

CESSNOCK

COMMUNITY STRATEGIC PLAN



Journey Through Time, created by local school students and artist Steven Campbell.

Acknowledgement of Country

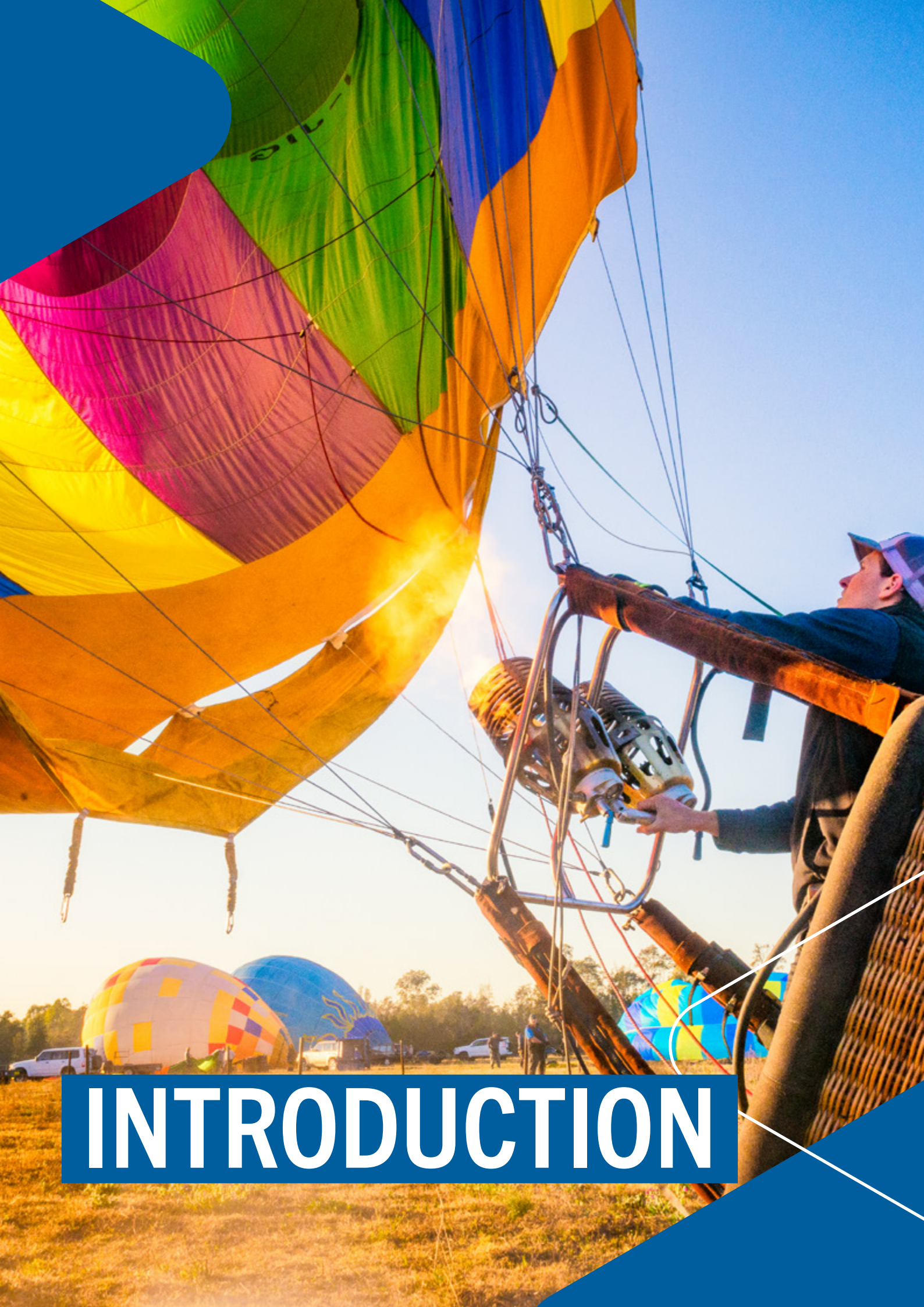
Cessnock City Council acknowledges that within its local government area boundaries are the traditional lands of the Wonnarua people, the Awabakal people and the Darkinjung people. We acknowledge these Aboriginal peoples as the traditional custodians of the land on which our offices and operations are located, and pay our respects to Elders past and present. We also acknowledge all other Aboriginal and Torres Strait Islander people who now live within the Cessnock Local Government Area.

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INTRODUCTION

Introduction

How to read this plan

Together Cessnock 2040 is presented in 5 overarching Objectives. Within each outcome are statements on what our community would like for our city over the next ten years and how we will get there. Our plan includes a list of partners that can help deliver each theme, as well as how we will know we are on track, and how we will measure this.

Together Cessnock 2040 is prepared by Cessnock City Council on behalf of our community in accordance with requirements of the *Local Government Act*.



Mayor's message

Daniel Watton

We are lucky to live and work in the Cessnock local government area. From world-class wineries to our beautiful open spaces, and our popular community events and facilities – is it any wonder more people want to join this resilient community?

Rapid population growth means we need to keep pace with evolving needs and wishes. In this document, *Cessnock 2040*, Council has used its ongoing dialogue with the community to map our way to a bright future as that evolution takes place.

Extensive consultation is the foundation of this Community Strategic Plan. It began more than two years ago and resulted in

five key objectives: 'Live', 'Thrive', 'Protect', 'Move', and 'Lead'.

These objectives, along with the top priorities of 'Roads', 'Costs', and 'Recreation & Leisure', which were identified by the community, will loom large in Council's decision-making for the next decade.

Cessnock 2040 is one of our most important tools to ensure Council continues to be effective in providing for our growing community. It will show us what success looks like, and how to measure it, so we can remain focused on delivering all we need to continue enjoying this wonderful part of the world together.



General Manager's message

Ken Liddell

Cessnock 2040 encapsulates the common vision of Cessnock City Council, the local community, and other important stakeholders beyond the next decade, and will serve as a map to guide us into the future.

This Community Strategic Plan will be a crucial tool in steering this local government area as we plan for the years ahead. It will provide the framework we require to deliver services and facilities this community needs as its population continues to rapidly grow, and it will direct Council projects, including vital road and infrastructure works, as we move towards sustainability.

The community's top priorities for the next 10 years have been made clear through extensive consultation, which Council started in early 2023. From this dialogue, involving people from all parts of our vast local government area, we now have a plan to achieve those goals as well as agreed-upon metrics and benchmarks to ensure we remain on target.

Cessnock 2040 is the result of ongoing collaboration with the community and other stakeholders, and embodies Council's continued commitment to move forward in a spirit of partnership and a shared vision for the future.





OUR PLAN ON A PAGE



Together Cessnock 2040

Plan on a page

| Theme | Live We are connected, safe and creative | Thrive We have a diverse and resilient economy | Protect We have a healthy and sustainable environment | Move We have accessible and reliable infrastructure, services and facilities | Lead We have strong leadership and effective governance |
|---|---|--|---|---|--|
| Community Objectives <i>what we want</i> | <p><i>Safe, connected and inclusive neighbourhoods that support the wellbeing of our community members</i></p> <ul style="list-style-type: none"> We have strong relationships We feel fulfilled and healthy We value our people, cultures and history | <p><i>A strong and resilient economy with a diverse range of business and employment options</i></p> <ul style="list-style-type: none"> Our businesses are diverse, innovative and thriving We create opportunity for businesses to operate and invest in our area We are an attractive place to live and work Our region is appealing for unique holidays and experiences | <p><i>A resilient and sustainable balance between development, and preserving our natural environment</i></p> <ul style="list-style-type: none"> Our land and people are resilient to environmental changes We collaborate to reduce energy and resource consumption We balance our growth with protecting our natural environment | <p><i>Investment in a diverse range of accessible services and improved infrastructure</i></p> <ul style="list-style-type: none"> Movement around our community is accessible, safe and reliable Balance between our infrastructure and our area's environmental conservation We collaborate to identify future infrastructure needs | <p><i>Proficient leadership and governance that fosters collaboration in our decision making</i></p> <ul style="list-style-type: none"> We operate with good governance, trust, transparency and respect We work with our stakeholders to improve our city Our operations strive to meet community expectations We aim to be financially sustainable |
| Delivery Program Strategies <i>how we will get there</i> (4 year plan) | <ul style="list-style-type: none"> Encourage social connections and wellbeing Strengthen community culture Foster safe communities Develop an active and creative community | <ul style="list-style-type: none"> Diversify and grow our economy Develop sustainable employment opportunities Increase tourism and visitation opportunities | <ul style="list-style-type: none"> Protect our biologically diverse natural environment Balance our natural environment and the rural character of our City Effectively utilise our open spaces for both passive and active recreation options Undertake viable resource recovery and waste management | <ul style="list-style-type: none"> Progress our transport links Improve our road network Ensure our transport and freight networks limit impacts on our environment | <ul style="list-style-type: none"> Support and develop community leadership Encourage community collaboration in decision making Ensure we are accountable and responsive to our community |



ABOUT US

About us



1,966km²
Land area



E115,696
Population by 2046



7.8%
People with disability



Largest employing industry

14.3% Health Care & Social Assistance



72,450
Resident population

**34.38 persons
per m²**
Population density

10.20%
Aboriginal &
Torres Strait Islanders

Largest age structure



35 – 49
Parents and homebuilders

Method of work travel



62%
Private car

**Gross regional
product**



\$3.3 billion

Education



29.5%
Vocational qualifications

Private dwellings



89.8%
Separate house

**Largest industry
by output**



\$1.6 billion
Manufacturing

The Cessnock Local Governmnet Area

Cessnock City is located in the Hunter Valley, New South Wales, about 120 kilometres north of Sydney, 58 kilometres southwest of Newcastle Airport and approximately 40 kilometres west of The University of Newcastle and the Port of Newcastle.

Our area is located on the traditional lands of the Wonnarua people, the Awabakal people and the Darkinjung people and has a rich Indigenous heritage with many towns, villages, and localities bearing Aboriginal names including Kurri Kurri (meaning “the beginning” or “the first”) and Wollombi (“meeting place” or “meeting of the waters”).

Our area’s local biodiversity is significant, both in the Hunter Valley and NSW, with more than 65 threatened species of plants and animals, including nine endangered ecological communities. Critically endangered species, including the Regent Honeyeater and Swift Parrot use our local bushland for food and shelter. The Regent Honeyeater is also known to breed here. Listed as critically endangered, the North Rothbury Persoonia (persoonia pauciflora), is only found in a small area in North Rothbury.

European settlement dates from the 1820s when pastoralists arrived using land mainly for farming, market gardening and timber getting. The Great North Road was constructed in the 1830s, linking the Hawkesbury and Hunter Valleys.

The township of Cessnock developed from 1850 as a service centre at the junction of the Great North Road. Significant development in Cessnock occurred when coal was struck in 1892 and several coal mines were established.

Changes to the mining industry led to the closure of the vast majority of mines, resulting in a decline in population in many villages and townships, especially since the 1980s. Many areas have undergone a change in character, with rural residential housing developments becoming popular.

There has been a rise in the wine and tourism industry, with many vineyards at Allandale, Mount View, Pokolbin and Rothbury, as well as small cottages and farms used mainly as weekend retreats.

Our Community Vision

Cessnock is a cohesive and welcoming Community living in an attractive and sustainable rural environment.

There is a diversity of business and employment opportunities supported by accessible infrastructure and land services which effectively meet community needs.



Our Elected Officials



Daniel Watton
Mayor



Sarah Pascoe
Councillor



Mitchell Lea
Councillor



Mitchell Hill
Deputy Mayor



Jessica Jurd
Councillor



Sophie Palmowski
Councillor



Susanne Dixon
Councillor



Rosa Grine
Councillor



Jay Suvaal
Councillor



Mark Mason
Councillor



Tracey Harrington
Councillor



Chris Madden
Councillor



Quintin King
Councillor

Our Executive



Ken Liddell
General Manager



Robert Maginnity
Director - Corporate &
Community Services



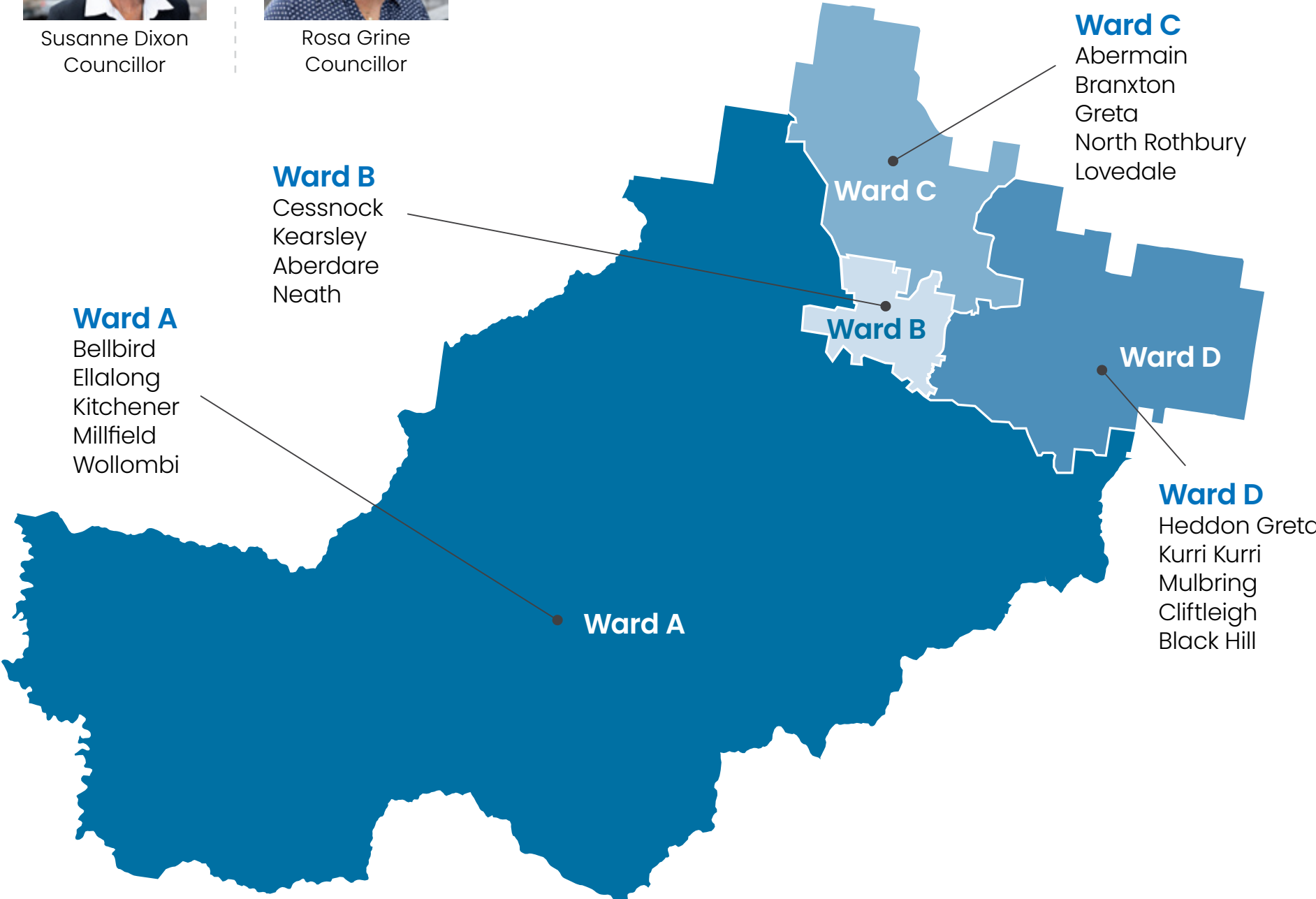
Peter Chrystal
Director - Planning
& Environment



Paul McLachlan
Director - Works
& Infrastructure



Michelle Honeyman
People & Culture
Manager

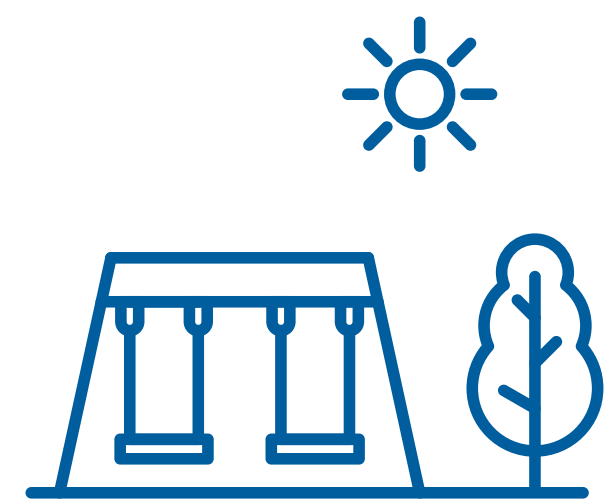


Our services *At a glance*

| | | | | | |
|---|----------------------------------|---|--------------------------------------|---|--|
|  | 67 Sporting facilities |  | 13 Community halls |  | 2 Hospitals |
|  | 43 Playgrounds |  | 1 Airport |  | 12 Cemeteries |
|  | 3 Swimming pools |  | 2 Indoor sports facilities |  | 1 Performance theatre |
|  | 5 Off leash dog areas |  | 55 Parks |  | 1 Waste and recycling centre |
|  | 2 TAFE campuses |  | 2 Libraries |  | 6 BMX and Skate parks |
|  | 34 BBQ facilities |  | 25 Public toilets |  | 4 Hit up walls |
|  | 295 ha Open Space |  | 1 Outdoor cinema |  | 1 Youth Centre |

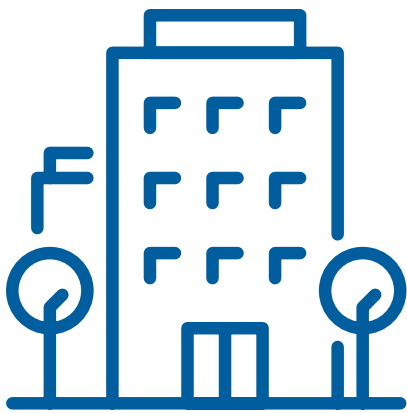


Our Assets



Open Spaces & Other Structures

- Local Parks 29.45h
- District Parks 56.15h
- Regional Parks 67.95h
- Passive Parks 50.36h
- Fencing 72.5 km
- Automated Irrigation Systems 32
- Shelters 156
- BBQ's 26
- Picnic Tables 244
- Seats/bench 673
- Bins Enclosures 67
- Signs 558
- Cricket Wickets 18
- Hockey Surface 1
- Goal Posts/hoops 152
- Pools 7
- Lighting (Inc. Poles, Bollard) 444
- Skate parks 4
- Tennis Courts 39
- Netball Courts 25
- Basketball/multi-sports Courts 11
- Playgrounds inc. bike circuits and splash pads 44



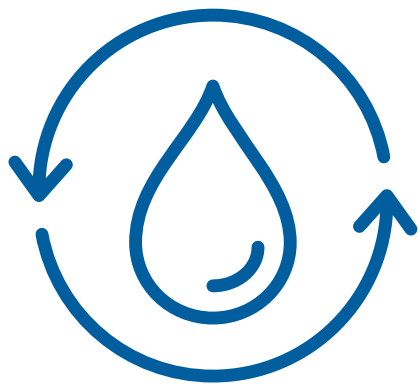
Buildings

- Administration Buildings 5
- Airport Buildings 4
- Amenities/Toilet Blocks 63
- Childcare Buildings 22
- Club Houses 21
- Commercial Buildings 2
- Community Facilities 25
- Emergency Service Buildings 19
- Grandstands 5
- Libraries 2
- Plant/Workshops 24
- Residential Buildings 3
- Sheds/Shelters/Carports 59
- Sports Centres 7



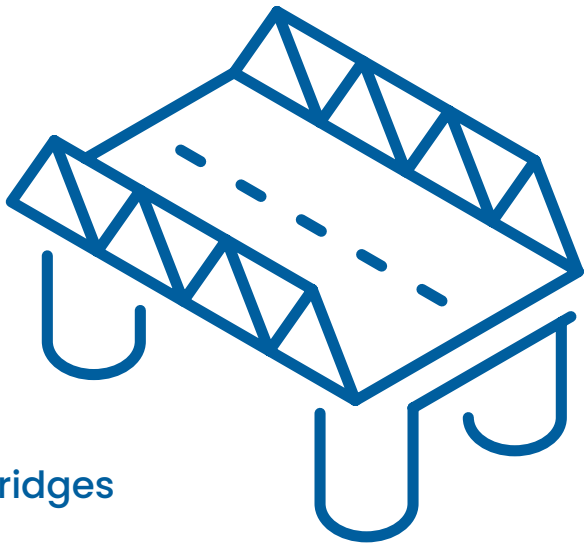
Road & Road Infrastructure network

- Bus Shelters 90
- Carpark 123
- Pedestrian Refuge 191
- Round-A-Bout 37
- Pathways 177 km
- Kerb & Gutter 535 km
- Roads Sealed 731 km
- Roads Unsealed 326 km
- Runway and Taxiway 4km



Stormwater network

- Pits 8256
- Pipes 191 km
- Culverts 5.7 km



Bridges

- Timber 42
- Concrete 28
- Steel/concrete composite 9
- Pedestrian 40
- Culverts 81



**OUR
ACCOUNTABILITY**

Our Accountability



Our path to reconciliation

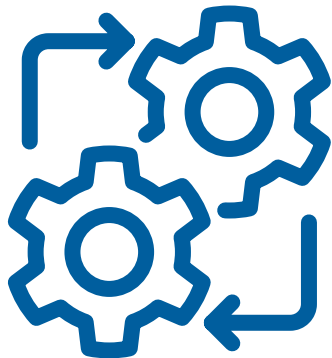
We are committed to building unity and respect between Aboriginal and Torres Strait Islander peoples and other Australians. We recognise Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples and respect their connections to lands, waters, places and cultures. We acknowledge that within our city boundaries are the traditional lands of the Wonnarua people, the Awabakal people, and the Darkinjung people. We aim to create a welcoming community where the histories, cultures, knowledges, achievements and aspirations of Aboriginal and Torres Strait Islander peoples are acknowledged, respected, considered and celebrated.

We support the national objectives of closing the social, economic and health gaps between Aboriginal and Torres Strait Islander peoples and the broader Australian community and achieving reconciliation in Australia. We will ensure reconciliation is alive in our City by walking together along our two paths to increase our understanding and appreciation of Aboriginal and Torres Strait Islander cultures and current issues.

Supporting an accessible and inclusive community



Building positive attitudes



Accessible systems, information or processes



Supporting meaningful employment



Creating liveable communities

Communities that are accessible and inclusive provide greater choice and control for individuals and are vital to enabling people with disability the opportunity to participate equally in community life.

We recognise that barriers people with disability encounter in participating in community life are not just about the individuals or their personal condition, but from the interaction between people with disability and the physical, attitudinal, communication and social barriers they face in their environment.

We play a key role in working to remove barriers so people with disability can participate equally and independently in our community. We are committed to upgrading accessibility within our community infrastructure and events by introducing systems that support inclusion. We are also committed to promoting diversity and fostering positive community attitudes, recognising the key contributions people with disability make in our community.

Our commitment to the environment

Since the 1970's the Hunter Region has experienced a changing climate with the average annual maximum temperature increasing. We are committed to net zero emissions by 2050, and we have committed to both mitigation and adaptation measures for our operations and our community. We are dedicated to facilitating community greenhouse emissions reduction and sustainable actions through factual education and advice to our stakeholders.

Our city is biologically diverse and supports a range of ecosystems, ecological communities and vegetation types including dry rainforest in the Mount View and Bow Wow area, which supports many threatened bird species. Botanists have also counted 29 species of Eucalypt near Kurri Kurri.

We are dedicated to balancing development management with the adequate protection of biodiversity to ensure the outcomes are sustainable for the future viability of both.



Supporting Local

Our local businesses are at the heart of our community. We continue to support and nurture economic activity in our area in several ways including; our 'Support Local' campaigns to boost local spending and increase engagement with local businesses, providing support to local Job Active Service Providers to improve employment and training outcomes, and engaging local supplier where appropriate when procuring goods and services.



THE FRAMEWORK

The framework

Integrated Planning & Reporting Framework

The Community Strategic Plan (CSP) is the highest-level plan that we will prepare. Its purpose is to identify our community's main priorities and aspirations (Outcomes) for the future along with objectives, strategies and actions to achieve these goals.

All NSW local councils are required, under the Local Government Act1993, to develop a long-term Community Strategic Plan in consultation with our community and must be endorsed by our Council.

It must:

- Identify the main priorities and aspirations for the future of our area
- Cover a minimum timeframe of 10 years
- Establish objectives and strategies towards our desired outcomes
- Address the quadruple bottom line in an integrated manner
- Give due regard to The State and other relevant state and regional plans

We must:

- Ensure our CSP is adequately informed by relevant information relating to the following issues:
- Social, environmental, economic, and civic leadership

Be based on the social justice principles:

- Equity, access, participation, and rights
- Prepare and implement a Community Engagement Strategy based on social justice principles for engagement with the local community in the development of our CSP
- Provide the Chief Executive of the Office of Local Government with a copy of our CSP (and any amendment of the plan) within 28 days of the plan (or amendment) being endorsed



In order to play our part in implementing Together Cessnock 2040; we will undertake the following planning and reporting activities:

4-year Delivery Program

The 2025 – 2029 Delivery Program details all of the principal activities to be we will undertake to meet our statutory obligations and deliver on the objectives and strategies outlined in Together Cessnock 2040.

Resourcing Strategy

3 strategies and plans to support achievement of our CSP objectives

- Long-Term Financial Plan (LTFP)
- Asset Management Strategy (AMS)
- Workforce Strategy (WMS)

1-year Operational Plan

Identifies the specific annual projects and services that will be funded each year in our annual budget.

Regular Council Review

The General Manager will report quarterly progress on our progress in implementing our Delivery Program.

Annual report

We will prepare an Annual Report summarising our operations and initiatives for the year.

Community Research

We will undertake independent community research every 2 years to gauge our community's perceptions of progress against our CSP.

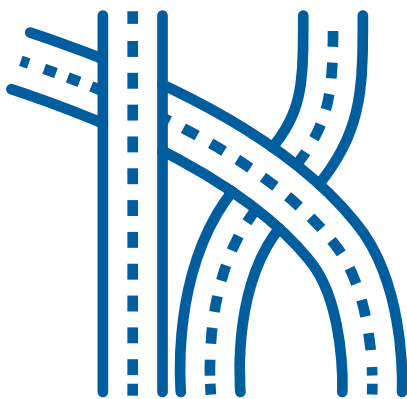


DEVELOPING OUR PLAN

Developing our plan

Your say

Highest priority issues



1. Roads

“Road quality and maintenance”

“Traffic management in the Cessnock area; the new estates are outgrowing the traffic control, congestion is a major problem including damaging the road”

“Road safety with young children”



2. Costs

“Affordable cost of living eg goods, services, utilities”

“Rising prices in food shopping and house prices, daily living expenses”

3. Recreation & Leisure

“No recreational areas/picnic areas/parks”

“More recreational activities, eg introduce a cinema, gated playgrounds”

“Lack of all year-round sporting facilities, more specifically, swimming facilities”



Community Involvement

Our engagement activities are guided by the best practice International Association for Public Participation (IAP2) model. This is used to help us understand any changes in our community’s aspirations for our future. Consultation with members of our community and stakeholders through surveys, online discussions, community events, workshops and local conversations ensured that our community had the opportunity to participate in the development of our plan. The results of this engagement were considered when formulated our community’s strategic plan for the next 10 years.

| | | |
|----------------------|---|--|
| February 2023 | Community Satisfaction Survey | Phone survey, independently managed 400 participants |
| June 2023 | Australian Liveability Census | Online benchmarking survey, independently run Over 15,000 responses |
| June to October 2024 | Community Pop Ups | 12 Face to Face sessions. 400+ conversations |
| June to October 2024 | Formal submissions portal | Community comments and submissions |
| June to October 2024 | ‘Have your Say’ digital forums campaign | 337 page visits 192 contributions |
| February 2025 | Community Satisfaction Survey | Phone survey, independently managed 402 participants |



STRATEGIC ALIGNMENT

Strategic Alignment

International Sustainable Development Goals (SDGs)

In September 2015, Australia was one of 193 countries, to commit to the Sustainable Development Goals (SDGs). These goals were developed by the United Nations in 2015 to provide a global roadmap for all countries to work toward a better world for current and future generations.

Our council has adopted the SDGs for our planning.

All stakeholders, including governments, civil society and the private sector, are expected to contribute to the realisation of these goals.

SUSTAINABLE DEVELOPMENT GOALS



Quadruple Bottom Line

Quadruple bottom line is a way for Council to make sure we address the 4 key pillars of sustainability:



Environment

Responsible design that conserves, protects and, where possible, repairs the natural environment by seeking low impact technological and nature-based solutions to support health and wellbeing.



Economic

Decisions that support long-term economic development of our community, ensuring equality and long-term benefits as well as protecting the three other pillars of sustainability.



Social

Considering the cultural, social and practical impacts for all affected by our decisions and ensuring egalitarian, positive outcomes.



Governmental

Structuring interventions in such a way that they can be effectively managed to provide maximum benefit over extended time-frames.



Community Wellness Indicators

Wellbeing relates to our quality of life and includes both a subjective evaluation of our life and our objective circumstances, such as education, health and income.

Research conducted by Deakin University found that for people to maintain a positive sense of wellbeing, they need three core elements in their lives:



Strong personal relationships

We are social beings and our relationships and connections are crucial to our wellbeing and help us thrive.



Standard of living

The ability to financially manage the life's fundamentals such as eating, accommodation and socialising provide us with a sense of security.



Achieving in life

Our wellbeing hinges on doing things that create meaning in our lives.



| Inclusion, fairness and equity <i>Overall life satisfaction</i> | | | | |
|--|---|--|--|---|
| Healthy | Secure | Sustainable | Cohesive | Prosperous |
| Healthy throughout life <ul style="list-style-type: none"> Life expectancy Mental health Prevalence of chronic conditions | Living peacefully and feeling safe <ul style="list-style-type: none"> Feeling of safety Experience of violence Childhood experience of abuse Online safety National safety Access to justice | Protect, repair and manage the environment <ul style="list-style-type: none"> Emissions reduction Air quality Protected areas Biological diversity Resource use and waste generation | Having time for family and community <ul style="list-style-type: none"> Time for recreation and social interaction Social connections Creative and cultural engagement | Dynamic economy that shares prosperity <ul style="list-style-type: none"> National income per capita Productivity Household income and wealth Income and wealth inequality Innovation |
| Equitable access to quality health and care services <ul style="list-style-type: none"> Access to health services Access to care and support services | Having financial security and access to housing <ul style="list-style-type: none"> Making ends meet Homelessness Housing serviceability | Resilient and sustainable nation <ul style="list-style-type: none"> Fiscal sustainability Economic resilience Climate resilience | Valuing diversity, belonging and culture <ul style="list-style-type: none"> Experience of discrimination Acceptance of diversity First Nations languages spoken Sense of belonging | Access to education, skills development and learning throughout life <ul style="list-style-type: none"> Childhood development Literacy and numeracy skills at school Education attainment Skills development Digital preparedness |
| | | | Trust in institutions <ul style="list-style-type: none"> Trust in others Trust in key institutions Trust in Australian public services Trust in national government Representation in parliament | Broad opportunities for employment and well-paid, secure jobs <ul style="list-style-type: none"> Wages Job opportunities Broadening access to work Job satisfaction Secure jobs |

Measuring What Matters framework

Community Resilience

Resilience is the capacity of individuals and communities to prepare for, respond to, recover from, and adapt to challenges (including natural hazard events) in ways that support healthy levels of wellbeing over the long-term. Resilience empowers individuals, communities, organisations and systems to thrive in the face of adversity, adapt to change, and effectively navigate the complexities of our interconnected world.

For more information, see [Exploring community resilience in Australia](#)





NEW AND EMERGING ISSUES

Asset Management

Cessnock has continued to experience solid population growth rates. Our area's current growth rate is one of the highest of all New South Wales. We have adopted asset management policy and strategies to manage our public assets. These documents inform the Long-Term Financial Plan that sets the funding levels for renewal and maintenance works over a 10-year period. Our approach is to fund natural asset consumption or deterioration to gradually improve the overall network and portfolio condition over time while balancing risk and level of service.

Housing Diversity

Shelter is a basic human need, and issues around housing access impact our wellbeing. Housing affordability and availability has become a major issue across Australia and an indication of the seriousness of this problem is the number of people experiencing housing stress. Forecasts show that our population is set to grow to 115,696 by 2046, stimulating demand for new dwellings.

Our vision is that our community's housing needs are met and lifestyle aspiration are achieved. We will work to provide a mix of affordable, diverse and sustainable options and a supported community housing sector.

Circular Economy



Governments worldwide are embracing the circular economy and creating policies to encourage circular practices.

In Australia, the Product Stewardship Centre of Excellence is developing policies and solutions that assist with management of the environmental and social impacts of products throughout their life cycle.

A circular economy is about changing the way we produce, assemble, sell and use products to minimise waste, and to reduce our environmental impact.

The benefits of a circular economy for our community is about

- Getting as much use out of products and materials as possible
- Reducing the amount of waste we generate

For more information, see [Hunter JO December Circular Economy Update - Hunter Circular](#)



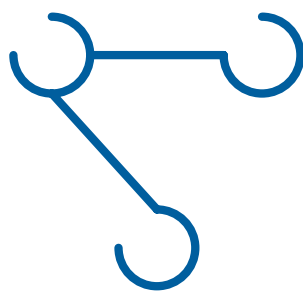
Cyber Security

Effective cyber security, robust risk controls and strong information management are central to maintaining the confidence and trust of our community and stakeholders. A strong framework for managing information security and cyber risks is a pre-requisite in a modern digital environment. We are working with the NSW and Australian Government to further develop our cyber security capabilities through the national cyber security centre and continue work with stakeholders to promote and grow cyber security capabilities by implementing the digital standards for cyber security.



Secure

Our systems are secure and resilient to evolving cyber threats. Non-negotiable minimum security standards are applied across our council.



Integrated

Coordinate and collaborate with our partners within a federated framework



Responsive

Maintain a strong and timely response to cyber threats and incidents. Our staff Capabilities are lifted through training and support



COLLABORATION, INFLUENCE AND SUPPORTING STRATEGIES

Collaboration, influence and supporting strategies

Achieving our community outcomes requires commitment from all levels of government, business, industry, organisations, institutions and our community.

Our influence

Our Council takes a leading role in the implementation of our CSP however, it is not wholly responsible for its implementation. It requires collaboration and advocating with other levels of government, industry and communities to achieve our long-term goals.

| | | |
|----------|---|--|
| DELIVER | As part of our core business, we provide these services and assets and will continue to regulate activities as required by our legislations | <ul style="list-style-type: none">• Building and maintaining local roads• Providing swim centres and lifeguards• Running community support programs |
| PARTNER | We will support and partner with all stakeholders to deliver benefits and services to the community | <ul style="list-style-type: none">• NSW State Emergency Service• NSW Police• Hunter Water• Providing grants to our community run events |
| ADVOCATE | We will continue to influence others to create positive change for our community through advocacy | <ul style="list-style-type: none">• Advocating to Transport for NSW for public transport option• Advocating at a State and Federal level for funding in our area to secure affordable housing in our city |

We will continue to identify those issues we can control, where we can influence outcomes and where influence may be limited but there are opportunities to advocate and educate.

Our Partners

We acknowledge a number of the major international, federal, state, regional and local issues that may have a significant impact on our community over the next 10 years, including but not limited to, the following agencies:

| INTERNATIONAL | FEDERAL | STATE | REGIONAL | LOCAL |
|---------------------|--|--|--|------------------------------|
| United Nations | Australian Children’s Educational and Care Quality Authority | Ambulance Service of NSW | Business Hunter | Community groups |
| Governments | Australian Federal Police Commonwealth of Australia | Australia Council for the Arts | Hunter Region emergency service agencies | Historical societies |
| Global corporations | Department of Health | Create NSW | Committee for the Hunter | Local artists and creatives |
| | Department of Home Affairs | Department of Infrastructure, Transport, Regional Development and Communications | Hunter region utility providers | Local Land Services |
| | Department of Social Services | Department of Sport and Recreation | Hunter region sporting associations | Neighbourhood groups |
| | National Disability Insurance Agency | Department Planning and Environment | Hunter and Central Coast Development Corporation | Private galleries and venues |
| | Services Australia | Destination NSW | Hunter Joint Organisation | Local businesses |
| | Ausgrid | Environment Protection Authority | Hunter Water Corporation | |
| | Australian Children’s Educational and Care Quality Authority | Information and Privacy Commission | Landcare network | |
| | Australian Council for the Arts | Library Council of NSW | Management Committees | |
| | Australian Federal Police | Multicultural NSW | Neighbouring councils | |
| | Department of Health | NSW Department of Communities and Justice | Newcastle Transport | |
| | Department of Home Affairs | NSW Department of Education | University of Newcastle | |
| | Department of Social Services | NSW Department of Planning and Environment | Business Hunter | |
| | Jemena | NSW Food Authority | Committee for the Hunter | |
| | Master Builders Association | NSW Health | Hunter and Central Coast Development Corporation | |

| INTERNATIONAL | FEDERAL | STATE | REGIONAL | LOCAL |
|---------------------|--|--|------------------------------|-------|
| Global corporations | National Disability Insurance Agency | NSW Land and Housing Corporation | Hunter Joint Organisation | |
| | | | Hunter Resource Recovery | |
| | | State of New South Wales | Australian Native Landscapes | |
| | National Parks and Wildlife Service | NSW Office of Local Government | | |
| | Services Australia | NSW Office of Sport and Recreation | | |
| | Urban Development Institute of Australia | NSW Police | | |
| | | NSW Rural Fire Service | | |
| | | Resilience NSW | | |
| | | State Emergency Service | | |
| | | Subsidence Advisory NSW | | |
| | | Technical and Further Education (TAFE) NSW | | |
| | | Tourism NSW | | |
| | | Transport NSW | | |



Our supporting strategies

We acknowledge a number of the major international, federal, state, regional and local issues that may have a significant impact on our community over the next 10 years, including but not limited to, the following agencies:

National

- Places for People: An Urban Protocol for Australian Cities
- Social Inclusion Agenda
- Australian Modern Manufacturing Strategy
- National Agreement on Closing the Gap
- Australia’s Biodiversity and Conservation Strategy
- National Digital Economy Strategy
- Infrastructure Australia Strategy
- National Climate Resilience and Adaptation Strategy
- National Waste Policy and Action Plan
- National Road Safety Strategy 2021-2030
- Australian Infrastructure Plan 2021

State

- Net Zero Plan State 1: 2020-2030
- Premier’s Priorities
- Disability Inclusion Plan (2021-2025)
- Housing 2041
- Visitor Economy Strategy 2030
- Cultural Infrastructure Plan 2025+
- Smart Places Strategy
- Future Transport Strategy NSW
- NSW Waste & Sustainable Materials Strategy 2041: Stage 1: 2021-2027
- NSW EPA Waste Delivery Plan
- NSW Plastic Action Plan

Regional

- Greater Newcastle Future Transport Plan 2056
- Hunter Regional Transport Plan
- Hunter Regional Economic Development Strategy – 2023 update
- Hunter Regional Plan 2041
- Lower Hunter Regional Conservation Plan
- The Hunter JO Strategic Plan 2032
- Hunter Regional Plan 2041
- Greater Newcastle Metropolitan Plan 2036
- Hunter Regional Transport Plan
- Regional Circular Materials Strategy – Hunter and Central Coast 2022 – 2027

CCC – Plans & Strategies

- Aboriginal and Torres Strait Islander Community Action Plan
- Asset Management Strategy
- Biodiversity Strategy (draft)
- Branxton Sub Regional Strategy (draft)
- Cemetery Masterplans 2019
- Cessnock Airport Strategic Plan 2018
- Cessnock Commercial Precinct Public Domain Plan & Implementation Plan (draft)
- Cessnock Flying-Fox Camp Management Plan 2020
- Cessnock Flying-Fox Camp Management Plan 2020
- Cessnock Housing Strategy 2021
- Cessnock LGA Traffic and Transport Strategy 2023
- Cessnock Tree Strategy 2023
- Cessnock Local Government Area City-Wide Contributions Plan 2020 (draft)
- Climate Change Resilience Plan 2023
- Community Engagement Strategy 2021 – under review. CES 2025 currently on exhibition for adoption in March.

- Community Infrastructure Strategic Plan 2031
- Community Participation Plan 2023
- Companion Animal Management Plan 2022-2026
- Cycling Strategy 2016
- Digital Strategy 2024
- Disability Inclusion Action Plan 2025-2029
- GIS Strategy 2023-2026
- Cessnock City Library Strategic Plan
- Cessnock Commercial Precinct Public Domain Plan & Implementation Plan (draft)
- Hunter Valley Destination Management Plan 2022-2030
- Jobs Strategy 2036
- Kurri Kurri District Strategy 2016
- Local Strategic Planning Statement 2036
- Long-Term Financial Plan 2026-2035
- Off Leash Dog Exercise Area Strategy 2021
- On-Site Sewage Management Strategy 2010-2012 Pedestrian Access and Mobility
- Pedestrian Access and Mobility Plan 2016
- Public Amenities Strategy 2023
- Recreation and Open Space Strategic Plan 2019
- Road Safety Strategic Plan 2020-2024
- Roadside Drainage Strategy 2019
- Signage Strategies
- Wine Country Signage Strategy 2015
- Cessnock LGA Signage Strategy 2015
- Skate and BMX Strategy 2020
- Stormwater, Waterway and Floodplain Strategy 2018
- Trails Strategy 2020
- Tree Strategy 2023
- Urban Growth Management Plan (draft)
- Youth Engagement Strategy 2021
- Waste & Resource Recovery Strategy 2026-2031
- Workforce Management Plan 2025-2029
- Aboriginal Cultural Heritage Management Plan
- Customer Experience Strategy 2024
- Draft Villages Strategy
- Draft Vineyards District Strategy
- Heddon Greta-Cliftleigh Corridor Structure Plan
- Weston District Strategy



Service delivery

In 2022 the Office of Local Government introduced continuous improvement as a requirement of the IPR framework, which focuses on ways to better meet our community’s expectations around priorities and service levels.

It is our commitment to introduce a Service Delivery Framework that ensures our services are Appropriate, Effective, Efficient and are to a standard guided by our community.



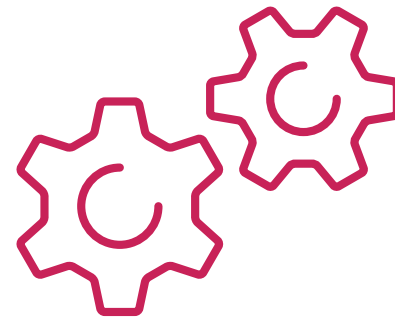
Live

- Building Assessment and Regulation
- Building Maintenance
- Cemetery Maintenance
- Cultural Development
- Compliance
- Economic Development
- Environmental Health
- Environmental Services
- Executive Support
- Library Services
- Media and Communications
- Performing Arts Centre
- Recreation Facility Maintenance
- Recreation Facility Management
- Traffic Management
- Strategic Land Use Planning



Thrive

- Economic Development
- Hunter Valley Visitors Information Centre services
- Strategic Economic Research & Analysis
- Strategic Land Use Planning



Move

- Building maintenance
- Cessnock Airport
- Community Development
- Delivery of Capital Works Program
- Plant and Fleet Management
- Procurement and Stores
- Recreation Facility Management
- Roads Administration and Approvals
- Roads and Drainage Construction
- Roads and Drainage Maintenance
- Strategic Land Use Planning
- Strategic Asset Planning



Protect

- Compliance
- Environmental Health
- Environmental Services
- Open Space Management
- Strategic Environmental Planning
- Roads & Drainage Construction
- Strategic Land Use Planning
- Strategic Asset Planning
- Waste Services



Lead

- Accounts payable
- Accounts receivable
- Administration
- Corporate Planning projects
- Customer Service
- Development Assessment
- Enterprise Risk Management
- Executive Support
- Financial Accounting
- Geographic Information Systems
- Governance
- People & Culture
- Information Technology
- Insurance management
- Integrated Planning and Reporting
- Internal Audit
- Internal Business Support
- Legal Services
- Management Accounting
- Media and Communications
- Payroll
- Property Administration
- Rates Management
- Records Management
- Strategic Property Management

A photograph of three young children standing on a wooden play structure at a park. The child on the left is a girl with blonde hair wearing a blue t-shirt with a rainbow graphic, a blue cape, and a unicorn headband with a rainbow horn and pink flowers. The child in the middle is a boy wearing a black Batman mask, a black cape, and a blue t-shirt with a yellow Batman logo. The child on the right is a girl wearing a white t-shirt, pink shorts with a floral pattern, and a unicorn headband with a rainbow horn and a long, multi-colored tulle mane. All three children are smiling and have their right arms raised in a fist. In the background, there is a wooden play structure with a green roof and a sign that says 'UNICORN'. The scene is set in a park with trees and a grassy area.

**TOGETHER
CESSNOCK
2040**

OUTCOME

1

LIVE

*We are connected,
safe and creative*



Outcome 1 – Live

We are connected, safe and creative

This objective relates to community wellbeing, connectedness, and safety. Community engagement participants continue to express the desire for a healthy, active, engaged, and cohesive community that maintains its unique local identity and friendliness into the future.

| OBJECTIVE | STRATEGIES: 4 YEAR PLAN |
|--|---|
| 1.1 Encourage social connections and wellbeing | 1.1.1 Our neighbourhoods have a variety of spaces, activities and programs that connect us (Local Strategic Planning Statement) |
| | 1.1.2 Explore opportunities for expansion of our Libraries to cater for our population growth (Greater Cessnock Infrastructure Priorities) |
| | 1.1.3 Consider remediation options for Richmond Main Legacy Mining Site (Greater Cessnock Infrastructure Priorities) |
| | 1.1.4 Support better outcomes for young people and contribute to making our area a vibrant place of opportunity (Youth engagement Strategy) |
| | 1.1.5 Support a diversity of social and affordable housing typologies and configurations that respond to the characteristics of our existing and future community (Local Strategic Planning Statement) |
| | 1.1.6 Improve opportunities for people with disability to access services, activities, facilities and information (Disability Inclusion Action Plan 2025-2029) |
| 1.2 Strengthen community culture | 1.2.1 Build unity and respect between Aboriginal and Torres Strait Islander peoples and other Australians (Aboriginal and Torres Strait Islander Community Action Plan) |
| | 1.2.2 recognise Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples and respect their connections to lands, waters, places and cultures (Aboriginal Cultural Heritage Management Plan) |
| | 1.2.3 Provide a variety of interment options to the community (Cessnock City Council Cemeteries Masterplan) |
| 1.3 Develop an active and creative community | 1.3.1 Develop and deliver the Performance, Arts, Culture, Cessnock programs and events |
| | 1.3.2 Implement accessible, creative and innovative projects and programs in our area (Library Strategy |
| | 1.3.3 Provide recreation and open space facilities that are connected and well utilised (Recreation & Open Space Strategic Plan 2019) |
| 1.4 Foster safe communities | 1.4.1 Participate in collaborative partnerships to assist with crime prevention (Local Strategic Planning Statement) |

Our Measures

| SERVICE MEASURE (BENCHMARK) | | SOURCE | METHODOLOGY | DESIRED TREND |
|---|---|--|--|----------------------|
| Community engagement with community events | This score is 37% in 2022. NSW score is 50% | Community Resilience Insights https://communityresilienceinsights.org.au/nsw/map/ | This is a measure of a person's social ties in their local community. While these types of relationships are not as close as those with friends and family, they provide many important types of support. These could include access to useful information, knowledge, and skills. Community engagement – community events is measured using a survey item that asks participants to rate 'How often do you attend community events such as farmers markets, community festivals?' on a scale from 1 (never or almost never) to 7 (all the time) | Maintain and improve |
| Community Liveability | This score of 70% in 2022. NSW score is 71% | Community Resilience Insights https://communityresilienceinsights.org.au/nsw/map/ | This indicator measures the overall liveability of a community by identifying what proportion of its residents would recommend their community to others as a good place to live. Liveability of community was measure through a survey item that asks participants how strongly they agree or disagree with the statement "I recommend my community to others as a good place to live", rating on a scale from 1 (strongly disagree) to 7 (strongly agree). | Maintain and improve |
| Crimes rate | This figure is 13,386 in 2021 | Bureau of Crime Statistics and Research | This measure is the overall crime rate as measured by the number of reported offences per 100,000 population. The most common type of crime in Cessnock is breach bail conditions. In 2021 Cessnock was 14% safer than all NSW suburbs and has a low safety profile according to our scoring systems. | Reduce |
| Perception of Local Crime | This score is 22% in 2022. NSW score is 36% | | This indicator measures individuals' perceptions of local crime and safety. Perceptions of local crime levels is measured based on a series of survey items that asks participants to rate the extent to which crime is a problem/challenge in their community at the moment on a scale from 1 (not a problem) to 7 (very big problem). | Reduce |

OUTCOME

2



THRIVE

*We have a diverse
and resilient economy*

Outcome 2 – Thrive

We have a diverse and resilient economy

This desired outcome identifies the need to attract a diverse range of businesses, industries, and services together with improved access to education, training, and employment opportunities to ensure we have a sustainable and prosperous economy into the future.

| OBJECTIVE | STRATEGIES: 4 YEAR PLAN |
|---|--|
| 2.1 Diversify and grow our economy | <div>2.1.1 Support activation of commercial centres, business engagement, promotion and growth of business in our area (Economic Growth Agenda)</div> <div>2.1.2 Create a skilled and employment ready workforce within our Council (Workforce Management Strategy)</div> <div>2.1.3 Support investment in facilities, infrastructure and services to support business growth and increased output in our area (Jobs Strategy)</div> |
| 2.2 Develop sustainable employment opportunities | <div>2.2.1 Implement accessible education projects and programs in our area</div> <div>2.2.2 Advocate to create jobs via the Kurri Kurri Hydro Planning Proposal (Economic Growth Agenda)</div> <div>2.2.3 Advocate to create jobs via the Black Hill Industrial Precinct (Economic Growth Agenda)</div> |
| 2.3 Increase tourism and visitation opportunities | <div>2.3.1 Promote and grow the Hunter Valley Visitor Information Centre (Hunter Valley Destination Management Plan 2022-2030)</div> <div>2.3.2 Encourage a variety of niche tourism opportunities (Local Strategic Planning Statement)</div> <div>2.3.3 Explore opportunity for the Richmond Vale Rail Trail construction (Greater Cessnock Infrastructure Priorities)</div> |



Our Measures

| SERVICE MEASURE (BENCHMARK) | | SOURCE | METHODOLOGY | DESIRED TREND |
|------------------------------------|---|---|---|----------------------|
| Education | This figure is 46.4% in 2021 | ABS Census | This measure is the percentage of the population with post school qualifications (degree, diploma or vocational). The benchmark for Regional NSW in 2021 is 50.9% | Maintain and improve |
| Unemployment rate | This figure was 5.6% in 2021 | ABS Census | This is the measure of residents actively seeking employment but unable to find work. The benchmark for Regional NSW is 4.6% in 2021 | Reduce |
| Tourist visitation and expenditure | These figures are 1,050,000 visitors \$294m spend in 2024 | Destination NSW and Tourism Research Australia's National Visitor Survey and International Visitor Survey | This measure is the total number of visitors (overnight and day trips) and their total expenditure in the local government area. In 2024 this was 1,050,000 visitors \$294m spend | Maintain and improve |



OUTCOME

3



PROTECT

We have a healthy and sustainable environment

Outcome 3 – Protect

We have a healthy and sustainable environment

This desired outcome focuses on the conservation and preservation of the natural environment whilst balancing development and acting on climate change. It supports our aspiration to achieve a sustainable, resilient, and healthy community and environment.

| OBJECTIVE | STRATEGIES: 4 YEAR PLAN |
|--|---|
| 3.1 Protect our biologically diverse natural environment | 3.1.1 Strengthen and protect a high quality, sustainable lifestyle for Cessnock’s residents and visitors (Cessnock Local Environmental Plan) 3.1.2 Protect and enhance our lands of environmental value (Local Strategic Planning Statement) |
| 3.2 Balance our natural environment and the rural character of our area | 3.2.1 Ensure our area’s growth enhances and protect our unique location (Local Strategic Planning Statement) |
| 3.3 Effectively utilise our open spaces for both passive and active recreation options | 3.3.1 Provide options for people of all abilities to support active and healthy lifestyle habits (Traffic & Transport Strategy) |
| 3.4 Undertake viable resource recovery and waste management | 3.4.1 Provide a sustainable and cost-effective recycling service which prioritises waste minimisation (Waste & Resource Recovery Strategy 2026–2031) 3.4.3 Continue landfill extension project (Special Project) |



Our Measures

| SERVICE MEASURE (BENCHMARK) | | SOURCE | METHODOLOGY | DESIRED TREND |
|--|---|--|--|----------------------|
| Open space and green corridors | 16,675 lots | ABS Census | This measure is the number of lots zoned residential within 500m of open space and green corridors. This measure identifies the number and proportion of residents with access to open space for passive and active recreation purposes. In 2021 these figures were 16,675 lots at 80.0%. | Maintain |
| | 80.0% | | | |
| Community Satisfaction with parks and recreation areas | In 2023 this score was 83% Mean 3.50 | Micromex Community Survey | A core element of this community survey was the rating of 41 facilities/services in terms of Importance and Satisfaction. Score = somewhat satisfied/satisfied/very satisfied Scale: 1 = not at all satisfied, 5 = very satisfied | Maintain |
| Kerbside collection recycling | In 2024 this was 3,529.63tonnes per annum | Hunter Resource Recovery | This is a measure of the number of tonnes recycled and re-processed via the kerbside recycling collection service | Maintain and improve |
| Kerbside organic collection | In 2024 this was 6,293.14 tonnes per annum | Australian Native Landscapes | This is a measure of the number of tonnes recycled and re-processed via the kerbside organics collection service. | Maintain and improve |
| Ecosystem Service | The score is 83% in 2022. NSW is 84% | Community Resilience Insights https://communityresilienceinsights.org.au/nsw/map/ | This indicator examines whether local amenity is changing through monitoring whether the proportion of people who like the landscape and surrounds they live in is changing. Local amenity – environment and surrounds is measured through a survey item in which people are asked to rate how much they agree or disagree with the statement ‘I like the environment and surrounds I live in’, on a scale from 1 (strongly disagree) to 7 (strongly agree). | Maintain |
| Natural Hazard Resources | This score is 43% in 2022. NSW score is 50% | Community Resilience Insights https://communityresilienceinsights.org.au/nsw/map/ | This indicator is a simple measure of the level of community cohesion after a natural hazard event. Community cohesions after natural hazard events is measured in a survey item that asks participants to rate how much they agree or disagree with the statement “The process of recovering from disaster has caused tension or disagreement between some people in my community” on a scale from 1 (strongly disagree) to 7 (strongly agree). | Maintain |

OUTCOME

4



MOVE

We have accessible and reliable infrastructure, services and facilities

Outcome 4 – Move

We have accessible and reliable infrastructure, services and facilities

This desired outcome relates to community wellbeing, connectedness, and safety. Community engagement participants continue to express the desire for a healthy, active, engaged, and cohesive community that maintains its unique local identity and friendliness into the future.

| OBJECTIVE | STRATEGIES: 4 YEAR PLAN |
|--|---|
| 4.1 Progress our transport links | 4.1.2 Provide and maintain a range of shared pathways that connect our community (Asset Management Strategy) |
| | 4.1.3 Advocate to establish a Newcastle Fast Rail (Economic Growth Agenda) |
| | 4.1.4 Provide adequate road networks in new urban release areas Infrastructure (Housing Strategy) |
| 4.2 Improve our road network | 4.2.1 Ensure our existing road network remains contemporary and meets our community's needs (Asset Management Strategy) |
| | 4.2.2 Consider implications of upgrading Old Maitland Road at Sawyers Gully (Greater Cessnock Infrastructure Priorities) |
| | 4.2.3 Investigate options for a Cessnock CBD Bypass (Greater Cessnock Infrastructure Priorities) |
| | 4.2.4 Advocate for the construction of Northern Ramps at the Hart Road Interchange (Greater Cessnock Infrastructure Priorities) |
| 4.3 Ensure our transport and freight networks limit impacts on our environment | 4.3.1 Ensure our transport planning is integrated with land use planning (Traffic & Transport Strategy) |



Our Measures

| SERVICE MEASURE (BENCHMARK) | | SOURCE | METHODOLOGY | DESIRED TREND |
|--|---|--|---|-----------------------|
| Community Liveability | This score of 70% in 2022. NSW score is 71% | Community Resilience Insights https://communityresilienceinsights.org.au/nsw/map/ | This indicator measures the overall liveability of a community by identifying what proportion of its residents would recommend their community to others as a good place to live. Liveability of community was measure through a survey item that asks participants how strongly they agree or disagree with the statement "I recommend my community to others as a good place to live", rating on a scale from 1 (strongly disagree) to 7 (strongly agree). | Maintain and improve |
| Access to infrastructure and services | This score was 11% in 2022. NSW score is 37% | Community Resilience Insights https://communityresilienceinsights.org.au/nsw/map/ | This is a self-reported measure of local road quality, having regard to the quality that is needed to support local residential and business activity and which is maintained in a useable and safe state over time. Quality of local roads is measured through a survey item that asks participants to rate 'how good or poor is the quality of local roads in your region at the moment'. Responses were measured on a 7-point scale from 1 'very poor' to 7 'very good'. | Improve |
| Local Government Asset Maintenance | This score was 107% in 2022. No NSW comparable figure is available. | Community Resilience Insights https://communityresilienceinsights.org.au/nsw/map/ | This indicator is a measure of local government's spending on asset maintenance. The Local government asset maintenance indicator is measured by the Asset Maintenance Ratio (AMR). This compares a council's actual asset maintenance expenditure against its estimate required annual asset maintenance expenditure. It is calculated by actual asset maintenance expenditure divided by the required asset maintenance expenditure. | Maintain to benchmark |
| Local Government Asset Renewal | This score was 83% in 2022. No NSW comparable figure is available. | Community Resilience Insights https://communityresilienceinsights.org.au/nsw/map/ | This indicator is a measure of local governments' renewal of assets such as The Local government spending on renewal of assets indicator is measured by the Building & Infrastructure Renewal Ratio (BIRR). This is calculated by asset renewals (infrastructure, buildings and other structures) divided by depreciation, impairment, amortisation of infrastructure, buildings and other structures | Maintain to benchmark |
| Community Satisfaction with maintenance of our sealed roads | In 2023 this score was 17% | Micromex Community Survey | A core element of this community survey was the rating of 41 facilities/services in terms of Importance and Satisfaction. | Improve |
| Community Satisfaction with regulation of traffic flow | In 2023 this score was 50% | Micromex Community Survey | A core element of this community survey was the rating of 41 facilities/services in terms of Importance and Satisfaction. | Improve |



LEAD

*We have strong leadership
and effective governance*

Outcome 5 – Lead

We have strong leadership and effective governance

This desired outcome focuses on the need for strong civic leadership and effective governance with an engaged community actively participating in decision making processes affecting their future.

| OBJECTIVE | STRATEGIES: 4 YEAR PLAN |
|---|--|
| 5.1 Support and develop community leadership | 5.1.1 Ensure we develop our workforce performance and culture to effectively meet our community’s needs and desired outcomes (Workforce Management Plan) |
| | 5.1.2 Provide a safe workplace that supports the health and wellbeing of our people (Workforce Management Plan) |
| | 5.2.1 Ensure that community participation is central in planning for our area (Community Participation Plan) |
| 5.2 Encourage community collaboration in decision making | 5.2.2 Ensure our staff have the skills, tools, capacity and confidence to engage effectively (Community Engagement Strategy) |
| | 5.2.3 Ensure our community has the necessary information to make an informed contribution (Community Engagement Strategy) |
| 5.3 Ensure we are accountable and responsive to our community | 5.3.1 Continuously improve the efficiency and effectiveness of our service delivery |
| | 5.3.2 Ensure our council’s administration building provides our workforce with the capacity to effectively meets the needs of our current and growing population (special project) |
| | 5.3.3 Harness the potential of digital technologies to improve interaction with customers to deliver better outcomes for our area (Digital Strategy) |
| | 5.3.4 Ensure our level of community contributions are reasonable and meet our demands (City Wide Infrastructure Contributions Plan 2020) |
| | 5.3.5 Ensure we maintain adequate funding to support our plans of management, cash position and adopted plans and strategies (Long Term Financial Plan) |
| | 5.3.6 Provide efficient and effective regulatory systems |

Our Measures

| SERVICE MEASURE (BENCHMARK) | | SOURCE | METHODOLOGY | DESIRED TREND |
|--|---|--|--|---------------|
| Community engagement with community events | This score is 37% in 2022. NSW score is 50% | Community Resilience Insights https://communityresilienceinsights.org.au/nsw/map/ | This is a measure of a person’s social ties in their local community. While these types of relationships are not as close as those with friends and family, they provide many important types of support. These could include access to useful information, knowledge, and skills. Community engagement – community events is measured using a survey item that asks participants to rate ‘How often do you attend community events such as farmers markets, community festivals?’ on a scale from 1 (never or almost never) to 7 (all the time) | Improve |
| Community Liveability | This score of 70% in 2022. NSW score is 71% | Community Resilience Insights https://communityresilienceinsights.org.au/nsw/map/ | This indicator measures the overall liveability of a community by identifying what proportion of its residents would recommend their community to others as a good place to live. Liveability of community was measure through a survey item that asks participants how strongly they agree or disagree with the statement “I recommend my community to others as a good place to live”, rating on a scale from 1 (strongly disagree) to 7 (strongly agree). | Improve |
| Community Satisfaction with our long term planning & vision | In 2023 this score was 48% | Micromex Community Survey | A core element of this community survey was the rating of 41 facilities/services in terms of Importance and Satisfaction. | Improve |
| Community Satisfaction with how our council's workforce deals with the public | In 2023 this score was 61% | Micromex Community Survey | A core element of this community survey was the rating of 41 facilities/services in terms of Importance and Satisfaction. | Improve |
| Community satisfaction with involvement in decision making | In 2023 this score was 57% | Micromex Community Survey | A core element of this community survey was the rating of 41 facilities/services in terms of Importance and Satisfaction. | Improve |
| Community satisfaction with Council's financial management | In 2023 this score was 54% | Micromex Community Survey | A core element of this community survey was the rating of 41 facilities/services in terms of Importance and Satisfaction. | Improve |
| Community satisfaction with information supplied to residents about council activities | In 2023 this score was 58% | Micromex Community Survey | A core element of this community survey was the rating of 41 facilities/services in terms of Importance and Satisfaction. | Improve |



MEASURING PROGRESS

Measuring progress

Together Cessnock 2040 belongs to all of our residents and relies on each of us to achieve the outcomes we seek in the future. Monitoring our progress is important.

We have included two levels of monitoring to assist us with tracking how effective our strategies are in working towards our long term planning, and our community's desired outcomes.

Success Indicators

These annual indicators help us to identify at an operational level how effective each of our strategies is.

Service Measures

Where possible we have also included empirical data sourced from various places such as our Biannual Community Satisfaction Survey, the Australian Bureau of Statistics and our own Council record keeping mechanisms to assist us with measuring our long term performance. Whilst these Service Measures are useful, these indicators are not wholly within our control. They are, however reflective of our community's profile and include a desired trend we would like to achieve for our community.

State of our City

Every 4 years we will produce a report which outlines our achievements towards Together Cessnock 2040 and track any changes for the community, economy, and environment.



Strategic Alignment and integration

| ALIGNMENT | THEME | LIVE | THRIVE | PROTECT | MOVE | LEAD |
|---|-------|--|--|--|--|--|
| SDGs (Strategic Development Goals) Quadruple bottom line | | 1, 2, 3, 4, 10, 11 Social | 4, 8, 9, 11 Economic | 6, 7, 12, 13, 15 Environmental Social | 3, 9, 10, 11 Environment Economic | 10, 11, 16 Governance Civic Leadership |
| Supporting Strategies/Plans | | <ul style="list-style-type: none"> Greater Newcastle Future Transport Plan 2056 Premier's Priorities Hunter Regional Transport Plan Aboriginal and Torres Strait Islander Community Action Plan Disability Inclusion Plan Housing 2041 Hunter Regional Plan 2041 Cemetery Masterplans 2019 Cultural Infrastructure Plan 2025+ Hunter Regional Plan 2041 Cessnock City Library Strategic Plan Greater Newcastle Metropolitan Plan 2036 Cessnock Commercial Precinct Public Domain Plan & Implementation Plan Future Transport Strategy NSW Hunter Regional Transport Plan Cessnock Housing Strategy 2021 Community Disability Inclusion Action Plan 2025-2029 Cessnock City Library Strategic Plan Cessnock Commercial Precinct Public Domain Plan & Implementation Plan Local Strategic Planning Statement 2036 Pedestrian Access and Mobility Plan 2016 Public Amenities Strategy 2023 Road Safety Strategic Plan 2020-2024. Youth Engagement Strategy 2021 | <ul style="list-style-type: none"> Greater Newcastle Future Transport Plan 2056 Premier's Priorities Hunter Regional Transport Plan Hunter Regional Economic Development Strategy Hunter Regional Plan 2041 Hunter Regional Plan 2041 Cessnock Airport Strategic Plan 2018 Smart Places Strategy Greater Newcastle Metropolitan Plan 2036 Cessnock Commercial Precinct Public Domain Plan & Implementation Plan Future Transport Strategy NSW Hunter Regional Transport Plan Community Infrastructure Strategic Plan 2031 Customer Service Strategy 2019 Cycling Strategy 2016 Cessnock Commercial Precinct Public Domain Plan & Implementation Plan Hunter Valley Destination Management Plan 2022-2030 Jobs Strategy 2036 Local Strategic Planning Statement 2036 Signage Strategies Wine Country Signage Strategy 2015 Cessnock LGA Signage Strategy 2015 Trails Strategy 2020 Workforce Management Plan 2025-2029 | <ul style="list-style-type: none"> Net Zero Plan State 1: 2020-2030 Premier's Priorities Circular Strategic Plan 2020-2023 Smart Places Strategy NSW Waste & Sustainable Materials Strategy 2041: Stage 1: 2021-2027 NSW EPA Waste Delivery Plan NSW Plastic Action Plan Hunter Regional Plan 2041 Lower Hunter Regional Conservation Plan The Hunter JO Strategic Plan 2032 Greater Newcastle Metropolitan Plan 2036 Regional Circular Materials Strategy – Hunter and Central Coast 2022 – 2027 Asset Management Strategy Biodiversity Strategy Branxton Sub Regional Strategy Cessnock Commercial Precinct Public Domain Plan & Implementation Plan Cessnock Flying-Fox Camp Management Plan 2020 Cessnock Housing Strategy 2021 Cessnock LGA Traffic and Transport Strategy 2023 Cessnock Tree Strategy 2023 Cessnock Local Government Area City-Wide Contributions Plan 2020-under review Climate Change Resilience Plan 2023 | <ul style="list-style-type: none"> Premier's Priorities Smart Places Strategy Future Transport Strategy NSW Greater Newcastle Future Transport Plan 2056 Hunter Regional Transport Plan Hunter Regional Plan 2041 The Hunter JO Strategic Plan 2032 Greater Newcastle Metropolitan Plan 2036 Hunter Regional Transport Plan Asset Management Strategy Cessnock Airport Strategic Plan 2018 Cessnock Commercial Precinct Public Domain Plan & Implementation Plan Cessnock Housing Strategy 2021 Cessnock LGA Traffic and Transport Strategy 2023 Cessnock Local Government Area City-Wide Contributions Plan 2020-under review Community Infrastructure Strategic Plan 2031 Cycling Strategy 2016 GIS Strategy 2023-2026 Cessnock Commercial Precinct Public Domain Plan & Implementation Plan Hunter Valley Destination Management Plan 2022-2030 Kurri Kurri District Strategy 2016 Local Strategic Planning Statement 2036 | <ul style="list-style-type: none"> Premier's Priorities Asset Management Strategy Hunter Regional Plan 2041 Smart Places Strategy Greater Newcastle Metropolitan Plan 2036 Cessnock Local Government Area City-Wide Contributions Plan Community Engagement Strategy 2025 Community Participation Plan Delivery Program 2025-2029 Digital Strategy 2024 Customer Experience Strategy 2024 |

| ALIGNMENT | THEME | LIVE | THRIVE | PROTECT | MOVE | LEAD |
|-----------------------------|-------|---|---|--|--|------|
| Supporting Strategies/Plans | | <ul style="list-style-type: none"> Aboriginal Cultural Heritage Management Plan (adopted December 2024) Draft Villages Strategy Weston District Strategy | <ul style="list-style-type: none"> Draft Vineyards District Strategy | <ul style="list-style-type: none"> Community Infrastructure Strategic Plan 2031 Companion Animal Management Plan 2022-2026 GIS Strategy 2023-2026 Hunter Valley Destination Management Plan 2022-2030 Kurri Kurri District Strategy 2016 Local Strategic Planning Statement 2036 Off Leash Dog Exercise Area Strategy 2021 On-Site Sewage Management Strategy 2010-2012 Recreation and Open Space Strategic Plan 2019 Skate and BMX Strategy 2020 Stormwater, Waterway and Floodplain Strategy 2018 Trails Strategy 2020 Tree Strategy 2023 Urban Growth | <ul style="list-style-type: none"> Recreation and Open Space Strategic Plan 2019 Roadside Drainage Strategy 2019 Signage Strategies Wine Country Signage Strategy 2015 Cessnock LGA Signage Strategy 2015 Trails Strategy 2020 Urban Growth Management Plan | |

FEEDBACK



Share your feedback

Share your thoughts on our draft Community Strategic Plan 2025-40

Cessnock City Council has prepared this document on behalf of our community and is looking forward to working in partnership to bring our Together Cessnock 2040 vision to life.

Feedback and suggestions on the draft plan are invited and should be supplied via the below options.

Web

Visit the 'Have Your Say' engagement page at together.cessnock.nsw.gov.au to make a submission, where you will also find all documentation and a digital map of capital works for FY25/26!

Post

Mail us your feedback, clearly marked 'Together Cessnock 2040 Feedback', to:

The General Manager
Cessnock City Council
PO Box 152
Cessnock NSW

Email

Send an email to **council@cessnock.nsw.gov.au** with 'Together Cessnock 2040 Feedback' in the subject line.

Phone

Phone Council Customer Relations on **02 4993 4100**.



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