	<ul style="list-style-type: none"> <li>Review regulatory signage through the Traffic Committee;</li> <li>Inspect and upgrade Vineyard signage as necessary;</li> <li>Liaise with the RTA for directional and guide signage upgrading.</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory signage reviewed monthly through Traffic Committee and inspections/complaints;</li> <li>Asset data collection and recording continuing;</li> <li>Organising new vineyard fingerboards and vineyard mapping info - continuing;</li> <li>Locating and organising the installation of Rural Addressing signs - continuing;</li> <li>Organising the installation of street and guide signs ongoing;</li> </ul>
1.3.6	Actively seek government funding to improve cycleway facilities in the area.	<ul style="list-style-type: none"> <li>Prepare a Cycleway Program and review annually;</li> <li>Seek funding for the adopted Cycleway Program.</li> </ul>	<ul style="list-style-type: none"> <li>Submission for funding sent to RTA for consideration.</li> </ul>

## Footpaths and Cycleways

Council recognises that motor vehicles are only one form of transport used by residents and visitors to our City. Transport options are being developed that include cycling as a viable alternative and environmentally sensitive mode of travel. Council has developed a Cycleway Plan, and to implement this Plan Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.4.1	Have five year construction programs for cycleways and footpaths.	<ul style="list-style-type: none"> <li>Develop the next financial year's Works Priority Program for all Council funded programs by August 31 of that financial year.</li> </ul>	<ul style="list-style-type: none"> <li>Program prepared including roll-over and RTA projects.</li> </ul>



Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.4.1 Cont.		<ul style="list-style-type: none"> <li>• Develop annual schedule for the design and construction of all projects and report schedule to Council by September 30 of that financial year.</li> <li>• Assess alternative methods of contract vs day labour for achieving program.</li> <li>• Periodically review standard unit rates for estimating of projects activities.</li> <li>• Comply with RTA Specification and Management Guidelines where necessary.</li> <li>• Identify candidate sites from customer requests, pedestrian demand and inspection of wear patterns.</li> <li>• List for consideration in Footpath Construction Program and prioritise for funding based on criteria and extension of the network.</li> <li>• Consider rehabilitation of existing footpaths as well as new.</li> <li>• Implement Council's Bike Plan.</li> <li>• Investigate the provision of on road or off road cycleways, where appropriate, on all road construction, reconstruction and rehabilitation projects.</li> <li>• Prepare a Cycleway Program for adoption by Council.</li> <li>• Advise on appropriate management of footpaths comprising the setting of heritage items (Cessnock LEP &amp; HREP)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual schedule developed for the design and construction of all projects. Construction schedule reported to Council for 2006/07 period.</li> <li>• Extent of contract vs day labour projects assessed and reported to Council.</li> <li>• Unit rates reviewed and updated as necessary.</li> <li>• RTA specs used as primary standard. Electronic copies of RTA specs have been sourced for customisation to better suit Council's work practices.</li> <li>• Footpath Construction Program 2007/08 Budget approved.</li> <li>• Contributions sought and received from Education Department for footpaths adjacent to Public Schools</li> <li>• Contributions sought from Catholic Education for footpaths adjacent to Catholic Schools – nil response</li> <li>• 5 year cycleway construction program prepared and adopted by Council.</li> </ul>
1.4.2	Review all construction programs annually; and	<ul style="list-style-type: none"> <li>• Review candidate projects, including new projects in December each year.</li> </ul>	<ul style="list-style-type: none"> <li>• Program Budget 2006/07 adopted with increased allocation of \$85,000</li> <li>• Discretionary Bid for 2007/08 Budget submitted 16/02/07 as part of S&amp;CS bid.</li> <li>• Wollombi Rd Millfield and Mt View Rd west of Scott St highest priorities.</li> <li>• Urban and Rural Construction Programs reviewed, Senior Executive and Council briefed, Reports to Council for adoption 18/04/07.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.4.3	Actively seek government funding to accelerate the completion of these programs.	<ul style="list-style-type: none"> <li>Actively seek funding from State and Federal governments for off road cycleways, particularly Greta to Branxton.</li> <li>Actively seek contributions from the Education Department and private school organisations for construction of concrete footpaths outside schools.</li> <li>Ensure new subdivisions and developments provide footpaths and cycleways as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>T&amp;RS Manager pursuing RTA re Greta Branxton cycleway – negotiations advanced – Council's No 1 priority – no funding remaining for other projects</li> <li>2005/06 Matching funds \$50k contribution to Greta Branxton Cycleway – request to have reinstated to Regional Roads – Not approved.</li> <li>Cycleway maintenance funds provided.</li> <li>Contributions being sought from Education Department for footpaths adjacent to Public School – latest Ellalong PS – payment received.</li> <li>Contributions sought from Catholic Education for footpaths adjacent to Catholic Schools – nil response.</li> <li>DA referrals assessed for inclusion of footpaths and cycleways as appropriate.</li> </ul>

## Waste Management

Waste management and minimisation are a major part of Council's overall environmental management strategy.

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.5.1	Investigate the regional opportunity to utilise alternate technology to convert waste into a resource, in lieu of waste to landfill	<ul style="list-style-type: none"> <li>Participate in regional investigation into the opportunity to engage alternate technology solution to meet Councils future waste disposal needs.</li> <li>Continue to review disposal operations to ensure contemporary waste management techniques are continuously used</li> <li>Review Council's current, medium &amp; long-term waste management needs, available technology and costs</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of Heads of Agreement document completed</li> <li>HIR Board meeting delayed due to storms and availability of Bd members. Rescheduled for 11/7/07</li> <li>EPM to assume responsibility of correspondence to keep project on track</li> <li>Regular meetings (Fri's) to keep momentum</li> <li>Briefing provided by Clayton Utz &amp; KPMG to Board</li> <li>Approval received from DECC for licence variation for landfill infill proposal.</li> <li>Met with stakeholders (DoL &amp; NECS) to discuss confirm project on track. Cheque for site payment handed to DoL</li> <li>Review Plan of Mgt for "whole" Resource Management Park"</li> <li>Met on-site with stakeholders (Wks) to map next stages.</li> <li>Survey for design/construction to integrate with end of year volumetric survey 30/6/07</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.5.1 Cont.		<ul style="list-style-type: none"> <li>• Provide information on current operations in support of the Hunter Waste Project.</li> <li>• Assess potential local impact of proposed regional initiatives.</li> <li>• Plan for new local waste facilities that may be required in support of Hunter Waste Project facilities after the current waste cell is filled to capacity.</li> </ul>	<ul style="list-style-type: none"> <li>• Work continues on the preparation of EIS for landfill extension proposal</li> <li>• PDP prepared &amp; submitted to Design team</li> <li>• Updated projection for life of existing landfill.</li> <li>• Liaised with Maitland and Newcastle on the Hunter Waste Project.</li> <li>• Reports prepared on up to date volumetric surveys for current tip.</li> </ul>
1.5.2	Continue to employ programs and facilities that capture resources suitable for reuse, repair or recycling in lieu of waste to landfill	<ul style="list-style-type: none"> <li>• Work in conjunction with Department of Environment and Conservation &amp; NSW Waste Avoidance and Resource Recovery Strategy to ensure service levels and opportunities are maximised &amp; make positive contribution to reducing the volume of waste to landfill.</li> <li>• Support the operation of the Cessnock Reuse Centre at the Cessnock Waste Depot.</li> <li>• Review processable waste policies and procedures.</li> <li>• Waste Management Registers are to be completed for all Works &amp; Services Projects which identifies waste produced and the recycling or reuse of waste if possible.</li> <li>• Waste and Recycling issues are to be address during design and construction phases of projects.</li> <li>• Work in conjunction with Department of Environment and Conservation &amp; NSW Waste Avoidance and Resource Recovery Strategy to ensure service levels and opportunities are maximised &amp; make positive contribution to reducing the volume of waste to landfill.</li> <li>• Encourage the use of recycled materials in road construction, rehabilitation and maintenance (eg earthworks, pavement materials and aggregates, recycled rubber additives in bitumen).</li> </ul>	<ul style="list-style-type: none"> <li>• On-going;</li> <li>• Visited and reviewing operations at Tamworth for possible adoption in Cessnock.</li> <li>• Obtained and evaluating quotes from different concrete and wood waste processors to see if either lower prices or higher quality processing can be achieved.</li> <li>• Licence agreement with East Cessnock Recycling finalised.</li> <li>• Encouraged consideration of accelerating the reprocessing of concrete waste adjacent to the Works Depot.</li> <li>• Ongoing involvement with DEC both individually &amp; in regional campaigns</li> <li>• Recycled concrete used as sub-base on Darwin and Hall Streets construction projects.</li> <li>• RTA have pretreated the existing concrete pavement between Forbes St and Neath Hotel to use as sub-base on MR588.</li> <li>• Use of scrap rubber bitumen in resealing.</li> <li>• Use of scrap rubber bitumen in resealing – all sealing 2006/07 and 2007/2008 planned for rubber modified bitumen eg Wollombi Rd reseal.</li> <li>• Pavement recycling investigated if cost effective</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.5.3	Meet Council's legislative obligations relating to waste management	<ul style="list-style-type: none"> <li>• Develop strategies for compliance (by others) with EPA depot licence requirements.</li> <li>• Participate in the annual review of EPA licence conditions</li> <li>• Receive copy (from Works) of annual EPA Waste Management Facility Licence</li> <li>• Develop a reporting mechanism in the form of Service Guarantee relating to waste management operations</li> <li>• Receive quarterly confirmation &amp; advice from the service delivery section relating to the operating environment &amp; compliance of all activities (eg: Annual licence application, annual report, monthly S88 returns, monitoring interpretation &amp;/or actions required (on &amp; off site), maintenance of complaints register)</li> <li>• Develop environmental improvement programs within the timeframes specified by the EPA licence.</li> <li>• Review past waste disposal sites (Cessnock &amp; Greta) for potential impact on surrounding environment</li> <li>• Submit monthly, biannual and annual returns to the Department of Environment and Heritage as required.</li> <li>• Project Plans and Designs will be developed which will ensure Council meets its legislative obligations in managing waste on its work sites.</li> <li>• Develop plans and policies to allow the service/activity to be commissioned by others.</li> <li>• Develop waste management strategies which will allow Council to meet obligations under the Waste Avoidance and Resource Recovery Act 2001.</li> <li>• Review past waste disposal sites (Cessnock &amp; Greta) for potential impact on surrounding environment.</li> <li>• Undertake environmental assessment of sanitary depot.</li> <li>• Report findings/actions to Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings with Operations to discuss &amp; implement contemporary practices</li> <li>• Received</li> <li>• Initial discussion with Works &amp; Services Department to include/review as part of Operation Manual</li> <li>• Internal advice via Partners Meetings</li> <li>• Correspondence forwarded to DECC relating to disparity between payment to s88 levy on operational materials/activities (July 06) and payment by others in ERA effected 1/3/07. Approx \$300,000 value. Please explain. No response to-date.</li> <li>• Consulted with DEH staff on reduced groundwater monitoring requirements.</li> <li>• Monthly submissions completed.</li> <li>• Plans developed to ensure operating licence conditions issued by DEC are continually met</li> <li>• Subject to EPA licence conditions. Nothing outstanding at this time.</li> <li>• Operating license issued by EPA. All programs submitted for approval before application on-site</li> <li>• Working (within existing capacity of resources) with EPA to develop plan</li> <li>• Not commenced at this stage. Focus has been on service withdrawal</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.5.4	Encourage and facilitate, where possible, change in behaviours and attitudes to achieve sustainable waste management	<ul style="list-style-type: none"> <li>• Plan an efficient, economical waste collection service to the greatest possible catchment</li> <li>• Participate in regular monthly “Partners Meetings” with service delivery section, to discuss, resolve or improve service delivery.</li> <li>• In conjunction with the service provider, establish an assessment protocol and assessment to determine the practicality of providing service to new developments</li> </ul>	<ul style="list-style-type: none"> <li>• On-going; Protocol established with requests rec’d considered 3 times/yr with Strat &amp; Wks</li> <li>• On-going activity (has been interrupted with staff changes) <ul style="list-style-type: none"> <li>• See above comment</li> </ul> </li> </ul>
1.5.4		<ul style="list-style-type: none"> <li>• Use advertising and marketing principles to sell the sustainable waste management message at all Waste Management Facilities.</li> <li>• Develop an environmental management training package for Waste and Works Depot personnel.</li> <li>• Induction sessions are to be held for all Works &amp; Services staff in assessing Environmental and Occupational Health &amp; Safety Risks and Controls.</li> <li>• Site specific inductions to be held to communicate to staff the waste management controls for use on site.</li> <li>• Review the service capacity with the provider, to ensure maximum number of premises are afforded the service.</li> <li>• Participate in regular monthly “Partners Meetings” with service delivery section, to discuss, resolve or improve service delivery.</li> <li>• In liaison with HWC develop strategy for phase out of sanitary service by June 2004.</li> <li>• Seek Ministers concurrence for loan funding to assist in phase out.</li> <li>• Establish loan fund parameters for Council approval.</li> </ul>	<ul style="list-style-type: none"> <li>• Work Method Statements being developed – Waste Facility complete.</li> <li>• New procedures agreement 2% volume.</li> <li>• Training undertaken with Waste and Workshop staff.</li> <li>• Liaison with staff.</li> <li>• Continual review &amp; where economical &amp; efficient adopted</li> <li>• Regular monthly Partners Meetings held &amp; Minutes distributed</li> <li>• Final correspondence forwarded to all customers we 17/6/05 advising service withdrawal (30/6/05) &amp; require notification of contractor</li> <li>• Service ceased 30/6/05 – minimal impact/complaint received</li> <li>• Approval received</li> <li>• Responsibility &amp; management by Financial Service Manager.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.5.5	Provide an efficient and effective kerbside recycling service to the greatest possible catchment within the LGA	<ul style="list-style-type: none"> <li>• Work in conjunction with the HRR representative to ensure all measures to maximise the volume of recyclables are collected</li> <li>• Attend regular bi-monthly meetings with HRR and member Councils.</li> <li>• Continue to review the range of recycling services available within the local govt area that make a positive contribution of reducing the volume of waste to landfill.</li> <li>• Maintain the contract relationship with HRR.</li> </ul>	<ul style="list-style-type: none"> <li>• TD attended educators meeting with HRR 4 times per year</li> <li>• On going.</li> <li>• Range extended as part of Earthcare (MRF) engagement</li> <li>• Advice from DECC that grant application for FM proposal was unsuccessful in this round (\$2M)</li> <li>• Further consideration to be given when development of next contract commences</li> <li>• Initial discussion held with NCC with view to opportunity of rejoining HRR in next contract</li> <li>• Initial discussion with contractor is favourable &amp; could be at reduced cost</li> <li>• FM proposal "used clothing" unsuccessful with grant application (see above comment)</li> <li>• Negotiating new Waste Agreement.</li> <li>• Agreement productivity – fuel.</li> <li>• Garbage trucks operating at unprecedented levels of economy.</li> <li>• GPS data utilised to undertake trial review of garbage runs.</li> </ul>

## Total Catchment Management

Council is committed to the philosophy of Total Catchment Management (TCM) and the principles of Flood Plain Management. Accordingly, Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.6.1	Complete studies at Lavender/Bellbird Creeks, Cessnock, Deep Creek, Abermain and the major watercourses in both Kurri Kurri and South Cessnock;	<ul style="list-style-type: none"> <li>• Finalise reports from Consultants on Lavender/Bellbird Creeks Flood Study.</li> <li>• Place on public exhibition for comment prior to submission to Council for adoption.</li> <li>• Submit Deep Creek, Kurri Kurri Main Drain and South Cessnock to Council for adoption.</li> </ul>	<ul style="list-style-type: none"> <li>• Lavender/Bellbird Flood Study - following exhibition final report received late October 2005 – Some review required to include additional modelling and Appendices (flows and velocities) – expected September 2006 – overdue.</li> <li>• HWA Channels study - extent and 1% AEP flood levels available on Mapinfo; detail password protected to technical staff.</li> <li>• Reports to Council for Deep Creek, Kurri Kurri Main Drain and South Cessnock deferred due to Black Creek Flood Study.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.6.2	Develop Management Plans for implementation of the recommendations from these studies;	<ul style="list-style-type: none"> <li>• Facilitate the inclusion of these flood studies in Council's Flood Liabile Lands DCP.</li> <li>• Engage Consultants to carry out Floodplain Management Studies (FPMS) and Plans for Deep Creek and South Cessnock</li> </ul>	<ul style="list-style-type: none"> <li>• Funding obtained from DNR to review flood studies across Cessnock town area to produce Floodplain Management Study and Plan.</li> <li>• Channel works completed in Kurri Kurri Main Drain. Kurri Kurri Landcare to revegetate in accordance with FPMS &amp; Plan.</li> </ul>
1.6.3	Commence flood mapping of the Wollombi Valley;	<ul style="list-style-type: none"> <li>• Finalise the Wollombi Valley Flood Study Report from Consultants.</li> <li>• Place the Wollombi Valley Flood Study Report on public exhibition for comment prior to submission to Council for adoption.</li> <li>• Review Policy B30/11 in light of findings in Wollombi Valley Flood Study Report</li> <li>• Include flood extent mapping on Mapinfo</li> <li>• Determine priorities for future extension of the Wollombi Valley Flood Study.</li> </ul>	<ul style="list-style-type: none"> <li>• Wollombi Valley Flood Study complete.</li> <li>• Report to Council adopted new B30.11 2/11/05.</li> <li>• Cross Section data on Mapinfo as is flood inundation plan of Wollombi Village.</li> <li>• Funding provided to engage consultants for Floodplain Management Study and Plan for Wollombi Village – Brief prepared – forwarded to DNR. Tenders called and closed 7/0207 – 3 received evaluated and approved by DNR and NSWSEMC – Letter of Acceptance sent to WBM 19/03/07 – work commenced.</li> <li>• Fee proposal received from Patterson Britton &amp; Partners for provision of hydrologic and hydraulic models; referred to DNR for concurrence – DNR acceptance and models and survey data received from consultant. Model and survey data sent to WBM 19/03/07.</li> <li>• June 2007 flood approximately 2.45 m below 1949 in Wollombi Village</li> </ul>
1.6.5	Attempt to secure funding for further Flood Plain Management studies on an ongoing basis, including Black Creek.	<ul style="list-style-type: none"> <li>• Work through Cessnock City Council Floodplain Management Committee to identify needs for flood studies and appropriate sources of funding.</li> <li>• Finalise the Cessnock Flood Study modelling flood levels in Hunter Water Corporation concrete channels including Black Creek.</li> <li>• Include flood extent mapping on Mapinfo</li> <li>• Continue liaison with DIPNR on continuation of Black Creek Flood Study towards the Hunter River.</li> <li>• Seek DIPNR funding to review Greta and Nulkaba Flood Studies to conform to "Floodplain Management Manual (2001).</li> </ul>	<ul style="list-style-type: none"> <li>• Funding obtained from DIPNR (now DECC) to review flood studies across Cessnock town area to produce Floodplain Management Study and Plan.</li> <li>• DHI undertaking survey and aerial photogrammetry – completed however, DHI advised that output unsatisfactory – to be re-flown completion delayed to September 2007.</li> <li>• Patterson Britton and HWA forwarded to DHI.</li> <li>• Funding received for Wollombi Village FMS and Plan (refer above).</li> </ul>

Council is also responsible for ensuring that the drainage network is kept in a safe and useable condition. To ensure this, Council will:

Goal	How it will achieve this:	In particular Council will:	What have you done to achieve this?
1.6.6	Implement and review Council's Storm Water Management Plans for urban areas throughout the City; and	<ul style="list-style-type: none"> <li>• Identify candidate projects for funding under implementation of Cessnock City Council Stormwater Management Plan...</li> <li>• List for consideration in Council's Drainage Construction Program and prioritise for funding based on criteria</li> <li>• Ongoing review of Cessnock City Council Stormwater Management Plan to incorporate the latest engineering and environmental practices and legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Minor projects undertaken.</li> <li>• Rubbish traps for Averys Lane, Heddon Greta – design complete, manufacture and installation including drainage improvement complete.</li> <li>• Liaison with Hardie Holdings re Lot 1 above Mathieson St, Bellbird Hts – detailed design received from Parsons Brinkerhoff; Integrated with Mathieson St Drainage – detailed estimate forwarded to HH – Meeting held 7/08/06 – HH had PB review design to interim solution – developed option too expensive given rezoning timing. Estimate prepared by W&amp;S forwarded to HH.</li> <li>• Meeting held with HH 12/10/06 – submitted option to part construct basin approved in DA approval for retirement village – HH to construct ASAP following capacity review.</li> <li>• Detention basin still not constructed – drainage problems in Mathieson St arose 13/02/07 storms.</li> <li>• Major effort by Development Services and RB&amp;D staff to collect data including photographs of June 2007 events. Funding from DECC available to engage surveyor to level.</li> <li>• Data to be used to calibrate flood studies above (funding from DECC)</li> </ul>
1.6.7	Continue to research and implement effective environmental and stormwater controls on drainage systems and works.	<ul style="list-style-type: none"> <li>• Participate in the Regional groups exchanging information on Water Sensitive Urban Drainage Systems (WSUDS)</li> <li>• Incorporate WSUDS in stormwater drainage design in all Council construction works wherever practical.</li> <li>• Encourage and support the use of WSUDS in stormwater drainage systems proposed by developers.</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison with Development Services on potential projects eg Landcom East Cessnock</li> <li>• Rising main completed from Kitchener to Cessnock – issues with restoration of lanes and road crossing taken up with Dept of Commerce - complete.</li> <li>• Liaison with HWC and Connell Wagner on proposed sewerage reticulation at Ellalong and Millfield and upgrade of Paxton STW – no further contact.</li> <li>• Liaison with HEZ re Sewer Rising Main HEZ to Kurri Kurri WWTP – W&amp;S reviewed potential conflict with Galloway Street drainage – S138 approval granted to commence construction (Dwg 2122657A-022 and Council's Dwg UR357..</li> <li>• Liaison with Patterson Britton &amp; Partners consultants to HWC re upgrade of waste water sewer infrastructure in Cessnock (site meeting 3/02/07 reply sent 23/02/07).</li> <li>• Drainage works in Greta, Kearsley and Cessnock Streets, Aberdare.</li> </ul>



Goal	How it will achieve this:	In particular Council will:	What have you done to achieve this?
1.6.7 (cont.)			<ul style="list-style-type: none"> <li>• Currently reviewing approach from HWC for Council to take over ownership and asset management of concrete channels – not supported.</li> <li>• Introduction of Stormwater levy in 2007/08 adopted by Council (see above) with list of projects to be funded to Council in Drainage Construction Program 2007/2008 Report submitted 20/06/07.</li> </ul>

## Civic Precinct

An exciting and progressive Civic Precinct concept has been adopted by Council which sets out to develop specific use precincts within the Cessnock City. Parcels of land in South Cessnock are being investigated for the future development of a diverse and high quality range of community facilities and services. The development of a Civic Precinct and its facilities is to be undertaken via joint ventures and partnerships with suitable organisations. Council intends to:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.7.1	Develop and review a Masterplan for a Civic Precinct site which includes short-term (a multi-purpose centre) and long-term developments (replacement of the Cessnock Library);	<ul style="list-style-type: none"> <li>• Contribute to the Civic Precinct project planning and development for library and cultural services issues</li> </ul>	<ul style="list-style-type: none"> <li>• Focus has been on the Performing Arts Centre to date, with no input required on other cultural initiatives at this stage.</li> </ul>
1.7.2	Continue to consult with the community and identified partners regarding the development of the site.	<ul style="list-style-type: none"> <li>• Regularly liaise with identified stakeholders including the Samaritans, Cessnock Pensioners Association and Cessnock Tidy Towns</li> <li>• Promote the development of the Civic Precinct through the local media</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison ongoing with Samaritans and Pensioners. Location of Pensioners has now been finalised and Samaritans negotiations expected to be finalized by November 2007</li> <li>• Promotion of Civic Precinct ongoing through local media</li> </ul>
1.7.3	Complete assessment of future linkages to the Civic Precinct	<ul style="list-style-type: none"> <li>• Undertake an analysis of opportunities to link the Civic Precinct to other key facilities within the Cessnock CBD</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment complete. Potential linkages to Turner Park identified.</li> </ul>
	Establish sound management framework for the ongoing management and operation of the Cessnock Sportsground (Baddeley Park) and Cessnock Multi-Purpose Centre	<ul style="list-style-type: none"> <li>• Implement and monitor the licence agreement with the Cessnock Rugby League Football Club for Baddeley Park sportsground</li> <li>• Investigate and implement a management and operation framework for the Cessnock MPC</li> </ul>	<ul style="list-style-type: none"> <li>• Licence agreement implemented.</li> <li>• Operational and management framework for the centre to be finalized by February 2008</li> </ul>
	Commence the construction phase for the development of the Cessnock Multi-Purpose Centre and Civic Park	<ul style="list-style-type: none"> <li>• Finalise the financial plan and scope of works for the Cessnock MPC and Civic Park</li> <li>• Complete project plan for the Cessnock MPC and Civic Park</li> <li>• Prepare tender documentation for the Cessnock MPC</li> <li>• Prepare working plans for the Cessnock MPC</li> </ul>	<ul style="list-style-type: none"> <li>• Financial plan and scope of works finalized</li> <li>• Successful tenderer expected to be announced in September 2007</li> </ul>

## Recreation and Open Space

The City of Cessnock is fortunate to possess large expanses of diverse open space. Council controls much of this – particularly in the form of parks, pools, playgrounds and sporting fields. Council intends to:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.8.1	Review and update Plans of Management and Masterplans in line with the Outdoor Recreation and Open Space Plan	<ul style="list-style-type: none"> <li>• Draft Outdoor Recreation &amp; Open Space Plan placed on public exhibition.</li> <li>• Submissions assessed and final consideration by Council.</li> <li>• Prioritise review of and updating of adopted Masterplans and Plans of Management (PoM)</li> <li>• Complete reviews in line with adopted recommendations of Outdoor Recreation &amp; Open Space Plan.</li> <li>• The Outdoor Recreation &amp; Open Space Plan is reviewed, presented to Council and placed on public exhibition.</li> <li>• All of Council's Plans of Management and Masterplans are reviewed as part of the Outdoor Recreation &amp; Open Space Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft OSP on hold until staffing levels in R&amp;CS are returned to normal.</li> <li>• Reviews of Masterplans and PoM ongoing</li> <li>• Review of the plan has been ongoing in conjunction with the development of the 2006/2007 Recreation Budget.</li> <li>• Masterplans for Peace Park/ Chinaman's Hollow, Margaret Johns Park and Miller Park fully reviewed and adopted</li> <li>• Draft Masterplan for Stanford Merthyr commenced in liaison with DIPNR</li> </ul>
1.8.2	Target the establishment and expansion of centralised high quality parkland and sporting facilities including: Peace Park/ Chinaman's Hollow; Miller Park; Cessnock Indoor Sporting Centre; Cessnock Public Swimming Pool.	<ul style="list-style-type: none"> <li>• Masterplans for Peace Park, Miller Park, Cessnock Pool and Cessnock Indoor Sporting Centre reviewed</li> <li>• Commencement of expansion of Peace Park implemented in partnership with State Government agencies</li> <li>• Stage 1 of Cessnock Indoor Sporting Centre complete</li> <li>• Stage 2 of upgrading of Cessnock Pool completed</li> <li>• Stage 4 of upgrading of Miller Park completed</li> </ul>	<ul style="list-style-type: none"> <li>• Masterplans reviewed.</li> <li>• Expansion of Peace Park complete</li> <li>• Stage 1 Cessnock indoor sports centre complete</li> <li>• Stage 2 upgrade to Cessnock Pool complete</li> <li>• Stage 4 Miller Park upgrade complete</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.8.3	Implement an Assets Management System which forms a nexus with the prioritised capital works and planned maintenance programs;	<ul style="list-style-type: none"> <li>• Adopted prioritised capital works and planned maintenance programs reviewed taking into consideration: adopted Outdoor Recreation &amp; Open Space Plan</li> <li>• Collect asset information in a consistent format and translate format into CRMS system.</li> <li>• Commence an ongoing asset condition appraisal program.</li> <li>• Revise the existing preventative maintenance regime and re-tender maintenance contracts.</li> <li>• Complete daily running sheets, which identify work accomplishments and provide condition information on Council's Recreation Assets.</li> <li>• Develop and maintain a maintenance management system for Recreation Assets.</li> <li>• Monitor trends in number of works requests for reactive maintenance and initiate appropriate action.</li> <li>• Construct Capital Works identified in yearly program.</li> <li>• Develop and monitor the programmed maintenance schedule to ensure it is implemented and reflects work requirements.</li> <li>• Prioritise asset maintenance works on a needs basis.</li> <li>• An asset management system is implemented to assist in the prioritisation of planned maintenance and capital works programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Programs reviewed in line with 2007/08 budget preparation</li> <li>• Asset appraisals undertaken in conjunction with S&amp;CS.</li> <li>• Identified training opportunities for personnel.</li> <li>• Joined IPWEA Asset Management Forum.</li> <li>• Reviewed software system that could assist with the process.</li> <li>• Programmed next year's program.</li> <li>• Team Leaders completing all documentation in relation to Recreation assets.</li> <li>• Works requests monitored monthly and reported for reactive maintenance and appropriate action.</li> <li>• Capital Works programmed to be completed to accommodate sporting groups where possible and/or minimal downtime.</li> <li>• 4 weekly maintenance schedule developed for all parks and sporting fields.</li> <li>• All works completed during maintenance.</li> <li>• The inspection of recreation facilities and collection and recording of data has been ongoing as part of the development of the 2006/2007 Recreation Planned Maintenance and Capital Works Programs. Prioritised planned maintenance and capital works programs have been developed and presented to Council via February's Budget Briefing.</li> <li>• All playground equipment fully reviewed by an independent consultancy firm. Recommendations of report implemented</li> <li>• Consultants have completed a full assessment of park and sportsground maintenance areas, levels of service and current issues</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.8.4	Progressively address issues of concern to major stakeholders, in particular the replacement of floodlighting systems and upgrading of amenities at recreational settings.	<ul style="list-style-type: none"> <li>• Strategies considered to address identified recreation and sporting issues including increasing skills of volunteers, asset management, asset replacement and complying with Australian Standards</li> <li>• Prioritised programs and funding levels for floodlighting and upgrading/ replacing amenities undertaken</li> <li>• Ensure that timely communication is forwarded to residents regarding work being undertaken.</li> <li>• Produce regular media releases on Recreation activities.</li> <li>• Implement floodlighting replacement programs for carparks and recreational settings.</li> <li>• Major identified concerns of stakeholders are progressively addressed through the implementation of staged works and services (eg Floodlighting replacement program).</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritised floodlight, amenities, playing fields improvements and playgrounds capital works programs implemented annually</li> <li>• Media releases issued when work disrupted usage requirements of sporting fields and playgrounds.</li> <li>• Program implemented for the year.</li> <li>• As above. Consultation with stakeholders is ongoing throughout the year and major concerns incorporated into the prioritised programs where applicable.</li> <li>• Benchmarking of infrastructure completed through Hunter Council's Sport and Recreation Taskforce.</li> </ul>
1.8.5	Investigate the future direction of aquatics and indoor sporting facilities throughout the LGA; and.	<ul style="list-style-type: none"> <li>• Consider external funding opportunities as part of the review of the prioritised programs and project development</li> <li>• Continue to be an active participant on the Hunter Council's Sport &amp; Recreation Taskforce</li> <li>• Review and administer Council's Sporting Facilities and Equipment dollar for dollar Grant Scheme</li> <li>• Provide advice and assistance to local organisations applying for funding through the NSW Department of Sport &amp; Recreation</li> </ul>	<ul style="list-style-type: none"> <li>• Grant applications seeking funding to assist with the replacement of floodlights were submitted to NSW DSR in July 07</li> <li>• Cessnock City Council is the current chair of the Sport and Recreation Taskforce</li> <li>• Grant schemes reviewed and implemented in September 2006</li> <li>• Advice and assistance ongoing – helped three (3) local sporting groups with applications</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.8.6	Endeavour to maximise external funding options via partnerships and joint ventures.	<ul style="list-style-type: none"> <li>• Liaise with Government Authorities with regard to External Funding Options.</li> <li>• Opportunities for partnerships and joint-ventures are investigated as a means of maximising external funding.</li> <li>• Incorporate funding options into prioritised capital works and planned maintenance programs.</li> <li>• Promote, prioritise and fund projects through Council's Sporting Facilities \$ for \$ Grant Scheme.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing process of all funding applications and submissions.</li> <li>• Joint ventures and external funding incorporated into Recreation Budget and applications being prepared for DSR CAP grants.</li> <li>• NSW Premier's Department allocated \$77,000 towards the redevelopment of the Cessnock Basketball Stadium into the Cessnock Regional Indoor Sporting Centre.</li> <li>• Council's Sporting Facility &amp; Equipment \$ for \$ Grant Scheme promoted year round with applications distributed in July.</li> <li>• Identified external funds for 2006/07 include: <ul style="list-style-type: none"> <li>• \$64,000 at Stanford Merthyr Reserve</li> <li>• \$120,000 at Peace Park</li> <li>• \$100,000 at Baddeley Park hockey centre</li> <li>• \$20,000 at East Cessnock Oval</li> </ul> </li> </ul>

## Health

Ensuring the health of the community it serves is a high priority for Council. Many residents of our area cite the health of their family as one reason why they choose to live in our part of the world – it's not only a lifestyle but a life choice. In addition to the attention paid to environmental development concern and the more generalised issue of the need for open space, Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.9.1	Continue its food surveillance programs.	<ul style="list-style-type: none"> <li>• Conduct risk based inspections of all food retail and manufacturing premises.</li> <li>• Provide comment on all related referrals on compliance with Food Act, Food Safety Standards, Council Policy and Environmental Standards.</li> <li>• Maintain electronic database detailing food premises and inspection results, in accordance with legislative requirements.</li> <li>• Regularly review advertised food premises to capture unregistered premises.</li> <li>• Produce an annual newsletter on current issues and distribute to all food business owners.</li> <li>• Attend regional meetings and workgroups to continue a regional approach to food safety.</li> </ul>	<ul style="list-style-type: none"> <li>• No inspections over month due to Safety Food Officer on maternity Leave. Returning Next month</li> <li>• Ongoing</li> <li>• Updated daily</li> <li>• Reviewed weekly.</li> <li>• Completed</li> <li>• Next Regional Meeting to be attended on July 26, 2007.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.9.1 <i>Cont.</i>		<ul style="list-style-type: none"> <li>• Provide one-on-one education during inspections.</li> <li>• Monitor the Temporary Food Premises Code as required.</li> <li>• Respond to all action requests within specified Council standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• Continuing</li> <li>• All requests actioned within Council standards</li> </ul>
1.9.2	Continue to undertake Legionella monitoring programs.	<ul style="list-style-type: none"> <li>• Risk based random inspections and sampling are conducted to ensure sample results of less than 10 colony forming units (cfu).</li> <li>• All complaints are investigated in accordance within specified Council standards.</li> <li>• Maintain an electronic database system detailing premises and inspection results.</li> <li>• Ensure and review Cooling Tower service reports on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Spot sampling commenced.</li> <li>• Electronic Database updated weekly.</li> <li>• Updated as required</li> <li>• Continuing</li> </ul>
1.9.3	Regularly review all health standards programs with specific attention given to mortuaries and skin penetration facilities.	<ul style="list-style-type: none"> <li>• Conduct risk based inspections.</li> <li>• Provide comment on all related referrals on compliance with Public Health Act and Regulations and other applicable legislation.</li> <li>• All comments provided within allocated time frame.</li> <li>• Maintain electronic database system detailing premises and inspection results, in accordance with legislative requirements.</li> <li>• Regularly review advertised regulated public health premises to capture unregistered premises.</li> <li>• Produce an annual newsletter on current issues and distribute to all regulated premises owners.</li> <li>• Attend regional meetings and workgroups to continue a regional approach to public health.</li> <li>• Provide one-on-one education during inspections.</li> <li>• Respond to all action requests within specified Council standards.</li> <li>• Inspect and register all caravan parks on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing Service.</li> <li>• Ongoing</li> <li>• Provided within agreed timeframes.</li> <li>• Reviewed on a weekly basis.</li> <li>• Draft to be prepared for circulation with Annual Regulated Premises Accounts.</li> <li>• Quarterly Meetings attended by Trainee EHO.</li> <li>• Continuing.</li> <li>• Response within agreed timeframes.</li> <li>• Completed for the current review period.</li> </ul>

## Social and Community Planning

Social and Community Planning is a process by which the community, government and non-government agencies, and community service organisations can identify and address various social and community issues. The Social and Community Plan, in a co-ordinated and co-operative manner, must identify the needs and issues facing the following mandatory target groups; children, young people, women, people with disabilities, people from culturally and linguistically diverse backgrounds, Aboriginal and Torres Strait Islanders and older people. Council intends to:

Goal	How it will achieve this:	In particular Council will:	
1.10.1	Undertake a review of its Social and Community Planning.	<ul style="list-style-type: none"> <li>Review the Social &amp; Community Plan on an annual basis with the Local Area Planning Team</li> <li>Meet with the LAPT monthly to update progress on key performance indicators for the Social &amp; Community Plan</li> </ul>	<ul style="list-style-type: none"> <li>LAPT meetings on hold until Social Planner appointed</li> </ul>
1.10.2	Maintain and make available a detailed community profile outlining a range of key demographic and social indicator data.	<ul style="list-style-type: none"> <li>Community profile updated utilising current census and demographic data</li> <li>Update the community directory incorporating: sporting, recreation, arts and culture; community services; religious organisations; and natural resource groups.</li> <li>Establish web site for the community directory and community profile linked to Council's Home Page</li> </ul>	<ul style="list-style-type: none"> <li>2006 census data released and staff attended information sessions</li> <li>Community profile to be updated with latest data by October 2007</li> <li>Web site complete and updated as required</li> </ul>
1.10.3	Continue to provide advice on a range of social and community issues.	<ul style="list-style-type: none"> <li>Liaise with key community service providers and provide advice and disseminate information</li> </ul>	<ul style="list-style-type: none"> <li>Liaison ongoing</li> </ul>

## Community Development and Facilities

Community Development is the process whereby Council works directly and indirectly with the community to assist them in building their own networks of support and facilities. This is achieved by providing opportunities for communities to identify and meet their own needs through the provision and support of the following:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.11.1	Provision, maintenance and management of community infrastructure including community halls and centres, community based pre-schools and childcare centres.	<ul style="list-style-type: none"> <li>Adopted prioritised capital works and planned maintenance programs reviewed taking into consideration the adopted Social &amp; Community Plan and review of specific masterplans</li> <li>Support the expansion of the Branxton Pre-School</li> <li>Support the relocation of the Cessnock Multi-Purpose Childrens Centre</li> </ul>	<ul style="list-style-type: none"> <li>Programs reviewed in line with preparation of 2007/08 budget</li> <li>Expansion of Branxton pre school complete</li> <li>Cessnock Multi Purpose Children's Centre not relocating. Council is assisting with reconfiguration of existing building</li> <li>Operation of Greta Multi Purpose Centre commenced mid 2006</li> <li>Investigations into management and operation framework for Cessnock Indoor Sports Centre ongoing</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.11.1 <i>Cont.</i>		<ul style="list-style-type: none"> <li>• Support the commencement of operation of the Greta Multi-Purpose Centre</li> <li>• Investigate and implement a management and operation framework for the Cessnock Indoor Sporting Centre</li> <li>• Collect asset information in a consistent format and translate format into CRMS system.</li> <li>• Commence an ongoing asset condition appraisal program.</li> <li>• Revise the existing preventative maintenance regime and re-tender maintenance contracts.</li> <li>• Opportunities for partnerships and joint-ventures are investigated as a means of maximising external funding.</li> <li>• Incorporate funding options into prioritised capital works and planned maintenance programs.</li> <li>• Develop staged Masterplans for key community facilities (eg Kurri Kurri Ambulance Practice Hall, Branxton Community Hall...)</li> </ul>	<ul style="list-style-type: none"> <li>• Established Maintenance Management Plan for Administration Building and grounds – complete</li> <li>• CRMS being utilised.</li> <li>• Completed full audit of all buildings for future programs.</li> <li>• Kurri Kurri Early Childhood Centre building completed.</li> <li>• Greta Multi-Purpose design/contract assessment completed.</li> <li>• Masterplan for Tourist Information Centre/ Wine Interpretive Centre currently being developed including ongoing maintenance, cleaning, remedial works and capital expansion. Report to be prepared for Major Projects Committee in July.</li> </ul>
1.11.2	Facilitation, co-ordination, support and development of community services and activities through partnerships with a range of government and non-government service providers.	<ul style="list-style-type: none"> <li>• Continue to support the initiatives of the Cessnock Community Renewal Scheme</li> <li>• Engage a project officer to implement and monitor the balance of the Scheme.</li> <li>• Facilitate the Local Area Planning Team and associated interagencies</li> </ul>	<ul style="list-style-type: none"> <li>• Cessnock Community Renewal expected to be finalised by March 2008</li> <li>• Project officer to be advertised in September 2007</li> <li>• Facilitation ongoing</li> </ul>
1.11.3	Implementation of strategies that ensure all Council services and facilities are as equitable and accessible as possible to all segments of the community including the continued support and co-ordination of the Access Advisory Committee, and Grants Committee	<ul style="list-style-type: none"> <li>• Continue to facilitate and support the Access Committee</li> <li>• Review policies and procedures for the operation of Council's community halls in terms of access and equity</li> <li>• Support the operation of Council's Grants Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Access Advisory Committee bi-monthly to discuss and review access related issues in the community</li> <li>• Policies reviewed in line with preparation of 2007/08 budget</li> <li>• Operation of grants committee ongoing.</li> </ul>



Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.11.4	Continue support of the local Tidy Town movement and the ethos of Keep Australia Beautiful Council	<ul style="list-style-type: none"> <li>Coordinate and administer councils Tidy Town \$ for \$ grant scheme &amp; Community Environmental Care Initiative (CECI)</li> <li>Coordinate annual KABC awards for Tidy Towns</li> <li>Provide advice, disseminate information and support the Tidy Towns committees</li> </ul>	<ul style="list-style-type: none"> <li>TT \$4\$ funds distributed to 5 groups for projects in March 2007.</li> <li>4 TT groups attended the 2006 award in Singleton and received 10 awards</li> <li>5 TT groups entered into 2007 KAB awards</li> <li>TD maintaining contacts with groups and dealing with requests as received.</li> </ul>
1.11.5	Administration and co-ordination of grant funding schemes which benefit the community including the Hunter Area Assistance Scheme; Community Development Expenditure Scheme and the Community Facilities dollar for dollar Grant Scheme.	<ul style="list-style-type: none"> <li>Review and administer Council's Community Facilities dollar for dollar Grant Scheme</li> <li>Facilitate and administer the Hunter Area Assistance Scheme</li> <li>Facilitate and administer the Community Development and Support Expenditure Scheme (CDSE)</li> </ul>	<ul style="list-style-type: none"> <li>Grant schemes reviewed and implemented in September 2006</li> <li>Facilitation of scheme ongoing</li> <li>CDSE complete for 2007 with almost \$95,000 allocated to local and regional community based projects</li> </ul>
1.11.6	Continuation of support for the provision of youth services and facilities.	<ul style="list-style-type: none"> <li>Continue the provision of a diverse range of social, cultural and recreational programs through the Cessnock Youth &amp; Outreach Centre (CYCOS)</li> <li>Provide opportunities for young people to be actively involved in Council's activities</li> <li>Participate in the Youth Interagency</li> <li>Co-ordinate Youth Week with other local service providers</li> </ul>	<ul style="list-style-type: none"> <li>Operation of CYCOS ongoing</li> <li>Young people consulted on matters such as Masterplans for recreational areas etc</li> <li>Youth interagency ongoing</li> <li>Youth week coordination ongoing with Kurri Kurri Youth Centre and Samaritans</li> </ul>

## Emergency Management

Disasters and emergencies, such as floods, fires and major accidents, can have a profound impact on a close-knit community. Emergencies, while not everyday occurrences, can and do occur. Acknowledging this, Council will work together with other government groups and the community to:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.12.1	Implement, on an ongoing basis, management plans in the areas of fire management, fuel management and disaster management;	<ul style="list-style-type: none"> <li>Implement the Cessnock Local Disaster Plan as required.</li> <li>Provide a Local Emergency Operations Centre which is tested on a regular basis and ready to operate when required.</li> </ul>	<ul style="list-style-type: none"> <li>Draft plan completed.</li> <li>Consultant reviewing Disaster Plan for Cessnock, Dungog, Maitland and Singleton Councils.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.12.2	Review all these Emergency Management Plans regularly.	<ul style="list-style-type: none"> <li>• Liaise with the Local Emergency Disaster Committee to ensure that the Disaster Plan for the Cessnock LGA reflects current practice and conditions.</li> <li>• Update the Disaster Plan as required and distribute to relevant Emergency Management Practitioners.</li> <li>• Review Administration Building Emergency Evacuation Procedures by December 31.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of Disaster Plan has been undertaken at LEMC Meetings.</li> <li>• Draft Disaster Plan and contact list distributed.</li> <li>• Commenced.</li> </ul>
1.12.3	Conduct regular meetings of the Local Emergency Management Committee.	<ul style="list-style-type: none"> <li>• Schedule meetings twice per year as requested by the District Emergency Management Committee.</li> <li>• Prepare minutes of Meetings and distribute to relevant Authorities.</li> <li>• Communicate with LEOC Committee members to ensure attendance by relevant Disaster Management Practitioners.</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings held February and August.</li> <li>• Documentation distributed.</li> <li>• Ongoing.</li> </ul>
1.12.4	Participate in required disaster planning management and training exercises.	<ul style="list-style-type: none"> <li>• Attend the District Emergency Management Meetings as required.</li> <li>• Attend the Lower Hunter Emergency Operations Committee Meetings as required.</li> <li>• Organise and attend training exercises as required at Local and District Level.</li> </ul>	<ul style="list-style-type: none"> <li>• DW&amp;S attended.</li> </ul>
1.12.5	Continue to support the Rural Fire Service and provide commitment to the Volunteer Fire Service network.	<ul style="list-style-type: none"> <li>• Participate at Partnering Meetings as required.</li> <li>• Provide administrative assistance to the RFS during Emergencies as required.</li> </ul>	On-going.

## Technology

Council recognises that rapid advances in technology can help improve work practices and the provision of services to our community. Council is fully committed to adopting any emerging technology which will benefit the operations of Council and/or its community. As a result Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.13.1	Complete an Information Technology Vision and Strategic Plan which will be reviewed regularly.	<ul style="list-style-type: none"> <li>Ensure that provision is made for expansion of electronic procurement practices within the Vision and Strategic Plan.</li> <li>Continue to develop and improve the Electronic Communications Management System incorporating an Electronic document Management System.</li> <li>Revise current Information Technology Vision and Mission Statement to reflect the current state of technology and addresses legislative requirements.</li> <li>Revise current 5 year Strategic Plan to reflect latest technology.</li> </ul>	<ul style="list-style-type: none"> <li>Currently investigating and analyzing various products</li> <li>Currently under review</li> </ul>
1.13.2	Continue to develop opportunities for conducting electronic business – both with our suppliers and our community.	<ul style="list-style-type: none"> <li>Implement an electronic procurement system.</li> <li>Further progress the e commerce capabilities of Councils web page.</li> <li>Investigate and where appropriate provide access to additional Council services through the internet.</li> <li>Investigate and keep abreast of emerging technologies for internet based business transactions.</li> </ul>	<ul style="list-style-type: none"> <li>Currently investigating and analyzing various products</li> <li>Introduced additional rate payment methods via the web in conjunction with Australia Post</li> <li>Ongoing discussions with suppliers</li> <li>“Exponare” Mapinfo product launched on Council’s web page in March, enabling online public viewing of select mapping data.</li> </ul>
1.13.3	Exploit the opportunities offered by regional co operation in the development of Information Hunter, the internet website for members of Hunter Councils.	<ul style="list-style-type: none"> <li>Develop a Plant Manager Section within the Hunter Council Web site for collection of vehicle specifications, plant replacement opportunities, plant performance evaluations and other relevant information.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting held with Plant Managers – web page established for works program (maps and table).</li> <li>Attended quarterly meeting of Hunter Councils InfoHunter group. Primary topic of discussion was data network solutions from Soul Telecommunications.</li> </ul>
1.13.4	Continue to advance its use of electronic land information systems.	<ul style="list-style-type: none"> <li>Ensure all staff and community have access to the GIS system.</li> <li>Provide regular training sessions for all staff.</li> <li>Consult with stakeholders to ensure accuracy and appropriateness of information contained within the system.</li> </ul>	<ul style="list-style-type: none"> <li>All new staff provided with access to GIS</li> <li>Land Information Systems Officer attended a train the trainer session</li> <li>General training sessions on Mapinfo undertaken in conjunction with EDMS revision training</li> <li>Ongoing meetings with staff re additional uses for GIS</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What have you done to achieve this?
1.13.5	Continue to provide internet access to the community at the Libraries and provide computer and internet training courses wherever possible.	<ul style="list-style-type: none"> <li>• Provide quality internet access through cost effective services.</li> <li>• Upgrade hardware and software in accordance with Council's replacement plan to ensure adequacy of technology.</li> <li>• Conduct regular training sessions for staff and members of the public.</li> <li>• Provide quality internet access through cost effective services.</li> <li>• Provide at least four internet training courses throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>• Internet services maintained with only minor interruptions due to power failures caused by storms/accidents.</li> <li>• Four Internet training sessions were held in March as part of Seniors Week.</li> <li>• Regular fortnightly Surfing Seniors Internet awareness sessions introduced.</li> <li>• Review of Internet service for the Council web site completed. Upgrade planned to improve the performance.</li> </ul>

## Libraries

Council meets many of the information, education and recreation needs of the community through the provision of Cessnock City Library's services, collections and facilities. In continuing to build this key cultural asset, Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.14.1	Implement the Review recommendations adopted by Council	<ul style="list-style-type: none"> <li>• Develop a Marketing Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• No progress to date due to changes in personnel.</li> </ul>
1.14.2	Upgrade applications, technology and communications to expand and improve access to the Library's information resources	<ul style="list-style-type: none"> <li>• Continue to upgrade the Library's computer management system as resources and workload permit</li> </ul>	<ul style="list-style-type: none"> <li>• The upgrade of the Library computer system to Spydus 8, and associated staff training, was completed.</li> <li>• Quality of service equipment and new firewall installed to improve communications between libraries, and overall security.</li> </ul>
	Continue to develop Library programs and services which meet the identified needs of particular sectors of the community	<ul style="list-style-type: none"> <li>• Continue to develop services which support the needs of children and youth</li> <li>• Increase usage of the Library's electronic and in house information resources</li> </ul>	<ul style="list-style-type: none"> <li>• Library's participation in the Cessnock Let's Read program approved with planning finalized for the program to be launched in July 2007.</li> <li>• 9 public talks held on various topics.</li> <li>• Two author visits held.</li> <li>• New evening book reading group commenced.</li> <li>• Appointment of Information Services Librarian.</li> </ul>
1.14.4	Maintain its commitment to the Library buildings and facilities refurbishment program	<ul style="list-style-type: none"> <li>• Continue the refurbishment of Cessnock Library</li> </ul>	<ul style="list-style-type: none"> <li>• New additional fixtures and fittings for public PCs and display features installed at Cessnock Library.</li> <li>• New signage installed at Cessnock Library.</li> <li>• Installation of new air conditioning system at Kurri Kurri Library.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
			<ul style="list-style-type: none"> <li>• Damaged windows replaced and protective screens installed at Kurri Kurri Library..</li> <li>• New chairs delivered to Cessnock Library.</li> <li>• New shelving and display furniture installed at Cessnock Library.</li> <li>• New minor fixtures and fittings installed at Kurri Kurri Library</li> <li>• Painting, re-carpeting and refurbishment of staff work areas and public toilets commenced at Cessnock Library.</li> <li>• The June long weekend storm caused water damage to the basement floor of Cessnock Library when approximately 10cm of water covered the entire floor area. This entailed the hire of a container to store the contents of the basement floor, including the Stack collection. Carpet replaced with vinyl, and some repainting is undertaken whilst the area is largely empty. Loss and damage is of the order of \$20,000.</li> </ul>
1.14.5	Maintain its commitment to ongoing staff training and development	<ul style="list-style-type: none"> <li>• Provide opportunities to all staff for new skills development</li> </ul>	<ul style="list-style-type: none"> <li>• 39 staff attended 20 different training and development opportunities during the year.</li> <li>• Kurri Kurri Library staff recognized as CCC Team of the Quarter.</li> </ul>
1.14.7	Maintain its commitment to regional and State library bodies	<ul style="list-style-type: none"> <li>• Contribute to the CPLA of NSW through the Central East Zone</li> </ul>	<ul style="list-style-type: none"> <li>• CSM attended meetings of the NSW Public Libraries Marketing Group.</li> <li>• CCC representatives attended the CPLA 2006 annual conference and AGM.</li> <li>• CCC represented at all meetings of the PL-C Central East Zone.</li> <li>• CSM attended meetings of the Hunter &amp; Central Coast Library Network</li> <li>• CSM attended the PL-M biennial conference at Penrith</li> <li>• ISL attended a SPUN library computer system user group meeting at Coffs Harbour.</li> </ul>

## Aerodrome Development

Cessnock Aerodrome is recognised as a City asset with enormous potential to contribute to the growth of tourism in the City. To promote this, Council will:

Goal	How it will achieve this:	In particular Council will:	What have you done to achieve this?
1.15.1	Establish and regularly review planning controls for the site including Local Environment Plan (LEP), Development Control Plan (DCP), Obstacle Limitation Survey (OLS) and Noise Exposure Forecasts (NEF);	<ul style="list-style-type: none"> <li>Review all plans every three-(3) years for compliance with Council's legal obligations and best practice.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Installation of new refueling depot continuing;</li> <li>Two new hangers under construction</li> <li>Refurbishment of Terminal building nearing completion.</li> </ul>
1.15.2	Maintain and enhance the Aerodrome in line with the Aerodrome Operations Manual.	<ul style="list-style-type: none"> <li>Inspect in accordance with the Lease Agreement with Australian Leisure Corporation.</li> </ul>	<ul style="list-style-type: none"> <li>Inspection completed quarterly</li> </ul>

## Cemeteries

The nine general and two lawn cemeteries in the City of Cessnock are a unique record of our past. They also show the respect we have for those who have gone before us. To preserve this record and clearly demonstrate our respect, Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.16.1	Continue to improve the appearance of our cemeteries including the expansion of the Aberdare Lawn Cemetery	<ul style="list-style-type: none"> <li>Finalise expansion of Aberdare Lawn Cemetery</li> <li>Develop, exhibit and implement Masterplans for the following general Cemeteries:- Cessnock, Branxton, Greta, Ellalong, Millfield, Wollombi.</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of Gordon Williams Lawn cemetery complete</li> <li>Masterplans for Cessnock, Branxton, Greta, Ellalong, Millfield and Wollombi general cemeteries to commence following review of Cemetery Management Plan</li> </ul>
1.16.2	Implement and annually review the Cemeteries Management Plan and the Aberdare Cemetery Masterplan.	<ul style="list-style-type: none"> <li>Review the Cemetery Management, fees and charges and associated policies</li> </ul>	<ul style="list-style-type: none"> <li>Proposals from consultants to review the current Cemeteries Management Plan reviewed by September with a view to engage a consultant to complete works by March 2008</li> </ul>
1.16.3	Complete a Masterplan for the future direction of the Kurri Kurri Cemetery.	<ul style="list-style-type: none"> <li>Develop, consult and exhibit a Masterplan for Kurri Kurri Cemetery</li> </ul>	<ul style="list-style-type: none"> <li>Will follow review of cemeteries management plan</li> </ul>
1.16.4	Continue to update the record of the people buried in the cemeteries.	<ul style="list-style-type: none"> <li>Records of burials are maintained in line with the Records Act</li> <li>Establish a link to Council's web site for family searches</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Web page to be reviewed in line with review of cemeteries management plan</li> </ul>

## Animal Management

Animals, both pets and livestock, are important to the livelihood and quality of life of Cessnock residents. Council has an ongoing program for the management of animals in the City and to this end the following services will continue to be supplied by Council:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
1.17.1	A Dog Registration Program – the registration program has been maintained with further development of Council's system taking into account changes with the implementation of the Companion Animals Act.	<ul style="list-style-type: none"> <li>Promote to the community by press and other communication opportunities the need for companion animal identification and registration.</li> <li>Conduct a microchip implantation service at the pound and promote its availability.</li> <li>Conduct household checks of the status of companion animal ownership and registration.</li> <li>Implement enforcement action when offences are detected.</li> </ul>	<ul style="list-style-type: none"> <li>Initial Dangerous/restricted breed dog surveys have been completed. Details re requirements for restricted dog enclosures circulated. Round 2 of surveys planned July/Aug 2007.</li> <li>Available during pound operation hours.</li> <li>Patrols have commenced</li> <li>Ongoing.</li> </ul>
1.17.2	Monitoring of stray animals – Council Rangers implement this program throughout the required period.	<ul style="list-style-type: none"> <li>Conduct regular patrols of localities and impound animals not under effective control.</li> <li>Respond to customer requests to investigate reports of unattended or aggressive animals.</li> <li>Implement enforcement action when offences are detected.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> <li>Actioned within required timeframes.</li> <li>Continuing.</li> </ul>
1.17.3	Control straying livestock – collection of animals and notification of owners where possible.	<ul style="list-style-type: none"> <li>Urgently respond to customer requests to investigate reports of straying stock on public roads or places.</li> <li>Impound straying stock where necessary and transport to the pound</li> </ul>	<ul style="list-style-type: none"> <li>Attended as required and where appropriate.</li> <li>Large stock rehoused and impounded as required.</li> </ul>

# Our Future – Our Second Goal

***To protect, enhance and promote the natural, developed and cultural environment.***

Council's responsibility to protect and enhance the environment incorporates cultural, natural and built aspects. Within each of these areas there are a number of plans, activities and reporting mechanisms which include all areas of Council. While much of this work takes place at a local level, significant effort is put into co-ordinating Council's activities with State and Federal bodies.

## Local Environment Planning

Council is responsible for the preparation and implementation of City wide environmental plans and controls. In this way, Council can provide for the organised development of the City, the protection of sensitive areas and species, and the protection of the quality of life for existing residents. Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.1.1	Complete the City Wide Settlement Strategy;	<ul style="list-style-type: none"> <li>Continue to implement the adopted strategies in Stage 1 of the Settlement Strategy.</li> <li>Work with developers and landowners towards rezoning of identified areas.</li> <li>Stage 2 of the Settlement Strategy adopted by Council (14-12-05) and begin implementing identified actions.</li> </ul>	<u>City Wide Settlement Strategy</u> Continue work on review of CWSS (Stage 1) <ul style="list-style-type: none"> <li>Supply and demand (ie update information 2003 to 2007)</li> <li>Sequencing of release areas</li> <li>Consideration of infill opportunities (including residential densities).</li> <li>Stage 2 - Consultant (AEC Group) to Review industrial component of this document.</li> </ul>
2.1.2	Undertake a major review of the 1989 Cessnock Local Environment Plan (LEP) commencing in 2003;	<ul style="list-style-type: none"> <li>Manage the consultant engaged to carry out the review with the target date for completion of the draft being June 2006.</li> </ul>	<u>Comprehensive Local Environmental Plan</u> <ul style="list-style-type: none"> <li>Report to Council on draft Cessnock LEP 2008 seeking exhibition - September 2007. Draft Plan to the DoP ready for gazettal March 2008</li> <li>Continued work on a number of rezoning submissions for inclusion in comprehensive LEP, where it is practical to do so</li> <li>Six (6) amendments to Cessnock LEP 1989 gazetted:-</li> <li>Amdt No 112 - Spot Rezoning to 2(a) zone.</li> <li>Amdt No 116 - Define Multiple Dwellings</li> <li>Prohibit Multiple Dwellings in 2(b) zone.</li> <li>Amdt No 108 - Spot rezoning "Sports Ave, Cessnock to 2(a).</li> <li>Amdt No 109 - Remove CI 12(4) which enables subdivision known as "Concessional Lots"</li> <li>Amdt No 117 - Spot rezoning Reclassification of drainage reserve, Cessnock.</li> <li>Amdt No 123 - Strata Subdivision of Tourist Accommodation (Crown Plaza).</li> </ul>



Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.1.3	Review the LEP regularly, with a major review every eight years;	<ul style="list-style-type: none"> <li>Review to be completed to draft form by March 2008.</li> </ul>	Work progressing on new comprehensive LEP with report to Council seeking public exhibition due September 2007
2.1.4	Continue to develop residential development controls which are sensitive to localities;	<ul style="list-style-type: none"> <li>Prepare Development Control Plans in conjunction with proposed rezonings under the Settlement Strategy.</li> </ul>	Work continuing on new residential / design requirements to be incorporated into Cessnock DCP 2006
2.1.5	Develop a Roadside Environment Strategy;	<ul style="list-style-type: none"> <li>Contribute engineering expertise in obtaining and assessing "best practice" in Roadside Environment planning, implementation and maintenance.</li> <li>Implement Council's Roadside Environment Strategy.</li> <li>Review Roadside Environmental Controls prior to undertaking mowing and maintenance works.</li> <li>Provide Operational Input into Council's Roadside Environment Strategy.</li> <li>Contribute engineering expertise in obtaining and assessing "best practice" in Roadside Environment planning, implementation and maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>Discussions with Mr Gerard Young re drainage design/tree plantings Lang St – ongoing.</li> <li>Dangerous tree removal funded 2006/07 and proposed 2007/08 for both rural and urban roads.</li> <li>EJE Drawings for Greta, Weston involving State Roads on public exhibition 11/10/06 – no consultation with RB&amp;D Manager of RS&amp;T Manager – issues with State Roads require approval by RTA- Meeting held 23/01/07 (see above).</li> <li>Meeting held with Hunter &amp; Central Coast Regional Roadside Environmental Management Strategy 4/12/06</li> <li>Liaison re Washery Rd, North Rothbury "Persoonia Pauciflora" – endangered.</li> <li>Inspection of site is undertaken to minimize the distribution of waste material over large areas.</li> <li>Make responsible Officers aware of defects in the road asset environment.</li> <li>Provide advice to Road Asset stakeholders under areas of concerns.</li> </ul>
2.1.6	Review Development Contribution Plans on an ongoing basis;	<ul style="list-style-type: none"> <li>Provide input regarding demands on existing infrastructure and upgrades and extensions as required including costs and impact on existing works programs</li> </ul> <p>Prepare contribution plans in conjunction with proposed rezonings under the Settlement Strategy.</p>	<ul style="list-style-type: none"> <li>Programs past expenditure &amp; adopted future provided to facilitate S94 Plan Review – contributions plan – Inspections held to determine status of unformed roads and allocation of collected funds to projects in 2006-08. New St, Mulbring and Bathurst St, Abermain to be completed 2006/07 by W&amp;S.</li> <li>Review "Engineering Requirements for Development".</li> <li>Input provided to S94 plans for North Bellbird, Nulkaba, Kitchener and Cliffligh.</li> <li>Input to Hunter Enviro Mining proposals for chitter processing – traffic, road access and amenity issues.</li> <li>VPA's currently being negotiated for Cliffligh, Kitchener, Anvil Creek and Bellbird North.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.1.7	Advocate on behalf of the City with other levels of Government and the private sector in an effort to meet the City's needs on an ongoing basis;	Work with developers and relevant Government agencies towards rezoning of identified areas.	<ul style="list-style-type: none"> <li>• <b>Bellbird North</b> Consultants engaged to review entire precinct. <ul style="list-style-type: none"> <li>• Issues with RTA, DEC and CMA being addressed.</li> <li>• S.65 certificate to be sought as soon as possible.</li> </ul> </li> <li>• <b>Cliftleigh:</b> Section 68 submission to DoP regarding the Cliftleigh IA. As per the report to Council the submission has been sent on the basis that it will not forward to the Minister for making under section 70 until such time as a Developer Agreement has been finalised</li> <li>• <b>Kitchener:</b> Issues with RTA, DEC and CMA being addressed prior to reporting back to Council in a similar fashion to the Cliftleigh IA.</li> <li>• <b>Nulkaba:</b> BC 10 - Report to Council and seeking public exhibition prior to Council making a final decision on this matter</li> <li>• <b>Anvil Creek:</b> meeting with RTA 13 August 2007 to negotiating outstanding issues associated with the F3 link prior to reporting back to Council in a similar fashion to the Cliftleigh IA</li> <li>• <b>F3 to Branxton:</b> s64 report to Council. Preparation for exhibition and working on DCP</li> </ul>
2.1.8	Undertake Reviews of Environmental Factors (REF's) and Environmental Impact Statements (EIS's) as required for all major road, bridge and other infrastructure projects to meet its responsibilities under the Environmental Planning and Assessment Act 1979;	<ul style="list-style-type: none"> <li>• Keeping up to date with the latest legislative requirements under the Act.</li> <li>• Ensure that Council adopts' "best practice" with regard to environmental treatments used by other infrastructure authorities.</li> <li>• Vet REF's and EIS's undertaken on Council projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Heritage issues with Cunneens and other Timber Bridges – see above.</li> <li>• Provided input to Pokolbin and Middle Creek Bridges REF's for RTA (MR 220).</li> <li>• Provided draft REF's for Council Project Development Plans.</li> </ul>
2.1.10	Continue to encourage public awareness of and involvement in the environment through its Environmental Education Program;	<ul style="list-style-type: none"> <li>• Attend functions and community activities as appropriate to activities undertaken by Recreation Operations.</li> <li>• Attend functions and community activities as appropriate to activities undertaken by Works &amp; Services.</li> <li>• Promote Council's involvement in community programs such as <ul style="list-style-type: none"> <li>• Cities for Climate Protection</li> <li>• Cleaner Production,</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Functions attended as necessary.</li> <li>• On-going participation in program</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.1.0 Cont.		<ul style="list-style-type: none"> <li>• DrumMuster</li> <li>• Chem Clear</li> <li>• Household Hazardous Waste Collection</li> <li>• Waste avoidance – plastic bags</li> <li>• Recycling - HRR</li> <li>• Reuse – Waste as Art</li> <li>• Litter – Don't be a Tosser</li> </ul>	<ul style="list-style-type: none"> <li>• Drumuster – W&amp;S advertised the time frame for the drummuster to be held. Council Noxious Weeds Officers provided information regarding the use of poisons and storage of chemicals ensuring they are held in a safe environment.</li> </ul>

## Development

Complementing the City Local Environment Plan, Development Control Plans are specific to a location or to a particular development. They are intended to address the circumstances arising out of development at a given site, or for a particular type of development. Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.2.1	Prepare DCPs for developments throughout the City – a number of DCPs, both site specific and Local Government Area wide, have already been prepared. The DCP ensures a high quality of development further focussing on environmentally sustainable development principles.	<ul style="list-style-type: none"> <li>• Prepare a single DCP for developments throughout the city. The DCP ensures a high quality of development further focussing on environmentally sustainable development principles.</li> <li>• Facilitate the inclusion of completed flood studies in Council's Flood Liable Lands DCP (refer 1.6.2).</li> <li>• Provide input on road access and other infrastructure issues impacting on DCP's.</li> <li>• Provide input on road status, authority to construct and maintain issues.</li> <li>• Contribute to the review of Council's "Engineering Requirements for Development".</li> <li>• Provide input on flooding and drainage issues impacting on DCP's.</li> </ul>	<ul style="list-style-type: none"> <li>• Review completed of the exempt and complying development provisions for inclusion in the Cessnock consolidated LEP.</li> <li>• Consolidation of DCP's into a single DCP completed by Strategic &amp; Community Services.</li> <li>• The review of the draft Flood Liable Lands DCP completed has been received and is being reviewed. Completion pending appointment of Subdivision &amp; Engineering Coordinator</li> <li>• Consultancy brief completed for the review of the Urban Housing and Subdivision chapters in Cessnock DCP 2006.</li> <li>• Flooding DCP for Cessnock township area draft delivered to Development Services by Consultant – additional info provided by RB&amp;D Section – need to finalise with resignation of G Wood.</li> <li>• Comment on proposed rezoning and subdivisions Cessnock, Mulbring, Greta, Abermain, Sawyers Gully, Laguna, Heddon Greta, Cliftleigh, North Bellbird, Anvil Hill.</li> <li>• Abel Mine</li> <li>• HEZ</li> <li>• Crowne Plaza</li> <li>• Tasman Mine DA traffic management</li> <li>• Hunter Enviro Mining</li> <li>• Various DA's and subdivisions across LGA.</li> <li>• Major work by RB&amp;D Manager required in input to North Bellbird, Cliftleigh, Kitchener, Nulkaba rezonings</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.2.2	Provide ongoing training of Council staff on the LEP & DCP.	<ul style="list-style-type: none"> <li>Undertake 2 in-house training sessions each quarter.</li> </ul>	Workshop/training sessions held with Development Services staff on the review of the urban housing provisions of the DCP, review of exempt & complying development and accessibility standards. Specific issues also workshopped at the weekly Planning Team meetings.

### Regional and State Co-ordination and Co-operation

A number of planning activities outside Council impact on the way the City of Cessnock will develop. The State Government has a Regional Environment Plan as well as a number of State Environmental Planning Policies. In addition, it has undertaken a number of studies and projects which directly influence the growth of the Hunter Region. Examples of these are the Hunter/Central Coast Corridor Project and the Lower Hunter Housing Strategy. Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.3.3	Continue to contribute to the development and review of Regional and State Plans.	<ul style="list-style-type: none"> <li>Review and comment on draft regional and state plans.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to provide input into regional planning initiatives in particular the draft Lower Hunter Regional Strategy.</li> </ul>

### Developed Environment

In addition to the broad planning activities outlined above, Council has undertaken or will soon commence a number of specific studies or activities which are intended to enhance the City's environment. Some of these are:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.4.1	Development of Strategic Plans for each community to ensure that residential areas are supported and enhanced by active commercial, community and cultural facilities.	<ul style="list-style-type: none"> <li>Based on information obtained from review of Recreation Construction and Maintenance activities provide statistical information for development of the Strategic Plan.</li> <li>Implement Stage 1 of Council's City Wide Settlement Strategy and conduct public exhibition and community forums for Stage 2 of Council's City Wide Settlement Strategy.</li> <li>Ensure masterplans for the various release areas meet the range of identified needs for that community.</li> </ul>	<ul style="list-style-type: none"> <li>Stage 1 works underway, Stage 2 working on Sec 65 certificates from DIPNR.</li> <li>Advice provided to planners on range of issues dealing with Recreation.</li> <li>Masterplans for Cliftleigh, Bellbird Nth, Kitchener, Nulkaba and Anvil Creek at various stages of progression</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.4.5	Review of environmental factors for all major projects undertaken by Council which have a potential environmental impact	<ul style="list-style-type: none"> <li>• Coordinate, support, &amp; develop sustainability initiatives in partnership with schools &amp; learning centres</li>   <li>• Participate in the development of regional sustainability initiatives policies and approaches.</li> <li>• Establish an integrated asset management program to link the activities undertaken by various Sections to establish a whole of organisation approach as a means of minimising waste, energy and water use</li> <li>• Prepare and co-ordinate activities for local community education and involvement.</li> <li>• Undertake pre-design Environmental Risk Assessments and review of REF to ensure appropriate environmental controls are implemented during construction and significant flora and fauna are protected.</li> <li>• Undertake pre-construction Environmental Risk Assessments to ensure control measures are in place prior to construction commencing.</li> <li>• Undertake Inductions for all staff prior to construction to ensure Environmental Controls are understood and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• All staff provided with drinking mug as part of Sustainability promotion</li> <li>• TD overseeing schools environment program with 4 newsletters distributed over the year; 4 water, 1 energy and 1 biodiversity audits conducted at 4 schools; held a teacher workshop at Maitland in June 2007; assisted with community water grant applications and assisted 14 schools with plants and advice for National Treed Day in July 2006.</li> <li>• Submitted KAB Sust. Cites Award applications for 2007 Waste as Art and green Access Poster.</li> <li>• TD participated in HWEG activities including sustainability snapshots being presented at Wollombi, Maitland and Kurri Markets in April 2007.</li> <li>• Pilot program developed with Lovedale Chamber Commerce looking at ESD in Tourism related business</li> <li>• Held a Thankyou event for local community groups participating in environment activities in Dec 07 – 60 people attending a lunch at Peace Park.</li> <li>• Consider all environmental factors during the planning process and before works proceed.</li> <li>• Ongoing</li>   <li>• Ongoing</li>   <li>• Underway</li>   <li>• REF's prepared either in-house or by consultants for each project in accordance with Part V, EP&amp;A Act.</li>   <li>• Information/request forwarded to Dev Services requesting input or greater consideration to waste collection &amp; presentation in new subdivisions &amp; multi unit development</li> <li>• Facilitated meeting with consultant &amp; Project Mgr for Hebburn Estate to consider energy efficient street lighting in redevelopment proposal.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.4.5 (Cont.)		<ul style="list-style-type: none"> <li>• Undertake post-construction inspections to ensure that all disturbed areas are rehabilitated as required by relevant contracts and Council requirements.</li> <li>• REF requirements are to be incorporated into all Project Development Plans, Project Plans and Site Risk Assessments to ensure that site specific environmental controls are identified, reviewed, implemented and maintained on the work site.</li> <li>• Review Council's operations and activities to ensure ESD principles (<i>Sustainability in Action</i>) are considered.</li> <li>• Participate in the development of regional policies and approaches such as the domestic Refit Project and Cleaner Production initiatives.</li> <li>• Undertake a Building Management Audit on Cessnock Library, Kurri Aquatic Centre and Cessnock Works Depot to investigate means of minimising waste, energy and water use.</li> <li>• Prepare and co-ordinate activities for local community education and involvement.</li> <li>• In liaison with the asset owner, monitor market development to ensure Council is positioned to purchase electricity at best available tariff.</li> </ul>	<ul style="list-style-type: none"> <li>• Refit program introduced &amp; is on-going. Approx 300 residents have taken up offer.</li> <li>• Cleaner production assessment has been undertaken at Works Depot. Recommendations made to Depot Manager (discretionary budget bid unsuccessful).</li> <li>• Building management audits completed on KKAC, Cessnock Library &amp; Works Depot. Findings &amp; recommendations made to relevant site managers</li> <li>• Various media &amp; promotional correspondence distributed in Kurri area (Mayor involved in promotion). Staff &amp; Community newsletters carried reports/story.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.4.6	Review of development and subdivision controls at an overall planning and individual applicant level.	<ul style="list-style-type: none"> <li>• Identify and undertake necessary reviews.</li> <li>• Undertake developer/applicant forums on a regular basis, commencing October 2006.</li> <li>• Carry out in-house training to ensure consistency in application of Council planning provisions. One training session to be held every two months.</li> </ul>	<ul style="list-style-type: none"> <li>• Developer forum held on 27 February 2007. Follow-up meeting in June deferred to the first quarter of 2007/08.</li> <li>• Training in relation to the Do's and Don'ts of Local Government Prosecutions held – conducted by Mallik Rees Lawyers.</li> <li>• Review of the urban housing provisions completed by Council staff.</li> </ul>
2.4.7	Completion of an On-Site Waste Water Management Policy to guide and control the use of various effluent treatment systems, and to allow ongoing assessment of accumulative impacts.	<ul style="list-style-type: none"> <li>• A Water Management Plan is to be developed which includes source of water for the project, disposal of waste or contaminated waters and protection of waterways when undertaking works.</li> <li>• Conduct risk based inspections and assessment of premises.</li> <li>• Approvals to operate systems and renewals are issued as appropriate.</li> <li>• Site specific operating conditions are imposed on approvals to operate.</li> <li>• Maintain electronic database system detailing premises and inspection results.</li> <li>• Annually renew approvals to capture unregistered systems.</li> <li>• Random samples are collected in accordance with water quality guidelines.</li> <li>• Records of identified sensitive areas are maintained.</li> <li>• Regularly review layers of un-sewered areas on Councils GIS system and identify topographical impacts.</li> <li>• Attend regional meetings and workgroups to continue a regional approach to on-site sewage management.</li> <li>• Provide one-on-one education during inspections.</li> <li>• Respond to all internal and external customer service requests.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft plan being prepared.</li> <li>• Project Officer assisted Flood Recovery Team for CCC.</li> <li>• Ongoing.</li> <li>• As required</li> <li>• Updated daily</li> <li>• Sampling planned for May 2007 being held over until July 2007.</li> <li>• Completed</li> <li>• Review as required</li> <li>• Regional Quarterly meeting attended. Next Meeting 1 August 2007</li> <li>• Ongoing advisory service. Completed within CRMS standards</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.4.8	The development of a Built Environment Hazard Mitigation Program incorporating fire and earthquake hazard mitigation – a fire hazard mitigation program has been developed and is currently being implemented. (An earthquake hazard mitigation program was implemented with all awning structures of commercial premises in the Main Street of Cessnock being inspected by Council Officers and appropriate actions taken where repairs were required.)	<ul style="list-style-type: none"> <li>• Conduct risk based inspections of premises.</li> <li>• Maintain electronic database system detailing premises in accordance with legislative requirements.</li> <li>• Ensure the submission and review of Fire Safety Statements.</li> <li>• Serve orders to undertake works where a need is identified.</li> <li>• Maintain an electronic register of Places of Public Entertainment.</li> <li>• Inspect and process all applications within 21 days of receipt.</li> <li>• Provide one-on-one education during inspections.</li> <li>• Respond to all internal and external customer service requests.</li> </ul>	<ul style="list-style-type: none"> <li>• Survey suspended pending due to staff vacancy – Position to be advertised in Sept 07.</li> <li>• Ongoing. Review currently underway.</li> <li>• Reviewed as required.</li> <li>• Applications processed as received.</li> <li>• Ongoing</li> <li>• Continuing.</li> <li>• Conducted as required.</li> <li>• Service provided within agreed timeframes.</li> </ul>
2.4.9	Contribute to the completion and implementation of an Energy Efficient Policy with the aim of guiding construction in the City and establishing Council as a leader	<ul style="list-style-type: none"> <li>• Continuously review the Energy Improvement Program across Council's assets.</li> <li>• Identify other areas of Council activities that may benefit from energy efficiency modification.</li> </ul>	Negotiation of energy supply contracts with Energy Aust for next 3 yrs for total of 49 sites; 45 receive 1 month free 4 sites rec 4% off usage rate

## Natural Environment

The City's natural environment is affected in many ways by the activities of the community. Water and air quality and habitats for plant and animal species are all subject to the effects of individual actions and the cumulative impacts of repeated actions. Council views its responsibility to the natural environment broadly

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.5.1	Enhance its erosion and water quality control procedures on an ongoing basis.	<ul style="list-style-type: none"> <li>• Development of Sediment Control Plans.</li> <li>• Sediment Control which detail the specific erosion control measures for each project.</li> <li>• Periodically review Council procedures to ensure conformity conform to the latest engineering, environmental and statutory requirements regarding, erosion and sediment control and water quality.</li> </ul>	<ul style="list-style-type: none"> <li>• Input to design process in Design &amp; Contracts and Development Services.</li> <li>• Erosion and sediment control treatment options and/or facilities identified on each design.</li> </ul>



Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.5.2	Cooperate, on an ongoing basis, with DNR and CMA in the preparation of Total Catchment Management Plans for catchments within the LGA	<ul style="list-style-type: none"> <li>• Invite DIPNR and Hunter Catchment Management trust to contribute as members of Cessnock city Council's Floodplain Management Committee</li> <li>• Participate in the Wallis / Fishery Creek Forums and other TCM forums as they are developed</li> </ul>	<ul style="list-style-type: none"> <li>• Floodplain Management Committee Meeting held 27 June 2006 attendance 3 Community Reps, Councillor Davey (chair).</li> <li>• Floodplain Management Committee Meeting held 12 September 2006, Councillor Davey (chair).Project Engineer led as RB&amp;D Manager absent.</li> <li>• Floodplain Management Committee Meeting held 5/12/06.</li> <li>• Floodplain Management Committee Meeting held 13/03/07.</li> <li>• Floodplain Management Committee Meeting held 12/06/07.</li> <li>• Incomplete</li> <li>• Continual dialogue with Catchment Management Authority following resignation of CSO (31/12/06) &amp; decision of CMA to change scope of position &amp; funding arrangement.</li> <li>• This has impacted across the whole of this program. Whilst interim measures have been taken from within existing resources it is not expected this program will continue under the new terms</li> </ul>
2.5.3	Participate, on an ongoing basis, in the Lower Hunter Regional Environment Management Strategy and use its recommendations as a guide for local planning and strategies;	<ul style="list-style-type: none"> <li>• Participate in the development of regional policies and approaches.</li> <li>• Prepare and co-ordinate activities for local community education and involvement.</li> <li>• Implement the identified actions of the City Wide Settlement Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• AL &amp; TD Attended Roadside Veg Program meeting in Maitland 4/6</li> <li>• TD Edited chapters for Rural Res Kit</li> <li>• Staff attended various meetings as required during the year</li> </ul>
2.5.5	Develop a Conservation Strategy within the next five years. This strategy will cover vegetation management, wildlife and wildlife habitat protection, community observation and monitoring programs and identification of regional wildlife corridors;	<ul style="list-style-type: none"> <li>• Implement the identified conservation actions of the City Wide Settlement Strategy.</li> </ul>	<p>A new Biodiversity Conservation chapter has been included into the CWSS addressing biodiversity issues based on the guidelines and requirements contained in the Draft Lower Hunter Regional Conservation Plan.</p> <p>This chapter will set the direction for both appropriate zoning of land through the comprehensive LEP, and site specific actions to be implemented when considering development proposals.</p>
2.5.6	Continue to develop and monitor the creation of wildlife corridors via a web of vegetation plantings	<ul style="list-style-type: none"> <li>• Existing wildlife corridors are reviewed and maintained</li> <li>• Investigate access opportunities for expansion of the corridors throughout the LGA.</li> </ul>	<ul style="list-style-type: none"> <li>• TD liaised with CEN about trial of Habitat for Wildlife program in Cessnock LGA</li> <li>• TD liaised with CEN about extension of Land for Wildlife program into Wollombi area.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.5.7	Investigate the feasibility of continuing the creation of vegetation corridors throughout the LGA, particularly aimed at linking National Parks and State Forests	<ul style="list-style-type: none"> <li>• Liaise with key stakeholders to determine feasibility of expanding corridors into other water catchments</li> <li>• Investigate funding sources</li> </ul>	<ul style="list-style-type: none"> <li>• Future progress dependant on further CMA funding.</li> </ul>
	Support local natural resource organisations	<ul style="list-style-type: none"> <li>• Provide advice, disseminate information and support local landcare groups &amp; landholders.</li> <li>• Coordinate 4 public information sessions for identified local natural resource issues (eg. Salvinia, salinity,)</li> </ul>	<ul style="list-style-type: none"> <li>• Completed to 31/12/06. Future activity dependent on further CMA funding.</li> </ul>
	Support the restoration and rehabilitation of council land and crown reserves through joint ventures and the attainment of grant funding	<ul style="list-style-type: none"> <li>• Rehabilitate the former Stanford Merthyr Colliery site in partnership with DNR and NSW Environmental Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Project Development Plan has been finalised.</li> </ul>
	Liaise/participate with other agencies to develop strategies for Natural Resource Management	<ul style="list-style-type: none"> <li>• Participate in the development of regional/local policies and approaches</li> <li>• Prepare and co-ordinate activities for local community education and involvement</li> <li>• Assist the community to plan and implement onground natural resource management projects and sustainable agricultural practices in line with the Catchment Action Plan (CAP)</li> </ul>	<ul style="list-style-type: none"> <li>• TD provided comment on Biodiversity Education kit prepared by DEC</li> </ul>
		<ul style="list-style-type: none"> <li>• Work with the community and CMA support staff to ensure project monitoring and reporting is effectively undertaken</li> <li>• Work with the community to coordinate and provide appropriate capacity building, education, and NRM training opportunities</li> <li>• Work with the stakeholders to form and maintain effective community networks</li> <li>• Work with groups and community to form partnerships with CMA, government agencies, non-government organisations, local government and other community groups and schools involved with NRM</li> </ul>	<ul style="list-style-type: none"> <li>• EPM attended KWGG meeting 6/6/07\</li> <li>• Chair of group resigned after repeated confrontation with Landcare rep and conflict of group role vs Landcare role</li> <li>• AGM to be held July meeting</li> <li>• Correspond to both Kurri Landcare &amp; Env Trust in relation to groups decision on Swamp Creek project - resolved to return grant funding. No response from Kurri Landcare</li> </ul>

## Environment Control

Council will continue to implement, monitor and where necessary, enforce appropriate standards, through the consistent application of Council policies and procedures

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.6.1	Litter control, spillage, and illegal waste disposal	<ul style="list-style-type: none"> <li>• Environmental Risk Assessments are to be undertaken prior to commencing work on site to ensure appropriate controls are in place to protect the environment.</li> <li>• The activity specifications are to detail specific environmental controls to eliminate or manage litter, spillage, and illegal waste disposal when undertaking works.</li> <li>• Investigate funding and opportunities to establish partnerships with other organisations to facilitate the cleanup of illegally dumped rubbish (eg RID, NHT etc)</li> <li>• Coordinate the Main Road Litter Collection Program</li> <li>• Coordinate the Adopt-a-Road program</li>   <li>• Coordinate the annual Clean Up Australia Day event</li> <li>• Investigate the opportunity to establish a regional approach to Illegal Dumping with the support of external agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Auditing of Council outdoor teams to ensure compliance with the Work Method Statements.</li> <li>• Development of Project Plans for Building, Maintenance &amp; Construction Projects</li> <li>• Development of Process Documentation for Waste Depot.</li>   <li>• On-going</li>   <li>• On-going program</li>   <li>• During 2006-07 4 new agreements were entered into bringing the total number of sponsors to 17 covering 69.1kms of roadside</li> <li>• 2007 240 volunteers at 22 registered sites collected 9.36 tonnes of litter on day plus 13 schools participated on the Friday prior to the event</li> <li>• Focus of regional approach being investigated with HWEG/DECC (Cnl represented on HWEG)</li> </ul>
2.6.2.	Development of Activity Specifications and Environmental Risk Assessments for maintenance and project related works.	<ul style="list-style-type: none"> <li>• Environmental Risk Assessments are to be undertaken prior to commencing work on site to ensure appropriate controls are in place to protect the environment.</li> <li>• The activity specifications are to detail relevant environmental controls to eliminate or manage noise and air pollution when undertaking.</li> </ul>	<ul style="list-style-type: none"> <li>• Auditing of Council outdoor teams to ensure compliance with the Work Method Statements</li> <li>• Development of Project Plans for Building, Maintenance &amp; Construction Projects</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.6.3	Development of Activity Specifications and Environmental Risk Assessments for maintenance and project related works.	<ul style="list-style-type: none"> <li>Environmental Risk Assessments are to be undertaken prior to commencing work on site to ensure appropriate controls are in place to protect the environment.</li> <li>The activity specifications are to detail relevant environmental controls to eliminate water pollution when undertaking works.</li> </ul>	<ul style="list-style-type: none"> <li>Auditing of Council outdoor teams to ensure compliance with the Work Method Statements.</li> <li>Production of sediment control plans for construction projects and monitoring of implementation.</li> <li>Development of Project Plans for Building, Maintenance &amp; Construction Projects</li> </ul>
2.6.4	Building safety.	<ul style="list-style-type: none"> <li>Council will develop Designs and Project Plans which review the Environmental and Occupational Health &amp; Safety hazards involved the construction and maintenance of Council managed buildings.</li> <li>Provide a competitive construction/engineering inspection and certification service.</li> </ul>	<ul style="list-style-type: none"> <li>Competitive fees established – ongoing implementation</li> <li>Trialing new risk assessment and tool box meeting documentation.</li> </ul>
2.6.5	Development control (through the EPA Act) – this is the primary tool of assessment officers in determining applications.	<ul style="list-style-type: none"> <li>Complete Review of Inspections system and processes.</li> <li>Improve enforcement of compliance with approval conditions and environmental controls.</li> </ul>	<ul style="list-style-type: none"> <li>Inspection Report books established for building inspectors</li> <li>Development Surveillance Officer undertaking on as needs basis – program to be implemented formalising compliance checks on approval conditions</li> </ul>

## Development Services

Council is aware of the complexities of the statutory approvals process and the subsequent demands placed on prospective developers to meet requirements. In an effort to streamline customer access to, and utilisation of development functions, Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.7.1	Develop greater use of the internet in Council's dealing with the public and other statutory authorities.	<ul style="list-style-type: none"> <li>Streamline customer access to and utilisation of development functions.</li> </ul>	<ul style="list-style-type: none"> <li>Council's computer systems ("Authority") audit completed. Commenced implementation of changes to workflows in accordance with the audit recommendations.</li> <li>The DSS IT Working Group (an internal project team) completed a review of e-services software options (ie. Civica and Infomaster). The review incorporated site visits, teleconferences with other Councils and presentations by the two main software providers (Civica &amp; Infomaster). Recommendation of Infomaster as the preferred supplier submitted to Senior Executive in June 2007.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.7.2	Provide on-line submission of development applications and the use of "e-services".	<ul style="list-style-type: none"> <li>Implement a system whereby prospective developers and consultants are encouraged to become familiar with the functioning and requirements of Council's Development Services Section (DSS) through ongoing education.</li> </ul>	<ul style="list-style-type: none"> <li>The DSS IT Working Group recommended that Cessnock City Council purchase and implement the InfoMaster product suite to meet the eServices needs of the Development Services Section.</li> <li>The InfoMaster product suite has the potential to provide productivity gains extending beyond the provision of online application tracking and electronic lodgement of applications. The services provided to Council's development customers can be enhanced with the provision of online permissible use information; electronic management of, and online access to, property specific and land use specific, DCP and LEP conditions and controls; and the provision of property specific and land use specific online application preparation and lodgement. This is in addition to the productivity benefits that will be gained with the standardisation, management and automation of the assessment process.</li> </ul>
2.7.3	Develop comprehensive and site relevant conditions of consent in any easy to read/understand format.	<ul style="list-style-type: none"> <li>Review existing standard conditions of consent.</li> <li>Review and audit the appropriateness of conditions of consent and compliance of 10 randomly selected development consents each quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Review of consent conditions completed by Development Services Manager. A detailed review to be completed by Development Assessment Unit prior to the consent conditions being installed in Authority (a recommendation of the Authority audit). The timeframe for undertaking this dependent upon the implementation of eServices.</li> </ul>
2.7.4	Ensure all Council's DCPs, policies, application forms and lodgement guides are available on the internet.	<ul style="list-style-type: none"> <li>DCPs, policies, application forms and lodgement guidelines to be available on Internet.</li> </ul>	<ul style="list-style-type: none"> <li>New guides/forms implemented and placed on Council's website.</li> <li>All Development Services policies transferred to the intranet.</li> </ul>
2.7.5	Encourage public involvement in Council's Development Assessment with notification on the internet of proposed development.	<ul style="list-style-type: none"> <li>All developments to be advertised on the Internet.</li> <li>Address electronic provisions of Section 149 Certificates.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly DA approvals published to the web.</li> <li>The Investigation of e-services software completed. The implementation of eservices will provide for online notification and tracking of all development applications.</li> <li>The electronic production of s.149 certificates is dependent upon 100% integrity of the data in the property information system. An audit of this data will be necessary as part of the implementation of eservices.</li> </ul>

## Cultural Environment

The City's cultural environment includes the arts, its public spaces, its buildings, its history and its people. Council, in acknowledging both the tangible and intangible elements of the cultural environment, will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.8.1	Complete Management Plans for significant sites such as Kitchener Poppet Head, Richmond Main and the Great North Road during 2003;	<ul style="list-style-type: none"> <li>Complete the Plan of Management for Richmond Main</li> </ul>	<ul style="list-style-type: none"> <li>Table from the former Kearsley Shire Council building relocated from Richmond Main Administration Building to the Abermain School of Arts.</li> <li>Public entry road at Richmond Main was regraded from entry gate to the carpark area adjacent to the entry building.</li> <li>CSM attended a meeting with a representative of the Teralba Mining Museum regarding the possibility of relocating some displays to Richmond Main.</li> <li>In the June long weekend storm, several trees came down at Richmond Main Heritage Park, and several sections of the wire mesh perimeter fence were damaged. The main entry road was also badly scoured. Damage and repairs are estimated to be in the order of \$13,000.</li> </ul>
2.8.2	Continue to maintain and improve heritage sites under its control, such as Marthaville.	<ul style="list-style-type: none"> <li>Works are carried out in accordance with programs developed each year.</li> </ul>	<ul style="list-style-type: none"> <li>Re-painting of Marthaville cottage exterior completed.</li> </ul>
2.8.3	Maintain its commitment to the City's Cultural Plan and the community's cultural development	<ul style="list-style-type: none"> <li>Hold meetings of the Cultural Planning &amp; Development Committee</li> <li>Complete the Review of the current Cultural Plan</li> <li>Adopt the new Cultural Plan</li> <li>Operate the Community Cultural Development \$ for \$ Grant Program</li> </ul>	<ul style="list-style-type: none"> <li>Selection criteria and guidelines for the City of Cessnock Hall of Fame adopted by Council.</li> <li>Hall of Fame successfully launched.</li> <li>Hall of Fame plaques installed at various locations around the LGA.</li> <li>20 applications for funding were received through the Community Cultural Development \$ for \$ Grant Program, with funding distributed to successful applicants.</li> </ul>
2.8.4	Maintain its commitment to the regional cultural planning process	<ul style="list-style-type: none"> <li>Be represented at meetings and forums</li> <li>Participate in projects and programs of benefit to Council and its community</li> </ul>	<ul style="list-style-type: none"> <li>CSM attended a workshop held by CCDNSW (Community Cultural Development) in Newcastle</li> </ul>
2.8.5	Work, on an ongoing basis, with the City's Aboriginal population to ensure protection and promotion of their heritage	<ul style="list-style-type: none"> <li>Consult with the local indigenous community in the review of the Cultural Plan and the Civic Precinct development and in the development of an Indigenous Arts Strategy</li> </ul>	<ul style="list-style-type: none"> <li>No consultation at this time as projects identified have not yet reached the consultation phase.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
2.8.7	Encourage new cultural activities in order to improve the diversity of cultural facilities and services accessible to the community	<ul style="list-style-type: none"> <li>Consult with the community in the review of the Cultural Plan and the cultural aspects of the Civic Precinct development</li> </ul>	<ul style="list-style-type: none"> <li>CSM attended meeting with representatives of Anvil Creek (Greta Estates) and the Ethnic Communities Council regarding the establishment of a Greta Camp historical photographs website.</li> <li>Filming of <i>Lockout</i>, a documentary on the miners' lockout in the 1930s, took place at various local locations.</li> <li>CCC tapestry delivered to Abermain School of Arts for long term display.</li> </ul>



# Our Future – Our Third Goal

To actively foster the creation of employment and sustainable development opportunities acceptable to community and environmental standards.

The creation of sustainable employment for members of our community is one of Council's primary concerns. The Survey of Residents undertaken in 2001 has indicated that local residents believe that Council could make Cessnock a better place by increasing employment, attracting industries and supporting local business.

This recognition that Council has a role as a leader and provider in the community beyond what has traditionally been seen as Local Government activity has resulted in Council becoming more actively involved in local economic development.

## Economic Development

Council recognises that the greatest number of jobs will be created in the private sector. To generate the right environment to nurture private sector job creation, Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
3.1.1	Develop and consistently apply sustainable employment generating policies.	<ul style="list-style-type: none"> <li>Support programs and initiatives of the Lower Hunter Business Enterprise Centre.</li> <li>Support programs and initiatives of Cessnock Community Renewal Scheme.</li> <li>Support programs and initiatives of Two Bishops Trust.</li> <li>Support programs and initiatives of CofFEE.</li> <li>Liaise with HVVA and HVWCT to ascertain the skills gap that may impact on employment and lobby with TAFE and Newcastle University to introduce new courses where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Supported development and implementation of Mandura, an indigenous Business Chamber.</li> <li>Facilitated marketing of various HRBEC programs and initiatives.</li> <li>Be represented on the management Board of the HRBEC</li> <li>Developed and supervised implementation of an action plan addressing employment related initiatives.</li> <li>Participated in TAFE coordinated open days relating to employment in the Hospitality Sector.</li> <li>Assisted in the distribution of marketing collateral relating to Two Bishops Trust Projects.</li> </ul>
3.1.2	Develop mutually beneficial partnerships between Council and business.	<ul style="list-style-type: none"> <li>Facilitate and assist with Main Street Programs for Kurri Kurri and Cessnock.</li> <li>Support the Hunter Region Business Enterprise Centre.</li> </ul> <p>Administer the Business Breakfast.</p>	<ul style="list-style-type: none"> <li>Attended monthly meetings for Towns with Heart and Sunny Cessnock.</li> <li>Reviewed the projects for Towns with Heart and Sunny Cessnock.</li> <li>Administered 7 Business network functions with attendance ranging from 50 – 80 people per function.</li> <li>Liaise with LHBEC and NBEC as and when required particularly where assistance is required on strategic direction.</li> </ul>



Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
3.1.3	Encourage appropriate industries which offer benefits to the community to establish or relocate to the area.	<ul style="list-style-type: none"> <li>• Ensure Council Website is up-to-date.</li> <li>• Work in collaboration with HEDC and DSRD to engage appropriate industries in the area.</li> <li>• Rezone and develop land for industrial use, when appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Business re-location section of Council web-site updated.</li> <li>• Provided input into re-zoning applications (Golden Bear and Vintage).</li> <li>• Liaised with HEDC and DSRD on a range of marketing issues focussing on regional initiatives (country week, hunter business expo).</li> <li>• Participated in development of a Regional Economic Development Strategy.</li> </ul>
3.1.4	Continue to participate in regional joint activities such as the Hunter Economic Development Corporation Joint Action Group.	<ul style="list-style-type: none"> <li>• Support Economic Development Forums.</li> <li>• Support Joint Action Group.</li> <li>• Support Lower Hunter Small Business Action Group.</li> <li>• Support CCRS.</li> <li>• Support Hunter Export Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Represented Council at the bi – monthly economic development forums.</li> <li>• Support for CCRS and Hunter Export Centre is on-going</li> </ul>
3.1.5	Continue to participate in the Hunter Valley Wine Country Development and Employment Team.	<ul style="list-style-type: none"> <li>• Administer and facilitate the meetings for HVWCDET.</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting not required as HEZ Planner is coordinating HEZ related issues.</li> </ul>
3.1.6	Review and update the Economic Development Strategy.	<ul style="list-style-type: none"> <li>• Currently being reviewed, the strategy will contribute to the creation of an economic environment that is pro-active and addresses the needs of the Business Community.</li> </ul>	<ul style="list-style-type: none"> <li>• Provided business advice as and when requested.</li> <li>• Represent Council on a number of forums relating to development, tourism and employment opportunities.</li> <li>• Economic Development Framework has been updated to reflect various projects undertaken.</li> </ul>
3.1.7	Complete the Cessnock Central Business District (CBD) Strategy.	<ul style="list-style-type: none"> <li>• Contribute to Civic Precinct Committee and economic development issues.</li> </ul>	<ul style="list-style-type: none"> <li>• As required</li> </ul>
3.1.8	Continue to seek funding for the implementation of sections of the Cessnock CBD Strategy between 2002 and 2005.	<ul style="list-style-type: none"> <li>• Apply for grant funding if opportunities arise.</li> </ul>	<p>Assisted in funding applications for:</p> <ul style="list-style-type: none"> <li>• Lovedale Chamber</li> <li>• Wollombi Chamber</li> <li>• Cessnock Chamber</li> <li>• Towns with Heart</li> <li>• Wine Hunter</li> <li>• HVVA</li> <li>• HVWCT Inc.</li> </ul>
3.1.10	Complete an employment zone lands study, assessing the need to provide suitably zoned land for commercial and industrial uses, for the City;	Stage 2 of the Settlement Strategy adopted by Council (14-12-05) and begin implementing the identified actions.	An independent review of the industrial requirements of additional land opportunities is being undertaken, including the identification of additional sites for investigation.

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
3.1.11	Review and update the City's marketing strategy by the end of 2003.	<ul style="list-style-type: none"> <li>Contribute to the implementation of the Hunter Means Business Strategy in collaboration with HEDC.</li> </ul>	<ul style="list-style-type: none"> <li>Registered Council in the HEDC Hunter ambassador program.</li> <li>Annual review for Hunter Means Business Strategy.</li> </ul>
3.1.12	Compile relevant demographic and statistical data from the 2001 Census for existing businesses and new investors by the end of 2003.	<ul style="list-style-type: none"> <li>Ensure relevant information is available for existing and prospective Businesses.</li> </ul>	<ul style="list-style-type: none"> <li>As requested</li> </ul>
3.1.13	Oversee the implementation of the Strategic Plan for the Towns with Heart area.	<ul style="list-style-type: none"> <li>Be represented on TWH Board</li> <li>Facilitate TWH projects as and when required.</li> </ul>	<ul style="list-style-type: none"> <li>Actively participate and represent Council on TWH Board</li> <li>Provided feedback regarding Towns with Heart Marketing requirements for the next 5 years.</li> <li>Discussed the feasibility for an Art Gallery.</li> <li>Provided TWH with marketing collateral for the Mural Tours.</li> <li>Assisted with implementation of the Community Wall project.</li> </ul>
3.1.14	Participate in the Cessnock Main Street Program and develop a community Strategic Plan.	<ul style="list-style-type: none"> <li>Be represented on the Sunny Cessnock Management Committee.</li> <li>Facilitate Sunny Cessnock projects as and when required.</li> </ul>	<ul style="list-style-type: none"> <li>Provided comment on any budget allocation for 2006 programs.</li> <li>Provide assistance to achieve grant acquittal requirements to DSRD.</li> </ul>

## Tourism

As previously indicated, tourism is a major source of employment and economic development to Cessnock City. To promote continued growth in this area, Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
3.2.1	Continue to develop and encourage the private sector to develop tourism infrastructure facilities.	<ul style="list-style-type: none"> <li>Work in collaboration with HVVA, HVWCT, HEDC and DSRD to engage appropriate tourism related industries and support implementation of destination tourism concepts in the area.</li> </ul>	<ul style="list-style-type: none"> <li>Supporting various enquiries into indigenous tourism projects and products in the LGA.</li> <li>Assisted various integrated tourism facilities with the economic impact study required for DA process (Greta, Cessnock Airport).</li> </ul>
3.2.2	Maintain an active involvement in the Hunter Valley Wine Country Tourism Inc.	<ul style="list-style-type: none"> <li>Be represented on the Management Board for Hunter valley Wine Country Tourism Ltd</li> </ul>	<ul style="list-style-type: none"> <li>Attended Tourist Board meeting</li> </ul>
3.2.3	Continue to participate in the collection and dissemination of tourism data.	<ul style="list-style-type: none"> <li>Be represented on the Tourism Research project.</li> </ul>	<ul style="list-style-type: none"> <li>Attended monthly Tourism Monitor meetings.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
3.2.4	Provide and annually update tourism statistics for existing businesses and new investors.	<ul style="list-style-type: none"> <li>Annually update tourism related statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Provide 2006 figures as and when requested.</li> </ul>
3.2.5	Develop and participate in a Management Board for the Vintage Hunter Wine and Visitors Centre.	<ul style="list-style-type: none"> <li>Administer and maintain Vintage Hunter Wine and Visitors Centre.</li> </ul>	<ul style="list-style-type: none"> <li>Ensured that Council provided feedback to HVWCT Inc regarding maintenance of the facility.</li> </ul>



# Or Future – Our Fourth Goal

## *To be a professionally managed and customer focused organisation which provides leadership through partnerships with the community*

Cessnock City Council exists to serve the community. To do this best it must attract and retain professional staff, communicate with the community, reflect the community's desires and aspirations and, at times, it must take a leadership role.

### **Council Employment**

Council is one of the largest employers in the Cessnock Local Government Area. Through its day to day activities, Council creates a significant number of direct and indirect jobs. Not all of Council's projects are undertaken by Council employees. A significant amount of work is completed by contractors of various types. Council also generates employment with its suppliers and businesses which support Council activities.

Council's ongoing efforts to secure outside funding for projects will also contribute to the creation of jobs in the City.

### **Professional Management, Professional Services**

To provide quality service to its customers, Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
4.2.1	Apply business management practices to Council's operations to ensure that delivery of services is efficient, effective and undertaken using best practice principles.	<ul style="list-style-type: none"> <li>Review and document Customer Service procedures.</li> <li>Review and revise practices on an ongoing basis in line with the Integrated Management System.</li> <li>Undertake audits to establish compliance.</li> <li>Implement and enhance cost control mechanisms.</li> <li>Develop estimating procedures and schedule of rates.</li> <li>Develop project management procedures and skills.</li> </ul>	<ul style="list-style-type: none"> <li>Examine existing procedures.</li> <li>Review as necessary.</li> <li>Draft amended procedures as necessary</li> <li>Create Procedures Register.</li> <li>Reviews underway for purchasing and plant management procedures.</li> <li>IMS reviewed.</li> <li>Construction estimates developed by design staff and reviewed by construction staff as a checking mechanism prior to loading.</li> <li>Liaise with Construction Manager on appropriate unit rates to be used for project estimating.</li> <li>Prepare design and contract management flow charts outlining the procedures to be followed to progress project development.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
4.2.1 Cont.		<ul style="list-style-type: none"> <li>• Progressively develop standard operating procedures and quality manual for all activities.</li> <li>• Undertake audits to establish compliance.</li> <li>• Develop opportunities for conducting electronic business.</li> <li>• Research and implement effective environmental and stormwater controls on drainage systems and works.</li> <li>• Provide advice and guidance to Council with regard to Recreation Operations.</li> <li>• Be aware of industry, community and legal issues which impact on the Council and Community.</li> <li>• Propose initiatives aimed at enhancing Council's ability to deliver quality services.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the development of Council's Integrated Management System.</li> <li>• Keep abreast of technological developments and legislative changes affecting records management and privacy issues.</li> <li>• Keep abreast of developments with water sensitive urban design practices and implement best practice.</li> <li>• Provided professional advice on all aspects of Recreation Services using research and prior knowledge.</li> </ul>
4.2.2	Continue to monitor and improve services through customer surveys. These may seek feedback on Council services generally or be specific to an issue.	<ul style="list-style-type: none"> <li>• Conduct internal customer surveys of the performance of the BPWO Section on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys conducted annually.</li> </ul>
4.2.3	Review the Human Resource Plan on an annual basis to determine its effectiveness for the next review period by 30.6.07	<ul style="list-style-type: none"> <li>• Finalise the draft Human Resource Plan and submit to Senior Executive for endorsement by 30.12.06.</li> <li>• Implement strategies of HR Plan as required by 30.6.07.</li> </ul>	<ul style="list-style-type: none"> <li>• Not finalised due to HR involvement in two major workplace investigations.</li> </ul>
4.2.4	Assess all current work practices to ensure that they are competitive and offer the City the greatest possible effectiveness and efficiency.	<ul style="list-style-type: none"> <li>• Compare internal plant hire rates with external plant hire rates on an annual basis and adjust plant replacement program as required.</li> <li>• Benchmark the performance of Waste Collection Services against like organisations.</li> <li>• Collect data on Recreation Activities and enter into MMS to provide statistical data for each activity and to allow benchmarking against other Council's.</li> <li>• On a yearly basis review all Activity Specifications to ensure that they are accurate, reflect work practices and meet best practice guidelines.</li> <li>• Undertake Internal System and Project Audits of Council's Integrated Management System to ensure compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Comparison undertaken. Council rates consistently lower than external plant hire rates. Replacement program adjusted.</li> <li>• Waste Services benchmarked – CCC is favourably comparable to most.</li> <li>• Team Leaders provided data weekly of work areas completed and allocated timeframes; information incorporated into MMS.</li> <li>• Work activity inductions.</li> <li>• Work method statements for Recreation, Workshop.</li> <li>• Pools Manual developed.</li> <li>• Internal audits undertaken.</li> <li>• Third Party audits undertaken.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
4.2.4 (Cont.)		<ul style="list-style-type: none"> <li>• Implement Council's Non-conformance &amp; Corrective Action Procedure.</li> <li>• Undertake Competency and Performance Review Assessments of Works &amp; Services staff as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Hazardous Substance Registers and MSDS Folders developed for all outdoor teams.</li> <li>• RTA R5 prequalification achieved.</li> <li>• Subcontractor Surveillance Audits commenced.</li> <li>• Performance Reviews undertaken.</li> </ul>
4.2.5	Facilitate and implement on an annual basis the Corporate Training Plans and Annual Competency Assessment.	<ul style="list-style-type: none"> <li>• Annual competency assessment documentation distributed by 1.11.06.</li> <li>• Annual competency assessment process finalised by 28.2.07.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed.</li> </ul>
	Facilitate and implement on an annual basis a review of the occupational health and safety systems of the organisation.	<ul style="list-style-type: none"> <li>• Review OH&amp;S Action Plan by 31.12.06.</li> <li>• Implement strategies of OH&amp;S Action Plan as required by 30.6.07.</li> </ul>	<ul style="list-style-type: none"> <li>• Not finalised due to resignation of Safety &amp; Risk Assessment Officer in April 2007.</li> </ul>
	Continue to monitor and review current risk management procedures and practices.	<ul style="list-style-type: none"> <li>• Review risk management procedures on an ongoing basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Not finalised due to resignation of Safety &amp; Risk Assessment Officer in April 2007.</li> </ul>
	Investigate, evaluate and commence implementation of a performance management system for all employees by 30.6.07.	<ul style="list-style-type: none"> <li>• External consultant engaged to assist with development and implementation of performance management system by 31.7.06.</li> <li>• Performance management implementation action plan developed and implemented by 30.9.06.</li> <li>• Performance management system implemented and operational by 30.6.07</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Management System finalised and operational from 1.7.07.</li> </ul>
	Review current Human Resource policies and procedures by 30.6.07.	<ul style="list-style-type: none"> <li>• Current HR policies are reviewed and changes submitted to Senior Executive by 31.12.06.</li> <li>• New HR policies are developed and submitted to Senior Executive by 31.12.06.</li> <li>• HR procedures and programs including Employee Induction are updated in accordance with policy changes by 30.6.07.</li> <li>• Training is organised as required for staff in new policies/procedures by 30.6.07.</li> <li>• Review and update EEO Policy and Management Plan for submission to Senior Executive by 30.4.07.</li> </ul>	<ul style="list-style-type: none"> <li>• Not finalised due to HR involvement in two major workplace investigations.</li> <li>• Managers and the majority of employees have received refresher training. Management plan not yet completed.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
4.2.5 (Cont.)	Review EEO Management Plan and strategies by 30.6.07.	<ul style="list-style-type: none"> <li>• Organise and undertake EEO Awareness training for nominated employees by 30.6.07.</li> <li>• Include EEO awareness articles in staff newsletter on a regular basis.</li> </ul>	
	Continue to recognise the value of staff development and the 'human' resource to customer service.	<ul style="list-style-type: none"> <li>• Develop annual training programs for BPWO Staff.</li> <li>• Facilitate and implement on an annual basis the Corporate Training Plan; Employee Development Review; Annual Competency Assessment.</li> <li>• Facilitate and implement on an annual basis a review of the occupational health &amp; safety systems for the organisation.</li> <li>• Continue to monitor and review current risk management procedures and practices.</li> <li>• Facilitate the re-negotiation of the nine workplace agreements covering the outdoor workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Collate a training plan from the EDR and competency assessment information</li> <li>• Distribute EDR information for completion.</li> <li>• Distribute competency assessment documentation for assessment of employees</li> <li>• OH&amp;S Action Plan reviewed and implemented in conjunction with Integrated Management System.</li> <li>• System of providing specialist advice on public liability claims in place.</li> </ul>
4.2.6	Continue to support the Council Code of Conduct;	<ul style="list-style-type: none"> <li>• Ensure that the Council Code of Conduct is thoroughly explained to new employees at induction.</li> <li>• Arrange appropriate training for Council staff of the new Council Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• All new employees undergo induction training on Council's Code of Conduct.</li> <li>• Completed.</li> </ul>
4.2.7	Continue to provide staff with Information Technology, Freedom of Information, protected disclosure, legal and policy specialist support;	<ul style="list-style-type: none"> <li>• Support provided as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing. Training in Council's computer systems, Freedom of Information and Privacy legislation and Protected Disclosure Act provided at induction.</li> <li>• On-going support provided.</li> </ul>
4.2.8	Review the organisational structure every four years (in line with the appointment of each new Council).	<ul style="list-style-type: none"> <li>• Ensure Council's organizational structure is kept up to date on a regular basis.</li> <li>• Provide information to senior management on status of establishment and actual employee numbers on a monthly basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports are kept up to date as required.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
4.2.8 (Cont)	Raise Awareness of effective management of safety in the workplace, and each person's responsibility towards their own safety and that of their co-workers and the public.	<ul style="list-style-type: none"> <li>• Implement ongoing training and induction sessions.</li> <li>• Collaborate with staff in the development of safe working procedures</li> <li>• Update management and staff meeting agendas to include OH&amp;S issues.</li> <li>• Update the management plan to include OH&amp;S objectives for each department.</li> </ul>	<ul style="list-style-type: none"> <li>• Work Activity Inductions Waste Management Team</li> <li>• Training Assistant Team Leader Maintenance in Risk Management and form completion</li> <li>• Review of Work Method Statements Pools</li> <li>• Meeting held to review Test and Tag Procedures.</li> <li>• Memo to Team Leaders regarding disposal of LPG Cylinders</li> <li>• Preparation of Pesticide Notification Plans</li> <li>• Preparation of Depot Disaster Recovery Plan to WorkCover &amp; Fire Commissioner Requirements.</li> <li>• Preparation of Pools Emergency Management Plan</li> <li>• Development of First Aid Checklist</li> <li>• Review of Risk Assessment Checklists to include Overhead Crane &amp; Electrical Safety, Manual Handling, Confined Spaces and Working at Heights</li> <li>• Updating of forms for Confined Spaces, Working at Heights and Manual Handling.</li> <li>• Revised TCP's for Maintenance</li> <li>• Work Method Statement for Road Pavement Construction</li> <li>• Risk Assessment Noxious Weeds</li> <li>• Complete</li> <li>• Complete</li> </ul>
	Reduce the annual occurrence of OH&S and Environmental incidents and accidents occurring across Council.	<ul style="list-style-type: none"> <li>• Implement working procedures, which incorporate safety and environmental controls.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing review of Noxious Weeds Inspection Procedure and Policy</li> <li>• Development of Dangerous Goods Plans for Cessnock &amp; Branxton Pools</li> <li>• Ongoing review of Utilities Road Opening Procedures in consultation with S&amp;CS.</li> <li>• Development of Pesticides Act Notification Plans.</li> <li>• Update documentation to include changes to the Crane &amp; Electrical Safety Code of Practice</li> <li>• Development of Legislation Register</li> <li>• Implement control measures for use of lasers on construction sites.</li> <li>• Update work practices and documentation to include changes to the WorkCover Code of Practice for Electrical Work on Construction Sites.</li> </ul>



Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
4.2.8 (Cont.)		<ul style="list-style-type: none"> <li>Implement Council's Incident Reporting and Review Procedures</li> </ul>	<ul style="list-style-type: none"> <li>Creation of Posters which outline Council's Incident Reporting requirements for distribution and display on Council Noticeboards.</li> </ul>
		<ul style="list-style-type: none"> <li>Collaborate with Council's OH&amp;S Committee and Risk Officer in undertaking OH&amp;S audits of the workplace on a regular basis to ensure compliance with the relevant legislation and Council's Integrated Management System.</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with OH&amp;S Committee via Council's Risk Officer on the process for ensuring issues are reviewed and feedback received by Committee.</li> <li>Review of OH&amp;S Committee of Council's OH&amp;S, Risk &amp; Rehabilitation Policy</li> </ul>
		<ul style="list-style-type: none"> <li>Collaborate with Council Environmental Staff in maintaining Council's Aspects and Impacts Register.</li> </ul>	<ul style="list-style-type: none"> <li>Procedure developed</li> </ul>
		<ul style="list-style-type: none"> <li>Include all levels of the organisation in the development, review and implementation of OH&amp;S and Environmental Systems.</li> </ul>	<ul style="list-style-type: none"> <li>Developed Hazardous Substance Register for Stephen Hogan</li> <li>Developed Hazardous Substance Register for Weeds Shed and Vehicles</li> </ul>
		<ul style="list-style-type: none"> <li>Review OH&amp;S and Environmental statistics for the organisation and undertake training and procedure/process improvement to prevent further accidents.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring of the reporting of OH&amp;S Statistics via internal Council meetings.</li> <li>June &amp; July Results reported at Senior Exec and Team Leader Meetings</li> <li>August &amp; September Results reported at Senior Executive and Team Leader Meeting</li> <li>October &amp; November Results reported at Senior Executive and Team Leader Meeting</li> <li>Team Leader Meetings held 8 March, 7 June, 9 August and 6 December 2006.</li> <li>Team Leader Meetings Scheduled for 2007 for 7 March, 20 June, 5 September, 5 December</li> </ul>
	To effectively implement planning systems that ensure that the requirements of all Clients are recognised, reviewed and incorporated into the management of works.	<ul style="list-style-type: none"> <li>Collaborate with key stakeholders at all levels of the project.</li> <li>Implement project handover meetings which include performance evaluations by clients (both internal and external) to ensure that required changes to systems and procedures and work practices are implemented where required.</li> </ul>	<ul style="list-style-type: none"> <li>Final draft of Project Development Plans for Roads distributed to S&amp;CS for trial implementation.</li> <li>Ongoing facilitation of Business Continuity Plans</li> <li>Preparation of Administration Building Evacuation Plan.</li> <li>Project Handover Documentation developed for Design and Construction Phases of Project Implementation.</li> </ul>
	To reduce occurrence of defects and the cost of defects associated with all construction and maintenance works.	<ul style="list-style-type: none"> <li>Preparation of project plans for each project, which include checklists for safety, the environment and quality.</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Project Plan finalized for RTA Maintenance works under the SIC Contract and distributed to RTA for comment.</li> <li>Project Plan distributed to the RTA for Desktop Audit against Specifications.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
4.2.8 (Cont)		<ul style="list-style-type: none"> <li>Implement Council's Non-conformance, Preventive and Corrective Action Procedure for monitoring faults in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>Internal Management System Audits – 6 Improvement Requests</li> <li>Maintenance – 4 Improvement Requests</li> <li>Design – 2 Improvement Requests</li> <li>Recreation – 2 NCR's</li> <li>Recreation – 2 Improvement Requests</li> <li>Maintenance – 5 Improvement Requests</li> <li>2nd Quarter: Construction 5 Improvement Requests and 1 NCR, Recreation 5 Improvement Requests,</li> <li>3rd Quarter: Maintenance 3 Improvement Requests, Building Services 14 Improvement Requests</li> <li>4th Quarter: Construction 2 NCR, 26 Improvement Requests, Maintenance 2 Improvement Requests,</li> </ul>
		<ul style="list-style-type: none"> <li>Undertake internal audits of Council and Subcontract Works.</li> </ul>	<ul style="list-style-type: none"> <li>Audit JK Cooper Tree Services – Safety Plan</li> <li>Desktop audit D &amp; P Fencing</li> </ul>
	To raise awareness of all staff of the importance of identifying and managing the Ecological Sustainability aspects of construction and maintenance works.	<ul style="list-style-type: none"> <li>Development of an Aspects and Impacts Register which looks at the Social, Environmental and Financial aspects of Council Core Activities.</li> </ul>	<ul style="list-style-type: none"> <li>Review of Core Legislation and Development of Legislation Register.</li> </ul>
		<ul style="list-style-type: none"> <li>Cascade the issues identified in the Aspects and Impacts Register throughout Project Planning and Process Control documentation.</li> </ul>	<ul style="list-style-type: none"> <li>Environmental aspects and impacts incorporated into Work Method Statements for all Sections.</li> </ul>

## Financial Management

Any plan should be based on the premise that each of the proposals contained within it will be affordable. To this end, Council will:

Goal	How it will achieve this:	In particular Council will:	What have you done to achieve this?
4.3.1	Further develop the five year Forward Financial Plan (to include funding strategies for major projects, assessment of Council's liquidity position and a statement of Council's recurrent and discretionary expenditures).	<ul style="list-style-type: none"> <li>Amend the Plan to reflect changing economic conditions.</li> <li>Regularly update the Plan to reflect budget amendments and funding opportunities.</li> <li>Ensure the Plan takes into account expenditures and income opportunities identified by Council.</li> </ul>	<ul style="list-style-type: none"> <li>Plan to be revised to incorporate all major projects currently under consideration by Council.</li> <li>Plan is to be regularly updated as new developments occur.</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What have you done to achieve this?
4.3.2	Review the Forward Financial Plan each year.	Make appropriate adjustments to ensure the Plan reflects current economic conditions.	Completed.
4.3.3	Review Rating Structure to include all categories/sub-categories by 28/2/07.	Report to Finance/Rating Strategy Committee on methodology and timetable by 19/04/2007. Formulate and discuss options. Completion by 30/04/2007 for inclusion in 2007/08 Management Plan.	Completed on time. Included in Management Plan.
4.3.4	Provision of Audit Services	Co-ordinate tender process for provision of Audit Services by 31 December 2006 (current contract expires 30 June 2007).	Completed. Council resolution to engage Prosperity Advisors for provision of audit services from 1 July 2007
4.3.5	Provision of Banking Services	Co-ordinate tender process for Banking Services by 31 March 2007.	Completed. Council resolution to retain Commonwealth Bank for provision of banking services from 1 July 2007
4.3.6	Provision of Monthly Cost Reporting	Develop electronic presentation of Monthly Cost Reports to Managers by 31 December, 2006.	Investigations ongoing. Examined systems utilized by neighbouring Council's & Civica provided software.

## Management Planning

To ensure that Council takes a planned approach to its activities it will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
4.4.1	Develop each year a detailed Management Plan of all planned activities for the following three years.	<ul style="list-style-type: none"> <li>Prepare a Management Plan of all planned activities for the following three years in accordance with statutory requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
4.4.2	Provide detailed budget estimates prior to the start of each Financial Year.	<ul style="list-style-type: none"> <li>Devise a budget preparation timetable to allow for the preparation and completion of the budget within statutory requirements.</li> <li>Consult with all relevant staff in the preparation of the draft budget.</li> <li>Present draft budget for consideration by Council and subsequent inclusion in the draft Management Plan for public exhibition.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
4.4.3	Report to the community and the Department of Local government on progress in meeting objectives and financial commitments.	<ul style="list-style-type: none"> <li>Quarterly Financial Reviews and Annual Financial Statements of Accounts are presented to Council within statutory timeframes.</li> <li>All Department of Local Government financial returns are completed and submitted within required timeframes.</li> </ul>	<ul style="list-style-type: none"> <li>Financial Reviews up to Date.</li> <li>All returns will be completed on time.</li> </ul>

## Partnerships

Council is committed to working in partnership with the community, the private sector and other levels of Government to provide the community with the services and opportunities it requires. To this end, Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
4.5.1	Inform the community of all major plans and projects and provide the opportunity for input.	<ul style="list-style-type: none"> <li>Communicate with the community on activities undertaken by Works &amp; Services.</li> <li>Widely advertise for tenders or quotations for contract works to ensure competitive submissions.</li> <li>Undertake public consultation on sensitive or controversial projects to enable stakeholder input.</li> <li>Ensure that timely communication is forwarded to residents regarding works undertaken by the Department.</li> <li>Produce regular media releases on Works &amp; Services Activities.</li> <li>Conduct public exhibition and community forums for Stage 2 of Council's City Wide Settlement Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Complied with Council's policy and statutory requirements regarding tenders.</li> <li>Over the past year, Council has (continued) promoted investigations in a range of areas throughout the LGA, most notably through the preparation of structure plan for the Cliftleigh investigation area. In addition, the Kitchener and Bellbird North Precincts and the Nulkaba (BC10) investigation areas are also being progressed in addition to Anvil Creek. These rezonings represent approximately 6500 to 7500 lots.</li> </ul>
4.5.2	Participate in forums initiated by the community or other agencies.	<ul style="list-style-type: none"> <li>Attend Community Forums and those identified by various agencies.</li> <li>Attend relevant conferences, seminars, etc. in order to keep abreast of industry issues and developments.</li> <li>Attend functions and community activities appropriate to the Activities of the Works and Services Department.</li> </ul>	<ul style="list-style-type: none"> <li>Staff have attend Community Forums and those identified by various agencies as required.</li> <li>Attendance at HROC, LGMA, IPWEA, LGEA meetings as required.</li> </ul>
4.5.4	Continue to participate in studies sponsored by Regional and State bodies.	<ul style="list-style-type: none"> <li>Attend meetings and make a beneficial contribution to regional organisations.</li> <li>Inform Council of significant issues.</li> <li>Ensure that there is no conflict between Council and Regional initiatives.</li> <li>Provide input into the Regional Plan and attend the meetings organised by DoP.</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at HROC, LGMA, IPWEA, LGEA meetings as required.</li> <li>President LGEA of NSW.</li> <li>Significant changes to EPA Act:-</li> <li>Introduction of Standard Technical Requirements for LEP (April 2007)</li> <li>New Ministerial s.117 Directions</li> <li>Attend meeting at DoP (Newcastle) on 31 July 2007 to discuss preparation of a UDP</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
4.5.11	Maintain community committees to undertake tasks on Council's behalf, eg management of Community Halls;	<ul style="list-style-type: none"> <li>• Develop and maintain a Management Committee for the KKAC</li> <li>• Develop and maintain a committee to review and manage Salvinia in Wollombi Brook.</li> <li>• Continue to support S355 Committee's and licencees which manage and operate Council owned facilities and/ or services</li> </ul>	<ul style="list-style-type: none"> <li>• Committees have been developed and are operational for Noxious Weeds and the Advisory Committee at the KKAC.</li> <li>• Consultation with management committees ongoing</li> <li>• Report to Council to adopted s355 committees adopted</li> </ul>
4.5.13	By encouragement and support, increase the voluntary level of membership.	<ul style="list-style-type: none"> <li>• Conduct regular meetings of the Committee to enable discussion of current liquor related issues of concern to the community.</li> <li>• Promote the benefits of membership of the Accord to liquor licensees by provision of newsletters, meeting agendas and minutes and promotional visits when resources permit</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in Night Link Bus working group.</li> <li>• Met with Chairman – Plan Agenda for next quarter.</li> </ul>
4.5.13	Co-ordinate the implementation of actions decided by the Committee within the responsibilities of Council	<ul style="list-style-type: none"> <li>• Undertake the administrative support role to the Chairman and Committee.</li> <li>• Forward correspondence following Committee decisions.</li> <li>• Implement actions which are within the responsibilities of Council.</li> <li>• Encourage positive participation amongst key stakeholders affected by decisions.</li> <li>• Report to the committee on the implementation of actions.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Implemented as required.</li> <li>• Project Officer will continue to attend meetings and Cessnock City Council to provide secretarial/admin support.</li> </ul>

# Our Future – Our Fifth Goal

**To identify needs, share information and provide opportunities for active participation.**

Council is committed to the maximum possible involvement of the community in decisions taken by Council, and in identifying and (as far as possible) addressing the community's needs.

## Needs Identification and Community Contribution

As well as identifying the needs of the community, Council wants to promote a sense of community ownership and pride in the City. To achieve these aims, Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
5.1.1	Conduct a broad community survey at least every four years.	<ul style="list-style-type: none"> <li>Carry out next survey in 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Carry out next survey in 2009</li> </ul>
5.1.2	Expand the information content and range of services available on its homepage.	<ul style="list-style-type: none"> <li>Expand information and range of services available on the homepage</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
5.1.3	Continue to contribute to the development of Information Hunter, the internet website for members of Hunter Councils, in order to provide wider electronic access to Council information.	<ul style="list-style-type: none"> <li>Participate as required.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
5.1.4	Conduct issue-specific surveys and/or hold public meetings/forums on issues of interest to the community.	<ul style="list-style-type: none"> <li>Surveys and public meetings are utilised whenever new issues are under consideration.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
5.1.5	Encourage community involvement in planning and project implementation where appropriate.	<ul style="list-style-type: none"> <li>Ensure community involvement is sought in the planning and implementation of BPWO Section delivered projects.</li> <li>Conduct public exhibition and community forums for Stage 2 of Council's City Wide Settlement Strategy.</li> <li>Encourage community involvement in the project implementation of the adopted Stage 1 of Council's City Wide Settlement Strategy.</li> <li>Provide opportunities for community input to the various local and regional proposals</li> </ul>	<ul style="list-style-type: none"> <li>Met regularly with Rugby League Club on Baddeley Park redevelopment.</li> <li>Waiting on Sec 65 Certificate from DIPNR</li> <li>Community to be involved as Stage 1 works advance</li> <li>Good community input has occurred from the exhibition of various draft plans during the year</li> </ul>

## Information Sharing and Reporting

Council has both a statutory and moral obligation to report on its activities. To meet these obligations, Council will:

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
5.2.1	Use and promote its library network as the community's gateway to local and global information.	<ul style="list-style-type: none"> <li>Ensure its libraries are adequately resourced and promoted to enable the community to access local and global information through the provision of community noticeboards, access to the internet and subscription to selected online database services</li> </ul>	<ul style="list-style-type: none"> <li>Subscriptions taken to online databases</li> <li>Through NSW.net for 2006/07.</li> </ul>
5.2.2	As above, continue to contribute to the development of Information Hunter, the internet website for members of Hunter Councils, in order to provide electronic access to Council information.	<ul style="list-style-type: none"> <li>Participate as required.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
5.2.3	Advertise upcoming Council and Committee meetings.	<ul style="list-style-type: none"> <li>Information is provided in accordance with Council's policies</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
5.2.4	Make agendas for all Council meetings available to the public.	<ul style="list-style-type: none"> <li>Agendas are available to view at Council's Administration Building, Cessnock and Kurri Kurri Libraries or via Council's website.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
5.2.5	Receive public input prior to closing any Council or Committee meetings.	<ul style="list-style-type: none"> <li>In accordance with Council's policies.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
5.2.6	Report each year to the community and the State Department of Local Government on its activities.	<ul style="list-style-type: none"> <li>Provide returns to AUSTRROADS and LGSA on Council's road and bridge inventory.</li> <li>Report to Commonwealth Department of Transport on "AUSLINK Roads to Recovery", "Blackspots" and other Federal funded programs.</li> <li>Provide input to Council's Annual Report on program and project expenditure on road, bridge and traffic facilities infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
5.2.7	Publish a State of the Environment Report each year	<ul style="list-style-type: none"> <li>Complete draft report by October 31 each year.</li> <li>Report to November Council</li> <li>Participate in development of Regional State of Environment Project being coordinated by LHCCREMS</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>Attended meetings of Hunter SoE writers group</li> </ul>

Goal	How it will achieve this:	In particular Council will:	What Council has done to achieve this?
5.2.8	Produce Press Releases and Media Supplements on all important issues.	<ul style="list-style-type: none"> <li>Publicise the conduct of Domestic Chemical Clean up Day.</li> <li>Liaise with Council's Communications Officer with regard to activities being undertaken by the Works &amp; Services Department.</li> <li>Prepare Press Releases and Media Supplements for the public exhibition and associated community forums for Stage 2 of Council's City Wide Settlement Strategy.</li> <li>Prepare Press Releases for the exhibition of the various components of the Settlement Strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Media releases issued on activities undertaken.</li> <li>Media releases provided for emergency Works Recovery and Flood Information.</li> <li>Addressed the Lower Hunter EDF group on 24 July 2007 on the challengers in implementing a comprehensive LEP</li> </ul>
5.2.9	Provide a Community Services Directory and community profile information to the community on an ongoing basis.	<ul style="list-style-type: none"> <li>Continue to provide and promote the community profile and directory.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
5.2.10	Provide information to the community on development and building applications.	<ul style="list-style-type: none"> <li>Information is provided in accordance with Council's policies.</li> </ul>	<ul style="list-style-type: none"> <li>Notice of approved applications published in accordance with statutory provisions</li> </ul>
5.2.11	Inform relevant community groups of all major developments; and	<ul style="list-style-type: none"> <li>Continue to inform relevant community groups of all major developments</li> </ul>	<ul style="list-style-type: none"> <li>Information provided as required</li> </ul>
5.2.12	Invite comment from the public on all major plans, programs and projects.	<ul style="list-style-type: none"> <li>Seek public comment on the various components of the Settlement Strategies.</li> <li>In accordance with Statutory Requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Good community input has occurred from the exhibition of various draft plans during the year</li> </ul>

## Professional Networking

Councillors and Council staff will maintain an ongoing involvement in external forums which may add to their knowledge or professional development, or which may lead to opportunities for the organisation, the City or the region. Such forums will include the Local Government and Shires Association Conference, the Institute of Municipal Management Conference and Seminars, and meetings of professional associations.

Goal	How it will achieve this:	In particular Council will:	
5.3	Participate in Regional Activities that area of benefit to Council.	<ul style="list-style-type: none"> <li>Attend meetings and make a beneficial contribution to regional organisations.</li> <li>Inform Council of significant issues. Ensure that there is no conflict between Council and Regional initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at HROC, LGMA, IPWEA, LGEA meetings as required.</li> </ul>



## Our Progress - Evaluation

In order to constantly ensure that we are on the right track, Council has developed a number of ways to measure the effectiveness of its activities. All of these are listed in the annual Management Plan. In part, Council will:

Goal	How it will achieve this:	In particular Council will:	
5.4.1	Conduct a community survey every four years.	<ul style="list-style-type: none"> <li>Conduct a community survey every four years</li> </ul>	<ul style="list-style-type: none"> <li>Carry out next survey in 2009.</li> </ul>
5.4.2	Complete and review a City Management Plan (including a Financial Plan) every year.	<ul style="list-style-type: none"> <li>Review section operations yearly and provide input into the City Management Plan with regard to Recreation Operation activities.</li> </ul>	<ul style="list-style-type: none"> <li>To be completed by due dates.</li> </ul>
5.4.3	Report to the community and State Government each year on its activities and finances.	<ul style="list-style-type: none"> <li>Reports are prepared in accordance with Statutory Requirements.</li> </ul>	<ul style="list-style-type: none"> <li>To be completed by due dates.</li> </ul>
5.4.4	Develop and review plans and programs for all major areas of Council activity annually.	<ul style="list-style-type: none"> <li>Progressively review current policies and procedures in concert with Aus-Spec and RTA QA Specifications.</li> <li>Liaise with Hunter Councils Contracts section to share information and expertise.</li> <li>Review annual or Biennial tenders to ensure current specifications are applied.</li> <li>Amend Council policies and procedures as required.</li> <li>Assess HROC tenders for material supplies to check competitive value achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Electronic copies of RTA specs have been obtained for customising. Use Aus-spec documents where appropriate and customised as necessary.</li> <li>Participate in HROC Contract Panel meetings and work cooperatively with HROC representatives on bulk supply tenders.</li> <li>Biennial tenders invited and reported to Council. CPI increases have been implemented for 'Rise and Fall' provisions.</li> <li>Council's policies and procedures reviewed and amended where necessary.</li> <li>HROC tenders assessed and reported to Council.</li> </ul>

# Mayoral & Councillor Fees & Facilities

The following summary shows the amount expended during the year on mayoral fees and councillor fees, the amount expended on provision of facilities for use by councillors and the payment of councillors' expenses.

Nature of Expenses	Amount
Mayoral Fees	\$30,520
Councillor Fees	\$180,660

Mayoral and Councillor fees for the year 2006/2007 were fixed within the range of fees established by the Local Government Remuneration Tribunal. The fees were as follows:-

Mayor/Deputy Mayor	\$30,520
Councillor	\$13,980

## Breakdown of Mayoral and Councillor Expenses:

Nature of Expenses	Amount
Provision of dedicated office equipment, including laptop computers, mobile phones, telephone, fax and installation of internet access.	\$14,868
Telephone calls, including mobiles, landlines, fax and internet services.	\$10,335
Spouse / Partner Accompanying Person	Nil
Conference and Seminar	\$16,577
Training and Skill Development	Nil
Interstate Travel	\$1,350
Overseas Travel	Nil
Care & Other Related Expense	Nil

Council's policy for payment of expenses and provision of facilities was adopted on 19 October 1994 in accordance with Section 252 of the Local Government Act, 1993 and amended in July 2007. The policy for Payment of Expenses and Provision of Facilities to Councillors is as follows:

## Expenses and Facilities

### Objective

To ensure that Councillors are able to effectively carry out their responsibilities as members of the Council without suffering financial hardships.

### Attendances Conferences/Seminars and Approved Training

To permit Councillors to be kept informed of developments affecting Local Government in order that they are able to develop policies in keeping with community expectations and monitor the performance of Council.

### Travel and Accommodation

To provide a method of defining travel and accommodation entitlements and provide a transparent system for the reimbursement of expenses.

## **A. Payment of Expenses**

### **General**

Councillors seeking reimbursement must submit claims for payment with supporting information eg receipts, tax invoices, etc. Such claims are to be lodged within 90 days of the Councillor incurring the expense.

Councillors may request payment in advance in anticipation of expenses to be incurred in attending conferences, seminars and training away from home. Councillors may also request an advance payment for the cost of any other service or facility covered by the policy.

### **Sustenance**

Reimbursement of sustenance expenses shall be paid for Council sponsored attendance at meetings, conferences, seminars, training courses or whilst on Council authorised business. The maximum level of reimbursement must be appropriate to the circumstances of attendances as determined by the Mayor or General Manager.

### **Travel**

- For travel directly related to a Councillor's attendance at Council and Committee meetings and other activities specifically authorised by Council, a per kilometre rate in accordance with the Local Government (State) Award. All claims for reimbursement to be in accordance with the procedures adopted by Council from time to time.

- Where air travel is required up to a distance of 1 500 km, Economy Class is to be utilised.

- Where air travel exceeds 1 500 km, Business Class may be utilised.

- For attendance at conferences:

- a) where the conference involves a return trip of up to 350 km, travelling allowance in accordance with the Local Government (State) Award be paid where the Councillor elects to utilise their own vehicle;
- b) in excess of 350 km, the equivalent of a First Class return rail fare.

- Where involved on Council authorised business and the situation necessitates, Council will meet the reasonable cost of taxi fares.

### **Accommodation**

Where a conference, meeting or other Council authorised business necessitates overnight accommodation, Council will meet the reasonable costs for the Councillor. Where a Councillor is accompanied by a spouse/partner, the sharing of accommodation is permitted, subject to Council not incurring any additional costs. The standard of accommodation is not to exceed four (4) stars except where a conference or seminar venue exceeds four(4) stars, or as determined by the general manager.

### **Telephone expenses**

Council provide a phone/facsimile in Councillors' houses and pay the annual rental charges for the phone/facsimile line, and provide an allowance of \$50 per month towards mobile and phone/fax calls.

### **Childcare**

Reasonable expenses of a carer will be reimbursed for childcare expenses incurred while attending Council meetings, Committee meetings and Council briefings or while representing the Mayor in an official capacity.

In relation to attendance at Council approved conferences and seminars, an amount of up to \$1 000 per financial year may be claimed.

## **B. Provision of Facilities**

### **Secretarial support**

Subject to arrangement with the General Manager, staff assistance will be provided as required for matters relating to Council business. Assistance may be in the form of secretarial support, delivery of materials from Council and catering for meetings.

### **Stationery/Postage**

Councillor stationery, business cards and postage for associated mailing subject to the approval of the General Manager.

### **Meals/Refreshments**

Meals and beverages when attending Council, Committee meetings and briefings.

### **Insignia**

Provision of badges, name plates, appropriate to the position of Councillor.

### **Computers**

Provision of appropriate computers and associated software and hardware for the purpose of business papers and electronic mail. (For implementation as technology permits.)

### **Interview facilities**

An office and telephone is provided for the use of Councillors for the purpose of interviewing constituents and Council related business telephone calls.

### **Mobile phones**

A mobile telephone to be provided for each Councillor, to a standard equivalent to that issued to Council staff, at Council's cost, for the use of Councillors to facilitate the conduct of Council business with constituents and Council officers. Councillors will return the phone when leaving office or may make application to purchase the phone.

Council to pay the cost of the annual rental (Plan Fee), and service charges, and provide an allowance of \$50 per month towards mobile and phone/fax calls.

Councillors' mobile phone numbers to be included in the Council Section of the Telephone Directory.

### **Corporate uniforms**

Councillors to be provided with access to the Corporate Wardrobe under the same arrangements as Council staff, ie reimbursed of one third of the cost up to a maximum of \$250.00.

## **C. Conferences/Seminars and Training**

- Councillors may be nominated to attend conferences, seminars or training by a resolution of the Council. If this is not possible then the approval shall be given jointly by the mayor and the general manager or if the mayor requires approval to travel and a resolution of Council is not possible, it shall be given jointly by the deputy mayor and the general manager. Council shall meet all registration and reasonable out of pocket expenses not elsewhere covered by this policy.
- Attendance will be generally confined to:
  - Local Government Association sponsored conferences, workshops, seminars and training.
  - Conferences and Congresses conducted by the principal professional organisation within Local Government, eg LGMA.
  - Seminars or training targeted at specific Council initiatives for which due budget provision has been made.

- Requests for attending conferences shall be in writing outlining the benefits for council. After returning from the conference, councillors shall provide a written report to council on the aspects of the conference relevant to council business and/or local community. No written report is required for the Annual Conference of the Local Government and Shires Association.

#### **D. Insurances**

Councillors shall receive the benefit of insurance cover for:

- personal injury/accident;
- public liability;
- professional indemnity;
- travel insurance for overseas travel, including medical expenses.

Subject to all such cover being applicable to occurrences relating to the carrying out of duties associated with Civic Office.

#### **E. Motor Vehicles**

The driver is personally responsible for all traffic or parking fines incurred while travelling in private or Council vehicles on Council business.

### **MAYOR**

In addition to the payment of expenses and the provision of facilities applicable to Councillors, the Mayor shall be entitled to the following.

#### **A. Motor Vehicles**

A fully serviced and maintained motor vehicle shall be provided for the purposes of discharging the duties of Civic Office.

The Mayor shall be permitted private use of the vehicle subject to the Mayor meeting the cost of fuel associated with any private usage

#### **B. Office**

A furnished office suite located in the Administration Building.

#### **C. Telephones**

In addition to the normal office phone system, the Mayor shall be provided with a mobile phone which will be serviced and maintained by Council.

#### **D. Secretarial/Administrative Support**

Council shall provide secretarial and support services associated with the duties of the office of the Mayor.

#### **E. Childcare**

Council shall meet the reasonable cost of childcare by a carer for a maximum of 5 hours per week to permit the carrying out of Civic and ceremonial functions.

#### **F. Office Refreshments**

1. Council shall provide the Mayor with refreshments and beverages, as necessary, to enable the Mayor to entertain and host visitors etc in the course of official duties.
2. The fees payable to the Mayor, Deputy Mayor and Councillors not be reduced for any private benefit gained from the private use of facilities.

## Legal Assistance

Council shall provide legal assistance for the payment of legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Local Government Act, 1993.

Council shall not provide for legal assistance in respect of legal proceedings initiated by the Mayor and/or councillors in any circumstances.

The fees payable to the Mayor, Deputy Mayor and Councillors not to be reduced for any private benefit gained from the private use of facilities.

## SENIOR STAFF

The following four (4) senior staff were employed by Council during the year:

### ANNUAL REPORT – 2006/2007

## SENIOR STAFF

	<b>General Manager</b>	<b>Director Corporate &amp; Regulatory Services</b>	<b>Director Strategic &amp; Community Services</b>	<b>Director Works &amp; Services</b>
	\$	\$	\$	\$
Total Value of Salary Component of Package:	165,138	115,900	123,561	130,000
Total amount of any bonus payments, performance or other payments that do not form part of salary:	7,504	7,821	7,498	8,528
Total payable superannuation (salary sacrifice and employers contribution):	14,862	26,100	10,575	12,000
Total value of non-cash benefits – Provision of Motor Vehicle:	10,000	10,000	9,865	10,000
Total payable fringe benefits tax for non cash benefits:	3,509	2,896	4,446	3,509
<b>Total Remuneration Package</b>	<b>201,013</b>	<b>162,717</b>	<b>155,945</b>	<b>164,037</b>

# Human Resource & EEO Activities

Managing and improving the quality, performance and conditions of employees whilst maintaining a safe workplace and a work environment free from discrimination remains the focus of human resource activities.

Council's obligations for the safety of its employees remains a focus of the human resource section. Safety awareness training with its emphasis on risk assessment, hazard identification and consultation has continued throughout the organisation. Council has also implemented an Integrated Management System that promotes, trains and audits activities in the Works & Services sections to ensure legislative compliance.

Recruitment and selection, training and development and harmonious industrial relations continue to play a major part in the human resource activities of the organisation. Ongoing professional development has focused on providing existing employees with the opportunity to gain formal qualifications in planning and frontline management. Council continues to provide opportunities for people in a number of trainee roles throughout the organisation.

## **EQUAL EMPLOYMENT OPPORTUNITY ACTIVITIES**

Workplace harassment and bullying continues to be a focus in equal employment opportunity activities. An intensive one day training course for senior managers, managers and supervisors was conducted in February 2007. Further training for all employees was commenced in June 2007 to progressively train all employees over the following 6 months.



# Business & Commercial Activities

Council conducts a number of activities which can be defined as business or commercial activities. These have been undertaken with the intention of generating financial surpluses which, if achieved, can be used to subsidise other Council operations.

- a) Council does not operate any Category 1 Business Activities as defined under the National competition Policy Guidelines. Council operates the following Category 2 Business activities:
  - Noxious Weeds
  - Lawn Cemeteries
- b) Vineyard Grove – During 2006/07 12 lots were sold.
- c) Council did not hold any controlling interest in any companies during 2006/07.
- d) Council is a member of the New South Wales Local Government (Jardine Lloyd Thompson) Mutual Liability Scheme. This is a self-insurance scheme comprising the majority of Councils in New South Wales. It was established with the purpose of purchasing public liability and professional indemnity insurance. This enables Council to meet its insurance obligations under the Act.
- e) Hunter Resource Recovery is a public company, limited by guarantee. Registered ABN 35071432570. The company was established by the member Councils (Cessnock, Lake Macquarie & Maitland) to manage the kerbside recycling contract. The contract option of 2 years was adopted by the Board on 25/7/06 which will see the service continue the service until June 2009.

The Company is made up of 12 Directors. Each Council is represented by four (4) Directors.

The Company was established by the Councils of Cessnock, Lake Macquarie and Maitland in 1995 to manage the kerbside recycling collection service. The service is provided to almost 113,000 residents across the three local government areas. From commencement of the service to June 2007, 213,000 tonnes of material has been recycled across the three (3) local government areas.

- f) Council is a joint guarantor for a loan which was drawn down on July 1 2003 by Hunter Councils Limited. The total loan borrowing is \$2.86 million and Council's exposure is \$351,416.

Hunter Councils Limited has been established to improve the quality and efficiency of local government service throughout the Hunter Region. One such service is the establishment and provision of a Record Repository Centre for the use of the Member Councils and to outsource this service to other organisations.



- g) Lawn Cemeteries – Council manages and operates two (2) lawn cemeteries which generated a combined profit of \$3,424. The profits have been internally restricted for future cemetery capital works and long-term maintenance.
- h) Hunter Integrated Resources is a public company, limited by guarantee Registered ACN 095 330 813 established by the four (4) member Councils, Cessnock, Lake Macquarie, Maitland and Newcastle to manage the alternate waste technology proposal under investigation by the member Councils.

The Company has 8 Directors, each Council is represented by two (2) Directors.

If adopted the proposal will treat up to 160,000 tonnes of domestic waste annually, producing electricity, soil additive and reduce the regional need for landfill by approx 60%.

**External Bodies Exercising Delegated Functions**

No external bodies exercised functions delegated by Council as defined under S428(2)(o) of the Local Government Act.

**Controlling Interests in Companies**

Council held no controlling interests in companies as defined under S428(2)(p) of the Local Government Act.



# Tenders

## TENDERS

The following tenders over \$150,000 were accepted by Council during the year 2006/2007:

Successful Tenderer	Item	Amount Payable per Tender (incl GST)
Arion Systems	Replacement of Council IT Equipment	\$609,390.95
Paveline International Pty Ltd	Jetpatcher	\$305,908.00
Westrac Pty Ltd	Backhoe Loader	\$134,057.00
Westrac Pty Ltd	Motor Grader	\$335,743.00
Westrac Pty Ltd	Skid Steer Loader	\$62,311.70
John Munro Pty Ltd	Maint. Air Conditioner System	Ongoing
Nercom Pty Ltd & Hartcher's Pty Ltd	Maint. Electrical & Installation Maint = Hartcher's Install = Nercom	Ongoing
Bullbecks Pty Ltd	Fire Protection Equipment	Ongoing
BMT WBM Pty Ltd	Wollombi Village Flood Plan	\$107,173.00
Prosperity Advisors Pty Ltd	Provision of Auditing Services	\$105,780 (over 6 yrs)
Commonwealth Bank Pty Ltd	Provision of Banking Details	Ongoing



# Capital Works Projects

Capital Works and Improvement Projects include expenditure on the acquisition and construction of new infrastructure assets and the augmentation or improvement of existing infrastructure assets. Infrastructure assets are all the assets that comprise the public facilities which Council requires to provide essential services. They include roadworks, drainage, parking areas, parks, buildings and works installations.

The following capital works projects have been undertaken in the year 2006/2007. These are compared with the projected capital works from the 2006/2007 Management Plan and approved Program Budget 2006/2007, including funds revoted for works incomplete at 30 June 2006.

PRINCIPAL ACTIVITY	PROJECTS	COST	
		Proposed 2006/2007	Actual 2006/2007
<b>Strategic &amp; Community Services / Works &amp; Services</b>			
	<b>LOCAL ROADS</b>		
	Rural Construction	\$655,800	\$579,570
	Urban Construction	\$1,238,240	\$1,194,860
	Infrastructure Improvement (additional rate)	\$1,257,000	\$1,944,110
	"Roads to Recovery"	\$555,190	\$457,090
	Supplementary "Roads to Recovery"	683,470	\$596,840
	Urban Resealing	\$436,600	\$476,300
	Rural Resealing	\$311,600	\$300,060
	Gravel Resheeting & Sealing Program	\$643,240	\$572,930
	S94 Works Program	\$65,000	\$64,990
	Drainage Construction	\$834,780	\$656,330
	Bridge Reconstruction & Maintenance	\$379,700	\$301,270
	Bridge Construction & Improvement	\$278,200	\$67,570
	Council Urban Road Maintenance	\$1,360,900	\$1,359,780
	Council Rural Road Maintenance	\$1,425,300	\$1,412,610
	Traffic Facilities Maintenance	\$97,000	\$73,340
	Traffic Facilities Construction	\$162,900	\$152,120
	Cycleway Maintenance	\$16,400	\$14,340
	Cycleway Construction	\$248,000	\$100,240
	Street Tree Maintenance	\$161,000	\$156,530
	Footpath Construction	\$88,900	\$88,480
	Natural Disaster (June 2007 Flood)	0	\$512,940
	<b>SUB-TOTAL</b>	<b>\$10,899,220</b>	<b>\$11,082,300</b>

PRINCIPAL ACTIVITY	PROJECTS	COST	
		Proposed 2005/2006	Actual 2005/2006
<b>Strategic &amp; Community Services / Works &amp; Services</b>			
	<b>STATE ROADS</b>		
	Main Road 220 Upgrade (Acquisitions)	\$64,700	\$1,090
	State Road Single Invitation Contract Maintenance	\$463,900	\$463,900
	State Road Single Invitation Contract Work Orders (Resurfacing/Resealing, Rehabilitation, Road Safety & Traffic Management)	\$1,888,420	\$1,888,420
	State Roads Apportionment	\$33,210	\$33,200
	Bus Shelters Construction (DOT)	\$137,010	\$116,800
	<b>SUB-TOTAL</b>	<b>\$2,587,240</b>	<b>\$2,503,410</b>
	<b>REGIONAL ROADS</b>		
	Regional Roads Maintenance Block Grant	\$849,770	\$580,000
	Regional Roads Repair Program	\$788,100	\$376,050
	Regional Roads Traffic Facilities Block Grant	\$146,000	\$147,240
	Regional Roads Bridge Maintenance	\$80,000	\$77,450
	RTA Blackspot Program	\$5,900	\$5,900
	<b>SUB-TOTAL</b>	<b>\$1,869,770</b>	<b>\$1,186,640</b>
	<b>TOTAL</b>	<b>\$15,356,230</b>	<b>\$14,772,350</b>

The under expenditure across the programs particularly relates to delays in completion of a number of construction and rehabilitation projects on Regional and Local Roads. Due to the impact of the June 2007 Declared Natural Disaster Council's construction teams had to be diverted to undertake urgent storm and flood damage repairs to council infrastructure. The amount spent will be claimed against the State and Federal Natural Disaster funds. Construction work recommenced in August 2007 and the backlog is being addressed. In addition delays occurred in the commencement of construction of the new Cunneens Bridge on Paynes Crossing Road, Wollombi due to the need for extensive community consultation.

The under expenditure in the "AusLink Roads to Recovery Programme" is due to delays in the commencement of reconstruction works in Wilderness Road, Rothbury. These works are well advanced in early 2007/2008.

The under expenditure in the Drainage Construction Program is primarily due to the delay in commencement of the Mulbring Precinct Drainage Scheme due to the need to undertake storm and flood damage repairs.

Outstanding acquisitions for laneways are the major component of the under expenditure associated with MR 220 Vincent Street, Cessnock.

PRINCIPAL ACTIVITY	PROJECTS	COST	
		Proposed 2005/2006	Actual 2005/2006
<b>Strategic &amp; Community Services / Works &amp; Services</b>			
	<b>RECREATION &amp; PARKS</b>		
	Parks, Park Buildings & Playgrounds Capital Works	\$490,128	\$568,646
	Pools	\$208,137	\$219,175
	<b>BUILDINGS</b>		
	Community Buildings Capital Works	\$654,070	\$500,055
	<b>TOTAL</b>	<b>\$1,352,335</b>	<b>\$1,287,876</b>

- Funding for Community Buildings Capital Works was under expended as works at the Cessnock Basketball have not been completed. It is expected the works will be complete by December 2007.
- Parks actual funding is high due to unexpected circumstances including time constraints and contractor availability.



# Condition of Public Works

## Special Schedule 7 – Condition of Public Works as at 30 June 2007

Asset Class	Asset Category	Depreciation Expense (%)	Depreciation Expense	Cost	Valuation	Accumulated Depreciation and Impairment	Carrying Value	Asset Condition (see Notes below)	Estimated Cost to bring to a Satisfactory Standard	Required Annual Maintenance	Current Annual Maintenance
			'000	'000	'000	'000	'000		'000	'000	'000
	<i>References</i>	<i>Note 9</i>	<i>Note 4</i>	<i>Note 9</i>			<i>Local Govt. Act 1993, Section 428 (2d)</i>				
Public Buildings	Council Offices	2.5 - 6.7	124	5,050	-	1,107	3,943	Satisfactory	-	150	144
	Council Works Depot	2.5 - 5.0	37	1,830	-	1,303	527	Satisfactory	-	50	32
	Council Halls	2.5 - 5.0	148	5,343	-	3,079	2,264	Satisfactory	-	60	85
	Council Houses	2.5	2	93	-	51	42	Satisfactory	-	5	5
	Museum	1.3 - 2.5	19	4,797	-	4,461	336	Unsatisfactory	200	28	8
	Library	2.5 - 3.3	47	5,241	-	4,824	417	Satisfactory	-	40	37
	Community Centre(s)	2.5 - 5.0	59	2,523	-	1,155	1,368	Satisfactory	-	28	30
	Art Gallery	1.7 - 3.3	4	638	-	515	123	Satisfactory	-	6	11
	Community Facilities	2.0 - 10.0	350	14,198	-	7,511	6,687	Satisfactory	-	85	150
	Fire Control Buildings	2.5 - 3.3	46	1,847	-	649	1,198	Satisfactory	-	20	38
	Pre-schools	3.3 - 5.0	36	882	-	609	273	Satisfactory	-	-	-
	Other Structures	Aerodrome	2.0 - 10.0	12	819	-	49	770	Satisfactory	-	-
Cemeteries		3.33 - 10.0	24	486	-	268	218	Satisfactory	-	94	102
Depot Improvements		2.5 - 5.0	54	1,939	-	605	1,334	Satisfactory	-	50	22
Miscellaneous		2.5 - 10.0	94	2,046	-	586	1,460	Satisfactory	-	55	26
Parks		2.0 - 20.0	130	3,528	-	1,638	1,890	Satisfactory	-	520	499
Swimming Pools		2.0 - 10.0	273	5,722	-	1,778	3,944	Satisfactory	-	70	67
Sporting Facilities		2.0 - 20.0	665	15,964	-	6,829	9,135	Satisfactory	-	350	332
	<b>Subtotal</b>		2,124	72,946	-	37,017	35,929		200	1,611	1,588

# Condition of Public Works

Asset Class	Asset Category	Depreciation Expense (%)	Depreciation Expense '000	Cost '000	Valuation '000	Accumulated Depreciation and Impairment '000	Carrying Value '000	Asset Condition (see Notes below)	Estimated Cost to bring to a Satisfactory Standard '000	Required Annual Maintenance '000	Current Annual Maintenance '000
Public Roads	Sealed Roads	1.25 - 3.3	981	53,114	-	11,066	42,048	Unsatisfactory	22,510	2,480	2,310
	Unsealed Roads	2.0 - 3.3	2,320	155,572	-	123,335	32,237	Unsatisfactory	16,700	1,550	1,869
	Bridges	1.25 - 2.0	443	26,932	-	13,304	13,628	Unsatisfactory	6,000	470	302
	Footpaths	2.0 - 2.5	63	3,364	-	1,207	2,157	Unsatisfactory	260	90	88
	<b>Subtotal</b>			3,807	238,982	-	148,912	90,070		45,470	4,590
Drainage Works	Pipes	1.25	515	41,288	-	13,022	28,266	Unsatisfactory	1,400	125	123
	Box Culverts	1.25	37	2,979	-	902	2,077	Unsatisfactory	220	92	21
	Pits	1.25	55	4,455	-	1,332	3,123	Unsatisfactory	154	146	37
	Head Walls	2	15	936	-	565	371	Unsatisfactory	32	7	8
	Earthworks	1.25	3	300	-	15	285	Unsatisfactory	8	-	-
	Easement Acquisition	1.25	3	273	-	15	258	Unsatisfactory	27	33	6
	Aboveground Drainage	1.25	8	743	-	38	705	Unsatisfactory	935	143	262
	Base	1.25	1	105	-	5	100	Unsatisfactory	2	-	-
	Studies/Surveys/Design	1.25	19	1,834	-	96	1,738	Unsatisfactory	158	55	51
	Miscellaneous	1.25	2	137	-	8	129	Unsatisfactory	3	-	3
<b>Subtotal</b>			658	53,050	-	15,998	37,052		2,939	601	511
<b>Total Classes - All Assets</b>			6,589	364,978	-	201,927	163,051		48,609	6,802	6,668

**Notes:**

Satisfactory refers to estimated cost to bring the asset to a satisfactory condition as deemed by Council. It does not include any planned 'enhancement(s)' to the existing asset.

Required Annual Maintenance is what should be spent to maintain assets in a satisfactory standard.

Current Annual Maintenance is what has been spent in the current year to maintain assets.

# Financial Assistance to Others

Under the provisions of Section 356 of the Local Government Act, 1993, Council may, for the purpose of exercising its functions, grant financial assistance to other persons.

During the year Council provided rates subsidies totalling \$20,763 to community groups/organisations.

## WORK CARRIED OUT ON PRIVATE LAND

Under Section 67 of the Local Government Act, 1993, Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that Council may lawfully undertake.

Council undertook the following private works on private land in 2006/07 to the total of \$288,347.

Kerb and Guttering	\$61,210
Road Restoration, Roads and Bridges	\$227,137

## STATEMENT OF LEGAL COSTS

Summarised below are details of legal proceedings taken by Council or taken against Council during the year. The result of the proceedings is shown together with the nature and amount of the legal costs incurred.

MATTER	COURT	COST	RESULT
Alexandra Street, Kurri Kurri	Land & Environment Court	\$5,760	Consent Orders agreed to by Council and the appellant.
Child Care Centre, Kurri Kurri	Land & Environment Court	\$78,703	Council's refusal overturned. The Court issued Orders dated 18 July 2007 granting conditional approval.
St. Patricks of Nulkaba (Crematorium)	Land & Environment Court	\$87,747	Appeal won by applicant. Costs paid by Council.
Hanwood Subdivision - Rothbury	Land & Environment Court	\$53,335	The Court of Appeal's decision was handed down 1 November 2006 with leave to appeal granted and appeal dismissed with an order that the Appellant, Hunter Development Brokerage, pay Council's costs.
Hunt Yango Creek Road, Wollombi	Land & Environment Court	\$2,380	Proceedings discontinued. A new development application lodged and approved by Council in December 2006.
Mount Molly Morgan Site	Land & Environment Court	\$73,399	Council successful in prosecution for unauthorised earthworks. Costs awarded to Council and a \$75,000 fine imposed by the Court.



# Privacy & Personal Information Protection Act

The Privacy and Personal Information Protection Act (PPIPA) came into effect from 1 July 2000. In accordance with the PPIPA, Council adopted a Privacy Management Plan on 18 October 2000, which outlines how Council may use and disclose personal information. Personal information may be in written, photographic, video or auditory format.

The twelve Information Protection Principles outlined in the Act provide practical guidance regarding:

- How Council determines what personal information is to be collected,
- From whom it is to be collected,
- Who is to collect it,
- How it is to be collected,
- How it is to be stored and
- Who can access it.

As a result of the Act, Council is required to:

- Comply with, adopt and implement the information protection principles as outlined in the PPIPA.
- Protect the personal information to which Council has access, and not disclose personal information otherwise than in accordance with their official duties and in accordance with the law.
- Adhere to Council's adopted Privacy Management Plan, and comply with the privacy code of practice.
- Inform the public whenever we collect personal information and inform them of the reasons for collection and uses of the information.
- Identify any register which contains personal information and which is provided to third parties, and comply with public register provisions.
- Amend personal records immediately and free of charge to ensure the information held is accurate, relevant, up to date, complete and not misleading.
- Report compliance with the Act in each year's annual report and conduct an internal review of complaints made against it by the public.

Council's Privacy Management Plan and Privacy Code of Practice may be viewed at Council's Libraries and Administration Centre. Information about Privacy and Access to Documents as well as the Privacy Management Plan and Code of Practice are available on Council's web-site ([www.cessnock.nsw.gov.au](http://www.cessnock.nsw.gov.au)).

Council's Privacy Contact Officer is the Director Corporate & Regulatory Services, who may be contacted on 02 4993 4100.

# Freedom of Information Act & Access to Information

The objective of the Freedom of Information Act is to ensure the right of the public to obtain access to information held by an agency (eg, local councils). The Act requires Council to:

- Publish a statement of affairs (annually), a summary of affairs (twice a year) and to provide access to its policy documents.
- Provide access to documents held by Council, subject to certain qualifications by which Council can, in some cases, deny access.
- Provide documents requested under the FOI Act within specified time limits.

The public officer is responsible for determining applications for access to information. The Director Corporate & Regulatory Services is Council's Public Officer, and may be contacted at Cessnock City Council, PO Box 152, Cessnock 2325. Advice and assistance on access to Council documents is available by contacting the PA to Director Corporate & Regulatory Services on 4993 4100. All applications for access to documents under the Freedom of Information Act may be lodged on an application form which is available from Council and is also found on Council's web site. The application form should be accompanied by \$30 application fee, which is payable at Council's administration office or via the web site.

## **Local Government Act 1993**

The Local Government Act entitles the public to view the following documents free of charge. Access to these documents is available through Council's Administration centre, 62-78 Vincent Street, Cessnock during business hours. A photocopying charge applies if copies are made of these documents.

- The Code of Conduct
- Council's Code of Meeting Practice.
- Annual Report
- Annual Financial Reports
- Auditor's Report
- Management Plan
- EEO Management Plan
- Policy on Councillor's Expenses.
- Council's Land Register
- Register of Investments
- Returns of the Interests of Councillors, Designated Persons and Delegates
- Returns as to Candidates' Campaign Donations
- Minutes and Agendas for Public Meetings of Council
- Any Codes adopted by Council
- Register of Delegations
- Annual Reports of bodies exercising delegated council functions
- Applications for Approval to erect a building, and associated documents
- Development Applications and associated documents
- Local Policies adopted by Council
- Records of Approvals granted.
- Records of Building Certificates
- Plans of land proposed to be compulsorily acquired by the council
- Leases and Licences for use of public land
- Plans of Management for community land
- Environmental Planning Instruments and Development Control Plans
- The Statement of Affairs, the Summary of Affairs and the Register of Policy documents required under the Freedom of Information Act 1989
- Councillors' Declarations of Interest.
- The Register of Graffiti Removal

## **Exemptions**

Access may be refused to some documents under the Local Government Act and the Freedom of Information Act. The types of documents most commonly requested which are exempt from disclosure include:

- Documents affecting the personal affairs of others
- Documents subject to legal professional privilege
- Documents which may reveal trade secrets or confidential information
- Plans contained in building and development applications showing the residential parts of the building.

Advice regarding exempt documents is available through the office of the Public Officer.

## **Freedom of Information Act**

The number of requests under the Freedom of Information Act processed by Council decreased from 34 in 2005/2006 to 26 during 2006/07. Of the 26 requests, 14 were granted in full, 7 granted in part and 5 refused. Among the reasons for granting partial disclosure or refusal were concerns regarding the privacy of individuals, copyright laws, and the disclosure of internal recommendations or deliberations. Wherever possible, the request for information was granted in part, with exempt material erased. A detailed statistical analysis, in accordance with the provisions of the Freedom of Information Act, is included below.

Throughout 2006/2007 Council implemented a number of strategies to ensure all legislative requirements were fully understood by the public and correctly implemented by Council staff. These strategies included:

- Providing training on Access to Information for new staff responsible for providing information to the public. The training incorporated a basic understanding of the Freedom of Information Act, Section 12 of the Local Government Act and the Privacy and Personal Information Protection Act, and the practical implementation of each Act. All other staff received this training during 2005/2006.
- Updating and streamlining electronic filing of all requests for information, resulting in ease of access to information provided, ease of reporting and increased security in storage of information accessed by the public.

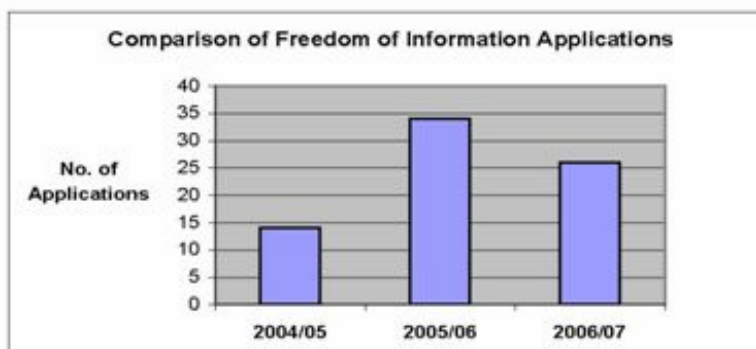
## **Section 12, Local Government Act**

Under the provisions of Section 12 of the Local Government Act a number of documents are available to the public free of charge without requiring recourse to the Freedom of Information Act. During 2006/2007 the number of requests for information under the auspices of this Act increased. Information on the types of documents which are available under Section 12 may be obtained on Council's web site, or by contacting the office of the Public Officer.

## FREEDOM OF INFORMATION ACT STATISTICAL RETURN

### Statistical Return for Year Ending 30/6/2007

Under the provision of the Freedom of Information Act, Council is required to prepare an annual statistical return. Details of requests for information under the Freedom of Information Act received by Council for the year ending 30 June, 2007 are as follows:



<b>SECTION A</b>				
Numbers of new FOI requests received, carried over or unfinished:				
<b>FOI Requests</b>		<b>Personal</b>	<b>Other</b>	<b>Total</b>
A1	New (including transferred in)	2	24	26
A2	Brought forward	1	0	1
A3	Total to be processed	3	24	27
A4	Completed	3	23	26
A5	Transferred Out	0	0	0
A6	Withdrawn	0	0	0
A7	Total Processed	<b>3</b>	<b>23</b>	<b>26</b>
A8	Unfinished - carried forward	0	1	1

<b>SECTION B</b>				
What happened to the completed requests?				
<b>FOI Requests</b>		<b>Personal</b>	<b>Other</b>	<b>Total</b>
B1	Granted in full	2	12	14
B2	Granted in part	1	6	7
B3	Refused	0	5	5
B4	Deferred	0	0	0
B5	Completed	<b>3</b>	<b>23</b>	<b>26</b>

<b>SECTION C</b>				
Ministerial Certificates Issued				
<b>FOI Requests</b>		<b>Personal</b>	<b>Other</b>	<b>Total</b>
C1	Ministerial Certificates issued	0	0	0

<b>SECTION D</b>				
Formal Consultation				
<b>FOI Requests</b>		<b>Personal</b>	<b>Other</b>	<b>Total</b>
D1	Number of requests requiring formal consultation	1	2	3

<b>SECTION E</b>				
Amendment of Personal Records				
Result of Amendment Request				
E1	Result of amendment - agreed	0		
E2	Result of amendment - refused	0		
E3	Total	0		

<b>SECTION F</b>		
Notation of Personal Records		
F1	Number of requests for notation	0

<b>SECTION G</b>			
FOI Requests granted in part or refused			
<b>Basis of Disallowing or Restricting Access</b>		<b>Personal</b>	<b>Other</b>
G1	Application incomplete - S19	0	0
G2	Deposit not paid - S22	0	1
G3	Diversion of resources - S25(1)(a)	0	0
G4	Exempt - S25(1)(a)	1	6
G5	Otherwise available - S25(1)(b),(c) & (d)	0	0
G6	Documents not held - S28(1)(b)	0	4
G7	Deemed refused over 21 days S24(2)	0	0
G8	Released to medical practitioner - S31(4)	0	0
G9	Totals	<b>1</b>	<b>11</b>

<b>SECTION H</b>			
Costs and fees of requests processed during the period			
		<b>Assessed Costs</b>	<b>FOI Fees Received</b>
H1	All completed requests	\$2,047.50	\$735.00

<b>SECTION I</b>			
Discounts Allowed			
<b>Type of Discount Allowed</b>		<b>Personal</b>	<b>Other</b>
I1	Public Interest	0	0
I2	Financial hardship - Pensioner/child	0	3
I3	Financial hardship - Non-profit organisation	0	0
I4	Totals	<b>0</b>	<b>3</b>
I5	Significant correction of personal records	0	0

<b>SECTION J</b>			
Days to Process			
<b>Elapsed Time</b>		<b>Personal</b>	<b>Other</b>
J1	0 - 21 days	3	23
J2	22 - 35 days	0	0
J3	Over 35 days	0	0
J4	Totals	<b>3</b>	<b>23</b>

<b>SECTION K</b>			
Processing Time			
<b>Elapsed Time</b>		<b>Personal</b>	<b>Other</b>
K1	0 - 10 hours	3	22
K2	11 - 20 hours	0	1
K3	21 - 40 hours	0	0
K4	Over 40 hours	0	0
K5	Totals	<b>3</b>	<b>23</b>

<b>SECTION L</b>		
Reviews and Appeals		
<b>Reviews and Appeals</b>		
L1	Number of internal reviews finalised	4
L2	Number of Ombudsman reviews finalised	1
L3	Number of District Court appeals finalised	0

<b>Details of Review Results</b>					
<b>Grounds on Which Internal Review Requested</b>		<b>Personal</b>		<b>Other</b>	
		<b>Upheld</b>	<b>Varied</b>	<b>Upheld</b>	<b>Varied</b>
L4	Access refused			1	1
L5	Deferred				
L6	Exempt matter				2
L7	Unreasonable charges				
L8	Charge unreasonably incurred				
L9	Amendment refused				

<b>Grounds on Which External Review Requested</b>		<b>Personal</b>		<b>Other</b>	
		<b>Upheld</b>	<b>Varied</b>	<b>Upheld</b>	<b>Varied</b>
L4	Access refused			1	
L5	Deferred				
L6	Exempt matter				
L7	Unreasonable charges				
L8	Charge unreasonably incurred				
L9	Amendment refused				

# National Competition Policy

In accordance with the requirements of the National Competition Policy (NCP), Council has, where relevant, categorised its business units.

For the year ended 30 June 2007, Council does not have any Category One business activities. To ensure adherence to the NCP requirements, Council has:

- Instigated a Purchaser/Provider split in the following areas:
  - a) Building Services
  - b) Workshop
  - c) Cleaning Services
  - d) Waste Collection – Sanitary and Waste Depot
  - e) Noxious Weeds
  - f) Cemeteries
  - g) Aerodrome
  - h) Swimming Pools
  - i) Design Unit – Roads, Bridges, Drainage, Parks
  - j) Construction Unit – Roads, Bridges, Drainage
  - k) Maintenance Unit – Roads, Bridges, Drainage
  - l) Parks Unit - Maintenance/Construction
- Adopted an application of Activity Based Costing (ABC) to allocate overheads to appropriate cost centres.

Prior to the introduction of the NCP, Council had a complaints handling mechanism in place which allowed it to record and track the progress of any complaints received. This existing system is able to identify and segregate any complaints received regarding the NCP. No complaints regarding competitive neutrality were received during 2006/07.

# Replacement & Sale of Assets

Council's policy is to replace all items of plant at the end of their beneficial economic life.

The general replacement schedule for sedans and station wagons over the past financial year has been 40,000 kilometers or 2 years, whichever ever comes first.

The proposed and actual plant replacement program for the 2006-2007 is set out below. In all cases except those noted, the items shown were replaced by a similar unit. The old units were either sold or traded in.

PLANT REPLACEMENT PROGRAMME	CHANGEOVER COST (Excl GST) AND NUMBER 2006/2007	
	PROPOSED (Note 1) \$	ACTUAL \$
Sedans & Wagons	400,000 (54)	\$491,000 (49)
Utilities and Vans	68,000 (11)	45,000 (2) <sup>Note 2 &amp; 3</sup>
Twin Cab and Two Tonne Utilities	24,000 (1)	0 (0) <sup>Note 2</sup>
Three Tonne Tippers	30,000 (1)	60,000 (1) <sup>Note 3</sup>
Eight Tonne Tipping Trucks	0 (0)	80,000 (1) <sup>Note 4</sup>
Twelve Tonne Tipping Trucks	170,000 (2)	0 (0) <sup>Note 2</sup>
Slashers Mowers Tractor Driven	16,500 (1)	16,500 (1)
Tractors	35,500 (1)	0 (0) <sup>Note 2</sup>
Ride-on Mowers/Heavy Duty	28,000 (3)	24,000 (2) <sup>Note 2</sup>
Graders	200,000 (1)	186,500 (1)
Backhoes	0 (0)	90,000 (1) <sup>Note 4</sup>
Skidsteer	47,000 (1)	42,500 (1)
<b>Special Plant</b>		
Jet Patcher	278,000 (1)	230,000 (1)
Excavator 20T	0 (0)	0 (0)

## Notes:

1. Information sourced from Council 2004-2007 City Management Plan.
2. Replacement(s) postponed
3. Disposal income not yet recovered
4. Replacement carried over from last year



# Transportation and Road Safety

## **ROAD SAFETY STRATEGIC PLAN**

From the Road Safety Strategic Plan this year Council targeted the behavioural factors of Drink Driving, Speeding, Fatigue and Occupant Restraint wearing which were statistically regarded as the big factors with Young Drivers, Motorcyclists and Pedestrians identified as the most vulnerable road user groups.

## **SAFER PEOPLE - CHILDREN**

### *Orientation Day Presentations to Schools*

Schools in the Cessnock LGA are offered Council's assistance with delivering educational programs to parents of children starting school. Parents are encouraged to be pro-active in road safety matters around schools including ensuring safer pedestrians and passengers and to be diligent in regard to safety around schools, i.e. parking appropriately.

## **Child Restraints**

Following on from the successful Safety Seat Saturdays, Council continues to provide Child Restraint checks to parents and grandparents free of charge. The partnering support offered by local businesses and organisations continues to encourage Council to provide this community program,

## **SAFER PEOPLE – YOUNG DRIVERS**

### **Youth on the Move**

Youth on the Move (YOTM) continues to meet the needs of our young driving community and their parents. The educational program offers sessions designed to impact attitudes, reducing risk-taking behaviour and improve hazard perception.

YOTM was developed for the youth of the entire Cessnock Local Government Area (LGA) by Cessnock Youth Centre, Kurri Youth Centre, Samaritans JPET and Cessnock City Council, and has been professionally and independently evaluated in 2006/07 (Report due in 2007/08).

Once the report has been received by Council the entire program may again endure modification and internal scrutiny to address the new changes impacting young drivers with the introduction of 120 Logged hours and the introduction of passenger and vehicle restrictions.

Funding provided by Cessnock City Council.

## **Schoolies Week**

The aim of this project is to address drink driving related crashes among school leavers, by increasing awareness of the problems associated with drink driving, as well as identifying possible actions and solutions. The target groups of the project are firstly students and secondly, key stakeholders in the community such as Hotel Managers, Club Secretaries, Bottle Shop Owners, parents and homeowners wishing to hold parties where alcohol is present.

## **Helping Learner Drivers Seminars**

Education seminars were offered throughout the year to parents and supervising drivers of Learner Drivers. The 2 hour seminars are designed to provide information about managing the RTA's 50 hour Log Book requirements as well as planning for appropriate lessons needing skill levels and experience. New and up-to-date road rule changes are provided and discussed as well as information for supervising drivers on how to manage stressful situations in car to avoid personality clashes.

## **SAFER PEOPLE – DRIVERS & PASSENGERS**

### **Drink Safe**

With the assistance from Local groups and organisations, Council supports an educational program designed to educate patrons in hotels/clubs about their current Blood Alcohol Concentration. Council provides resources and information to assist in the delivery of this local education.

### **Alcoliser Program**

Council provides self-testing Alcolisers for patrons at licensed premises as an educational tool to assist in providing patrons with advice in regard to their Blood Alcohol Concentration. Vineyard areas are also included and one Alcoliser is located in the vineyards at all times. The Liquor Accord has shown much interest and is liaising with the cellar doors directly.

### **Lower Hunter Speed**

This program "Lower Hunter Speed" has again fostered a co-ordinated approach between Lower Hunter Police and the Four (4) Lower Hunter Councils. When evaluated, the program's results showed a cost effective way of addressing speed on local streets. The IPWEA (Institute of Public Works Australia) awarded the program with its highest Road Safety award in recognition of its partnershiping strategies and addressing local issues. This program uses all the elements of engineering, education and enforcement working together to ensure a safer community.

### **Crash Avoidance Space**

Tail-gaiting and Rear End crashes contribute considerably to the casualty rate on our roads. Council was supported by Hunter councils and the NRMA in a project to encourage drivers to be more aware of their crash avoidance space by allowing a 3 second gap travelling distance.

## **Wine Tasting Cards**

This program was developed for the local vineyard areas in an attempt to increase awareness in regard to wine tasting and drink driving. The program is fully supported by the local Vineyard Association and encourages Cellar Doors to better manage sampling and their duty of care in alcohol service.

Wine Tasting Cards have been developed and delivered to over 100 Cellar Doors in our Wine Country area. Cessnock City Council manages requests from Cellar Door operators.

## **Lower Hunter RBT Rewards**

The campaign is a joint Lower Hunter Councils Drink Drive educational campaign operating throughout Cessnock, Maitland, Dungog and Port Stephens LGA's.

The program is aimed at providing positive reinforcement to drivers who register under the legal limit when breath tested by Police at RBT sites.

Road Safety Officers (RSOs) are on hand at these RBT enforcement sites to congratulate drivers who are under the limit and provide rewards and educational material.

The RTA provided funding for the program with in-kind contribution by Cessnock City Council.

## **SAFER PEOPLE – RIDERS**

### **Motorcycling in Wine Country**

Motorcycling continues to grow as a recreational pursuit in our area although many riders are from other regions and this group are over represented in crashes in NSW. Council continues to work with locals and the community in this area by providing education and signage to assist. This education is ongoing.

## **SAFER PEOPLE – PEDESTRIANS**

### **Older Wiser Walkers**

With the assistance of funding from the IPWEA, Cessnock and other Lower Hunter Councils have developed and presented a package for seniors. Seniors aged over 64 years continue to be over represented in pedestrian casualties. Pedestrians are a vulnerable road user group and the "Older Wiser Walker" presentation package aims to increase skill levels whilst reducing the risk to our senior pedestrians. Presentations are offered to all groups meeting this specific demographic.

## **TRANSPORT**

### **Traffic Facilities (Linemarking & Signposting)**

Various linemarking and signposting installations and maintenance were undertaken throughout the Cessnock Local Government Area as a result of requests received from residents, maintenance inspections and projects approved by the Local Traffic Committee and Council.

Rural addressing signposting in outlying areas is continuing. To ensure accuracy of signposting in remote areas and the safety of staff, Council has aligned its Geographical Information System (mapping) with GPS co-ordinates.

Funding was supplied by Cessnock City Council.

Replacement of damaged or missing signposting in the past has been an extensive project due to the large number of signs and the diverse message each sign contains. Additionally some of the signage has legal requirements under the Roads Act and the Australian Road Rules. To overcome this problem Council has developed a process of recording the location and details of each new sign erected. Each new installation is then captured in Council's GIS. In the future the data collected will be used to program signage replacement, saving costs on labour and litigation.

Funding for new and replacement signposting is provided by Cessnock City Council and the RTA.

### **Public Transport**

During the past year Council has installed and maintained bus shelters and seats through the Bus Shelter and Seat program which was developed and adopted by Council as a result of liaison with Rover Motors, public requests and inspections.

Additional funding of \$151,700 has been received from the State Governments (CPTIGS Grant) for the installation of shelters and seats and this program is nearing completion.

In the past, maintenance of shelters and seats has been undertaken on a needs basis. To take a more strategic approach to this infrastructure all bus stops, bus routes, school bus routes, bus zones, shelters and seats have been located and recorded in Council's GIS database where condition and location are noted. This will allow Council to program future maintenance and replacement works efficiently.

New bus stop and bus zone installations have been referred to the Local Traffic Committee then Council for adoption. Installation has occurred where the application is successful.

Cessnock Council is also a member of the five Council Transport Group (Cessnock, Lake Macquarie, Maitland, Newcastle and Port Stephens). This group looks at public transport from a regional viewpoint. In the past 12 months this group has developed a transport guide for the Lower Hunter. This guide provides comprehensive details on all modes of public transport in the Lower Hunter and is available in Cessnock at the Council Administration Building in Vincent Street, both Libraries in Cessnock and Kurri Kurri, Rover Motors Depot and at the Visitors Information Centre at Pokolbin.

### **Road Safety Infrastructure**

The installation of all traffic facility devices (roundabouts, road narrowing points, pedestrian refuges, medians etc) require approval by the Local Traffic Committee and Council. Requests received from the public, developers and other public utility authorities were referred to this Committee and to Council for final adoption. Successful applications were then listed for funding under the appropriate funding source, either the Roads and Traffic Authority's Traffic Facility Bulk Grant or Cessnock Council's Traffic Facility Maintenance Program or Traffic Facility Construction Program.

To strategically manage and identify hazardous locations Council annually updates crash sites on its GIS database. Additionally, anecdotal information was recorded on a separate database to provide strategic information on locations that are of concern to residents. Hazardous locations and locations where the hazard potential is considered high were referred to the Local Traffic Committee and the RTA for further investigation and/or funding under relevant programs.

### **Street Sweeping and Cleaning**

During the past twelve months Council has funded street sweeping throughout the LGA to reduce the accumulation of debris on the road surface which has positive road safety implications.

Street cleaning operations were also undertaken in Cessnock, Weston and Kurri Kurri to provide acceptable conditions for pedestrians.

### **Investigations**

Cessnock City Council identified the need to review traffic, parking and pedestrian movements in the Cessnock CBD in both Cessnock and Kurri Kurri.

The Kurri Kurri study is in draft format at the time of writing this report and the Cessnock study was completed early in 2007. The outcomes will identify traffic parking and pedestrian needs for the next ten (10) year period.

Cessnock City Council has also continued traffic volume surveys and during the past twelve months has targeted regional roads and main collector roads. This information is essential in traffic investigations, funding applications and future construction projects as well as providing information for the NSW Police Service.

Local Roads have also been counted on a needs basis in conjunction with Local Traffic Committee requests.

## **Development**

Developments identified as Schedule 1 or 2 under the RTA's "Guide to Traffic Generating Developments" were referred to either the Local Development Committee or the Regional Development Committee for assessment in regards to transport and traffic requirements that are needed as a result of the development.

Successful conditions are then incorporated into the Development Application as conditions of consent.

## **AVIATION**

Funding for improvements to the Airport Terminal building have been obtained through the State Government CPTIGS Grant and this project is nearing completion.

Funding was sourced through the NSW Ministry of Transport for this project.

Relocation and improvement to the Airport fuelling depot is also underway and will result in a modern safer facility for the growing Airport.

## **STREET LIGHTING**

Cessnock City Council provides funding for urban and rural residential street lighting. Through the course of the year approvals have been given for the installation of street lighting in existing and new residential areas to ensure that pedestrian and motorist safety is enhanced.

# Community Services

Council has specific policies with regard to its involvement in Community Services, which reflect the opinion that the direct provision of services such as Childcare, Youth and Family Support and Aged Care are best left to community organisations, State Government agencies and, in some cases, private enterprise. Council does believe, however, that it has a significant role to play in the planning and development of these services, as well as the provision of support, facilitation and co-ordination of established services and networks.

## **Child Care Centres**

Each of these services has been established through co-operation between Council, the community agency, the local community and various State and Commonwealth agencies. Council's support for these services has entailed the provision of land and buildings and assistance with funding applications, as well as cash and 'in kind' contributions.

In addition to childcare centres, Council provides a number of community facilities for use by various playgroup programs.

Council played an instrumental role in the relocation of the Greta Playgroup from the Greta Preschool to the Greta Arts & Sports Community Hall. The relocation of this service has ensured that the playgroup now has the capacity to increase their service delivery from one to two days. Council also supported the Cessnock Multi Purpose Children's Centre in its efforts to renovate the existing premises in Dudley Street, Cessnock which will result in an increase and improvement to service delivery.

## **Aged and Disabled Services**

Council, again in accordance with policy noted above, also provides significant infrastructure for aged and disabled services currently operating in the Cessnock community.

Home and Community Care (HACC) Services currently located in Council owned and maintained buildings include:-

- Domestic Assistance Service
- Social Support Service
- Home Maintenance & Modification
- Coalfields Community Options
- Transport Services
- Dementia Support Service

All of these services pay a rental to either Council or community management committees. Council maintains these premises and provides for capital improvements to enhance the ability of these buildings to meet community needs.

## **Access**

Council has in place a community access policy, the philosophy of which is to promote a community in which transportation systems, political, cultural, bureaucratic, corporate, social institutions and employment practices are open and available to people with disabilities, providing them with the same opportunities, rights and responsibilities enjoyed by all other people in the community.

Council, through its Access Advisory Committee comprising elected Council representatives, community representatives and an officer from each Council department, continued to monitor levels of accessibility in the Cessnock Local Government Area. The Access Advisory Committee has also completed a review of its Mobility Maps for the Cessnock and Kurri Kurri CBD.

## **Youth Services**

Council operates a centre based Youth Service from the Cessnock PCYC, and employs one (1) full-time co-ordinator, a permanent part youth worker and a pool of casual staff. The centre assists meet social, recreational and vocational needs of young people through a variety of activities and programs.

## **Aboriginal and Torres Strait Islanders**

Cessnock is actively represented by four (4) Aboriginal and Torres Strait Islander organisations, comprising two (2) land councils and two (2) community based groups. The total Aboriginal and Torres Strait Islander resident population of Cessnock currently stands at approximately 1226 (2001 Census). The Aboriginal and Torres Strait Islander population has increased since the 1996 Census when it stood at 850 residents.

Council plays an ongoing role in working with these groups to identify community needs and accommodation for new services.

## **RECREATION**

Cessnock City Council maintains in the vicinity of 270 hectares of open space throughout the Local Government area, via:

Formal Gardens and Civic Spaces	15 hectares
Playgrounds	25 hectares
Outdoor Sports Facilities	125 hectares
Parkland	105 hectares

The open space areas are maintained via a 3-5 week maintenance schedule depending on the time of year and climatic conditions. The majority of outdoor sporting facilities are heavily utilised during the winter period, in particular for soccer, netball and rugby league, whilst during summer the main user groups are cricket and athletics.



Council also operates three (3) public swimming pools at Cessnock, Kurri Kurri and Branxton. There are six (6) major aquatics based clubs in the area, predominantly utilising Cessnock Baths. The establishment of the Kurri Kurri Aquatic Centre provides a year round swimming facility which has proven to be highly popular with annual attendance levels over 100,000.

## **CEMETERIES**

Council has care, control and management of Aberdare, Branxton, Cessnock, Ellalong, Greta, Kurri Kurri, Millfield, Rothbury and Wollombi general cemeteries, and Gordon Williams Memorial Lawn Cemetery at Aberdare and Kurri Kurri Lawn Cemetery. All general cemeteries are fully operational cemeteries with the exception of Cessnock, which only allows for interments in reserved lots or in a re-opened grave. A Cemetery Plan of Management has been adopted by Council. This outlines the future development of each cemetery.



# Cultural Services

## **CESSNOCK CITY LIBRARY**

### **Buildings and Equipment**

Refurbishment of Cessnock Library continued with the installation of new additional fixtures and fittings for public PCs, shelving and displays; new signage; new chairs; re-painting, re-carpeting and refurbishment of staff work areas and refurbishment of public toilets.

Kurri Kurri Library had a new air conditioning system installed, as well as having damaged windows replaced and protected by unobtrusive mesh screens, plus some new minor fixtures and fittings.

The June long weekend storm caused water damage to the basement floor of Cessnock Library when approximately 10cm of water covered the entire floor area. This required the hire of a container to store the contents of the basement floor, including the Stack collection, whilst plans were put in place for the replacement of damaged floor coverings. Some other works were planned to be undertaken whilst the area was largely empty.

The Library's computer system was upgraded to Spydus 8, and associated staff training was completed.

Quality of service equipment and a new firewall was installed to improve communications between libraries, and overall security.

### **Staff Training and Development**

There were a number of staff changes during the year: Andrew Powell was appointed as the Library's first Information Services Librarian, and Debra Graham's employment was extended from part-time to full-time. Matthew Slee and Christina McGufficke resigned during the year. Rose-marie Walters was appointed to be the new Customer Services Co-ordinator, with a commencement date in the new financial year.

The Customer Services Manager was redeployed as Acting Director Strategic & Community Services from March.

All Library staff attended a number of staff development activities throughout the year, including workshops, seminars and meetings. In total, thirty nine (39) staff attended twenty (20) different training opportunities locally, in Sydney and elsewhere in the State.

A highlight of the year was recognition of the Kurri Kurri Library staff team as Cessnock City Council Team of the Quarter.

### **New Services and Collections**

Cessnock City Library's participation in the Cessnock Let's Read program was finalised, with the launch of the program scheduled for July 2007.

Nine (9) public talks were held on various topics, and there were two (2) author visits. A new evening book reading group commenced, the third such group operated by the Library. Regular fortnightly Surfing Seniors Internet awareness sessions were introduced.

Cessnock City Council submitted a collaborative Library Development Grant application to the Library Council of NSW on behalf of the Central East Zone of Public Libraries NSW – Country for funding to establish Reading Group Kits across the thirteen (13) LGAs of the Zone. The outcome of the application is expected by August/September 2007.

### **Displays and Exhibitions**

The Libraries held a number of displays throughout the year. Subjects, issues and theme days/weeks addressed included art works by local artists, "Waste as Art". Vietnam war posters, local history photographs, poetry, lifelong learning, cricket in Australia, disability services, higher education resources, lupus, Parkinson's disease, Alzheimer's disease and quilting.

### **Events**

Several events were held during the year. They included participation in Books Alive!, poetry workshops, a family history workshop, a popular sale of discarded library stock and a range of activities to celebrate Australian Library and Information Week, Seniors Week and Law Week.

Four (4) Internet training sessions were held as part of Seniors Week.

A \$500 grant received from State Library of NSW helped to support a program of activities and promotion for Lifelong Learning Week.

### **Children's Activities**

The School Holiday Programs were extremely successful. Throughout the year, over XX different activities were delivered through 56 sessions to 1,007 children.

An ambitious program of activities was undertaken for Children's Book Week in August. These included a "roadshow" which visited ten (10) primary schools to deliver 30 presentations to almost 1,600 children over 60 adults. Further sessions were held for school students at the libraries with over 120 children attending four (4) sessions of activities.

The Library's regular program of activities continued, including a new rhyme time program at Cessnock Library, fortnightly pre-school Storytimes at Cessnock Library and monthly storytimes at Kurri Kurri Library and the monthly Kidz Club and a weekly cards and games club at Cessnock. Other activities held during the year included participation in the National Simultaneous Storytime, competitions, occasional school visits at Cessnock Library, and the regular class visit program at Kurri Kurri Library.

## **MARTHAVILLE**

The exterior of the cottage at Marthaville Arts and Cultural Centre was repainted as Stage 2 of its ongoing program of refurbishment and maintenance.

## **RICHMOND MAIN HERITAGE PARK**

Minor maintenance to buildings and fixtures and fittings were carried out throughout the year, and the public entry road was regraded from entry gate to the carpark area adjacent to the entry building.

In the June long weekend storm, several trees were blown down, and several sections of the wire mesh perimeter fence were damaged. The main entry road was also badly scoured. Damage and repairs are planned and will be undertaken in the 2007/2008 financial year.

## **CULTURAL PLANNING AND DEVELOPMENT**

The Community Cultural Development \$ for \$ Grant Program was advertised, with 20 applications being received. A total of \$36,134.50 in funding was sought, with a budgeted sum of \$25,000 available for allocation. Fifteen projects were funded in part or in full.

The City of Cessnock Hall of Fame was established, with an inaugural induction event held in December. The twelve nominees were recognised with the installation of bronze plaques at various locations across the Local Government Area, and also on Council's Hall of Fame website.

The induction event was an additional opportunity to celebrate the centenary of Local Government in Cessnock, which was also acknowledged with a series of visits from school classes to the Council Chambers and Cessnock Library earlier in the year.

Filming of *Lockout*, a documentary on the miners' lockout in the 1929/30, took place at various local locations.

## **REGIONAL PARTICIPATION**

The Country Public Library Association of NSW has changed its name to Public Libraries NSW – Country (PLNSW-C). Council was represented by Cllr Smith and the Cultural Services Manager at the Country Public Library Association of NSW annual conference at Coonabarabran, as well as a number of Zone meetings throughout the year.

Staff also attended meetings of various State-wide library service interest groups during the year, as well as the Hunter & Central Coast Library Network, the Public Libraries NSW – Metropolitan biennial conference and a workshop held by CCDNSW (Community Cultural Development NSW).

# Fire Control Services

Whilst Fire Control Staff were employed by the State Government as at July 1 2001, Council has continued to be an equal and important partner in the management of Volunteer Rural Fire Brigades. Council's participation is not only continued through financial support of Volunteers, but also in the ongoing management of the local organisation through the Service Level Agreement between the NSW Rural Fire Service and Council. Council's are also supplied with ongoing monthly reports, giving an overview of the happenings and statistics of the Rural Fire Service.

Staffing over the last reporting period has had a few minor changes with Ian Bell filling in as the Fire Mitigation officer as the position is yet to be advertised and interviews held. This year also saw our Administration Trainee, Megan Adams, finish her apprenticeship and start working with us in April 2007 as a Temporary Clerical Officer for a period of three months. We also had our Operations Officer Barry Pont retire after 35 years with the Service.

The staffs for the Hunter Zone are:

Fire Control Officer / Zone Manager	Superintendent Jayson McKellar
Deputy Fire Control Officer, Operations	Inspector Paul Jones
Deputy Fire Control Officer, Learning & Development	Inspector Dave Templeton
Deputy Fire Control Officer, Community Safety	Inspector Glenn Byrnes
Deputy Fire Control Officer, Operations Support	Vacant
Fire Mitigation Officer	Ian Bell
Zone Business Officer	Nerissa Downes
Zone Administration Officer	Nadia Southwell
GIS / Mapping	Angela Moore
Zone Clerical Officer	Megan Adams

Along with Zone staff members, Fire Control houses three staff from the RFS, Region East office, and one staff member from Head Office.

In September of 2006 a decision was made by Head Office in relation to the Port Stephens and Dungog Rural Fire Service locality. Jayson McKellar will be Acting Manager of the Hunter Zone and Port Stephens/Dungog Zones and we will start moving towards one Zone. We started the processes off initially with a meeting with all the Group Captains of the areas reported back to their Sector meetings. The process was closely monitored as the zone moved through the initial stages of the zoning process. The Zone Manager also arranged meetings with all the General Managers of all the Locations involved not only to keep them updated on where we are at in the process but also to discuss arrangements in terms of provisions, service level agreements and financial arrangements. We are currently working well towards becoming one zone both on a staff and volunteer level. Our volunteers are attending training together and have worked well numerous times together during major incidents and task forces. The staffs are working cohesively as a unit to ensure that the result is a positive one.

During the period the Zone has received a number of new vehicles; both fire fighting and support vehicles. The new additions are continually improving the effectiveness and the efficiency of the Zone, reducing the average age to around six years and allowing further flexibility in the replacement schedule as fuel and running costs continually increase.

The 2006/07 season was constant for the majority of the year. Weather conditions during the summer months and available fuel within the zone resulted in a very high potential for serious fires. There were several fires that had the potential to develop into major incidents, but the combination of aggressive fire fighting tactics and prudent use of aircraft kept all incidents to relatively minor events.

In addition to local incidents Hunter zone volunteers attended Five S44's throughout the state contributing in excess of 370 person days in combating incidents out of area. Staff were also utilised out of area, participating in IMT's at Bulga, Picton, Blue Mountains, Tumit, Taree, Great Lakes and in Victoria.

The deluge of rain on Friday 8<sup>th</sup> June 2007 saw the area struggle with its worst flood in 30 years. Staff and volunteers were heavily committed to assisting SES during and after the long weekend storms. RFS personnel were involved in five Local Government areas and provided support in the areas of LEMC Liaison, Communications, Incident Management Teams, Aviation Support, Catering, Intelligence gathering, chainsaw crews, and field operations.

Over the period of the emergency and related recovery phase the following personnel were committed;

166 personnel in Cessnock LGA

144 personnel in Maitland LGA

44 personnel in Newcastle LGA

13 personnel in Dungog LGA

78 personnel in Port Stephens LGA

Cessnock, Maitland and Port Stephens workshops were called on to carry out additional servicing on several vehicles used to rescue people from flood water.

In attempt to combat the arson problems encountered particularly in the Cessnock LGA Operation Lucifer was established. Operation Lucifer is a multi agency approach and involves information and intelligence sharing between the NSW Rural Fire Service, NSW Fire Brigades, National Parks & Wildlife Service, Cessnock Council Rangers and NSW Police.

As a result of Operation Lucifer, 12 individuals have had some form of Police action instigated and several other persons of interests have been identified and remain under investigation. This is an addition to the seven individuals dealt with the previous year.

The increased surveillance and public awareness created by Operation Lucifer has significantly reduced the amount of suspicious fire lighting activity in the target area.

All agencies have agreed to continue the operation and will continue to identify problem areas within the zone and concentrate efforts to identify and prosecute offenders.

The Laguna fire station project plans are still with council. Likewise further funding has been allocated to the new Fire Control Centre/Training Centre. The land for the Laguna shed has been negotiated and is in the process of being purchased. The new FCC plans both structural and architectural have been completed and the site drilled for

core samples. The Development Application should be completed soon and hopefully by the end of 2007/2008 building will have commenced.

Membership of the Brigades remains constant. With another relatively quiet season now completed, our focus is moving towards hazard reduction and preparing the Zone for what could be a busy season.

## OPERATIONS

### Brigade responses

Type of Incident	Number of Incidents
Fire & Explosive	249
Motor Vehicle Accidents	68
Hazardous Conditions	19
Service Calls	40
Good Intent Calls	107
False Alarms	65
Other Responses	14
<b>TOTAL</b>	<b>562</b>

## COMMUNITY SAFETY

The community safety functional areas main focus is to reduce the likelihood and severity of uncontrolled fires by regulating their use by the community and by introducing a range of community based incident prevention and mitigation campaigns and programs. Whilst assisting in the prevention of fires through developing, implementing and maintaining a comprehensive fire investigation and research capability. It also looks at improving the management of bushfire risk and the performance of fire operations by monitoring the process and implementing the enhancements to Bush Fire Risk Management and Operational Plans.

### Development Application Assessments

One of the Community Safety Officers main duties is to reduce the impact of bush fires on the community through a consistent and equitable planning and development control process, assessing development applications referred by Council to the Rural Fire Service carries this out. Listed below are development referrals processed during the 2006/2007 financial year.

From March 2007 saw the implantation of the new Planning for Bushfire Protection introduced across the State of New South Wales.

DA Type	Cessnock	Maitland
100B	81	34
79BA	77	26
79C	7	0
Section 96	5	5
Part 3A	1	0

Level of Construction (79BA)	Cessnock	Maitland
Flame Zone	0	1
Level 1	52	13
Level 2	16	10
Level 3	7	2

## Community Education

Community Education is aimed at developing and/or improving the knowledge, attitudes, skills and behavior of the community in regard to the prevention, control, suppression and mitigation of bush and other fires. The desired outcome is a community that is well aware of the hazards of fire and is well prepared for its threat. The Community Education Section develops programs to achieve the aims of community education. These programs are designed to be delivered by volunteers and staff. Resources are produced to assist in the delivery of these programs, including publications for teachers, adults, children and the general community along with resources including brochures, activity books, stickers, magnets, show bags etc.

The Hunter Zone has carried out the following community education activities.

School Visits	8
Children who received Fire Education	754
Events /Fetes/Shows	8
Media Releases	14
Brigade Open Day (Brigades taking Part)	12
Street Meeting	4
Public Speaking Engagements	5

Additionally, Volunteers have conducted 2,075 hours towards community education providing information on general fire safety message. Further more events such as the Maitland's Steamfest, Tocal Field Day and State Open Days are continuous activities within the Community Education Calendar conducted each year and are supported by brigades and the general community.

A number of Projects were continued throughout the Zone which included, Static water Markers being placed and recorded throughout the rural areas of zone to allow easier identification of static supplementary water sources for fire fighting crews. The Blue Hydrant Marker Program stalled due the lack of funding. The funding for these projects in the past was made available out of the Community Development Support Expenditure (CDSE) provided from Clubs NSW. It is hoped to continue with the project during the 2007/08 year by sourcing funds elsewhere.

The Hunter Zone Firewise Committee continues to have a number of NSW Fire Brigades retain staff as members of the Committee this is currently the only Committee which has this interaction between Fire Services.



## LEARNING & DEVELOPMENT

### Staff Training

The Learning & Development officers in the Zone will be attending Skills enhancement training required for better education of the Volunteers.

### Volunteer Training

The Hunter Zone and Lower Hunter Zone have conducted joint training since early April to fill vacant positions.

The Hunter Zone and NSWFB have not conducted joint training sessions this year due to the staff movements in the Maitland NSWFB zone office.

Since December 06/07, 76 new members have been signed up in the Hunter Zone resulting in three Basic Fire Fighter courses being conducted. Defibrillation courses are continuing in the zone with four brigades being assessed competent and with more looking at starting in 07/08.

The following table indicates the new accreditations and training activity undertaken by the Hunter Zone for the 2006-2007 financial years.

### Training Participation for 2006/07

The following table indicates the number of volunteer personnel that participated in formal training activities including skills maintenance training and the hours recorded for each training activity during 2006 & 2007.

	<b>Course Attendance</b>	<b>Hrs Person</b>	<b>Person Hours</b>
<b>Training Course</b>	<b>06/07</b>	<b>06/07</b>	<b>06/07</b>
Basic Firefighter	76	20	1520
Village Firefighter	39	46	1794
Advanced Firefighter	71	26	1846
Crew Leader Wildfire	36	20	720
Crew Leader Village	36	20	720
Crew Leader Safety	36	20	720
Group Leader	0	0	0
Driving	13	23	416
First Aid	62	16	992
CABA	7	32	224
Chainsaw	35	20	700
Other	39	8	312
<b>Total</b>	<b>450</b>	<b>251</b>	<b>9964</b>

A total of 9964 hours for 06/07 compared to 9067 hours in 05/06 were recorded during formal training activities by the volunteer firefighters of Hunter Zone during 2006/07.

All crew leaders who undertook training in the 06/07 period will be assessed during hazard reductions in the 07 period this will allow for the required 20 hrs operational experience.

This reporting period has seen an increase in the training activity undertaken by the team due to the Rural Fire Service running out new programs last year. This year the committee has sent out a survey asking personnel if mid week training courses would be more suitable. The survey results will be used to plan for the 2008 training plan.

The first Lower Hunter and Hunter combined training committee will be held on the 10<sup>th</sup> October 07. This will be the start of the new Zone Training committee.

### **Private Sector Training**

Breathing apparatus training is still under way for the Great Lakes and port Stephens areas. The training group has conducted fire extinguisher training for the Cessnock VRA again and will continue to do so for many years to come.

### **CABA Maintenance Services**

CABA (Compressed Air Breathing Apparatus) maintenance servicing for the Hunter Valley Zone is conducted from Fire Control by our two CABA technicians. Income raised from this service is used to offset the expenses incurred in the provision and maintenance of our own CABA equipment.



# State of Environment Reporting

The Cessnock City Council State of the Environment Report is published as a separate document (Annexure 1 to the Annual Report), and is available to view at the Council's website: [www.cessnock.nsw.gov.au](http://www.cessnock.nsw.gov.au).

Increasingly, the actions of local government are being seen as the key to environmental protection and restoration. Local government provides opportunities for the community to become involved in environmental management at a grass roots level. The success of this involvement is dependent on community awareness and participation. State of the Environment reporting is a widely accepted means for educating the community about the environment and its management and restoration activities which are taking place in their local area.

Other values of State of the Environment Reporting include the provision of:-

- An information base for decision-making and monitoring
- A basis for sound planning and policy development
- A community information source
- A social and economic context for environmental issues, and
- A base for comparison of environmental data, both within and across regions.

Cessnock City Council's 2006/07 State of the Environment Report is based on the state-pressure-response model used in previous years. This model requires consideration on the state or condition of the environment, the pressures or impacts upon it, and the policies, projects and programs which respond to the pressures.

The report only discusses new information or projects that have arisen in the reporting period July 2006 – June 2007. Background information may be found in previous State of the Environment Reports that are available for viewing at the local libraries and Council's Website. The focus of the report is not restricted to Council's activities, but takes on a community-wide perspective by drawing together information from many different local sources.



# Part D – Our Financial Statements

## INTRODUCTION

Under the provisions of Division 2 of Part 3 (Financial Management) of the Local Government Act, 1993, Council's audited financial reports and the auditor's reports for the year 2006/2007 will be presented at an open meeting of Council after due public notice has been given.

The financial reports comprise general purpose financial reports and special schedules. The financial reports, together with the auditor's reports, can be viewed at the Administrative Offices, 62-78 Vincent Street, Cessnock between the hours of 8.30am and 5.00pm on week days excluding public holidays. The reports cover the period from 1 July, 2006 to 30 June, 2007.

Audited results for the period 2006/2007 are summarised below:-

<b>CHANGE IN NET ASSETS RESULTING FROM OPERATIONS</b>		
<b>(OPERATING RESULT)</b>		
	<b>2006/2007</b>	<b>2005/2006</b>
	<b>\$'000</b>	<b>\$'000</b>
Surplus/(Deficit)	\$ 1,682	\$ 1,241
Net Assets Committed		
- Current	\$ 2,704	\$ 5,433
- Non-current	\$310,208	\$305,797
- TOTAL	<u>\$312,912</u>	<u>\$311,230</u>
Equity		
- Accumulated Surplus	\$312,912	\$311,230
- Total Equity	\$312,912	\$311,230
Cash		
- Net increase/(decrease) for year	\$ 875	\$ (410)
- Held at end of year	\$ 17,680	\$ 16,805

Shown on the pages which follow are:

- Income Statement
- Balance Sheet;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Statement Section 428(2)(b).

# Finance Reports

## CESSNOCK CITY COUNCIL

### INCOME STATEMENT for the year ended 30th June 2007

Original budget <sup>(1)</sup> 2007 \$'000		Notes	Actual 2007 \$'000	Actual 2006 \$'000
<b>INCOME</b>				
<b>Revenue:</b>				
25,230	Rates & Annual Charges	3	25,654	23,449
5,489	User Charges & Fees	3	6,689	8,423
1,000	Investment Revenues	3	1,570	1,231
463	Other Revenues	3	894	1,054
6,977	Grants & Contributions - Operating	3	9,485	7,595
3,504	Grants & Contributions - Capital	3	2,742	4,381
<b>Other Income:</b>				
-	Profit from Disposal of Assets	5	1,221	922
42,663	<b>Revenues from Ordinary Activities before Capital Amounts</b>		<b>48,255</b>	<b>47,055</b>
<b>EXPENSES</b>				
17,547	Employee Costs	4	17,430	16,792
10,967	Materials & Contracts	4	14,491	15,194
381	Borrowing Costs	4	940	959
8,143	Depreciation & Amortisation	4	10,401	10,055
3,294	Other Expenses	4	3,311	2,814
40,332	<b>Total Expenses from Ordinary Activities</b>		<b>46,573</b>	<b>45,814</b>
2,331	<b>NET OPERATING RESULT FOR YEAR</b>		<b>1,682</b>	<b>1,241</b>
(1,173)	<b>Net operating result before capital grants and contributions</b>		<b>\$ (1,060)</b>	<b>\$ (3,140)</b>

Note:

(1) Original budget as approved by Council - refer Note 16.

This Statement is to be read in conjunction with the attached Notes.

# CESSNOCK CITY COUNCIL

## BALANCE SHEET as at 30th June 2007

	Notes	Actual 2007 \$'000	Actual 2006 \$'000
<b>CURRENT ASSETS</b>			
Cash & cash equivalents	6	1,680	805
Investments	6	6,500	8,959
Receivables	7	4,639	3,346
Inventories	8	2,130	2,505
Other	8	525	441
<b>TOTAL CURRENT ASSETS</b>		<b>15,474</b>	<b>16,056</b>
<b>NON-CURRENT ASSETS</b>			
Investments	6	9,500	7,041
Receivables	7	149	184
Inventories	8	1,768	1,270
Infrastructure, Property, Plant & Equipment	9	313,127	312,044
<b>TOTAL NON-CURRENT ASSETS</b>		<b>324,544</b>	<b>320,539</b>
<b>TOTAL ASSETS</b>		<b>340,018</b>	<b>336,595</b>
<b>CURRENT LIABILITIES</b>			
Payables	10	5,711	3,810
Borrowings	10	1,448	1,393
Provisions	10	5,611	5,420
<b>TOTAL CURRENT LIABILITIES</b>		<b>12,770</b>	<b>10,623</b>
<b>NON-CURRENT LIABILITIES</b>			
Payables	10	123	123
Borrowings	10	4,156	5,113
Provisions	10	10,057	9,506
<b>TOTAL NON CURRENT LIABILITIES</b>		<b>14,336</b>	<b>14,742</b>
<b>TOTAL LIABILITIES</b>		<b>27,106</b>	<b>25,365</b>
<b>NET ASSETS</b>		<b>\$ 312,912</b>	<b>311,230</b>
<b>EQUITY</b>			
Accumulated Surplus		312,912	311,230
<b>TOTAL EQUITY</b>		<b>\$ 312,912</b>	<b>311,230</b>

The above Balance Sheet should be read in conjunction with the accompanying notes.

## CESSNOCK CITY COUNCIL

### STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2007

2007  
\$'000

2006  
\$'000

Note

Balance at beginning of the reporting period

Change in Net Assets recognised in the Statement of Financial Performance

**Balance at end of the reporting period**

	Accum Surplus	Asset Reval. Reserve	Other Reserves	Council Equity Interest	Minority Interest	Total	Accum Surplus	Asset Reval. Reserve	Other Reserves	Council Equity Interest	Minority Interest	Total
	<b>311,230</b>	-	-	<b>311,230</b>	-	<b>311,230</b>	309,989			309,989		309,989
	<b>1,682</b>			<b>1,682</b>	-	<b>1,682</b>	1,241			1,241	-	1,241
	<b>312,912</b>	-	-	<b>312,912</b>	-	<b>312,912</b>	311,230	-	-	311,230	-	311,230

This Statement is to be read in conjunction with the attached Notes

# CESSNOCK CITY COUNCIL

## CASH FLOW STATEMENT for the year ended 30th June 2007

Budget 2007 \$'000		Notes	Actual 2007 \$'000	Actual 2006 \$'000
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
	<u>Receipts</u>			
24,700	Rates & Annual Charges		25,534	23,353
9,400	User Charges & Fees		7,217	8,785
1,200	Investments Income		1,486	1,235
12,100	Grants & Contributions		10,626	12,632
3,500	Other operating receipts		5,040	2,297
	<u>Payments</u>			
(17,200)	Employee Costs		(17,259)	(16,867)
(17,800)	Materials & Contracts		(14,034)	(17,460)
(460)	Borrowing Costs		(357)	(315)
(5,200)	Other operating payments		(6,049)	(4,409)
10,240	<b>Net Cash provided by (or used in) Operating Activities</b>	11	12,204	9,251
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
	<u>Receipts</u>			
1,800	Proceeds from sale of Infrastructure, Property, Plant & Equipment		1,369	1,715
2,500	Proceeds from sale of Real Estate		1,712	1,030
30	Repayments from Deferred Debtors		54	30
	<u>Payments</u>			
(12,200)	Purchase of Infrastructure, Property, Plant & Equipment		(12,769)	(10,477)
(900)	Purchase of Real Estate		(790)	(879)
-	Loans to Deferred Debtors		(3)	(182)
(8,770)	<b>Net Cash provided by (or used in) Investing Activities</b>		(10,427)	(8,763)
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
	<u>Receipts</u>			
500	Proceeds from Borrowings & Advances		500	450
	<u>Payments</u>			
(1,355)	Repayments of Borrowings & Advances		(1,346)	(1,292)
(57)	Repayment of Hire Purchase Liabilities		(56)	(56)
(912)	<b>Net Cash provided by (or used in) Financing Activities</b>		(902)	(898)
558	<b>Net Increase (Decrease) in cash held</b>		875	(410)
805	Cash Assets at beginning of reporting period	11	805	1,215
1,363	<b>Cash Assets at end of reporting period</b>	11	1,680	805

This Statement is to be read in conjunction with the attached Notes



# CESSNOCK CITY COUNCIL

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 2007

### Note 2 - FUNCTIONS

REVENUES, EXPENSES AND ASSETS HAVE BEEN DIRECTLY ATTRIBUTED TO THE FOLLOWING FUNCTIONS & ACTIVITIES												
Income from continuing operations			Expenses from continuing operations			Operating result from continuing operations			GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
ORIGINAL BUDGET	ACTUAL	ACTUAL	ORIGINAL BUDGET	ACTUAL	ACTUAL	ORIGINAL BUDGET	ACTUAL	ACTUAL	2007	2006	2007	2006
2007 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
GOVERNANCE		-	525	<b>556</b>	515	(525)	<b>(556)</b>	(515)	-	-		
ADMINISTRATION	397	<b>1,176</b>	899	7,119	<b>8,206</b>	7,277	(6,722)	<b>(7,030)</b>	(6,378)	-	<b>34,860</b>	33,260
PUBLIC ORDER & SAFETY	1,533	<b>937</b>	1,000	1,494	<b>1,928</b>	1,589	39	<b>(991)</b>	(589)	544	<b>2,888</b>	3,488
HEALTH	473	<b>534</b>	501	660	<b>613</b>	702	(187)	<b>(79)</b>	(201)	37	<b>329</b>	420
COMMUNITY SERVICES & EDUCATION	57	<b>113</b>	197	1,189	<b>1,195</b>	1,045	(1,132)	<b>(1,082)</b>	(848)	109	<b>1,393</b>	1,343
HOUSING & COMMUNITY AMENITIES	2,154	<b>2,575</b>	3,050	8,869	<b>11,734</b>	11,257	(6,715)	<b>(9,159)</b>	(8,207)	259	<b>44,468</b>	46,128
RECREATION & CULTURE	1,130	<b>1,578</b>	2,060	5,831	<b>6,824</b>	6,347	(4,701)	<b>(5,246)</b>	(4,287)	220	<b>31,217</b>	30,075
MINING, MANUFACTURING & CONSTRUCTION	470	<b>472</b>	500	507	<b>624</b>	567	(37)	<b>(152)</b>	(67)	-	<b>203</b>	203
TRANSPORT & COMMUNICATION	5,396	<b>7,539</b>	8,749	13,234	<b>13,680</b>	15,408	(7,838)	<b>(6,141)</b>	(6,659)	1,977	<b>217,515</b>	215,300
ECONOMIC AFFAIRS	98	<b>1,326</b>	868	905	<b>1,213</b>	1,107	(807)	<b>113</b>	(239)	-	<b>7,145</b>	6,378
<b>TOTALS - FUNCTIONS</b>	<b>11,708</b>	<b>16,250</b>	17,824	40,333	<b>46,573</b>	45,814	(28,625)	<b>(30,323)</b>	(27,990)	<b>3,146</b>	<b>340,018</b>	336,595
GENERAL PURPOSE REVENUES	30,956	<b>32,005</b>	29,231				30,956	<b>32,005</b>	29,231	5,987		
<b>TOTALS</b>	<b>42,664</b>	<b>48,255</b>	47,055	40,333	<b>46,573</b>	45,814	2,331	<b>1,682</b>	1,241	<b>9,133</b>	<b>340,018</b>	336,595

The above functions conform to those used by the Australian Bureau of Statistics and provide a basis for comparison with other Councils.

## RATES AND CHARGES LEVIED AND WRITTEN OFF

Details of gross rates and charges levied and written off are shown below:

GROSS RATES AND CHARGES LEVIED AND WRITTEN OFF		
Ordinary Rates (Specify)		
Residential	\$14,848,579	
Farmland	\$3,848,012	
Business	\$3,400,256	
Mining	<u>\$584,641</u>	
Total Rates		\$22,681,488
Domestic Waste Management Charges		<u>\$4,000,639</u>
Gross Rates and Charges		\$26,682,127
Less: Written Off		
Pensioners (Section 575)	\$938,289	
Pensioners (Section 582)	\$85,306	<u>\$1,023,595</u>
		\$25,658,532
Net Transfers to and from Postponed Rates		<u>\$6,114</u>
Net Rates and Annual Charges		\$25,652,418
Net Extra Charges – Interest and Legal per note 3		<u>\$132,792</u>
		<u>\$25,785,210</u>

The 2006/07 year was the first year of a special rates variation granted to Council by the Minister for Local Government. An amount of \$1,257,000 was levied under this special variation with the funds being expended on the following capital works:

- Road reconstruction at McDonalds Road, Pokolbin.
- Road reconstruction at Thompsons Road, Pokolbin.
- Road reconstruction Sandy Creek Road, Mt Vincent.
- Residential Road Seal at Doyle Street, Cessnock.
- Residential Road Seal at Alexander & Aberdare Streets, Kurri Kurri.
- Amenities Refurbishment at Carmichael Park, Bellbird.



# AUDITORS REPORT

**Cessnock City Council  
Independent Audit Report  
S417(3) – Report on the conduct of the audit**

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The Mayor  
Councillor J Clarence  
Cessnock City Council  
PO Box 152  
CESSNOCK NSW 2325

Dear Councillor Clarence

**REPORT ON THE CONDUCT OF THE AUDIT FOR THE YEAR ENDED  
30 JUNE 2007 - SECTION 417(3)**

We have completed our audit of the financial report for Cessnock City Council for the year ended 30 June 2007, in accordance with Section 415 of the Local Government Act, 1993. Our audit opinion under Section 417(2) has been issued to Council.

The Council is responsible for the preparation and true and fair presentation of the financial report in accordance with the Local Government Act 1993. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report.

We conducted an independent audit of the financial report in order to express an opinion on them to the Council. Our audit was conducted in accordance with Australian Auditing Standards, in order to provide reasonable assurance as to whether the financial report is free of material misstatement. Our audit responsibility does not extend to the Original Budget figures included in the Income Statement, Cashflow Statement and the Original Budget disclosures in Notes 2(a) and 16 to the financial statements and accordingly, we express no opinion on them. The nature of an audit is influenced by factors such as the use of professional judgement, selective testing, the inherent limitations of internal control, and the availability of persuasive rather than conclusive evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected.

We performed procedures to assess whether in all material respects the financial report presents fairly, in accordance with the Local Government Act 1993, Accounting Standards and other mandatory financial reporting requirements in Australia, a view which is consistent with our understanding of the Council's financial position, and its performance as represented by the results of its operations and cash flows.

We formed our audit opinion on the basis of these procedures, which included:

- examining, on a test basis, information to provide evidence supporting the amounts and disclosures in the financial report, and
- assessing the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the Council.

When this audit report is included in an Annual Report, our procedures include reading the other information in the Annual Report to determine whether it contains any material inconsistencies with the financial report.

While we considered the effectiveness of management's internal controls over financial reporting when determining the nature and extent of our procedures, our audit was not designed to provide assurance on internal controls.

Our audit did not involve an analysis of the prudence of business decisions made by Councillors or management.

As a result of our audit there are a number of comments we wish to raise concerning the trends in Council's finances. These comments are set out below.

#### **Income Statement**

These financial statements incorporate Council's consolidated accounts for the year ended 30 June 2007.

#### **a) Net Operating Result before Capital Grants and Contributions**

Council's Net Operating result before Capital Grants and Contributions for the year ended 30 June 2007 shows a deficit of \$1,060,000 compared with a deficit of \$3,140,000 for the year ended 30 June 2006.

The improvement in the result is due to an increase in Rates & Annual Charges Revenue of \$2,205,000; along with an increase in Operating Grants & Contributions income of \$1,890,000, and a decrease in Materials & Contracts expense of \$703,000. This has been offset to an extent by a decrease in User Charges & Fees revenue of \$1,734,000, an increase in Employee Costs of \$638,000 and an increase in Other Expenses of \$497,000.

Several factors have contributed to the movements noted above which are as follows:

**Rates & Annual Charges**

The increase from the prior year of \$2,205,000 was primarily the result of the allowable increase of 3.6% along with an increase in the number of assessments.

**User charges and Fees Income**

The decrease in user charges and fees of \$1,734,000 or 21% was principally due to a decrease in fees received from the Roads & Traffic Authority (RTA). In 2006 Council received \$1,530,000, and \$1,400,000 in 2005 in relation to the construction of a sealed road to Abermain - a major one off project. The decrease in 2007 is due to the completion of the project, in the 2006 year.

**Operating Grants & Contributions**

The increase in Operating Grants & Contributions of \$1,890,000 is due to a shift in the nature of the Local Roads Component of grants received from the Local Government Grants Commission. Whilst the grant is on a whole comparable to 2006, the Operating component of the Local Roads Component has increased by \$983,000, off-set by a decrease in the Capital component of \$946,000. The Operating / Capital allocation is determined by Council's budget, which called for increased spending on repairs and maintenance in 2007 compared to greater expenditure on capital works in 2006.

In addition to the above, \$513,000 of grant revenue was recognised in respect of the Declared Natural Disaster relief funding from the NSW Department of Commerce, in relation to costs incurred for emergency works during and following the June 2007 floods and storms.

An increase in Operating Contributions received from the Roads and Traffic Authority (RTA) of \$326,00 also contributed to the increase in Operating Grants & Contributions, with significant contributions received from the RTA as part of the Regional Roads Grant, the Traffic Control Grant and the Wollombi Road Grant.

**Employee Costs**

The increase in employee costs of \$638,000 was primarily due to award wage increases and competency increases, with an increase in the number of full time equivalent number from 279 to 281 also making a contribution to the increase.

**Materials and Contracts Expense**

The decrease in materials and contracts expense of \$703,000 is mainly due to a decrease in maintenance work and an increase in capital work in the current year as compared to the prior year.

**Other Expenses**

The increase in Other Expenses of \$497,000 is due a provision of \$440,000 being raised in relation to a debtor, the recoverability of which is considered doubtful. The amount relates to income recognised in relation to private works.

**b) Net Operating result for the Year**

After allowing for grants and contributions of a capital nature, Council's net operating result for the year in the Income Statement for the year ended 30 June 2007 shows a surplus of \$1,682,000 compared with surplus of \$1,241,000 for the year ended 30 June 2006.

The improved result is largely a consequence of the improved results before capital grants and contributions, as capital grants and contributions have in fact decreased during the year. The decrease in grants and contributions provided for capital purposes from the prior year of \$1,639,000 is primarily due to a decrease in grants received for local roads and transport.

**Asset Recognition**

Except for land under roads, infrastructure assets acquired or constructed prior to 1 January 1993 have been capitalised in the accounts on a staged basis since June 1995, in accordance with the transitional provisions of the Local Government Code of Accounting Practice and Financial reporting.

**Performance Indicators**

Our comments in regard to Council's performance for the 2007 year are based on those performance indicators that are considered meaningful.

The indicators we have reviewed are as follows:

**a) Liquidity**

At 30 June 2007, Council's net current assets stood at \$4,368,000 compared to \$5,433,000 at 30 June 2006. In other words, the total current assets that Council is expected to realise in the coming year exceeded the total current liabilities that will need to be met by \$4.4M. This is referred to as the current asset ratio and is a measure of the liquidity of Council. Prima facie, this places Council in a sound financial position however, it must be remembered that this balance includes items which are restricted in their use.

Included in Council's current assets, are cash and investments of \$17,680,000 which are subject to restrictions as follows:

	6/07 \$'000	6/06 \$'000
Total cash and investments	9,844	9,764
Less: Items specifically restricted by external regulation	2,663	3,059
	<hr/>	<hr/>
Less: Amounts subject to restrictions made by Council to cover long term projects and commitments - Internal restrictions	4,893	5,339
	<hr/>	<hr/>
Unrestricted Cash and Investments	2,288	1,366
	=====	=====

Council's cash and investments and the income generated by those investments are an integral part of Council's day to day operations.

Accordingly, Councils generally need to exercise care with respect to its investments and investment income in the context of obtaining an appropriate return from those investments while ensuring the security of Council funds.

As stated in Note 23 to the financial statements, subsequent to 30 June 2007, global investment and financial markets have been subject to events which have resulted in a period of high volatility and market uncertainty which may impact the market value, recoverability, liquidity, cash flows and rates of return of various investment products.

These circumstances, in addition to the increasing complexity and sophistication of various investment products available have highlighted the need for Councils to have a thorough understanding of the nature of the products they are investing in as well as Councils rights and obligations in the context of compliance with various legislative and other regulatory requirements and Council's internal policies. Accordingly, we recommend Council review its investment policy on a regular basis to ensure that risk is minimised.

**b) Debt Service Ratio**

At 30 June 2007 Council had outstanding loans and hire purchase liabilities of \$5,604,000 compared with \$6,506,000 at 30 June 2006.



The debt service ratio has been used to give some indication of the cost of meeting loan and interest repayments as a percentage of revenue from continuing operations, excluding specific purpose grants and contributions and represents 4.35% for the year ended 30 June 2007 and 4.47% for the year ended 30 June 2006. The debt service ratio has thus decreased slightly from the prior year.

**c) Rate and Annual Charges Coverage Ratio**

This ratio is essentially a measure of the extent to which Council is dependent upon revenue from rates and annual charges as compared to its total revenue. For the year ended 30 June 2007, Council's rate and annual charges coverage ratio was 53.16% which compared to 49.83% in 2006 and 43.94% for the 2005 year. Accordingly, Council's rate and annual charge revenue as a proportion of its total revenue has increased compared to the prior year.

The increase in percentage from the prior year is largely a result of the increase in rate income.

Council should continue to investigate options available to increase its revenue base from sources other than rates and annual charges such as its land development undertakings so as to reduce Council's reliance on rates and annual charges revenue in providing services.

**(d) Rates and Annual Charges Outstanding**

The rates and annual charges outstanding percentage is used to assess the impact of uncollected rates and annual charges on liquidity and the adequacy of debt recovery efforts.

The percentage of rates and annual charges outstanding has decreased from 5.42% to 5.38% in the current year.

**(e) Asset Renewal Ratio**

The Asset Renewals ratio is a new ratio introduced in 2007. The asset renewal ratio percentage is used to assess the rate at which assets are being renewed against the rate at which they are depreciating.

A ratio of less than one is prima facie indicative that Council's asset base is depreciating at a faster rate than which it is being renewed.

The asset renewal ratio was 0.93 in the current year. While not required to be disclosed in the financial statements, Council's ratio for the year ended 30 June 2006 was 0.86. However, care needs to be taken in interpreting this ratio.

### **Internally Restricted Assets**

Council sets aside in the form of specific cash or investments amounts to cover future expenditure that is considered necessary for efficient long term operations. This cash is restricted for use only on the specific purposes designated. It does not include restrictions on unexpended grant income or section 94 contributions, as these are provided for separately. Internal restrictions relate to expenditure on such items as leave entitlements and asset replacement. At 30 June 2007, Council had internally restricted assets totalling \$4,893,000 compared to \$5,339,000 at 30 June 2006.

### **Statement of Cash Flows**

#### ***Cash flows from operating activities***

Net cash provided from operating activities amounted to \$12,204,000 in 2007 compared to \$9,251,000 for the previous year.

The increase in cash flows from operating activities is mainly attributable to the increase in receipts from Rates & Annual Charges of \$2,181,000, and increase of \$2,743,000 in Other Operating receipts, and a decrease of \$3,426,000 in Materials & Contracts expenditure. These increases have been offset too an extent by decreases in receipts from User Charges and Fees and Grants & Contributions (decreases of \$1,568,000 and \$2,006,000 respectively) as well as an increase in Other Operating payments of \$1,640,000.

The reasons for the movements have been outlined in the commentary on the operating result above.

#### ***Cash flows from investing activities***

Net cash used in investing activities amounted to \$10,427,000 for the year ended 30 June 2007, compared to \$8,763,000 for the previous year.

Consistent with prior years, the majority of the expenditure was for the acquisition of property, plant and equipment, which related primarily to the Council's expenditure on road infrastructure assets and plant and equipment.

#### ***Cash flows from financing activities***

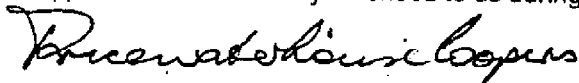
Net cash used in financing activities amounted to \$902,000 for the year ended 30 June 2007 compared to \$898,000 net cash used in the previous year.

Consistent with prior years, the cash outflows relate to principal repayments on borrowings.

Management Letter

A management letter highlighting matters arising from our audit covering internal controls and other accounting matters will be prepared and issued where it is considered necessary or appropriate and issued to the general manager in due course. Should a letter be issued, any matters raised are not of a nature that is significant in arriving at our audit opinion.

The books of accounts and records inspected by us have been kept in an accurate and conscientious manner. We thank the General Manager, Acting Director of Corporate and Regulatory Services, Financial Services Manager, Management Accountant and their staff for the co-operation and courtesy extended to us during the course of our visit.



PricewaterhouseCoopers



W M Russell  
Partner

Newcastle  
2 November 2007

**Cessnock City Council**

**Independent Audit Report  
S417(2) – Report on the general purpose financial report**

**Audit opinion**

In our opinion,

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- (b) the financial report:
  - (i) has been presented in accordance with the requirements of this Division;
  - (ii) is consistent with the Council's accounting records;
  - (iii) presents fairly the Council's financial position, the results of its operations and its cash flows; and
  - (iv) are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial report that have come to light during the course of the audit.

This opinion must be read in conjunction with the rest of our audit report.

**Emphasis of Matter**

Without qualification to the opinion expressed above, we draw attention to Note 23 to the financial statements.

Subsequent to 30 June 2007, global investment and financial markets have been subject to events which have resulted in a period of high volatility and market uncertainty which may impact the market value, liquidity, cash flows and rates of return of various investment products.

As a consequence of those events, the financial effect on a number of Council's investment securities is that the market value has reduced by approximately \$283,000. Council's cash flows have not been affected and no adjustment has been considered necessary or made in the financial report.

The stabilisation of the current investment environment and markets and thus certain of Council's investment securities is dependent upon future global events of which there is significant uncertainty at the "authorised for issue" date of the financial report, which is 29 October 2007.

#### Audit approach

We conducted an independent audit of the financial report in order to express an opinion on them to the Council. Our audit was conducted in accordance with Australian Auditing Standards, in order to provide reasonable assurance as to whether the financial report is free of material misstatement. Our audit responsibility does not extend to the Original Budget figures included in the Income Statement, Cash Flow Statement and the Original Budget disclosures in Notes 2(a) and 16 to the financial statements and accordingly, we express no opinion on them. The nature of an audit is influenced by factors such as the use of professional judgement, selective testing, the inherent limitations of internal control, and the availability of persuasive rather than conclusive evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected. For further explanation of an audit, visit our website <http://www.pwc.com.au/financialstatementaudit>

We performed procedures to assess whether in all material respects the financial report presents fairly, in accordance with the Local Government Act 1993, Accounting Standards and other mandatory financial reporting requirements in Australia, a view which is consistent with our understanding of the Council's financial position, and its performance as represented by the results of its operations and cash flows.

We formed our audit opinion on the basis of these procedures, which included:

- examining, on a test basis, information to provide evidence supporting the amounts and disclosures in the financial report, and
- assessing the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the Council.

When this audit report is included in an Annual Report, our procedures include reading the other information in the Annual Report to determine whether it contains any material inconsistencies with the financial report.

While we considered the effectiveness of management's internal controls over financial reporting when determining the nature and extent of our procedures, our audit was not designed to provide assurance on internal controls.

Our audit did not involve an analysis of the prudence of business decisions made by Councillors or management.

**Independence**

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

*PricewaterhouseCoopers*

PricewaterhouseCoopers

*Wayne Russell*

Wayne Russell  
Partner

Newcastle  
2 November 2007