

Planning for our people, our place, our future

A photograph of three children in costumes at a playground. A boy in a Batman mask and cape stands on a wooden structure, pulling down his shirt to reveal a Batman logo. Two girls, one in a unicorn costume and one in a superhero costume, stand on the same structure. A large blue slide is in the background.

CESSNOCK

ANNUAL REPORT 2024-25



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.

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

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ABOUT OUR ANNUAL REPORT

About our annual report

This is our Council’s report to our community and shows how we are delivering on our vision during the 2024-25 financial year. It is prepared in accordance with Section 428 of the Local Government Act 1993 and the guidelines outlined in the Office of Local Government’s Integrated Planning and Reporting Guidelines.

This report provides an overview of our financial and operational performance against the **Community Strategic Plan**,

Cessnock 2036, the **Delivery Program 2022-2026** and **Operational Plan 2024-25**.

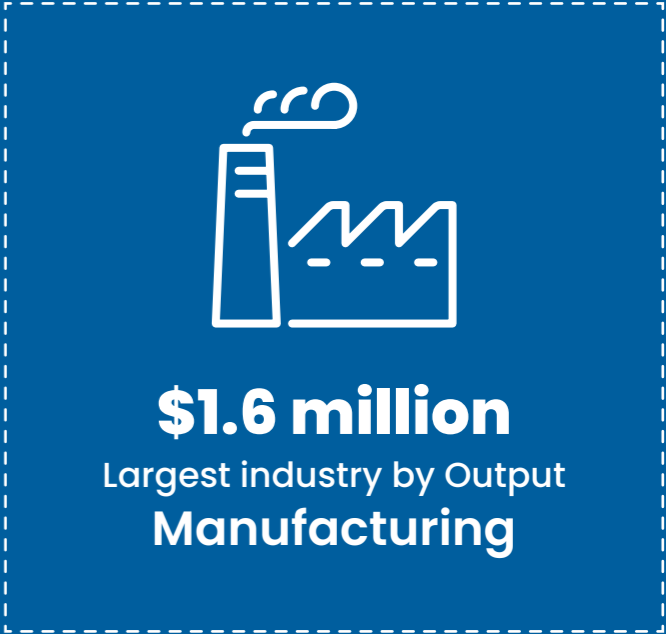
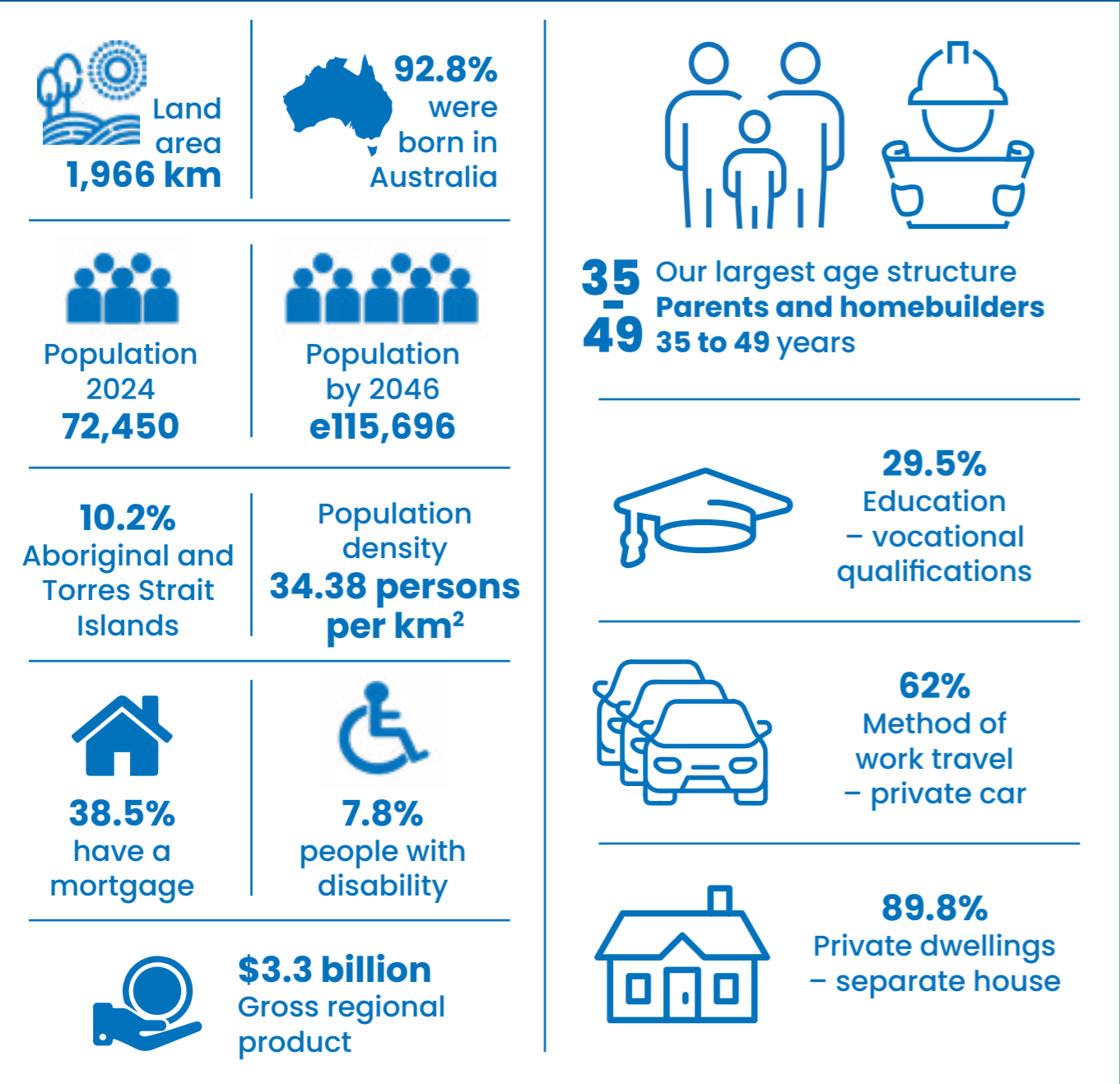
In this report, we represent our commitment to community priorities and inform our community and stakeholders about our achievements and challenges. It is also a mechanism to inform and engage our employees on how we have performed over the year, and how our work contributes to achieving our community vision and expectations for the future.

This report is divided into the following sections:

- Our Year in Review – a summary of us over the 2024-25 financial year
- Our Corporate Governance – how we manage delivery to our community
- Our Performance – our results against our five strategic themes
- Our Accountability – our internal regulators
- Our Legislative Compliance – meeting government requirements
- Our financials – details on how we managed our finances



About
our city



- 
Community health services, childcare, aged care, sporting facilities and parks
- 
Australia's oldest wine region
- 
Home to endangered species
- 
Unique natural assets and biodiversity
- 
Significant Aboriginal sites



Cessnock

Attractive, thriving and welcoming

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

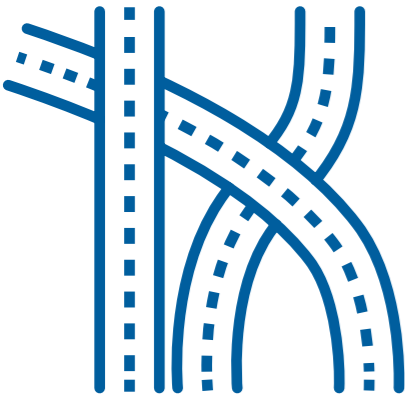
Cessnock is a cohesive and welcoming community living in an attractive and sustainable rural environment. There is a diversity of business and employment opportunities supported by accessible infrastructure and land services which effectively meet community needs.

Our services at a glance

	1 Performance theatre		1 Art exhibition		1 Youth Centre
	2 Libraries		12 Cemeteries		13 Community halls
	1 Waste recycling centre		2 Indoor sports facilities		4 Skate parks
	42 Playgrounds		56 Parks		4 Hit up walls
	3 Swimming pools		25 Public toilets		37 BBQ facilities
	6 Off leash dog areas		295 ha Open Space		1 Airport
					1 Outdoor cinema

Our assets

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 the 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.



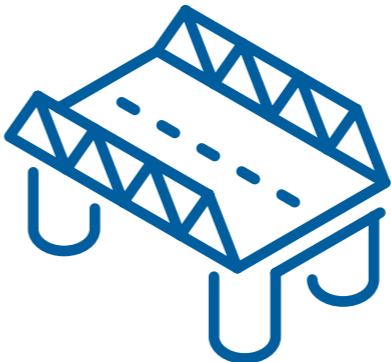
Road & road infrastructure network

- Bus shelters - 90
- Carpark - 123
- Pedestrian refuge - 191
- Roundabouts - 37
- Pathways - 177 km
- Kerb & gutters - 535 km
- Roads sealed - 731 km
- Roads unsealed - 326 km
- Runway and taxiway - 4km



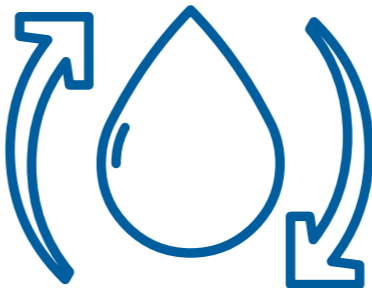
Buildings

- 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



Bridges

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



Stormwater network

- Pits - 8256
- Pipes - 191 km
- Culverts - 5.7 km



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
- BBQs - 26
- Picnic tables - 244
- Seats/benches - 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



Mayor's message

Daniel Watton

The 2024-25 Financial Year marked another important step in ensuring our Council remains sustainable, accountable and responsive to the needs of our growing community.

As Mayor, I remain focused on strengthening the foundations of our organisation so we can continue to deliver the infrastructure and services our residents expect and deserve – today and well into the future. This means ensuring Council operates with transparency and financial discipline, while embracing opportunities for innovation, collaboration and long-term planning.

Despite navigating economic and environmental pressures, I'm proud that Council has stayed firmly focused on delivering value for our community. We've enhanced community services and seen progress on several key infrastructure projects, including the new

landfill development at Cessnock Waste Management Centre, upgrades to the Cessnock Netball Courts, Sawyers Gully Road improvements and the completion of Orange Street Abermain, and the continued delivery of the Branxton to Greta Pathway.

This Annual Report reflects an organisation evolving to meet the challenges ahead, while continuing to support the daily needs of our residents. We've taken meaningful steps to ensure our planning keeps pace with growth across the Cessnock LGA, and aligns with the needs of our town centres, villages and rural areas.

Between maintaining what we have, and preparing for what's to come, it's essential we get the balance right. I believe we are on the right path.

Thank you to our staff, Councillors and community for continuing to shape a stronger, more resilient Cessnock.



Interim General Manager's message

Peter Chrystal

Cessnock City Council has experienced continuity and change through the reporting period for Financial Year 2024/25. We welcomed and onboarded a new cohort of Councillors who were elected at local government elections in September, and farewelled outgoing General Manager Ken Liddell towards the end of the financial year. Ken achieved a great deal during his three years in the role, building our capacity to deliver for the community and leaving us far better positioned to respond to the challenges we face.

Throughout these transitions, we continued to provide the services and infrastructure valued by our community. As highlighted in this annual report, we've delivered a significant program of work and achieved a number of key milestones across a range of areas over the reporting period.

We've sharpened our focus on strategic planning and long-term decision-making to ensure we're building a resilient and future-ready Council. This has included refining internal processes, advancing major infrastructure projects, and engaging meaningfully with our community to better understand local priorities. These efforts not only support our day-to-day operations, but also ensure we are laying a solid foundation for the region's growth and prosperity.

Importantly, we continued our critical journey towards financial sustainability – ensuring we remain a responsible and capable organisation well into the future.

It is vital that Cessnock City Council operates responsibly and responsively, in the best interests of our community. This annual report shows that we continue to do that.

Our principles



Social justice

Promoting access, equity, participation and rights



Partnerships and collaboration

Working together to achieve our vision



Opportunity

Creating and taking opportunities for the advancement of the City



Resilience

Supporting each other to survive, adapt and thrive in the face of extreme challenges



Sustainability

Enabling a sustainable community, economy and environment through effective leadership



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



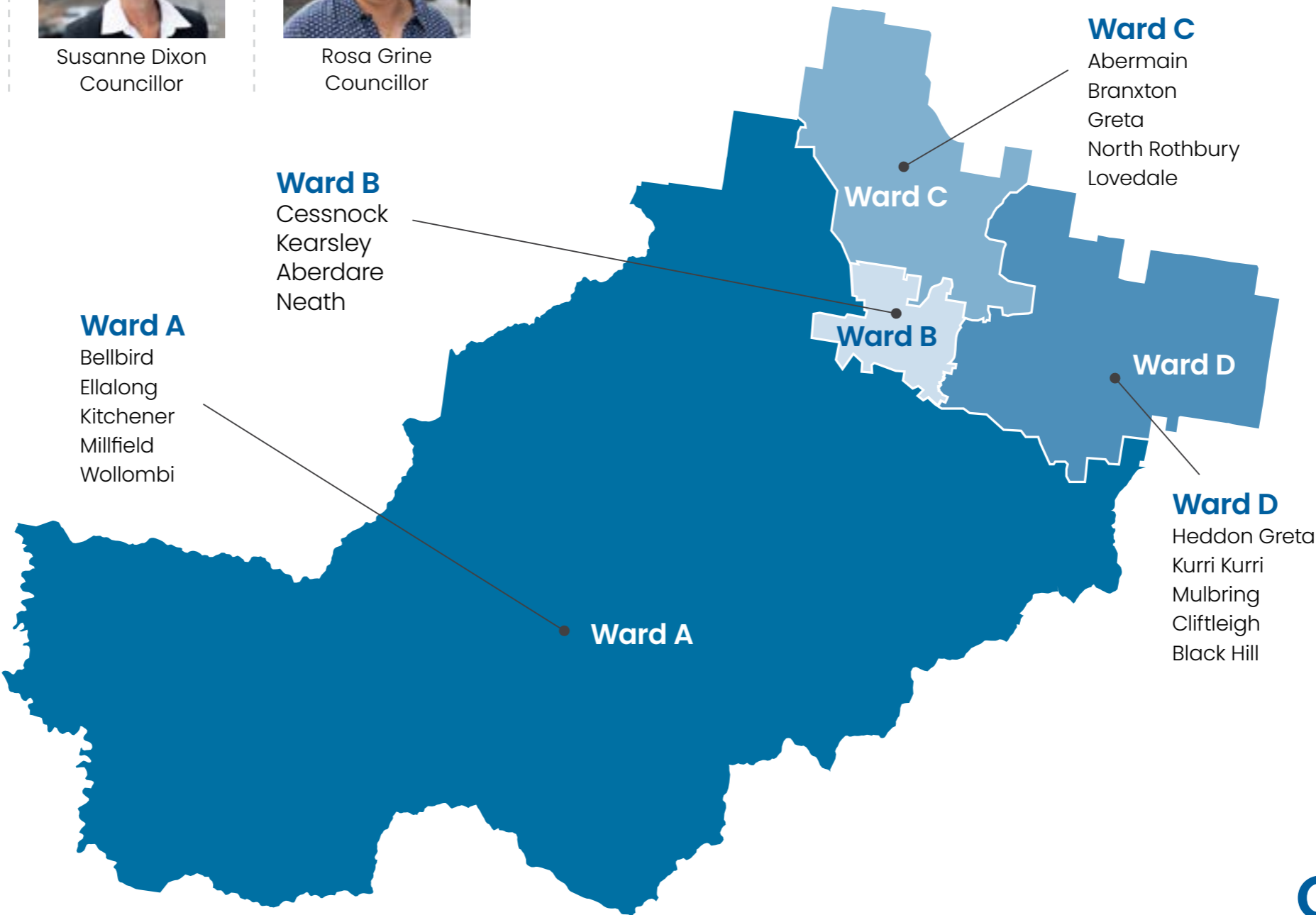
Peter Chrystal
Director - Planning
& Environment



Paul McLachlan
Director - Works
& Infrastructure



Michelle Honeyman
People & Culture
Manager



Our Wards

Our organisation

Workforce diversity

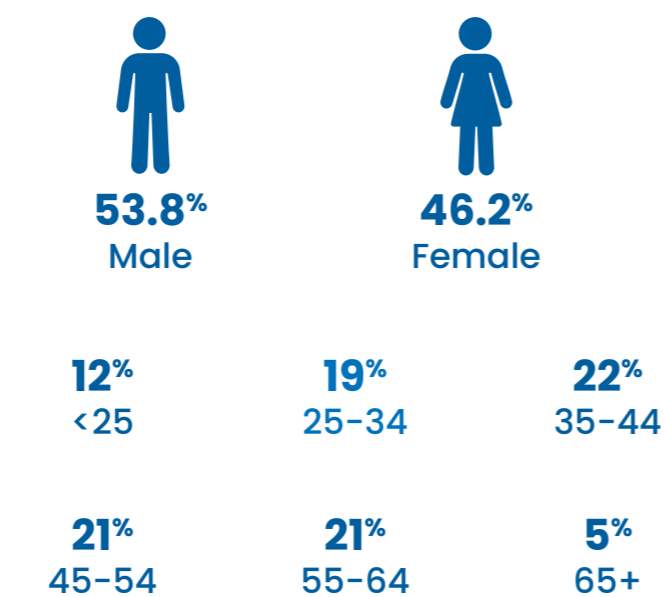
Our core values and people are the foundation of our success. We reflect our values as individuals and as an organisation. Our goal is to retain and support our employees and recruit new employees who share our values. To achieve our desired workplace culture, we aim to establish a supportive atmosphere where employees feel valued and are empowered to develop and grow in a productive environment.

We are committed to supporting the expansion of opportunities to employ apprentices, trainees and graduates. We are focused on supporting and creating secure local employment opportunities in our area.

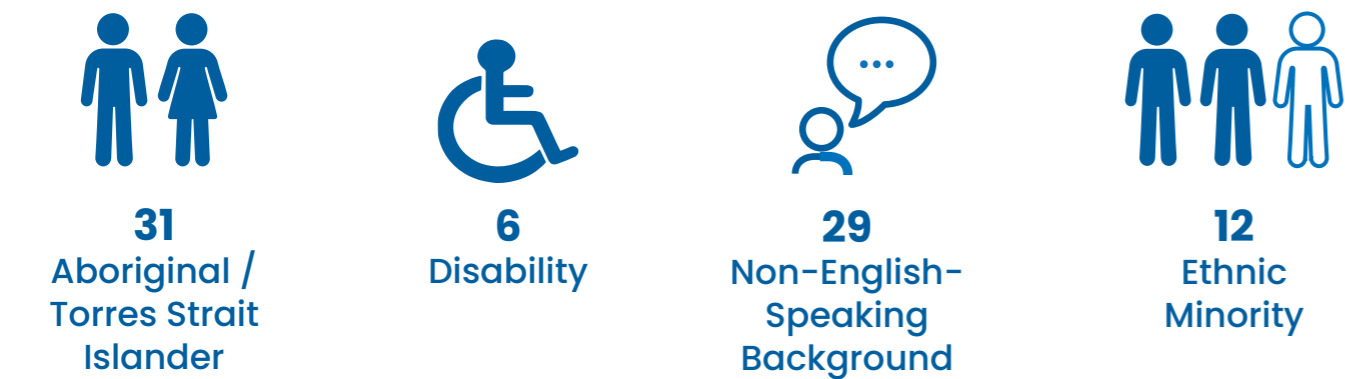
We strive to have diversity in our workforce and an inclusive and flexible work environment where our differences are celebrated and valued.

We continue to work towards zero harm within our workplace by providing a healthy and safe work environment for our employees.

Gender



EEO measures



OUR YEAR IN REVIEW

Our year in review

Highest priority issues



1. Roads

“Prioritising infrastructure particularly roads and traffic control.”

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

“Roads near schools are not safe because of speeding and disrepair.”



2. Costs

“Rising cost of living in the area, specifically housing prices.”

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



3. Recreation & Leisure

“Lack of infrastructure for community.”

“More recreational activities, e.g. introduce a cinema, gated playgrounds.”

“More pedestrian paths and cycleways.”



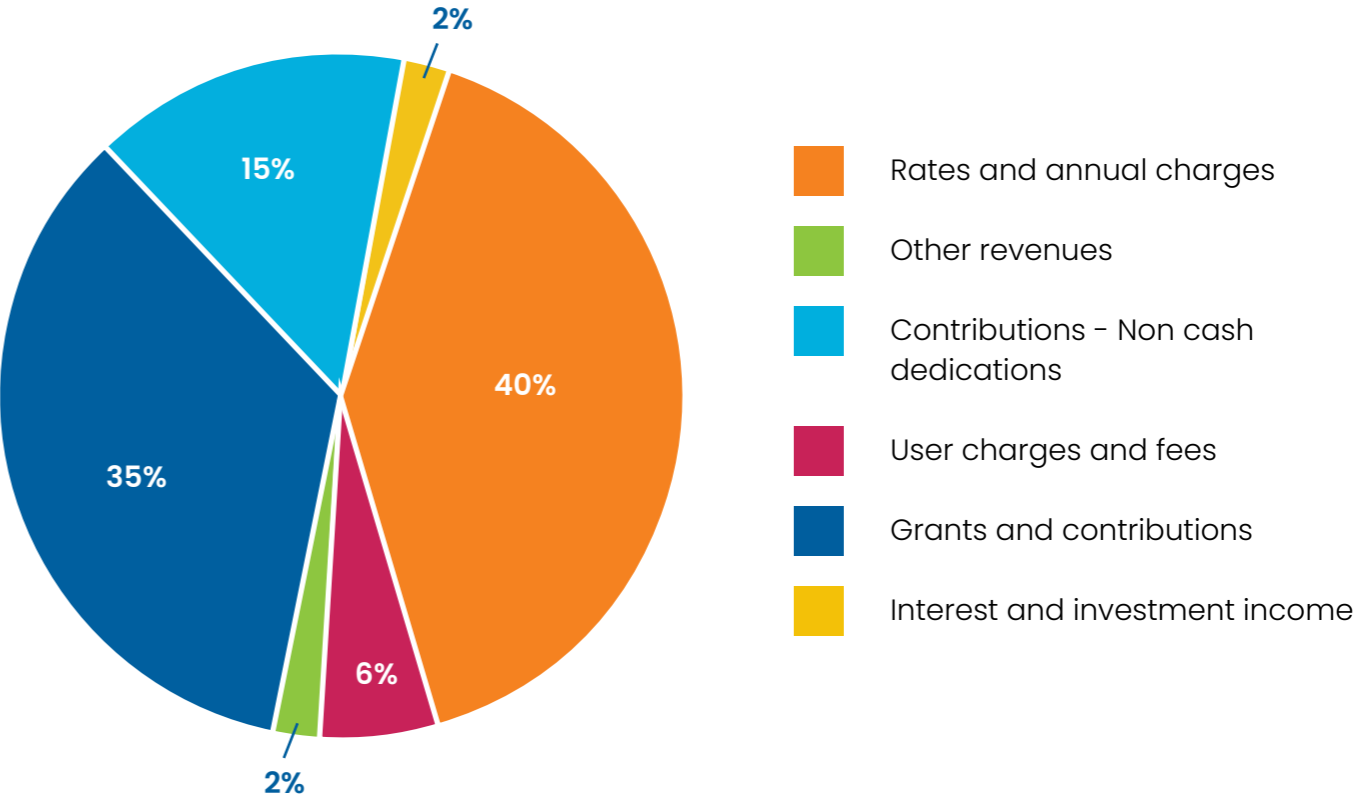
Community Involvement

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 formulating our CSP for the next 10 years.

June 2023	Australian Liveability Census	Online benchmarking survey, independently run More than 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	192 contributions
February 2025	Community Satisfaction Survey	Phone survey, independently managed 402 participants

Financial summary

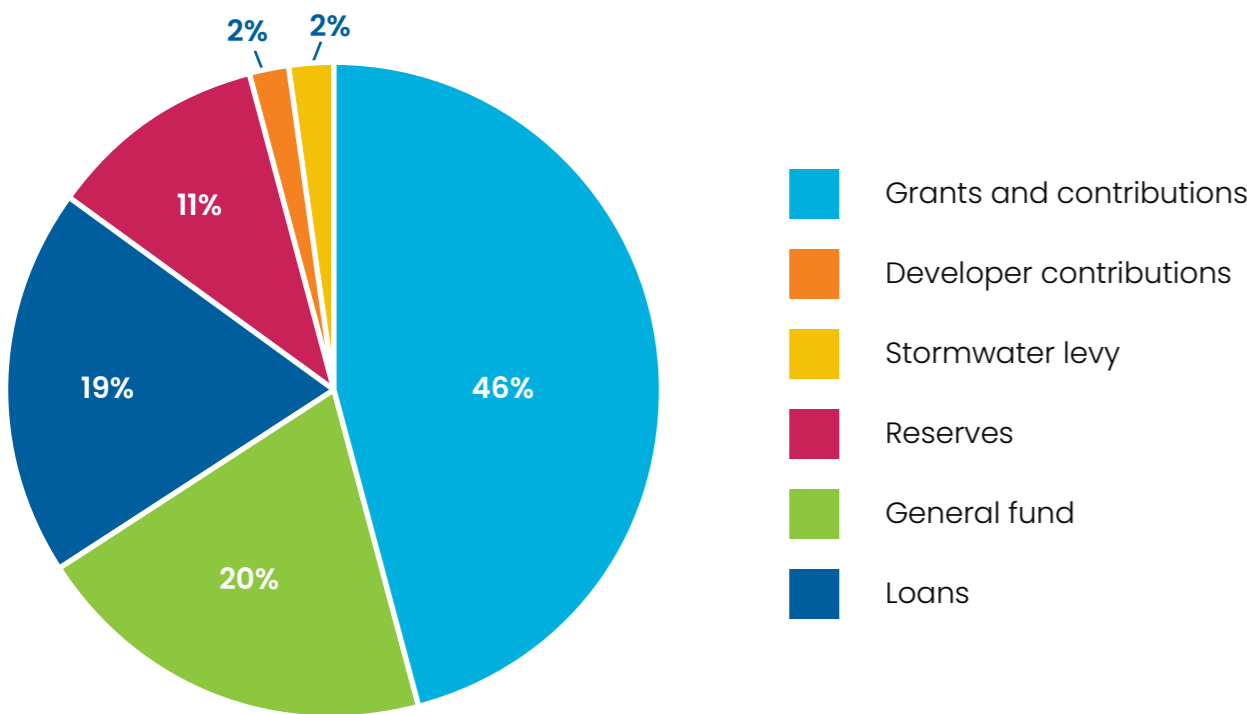
What were our sources of income?



\$61.3m received in grants and contributions
\$26.4m non-cash dedications
\$4m other revenues
\$71.2m raised in rates and charges

Works projects snapshot

Source of funds



Highlights

Key projects



Cessnock City Council Waste Facility - new landfill development



Wollombi Road

General Definition

Capital Projects consist of projects that build new community infrastructure. They can include road improvements such as resurfacing or intersection upgrades, shared pathways, drainage improvements, asset renewal works, playground upgrades or replacement, new facilities such as sports amenities and libraries, and environmental projects such as erosion control and bank stabilisation.

Asset Management Prioritisation

The Asset Management Prioritisation programs have been developed to bridge the gap between current/historic funding levels and the community's desired level of service. It targets assets or asset components that are falling under this service level and brings them back in-line with our community's expectation.



Cessnock Netball court resurfacing



Sawyers Gully Road



Kurri Kurri Netball Facilities



Weston Bears amenities and grandstand



Orange Street, Abermain



Branxton to Greta pathway



South Cessnock flood mitigation

Challenges

Economic

In any year, the economy has a significant impact on expected revenues and expenses, which in turn affects the demand for certain services we provide. The costs of materials and services and return on investment are affected by changes in inflation rates and interest rates. Recent global and national events have highlighted our current economic climates and cost of living pressures on many Australian households.

Environmental

Many of our maintenance and construction activities priorities and programs are also impacted by climate change and subsequent weather events such as floods, bushfires and storm events. This can cause the re-evaluation of our activities and priorities, which significantly impacts our future plans.

Asset management

Recent local government reviews have highlighted the shortfall in infrastructure operation, maintenance and renewals expenditure, as well as the level of service expected by our community. This is a common issue. If appropriate asset management processes are not adopted, then assets can deteriorate to the point where agreed service levels are no longer achievable.

We continue to identify substantial future commitments that will require funding in the short to medium term, including maintenance funding for these projects. The amounts associated with these future commitments exceeds our capacity to fund the construction or maintenance of the assets within existing budgets. We will need to consider mechanisms in the current term of Council to substantially increase the revenue base or alternatively divest assets and reduce service levels to existing services.

Our path to reconciliation

- 2024-25 saw the development of our Aboriginal and Torres Strait Islander Community Action Plan 2025-2029, in consultation with the Cessnock City Council Aboriginal and Torres Strait Islander Committee and our community. The plan was adopted in June.
- In July we celebrated NAIDOC Week “2024” which included a program of 16 events hosted by a number of community service providers across our area.
- On 28 May over 150 people came together at Performance Arts Culture Cessnock (PACC) to recognise Reconciliation Week 2025.
- Our Youth Services team also facilitated a wellbeing program for high school Aboriginal and Torres Strait Islander girls at risk or no longer engaging in school.



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

Highlights

- Accessibility improvements to our recreational spaces were commenced in line with the NSW Everyone Can Play guidelines:
 - Weston, Ernie Dunlop Park Multipurpose court – upgrade access improvements.
- Kurri Kurri, Birrale Park Playground – accessible pathways, seating and shade.
- Heddon Greta, Avery’s Rise – A new local park which includes accessible entry and circulation paths, shade, seating and play opportunities.



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 the 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.



Key projects included:

- Our Australia Day Awards Ceremony included an Auslan Interpreter, extending the accessibility of Civic Events for our community.
- We incorporated, into our procurement processes, suppliers who provide employment and training opportunities for people with disability including Mai-Wel Enterprises ‘Thrive Café’ and Aruma Disability Services business ‘Aussie Biscuits’.
- Our Senior Festival Portraiture project ‘Reach Beyond’ included recognition of local woman Ellena Morris OAM, Special Olympics Hunter Valley Sports Coordinator and community volunteer.
- We held 2 ‘Older Road User’ programs which included topics such as ‘use of mobility devices on public road network/ footpaths’ and ‘accessing shared pathways throughout our area’.
- Accessible parking spaces, pathway connections and pedestrian facilities were included in our Kurri Kurri Central Business District upgrade.
- Our community engagement processes focused on incorporating audio visual messaging into our community pages.
- Our customer service support implemented a live chat option for customers experiencing speech difficulties.
- Our 2025 Community Day at Hunter Valley Wildlife included 100 free additional tickets for guests with disability.

Our commitment to the environment

- The South Cessnock Bund Wall project has now been completed with only final mulching and planting to be undertaken, with work commencing on bringing the road section back to an acceptable standard.
- In August and September our focus was on our Koala population which included workshops at Laguna and Mulbring as well as studies including surveys and mapping.
- September also included our Bushland Festival with approximately 1,000 community members and visitors attending the event.
- The final draft of our Floodplain Risk Management Plan has been undertaken with public exhibition due in 2025-26.



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.



Housing diversity

- A review of our Local Environmental Plan 2011 included a Residential theme review. The draft Discussion Paper was endorsed for public exhibition which commenced the week beginning 14 July.
- Our Nulkaba Urban Investigation Area draft traffic study was presented in September, with feedback provided to our consultant. We have approached the Minister for Planning & Public Spaces and held a number of meetings with the Department of Climate Change, Energy, Environment and Water regarding the ongoing Biodiversity restraints.
- Our NAIDOC Week programming included support for young people to connect to secure housing, as well as mental health and other services as required.

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 aspirations are achieved. We will work to provide a mix of affordable, diverse and sustainable options and a supported community housing sector.



Circular economy

- In July we commenced a new contract with Red Energy for streetlighting and our larger sites, with 50% of power now sourced from renewable sources.
- An electric mower was trialled by our Open Space teams, as well as the installation of 2 dual destination EV chargers stations at Bridges Hill carpark for community use.
- In September we held a movie screening of Rachels Farm at Performance Arts Culture Cessnock (PACC) on regenerative agriculture, with star Rachel Ward attending the event.
- Conservation and Natural Environment education programs included our Repair Café in February, a Composting Workshop and Clean-Up Australia Day in March.

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 are about:

- getting as much use out of products and materials as possible,
- reducing the amount of waste we generate.





OUR CORPORATE GOVERNANCE

Our corporate governance

Cessnock City Council exists as a body politic under the NSW Local Government Act 1993 (NSW). We deliver our statutory roles, functions and objectives through a democratic and corporate governance structure.

Council's corporate governance focuses on continuous improvement and maturing our frameworks to ensure we are an industry leader, meet community expectations, and fulfil our requirements under legislation.

We meet our objectives by:

- encouraging robust and effective decision making through processes, practices and policies,
- ensuring clear lines of accountability,
- actively maintaining systems that assure the community we are meeting our obligations and managing legislative compliance,
- ensuring our integrity frameworks are robust and fit for purpose including our Code of Conduct, Corruption Prevention Framework, management of conflicts of interest and Public Interest Disclosures reporting.





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 regarding priorities and service levels.

We have commenced our path towards continuous improvement with the preparation of a draft Service Delivery Framework that ensures our services are:

- appropriate,
- effective,
- efficient,
- are to a standard guided by our community.

This year we conducted Service Delivery Reviews in relation to our Debt Management and Procurement procedures. Recommendations are currently being prepared and will be reported on in the next financial year.

We will continue to ensure we check in with our community on service level expectations through our regular communications and our Community Engagement Strategy. We will also keep our community informed about any impacts of changes to service levels, impacts to other services, the cost of any changes and how these will be funded, with specific details being reported each year via our Annual Reporting process.



Live

- Youth Services
- 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



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



Lead

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



Thrive

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



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

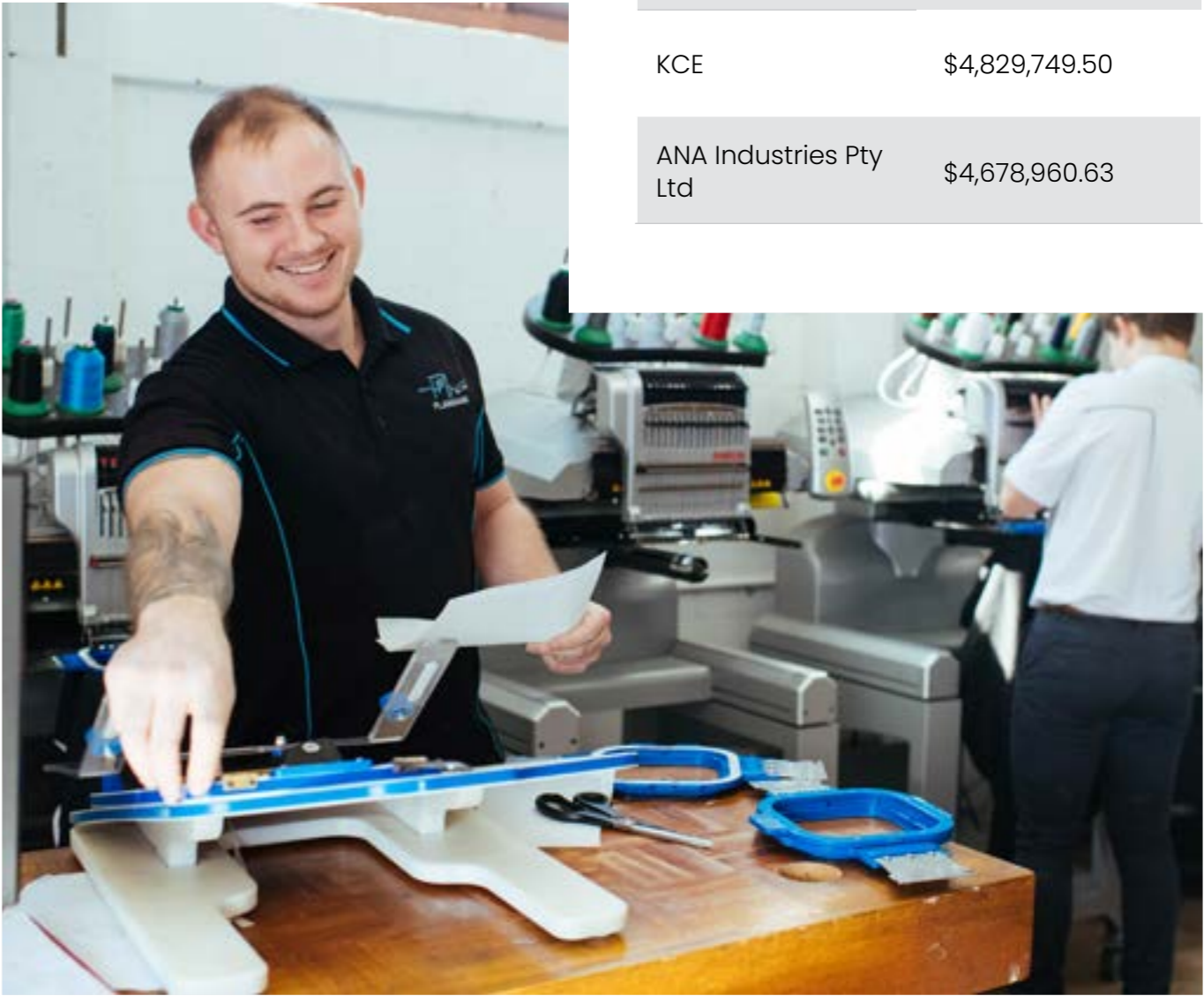


Responsive

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

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 suppliers where appropriate when procuring goods and services.



The top 10 suppliers

SUPPLIER	VALUE
Daracon Contractors Pty Ltd	\$10,319,279.81
Stabilised Pavements of Australia Pty Ltd	\$6,219,518.01
Anewx Pty Ltd	\$5,570,325.88
KCE	\$4,829,749.50
ANA Industries Pty Ltd	\$4,678,960.63

Our grant partners

- Austar Coal Mine Community Support Program – Kitchener Poppethead Park geophysical investigation and fencing
- Active Transport –
 - Anderson Avenue, Paxton connection route to School
 - East Esplanade, Weston connection shared path route to School
- Black Spot Program – Sandy Creek Road, Mount Vincent
- Department of Communities and Justice, Aboriginal Community Youth Work Service
- Growing Regions Program Round 2 – upgrade Weston Bears amenities and grandstand
- Housing Support Program –
 - Community Enabling Infrastructure – Wollombi Road Stage 2
 - Stream 1 – background studies for Anambah to Branxton regionally significant growth area
- Investing in our Communities –
 - Cessnock Regional Skate Park
 - Kurri Kurri Sportsground Upgrades
- Level Playing Field Program – Kurri Kurri Netball Facility
- Local Government Waste Infrastructure Grant – resource recovery and diversion from landfill for dry waste
- NSW Disaster Recovery Funding – sealed and unsealed roads: various locations
- NSW Government Club grants Category 3 Infrastructure Grant – Neville Tomlinson Regional BMX Facility amenities
- NSW Government Community Building Partnership Program – Chinaman’s Hollow water station and lighting
- NSW Government Community War Memorials Fund – TAFE Park deck gun repaint
- NSW Government Crown Reserves Improvement Fund – Kurri Kurri Lawn Cemetery expansion
- Regional Precincts & Partnerships Program – Apex Park redevelopment
- State Library of NSW Local Priority Grants Program –
 - Engagement of consultant for Cessnock City Library Strategic Plan 10-year plan
 - 2 self-check machines
- Weed Action Plan grant –
 - 1,815 aerial and 357 on ground inspections for invasive and priority weeds
 - Landcare community education sessions
 - Environmental Planning Assessment – Illegal Dumping Prevention grant: target illegal dumping



STRATEGIC REPORTING



Integrated planning & reporting

The IP&R Framework is prescribed by the Local Government Act 1993. It promotes integration with community-based objectives, informed by state-level plans and cascading down through to implementation across Council.

Our elected representatives and our staff should ensure that the Framework is connected to our operations in a way that effectively plans for the future, and make decisions about services and resources

Our stakeholders

STAKEHOLDER GROUP	WHY OUR STAKEHOLDERS ARE IMPORTANT TO CCC
Our community	Our community is the centre of everything we do. It is our responsibility to support our community's right to access information, be consulted, and actively take part in Council's planning and decisions
Employees	Contributes to the success of our organisation with valuable knowledge, skills, and labour
Customers	Provides us with feedback and utilise our services and products
Visitors	Provides employment opportunities and financial sustainability through visits, shopping, and studies
Community Groups & Volunteers	Relationship building and trust with local communities
Government	By way of funding opportunities, guidance through regulations and legislation, and services, planning direction, and network development
Partners	Sharing of knowledge, networks, cultural experiences, and economies of scale
Ratepayers	Providing the necessary funding through their rates, which supports essential community services and infrastructure projects
Businesses	Build capacity, create vibrancy, and drive economic growth
Media	Promote events, services, and facilities while building and protecting our reputation
Suppliers	Deliver high-quality and value-added products and services



Integrated Planning and Reporting framework



Navigating this section

Outcomes

These are the community's long-term priorities and aspirations for the city, as set out in the Community Strategic Plan. They contribute to achieving the city's vision. Council has a custodial role in working towards realising these objectives; however, it is not wholly responsible for achieving them. Other partners, such as state agencies and community groups, have an important role to play in achieving these outcomes.

Objectives

Our objectives guide us to achieve our outcomes over the four-year period of our delivery program.

Strategies

Align strategic directions to core functions and sustainability and achieving long-term objectives.

Actions

Our actions are the activities and projects we commit to undertake each year, through delivery of our operational plan, to achieve our strategies and deliver our objective.

Progress



IN PROGRESS

Indicates an action is likely to be achieved in the following reporting period



COMPLETE

Indicates an action was achieved during the reporting period



CARRY FORWARD

Indicates an action has been carried over to the next reporting period



NOT PROGRESSING

Generally indicates potential inhibitors to an action being undertaken in this reporting period

Outcomes

The community has identified five desired outcomes in the Community Strategic Plan, **Cessnock 2036**:



1 A connected, safe and creative community



2 A sustainable and prosperous economy



3 A sustainable and healthy environment



4 Accessible infrastructure, services and facilities



5 Civic leadership and effective governance

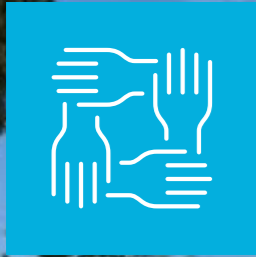


OUR PERFORMANCE



Our performance

The 2022-26 Delivery Program is a 4-year program that sets out how we aim to achieve the desired outcomes developed by our community in Cessnock 2036. It contains 16 objectives to be delivered by 30 June 2024. A summary of progress towards the Delivery Program Objectives across the 5 desired outcomes from Cessnock 2036 is as follows:



A CONNECTED, SAFE & CREATIVE COMMUNITY

- 1.1 Promoting social connections and wellbeing
- 1.2 Strengthening community culture
- 1.3 Promoting safe communities
- 1.4 Fostering an articulate and creative community

1

A connected, safe & creative community

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 1.1

Promoting social connections and wellbeing

Strategic Directions

- We are connected to others in our neighbourhood and across the Local Government Area
- Our community has opportunities to celebrate together
- Our community has high levels of wellbeing
- Our community has access to diverse and affordable housing
- We work together to achieve inclusivity and reconciliation

Objective 1.2

Strengthening community culture

Strategic Directions

- Our community is aware of and has access to community services and facilities
- Our residents show pride in the Local Government Area
- Our community organisations have opportunities to work together to develop and deliver services
- We have multi-purpose sporting and recreation facilities that meet the needs of a growing population

Objective 1.3

Promoting safe communities

Strategic Directions

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

Objective 1.4

Fostering an articulate and creative community

Strategic Directions

- We have thriving cultural precincts throughout the Local Government Area that celebrate our heritage and culture
- We have a diverse program of cultural and heritage activities
- We have access to quality education and lifelong learning opportunities

Measures

How we will measure our progress

The following targets are adopted as they are measurable (sourced from the ABS Census, government agencies, Council operational data and community research) as well as being generally aligned with the desired outcomes of the Community Strategic Plan, Cessnock 2036.

While Council is not wholly responsible for the delivery of the Community Strategic Plan objectives, we have a custodial role to examine the progress that has been made towards the achievement.

MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Community wellbeing	This measure is from a random survey of residents where they are asked to rate their agreement with the statement “The area offers a good quality of life” on a scale of 1-5, where 1 = strongly disagree and 5 = strongly agree. In 2016 the rating was 3.66 (compared with 3.76 in 2012).	3.66	Improve
Socio-Economic Index	The Socio-Economic Index for Areas (SEIFA) measures the relative level of socio-economic disadvantage based on a range of Census characteristics including income, educational attainment, unemployment, and occupations. The 2011 index was 936.4, a slight decline from 938.7 in 2006. In 2016 the index was 925. A score higher than 1,000 means a lower level of disadvantage and a score lower than 1,000 means a higher level of disadvantage.	925	Improve
Malicious damage to property	This measure is the number of malicious damage to properties in the Cessnock local government area from the Bureau of Crime Statistics and Research. In 2015 there were 601 incidents and Cessnock local government area had the 43rd highest number of incidents (out of 140 local government areas). In 2021 the number had decreased to 582.	582	Decrease



Highlights

767
Development
Applications Residential
building approvals

Development processing timeframes

10 days
Complying
Development
Certificates

22 days
Construction
Certificates

Cessnock Youth Centre and Outreach Service (CYCOS)



11,965
young people
engaged in our
programs

Partnerships

- Youth off the Streets
- PCYC
- NSW Police, Department of Communities and Justice, Headspace



Performance Arts Culture Cessnock



18,474
tickets sold

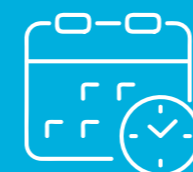


4
sell out performances



Gallery exhibition and
workshop program

Youth Week



21
programmed
activities



1,064
young people
attended activities



Community safety

Regular updates made to
Live Traffic in relation to our
capital projects

Seniors festival



45
events



41
organisations
participated in
running our Festival



Public pools

Attendances:

50,579 **28,062**
Cessnock Branxton

140,787
Kurri Kurri Aquatic Centre

Our Libraries

122,758
in person visits

64,783
e-resources
loaned
24/7 eBranch

28.9%
increase
in e-loans

212,072
Loans

19,114
people
attending our
Library events

8.6%
increase in
online access

28

school road safety
programs delivered road
safety messaging

2

Graduate Licensing
workshops for supervisors/
learners/drivers

7

projects delivered under
the Local Government
Road Safety Project

Community Awareness and Collaboration

Partnership
with NSW Police

Cessnock City
Liquor Accord

Community Safety
Precinct Committee

Key projects

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Abermain, Howe Park – deliver upgrade of floodlights	✓
Abermain, Orange Street – deliver multi-purpose court relocation	✓
Abermain, Orange Street Oval – deliver floodlights upgrade	✓
Bellbird, Neville Tomlinson BMX Facility – deliver amendments	✓
Branxton, Branxton Cemetery – implementation of masterplan	✓
Branxton, Branxton Community Hall – deliver window and board repairs and replacement	✓
Cessnock, Baddeley Park – deliver cricket nets upgrade	✓
Cessnock, Bridges Hill Park – deliver pathway lighting	✓
Cessnock, Bridges Hill Park – deliver shade sail water play	✓
Cessnock, Bridges Hill Park – deliver skate park upgrade	✓
Cessnock, Carmichael Park – deliver BMX Track facility	✓
Cessnock, Cessnock Cemetery – implementation of masterplan	✓
Cessnock, Cessnock Civic Indoor Sports Centre – deliver roof ventilation remediation and automated rollers	✓
Cessnock, Cessnock Hockey – deliver fence replacement	▶
Cessnock, Cessnock Hockey – deliver hockey surface replacement	✓
Cessnock, Cessnock Netball Courts – deliver playing surface replacement	✓
Cessnock, Performance Arts Culture Cessnock – deliver building refurbishment	✓
Cessnock, Cessnock Regional Skate Park – deliver a regional skate park	✓
Cessnock, Macquarie Avenue – deliver playground upgrade	✓
Cessnock, North End Park – deliver shade sail replacement	✓

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Cessnock, Turner Park – deliver tennis clubhouse changerooms upgrade	▶
Citywide Libraries – deliver capital book purchases	✓
Cliftleigh, Cliftleigh Playground – deliver shade sail	✓
Greta, Greta Cemetery – implementation of masterplan	✓
Greta, Greta Central Park – deliver environmental works	✓
Heddon Greta, Averys Lane – deliver local playspace	✓
Kitchener, Poppethead Park – deliver concept plan	✓
Kitchener, Poppethead Park – deliver retaining walls	✓
Kurri Kurri – Volunteer Rescue Association (VRA) improvements and demolition	✓
Kurri Kurri, Booth Park – deliver toilet block renewal	✓
Kurri Kurri, Kurri Kurri Library – deliver toilet refurbishment	▶
Kurri Kurri, Kurri Kurri Netball Facility – deliver facilities construction	▶
Kurri Kurri, Kurri Kurri Sportsground – deliver sportsground upgrades	▶
Kurri Kurri, Margaret John Park – renew practice cricket wicket	✓
Pokolbin, Pokolbin Community Hall – deliver toilet upgrade	✓
Various Citywide – deliver aquatic facilities renewal program	✓
Various Citywide – deliver parks and reserves fence replacement program	✓
Various Citywide – deliver parks and reserves irrigation replacement program	✓
Various Citywide – deliver parks and reserves renewal program	✓
Various Citywide – deliver playground edging and surface program	✓
Various Citywide – deliver playground replacement program	✓
Various Citywide – deliver renewed tennis courts supporting infrastructure	✓

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Various Citywide – deliver sporting facilities lights and/or LED replacement program	✓
Various Citywide – pre-construction design of recreation facilities	✓
Various Citywide, Cemeteries – deliver cemeteries fencing renewal	✓
Various Citywide, Cemeteries– deliver cemeteries signage renewal	✓
Various Citywide, Community & Cultural Buildings – investigate and develop community building renewal program	✓
Various Citywide, Community Halls – deliver painting of community buildings	✓
Weston, Ernie Dunlop Park – deliver multi-purpose courts	✓
Weston, Weston Bears Park – deliver amenities and grandstand upgrade	▶
Weston, Weston Civic Centre – deliver flooring	✓
Wollombi, Nature Trail Stairs – deliver natural disaster declaration AGRN 1012 1025 and upgrade trail stairs	✓
Wollombi, Pony Club Building – deliver amenities upgrade	✓
Wollombi, Wollombi Community Hall – develop and deliver retaining wall reconstruction (staged)	✓
Wollombi, Wollombi Walking Shared Path – deliver improvement to shared pathway	▶

Challenges

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Branxton, Miller Park Pump Track – design concept plan	⏸
Cessnock, Cessnock Indoor Sports Centre – deliver scoreboard replacement	⏸
Various Citywide – develop skate park remediation audit	⏸

Detailed performance

Objective 1.1 Promoting social connections and wellbeing

Strategic direction

- We are connected to others in our neighbourhood and across the Local Government Area
- Our community has opportunities to celebrate together
- Our community has high levels of wellbeing
- Our community has access to diverse and affordable housing
- We work together to achieve inclusivity and reconciliation

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
1.1.1.a	Engage with the community in reconciliation initiatives and in implementing the Aboriginal and Torres Strait Islander Community Action Plan.	<p>National Reconciliation Week and National NAIDOC Week Event proposals are consulted with the Aboriginal and Torres Strait Islander Committee.</p> <p>Target: Organise an event to recognise National Reconciliation Week.</p> <p>Target: Coordinate and promote a community program of events for National NAIDOC Week.</p> <p>Target: Implement the 2024-2025 actions listed in the Aboriginal and Torres Strait Islander Community Action Plan.</p>	✓

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
1.1.2.a	Deliver inclusive programming for Council's Cessnock Youth Centre and Outreach Service (CYCOS) that engages and encourages young people to participate in a diverse range of social, recreational and educational activities and aligns with the Cessnock City Council Youth Engagement Strategy.	<p>Explore the implementation of externally facilitated programs and activities including creative arts, pop culture and music.</p> <p>Target: by 30 June 2025</p> <p>Plan, participate or contribute to at least 2 community events that engage young people living in rural areas across the Cessnock Local Government Area.</p> <p>Target: by 30 June 2025</p> <p>Use the engagement findings of the Youth Engagement Strategy to inform recreational CYCOS activities including the expansion and implementation of programming that encourages physical activity, participation in sport and the use of indoor and outdoor sporting venues.</p> <p>Target: by 30 June 2025</p>	✓
1.1.2.b	Deliver inclusive programming strategy through Cessnock Youth Centre and Outreach Service (CYCOS) that engages Aboriginal and/or Torres Strait Islander young people, their families and community groups to participate in a diverse range of social, recreational and educational activities.	<p>Provide opportunities for Aboriginal and/or Torres Strait Islander young people to provide feedback and have their voice heard during programming, on Cessnock Youth Centre and Outreach Service (CYCOS) social media pages, through surveys and when developing CYCOS programs.</p> <p>Target: by 30 June 2025</p> <p>Promote and deliver an information, referral and recreation service for Aboriginal and/or Torres Strait Islander young people.</p> <p>Target: by 30 June 2025</p>	✓

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
1.1.2.c	Continue working in partnership with external organisations to implement youth-based wellbeing programs that promote and encourage wellbeing, school attendance and address alcohol consumption and illicit drug use.	<p>Participate in the delivery of at least three (3) year-6 school-based programs with a focus on improving outcomes and building capacity for young people to seek support when transitioning to high school.</p> <p>Target: by 30 June 2025</p> <p>Deliver 3 school-based programs that encourage health and wellbeing.</p> <p>Target: by 30 June 2025</p>	✓
1.1.2.d	Develop a 2025 Youth Week program that is inclusive, engaging and celebrates young people.	<p>Activities are aligned to the 5 ways to wellbeing. Youth Week program is promoted to schools and community through the use of paper flyers, social media promotions and Council's website.</p> <p>Target: Promotion to occur at least 1 month prior to the first event.</p>	✓
1.1.2.e	Promote and deliver diverse and inclusive activities including during school holidays engaging with children, young people and families across the Cessnock Local Government Area.	<p>Collaborate and cross-promote with other Council services to deliver an engaging school holiday program and includes activities at PACC, Cessnock City Library and Cessnock Youth Centre and Outreach Service.</p> <p>Target: by 30 June 2025</p> <p>Include a minimum of 3 works for young people and families within the Performance Arts Culture Cessnock (PACC) theatre season and exhibition program.</p> <p>Target: by 30 June 2025</p> <p>Seek increased funding opportunities to assist in the delivery of school holiday programs</p> <p>Target: by 30 June 2025</p>	✓

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
1.1.2.f	Further promote the positive image and value of young people and strengthen the presence of Cessnock Youth Centre & Outreach Service (CYCOS) within the community.	<p>Provide awareness of youth engagement opportunities and share the achievements, interests and skills of young people living, working or studying in the local community.</p> <p>Target: At least weekly post.</p> <p>Support the running of the Youth Ambassador reference group who work together to reflect the voices of young people across the wider community and help guide CYCOS planning and decision making.</p> <p>Target: by 30 June 2025</p>	✓
1.1.3.a	Actively pursue continuous improvement opportunities building an organisation which has a focus on inclusion and accessibility.	<p>Investigate access improvements at the Marthaville Arts and Cultural Centre site, including preparation of a concept design for access improvements to the outdoor toilet amenities.</p> <p>Target: by 30 June 2025</p> <p>Undertake a review of the 2021-2025 Disability Inclusion Action Plan and develop the next Disability Inclusion Action Plan (2025-2029).</p> <p>Target: by 30 June 2025</p>	✓
1.1.4.a	Coordinate and promote a community Program of Events for the 2025 Cessnock Local Government Area Seniors Festival.	<p>Continue to build relationships with stakeholder groups to encourage engagement in Seniors Festival. Increase community awareness of and participation in Seniors Festival. Events offered align with the '5 Ways to Wellbeing Framework'.</p> <p>Target: The evaluation for Seniors Festival to occur by 30 June 2025.</p>	✓

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
1.1.4.b	Organise and deliver throughout December a diverse program of free Christmas events engaging children, young people and families including Carols in the Park.	<p>Events promoted using a variety of media platforms to reach a diverse audience.</p> <p>Target: Prior to event commencement.</p> <p>Target: Audience feedback gathered formally and informally following December 2024 events.</p>	✓
1.1.4.c	Organise ceremonies (and associated activities) for civic events such as Australia Day, Mayoral Scholarships and Citizenship presentations.	<p>Facilitate 1 annual Mayoral Scholarship program, 1 Australia Day event, and minimum 2 Citizenship presentations subject to the requirements of Home Affairs.</p> <p>Target: by 30 June 2025</p>	✓








Objective 1.2 Strengthening community culture

Strategic direction

- Our community is aware of and has access to community services and facilities
- Our residents show pride in the Local Government Area
- Our community organisations have opportunities to work together to develop and deliver services

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
1.2.1.a	Promote Council's community and cultural services and activities hosted by Cessnock Library Branch, Kurri Kurri Library Branch, Cessnock Youth Centre and Outreach Service, Performance Arts Culture Cessnock, and Community Services.	<p>Post at least weekly on the Cessnock Youth Centre and Outreach Service Facebook, Performance Arts Culture Cessnock Facebook and Cessnock City Library Facebook.</p> <p>Target: by 30 June 2025</p> <p>Continue to develop and deliver diverse and inclusive lifelong learning programs, arts and local history exhibitions at Cessnock Library and Kurri Kurri Library Branches.</p> <p>Target: by 30 June 2025</p> <p>Increase the distribution of the e-Library Newsletter and e-PACC Newsletter.</p> <p>Target: by 30 June 2025</p> <p>Update where required the Cessnock Local Government Area Community Directory. Provide ongoing community awareness and promotion for the Community Events Calendar.</p> <p>Target: by 30 June 2025</p>	

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
1.2.2.a	Be an active member of collaborative network groups that strive for inclusive, safer and healthier communities and in partnership with stakeholders deliver diverse and innovative community development initiatives.	<p>Engagement with local service providers scoping and participating in community development opportunities.</p> <p>Target: Regular attendance at local interagency meetings.</p>	
1.2.2.b	Promote and administer Council's Community, Sporting and Environment Grant Scheme.	<p>Advertise at least one round of funding.</p> <p>Target: by 31 December 2024.</p> <p>Distribute all funds.</p> <p>Target: by 30 June 2025.</p>	
1.2.3.a	Liaise with community groups who operate from Council owned community and cultural facilities, to provide a welcoming, engaging, inclusive, safe and accessible environment.	<p>Funding grants submitted in accordance with asset management plans for improvements to community and cultural facilities.</p> <p>Target: by 30 June 2025</p> <p>Maintain good communication with regular Performance Arts Culture Cessnock (PACC) community hirers to ensure the delivery of diverse programming whilst maximising venue availability for commercial hirers.</p> <p>Target: by 30 June 2025</p>	
1.2.4.a	Deliver and promote an engaging exhibition program at Performance Arts Culture Cessnock (PACC) and continue to activate the makers space with workshops that represent a diverse range of genres.	<p>A minimum of 5 exhibitions at Performance Arts Culture Cessnock (PACC).</p> <p>Target: by 30 June 2025</p> <p>A minimum of 6 workshops presented in the makers space.</p> <p>Target: by 30 June 2025</p>	

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
1.2.4.c	Promote and deliver Council's Dollar for Dollar programs to community groups	Grants are provided to local sporting and community groups to improve or refurbish Council owned sporting facilities. Target: Advertise at least 1 round of funding by 30 December 2024. Distribute all funds by 30 June 2025.	✓
1.2.4.d	Prepare and submit applications for funding to improve and/or construct community, sporting and aquatic facilities	Grant applications are submitted via the Crown Reserves Improvement Fund, Infrastructure Grant Program, Open Space Grant Program and Club grants in line with projects in the Delivery Program. Target: 30 June 2025	▶
1.2.5.a	A concept plan is developed for Kitchener Poppethead Regional Playspace	The concept plan is finalised. Target: by 30 June 2025	✓
1.2.6.a	Implement the Cessnock City Council Cemeteries Masterplan through a new columbarium wall at Kurri Kurri Cemetery.	Investigate alternate interment options at Kurri Kurri Cemetery. Target: by 30 June 2025	✓

Objective 1.3 Promoting safe communities

Strategic direction

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

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
1.3.1.a	Collaborate through participation on the Cessnock City Liquor Accord and Community Safety Precinct Committee.	Report on number of meetings attended per quarter. Target: by 30 June 2025	✓
1.3.2.a	Conduct two Graduated Licensing Scheme Workshops for supervisors and learners\drivers.	Deliver two (2) GLS workshops. Target: by 30 June 2025	✓
1.3.2.b	Engage with Schools within the Cessnock LGA regarding road safety around schools.	Engage with 7 schools per quarter. Target: during 24/25 FY	✓
1.3.3.a	Upon receipt of all required information, assess and determine Complying Development Certificate applications within 10 days and Construction Certificate applications within 25 days from the date of lodgement.	Assess and determine as per mentioned timeframes Target: by 30 June 2025	✓
1.3.4.a	Implement next steps of local government road safety project from the Road Safety Strategic Plan	Deliver the 7 projects nominated under the road safety program subject to confirmation of funding Target: by 30 June 2025	✓
1.3.5.c	Oversee the accelerated replacement of existing eligible street lights with energy efficient LEDs.	Ongoing	✓

Objective 1.4 Fostering an articulate and creative community

Strategic direction

- We have thriving cultural precincts throughout the Local Government Area that celebrate our heritage and culture
- We have a diverse program of cultural and heritage activities
- We have access to quality education and lifelong learning opportunities

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
1.4.1.a	Deliver an engaging Performance Arts Culture Cessnock (PACC) season with programming strategy that considers Councils community plans, diversity and inclusion.	<p>Principals of Council's Disability Inclusion Action Plan 2021-2025 are included within the programming strategies of both the PACC Theatre and Gallery.</p> <p>Target: by 30 June 2025</p> <p>Seek feedback from audiences via post-show surveys and discussion with patrons.</p> <p>Target: Following any events within July 2024 to June 2025.</p> <p>The season, as a whole, is inclusive of performances for adults, young people and families. PACC is committed to presenting works by Aboriginal and/or Torres Strait Islander peoples if touring opportunities are offered.</p> <p>Target: by 30 June 2025</p> <p>Performance Arts Culture Cessnock (PACC) to present the annual theatre season in two parts, Act Two 2024 July to December and Act One 2025 January to June.</p> <p>Target: Act One of the 2025 Theatre Season Program available and on sale by November 2024.</p>	✔

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
1.4.2.a	Develop and promote Cessnock City Library digital services including 24/7 eBranch.	<p>Promote and further develop the Library App and online access points.</p> <p>Target: by 30 June 2025</p> <p>Continue to develop and implement easy access to digital services.</p> <p>Target: by 30 June 2025</p>	✔
1.4.2.c	Progress the development of the next Cessnock City Library Strategic Plan.	<p>Draft Cessnock City Library Strategic Plan prepared</p> <p>Target: by 30 June 2025.</p> <p>Undertake community consultation identifying further opportunities for library services and programs.</p> <p>Target: during formation of Draft Cessnock City Library Strategic Plan</p>	✔





A SUSTAINABLE AND PROSPEROUS ECONOMY

- 2.1 Diversifying and growing our economy
- 2.2 Achieving more sustainable employment opportunities
- 2.3 Increasing tourism opportunities and visitation in the area

2 A sustainable and prosperous 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 2.1

Diversifying and growing our economy

Strategic Directions

- Our Local Government Area is attractive to and supportive of businesses
- We have a diversity of businesses and industries across the Local Government Area
- We have adequate industrial and employment lands and thriving commercial precincts

Objective 2.2

Achieving more sustainable employment opportunities

Strategic Directions

- We have education and training opportunities for people of all ages and abilities
- We have a diverse range of local employment opportunities

Objective 2.3

Increasing tourism opportunities and visitation in the area

Strategic Directions

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

Measures

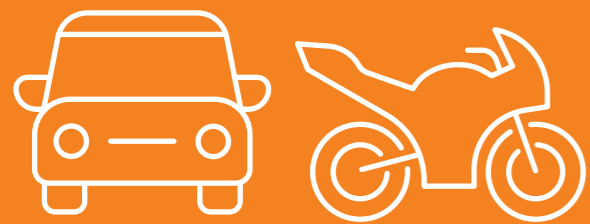
How we will measure our progress

MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Education	This measure is the percentage of the population with post school qualifications (degree, diploma or vocational). This measure is obtained from the ABS Census. In 2011 36.7% of us had post school qualifications. By 2016 this had risen to 40.9%.	40.9%	Improve
Unemployment rate	This is the measure of residents actively seeking employment but unable to find work. It is published quarterly by the Dept of Education, Employment & Workplace Relations. In September 2021 the unemployment rate for Cessnock local government area was 5.8% (compared with 5.5% for NSW and 5.6% for Australia).	5.8%	Improve (relative to NSW)
Tourist visitation and expenditure	This measure is the total number of visitors (overnight and day trips) and their total expenditure in the local government area from Destination NSW and Tourism Research Australia's National Visitor Survey and International Visitor Survey. In 2015 there were 1,050,000 visitors with a total spend of \$294m (compared with 9,399,000 visitors to Hunter with total spend of \$2,319m).	1,050,000 visitors, \$294m spend	Maintain



Highlights

Our Support Local program



**Car and Motorbike
service industry**
9 entries, 4 winners



Food service industry
69 entries, 15 winners



Mayoral scholarship
was awarded to
15 worthy recipients



**Hunter Valley wine
Tourism Alliance**
held 4 meetings



Joint Tourism Service
has 247 paid members



An investment attraction
analysis and workshop were
undertaken in collaboration
with the Office of Regional
Economic Development.

Hunter Valley Visitors Information Centre



54,646
annual
visitors



5,278
Facebook
likes



\$287,782
made from
merchandise



14,700
Facebook
followers

\$40,040.43
from experience and
accommodations booking

906 products from
67 predominantly local
Hunter Valley suppliers

Key projects

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Branxton, Church Street to Anvil Creek Bridge (north side) – develop town centre upgrade	
Cessnock CBD, Library Shared Zone – deliver Stage 2	
Kurri Kurri, Kurri Kurri Commercial Centre – design and construct upgrade associated roadworks	

Detailed performance

Objective 2.1 Diversifying and growing our economy

Strategic direction

- Our Local Government Area is attractive to and supportive of businesses
- We have a diversity of businesses and industries across the Local Government Area
- We have adequate industrial and employment lands and thriving commercial precincts

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
2.1.1.a	Seek grant funding for the Shiraz to Shore Trail – Hunter Valley Gardens to Abermain section.	Consider any available grant funding streams and submit applications where applicable. Target: by 30 June 2025	
2.1.1.b	Submit a minimum of three grant applications that align with the Cessnock City Council Economic Growth Agenda and social priorities for the community.	Make a minimum of 3 grant applications Target: by 30 June 2025	

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
2.1.1.c	Undertake a review/ study of the Cessnock Employment Lands and prepare an Employment Lands Strategy	Prepare a report to Council seeking exhibition of a draft Employment Lands Strategy Target: By 31 December 2024	
2.1.2.a	Complete investment attraction opportunities analysis in collaboration with the Office of Regional Economic Development.	Complete opportunities analysis workshop, update the investment attraction suite and promote on the Advance Greater Cessnock Website Target: by 30 June 2025	
2.1.2.b	Create a Cessnock Local Government Area investment attraction factsheet and pitch deck in collaboration with the Office of Regional Economic Development.	Complete opportunities analysis workshop, create the investment attraction factsheet and pitch deck for the Office of Regional Economic Development. Target: by 30 June 2025	
2.1.3.a	Support business chambers and tourist associations through providing economic development grants and sponsorship for projects which improve the business environment, build capacity and capabilities amongst businesses, stimulate investment, enterprise and job creation as well as enhance the city's image.	2024-2025 grant and sponsorship funding awarded to Advance Greater Cessnock partners Target: by 31 August 2024	

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
2.1.3.b	Support and nurture existing economic activity in the Cessnock local government area by running 10 Support Local campaigns to boost local spending and increase engagement with local businesses.	Create, promote and facilitate minimum 10 independent Support Local Campaigns utilising rewards and prizes, and Social Media coverage to increase community engagement with local businesses. Target: by 30 June 2025	✓
2.1.3.d	Review of the Cessnock CBD Masterplan and Public Domain Plan (including the preparation of a Parking and Access Strategy)	Prepare a report to Council seeking exhibition of a draft revised Cessnock CBD Masterplan and Public Domain Plan Target: By 31 December 2024	▶

Objective 2.2 Diversifying and growing our economy

Strategic direction

- We have education and training opportunities for people of all ages and abilities
- We have a diverse range of local employment opportunities

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
2.2.2.a	Continue to implement the Greater Cessnock Jobs Strategy 2036	Complete four priority actions from the Greater Cessnock Jobs Strategy 2036. Target: by 30 June 2025	✓
2.2.2.b	Advocate for additional bus services between Cessnock and Branxton via Wine Country as a means of supporting employment and facilitating better social outcomes for the community.	Create the advocacy document for additional services between Branxton and Wine Country, and advocate to the NSW Member for Cessnock and the NSW Transport Minister. Target: by 30 June 2025	✓

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
2.2.2.c	Award a minimum of eight Mayoral Scholarships that assists local residents financially to achieve their educational goals at TAFE or university.	Engage with external stakeholders and the local business community to obtain sponsorship funding for Scholarship award. Target: by 30 June 2025	✓
2.2.3.a	Continue to implement the graduate, trainee and apprenticeship framework.	Review graduate, trainee and apprenticeship framework Target: by 30 June 2025 Increase FTE for by two (2) Target: by 30 June 2025	✓



Objective 2.3 Increasing tourism opportunities and visitation in the area

Strategic direction

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

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
2.3.1.a	Hold four Hunter Valley Wine Tourism Alliance meetings with Singleton Council and Hunter Valley Wine and Tourism Association to develop strategies to grow the visitor economy.	Attend quarterly Hunter Valley Wine Tourism Alliance meetings and deliver the Cessnock City Council related actions generated from the Hunter Valley Wine Tourism Alliance Target: by 30 June 2025	✓
2.3.1.b	Provide a joint tourism service with Hunter Valley Wine and Tourism Association that provides destination marketing and in destination tourism services for the benefit of regional tourism.	Maintain minimum of 300 paid members of the Joint Tourism Service, and provide in destination visitor servicing. Target: by 30 June 2025	✓
2.3.1.c	Deliver four priority actions from the Hunter Valley Destination Management Plan using budgeted resources.	Target: by 30 June 2025	✓
2.3.1.d	Grow Council's tourism and business image library by completing two photo or video shoots.	Add 50 new images and 5 videos to the image library Target: by 30 June 2025	✓
2.3.2.a	Provide quality visitor services to Level 1 Accreditation standards for 364 days a year.	Level 1 accreditation maintained Target: by 30 June 2025	✓





A SUSTAINABLE AND HEALTHY ENVIRONMENT

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

3.2 Better utilisation of existing open space

3.3 Better resource recovery and waste management

2 A sustainable and prosperous economy

This desired outcome focuses on the conservation and preservation of the natural environment whilst balancing the impact of development to ensure a sustainable and healthy community

Objective 3.1

Protecting and enhancing the natural environment and the rural character of the area

Strategic Directions

- We act on climate change and build disaster resilience
- Our area's rural character and heritage is protected
- Our environmental amenity is protected and enhanced
- Our waterways and catchments are maintained and enhanced
- We act to protect our unique biodiversity and natural resources

Objective 3.2

Better utilisation of existing open space

Strategic Directions

- Our open spaces are distributed where people live
- We have green corridors connecting our open space areas
- Our open spaces have suitable facilities, infrastructure, and plenty of shade

Objective 3.3

Better resource recovery and waste management

Strategic Directions

- We divert more of our waste for recycling or re-processing
- We promote waste avoidance
- We create value from waste

Measures

How we will measure our progress

MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Open space and green corridors	This measure is the number of lots zoned residential (R2, R3 and RU5) within 500m of open space and green corridors (zoned RE1, RE2 and E1). This measure identifies the number and proportion of residents with access to open space for passive and active recreation purposes. This measure is sourced from Council's geographic information system.	16,675 lots 80.0% (2016)	Maintain
Conservation of land	This measure is the area of land protected for conservation purposes (i.e., land zoned E1, E2 and E3 plus land identified for biodiversity offsets). This measure is sourced from Council's geographic information system.	60,759ha (2017)	Increase
Waste and recycling	This is a measure of the number of tonnes recycled and re-processed via the kerbside recycling and organics collection service. The kerbside recycling service was provided to 21,022 properties in 2015-16. This measure is sourced from Hunter Resource Recovery.	5,500 tonnes per annum	Increase



Highlights



100%
of scheduled
on-site sewerage
system inspections
of commercial and
residential premises



100%
of annual
scheduled NSW
Food Authority
Partnership
food, pool and
skin penetration
inspections
completed



Floodplain management

- Production of an Operation and Maintenance Manual for the South Cessnock Detention Basin
- Booth Street, Kurri Kurri
- Hospital Road, Weston
- Main Road, Heddon Greta



105 tonnes
problem waste
resolved



3,679 tonnes
of recycled
kerbside waste



7,600 tonnes
collected and
reprocessed kerbside
garden organics



13%
below baseline
megawatt hours usage
across council facilities



Open space facilities

- An electric mower was trialed by our Open Space teams.
- 2 dual destination EV chargers were installed in Bridges Hill carpark
- 2 Trails Reference Group meetings held



**1,500
people**
attended waste
related events



2,915,536
general waste,
recycling and
organic bin
services provided

Waste Avoidance & Reuse Engagement

- 3 Mattress Drop Off events were held with 2,327 mattresses collected for recycling
- 2 Repair Cafes were held
- Composting workshop at Cessnock Community Garden
- 1 Chemical Cleanout event held



Biodiversity education & Environmental initiatives

- A Koala workshop was held at Mulbring
- 50% power now sourced from renewables under a new streetlighting contract with Red Energy.
- Home Grown Healthy Living with Anna Alexia
- 13 schools and 8 community sites registered for Clean Up Australia Day
- 1,620 native plants were given to residence at our Native Tree Giveaway
- Our Green Schools network supported 5 preschools, 3 primary schools and 3 high schools.

Key projects

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Bellbird, Cruickshank Street – deliver drainage upgrade	▶
Branxton, Cessnock Road – deliver upgrade drainage	▶
Cessnock, Bridges Hill Park – deliver EV charging stations	✓
Cessnock, Cessnock Waste Management Centre – deliver domestic waste management (capital)	✓
Cessnock, Cessnock Waste Management Centre – deliver replacement roller shutters	✓
Cessnock, Cessnock Waste Management Centre Biodiversity Offset – deliver signage and Stage 2 fencing	✓
Cessnock, Cessnock Waste Management Centre- deliver new landfill facility	▶
Cessnock, Mount View – deliver detention basin improvement	▶
Greta – develop floodplain risk management plan	▶
Greta, Mansfield and Bell Streets – design upgrade drainage	✓
Heddon Greta – investigate floodplain mitigation	▶
Heddon Greta, Main Road – deliver drainage upgrade	✓
Heddon Greta, Trenchard Street – deliver drainage upgrade	▶
Kurri Kurri, Booth Street – design upgrade drainage	✓
Various Citywide – deliver minor drainage investigation and works	✓
Various Citywide – remediation of former landfill sites	▶
Various Citywide, Environmental Planning – deliver revolving energy improvement program (RID)	▶
Various locations – deliver drainage renewal	✓
Various locations – deliver roadside drainage program	✓
Weston, Hospital Road – upgrade drainage	✓

Challenges

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Cessnock, Cessnock Waste Management Centre – deliver capping cover design	»
Cessnock, Government Road – deliver drainage reconstruction	»
Cessnock, Government Road – deliver drainage reconstruction	⏸
Cessnock, South Cessnock – deliver flood mitigation	»
Greta, Whitburn Street – design and construction drainage upgrade	»
Kurri Kurri, Former Sanitary Depot – deliver Stage 1 remediation	⏸
Millfield, Portland Street – deliver trunk drainage system	»



Detailed performance

Objective 3.1 Protecting and enhancing the natural environmental and the rural character of the area

Strategic direction

- We act on climate change and build disaster resilience
- Our area’s rural character and heritage is protected
- Our environmental amenity is protected and enhanced
- Our waterways and catchments are maintained and enhanced
- We act to protect our unique biodiversity and natural resources

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
3.1.1.a	Finalise the planning for the Nulkaba Urban Investigation Area	Prepare a report for Council to seek adoption of the Nulkaba Structure Plan Target: Report to Council by 31 December 2024	
3.1.1.b	Continue review of Cessnock LEP 2011.	Finalise the options paper and Planning Proposal for the Residential theme of the CLEP Review Target: Report to Council by 30 June 2025	
3.1.1.c	Continue review of the Cessnock DCP 2010 chapters.	Finalise Chapters linked to the review of the residential theme of the CLEP Residential Theme review. Target: Report to Council by 30 June 2025	
3.1.3.a	Progress the Vineyards Planning Proposal (including DCP) and Place Strategy.	Finalise the Vineyards Place Strategy. Target: By 31 December 2024 Finalise the Vineyards Planning Proposal and DCP Target: By 30 June 2025	

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
3.1.3.b	Undertake a review/ study of the Cessnock Rural Lands and prepare a Rural Lands Strategy	Prepare a report to Council seeking exhibition of a draft Rural Lands Strategy Target: By 30 June 2025	
3.1.4.a	Promote and deliver community focused biodiversity education programs	Deliver the Bushland Festival in partnership with relevant stakeholders. Target: by October 2024 Investigate funding and viability of 2025 Bushland Festival. Target: by 30 June 2025 Facilitate the on-ground works for Landcare groups working on Council land. Target: Four (4) groups have been assisted by 30 June 2025 Seek funding for the expansion of Landcare programs into other areas Target: by 30 June 2025	
3.1.4.b	The Cessnock City Council Tree Strategy is implemented through promoting and delivering a Tree Giveaway event for local residents.	A Tree Giveaway event is held for local residents. Target: by 31 December 2024	
3.1.4.c	Review and update standard conditions of development consent in relation to roadside drainage elements.		
3.1.4.d	In collaboration with internal and external stakeholders, facilitate a review of Council's Biodiversity Strategy.	The review of Council's Biodiversity Strategy has commenced in cooperation with Strategic Planning. Target: by 30 June 2025	

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
3.1.5.a	Continue to work on energy efficiency of Council facilities under the Revolving Energy Fund	Continue to achieve decrease in megawatt hours power used across Council facilities and street lighting, when compared to the 2016-2017 usage of 1369MW hrs. Target: by 30 June 2025	✓
3.1.5.b	Continue the implementation of the Climate Change Resilience Plan.	Commence investigation of Climate Change Resilience Plan actions Target: by 30 June 2025	✓
3.1.6.c	Seek funding for delivery of Floodplain Management Program.	Complete minimum one (1) grant funding application as opportunity becomes available. Target: by 30 June 2025	✓
3.1.6.d	Manage declared dams in accordance with NSW Dams Safety legislation.	Develop Operation and Maintenance manual for the South Cessnock detention basin Target: by June 2024	✓
3.1.6.e	Contribute to assessing the flood impacts of development.	Obtain and review flood models. Target: as required	✓
3.1.6.f	Raise community awareness about the implications of developing flood impacted land through the provision of Flood Certificates.	Issue Flood Certificates on an as needed basis. Target: as required	✓
3.1.7.a	Inspect commercial and residential on-site sewerage management systems in accordance with risk based priority routine inspection program.	Base target greater than 80% of routine monitoring inspections completed in accordance with the annual program Target: by 30 June 2025	✓
3.1.7.b	Conduct routine inspection of all food and regulated premises, including public pools and skin penetration premises in accordance with the NSW Food Authority Partnership and relevant legislative requirements.	Target: by 30 June 2025	✓

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
3.1.7.c	Continue the implementation of Council's Biosecurity (invasive weed species) Management program in line with Regional and State priority species.	Priority weed species are identified, recorded and appropriate action strategies implemented in line with adopted plans. Target: by 30 June 2025 Inspections are undertaken of public and private lands in accordance with adopted programs. Target: by 30 June 2025	▶
3.1.7.d	Continue to facilitate community engagement and education initiatives relating to conservation of the natural environment.	Hold six (6) community environmental focused activities. Target: by 30 June 2025 Continue to promote and engage local schools to participate in Council's 'Green Schools' program Target: by 30 June 2025 Facilitate the process of retaining and/or forming of environmental focused community programs. Target: by 30 June 2025 Deliver 'dollar for dollar' grants to eligible community groups for on-ground sustainability programs. Target: by 30 June 2025	✓

Challenges

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
3.1.6.b	Implement high priority projects from the Greta/Anvil Creek Flood Study including investigation of flood mitigation works.	70% of projects to be incorporated into the updated Delivery Plan Target: by 30 June 2025	⏸

Objective 3.2 Better utilisation of existing open spaces

Strategic direction

- Our open spaces are distributed where people live
- We have green corridors connecting our open space areas
- Our open spaces have suitable facilities, infrastructure, and plenty of shade

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
3.2.1.a	The Recreation & Open Space Strategic Plan 2019 is reviewed and updated.	The Recreation & Open Space Strategic Plan is reviewed and a new Strategy developed. Target: by 30 June 2025	✓
3.2.1.e	Develop Generic Plan of Management for Sportsgrounds	A plan of management is developed. Target: A final draft is complete and submitted with Crown Lands for Review by 30 June 2025.	▶
3.2.3.a	Design and construction drawings are developed for a new amenity building at Weston Bears Park	Designs are complete Target: by 31 December 2024	✓
3.2.4.a	Asset Management Plans are updated	Asset management plan to be endorsed. Target: by 30 June 2025	✓

Challenges

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
3.2.1.b	Concept plans are prepared for a new pump track at Miller Park, Branxton.	A concept plan is developed for a new pump track at Miller Park Target: by 30 June 2025	⏸



Objective 3.3 Better resource recovery and waste management



Strategic direction

- We divert more of our waste for recycling or re-processing
- We promote waste avoidance
- We create value from waste

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
3.3.2.a	Administration of the Cessnock Waste Management Centre Biodiversity Offset Area in accordance with adopted plan.	Review actions within the Biodiversity Offset Management Plan to maintain relevance with aims and objectives of the plan. Target: by 30 June 2025 Continue implementation of endorsed actions outlined within the Biodiversity Offset Management Plan. Target: by 30 June 2025	✓
3.3.2.b	As part of the new landfill extension project, implement materials sourcing and reuse strategies to benefit operational business needs.	Segregate excavated materials from new landfill extension works to allow reuse for operational needs and remediation of the current landfill cell. Target: Decrease in volumes of imported materials being brought onto the site to meet operational needs in comparison to 2023/2024	✓

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
3.3.3.a	Continue to operate the Community Recycling Centre in collaboration with the NSW EPA in accordance with operational deed of agreement.	Review current community mattress drop-off days in line with recycling voucher scheme Target: by 30 June 2025	
		Work with the EPA to deliver on annual household chemical cleanout event Target: by 30 June 2025	
		Continue to implement initiatives designed to remove sharps from the waste stream. Target: by 30 June 2025	
		Monitor potential emerging waste streams and investigate options for management. Target: by 30 June 2025	
3.3.3.b	Develop policies and procedures to increase the efficiency of waste services.	Continue to review and implement operational improvements across all waste services. Target: by 30 June 2025	
		Develop a procedure for the classification of excavated materials to guide options for disposal, charges and reuse Target: by 30 June 2025	
3.3.3.c	Commence development of 2026-31 Waste and Resource Recovery Strategy.		
3.3.4.a	Continue to implement community focused waste avoidance and reuse initiatives.	Hold six (6) community education and awareness events. Target: by 30 June 2025	

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
3.3.4.b	Continue to work collaboratively with regional partners in relation to contract services for organics (green waste) kerbside collection.	In collaboration with member councils, continue to prepare for and commence Food Organic / Garden Organics (FOGO) kerbside collection. Target: by 30 June 2025	
		Undertake a kerbside bin audit in 2025 to ascertain pre-FOGO kerbside collection waste composition. Target: by 30 June 2025	
3.3.4.c	Continue to work collaboratively with regional partners in relation to contract services for recycling kerbside collection.	Continue to implement the current contracted recycling kerbside collection service Target: until 30 June 2025	
		In collaboration with Hunter Resource Recovery and member councils, review and engage a new contracted recycling kerbside collection service to commence in 2025 Target: by 30 June 2025	
3.3.4.d	Continue to operate the Cessnock Waste Management Centre in accordance with the NSW EPA Environment Protection Licence and relevant legislation.	Actively monitor and record environmental and pollution control parameters in accordance with EPL requirements Target: by 30 June 2025	
		Maintain pollution preventative works and strategies Target: by 30 June 2025	
		Monitor and implement waste management and disposal practices to ensure compliance with the Environment Protection Licence (EPL) Target: by 30 June 2025	

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
3.3.5.a	Facilitate community focused litter reduction and awareness programs and events.	<p>In partnership with internal stakeholders, review accessibility and suitability of public waste bins.</p> <p>Target: by 30 June 2025</p> <p>Facilitate litter reduction and clean-up community initiatives and events such as Adopt a Road program and Clean Up Australia Day</p> <p>Target: by 30 June 2025</p>	<div>  </div>





ACCESSIBLE INFRASTRUCTURE, SERVICES AND FACILITIES

- 4.1 Better transport links
- 4.2 Improving road network
- 4.3 Improving access to health services locally

4 Accessible infrastructure, services and facilities

This desired outcome identifies the local, state, and federal infrastructure, services and facilities needed to serve our current and future community of Cessnock whilst ensuring there is adequate access to these facilities and services

Objective 4.1

Better transport links

Strategic Directions

- We have access to a range of public and community transport
- Our communities are linked by walking and bike tracks
- Our airport acts as a key transport, emergency response and business hub
- Our transport network is integrated and supported by appropriate infrastructure

Objective 4.2

Improving the road network

Strategic Directions

- We have an acceptable, safe and affordable road network
- We have managed the traffic impact of the Hunter Expressway on local communities
- We have well managed traffic conditions across our suburbs

Objective 4.3

Improve access to health services locally

Strategic Directions

- We have better availability of and access to hospitals and health services in the Local Government Area
- We have better availability of and access to general practitioners and dental services in the Local Government Area
- We have regional standard health services, facilities, and health professionals

Measures

How we will measure our progress

MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Public transport usage	This measure is the annual distance and percentage of trips made by public transport (trains and bus) by residents of the local government area. This data is sourced from the Household Travel Survey.	75,000km 3%	Improve
Pavement network condition	The Overall Condition Index (OCI) is a measure of urban road quality – it reflects the quality of the pavement structure (not the surface condition/driveability). It excludes unsealed roads. On 30 June 2016 the average OCI was 2.72. OCI is based on a scale of 1-5, in line with best practice asset management principles (where 1 is excellent, 2 is good, 3 is average, 4 is poor and 5 is very poor).	2.72 Average to Good	Improve
Ratio of GPs per 100,000 population	This measure is the number of general practitioners (GPs) per 100,000 population in the Cessnock Local Government Area. This data is sourced from the Social Atlas produced by the Public Health Information Development Unit of Torrens University Australia. The industry benchmark is 1 GP per 1,400 population and in 2011 the Cessnock LGA had 1 GP per 1,418 people.	1:1418	Improve
Hospital emergency treatments	This measure is the time the 95th percentile of emergency and urgent patients waited to start treatment at Cessnock and Kurri Kurri Hospitals. The benchmarks are within 10 minutes and 30 minutes respectively. In the period July – September 2016 the time that the 95th percentile of emergency patients and urgent patients waited to commence treatment in NSW was 41 minutes and 103 minutes respectively. This data is sourced from the Bureau of Health Information.	25mins and 79mins N/A and 54mins Kurri Kurri	Improve



Highlights



\$2.3m
invested in
bridge upgrades



24,482 metres
of roads renewed



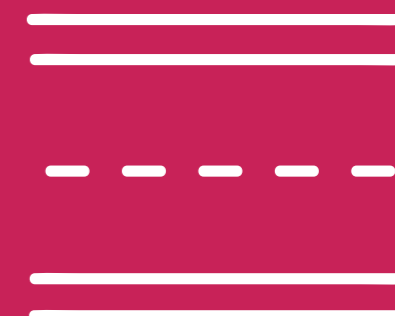
The Westcott Street
bridge at Cessnock has
been replaced



A carpark has been
installed at the Weston
Community Preschool



A shared pathway from
Bridges Hill Park to
Wine Country Drive



Rehabilitation of
Mount View Road



80%
of our high priority
works have been
completed



90%
of pathways identified
under the Pedestrian
Access and Mobility Plan
have been updated



Rehabilitation of
Quorrobolong Road,
Kitchener from
Stanford Street



A pedestrian refuge has
been installed on the
corner of Mount View and
McGrane Streets Cessnock

Key projects

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Abermain to Cessnock – deliver shared pathway	
Abermain, Bathurst Street – investigate and develop bridge construction	
Abermain, Bathurst Street Road rehabilitation: investigation and design	
Abermain, Orange Street – deliver road renewal Stage 1 600m from Cessnock Road	
Bellbird, Bellbird Public School – deliver shared pathway to Sparke Street	
Bellbird, Mathieson Street – deliver road Stabilisation and sealing	
Bucketty, George Downes Drive – investigate and develop road safety plan	
Cessnock – deliver shared pathway to Abermain	
Cessnock, Bridges Hill Park – deliver shared pathway to Wine Country Drive	
Cessnock, Cessnock City Council Works Depot – deliver depot pavement construction	
Cessnock, Cessnock City Council Works Depot – deliver sewer connection to depot	
Cessnock, Cessnock City Council Works Depot – deliver storage construction	
Cessnock, Cessnock City Council Works Depot – deliver vehicle plant upgrade purchases	
Cessnock, McGrane Street and Mount View Road – deliver pedestrian refuge	
Cessnock, Mount View Road – deliver road rehabilitation	
Cessnock, Old Maitland Road – deliver flood essential public asset restoration program (EPAR)	
Cessnock, Old Maitland Road – deliver non-flood regional emergency road repair fund program (RERRF)	
Cessnock, Waste Services – deliver major plant upgrade purchases	
Cessnock, Westcott Street – deliver bridge replacement	
Cessnock, Wollombi Road – deliver extension to Wollombi Road (grant funding dependent)	
Cessnock, Wollombi Road – deliver Stage 1	

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Cessnock/Bellbird, Wollombi Road – deliver road renewal Stage 2 from Allandale Road to Abbotsford Street	
Congewai, Congewai Road – deliver culverts and structures as part of essential public asset restoration program (EPAR)	
Congewai, Congewai Road – deliver flood essential public asset restoration program (EPAR)	
Congewai, Congewai Road – deliver non flood regional emergency road repair fund program (RERRF)	
East Branxton, Dalwood Road – investigate and develop road renewal plan	
Ellalong, Campbell Street – investigate and develop road renewal plan	
Great North Rd, South Bank – deliver natural disaster remediation	
Great North Road, Laguna 800m North Fern N/B – deliver natural disaster remediation	
Great North Road, Laguna 800m North Fern N/B – deliver natural disaster remediation	
Great North Rodd, South Bank (500m) – deliver natural disaster remediation	
Greta – deliver shared pathway to Branxton	
Heddon Greta, Averys Lane – investigate and develop road renewal plan	
Kitchener, Kitchener Public School – deliver shared pathway to Poppet Head Park	
Kitchener, Quorrobolong Road from Stanford Street north to CH2830 – deliver road rehabilitation	
Kitchener, Richmond Street – deliver shared pathways to Abernethy Street	
Kurri Kurri, Deakin Street – investigate and develop road renewal plan	
Laguna, Great North Road – deliver flood essential public asset restoration program (EPAR)	
Laguna, Great North Road – deliver non flood regional emergency road repair fund program (RERRF)	
Laguna, Rhino Corner to Glenloona Road – deliver natural disaster rehabilitation	
Laguna, Watagan Creek – deliver bridge replacement	

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Lovedale, Lovedale Road, Wilderness Road to Majors Lane – deliver regional emergency road repair fund program (RERRF)	✓
Millfield, Wollombi Road – deliver road renewal 500m from residence 1610 to residence 1368	✓
Mount Vincent, Sandy Creek Road – investigate and develop road safety plan	✓
North Rothbury, Thomas Street – deliver road renewal	▶
Paxton, Middle Road – deliver road renewal	▶
Pelaw Main, Log of Knowledge Park – deliver shared pathway to Neath	▶
Pokolbin, Old North Road – deliver flood essential public asset restoration program (EPAR)	✓
Pokolbin, Pokolbin Visitors Information Centre – deliver pathway and retaining wall	✓
Quorrobolong, Sandy Creek Road, 440m west of Leggetts Drive – deliver road widening and safety treatment	▶
Rothbury, Sweetwater Creek Road – deliver flood essential public asset restoration program (EPAR)	✓
Sawyers Gully, Sawyers Gully Road – deliver flood essential public asset restoration program (EPAR)	✓
Sawyers Gully, Sawyers Gully Road – investigate and develop road renewal plan	✓
Testers Hollow, Cessnock Road – deliver shared pathway	▶
Various Citywide – deliver DDA compliant bus stops	✓
Various Citywide – deliver essential public asset restoration program (EPAR) to sealed roads	✓
Various Citywide – deliver flood gates and warning systems	✓
Various Citywide – deliver gravel rehabilitation and resheeting program	✓
Various Citywide – deliver local road reconstruction	✓
Various Citywide – deliver local road reseal program	✓
Various Citywide – deliver natural disaster declaration AGRN 1012 1025 and essential public asset restoration program (EPAR)	✓
Various Citywide – deliver pre-construction design and contracts	✓

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Various Citywide – deliver roads reseal program	✓
Various Citywide – deliver Safer Roads/Blackspot program	✓
Various Citywide – renew car parks	✓
Various Citywide – upgrade bus stops for Disability Discrimination Act Compliance	✓
Various Citywide, investigate and develop pre-construction design and contracts	✓
Watagan, Watagan Road – deliver non-Flood regional emergency road repair fund program (RERRF)	✓
Watagan, Watagan Road Flood – deliver flood essential public asset restoration program (EPAR)	✓
Weston, East Esplanade – deliver active transport	▶
Weston, Scott Street – deliver community car park presch	✓
Wollombi, Cuneens Bridge – investigate bridge demolition	✓
Wollombi, Paynes Crossing Road – deliver flood essential public asset restoration program (EPAR)	✓
Wollombi, Paynes Crossing Road – deliver non-flood regional emergency road repair fund program (RERRF)	✓

Challenges

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Abermain, Goulburn – deliver road rehabilitation: investigation and design Abermain	⏸
Abernethy, Abernethy Street – deliver road rehabilitation: investigation and design	⏸
Bellbird, Hetton Street – deliver road rehabilitation: investigation and design	⏸
Bishops Bridge, Old Maitland Road – investigate and develop road safety plan	⏸
Cessnock, Cessnock Airport – deliver replacement of museum hangar	➡

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Cessnock, Cessnock City Council Works Depot – deliver building modifications	»
Cessnock, Cessnock City Council Works Depot – deliver building modifications	»
Cessnock, Cooper Street and Charlton Street Intersection – investigate and develop road renewal plan	
Cessnock, Doyle Street – deliver bridge replacement	»
Cessnock, Government Road – deliver shared pathway and 2 bus shelters from Anzac Avenue to URA	
Cessnock, Old Maitland Road – develop road renewal plan	
East Branxton, Dalwood Road – deliver shared pathway	
Ellalong, Campbell Street – deliver road renewal	»
Heddon Greta, Heddon Street – deliver Phase 1 investigate & design	»
Kitchener, Abernethy Street – investigate and develop road safety plan	
Kitchener, Quorrobolong Road – deliver road rehabilitation: investigation and design	
Kurri Kurri, Booth Park – deliver street parking and surrounds improvements	»

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Millfield to Paxton to Ellalong – deliver shared pathway	»
Nulkaba, Wine Country Drive Deliver shared pathway from Lomas Lane to Broke Road (extension of BHP to St Philips)	
Paynes Crossing, Paynes Crossing Road – deliver road renewal	
Paxton, Anderson Avenue – deliver active transport	»
Pokolbin, Deasys Road – investigate bridge replacement	»
Pokolbin, Marrowbone Road – deliver road rehabilitation: investigation and design	
Pokolbin, Visitors Information Centre – deliver shared pathway to Hall Road	
Quorrobolong, Sandy Creek Road – deliver defect rectification	
Rothbury, Wilderness Road – deliver road rehabilitation: investigation and design	»
Weston, Fourth Street to Swanson Street to Chinamans Hollow – deliver shared pathway	»
Weston, Swanson Street – Investigate and develop road renewal plan – stage 1	
Wollombi, Wollombi Road – develop traffic facilities project	



Detailed performance

Objective 4.1 Better transport links

Strategic direction

- We have access to a range of public and community transport
- Our communities are linked by walking and bike tracks
- Our airport acts as a key transport, emergency response and business hub
- Our transport network is integrated and supported by appropriate infrastructure

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
4.1.1.a	Prepare applications for grant funding to improve commuter transport links identified in the 2023 Traffic and Transport Strategy.	Complete minimum one (1) grant funding application as opportunity becomes available Target: By June 2025	✓
4.1.4.a	Implement the Trails Strategy via Meetings of the Trails Reference Group.	Trails Reference Group Meetings are held Target: A minimum of 2 reference group meetings are held by 30 June 2025	✓
4.1.5.a	Collaborate with HJO and TfNSW for the implementation of the Richmond Vale Trail where resources permit.	Establish a working group with HJO to identify future targets and milestones. Target: By 30 June 2025	✓

Objective 4.2 Improving road network

Strategic direction

- We have an acceptable, safe and affordable road network
- We have managed the traffic impact of the Hunter Expressway on local communities
- We have well managed traffic conditions across our suburbs

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
4.2.1.a	Develop and deliver prioritised Capital Works Programs in line with adopted Asset Management Plans.	70% of high priority works incorporated in the Delivery Program Target: By 30 June 2025	✓
4.2.1.b	Develop guidelines for the opening of roads	Develop guidelines for the opening of roads Target: By 30 June 2025	▶
4.2.2.a	Continue implementation of the Plant and Fleet Management review to ensure efficient and effective use of resources.	Develop a Plant and Fleet Asset Management Plan and undertake a review unit rate costs for all items of plant. Target: By 30 June 2025	▶

Objective 4.3 Improve access to health services local

Strategic direction

- We have better availability of and access to hospitals in the Local Government Area
- We have better availability of and access to general practitioners and dental services in the Local Government Area
- We have regional standard health services, facilities, and health professionals



CIVIC LEADERSHIP AND EFFECTIVE GOVERNANCE

- 5.1 Fostering & supporting community leadership
- 5.2 Achieving more sustainable employment opportunities
- 5.3 Ensuring Council is accountable and responsive to the community

5 Civic leadership and effective governance

This desired outcome focuses on the conservation and preservation of the natural environment whilst balancing the impact of development to ensure a sustainable and healthy community

Objective 5.1

Fostering & supporting community leadership

Strategic Directions

- We have well-trained and qualified leaders in our community and in our workforce
- Our young people aspire to become leaders
- Our Council is committed to implementing our community's vision

Objective 5.2

Achieving more sustainable employment opportunities

Strategic Directions

- We have education and training opportunities for people of all ages and abilities
- We have a diverse range of local employment opportunities

Objective 5.3

Ensuring Council is accountable and responsive to the community

Strategic Directions

- Our Council is customer focused
- Our Council's processes are efficient and transparent
- Our Council is financially sustainable

Measures

How we will measure our progress

MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Public transport usage	This measure is the annual distance and percentage of trips made by public transport (trains and bus) by residents of the local government area. This data is sourced from the Household Travel Survey.	75,000km 3%	Improve
Pavement network condition	The Overall Condition Index (OCI) is a measure of urban road quality – it reflects the quality of the pavement structure (not the surface condition/driveability). It excludes unsealed roads. On 30 June 2016 the average OCI was 2.72. OCI is based on a scale of 1-5, in line with best practice asset management principles (where 1 is excellent, 2 is good, 3 is average, 4 is poor and 5 is very poor).	2.72 Average to Good	Improve
Ratio of GPs per 100,000 population	This measure is the number of general practitioners (GPs) per 100,000 population in the Cessnock Local Government Area. This data is sourced from the Social Atlas produced by the Public Health Information Development Unit of Torrens University Australia. The industry benchmark is 1 GP per 1,400 population and in 2011 the Cessnock LGA had 1 GP per 1,418 people.	1:1418	Improve
Hospital emergency treatments	This measure is the time the 95th percentile of emergency and urgent patients waited to start treatment at Cessnock and Kurri Kurri Hospitals. The benchmarks are within 10 minutes and 30 minutes respectively. In the period July – September 2016 the time that the 95th percentile of emergency patients and urgent patients waited to commence treatment in NSW was 41 minutes and 103 minutes respectively. This data is sourced from the Bureau of Health Information.	25mins and 79mins N/A and 54mins Kurri Kurri	Improve



Highlights



91%
increase of submissions to
our Together Cessnock page



Processed our Development
Applications in timeframes
under NSW state average

Our Customer Relations staff undertook training:

- Mental Resilience
- Achieving Customer Excellence training completed



18,259
Facebook
followers



1,633
Insta
followers

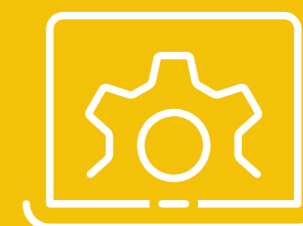


Completed Stage 1 of our
Fraud Control and Corruption
Prevention Framework

Lodgements under NSW Government Statement of Expectations
Order 2024 Faster Assessment program reduced to
8 calendar days – development assessments to
62 calendar days



Implementation of our
Succession Planning
Framework



Optimised "Report an Issue"
feature on our website



87%
satisfaction rate for our
Contact Centre Customer



8,901
customers attended our
administration building



58,236
calls received by our
Contact Centre



27,362
customer requests
resolved

Key projects

OPERATIONAL PLAN 2024-25 ACTION	STATUS
Cessnock and Kurri Kurri, Libraries – deliver hublet purchase and installation as part of Local Priority Program 2024-2025	✓
Cessnock and Kurri Kurri, Libraries – deliver upgrades as part of local priority program 2022	✓
Cessnock and Kurri Kurri, Libraries – deliver upgrades as part of local priority program 2017/18 – Capital	✓
Cessnock City Council, Elected Members – deliver equipment	✓
Cessnock, Cessnock City Council Works Depot – investigate and develop depot residence office space masterplan	▶
Cessnock, Cessnock City Council, Corporate administration – deliver equipment upgrades	▶
Cessnock, Cessnock City Council, Corporate Administration – deliver IT capital steering committee including civica and online applications	✓
Cessnock, Cessnock City Council, Infrastructure administration – deliver specialised asset planning upgrades	✓
Cessnock, Cessnock City Council, Infrastructure administration – deliver equipment upgrades	✓
Cessnock, Cessnock City Council, Recreation Services administration – deliver equipment upgrades	✓
Cessnock, Cessnock Library – deliver minor refurbishments as part of Local Priority Program 2024/2025	✓

Detailed performance

Objective 5.1 Fostering & supporting community leadership

Strategic direction

- We have well-trained and qualified leaders in our community and in our workforce
- Our young people aspire to become leaders
- Our Council is committed to implementing our community's vision

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
5.1.1.a	Develop an updated Councillor Induction Program and training program outlining compulsory minimum training requirements. Induction of new Councillors to be completed by January 2025	Induction program delivered following 2024 election Target: Completed by January 2025 Candidate briefing sessions are delivered Target: Completed prior to September 2024 Election	✓

Objective 5.2 Achieving more sustainable employment opportunities

Strategic direction

- We have education and training opportunities for people of all ages and abilities
- Our have a diverse range of local employment opportunities

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
5.2.1.a	Increase opportunities for community engagement by providing accessible information on a variety of platforms for audiences with diverse needs and preferences	<p>Increase visibility of Council through face to face engagement sessions across the LGA</p> <p>Target: Hold minimum 20 Face to Face engagement sessions across the LGA by 30 June 2025</p> <p>Increase registrations to 'Have your say' website.</p> <p>Target: 20% increase by 30 June 2025</p> <p>Increase site visits to 'Have your say' website</p> <p>Target: 10% increase year on year by 30 June 2025</p>	✓
5.2.1.b	Prepare and adopt an updated Community Engagement Strategy for 2025-29	<p>Complete draft Community Engagement Strategy</p> <p>Target: by 31 December 2024</p> <p>Engage with internal and external stakeholders in the development of draft Community Engagement Strategy and seek feedback.</p> <p>Target: Engagement both prior to and following development of Draft.</p> <p>Prepare report for draft Community Engagement Strategy to Council for adoption</p> <p>Target: by 31 March 2025</p>	✓

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
5.2.1.c	Research and trial opportunities to increase youth participation in community engagement on Council projects, plans and strategies	<p>Complete research of methods used by other Councils and similar organisations</p> <p>Target: by 30 November 2024</p> <p>Plan opportunities to trial identified methods to increase youth participation.</p> <p>Target: by 28 February 2025</p>	✓
5.2.2.a	Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the LGA	<p>General Manager or delegate will attend majority of Hunter Joint Organisation meetings</p> <p>Target: by 30 June 2025</p>	✓
5.2.3.a	Monitor and respond to the State Government's local government reform program	<p>Debt Service - This measure is the three year average of the cost of debt service (principal and interest) divided by total operating revenue</p> <p>Target: Ongoing</p>	✓

Objective 5.3 Ensuring Council is accountable and responsive to the community



Strategic direction







- We Our Council is customer focused
- Our Council's processes are efficient and transparent
- Our Council is financially sustainable

Achievements

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
5.3.1.a	Build an organisation which has a focus on the customer by having well trained staff who are committed to providing a quality service	Tailor and facilitate Customer Service training. Target: minimum four (4) times by 30 June 2025 Achieving Customer Excellence (ACE) Training to all staff within Council. Target: One (1) training session per month in line with Council's onboarding program.	✓
5.3.1.b	Build a customer centric culture that encourages empathy and understanding with values and behaviours that focus employees on delivering great customer experiences	Refine and promote our Customer Service Charter Target: by 30 June 2025	✓
5.3.1.c	Ensure our processes, procedures and roles have the right capability in place to manage expectations and deliver what we promise	Implement target outcomes for CRMs and Driveways journey mapping. Target: by 30 June 2025	✓
5.3.1.d	Use technology to share knowledge and to design interactions that are seamless and easy for customers and staff	Improvement of online forms that ensures easy-to-understand language is being used and consistent branding and support is offered Target: by 30 June 2025	✓

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
5.3.1.e	Increase customer understanding and use it to design services that improves our customer experience	Undertake customer journey mapping in relation to one of our services to gain a clear understanding of our customer's expectations Target: by 30 June 2025	✓
5.3.2.a	Conduct regular development consultation forums	Seek feedback on service delivery from industry applicants following Development Forums and through other engagement methods Target: by 30 June 2025 Participate and promote the annual Development Consultation Forum Target: One (1) forum by 30 June 2025 Hold five (5) onsite and five (5) on location Development Forums with industry applicants. Target: by 30 June 2025	✓
5.3.3.a	Efficiently and effectively process development applications and respond to planning-related enquiries	Process development applications within agreed timeframes Target: by 30 June 2025 Respond to planning-related inquiries within agreed timeframes. Target: by 30 June 2025	✓
5.3.3.b	Continue the expansion of the application programming interface (API) between the NSW Planning Portal (ePlanning) and Council's systems	Review and implement any further development of the API for the NSW Planning Portal as they become available Target: by 30 June 2025	✓
5.3.3.c	Continue to review and enhance our internal processes and workflows in line with the Departments Development Assessment Best Practice Guide	Refine internal processes to improve Development Assessment processing times Target: by 30 June 2025	✓

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
5.3.5.a	Continue to develop and implement workplace health and safety and employee wellbeing initiatives	Develop a strategy to manage employee fitness for work and address issues associated with an ageing workforce. Target: by 30 June 2025	
		Conduct an external audit against the criteria of ISO45001 to provide assurance on how Council is performing with respect to WHS. Target: by 30 June 2025	
		WHS considerations are integrated into all areas of Council through the review of WHS performance data and KPI's Target: by 30 June 2025	
		Review of WHS System Procedure Target: by 30 June 2025	
		Undertake a survey and audit of the Health and Safety Committee. Target: by 30 June 2025	
5.3.5.b	Maintain an internal audit function delivering the approved annual internal audit plan in accordance with the IPPF and recognised best practice / Manage Council's Audit, Risk and Improvement Committee in accordance with statutory obligations and recognised best practice	Increase the use of Council's electronic safety and risk systems. Target: by 30 June 2025	
		Conduct an external audit of Council's Return to Work Program to ensure legislative compliance and best practice. Target: by 28 February 2025	
		Maintain an internal audit function delivering the approved annual internal audit plan in accordance with the IPPF and recognised best practice / Manage Council's Audit, Risk and Improvement Committee in accordance with statutory obligations and recognised best practice Target: by 30 June 2025	

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
5.3.5.c	Review and implement an Enterprise Risk Management Framework to mature and enhance decision-making in supporting the delivery of Councils vision, purpose and objectives		
5.3.6.b	Undertake service delivery review of the Debt Collection function to be completed by December 2024		
5.3.6.c	Undertake Service Delivery Review of Procurement and Stores Function	Completed and reported to the Audit Committee. Target: by 30 June 2025	
5.3.7.a	Review and update Council's Fraud Control and Corruption Prevention Framework to align with best practice	Prepare and finalise a revised Fraud Control and Corruption Prevention Framework Target: Framework adopted by 30 June 2025	
5.3.7.b	Complete all requirements of the Integrated Planning and Reporting Framework	Adoption of: <ul style="list-style-type: none"> Community Strategic Plan Delivery Program Operational Plan Target: by 30 June 2025 Completion and lodgement: <ul style="list-style-type: none"> Annual Report State of the City Report Target: Completed by 30 November 2024	
5.3.7.c	Manage Council's corporate governance in accordance with regulations	All policies and procedures are reviewed and adopted as per regulation and Council policy Target: Achieved/Not Achieved	

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
5.3.7.d	Review and update Council's Ethical Behaviour Framework to ensure delegations and authorisations meet legislative and compliance requirements	Revised delegations management system Target: Implemented by 30 June 2025	✓
5.3.8.f	Facilitate inter-departmental working group to review and develop new procedures for Council property leases and licences and associated subsidy assessments		✓
5.3.8.h	Develop a comprehensive Expression of Interest (EOI) for Richmond Main Colliery site, outlining a strategic plan for its future ownership, management, and use		✓
5.3.8.i	Create and maintain a detailed easement register, ensuring accurate documentation and regular updates of all easement agreements and related activities		▶
5.3.9.a	Share information regarding the status of current Capital Works particularly with respect to traffic disruptions and construction works		✓

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
5.3.10.a	Implement Council's Leadership and Capability Framework actions	Review framework documentation, amend actions as required, and communicate to stakeholders. Target: by 30 June 2025 Employee understanding and satisfaction surveys for framework completed. Target: by 30 June 2025 Develop and implement a program plan for each level of leadership that includes formal and on the job training. Target: by 30 June 2025	✓
5.3.10.b	Develop and implement a succession planning and talent management framework that is fit for purpose for Council.	Succession planning and talent management framework developed and implemented. Target: by 30 June 2025	✓
5.3.11.a	Complete financial modelling to determine future income and expenditure requirements to assess need for a Special Rate Variation	Financial modelling provided to ELT and Council. Target: Completed by 31 December 2024	✓

Challenges

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
5.3.11.b	Enhance Council Long Term Financial Plan (LTFP) to ensure that the LTFP becomes part of the IP&R documents to facilitate scenario analysis for Special Rate Variation	LTFP aligns with all IP&R documents and is updated as part of the Quarterly Budget Review Statements Target: Achieved for each QBRS period	⏸

CODE	OPERATIONAL PLAN 2024-25 ACTION	SERVICE INDICATOR AND MEASURE	STATUS
5.3.8.a	Develop a Financial Strategy integrated with the Long Term Financial Plan, Asset Management Plans, Workforce Plan to determine future funding requirements for council	Strategy endorsed by Executive Leadership Team Target: Completed by 30 April 2025	⏸
5.3.8.b	Progress Cessnock Administration Building relocation and Cessnock Library expansion investigations		⏸
5.3.8.c	Review surplus and under-utilised Council properties to facilitate social and affordable housing provision		⏸





OUR ACCOUNTABILITY

Our accountability

Highlights

We engaged Local Supplier to the amount of \$29,726,613 and returned \$13,376,975 to the community. This equates to supporting 297 Jobs at a salary of \$45,000 per annum in our area.

Top 10 Suppliers via Spend

SUPPLIER	VALUE
Daracon Contractors Pty Ltd	\$10,319,279.81
Stabilised Pavements of Australia Pty Ltd	\$6,219,518.01
Anewx Pty Ltd	\$5,570,325.88
KCE	\$4,829,749.50
ANA Industries Pty Ltd	\$4,678,960.63
Glascott Landscape & Civil Pty Ltd	\$3,270,378.53
StateCover Mutual Limited	\$3,132,760.46
Symal Infrastructure Pty Ltd	\$2,923,053.59
Hunter Resource Recovery	\$2,542,604.56
Gilbert & Roach Pty Ltd	\$2,074,134.65

Governance

Review of Proactive Release Program – Clause 8 (a)

Under **section 7** of the Government Information Public Access Act 2009 (GIPA), agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months. Our program for the proactive release of information involves constantly reviewing frequently requested information to determine whether it would be in the public interest to make the information publicly available on our website or via any other means.

We have noted that the majority of requests received by use were to view archived development application files and associated consents and plans, which require an access application as they are dated before July 2010. Our officers are investigating ways to make this information accessible online, while meeting Copyright requirements.



Corporate Risk

Audit, Risk and Improvement Committee

The Audit, Risk and Improvement committee comprises 3 voting independent members one of whom is the Chair and one non-voting Councillor Member.

COMMITTEE MEMBERSHIP FOR 2024-2025	
Chairperson	Shane Hubble
Chairperson (term ended 31/12/2024)	Jennifer Hayes
Independent Member (appointed Chair 01/01/2025)	Shane Hubble
Independent Member	Martin Matthews
Independent Member	William Middleton
Councillor Member	Mark Mason

- Non-voting attendees at each meeting include:
- Mayor
 - General Manager
 - Internal Auditor
 - Representative of the Audit Office of NSW
 - Director Corporate and Community Services
 - Director Works and Infrastructure
 - Director Planning and Environment
 - People and Culture Manager
 - Chief Financial Officer

Invitees (non-voting) can be called by the Chairperson to attend Committee meetings for specific Agenda items. Where requested to attend a meeting, persons must attend the meeting where possible and provide any information requested.

- Meetings**
- 21 August 2024
 - 24 October 2024
 - 5 December 2024
 - 5 February 2025
 - 7 May 2025
- The Chair of the Audit, Risk and Improvement Committee provides a memo to the elected Council with an update on the activities of the Audit, Risk and Improvement, key discussion points and recommendations made within two weeks of the meeting. The business papers for the Audit, Risk and Improvement Committee are provided to all Councillors.

Internal auditor

Is responsible for monitoring and reviewing Council's systems and control procedures and recommending process improvements to assist Council to operate in an open, accountable and effective way, in accordance with good governance and exceptional ethical behaviour and accountability standard



Cessnock City Council Aboriginal and Torres Strait Islander Committee Performance Review

Under **Section 10.1** of the *Cessnock City Council Aboriginal & Torres Strait Islander Charter 4* Committee Meetings were held during the reporting period

Attendance Details

In establishing the new current term of Council's Aboriginal and Torres Strait Islander Committee, a call for Community Representatives commenced via an expression of interest process November 2024 and concluded 7 February 2025. A total of 14 nominations were received from Aboriginal and/or Torres Strait Islander persons seeking Community Representative membership to the Committee.

All 14 people were offered the opportunity to become a member of the Committee and 12 people accepted the offer. The first meeting of the Committee was held on 2 May 2025 and was attended by 8 Community Representatives and 3 Councillors appointed to the Committee.



OUR LEGISLATIVE COMPLIANCE

Our legislative compliance

Grants and contributions

In accordance with the *Local Government (General) Regulation 2021*, Clause 217(1)(a5) and the *Local Government Act 1993*, Section 356, the report must outline the total amount contributed or otherwise granted to financially assist others.



Community, Sporting and Environment Grant Scheme

Community & Cultural Development

\$25,856

10 community groups:

- ArtsNational Hunter
- Barkuma Neighbourhood Centre
- Branxton Community Hall
- Carries Place Domestic Violence and Homelessness Services
- Cessnock Family Support Service
- Kiray Putjung Aboriginal Corporation
- Lions Club of Branxton Inc
- Prelude Australia
- Sunnyfield Disability Services
- Wollombi Valley Arts Council Inc.

Schools Environment Grant

\$5,421

- Hunter Mobile Preschool – Kitchener Venue
 - Lower Hunter Children's Activity Van Association
 - Weston Community Preschool
 - Little Treasures Childcare
 - Holy Spirit Primary School
 - Nulkaba Public School
- Cessnock East Public School
 - Cessnock High School
 - St Philip's Christian College, Cessnock
 - Senior School
 - Kurri Kurri High School
 - Kurri Kurri & District Preschool Kindergarten Inc.

Sustainable Communities

\$11,000.11

- Tidy Town Environment Grants
 - Cessnock Community Garden
 - North Rothbury Bushcare
- Barkuma Neighbourhood Centre
 - Greta Tidy Towns
 - Wollombi Valley Landcare Group Ltd



Sporting Facilities Grant Scheme

\$16,294



- Branxton District Netball Club
- Cessnock District Hockey Association
- Cessnock District Netball Association
- Cessnock Dog Club
- Kurri Kurri Minor Rugby League Football Club
- Kurri Kurri Rugby League Football Club
- Wollombi Valley Tennis Club

Sporting Facilities Grant Scheme

\$10,106



- Cessnock Minor Rugby League
- Cessnock Pickleball Association
- Branxton Croquet Club
- Mulbring Cricket Club
- Wollombi Valley Pony Club

Community Facilities Grant Scheme

\$33,330



- Branxton Pre-School
- Cessnock Multipurpose Children’s Centre
- Hunter Prelude Ltd
- Wollombi Community Hall section 355 committee
- Wollombi Valley Community Association

Advance Greater Cessnock

– Economic Development & Sponsorship program

\$127,000



- 10 Advance Greater Cessnock Partners projects including event sponsorship
- Town Coordinator
- Kurri Kurri Visitor Information Centre
- Weed eradication
- Business support training
- Business awards sponsorship



Support Local program

\$9,500

- Car & Motorbike industry – 4 winners
- Food Service Industry – 15 winners

Mayoral Scholarship Program

\$37,500

- 15 scholarships



Other financial assistance provided

Country Womens Association NSW	\$1,787.06
Cessnock Homing Pigeon Club	\$1,852.10
Trustees Masonic Hall	\$2,029.48
Weston Pre-School	\$2,638.48
Masonic Holdings Limited	\$2,224.59
Cessnock Clay Target Gun Club	\$6,712.30
Greta Pre-School Kindergarten	\$2,301.46
Kurri Kurri Motor Cycle Club Inc	\$1,083.45
Cessnock Rifle Club Inc	\$7,421.82
Aberdare Pre School	\$3,838.75
Richmond Vale Preservation Co-op Society	\$5,021.28
Cessnock Pistol Club Inc	\$5,872.70
Branxton Preschool	\$1,586.03

Companion Animals

In accordance with the *Local Government (General) Regulation 2021*, Clause 217(1)(f), and the Companion Animals Guidelines, the report must include a detailed statement of Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018.

In the 2024-25 reporting period 528 dogs were seized. Of those, 125 were returned to owners in the field by Rangers and 403 conveyed to Maitland Animal Management Facility. 0 cats were seized.

Impounded animals **403**

Dog attacks **77**

Responsible Pet Ownership Education

Council actively enforces the *Companion Animals Act 1998* through the following activities and community education programs

- Free microchipping of Companion Animals for residents
- Regular proactive patrols of the area were made to further promote responsible pet ownership and compliance
- Community education on responsible pet ownership including
 - Distribution of pooch pouches
 - Dog leads
 - Brochures and promotional materials
 - Continued "With loves comes responsibility" educational campaigns utilising bus stop posters, social media and competitions



Alternatives to euthanasia for unclaimed animals

As part of Council's agreement with the Maitland Animal Management Facility (MAMF), animals were held for the prescribed time and unclaimed ownership transferred to the MAMF. A behavioural assessment was conducted on unclaimed animals to establish re-homing suitability



Controlling interests and service charges

In accordance with the *Local Government (General) Regulation 2021*, clause 217(1)(a7), the report must include a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which Council held a controlling interest

Council holds no controlling interest in companies.



Storm water management charges

In accordance with the *Local Government (General) Regulation 2021*, clause 217(1)(e), the report must include a statement detailing the stormwater management services provided (if levied)

During 2024-25 Council received a total of **\$601,084** in Stormwater Management Service Charge funds. We carried out Capital works on underground pipe networks, open channels, drains, floodplain mitigation and detention basins to the value of **\$6,199,820** with **\$1,125,745** utilised from the Stormwater Levy. Projects included:

- South Cessnock Flood Mitigation
- Black Creek Flood risk management (stage 2)
- Greta Floodplain Risk Management Study

Drainage

- | | |
|---|---------------------------------|
| • Beillbird, Keelendi Street | • Kurri Kurri, Edward Street |
| • Branxton, Cessnock St (Investigation) | • Millfield, Portland Street |
| • Heddon Greta, Clift Street | • North Rothbury, Thomas Street |
| • Heddon Greta, Main Road | • Roadside Drainage program |
| • Kurri Kurri, Booth Street | |

Funds raised from the levy were spent exclusively on stormwater and related infrastructure, with the remaining balance to be carried over to fund 2025-26 and future projects.

Inspections of private swimming pools

In accordance with the *Swimming Pools Act 1992*, section 22F(2), and the *Swimming Pools Regulation 2018*, clause 23, the report must include details of inspections of private swimming pools

Tourist and Visitor Accommodation	N/A
More than two dwellings	N/A
Properties issued with a Certificate of Compliance	133
Properties issued with a Certificate of Non-Compliance	92



Public interest disclosures

In accordance with the *Public Interest Disclosures Act 2022*, Section 31, and the *Public Interest Disclosures Regulation 2011*, Clause 4, Council must provide information on its public interest disclosure activity as part of the Annual Report.

Council recorded 0 Public Interest Disclosure for the period 1 July to 30 September 2024



Public access to information

In accordance with the *Government Information Public Access Act 2009 (GIPA)*, s125(1) and the *Government Information Regulations 2018*, cl 8, Schedule 2.

In accordance with Clause 8b the total number of access applications received by the Council in 2022-23 reporting year is 223. The full report on Council's compliance with the Act is annexed to this report.

Number of access applications received Clause 8 (b)

During the reporting period, Council received 174 formal access applications (including withdrawn applications, but not invalid applications).

Number of refused applications for schedule 1 information Clause 8 (c)

During the reporting period, Council refused zero formal access applications because the information requested was information referred to in Schedule 1 of the GIPA Act.



Statistical Information about access applications Clause 8 (d) and Schedule 2

Table A: Number of applications by type of applicant and outcome*

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/ DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	16	27	2	6	0	1	0	3	55	26.44%
Not for profit organisations or community groups	0	1	0	0	0	0	0	0	1	0.48%
Members of the public (by legal representative)	2	13	0	3	0	0	0	0	18	8.65%
Members of the public (other)	17	85	4	19	1	5	0	3	134	64.42%
Total	35	126	6	28	1	6	0	6	208	
% of Total	16.83%	60.58%	2.88%	13.46%	0.48%	2.88%	0%	2.88%		

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.



Table B: Number of applications by type of application and outcome*

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/ DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
Personal information applications**	9	7	4	5	0	0	0	0	25	12.02%
Access applications (other than personal information applications)	25	118	2	23	1	6	0	6	181	87.02%
Access applications that are partly personal information applications and partly other	1	1	0	0	0	0	0	0	2	0.96%
Total	35	126	6	28	1	6	0	6	208	
% of Total	16.83%	60.58%	2.88%	13.46%	0.48%	2.88%	0%	2.88%		

**A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

REASON FOR INVALIDITY	NO OF APPLICATIONS	% OF TOTAL
Application does not comply with formal requirements (section 41 of the Act)	42	100.00%
Application is for excluded information of the agency (section 43 of the Act)	0	0.00%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	42	100%
Invalid applications that subsequently became valid applications	29	69.05%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	NO OF APPLICATIONS	% OF TOTAL
Overriding secrecy laws	0	0.00%
Cabinet information	0	0.00%
Executive Council information	0	0.00%
Contempt	0	0.00%
Legal professional privilege	0	0.00%
Excluded information	0	0.00%
Documents affecting law enforcement and public safety	0	0.00%
Transport safety	0	0.00%
Adoption	0	0.00%
Care and protection of children	0	0.00%

Ministerial code of conduct	0	0.00%
Aboriginal and environmental heritage	0	0.00%
Privilege generally - Sch 1(5A)	0	0.00%
Information provided to High Risk Offenders Assessment Committee	0	0.00%
Total	0	0%

***More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	NUMBER OF TIMES CONSIDERATION USED***	% OF TOTAL
Responsible and effective government	14	7.14%
Law enforcement and security	2	1.02%
Individual rights, judicial processes and natural justice	119	60.71%
Business interests of agencies and other persons	60	30.61%
Environment, culture, economy and general matters	1	0.51%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	196	

Table F: Timeliness

	NUMBER OF APPLICATIONS*	% OF TOTAL
Decided within the statutory timeframe (20 days plus any extensions)	195	98.48%
Decided after 35 days (by agreement with applicant)	2	1.01%
Not decided within time (deemed refusal)	1	0.51%
Total	198	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	DECISION VARIED	DECISION UPHELD	TOTAL	% OF TOTAL
Internal review	1	1	2	66.67%
Review by Information Commissioner****	1	0	1	33.33%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	2	1	3	
% of Total	66.67%	33.33%		

****The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	NUMBER OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applications by access applicants	2	66.67%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1	33.33%
Total	3	

Table I: Applications transferred to other agencies

	NUMBER OF APPLICATIONS TRANSFERRED	% OF TOTAL
Agency-Initiated Transfers	1	100%
Applicant - Initiated Transfers	0	0%
Total	1	

Voluntary planning agreements

PROJECT ID	VOLUNTARY PLANNING AGREEMENTS	PROJECT DESCRIPTION	SERVICE	AMOUNT EXPENDED	% FUNDED	STATUS
2482	Bellbird Heights Planning Agreement	Performing Arts Centre Cessnock Refurbishment	Community Facilities	\$48,023	100.0%	Completed
3301/3306	65 Abernethy Street, Kitchener Planning Agreement	Poppethead Park Kitchener Masterplan/Boardwalk	Open Space	\$26,000	100.0%	Ongoing
3360	Bellbird Heights Planning Agreement	Carmichael Park BMX amenities (Neville Thomlinson)	Open Space	\$104,298	100.0%	Ongoing
3208	Cliftleigh Planning Agreement	Kurri Library – Toilet Refurbishment	Community Facilities	\$23,038	100.0%	Ongoing
2640/3306	Kitchener Planning Agreement	Poppethead Park Kitchener Masterplan/Boardwalk	Open Space	\$75,244	100.0%	Ongoing
2164	Kitchener Planning Agreement	Kitchener School Bus Shelter and Signage	Roads & Traffic	\$24,253	100.0%	Completed
2077	Kitchener Planning Agreement	RRL-2020-005 Aberdare Street Kitchener	Roads & Traffic	\$31,457	100.0%	Completed
5636	Rose Hill Planning Agreement	2 indented bus bays with all weather shelters	Roads & Traffic	\$60,000	100.0%	Completed
2926	Snowy Hydro Planning Agreement	Booth Park Netball Courts	Open Space	\$426,754	100.0%	Ongoing
3368	West & Wyndham Street, Greta Planning Agreement	Greta Skatepark	Open Space	\$32,770	100.0%	Ongoing
				\$851,837		

Agreements in force

In accordance with the *Environmental Planning and Assessment Act 1979*, Section 7.5(5), the report must include particulars of compliance with, and the effect of, planning agreements in force during the year.

	NAME	DESCRIPTION	DATE	PARTIES TO AGREEMENT	LAND TO WHICH AGREEMENT APPLIES	ADDITIONAL INFORMATION E.G. DEEDS OF VARIATION, DEEDS OF AGREEMENT
1	Planning Agreement - Cliftleigh Local Infrastructure	This Agreement provides a mechanism to provide public infrastructure to the area commonly known as Cliftleigh, that would normally be provided under Section 94 of the Environmental Planning and Assessment Act 1979	20 August 2008	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; and Winten (No 23) Pty Limited of Level 10, 61 Lavender Street, Milsons Point, New South Wales, 2061	Lot 61 DP 1076974 Lot 62 DP 1076974 Lot 23 DP 607899 Lot 61 DP 785115 Lot 62 DP 785115 Lot 3 DP 1039042 Lot 1 DP 1072276 Lot 2 DP 1072111 Lot 22 DP 607899 Lot 1 DP 1039042	Deed of variation - 22 December 2016 Second deed of variation - July 2020
2	Planning Deed - Anvil Creek Project Local Infrastructure	This Agreement provides a mechanism to provide public infrastructure to the area commonly known as Anvil Creek, that would normally be provided under Section 94 of the Environmental Planning and Assessment Act 1979	20 August 2008	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; and Greta Estates Pty Limited (Greta) of 12 Woodside Avenue, Burwood, New South Wales, 2134.	Lot 1 DP 1036942 Lot 2 DP 1036942 Lot 3 DP 1036942 Lot 4 DP 1036942 Lot 5 DP 1036942 Lot 6 DP 1036942 Lot 263 DP 755211 Lot 264 DP 755211	
3	Planning Agreement - Heddon Greta Local Infrastructure	This Agreement provides a mechanism to provide public infrastructure to the area commonly known as Heddon Greta, that would normally be provided under Section 94 of the Environmental Planning and Assessment Act 1979	3 November 2010	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; and Kurri Autos Pty Limited of P.O. Box 61 Kurri Kurri, New South Wales, 2327	Part Lot 404 of DP 1127085 Part Lot 102 of DP 1112059 off Main Road, Young and Bowden Streets, Errol Crescent, Madeline and Ashley Close and Forbes Crescent at Heddon Greta.	

	NAME	DESCRIPTION	DATE	PARTIES TO AGREEMENT	LAND TO WHICH AGREEMENT APPLIES	ADDITIONAL INFORMATION E.G. DEEDS OF VARIATION, DEEDS OF AGREEMENT
4	Planning Agreement - Cessnock Civic Biodiversity	This Agreement provides a mechanism to provide for the management of mine subsidence and environmental offset land within the area commonly known as Cessnock Civic.	13 July 2012	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; Cessnock Land Management P/L of C/-Level 1, 106 King Street Sydney, New South Wales, 2000; Vincent Street Holdings P/L of C/- 1 Hartley Drive, Thornton, New South Wales, 2322; and Hardie Oceanic P/L of C/-Level 1, 106 King Street Sydney, New South Wales, 2000	Lot 251 DP 606348; Lot 1 DP 1036300; Lot 23 DP 845986; and Lot 22 DP 845986	
5	Planning Agreement - Averys Village Biodiversity	This Agreement provides a mechanism to provide environmental offset land to the area commonly known as Averys Village.	15 September 2013	Minister for the Environment of Level 32 Governor Macquarie Tower, 1 Farrer Place, Sydney, New South Wales, 2000; Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; Hunter Land Holdings of 1 Hartley Drive, Thornton, New South Wales, 2322; Averys Rise Investor Pty Limited of Level 2, 77 Hunter Street, Newcastle, New South Wales, 2300; Lindsay James George Elliott of 57 Averys Lanes, Buchanan, New South Wales, 2323; Graham John Field of P.O. Box 30, Murgon, Queensland, 4605; Pamela Joy Field of P.O. Box 30, Murgon, Queensland, 4605; and HL Eco Trades Pty Ltd of 1 Hartley Drive, Thornton, New South Wales, 2322.	Lot 20 DP 11823 Lot 12 DP 755231 Lot 13 DP 755231 Lot 5 DP 1082569 Lot 8 DP 10443 Lot 119 DP 752445	
6	Planning Agreement - West and Wyndham Street Greta Local Infrastructure	This Agreement provides a mechanism to provide public infrastructure to the area commonly known as Greta, that would normally be provided under Section 94 of the Environmental Planning and Assessment Act 1979	6 August 2014	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; Hardie Greta Pty Limited of Level 1, 106 King Street Sydney, New South Wales, 2000.	Lot 2 DP 808354 Lot 2 DP 1151267	Deed of Variation dated 22 May 2018

	NAME	DESCRIPTION	DATE	PARTIES TO AGREEMENT	LAND TO WHICH AGREEMENT APPLIES	ADDITIONAL INFORMATION E.G. DEEDS OF VARIATION, DEEDS OF AGREEMENT
7	Planning Agreement – Rose Hill Local Infrastructure	This Agreement provides a mechanism to provide public infrastructure to the area commonly known as Millfield, that would normally be provided under Section 94 of the Environmental Planning and Assessment Act 1979.	20 October 2014	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; Fame Cove Three Pty Limited of Level 1, 106 King Street Sydney, New South Wales, 2000	Lot 12 DP 1181682	
8	Planning Agreement – Bellbird Heights Biodiversity	This Agreement provides a mechanism to provide environmental offset land to the area commonly known as Bellbird.	19 November 2014	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; Winton Partners Pty Limited of Level 2, 95 Pitt Street Sydney, New South Wales, 2000	Lot 1 DP 1164334	
9	Planning Agreement – Bellbird Heights Local Infrastructure	This Agreement provides a mechanism to provide public infrastructure to the area commonly known as Bellbird, that would normally be provided under Section 94 of the Environmental Planning and Assessment Act 1979	19 November 2014	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; Winton Partners Pty Limited of Level 2, 95 Pitt Street Sydney, New South Wales, 2000	Lot 1 DP 1164334	
10	Planning Agreement – West and Wyndham Street Greta Biodiversity	This Agreement provides a mechanism to provide environmental offset land associated with development of the ‘West and Wyndham Street, Greta’ Urban Release Area, including the on-site protection of 7.7ha, and the off-site dedication of Lots 9, 102, and 207 DP753817 (297ha) for integration into the Wollemi National Park in the Singleton Local Government Area	20 August 2015	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Minister administering the National Parks and Wildlife Act, 1974 of Level 32 Governor Macquarie Tower, 1 Farrer Place, New South Wales, Sydney, 2000 Hardie Greta Pty Ltd of Level 1, 106 King Street Sydney, New South Wales, 2000 Biodiversity Lands Pty Ltd of Level 1, 106 King Street Sydney, New South Wales, 2000	Lot 2 DP 808354 Lot 2 DP 1151267 Lot 9 DP 753817 Lot 102 DP 753817 Lot 207 DP 753817	

	NAME	DESCRIPTION	DATE	PARTIES TO AGREEMENT	LAND TO WHICH AGREEMENT APPLIES	ADDITIONAL INFORMATION E.G. DEEDS OF VARIATION, DEEDS OF AGREEMENT
11	Kitchener Residential Subdivision Deed of Planning Agreement Local Infrastructure	This Agreement provides a mechanism to provide \$12,057.46 per lot (subject to indexation) for the provision of local infrastructure supporting the development of fifty nine (59) allotments in the Kitchener Urban Release Area.	04 November 2015	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 JPG 58 Pty Ltd of Level 12, 48 Hunter Street, Sydney	Lot 2 DP 862493	
12	Planning Agreement – Huntlee Local Infrastructure	This Agreement applies to Stage 1 of the Huntlee precinct approved by the State Government in April 2013. In total, the Huntlee Planning Agreement includes more than \$38.9 million of local infrastructure in the form of Monetary Contributions valued at \$9,546,588.00, Works-in-Kind valued at \$29,429,643.00, and 81.45ha of Land Dedication.	18 November 2015	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Huntlee Pty Ltd of 34 Main Street Ellenvrook, Western Australia.	Part of Lot 200 DP 828486 Lot 201 DP 828486 Part of Lot 230 DP 79198 Lot 231 DP 879198 Lot 33 DP 755211 Lot 36 DP 755211 Lot 37 DP 755211 Lot 38 DP 755211 Lot 39 DP 755211 Lot 43 DP 755211 Part of Lot 241 DP 11005591 Lot 2 DP 729973 Lot 3 DP 729973 Lot 4 DP 729973 Lot 6 DP 729973 Lot 7 DP 729973 Lot 9 DP 729973 Lot 10 DP 729973 Lot 11 DP 729973 Part of Lot 12 DP 729973 Part of Lot 21 DP 1050597 Part of Lot 221 DP 1064738 Lot 10 DP 1105639 Lot 287 DP 1209109	First Deed of Agreement – 28 September 2014 Second Deed of Agreement – 23 March 2018 Third Deed of Agreement – 18 January 2023

	NAME	DESCRIPTION	DATE	PARTIES TO AGREEMENT	LAND TO WHICH AGREEMENT APPLIES	ADDITIONAL INFORMATION E.G. DEEDS OF VARIATION, DEEDS OF AGREEMENT
13	Planning Agreement – Orica Biodiversity	The Planning Agreement commits the landowner to enter into a BioBanking Agreement in relation to part of the site with the NSW Office of Environment and Heritage.	19 October 2016	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Orica Australia Pty Limited C/ Level 1, 1 Nicholson Street Melbourne, Victoria, 3001	Lot 2 DP 809377	
14	Planning Agreement – Black Hill Biodiversity	The objective of the Planning Agreement is to require the conservation of the natural environment, which is a public purpose associated with the carrying out of development.	21 November 2016	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 The Trustees of the Roman Catholic Church for the dioceses of Maitland-Newcastle 841 Hunter Street Newcastle New South Wales, 2302	Lot 1131 DP 1057179	
15	Planning Agreement – 1443 Wine Country Drive Local Infrastructure	The objective of the Planning Agreement is to provide suitable funding for various public facilities to meet the demand generated by Development on the Land. .	28 June 2017	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Peter Vizzard 1443 Wine Country Drive Rothbury New South Wales, 2335	Lot 11 DP 1105639	
16	Battery Recycling Facility Kurri Kurri Local Infrastructure	The objective of the Planning Agreement is to contribute funds for public domain infrastructure works in the commercial areas of Kurri Kurri and Weston in accordance with existing masterplans.	15 September 2017	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Pymore Recyclers International Pty Ltd Governor Macquarie Tower, Level 40 1 Farrer Place, Sydney NSW 2000	Lot 796 DP 39877 Lot 797 DP 39877	

	NAME	DESCRIPTION	DATE	PARTIES TO AGREEMENT	LAND TO WHICH AGREEMENT APPLIES	ADDITIONAL INFORMATION E.G. DEEDS OF VARIATION, DEEDS OF AGREEMENT
17	65 Abernethy Street, Kitchener Planning Agreement Local Infrastructure	The objective of the Planning Agreement is to provide appropriate monetary contributions in conjunction with the carrying out of the development for various public facilities to meet the demand from the additional population generated by the Development.	3 July 2018	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Kitchener Harvest Pty Limited 298 Railway Parade Carlton New South Wales 2218	Lot 521 DP 755215	
18	Bailey's Lane Planning Agreement Local Infrastructure	The Planning Agreement will require the provision of road and intersection works in relation to the proposed development of the land known as 65 Bailey's Lane, Abermain.	10 July 2019	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Bailey's Lane Pty Limited of 20/19-21 Central Road, Miranda NSW 2228	Lot 790 DP 257363	
19	Hunter Power Project (Kurri Kurri Power Station) Planning Agreement Local Infrastructure	The Planning Agreement requires a monetary contribution of \$880,000 towards the netball facility at Booth Park Kurri Kurri	22 November 2023	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Snowy Hydro of Monaro Highway, Cooma	Lot 1 DP 1276814 and Lot 2 DP 1286098	
20	174 – 178 Lang Street, Kurri Kurri VPA	<p>The objective of the Planning Agreement is to provide a mechanism by which contributions towards public purposes can be made in connection with the future development of the subject land to the benefit of the community.</p> <p>The public benefits include the improvement of public amenities, improvements to part of an existing public road, construction of a new public road and greater connectivity for the community</p>	24 June 2024	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Votrant No 124 Pty Ltd C/-Chris Burke & Company, 104 Cronulla Street Cronulla George Vrachliotis and Maria Vrachliotis of 647 Port Hacking Road, Lilli Pilli	Lot 136 DP869710	

	NAME	DESCRIPTION	DATE	PARTIES TO AGREEMENT	LAND TO WHICH AGREEMENT APPLIES	ADDITIONAL INFORMATION E.G. DEEDS OF VARIATION, DEEDS OF AGREEMENT
21	Henry Kendall Entrance Planning Agreement	The objective of the Planning Agreement is to allow the Developer to provide a monetary contribution to Council in lieu of constructing an entrance into the development in accordance with conditions 8 and 11 of the development consent for DA 8/2014/628/2 dated 25 May 2021 and modified on 22 November 2022 (“the Development Consent”). Instead, Council will construct the entrance to the Development as part of Stage 1 of Council’s upgrade to Wollombi Road, including the associated stormwater and drainage works (“the Intersection Works”). The Developer will register an easement over the relevant part of the Land to allow the Council to complete the stormwater and drainage works included in the Intersection Works.	3 September 2024	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Henry Kendall Limestone Cree Pty Limited of 5 Amy Close, North Wyong	Lot 1 DP 327580	

Contracts awarded

In accordance with the *Local Government (General) Regulation 2021*, Clause 217(1) (a2)(i),(ii), the report must include details of each contract awarded (whether as a result of tender or otherwise) (other than employment contracts and contracts less than \$150,000)



CONTRACT NUMBER	DESCRIPTION	CONTRACTOR	VALUE	CONTRACT START DATE	ESTIMATED CONTRACT END DATE
Q2025-105	Q2025-105 SUPPLY AND DELIVERY OF ONE (1) NEW 6 x 4 SIDE LOADING COMPACTOR	Gilbert & Roach Pty Ltd	\$586,185.60	01-Apr-2025	31-Oct-2025
T2025-10	Background Studies and Structure Plan for Anambah to Branxton RSGA	Urbis Ltd	\$3,416,872.00	21-Apr-2025	20-Apr-2026
T2025-10	Background Studies and Structure Plan for Anambah to Branxton RSGA	Urbis Ltd	\$3,416,872.00	21-Apr-2025	20-Apr-2026
Q2025-107	Wollombi Road Upgrade Project – Stage 2 – Detailed Design	Barker Ryan Stewart Pty Limited	\$710,820.00	15-May-2025	01-Jan-2027
Q2024-142	Q2024-142 Kurri Kurri Sportsground Mod Field Upgrade	KCE Pty Limited	\$188,996.86	22-May-2025	22-Aug-2025
12/159-02	Telstra Data Services – WAN Renewal Agreement	Telstra	\$357,696.00	23-May-2025	22-May-2028
Q2025-136*	Computer and Notebook Refresh	Nexon Asia Pacific Pty. Ltd.	\$1,159,435.00	26-May-2025	11-July-2026
T2025-11	T2025-11 Weston Bears Park Grandstand, Amenities & Carpark Upgrade	Connex Mangement & Construction Pty Ltd	\$6,429,197.50	01-June-2025	01-June-2026
Q2025-133	Supply and Delivery of 20-25T Excavator	KOMATSU AUSTRALIA PTY LTD	\$381,973.00	13-June-2025	12-Sept-2025

Development contributions and levies

Under the *Environment Planning and Assessment Regulation 2021* (EPA Reg), Clause 218A(1), (2) and (3) the report must disclose particulars of development contributions and development levies which have been used or expended under each contributions plan.

Total value of all contributions and levies received during the year
\$12,621,871

Total value of all contributions and levies expended during the year
\$2,127,029

No projects expended money temporarily borrowed from money to be expended for another purpose under the same or another contributions plan (table below)



PROJECT ID	S7.11 AND S.7.12 CONTRIBUTIONS PLAN	PROJECT DESCRIPTION	SERVICE	AMOUNT EXPENDED	% FUNDED	STATUS
2927	REPEALED Avery's Village, Heddon Greta Section 94 Contributions Plan	Averys Village – Local Park embellishment	Open Space	\$50,000	100.0%	Complete
3424	REPEALED Residential Section 94 Contributions Plan	Marthaville Arts and Cultural Centre	Community Facilities	\$16,700	100.0%	Ongoing
2482	REPEALED Residential Section 94 Contributions Plan	Performing Arts Centre Cessnock Refurbishment – Funding correction with Planning Agreement	Community Facilities	-\$48,023	0.0%	Complete
2338	REPEALED Residential Section 94 Contributions Plan	Portland St Millfield Trunk Drainage	Drainage	\$779	67.0%	Ongoing
2517	REPEALED Tourist Development	Shared pathway along Wine Country Drive, Nulkaba	Tourist Facilities	\$188,992	63.0%	Ongoing
2526	S7.11 City Wide Contributions Plan	New off-road path on Dalwood Road (Branxton) – New England Highway to Spring Street	Cycleways	\$21,014	1.3%	Ongoing
1067	REPEALED Avery's Village, Heddon Greta Section 94 Contributions Plan	Plan preparation and administration	Administration	\$200	100.0%	Ongoing
1067	REPEALED Bellbird North Section 94 Contributions Plan	Plan preparation and administration	Administration	\$2,000	100.0%	Ongoing
2517	REPEALED Nulkaba Flood Mitigation	Shared pathway along Wine Country Drive, Nulkaba	Drainage	\$42,681	13.0%	Ongoing

PROJECT ID	S7.11 AND S.7.12 CONTRIBUTIONS PLAN	PROJECT DESCRIPTION	SERVICE	AMOUNT EXPENDED	% FUNDED	STATUS
2526	S7.11 City Wide Contributions Plan	New off-road path on Dalwood Road (Branxton) – New England Highway to Spring Street	Cycleways	\$21,014	1.3%	Ongoing
2640	S7.11 City Wide Contributions Plan	Kitchener Poppethead Park – Concept & Engineer plans	Cycleways	\$33,650	8.9%	Ongoing
3141	S7.11 City Wide Contributions Plan	Greta Cemetery	Cycleways	\$33,606	8.9%	Complete
3204	S7.11 City Wide Contributions Plan	Branxton Cemetery	Cycleways	\$11,273	100.0%	Complete
3219	S7.11 City Wide Contributions Plan	New offroad path Richmond, Abernethy St to Poppet Head Park Kitchener	Cycleways	\$33,124	4.5%	Ongoing
3269	S7.11 City Wide Contributions Plan	New off road path Swanson/Station Street – Government Road to First Street	Cycleways	\$41,185	22.8%	Ongoing
3349	S7.11 City Wide Contributions Plan	Baddley Park, Fencing	Cycleways	\$1,615	100.0%	Ongoing
3421	S7.11 City Wide Contributions Plan	Shared pathway on West St, Greta	Cycleways	\$17,054	89.6%	Ongoing
2365	S7.11 City Wide Contributions Plan	Clift St – drainage	Drainage	\$1,881	0.1%	Ongoing
2631	S7.11 City Wide Contributions Plan	Cessnock Regional Skate Park	Open Space	\$337,111	100.0%	Complete
3138	S7.11 City Wide Contributions Plan	Aberdare Cemetery	Open Space	\$8,126	3.8%	Complete
3139	S7.11 City Wide Contributions Plan	Cessnock Cemetery	Open Space	\$29,933	11.3%	Complete
3140	S7.11 City Wide Contributions Plan	Kurri Kurri Cemetery	Open Space	\$54,969	1.9%	Complete
3276	S7.11 City Wide Contributions Plan	Cessnock Tennis Courts	Open Space	\$7,993	7.7%	Ongoing
3360	S7.11 City Wide Contributions Plan	Carmichael Park BMX amenities (Neville Thomlinson)	Open Space	\$24,084	57.8%	Ongoing
1067	S7.11 City Wide Contributions Plan	Plan preparation and administration	Administration	\$340,409	100.0%	Ongoing
2517	Section 7.12 Contributions Plan	Shared pathway along Wine Country Drive, Nulkaba	Commercial Precincts	\$70,603	24.0%	Ongoing

\$1,320,959

Rates and charges subsidies

In accordance with the *Local Government (General) Regulation 2021*, Clause 132, the report must outline the number of rates and charges written off during the year.

NUMBER OF APPLICATIONS TRANSFERRED	% OF TOTAL
Rates written off	\$32,477
Pension rebates – rates and annual charges	\$1,348,151
Sub total	\$1,348,628
Pensioner subsidies	-\$630,809
Net rates and charges written off	\$717,819



Legal proceedings

In accordance with the *Local Government (General) Regulation 2021*, Clause 217(1)(a3), the report must include a summary of the amounts incurred by our council in relation to legal proceedings.

Summarised below are details of legal proceedings taken by or against Council during 2024-25.

Of this, the monies expended undertaking litigation and the amounts paid in settlement of costs were:

Amount expended undertaking litigation: **\$721,710**.

Amount received by Council in settlement of costs **\$10,000**.

MATTER	OUTCOME
Land and Environment Court of NSW – Class 1 Appeal Class 1 appeals in the Land and Environment Court are related to environmental planning and protection appeals. This includes appeals on the merits only against refusals, or deemed refusals, of development consents or conditions of development consents.	In 3 matters the appeal was upheld. In 2 matters the appeal was resolved by means of Section 34 Agreement. In 2 matters the proceedings are yet to be finalised.
Land and Environment Court of NSW – Class 4 Class 4 appeals in the Land and Environment Court relate to environmental planning proception and development contract civil enforcement. This includes breaches of planning law or breaches of conditions of development consent, and proceedings which question the legal validity of consents or refusals of consent issued by Council.	In 2 matters the proceedings are yet to be finalised.

MATTER	OUTCOME
<p>Local Court</p> <p>Legal proceedings in the Local Court include prosecutions by Council, which range from unauthorised works to failure to comply with animal control orders or clean-up notices. Defendants may appeal any decisions made by the Local Court in relation to prosecutions. It can also include proceedings commenced against Council in other jurisdictions of the Local Court.</p>	<p>In 2 matters the proceedings are yet to be finalised.</p>
<p>NSW Civil & Administrative Tribunal</p> <p>NCAT reviews administrative decisions made by government agencies. The decisions of Council may be subject to review by NCAT. Reviewable decisions include those relating to privacy, personal information and access to government information.</p>	<p>In 1 matter the applicant was successful with no further action required.</p>



Councillors statutory reporting information

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(a1) (i),(ii),(iii),(iv),(v),(vi),(vii),(viii), the report must include the total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions (as paid by the Council, reimbursed to the Councillor or reconciled with the Councillor).

Councillors' and mayor's expenses

Mayoral allowance	\$63,754
Councillor fees	\$333,574
Mayor and Councillors Superannuation	\$25,065
Mayoral Vehicle	\$21,732
Provision of office equipment	\$40,171
Telephone calls and communications	\$4,962
Councillors' attendance at conferences/seminars	\$15,135
Induction training and professional development for Mayor and other Councillors	\$11,835
	\$516,227

Councillor meetings attended

The current elected councillors were voted into office in September 2024.

Councillors whose term of office concluded at the election include:

- Anthony Burke (Ward B) – 2016 to 2024
- Paul Dunn (Ward A) – 2016 to 2024
- James Hawkins (Ward A) – 2008 to 2024
- Karen Jackson (Ward C) – 2022 to 2024
- John Moores (Ward B) – 2022 to 2024
- Ian Olsen (Ward B) – 1995 to 2024
- Paul Paynter (Ward D) – 2022 to 2024
- Anne Sander (Ward C) – 2016 to 2024

Meetings attended – July to September 2024

Councillor	17 Jul 2024	21 Aug 2024	LA	Leave of Absence
Mayor, J Suvaal	✓	✓	AP	Apology
A Burke	✓	✓	AV	Audio Visual
P Dunn	LA	✓		
R Grine	✓	✓		
J Hawkins	✓	✓		
M Hill	✓	✓		
K Jackson	LA	✓		
J Jurd	✓	✓		
J Moores	✓	✓		
I Olsen	LA	LA		
P Paynter	✓	✓		
A Sander	✓	✓		
D Watton	✓	✓		

Meetings attended – October 2024 to June 2025

Councillor	Extra 16 Oct 2024	23 Oct 2024	20 Nov 2024	11 Dec 2024	19 Feb 2025	19 Mar 2025
Mayor, D Watton	✓	✓	✓	✓	✓	✓
S Dixon	✓	✓	✓	✓	✓	✓
T Harrington	✓	✓	✓	AP	✓	✓
R Grine	✓	✓	✓	✓	AP	✓
M Hill	✓	✓	✓	✓	✓	✓
J Jurd	✓	✓	✓	✓	✓	✓
Q King	✓	✓	✓	✓	✓	✓
M Lea	✓	✓	✓	✓	✓	✓
C Madden	✓	AV	✓	✓	AV	✓
M Mason	✓	✓	✓	✓	✓	✓
S Palmowski	✓	✓	✓	✓	✓	✓
S Pascoe	✓	✓	✓	✓	✓	✓
J Suvaal	✓	✓	✓	✓	✓	✓

Councillor	16 Apr 2025	21 May 2025	19 Jun 2025
Mayor, D Watton	✓	✓	✓
S Dixon	✓	✓	✓
T Harrington	AP	✓	✓
R Grine	✓	✓	✓
M Hill	✓	✓	✓
J Jurd	LA	✓	✓
Q King	✓	✓	✓
M Lea	✓	✓	✓
C Madden	✓	✓	✓
M Mason	✓	✓	✓
S Palmowski	✓	✓	✓
S Pascoe	✓	✓	✓
J Suvaal	AP	AP	resigned*

LA

AP

AV

Leave of Absence

Apology

Audio Visual

* resigned effective 6 June 2025

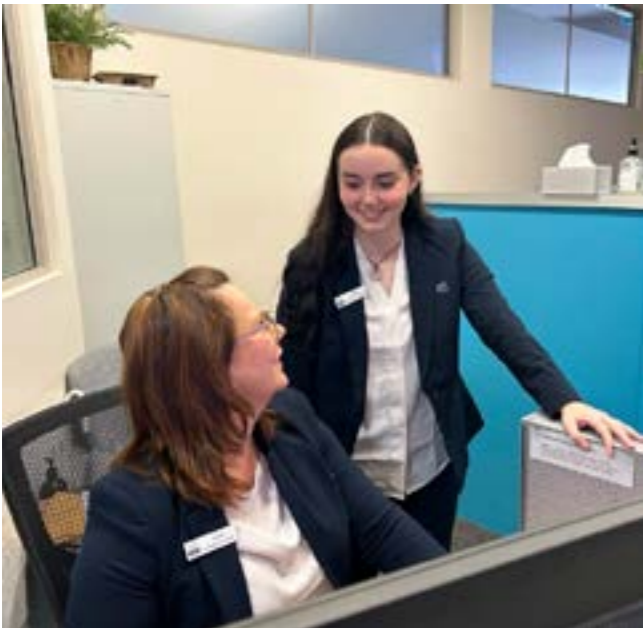
Overseas visits

In accordance with the *Local Government (General) Regulation 2021*, Clause 217(1)(a), the report must include details, including purpose, of overseas visits by Councillors, Council staff or other persons representing Council (including visits sponsored by other organisations).

There were no overseas visits by our Councillors or Council staff in 2024-25.

Fair and Equal Employment

In accordance with the *Local Government (General) Regulation 2021*, clause 217(1) (a9)(v), this report must include a statement of activities to implement Council's Equal Employment Opportunity (EEO) and Diversity Management Plan.



EMPLOYMENT TYPE (AS AT 4 DECEMBER 2024)	HEADCOUNT
Permanent Full Time	371
Permanent Part Time	51
Temporary Full Time	9
Temporary Part Time	10
Casual	53
Apprentice / Trainee	22
Senior Staff	4
Labourco/Contractors	15
	520*

*excludes Contractors

Our Executive

In accordance with the *Local Government (General) Regulation 2021*, Clause 217(1)(b)(i), (ii), (iii), (iv), (v), the report must include a statement of the total remuneration package of the General Manager (GM).

Contract employment conditions for senior staff are in accordance with the *Local Government Act 1993*, Section 338.

The total money payable with respect to their duties during 2024-2025, including money payable for salary, the provision of fringe benefits, and all other costs associated with their employment, was **\$1,643,464**.

TOTAL EXECUTIVE REMUNERATION	
General Manager	481,338
Other Senior Staff	1,124,455
Fringe Benefit Tax for any non-cash benefits	37,672

Modern Slavery

In accordance with the *Modern Slavery Act 2018*, Sections (4)(c) and (d) the report must contain a statement detailing the action taken by our council in relation to any issue raised by the Anti-slavery Commissioner concerning the operations of our council and identified as being a significant issue, and a statement of steps taken to ensure that goods and services procured by and for our council were not the product of modern slavery within the meaning of the Act.

We have a social and legislative requirement to ensure that its suppliers are aware of and are not engaging in practices covered under the *Modern Slavery Act (Cth) 2018*.

Modern slavery is a serious violation of an individual's dignity and human rights. Exploitative practices including human trafficking, slavery, servitude, forced labour, debt bondage and forced marriage are all considered modern slavery and are serious

crimes under Australian law. We ensure that Modern slavery within the meaning of the Act is recognised and contained within its Procurement Policy, systems and processes. Compliance is promoted internally via regular training and development processes and to our community, suppliers and external stakeholders via the Cessnock City Council Modern Slavery and Compliance Statement.

Cooperatives and joint ventures

In accordance with the *Local Government (General) Regulation 2021*, clause 217(1)(a8), the report must include a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council participated during the year.

- Our Mayor and General Manager actively participated in Strategic Planning workshops and Board meetings:
- Our Mayor was a member of the Hunter JO board and has been a strong advocate for regional transport planning and financial sustainability.
 - Our General Manager regularly attended ARROW Strategic Services Australia



External bodies exercising council functions

In accordance with the *Local Government (General) Regulation 2021*, Clause 217(1)(a6), the report must include a statement of all external bodies that exercised functions delegated by Council.

Community committees appointed under **Section 355** of the Local Government Act 1993 manage our community halls and Council facilities.

Corporate Entities of the Hunter Councils

For nearly 70 years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing.

Alongside Cessnock City Council, the nine other Hunter councils include:



Dungog Shire Council



Lake Macquarie City Council



Maitland City Council



City of Newcastle



MidCoast Council



Muswellbrook Shire Council



Port Stephens Council



Singleton Council



Upper Hunter Shire Council



The ten councils that make up the Hunter Joint organisation.

Arising from this collaboration, the ten Hunter councils collectively own and manage the following corporate entities:

Hunter Joint Organisation (JO) – a statutory body under the Local Government Act 1993, established in 2018 to identify, advocate for and collaborate on regional strategic priorities for the Hunter. The Hunter Joint Organisation’s statutory mandate includes identifying key regional strategic priorities, advocating for these priorities, and building collaborations around these priorities with other levels of government, industry and the community.

Arrow Collaborative Services Limited (and its wholly owned subsidiary **Hunter Councils Legal Services Limited**) – companies limited by guarantee under the Corporations Act

2001 and established to improve the quality and efficiency of services provided by Hunter councils and local government more broadly across NSW. The services provided focus on specialised planning and environmental law, and regional purchasing and procurement. Arrow also provides direct administration and corporate support to the operations of the Hunter Joint Organisation.

Hunter Councils Incorporated – an incorporated association under the Associations Incorporation Act 2009 that holds property assets for the Hunter Joint Organisation and Arrow Collaborative Services.

Cessnock City Council has representation on each entity’s board, and shares ownership and governance of the entities with the other nine councils of the Hunter Region.

Sustainability and environmental levy



Council did not levy a Sustainability and Environmental charge.

Carers recognition

Under the *Carers Recognition Act 2010*, Section 8(2), Councils considered to be ‘human service agencies’ must report on compliance with the Act for the reporting period.

Council is not considered to be a ‘human services agency’ under the Act.

Recovery and threat abatement plans

Under the *Fisheries Management Act 1994*, Section 220ZT(2), Councils identified in a recovery and threat abatement plan as responsible for implementation of measures included in the plan, must report on actions taken to implement measures as to the state of the environment in its area.

Council is not identified as responsible for implementation of measures in any recovery and threat abatement plans.



LEGISLATIVE CHECKLIST

Legislative checklist

REQUIREMENT	SECTION/PAGE
Local Government (General) Regulation 2021, clause 217(1)(a5)	
Local Government Act 1993, section 356	
Local Government (General) Regulation 2021, clause 217(1)(f)	
Companion Animals Guidelines	
Local Government (General) Regulation 2021, clause 217(1)(a7)	
Local Government (General) Regulation 2021, clause 217(1)(e)	
Swimming Pools Act 1992, section 22F(2)	
Swimming Pools Regulation 2018, clause 23	
Public Interest Disclosures Act 1994, section 31	
Public Interest Disclosures Regulation 2011, clause 4	
Government Information (Public Access) Act 2009, section 125(1)	
Government Information (Public Access) Regulation 2018, clause 8, schedule 2	
Disability Inclusion Act 2014, section 13(1)	
Local Government (General) Regulation 2021, clause 217(1)(a9)(v)	
Environmental Planning and Assessment Act 1979, section 7.5(5)	
Local Government (General) Regulation 2021, clause 217(1)(a2)(i),(ii)	
Local Government (General) Regulation 2021, clause 217(1)(a4)	
Local Government (General) Regulation 2021 Part 9, Division 6A, Section 216T	
Local Government Act 1993, section 67 and 67(2)(b)	

REQUIREMENT	SECTION/PAGE
Local Government (General) Regulation 2021, clause 132	
Local Government (General) Regulation 2021, clause 217(1)(a6)	
Local Government (General) Regulation 2021, clause 217(1)(a3)	
Local Government (General) Regulation 2021, clause 217(1)(a8)	
Local Government Act 1993, section 54P(1)	
Special Rate Variation Guidelines 7.1	
Local Government (General) Regulation 2021, clause 217(1)(a1) (i),(ii),(iii), (iv),(v),(vi),(vii),(viii)	
Local Government (General) Regulation 2021, clause 186	
Local Government (General) Regulation 2021, clause 217(1)(a)	
Local Government (General) Regulation 2021, clause 217(1)(b) (i),(ii),(iii),(iv),(v)	
Local Government (General) Regulation 2021, clause 217(1)(c) (i),(ii),(iii),(iv),(v)	
Environment Planning and Assessment Regulation 2021, clause 218A(1)	
Environment Planning and Assessment Regulation 2021, clause 218A (2) (a),(b),(c),(d),(e),(f),(g)	
Environment Planning and Assessment Regulation 2021, clause 218A(3)(a), (b)	
Modern Slavery Act 2018, sections 428(4)(c), (d) and (5)	



ATTESTATION STATEMENT

Internal Audit and Risk Management Attestation Statement 2024-2025 Financial Year Cessnock City Council

I am of the opinion that Cessnock City Council has an Audit, Risk and Improvement Committee, Risk Management Framework and Internal Audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, Risk and Improvement Committee

	Requirement	Compliance
1.	Cessnock City Council has appointed an Audit, Risk and Improvement Committee that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>).	Compliant
2.	The chairperson and all members of Cessnock City Council's Audit, Risk and Improvement Committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>).	Compliant
3.	Cessnock City Council has adopted terms of reference for its Audit, Risk and Improvement Committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i>).	Compliant
4.	Cessnock City Council provides the Audit, Risk and Improvement Committee with direct and unrestricted access to the General Manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>).	Compliant
5.	Cessnock City Council's Audit, Risk and Improvement Committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
6.	Cessnock City Council's Audit, Risk and Improvement Committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Annual - Compliant Strategic Not Yet Due Due 2028
7.	The governing body of Cessnock City Council reviews the effectiveness of the Audit, Risk and Improvement Committee at least once each council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Not Yet Due Due 2028

Membership

The chairperson and membership of the Audit, Risk and Improvement Committee are:

Position	Name	Start Date	End Date
Chairperson	Shane Hubble	1 January 2025	31 December 2028
Chair Person (term ended)	Jennifer Hayes	1 January 2017	31 December 2024
Independent Member (appointed to Chair 01/01/25)	Shane Hubble	19 April 2024	31 December 2024
Independent member	Martin Matthews	19 April 2024	19 April 2028
Independent member	William Middleton	01 January 2021	31 December 2025
Councillor member ¹	Mark Mason	23 October 2024	Mid September 2028

Risk Management

	Requirement	Compliance
8.	Cessnock City Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Compliant To be implemented 2025-2026
9.	Cessnock City Council's Audit, Risk and Improvement Committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Not Yet Due Due 2028

Internal Audit

	Requirement	Compliance
10.	Cessnock City Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
11.	Cessnock City Council's internal audit function reports to the Audit, Risk and Improvement Committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant
12.	Cessnock City Council's internal audit function is independent and internal audit activities are not subject to direction by the Council (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
13.	Cessnock City Council has adopted an Internal Audit Charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant

	Requirement	Compliance
14.	Cessnock City Council has appointed a member of staff to direct and coordinate internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
16.	Cessnock City Council provides the internal audit function with direct and unrestricted access to staff, the Audit, Risk and Improvement Committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
17.	Cessnock City Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
18.	Cessnock City Council's Audit, Risk and Improvement Committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>Local Government (General) Regulation 2021</i>).	Not Yet Due Due 2028



Peter Chrystal
Interim General Manager

8 September 2025



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