

Planning for
our people,
our place,
our future

CESSNOCK

Annual Report
2021-2022



Cessnock City Council acknowledges that within its local government area boundaries are the Traditional Lands of the Wonnarua People, the Awabakal People, and the Darkinjung People.

We acknowledge these Aboriginal peoples as the traditional custodians of the land on which our offices and operations are located, and pay our respects to Elders past and present.

We also acknowledge all other Aboriginal and Torres Strait Islander people who now live within the Cessnock Local Government Area.

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Mayor's message

Jay Suvaal

The 2021-22 Financial Year has correlated with challenging times for many in our community. During this time, I also commenced my first term as Mayor of Cessnock City Council.

Over the past 12 months our community emerged from the COVID-19 pandemic. However, our community was quickly met with new

challenges. In March 2022, Cessnock Local Government Area experienced an unprecedented flooding event. We now face many millions of dollars in road and infrastructure recovery works, having already spent several million on the immediate response.

There have been many highlights too. Construction began on the Bridges Hill to Wine Country Cycleway, Stage 1 of the Col Brown Rotary park was completed, Anvil Creek Bridge opened, and the Community Hub at Miller Park was also

delivered. There are many other projects set to be delivered soon.

In June 2022 Council adopted its 2022-26 Delivery Program and 2022-23 Operational Plan through which Council has committed to spending \$28.2 million on local roads and pathways. I am very positive about the current financial position of Council.

Council will continue to operate strategically while also delivery important infrastructure to our quickly growing community.



General manager's message

Ken Liddell

Since joining Cessnock City Council in September 2022, I have been focusing on better understanding its operations, including its financial position, to improve outcomes for the community of Cessnock Local Government Area.

The Annual Report tells the story of what has been achieved during the 2021-22 Financial Year. As General Manager I am now looking to the future, one in which Council will need to be more strategic and nimble as we set out to deliver good outcomes for the community.

A key priority, which has also been identified in the 2022-26 Delivery Program, adopted in

June 2022, is roads and pathways. Cessnock faces its own set of unique challenges – it is a community with a large local road network and a comparatively small population. At the same time, global events have impacted labour markets and supply shortages also exist within the domestic market – these factors will continue to have a significant impact into the foreseeable future.

Despite the challenges, it is my intention to forge a clear and positive pathway ahead as Cessnock City Council continues to operate responsibly and responsively in the interest of those it serves.





Approx
1,966 kms²
of the Hunter Valley



Approx
120 kms
North of Sydney



40 kms
West of Newcastle



Approx
58 kms
South West of
Newcastle Airport



Close proximity to the
**University of
Newcastle**
and the
Port of Newcastle



1 Airport



2 Hospitals



2 TAFE
campuses

CESSNOCK

*Attractive,
thriving and
welcoming*

Tourism



**Hunter Valley
Vineyard and
tourism precinct**



**Historic
Marthaville
Arts and
Crafts Centre**



**Wollombi
Village**



**Richmond
Main Mining
Museum**



**Richmond
Vale Railway**

A rich Indigenous heritage

Traditional lands of the Wonnarua, Awabakal and Darkinjung People.

Many towns, villages, and localities bear Aboriginal names, include Kurri Kurri (meaning "the beginning" or "the first") Wollombi ("meeting place" or "meeting of the waters").

Located in Yengo National Park, Mount Yengo and surrounding areas are home to many important sites of Aboriginal spiritual and cultural association. It is where Baiame jumped to return to the spirit world after he had created the lakes, rivers, mountains, and caves. When he jumped towards the sky, he flattened the top of Mount Yengo.



Community health services, childcare, aged care, sporting facilities and parks



Australia's oldest wine region



Unique natural assets and biodiversity

Significant Aboriginal sites

ABOUT OUR CITY

 Land area
195,000 ha

 **87.9%**
were born in Australia

 Population 2021
64,082

 Population by 2036
£89,036

10.2%
Aboriginal and Torres Strait Islands

35-49 Our largest age group
35 to 49 years

 **7.8%**
people with disability

 Higher portion of **children under 18** compared to the region

71%
have internet connection

37%
have a mortgage 

939
Residential building approvals 

\$2.36 billion
Gross regional product 

3,092
local businesses 

1 million
visitors each year 

 One third a **UNESCO** World Heritage Listed Area

Australia's oldest wine making region with **4,500 acres under vine** 

 **2** hospitals

 **6** off leash dog areas

 **23** sporting facilities

 **10** cemeteries

 **2** TAFE campuses

 **18** community halls

 **2** indoor sports centres

 **41** playgrounds

 **52** parks

 **3** swimming pools

 **2** libraries

 **1** performance theatre

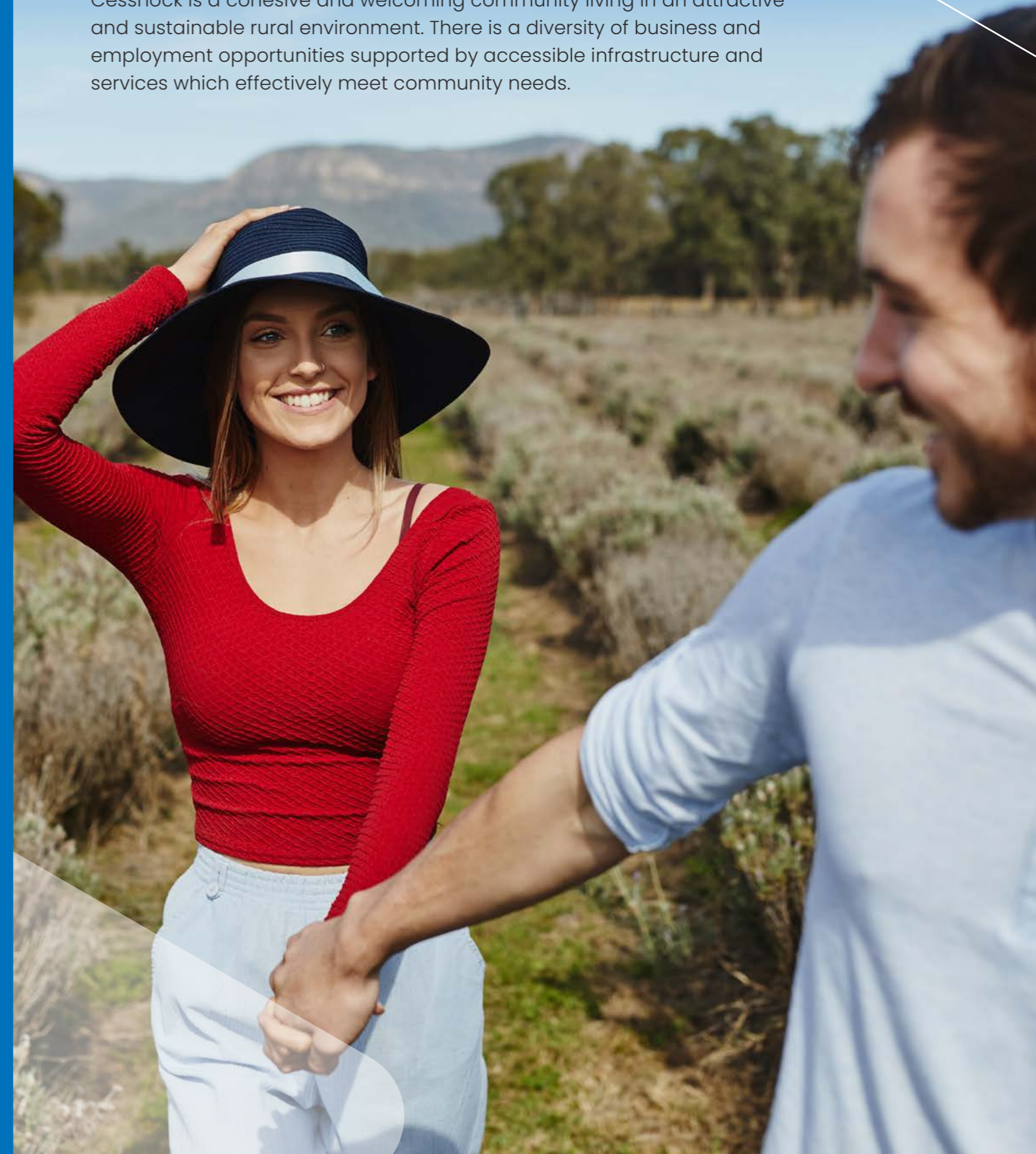
 **1** airport

 **1** waste and recycling centre

Largest industry sector is **accommodation and food services** 

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 services which effectively meet community needs.



OUR WARDS *AND* COUNCILLORS



Paul Dunn
Councillor - Ward A



James Hawkins
Councillor - Ward A



Jessica Jurd
Councillor - Ward A



Anthony Burke
Councillor - Ward B



John Moores
Deputy Mayor - Ward B



Ian Olsen
Councillor - Ward B



Karen Jackson
Councillor - Ward C



Anne Sander
Councillor - Ward C



Daniel Watton
Councillor - Ward C



Rosa Grine
Councillor - Ward D

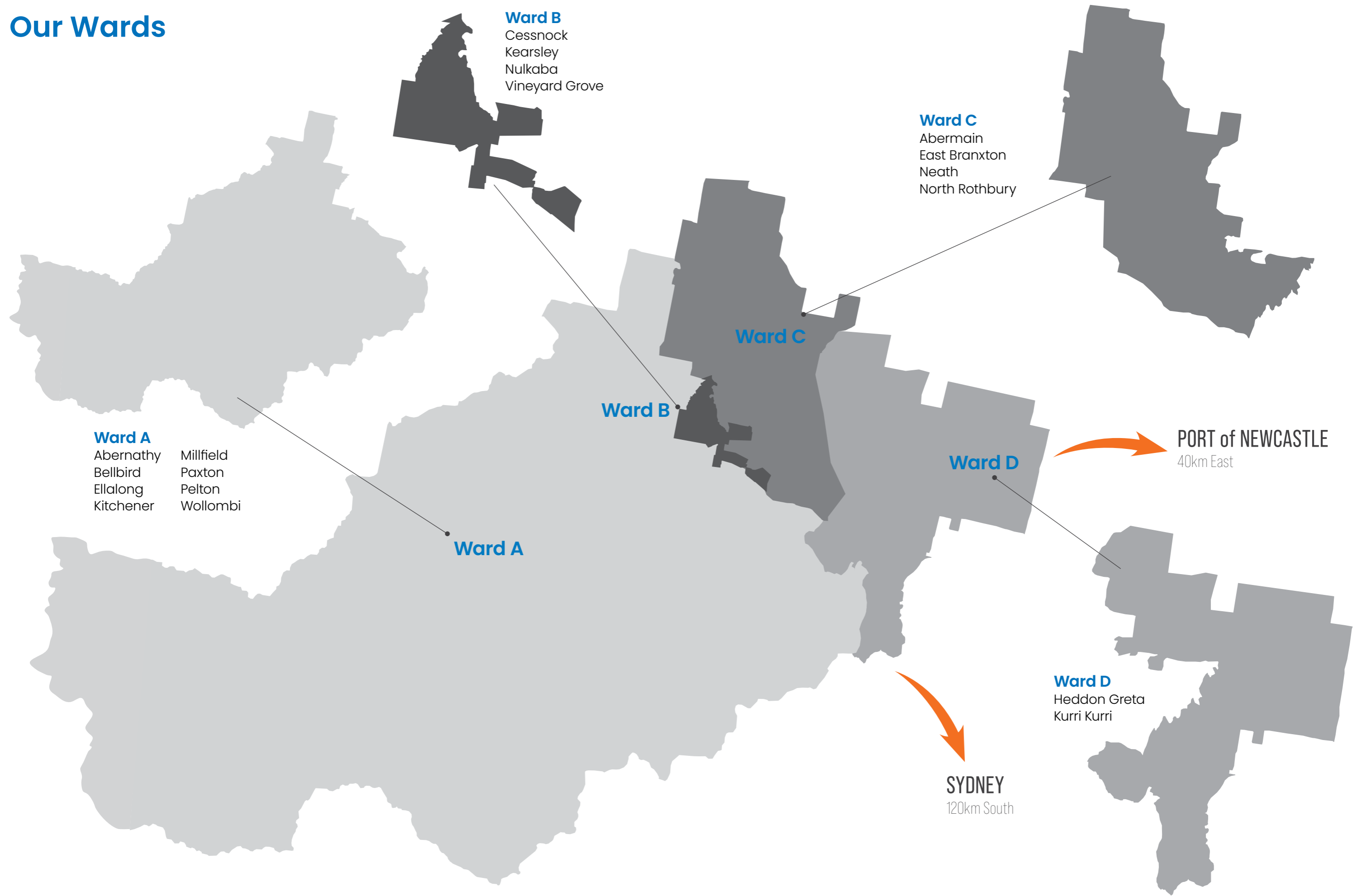


Mitchell Hill
Councillor - Ward D



Paul Paynter
Councillor - Ward D

Our Wards



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.

Democratic governance

Community

The community elects the Mayor and Councillors.

Mayor and councillors

The elected council appoints the general manager.

Council's governing body monitors the implementation of its decisions via reports by the general manager to Council.

The mayor

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

The Mayor is the leader of the council and a leader in the local community.

Corporate governance

General manager

All staff, including the executive leadership team, work closely with the elected council to set the long-term direction of the council, and lead the implementation of the Community Strategic Plan.

Executive Leadership Team

Provides strategic and operational leadership within the organisation and ensures the community's vision and strategies are executed effectively and efficiently.

Council staff

Are employed by the general manager to carry out the day-to-day operations of the council and implement the community's vision and strategies.

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





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 behavior and accountability standards.

Audit and risk committee

Operates under the Audit and Risk Committee Charter. The primary role of the committee is to provide independent assurance on risk management, internal control frameworks, legislative compliance and internal audit activities. It also reviews the external audit opinion and recommendations and other aspects of financial governance and reporting accountabilities.

The Audit and Risk Committee supports good governance within the organisation and focuses on improving Council's performance and ensuring effective internal control of its finance, risk, work, health and safety and performance improvement activities.

Membership

The Audit and Risk Committee comprises

5 voting members:

- 2 Councillors
- 3 independent members (1 of whom is the Chair)

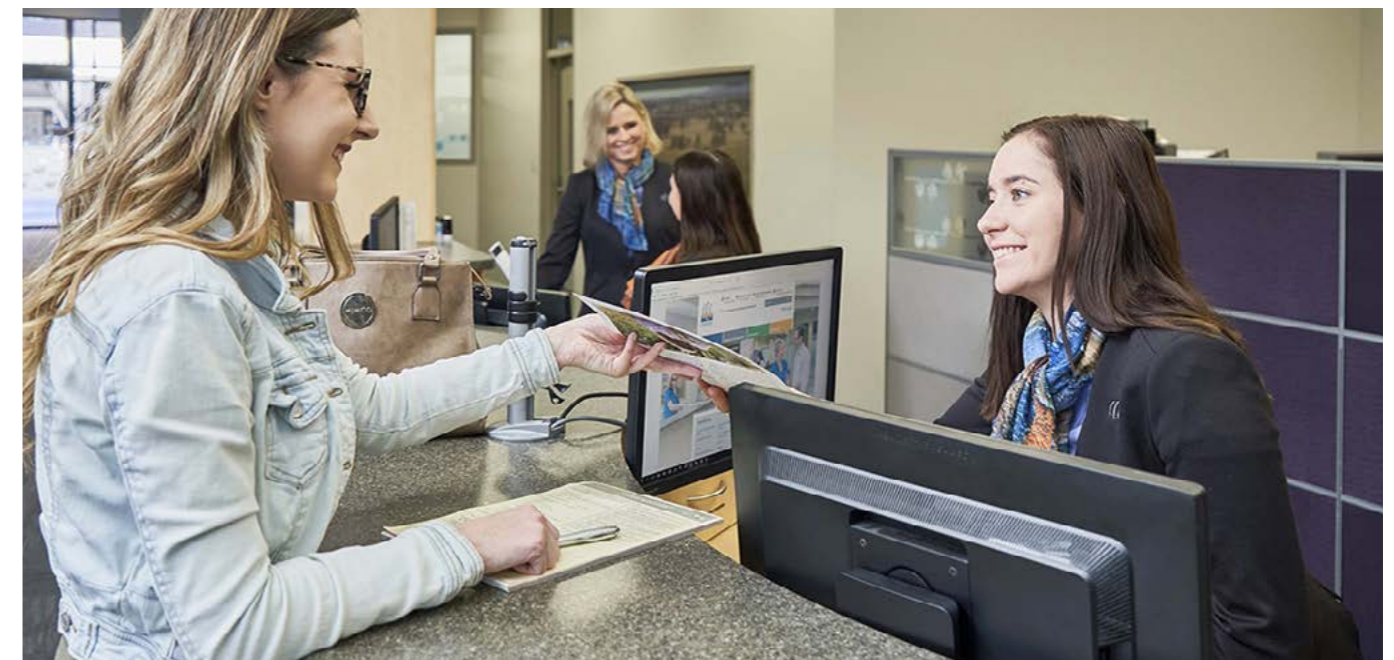
- A representative of the Auditor General and the contracted external auditor attend most Audit and Risk Committee meetings in person, or via teleconference.

Other attendees include:

- The Executive Leadership Team
- Chief Finance Officer
- Internal Auditor
- Any other officers when relevant business is conducted

Meetings

The Committee met **5 times** - in August, October, November, February and May. Minutes of each meeting were adopted as a resolution of Council **within 6 weeks** of the committee meeting.



Year in Review Highlights

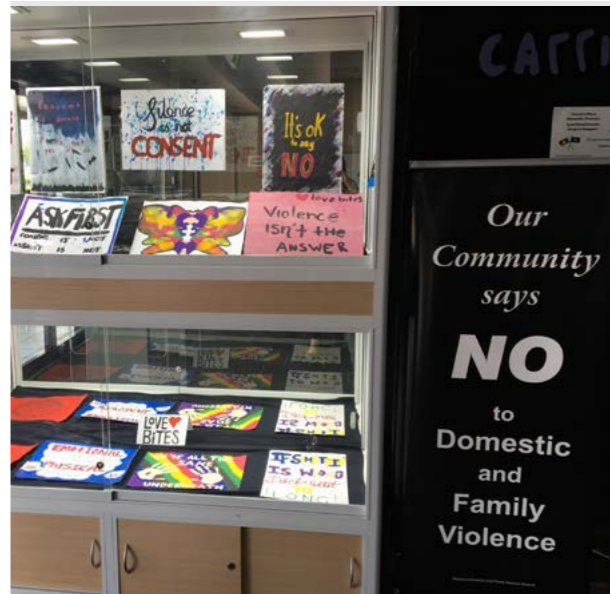
2021



4-11 July 2021

NAIDOC WEEK activities were held with the theme 'Heal Country'.

Whilst only **6 proceeded** due to COVID-19 restrictions, over **3,300 people** were estimated to have participated, including **2,981** at Cessnock Library Branch for Student Art Exhibition.



December 2021

Council staff participated in domestic violence awareness activities, including Cessnock Walks Kawuma and 16 Days of Activism.

1 September 2021

Bulky waste vouchers use went live for the Elderly & Disabled.



Between October and December 2021

Council staff worked with Resilience NSW to distribute face masks, sanitiser, wipes and information to local frontline community organisations and groups, including Cessnock Family & Domestic Violence Network, Cessnock Walks Kawuma subcommittee, Cessnock Healthy Lifestyle Network and Cessnock General Interagency.



2022



6 March 2022

11 schools and 8 community sites participated in Clean up Australia Day with **22.8 tonnes** of litter and illegal dumping collected.

2 June 2022

A National Reconciliation Week Elders Morning Tea was held at Bridges Hill Park with over **100 people** in attendance including local Elders, representatives from local Aboriginal organisations, schools, Councillors and Council staff.

23 March to 9 April 2022

The Cessnock City Seniors Festival 2022 attracted over **2,300 participants** and included **27 community organisations** hosting **51 activities**.

Council has continued to build community relationships through the festival, with **8 new services** and **2 new sponsors** involved.



5 June 2022

12 local schools and **6 preschools** received native plants and compost for World Environment Day.



Cessnock Youth Centre & Outreach Service engaged with **14,345 local young people** with the team being named a finalist in the **'Best Local Youth Week Program'** category in the **2022 Local Government Week Awards**.

COVID-19

Whilst the unpredictable nature of the coronavirus (COVID-19) continued to cause ongoing disruption, the easing of public health restrictions enabled Council to open our doors again for most of 2021-22.

The community was able to enjoy our recreational facilities and pools, libraries, our

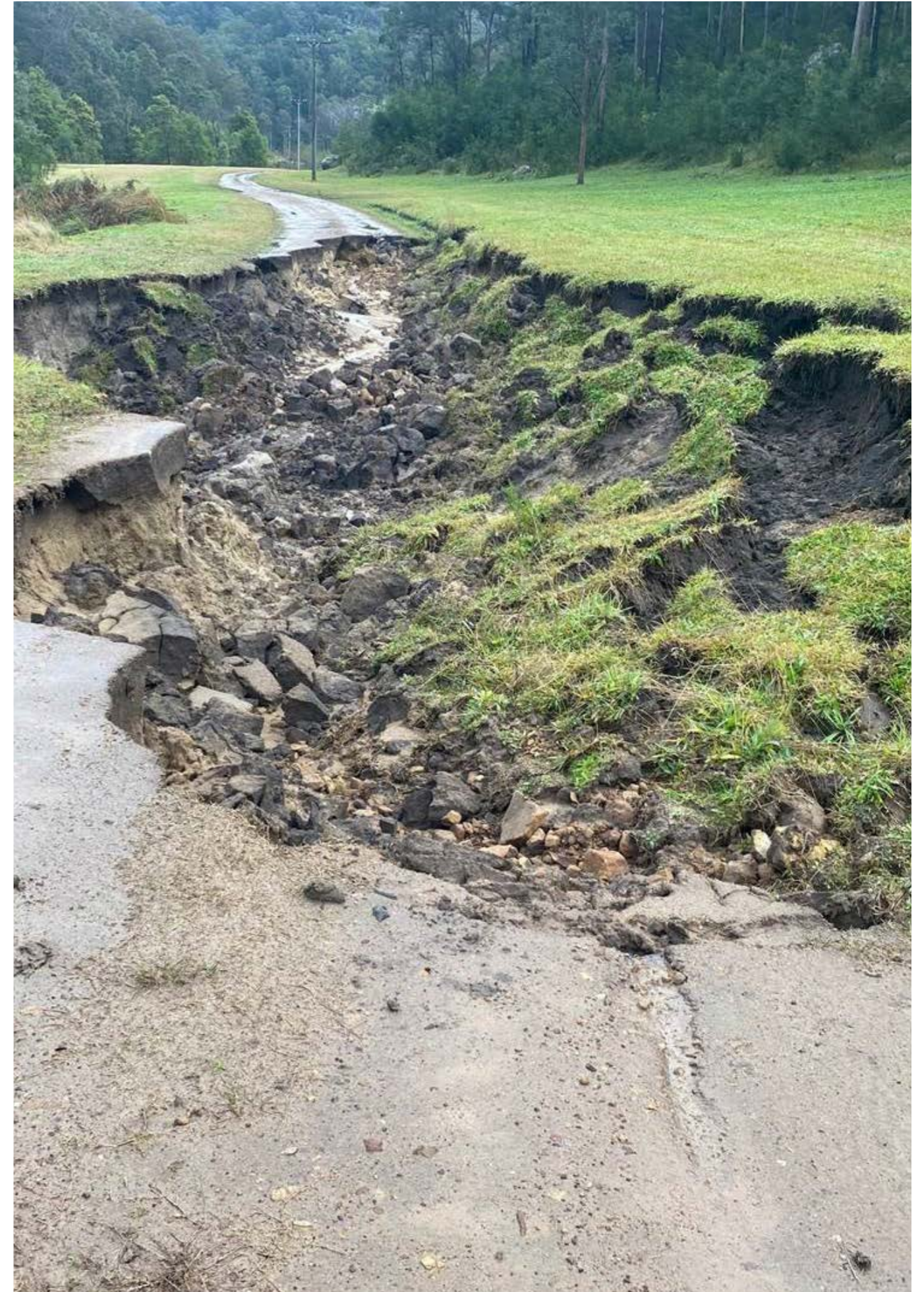
theatre, parks and playgrounds, plus events and cultural programs in a COVID-safe manner. We worked hard for our community to assist in conveying public health directions, and continue to review and implement our Cessnock Local Community Action Plan to keep our community and our staff safe.

Disaster management

Our disaster management coordination was again tested this year with the impacts of major wet weather events resulting in a natural disaster being declared for the State.

Although support was funded by the State Government, Council officers continue to provide a presence at the Resilience NSW

Recovery Assistance points, with weekly sessions providing support and information for residents in relation to Council's strategy to assist with the recovery. Council officers communicated clearly, and listened with compassion to the residents acknowledging their concerns, which resulted in some positive community feedback.



STRATEGIC REPORTING

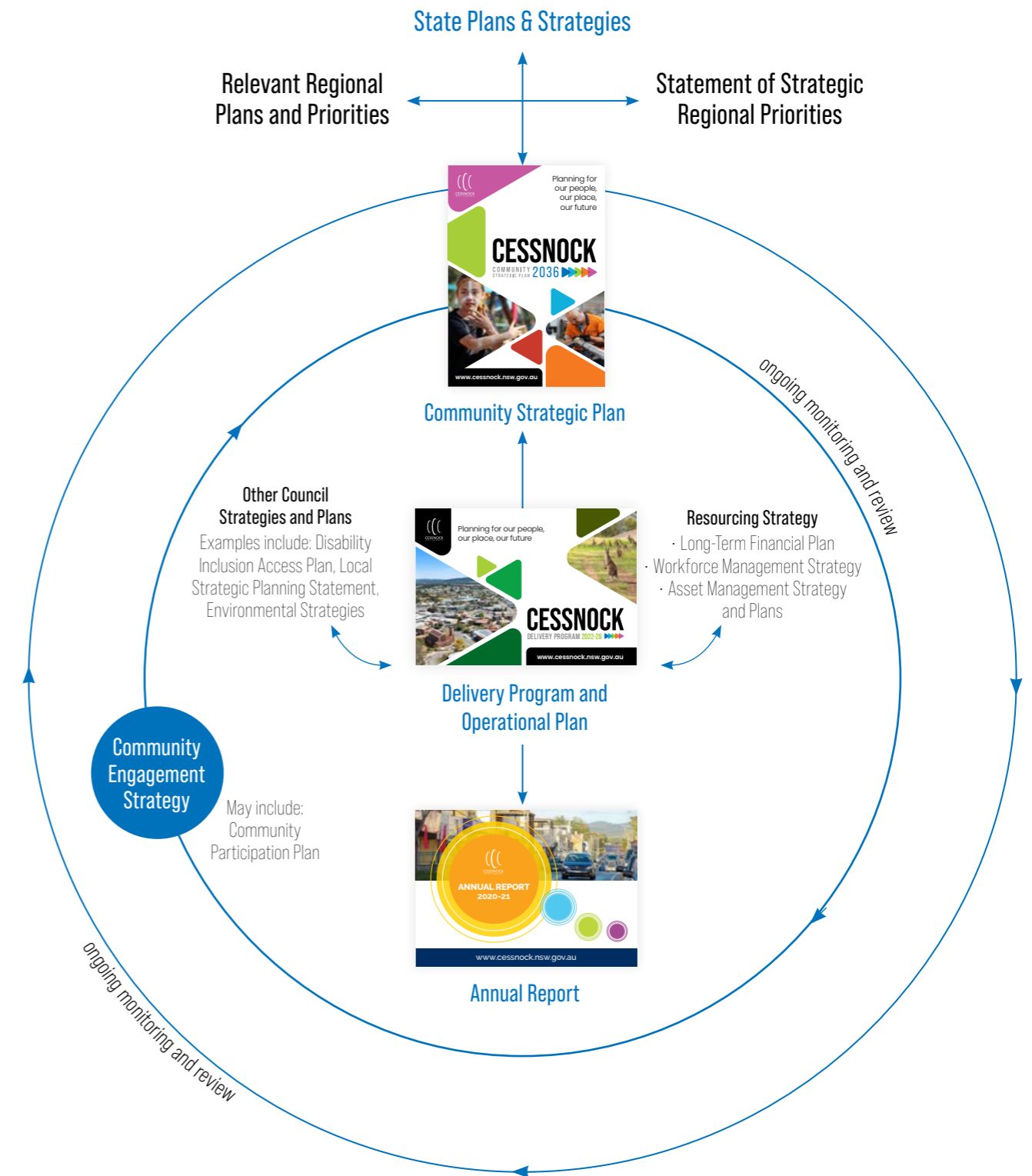
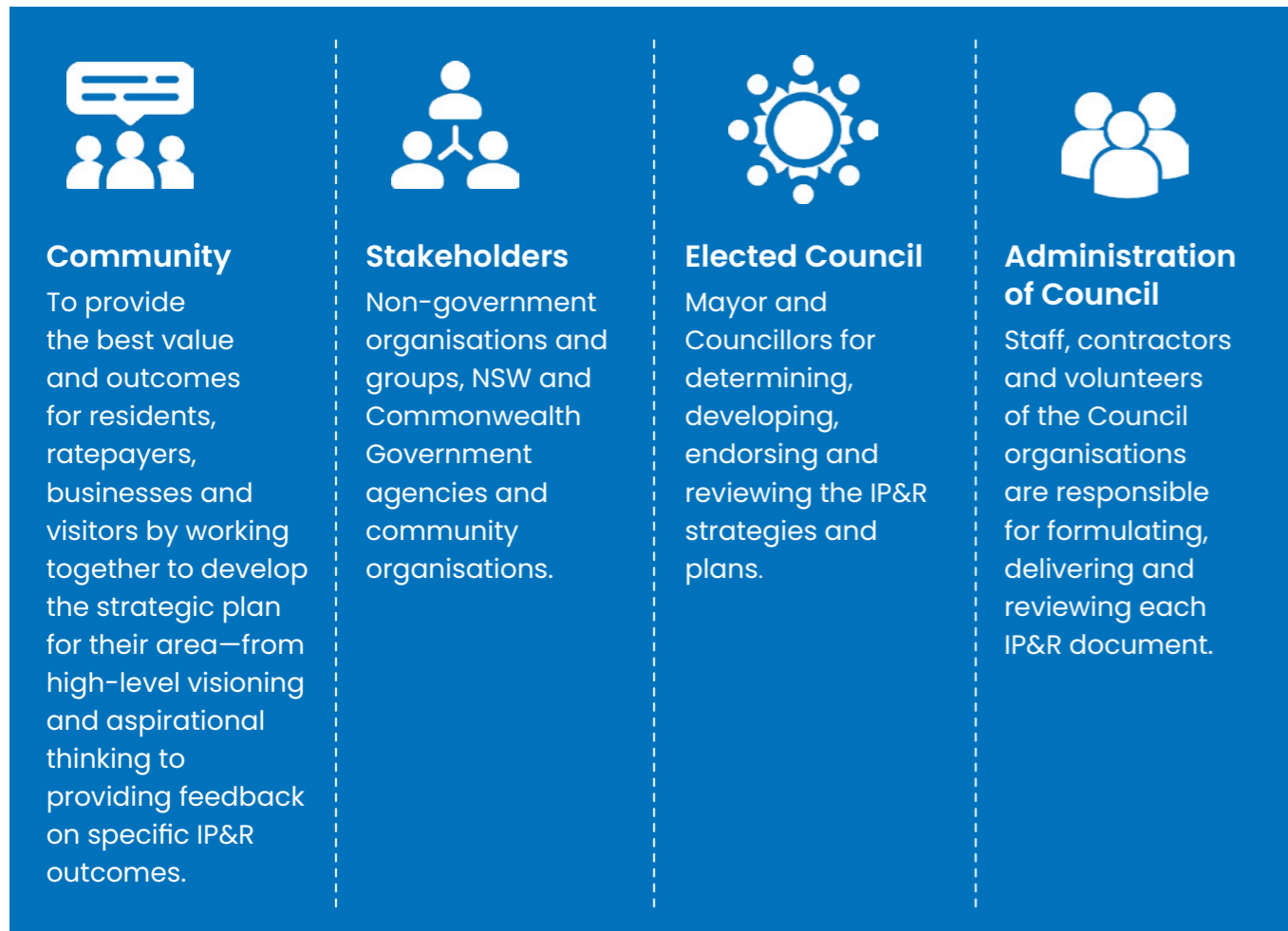


Integrated planning and reporting

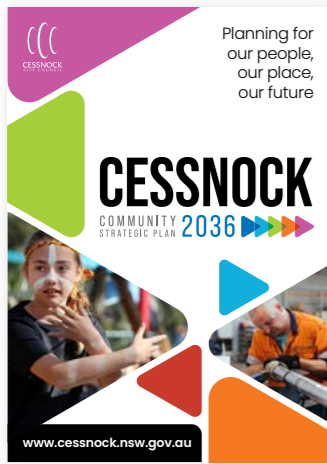
The IP&R Framework is prescribed by the *Local Government Act 1993* and is designed to cover all Council's activities.

All Council plans and strategies must be connected in some way to the Framework. The guiding principles address the way that councils provide leadership, plan for the future and make decisions about services and resources.

IP&R should be at the centre of all Council plans, activities, resourcing decisions and improvement strategies. Elected representatives and Council staff should work together to ensure that Council operations are designed around IP&R, and that the IP&R Framework is used effectively to deliver each of Council's strategic goals.



Integrated planning and reporting framework



Community Strategic Plan

This plan is the highest-level plan that a council will prepare. Its purpose is to identify the community's main priorities and aspirations for the future, and plan strategies for achieving these goals. It guides all strategies and plans and must be developed by councils with, and on behalf of the community.

The minimum timeframe is for **10 years** and addresses **4 key questions** which help identify the community's vision, aspirations and priorities and establish baseline targets, strategies and measures to aid performance monitoring and reporting:

- 1 Where are we now?**
- 2 Where do we want to be in 10 years' time?**
- 3 How will we get there?**
- 4 How will we know we have arrived?**

Community Engagement Strategy



All councils are required to prepare a Community Engagement Strategy to support development of all plans, policies, programs and key activities including those relating to IP&R, as well as strategic plans and programs required under other legislation. It must demonstrate a commitment to genuine and inclusive engagement and be based on social justice principles:

Equity • Access • Participation • Rights

Delivery Program and Operational Plan



The Delivery Program translates the community's strategic directions, established by the Community Strategic Plan, into actions within the resources available under the resourcing strategy. It is a statement of Council's commitment to the community, and is the single point of reference for all principal activities undertaken by the elected council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this program.

The annual Operational Plan supports the Delivery Program. It spells out the individual projects and activities that will be undertaken each year to achieve the commitments made in the delivery program.

Operating principles

Enable councillors to:

- work directly with their community to identify long-term priorities for local identity, growth and lifestyle
- understand the range of services the community wants, the service standards they expect and the infrastructure that will be required to deliver them
- have meaningful conversations about the cost of meeting community expectations and map out a 4-year strategy to deliver key priorities, projects and services
- set appropriate fees and charges
- monitor Council's progress
- report back to the community on success in achieving goals
- be assured that statutory and other planning, consulting and reporting requirements are being met



Assist council Staff to:

- understand community priorities and needs
- work with elected representatives on shared goals and priorities
- identify supporting plans and strategies
- undertake resource planning and meet legislative requirements
- identify achievements, projects and programs for each 4-year term
- develop reporting regimes, including how risk will be effectively managed
- understand the role employees play in delivering community priorities
- understand how they will be accountable through reporting and performance management





Resourcing Strategy

Demonstrates how work identified in the delivery program and operational plan will be resourced. It must include provisions for long-term financial planning, workforce management planning and asset management planning.

Annual Report

This is a requirement under s428 of the *Local Government Act 1993 (NSW)*. It outlines Council's achievements in implementing the delivery program through the year's operational plan, and report on the effectiveness of the principal activities undertaken to achieve the objectives in that year. The report must contain the Council's audited financial statements and notes and any information or material required by the Regulation or the Guidelines.

Other strategies and plans

- Disability Inclusion Action Plan 2021-25
- Cessnock City Library Review, Report and Strategy 2014-24
- Community Infrastructure Plan Strategic Plan 2031: A Vision for the Future
- Youth Engagement Strategy (YES) 2021-25
- Waste & Resource Recovery Strategy 2020-25

External

- NSW 2021
- Hunter Region Plan 2041 (draft)



DETAILED PROGRESS REPORT

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



NOT UPDATED

Indicates no update has been provided on this action for this reporting period



NOT DUE TO START

Indicates resources are not currently available to undertake this action during this reporting period



IN PROGRESS

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



NOT PROGRESSING

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



CARRY FORWARD

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



COMPLETE

Indicates an action was achieved during the reporting period



AT RISK

Indicates an action was not achieved, and generally relates to a target for the reporting period not being met



Our 2021-22 Annual Report

This annual report provides a summary of Council's achievements during the 2021-22 year. Progress is measured against the programs, budget and desired outcomes in the 2021-22 Operational Plan.

The annual report provides an insight into Council's financial position and operations, and is prepared to comply with the *Local Government Act 1993 (NSW)*.

Major highlights, key initiatives, operating performance and achievements are presented against the **5 desired outcomes** identified in the **Community Strategic Plan, Cessnock 2027**.

Delivery Program Progress

The **2017-21 (extended 2017-22) Delivery Program** is a 4-year program that sets out how Council aims to achieve the desired outcomes developed by the community in the **Community Strategic Plan, Cessnock 2027**. The Delivery Program was extended to 30 June 2022 as a result of deferred council elections due to the COVID-19 pandemic. The 4-year

program contains **88 objectives** to be delivered over the life of the Delivery Program (ie by 30 June 2022).

A summary of progress for the **88 Delivery Program objectives** across the **5 desired outcomes** from the Community Strategic Plan is as follows:



5 Desired Outcomes

88 Delivery Program Objectives

- 
1 A connected, safe and creative community
 45 COMPLETED • 0 IN PROGRESS • 0 CARRIED FORWARD
- 
2 A sustainable and prosperous economy
 21 COMPLETED • 1 IN PROGRESS • 3 CARRIED FORWARD
- 
3 A sustainable and healthy environment
 32 COMPLETED • 22 IN PROGRESS • 12 CARRIED FORWARD
- 
4 Accessible infrastructure, services and facilities
 8 COMPLETED • 1 IN PROGRESS • 4 CARRIED FORWARD
- 
5 Civic leadership and effective governance
 51 COMPLETED • 9 IN PROGRESS • 20 CARRIED FORWARD

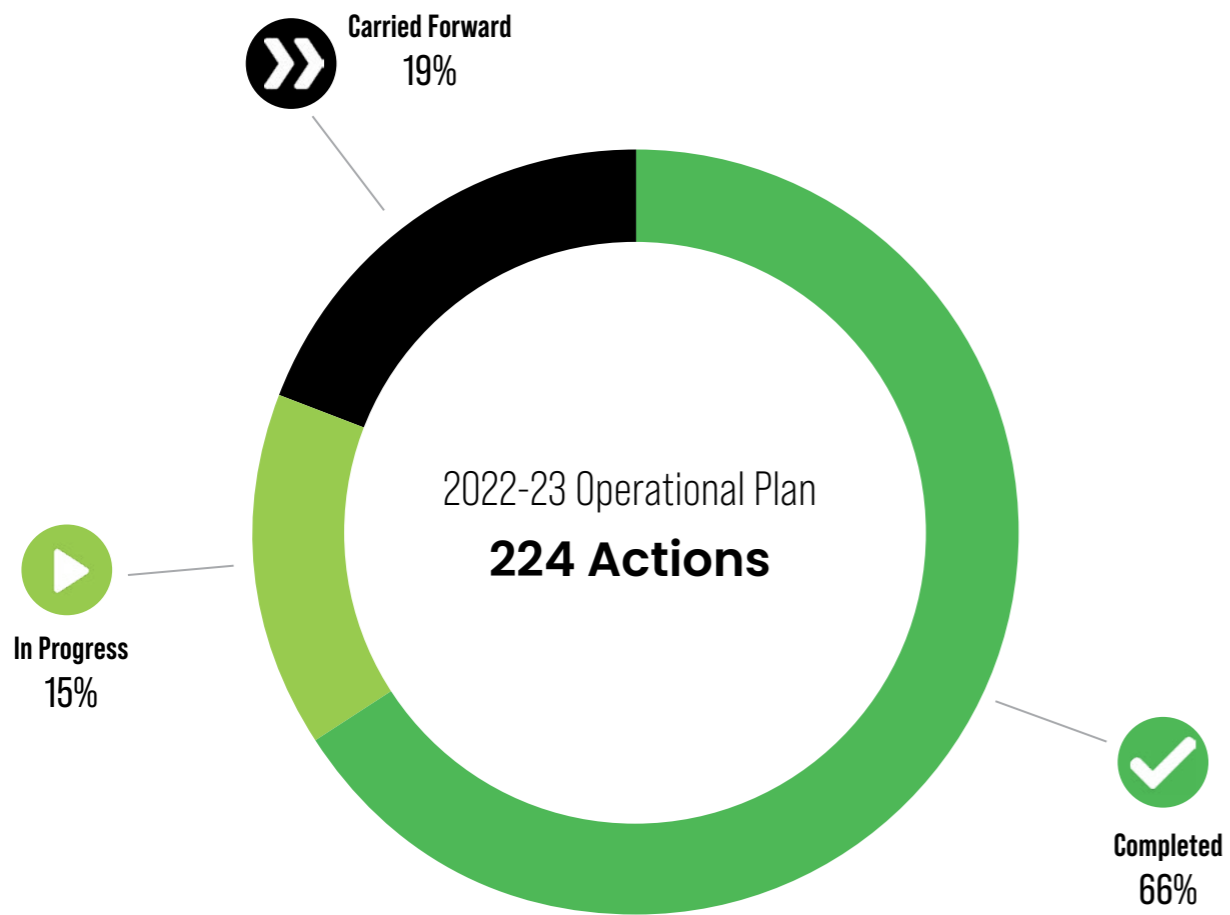


Operational Plan performance

The **2020-21 Operational Plan (extended 2021-22)** is the final year of the 4-year Delivery Program. In the operational plan Council committed to delivering **224 actions** and **41 measures** across the desired outcomes from

the **Community Strategic Plan, Cessnock 2027**. The performance against these 1-year actions and measures demonstrates Council's progress in implementing the **2017-21 Delivery Program**.

Of the 224 actions, 148 (66%) were completed, 33 (15%) were in progress and 43 (19%) will continue to be progressed and reported on as part of the 2022-23 Operational Plan and quarterly review process.



Operation Plan performance action



A connected, safe & creative community



- 1.1 Promoting social connections
- 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. During the initial community engagement program participants expressed the desire for a healthy, active, engaged and cohesive community that maintained its unique local identity and friendliness into the future.

Council has undertaken the following services to achieve the objectives established in the **Community Strategic Plan, Cessnock 2027**.

Objective 1.1

Promoting social connections

Strategic Directions

- We are connected to others in our neighbourhood and across the local government area
- Our community has opportunities to celebrate together

Objective 1.2

Strengthening community culture

Strategic Directions

- Our community is aware of and has access to community services
- Our residents show pride in our local government area
- Our community organisations have opportunities to work together to develop and deliver services
- We have adequate multi-purpose sporting and recreation facilities
- Our facilities are utilised by community groups

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



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 2027**.

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

MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Regulatory Premises Inspections	<ul style="list-style-type: none"> This measure is the number of regulatory premises inspections carried out divided by the programmed regulatory premises inspections during a year. Regulatory premises inspections include food shop inspections, skin penetration inspections etc. This is a measure of Council's contribution to the health and safety of the community. In 2015-16 there were 732 inspections and 95% of programmed inspections were carried out. 	95% 2015-16	100%
Public Swimming Pool and Spa inspections	<ul style="list-style-type: none"> This measure is the number of public swimming pools and spas inspected divided by the programmed number of public swimming pool and spa inspections. This is a measure of Council's contribution to the health and safety of the community. In 2015-16 there were 94 public swimming pools and spas and 100% of programmed inspections were carried out. 	100% 2015-16	100%
Participation in major civic and community events and programs	<ul style="list-style-type: none"> This measure is the number of community members attending and participating in major civic and community events and programs provided by CPAC each year. 	2,500 2015	Increase
Cessnock Performing Arts Centre Audience	<ul style="list-style-type: none"> This measure is the number audience members that have attended performances at the Cessnock Performing Arts Centre in a calendar year. This measure is sourced from the centre's ticketing system. 	12,028 2015	Maintain
Library Programs	<ul style="list-style-type: none"> This measure is the number of programs offered at Council's libraries. This data is sourced from NSW Public Libraries statistics. This is a measure of the libraries engagement with the community for the purpose of both recreation and education. In 2014-15 the median for NSW public libraries was 563 programs. 	810 programs 2014-15	>NSW median
Library Programs	<ul style="list-style-type: none"> This measures the number of attendees at library programs. This data is sourced from NSW Public Libraries statistics. This is a measure of the libraries engagement with the community for the purpose of both recreation and education. In 2014-15 the median for NSW public libraries was 11,582 attendees. 	15,582 attendees 2014-15	>NSW median

MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Seniors Week	<ul style="list-style-type: none"> This measures the diversity and growth of activities offered on the Seniors Week calendar. Number of activities listed in Seniors Week event calendar. The target measure was 15 in 2015-16. 	15 2015-16	Increase
Seniors Week	<ul style="list-style-type: none"> This measures the engagement with the community during Seniors Week. Number of attendees at Seniors Week events. This measure was 1,500 in 2016-17. 	1,500 2016-17	Maintain
Engagement with young people	<ul style="list-style-type: none"> This measure is the number of young people attending and participating in structured programs and drop-in services with CYCOS each year. This is a measure of the effectiveness of Council's provision of services to young people. This measure was 11,234 in 2015-16. 	11,234 2015-16	Maintain
Youth Week	<ul style="list-style-type: none"> This measures the diversity and growth of activities offered on the Youth Week calendar. Number of activities listed in Youth Week event calendar. The target measure in was 15 in 2015-16. 	15 2015-16	Increase
Youth Week	<ul style="list-style-type: none"> This measures the engagement with the community during Youth Week. Number of attendees at Youth Week events. This measure was 1,800 in 2016-17. 	1,800 2016-17	Maintain
NAIDOC Week	<ul style="list-style-type: none"> This measures the diversity and growth of activities offered on the NAIDOC Week calendar. Number of activities listed in NAIDOC Week event calendar. The target measure was 10 in 2015-16. 	10 2015-16	Increase
NAIDOC Week	<ul style="list-style-type: none"> This measures the engagement with the community during NAIDOC Week. Number of attendees at Council hosted NAIDOC Week events. This measure was 2,800 in 2016-17. 	2,800 2016-17	Maintain
Aquatic Facility Patronage	<ul style="list-style-type: none"> This is a measure of attendance and utilisation of Kurri Kurri Aquatic & Fitness Centre. Number of customers per annum. This data is sourced from attendance data. This measure was 120,000 in 2015-16. 	120,000 2015-16	>120,000
Aquatic Facility Patronage	<ul style="list-style-type: none"> This is a measure of attendance and utilisation of Cessnock Aquatic facility. Number of customers per annum. This data is sourced from attendance data. This measure was 42,102 in 2016-17. 	42,102 2016-17	>42,150
Aquatic Facility Patronage	<ul style="list-style-type: none"> This is a measure of attendance and utilisation of Branxton Aquatic facility. Number of customers per annum. This data is sourced from attendance data. This measure was 25,771 in 2016-17. 	25,771 2016-17	>25,800

Cessnock Performing Arts Centre (CPAC)



10,996

tickets sold

1,273

tickets issued for community events

3

sell out performances

Annual Pool Attendance



20,213

Cessnock Pool

14,491

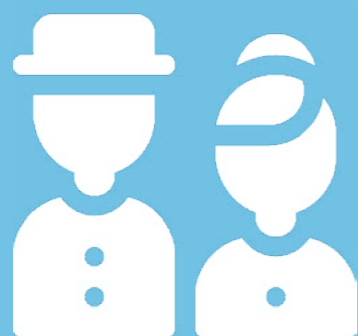
Branxton Pool

94,603

Kurri Kurri Aquatic & Fitness Centre

(operated by Belgravia Health & Leisure)

Seniors Festival



2,300

people attended

51

Seniors Festival events

27

local community organisations participated in running the festival

Cessnock City Libraries



69,879 in-person library visits

106,247 library loans

50,974 e-Resources loaned

4,131

people attended **421** events

public computers were used **6357** times

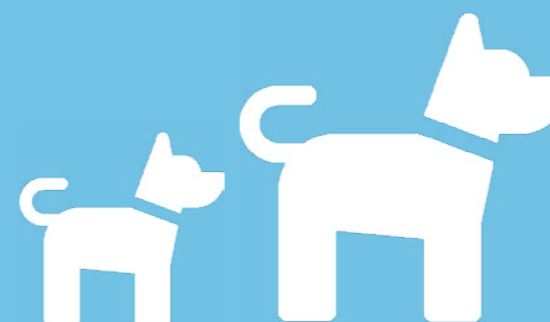
Public Health



We responded to **788** community requests for public health and environment concerns

252 routine food safety inspections were documented with **89%** of businesses receiving good to excellent outcomes

Rangers



70 lost dogs were safely returned to their owners

Over **30** animals were microchipped

Operational Plan performance

Outcome 1

A connected, safe & creative community

This desired outcome relates to community wellbeing, connectedness and safety. During the initial community engagement program participants expressed the desire for a healthy, active, engaged and cohesive community that maintained its unique local identity and friendliness into the future

Objective 1.1 Promoting social connections

SUMMARY - 13 ACTIONS



13 Complete



0 In Progress



0 On Hold



0 Carried Forward



0 At Risk



Disability Inclusion Action Plan 2021-25 (DIAP)

Provides Council with a framework to improve access and inclusion for people with disability. Actions implemented under the DIAP include access audits and upgrades to facilities, the introduction of access statements for Council engagement and web platforms and promoting and participating in local initiatives that support inclusion.

An Inclusive Communication Factsheet was developed to assist Council staff to communicate with and respond appropriately to people with disability including information in relation to inclusive language, accessible formats and communication methods.

A presentation was delivered to **17 community groups** and organisations hosting 2022 Youth Week and Seniors Festival activities and promoted Council's **Accessible & Inclusive Events Practice Guide.**








Cessnock Youth Centre and Outreach Service (CYCOS)

In partnerships with Police Citizens Youth Club (PCYC), Kurri Kurri High School, Bellbird and Cessnock West Primary School, TAFE NSW, Kurri Kurri Community Centre and NSW Health Young Parent Network, Cessnock Youth Centre and Outreach Service (CYCOS) facilitated a number of wellbeing programs:

- a program for young men at risk of disengagement from school with Kurri Kurri Community Services and PCYC Police
- a sexual health workshops with year 11 students at Mount View High School
- a smoking/vaping cessation workshop and sexual health workshop with year 9 students at Mount View High School
- "Exercise Your Mind" primary School program engaging year 6 girls
- "Yarn Engage Succeed" Aboriginal Youth program at Kurri Kurri High School, focusing on wellbeing, education and physical activity

ACTION	PARTICULARS	STATUS
1.1.1.a	Organise an event to recognise National Reconciliation Week	✓
1.1.1.b	Coordinate and promote a community program of activities and events for NAIDOC Week	✓
1.1.1.c	Engage with the community in reconciliation initiatives and in developing the next action plan	✓
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	✓
1.1.2.b	Deliver an inclusive programming strategy for 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	✓
1.1.2.c	Continue working in partnership with external organisations to implement youth-based community programs that promote and encourage well-being, address alcohol consumption and illicit drug use	✓
1.1.2.d	Develop a 2022 Youth Week program that is inclusive, engaging and celebrates young people	✓
1.1.2.e	Promote and deliver diverse and inclusive activities during school holidays engaging with children and young people across the local government area	✓
1.1.3.a	Actively pursue continuous improvement opportunities in line with Council's Disability Inclusion Action Plan 2021-2025, building an organisation which has a focus on inclusion and accessibility	✓
1.1.4.a	Coordinate and promote a community program of activities and events for the Cessnock City Seniors Festival	✓
1.1.4.b	Increase awareness of the City of Cessnock Hall of Fame and inductees	✓
1.1.4.c	Organise and deliver throughout December a diverse program of Christmas events engaging children, young people and families	✓
1.1.4.d	Organise ceremonies (and associated activities) for civic events such as Australia Day, Mayoral Scholarships and Citizenship presentations	✓

Objective 1.2 Strengthening community culture

SUMMARY - 12 ACTIONS				
				
12 Complete	0 In Progress	0 On Hold	0 Carried Forward	0 At Risk

Public Pools

The COVID-19 pandemic again impacted on our public swimming pools at Branxton, Cessnock and Kurri Kurri which resulted in a significant drop in attendances throughout August and September. A capacity reduction prescribed by the Public Health Orders and cancellation of the Term 4 NSW Education swimming program also impacted on attendance numbers at Council's public pools

Public Pool Attendance between October 2021 and March 2022:

- Branxton Pool **14,491**
- Cessnock Pool **20,213**
- Kurri Kurri Aquatic & Fitness Centre (operated by Belgravia Health & Leisure) **94,603**

1 free Family Fun Day was held in March with **215 patrons** taking advantage of the free entry across Council's **3** aquatic facilities.

Cemeteries

Council manages the following general cemeteries:

- Aberdare
- Branxton
- Cessnock
- Ellalong
- Glenmore
- Greta
- Kurri Kurri
- Millfield
- Rothbury
- Wollombi

As well as:

- Gordon Williams Memorial Lawn Cemetery at Aberdare
- Kurri Kurri Lawn Cemetery

Council has been identified as an industry leader in cemetery operations, with several organisations benchmarking against Council's procedures and continuous improvement principles.

Community Awareness and Collaboration

Council staff participated in local activities to raise awareness around domestic violence and available support including:

- Cessnock Walks Kawuma
- 16 Days of Activism

Council staff worked with Resilience NSW to distribute face masks, sanitiser, wipes and information to local frontline community organisations and groups operating between October and December 2021

Council staff regularly attended local interagency meetings including:

- Cessnock Family & Domestic Violence Network
- Cessnock Walks Kawuma subcommittee
- Cessnock Healthy Lifestyle Network
- Cessnock General Interagency

ACTION	PARTICULARS	STATUS
1.2.1.a	Investigate opportunities to improve Council's communication with the community	✓
1.2.1.b	Monitor and review the implementation of Council's website	✓
1.2.1.c	Implement and provide ongoing community awareness for the Cessnock LGA Community Directory and Community Events Calendar	✓
1.2.2.a	Be an active member of collaborative network groups that strive for inclusive, safer and healthier communities. This includes domestic violence, crime prevention and healthy lifestyles	✓
1.2.2.b	Promote and administer Council's Community and Cultural Development Dollar for Dollar grant scheme	✓
1.2.3.a	Liaise with community groups who operate from Council owned cultural facilities, to provide a welcoming, engaging, inclusive, safe and accessible environment	✓
1.2.3.b	Commence stage 1 refurbishment works for the creation of a cultural hub at Cessnock Performing Arts Centre and continue to pursue funding opportunities ensuring the facility remains a high-quality cultural venue	✓
1.2.3.c	Investigate and pursue funding opportunities for renewal works at Cessnock City Library branch further creating a facility that is modern and revitalised	✓
1.2.4.a	Promote and deliver Council's Dollar for Dollar programs to community groups, including the eligibility criteria for infrastructure projects that seek to improve Council owned and/or managed community facilities to be welcoming, engaging, inclusive, safe and accessible	✓
1.2.4.b	Prepare and submit applications for funding to improve and/or construct community, sporting and aquatic facilities	✓
1.2.4.c	Support community groups to manage facilities in conjunction with Council by providing assistance and advice within resources where appropriate	✓
1.2.6.a	Implement the Cessnock City Council Cemeteries Masterplan	✓

Objective 1.3 Promoting safe communities

SUMMARY - 16 ACTIONS				
✓	▶	⏸	⏭	✗
16 Complete	0 In Progress	0 On Hold	0 Carried Forward	0 At Risk

Community safety

Council determined:

- **33** Complying Development Certificates with an average processing time of **12 days**
- **389** Construction Certificates with a median processing time of 16 days

Council completed :

- fatigue campaigns
- calibration of **3** hand-held alcolizers

Council delivered :

- resources for the Cessnock City Liquor Accord
- parking education signage to schools



ACTION	PARTICULARS	STATUS
1.3.1.a	Collaborate through participation on the Cessnock City Liquor Accord and Community Safety Precinct Committee	✓
1.3.2.a	Assess requests for additional, changes to existing, and special event alcohol-free zones	✓
1.3.2.b	Conduct two internal driver awareness sessions to improve health and safety through compliance with road rules	✓
1.3.2.c	Conduct two Graduated Licensing Scheme workshops for supervisors and learner drivers	✓
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 lodgment	✓
1.3.4.a	Deliver road safety education and awareness programs on alcohol and fatigue under the Joint Local Government Road Safety Program	✓
1.3.4.b	Implement the Road Safety Strategic Plan 2020-24, by participating in conduct of driver behaviour campaigns to target speeding and motor cycle safety	✓
1.3.5.a	Provide designs and documentation for traffic facilities and road works listed in the adopted Capital Works Program to improve the safety of the road environment	✓
1.3.5.b	On-going assessment of applications for Restricted Access Vehicle movements within the LGA	✓
1.3.5.c	Research and respond to road safety and road engineering enquiries	✓
1.3.5.d	Prepare reports for, and facilitate the Local Development Committee (Traffic)	✓
1.3.5.e	Prepare report for, and facilitate, the Local Traffic Committee	✓
1.3.5.f	Collaborate with partners to develop and maintain a public street lighting network to improve the safety of the road network	✓
1.3.5.g	Oversee the accelerated replacement of existing eligible street lights with energy efficient LEDs	✓
1.3.5.h	Engage with schools within the LGA regarding road safety around schools	✓
1.3.5.i	Fulfill legislative obligations as per the National Rail Safety Regulator in relation to rail interface within the LGA	✓

Objective 1.4 Fostering an articulate and creative community

SUMMARY - 4 ACTIONS				
✓	▶	⏸	⏩	✗
4 Complete	0 In Progress	0 On Hold	0 Carried Forward	0 At Risk

Cessnock Performing Arts Centre Programs

Aim to attract children, young people and families either through live performance or free family film screenings

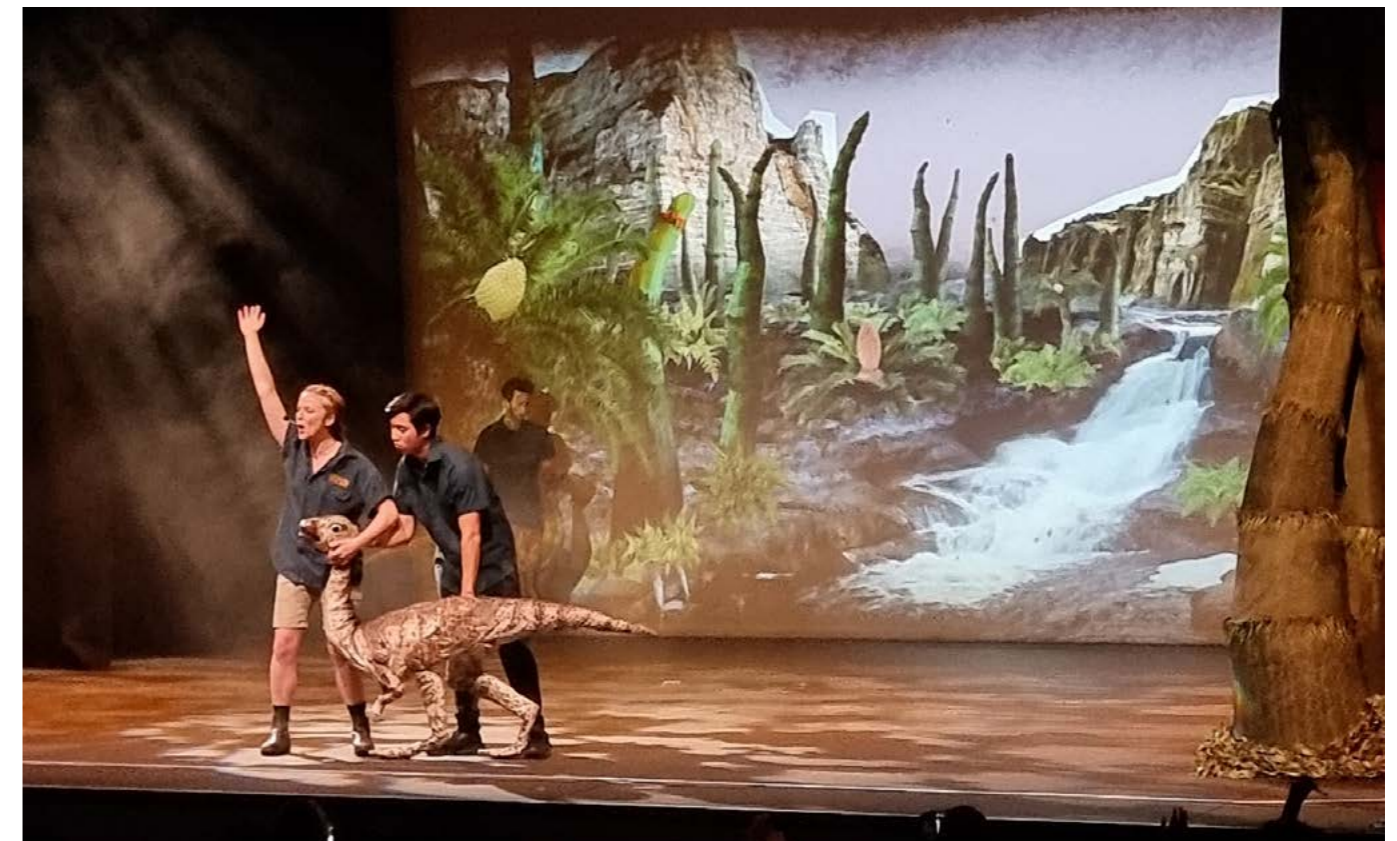
The 2022 February Season Launch was a resounding success with exceptional ticket sales.

Performances for children and families were again popular and included the introduction of Christmas events:

- Christmas Magic
- Christmas Storytime

Programs for young people facilitated by Cessnock Youth Centre and Outreach Service included:

- 'Family Fun @ CPAC'
- a school holiday program
- Hunter drama and dance schools continue to thrive.



Cessnock Library programs

COVID-19 accelerated digital transformation resulted in an ongoing demand for digital devices education programs including:

- 1-2-1 Tech Help
- Introduction to Internet
- Education sessions on how to access the 24/7 digital library services

A partnership between IT4 Retirees and Cessnock City Library resulted in a successful grant from BE Connected. Sessions covered:

- Getting the Most Out of Your Service NSW app
- Scams
- Searching the Internet
- Taking Great Photos
- Establishing Social Connections

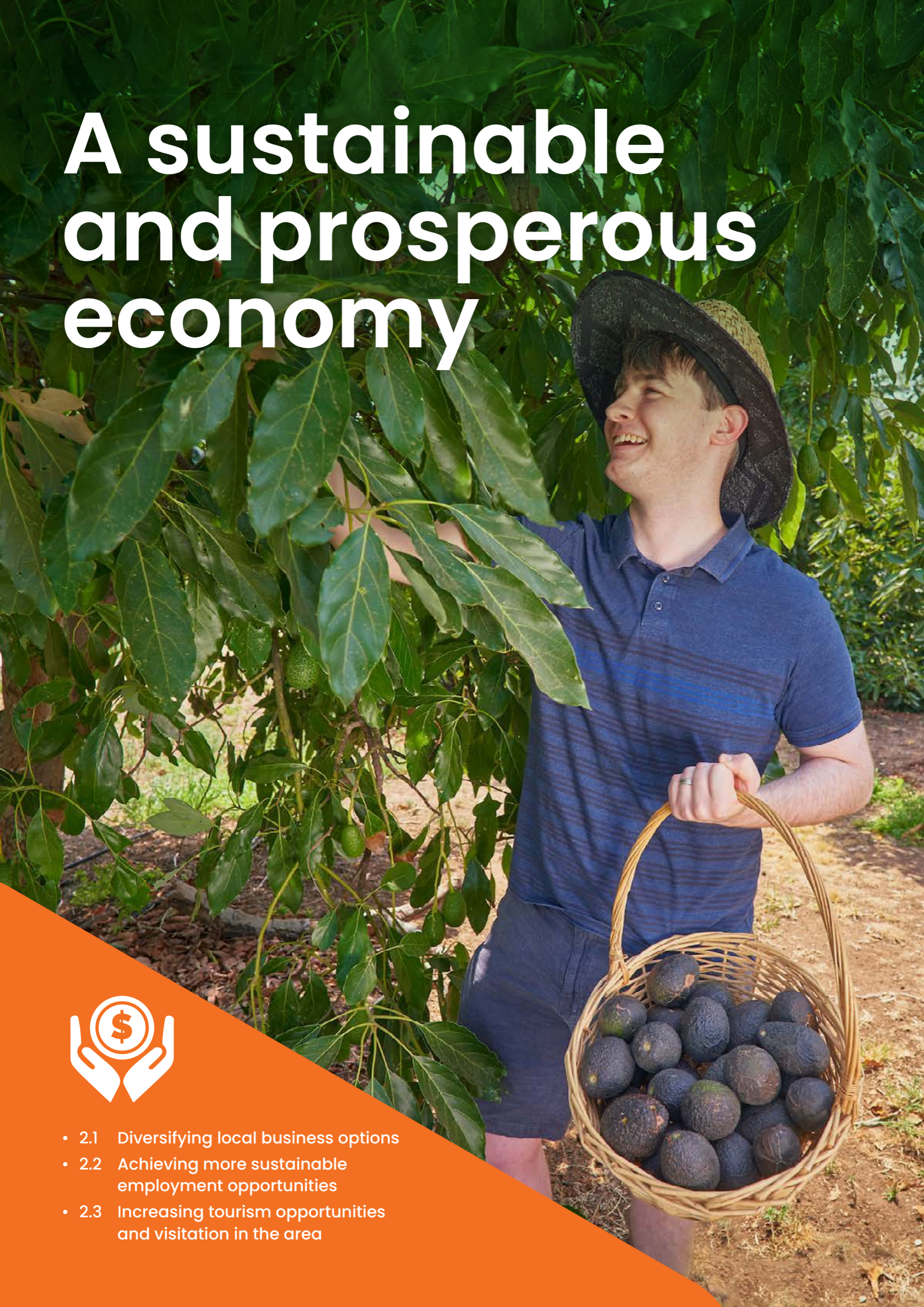
Popular local history events included:

- International Womens Day - Show and Tell: Local Studies Collection Celebrating Cessnock's Hidden Herstories
- Australian Heritage Festival - Scandalous!
- Unlocking Film Treasures: The National Film and Sound Archive collection
- Exploring Chinaman's Hollow and Bridges Hill history walks
- Queen's Platinum Jubilee Celebration Display and Talk
- Cascar Art School exhibition highlighting local talent

ACTION	PARTICULARS	STATUS
1.4.1.a	Deliver an engaging Cessnock Performing Arts Centre season with programming strategy that considers Council's community plans, diversity and inclusion	✓
1.4.1.b	Deliver programs at Cessnock Performing Arts Centre that engage children and young people in cultural expression	✓
1.4.2.a	Develop and promote Cessnock City Library digital services	✓
1.4.2.b	Develop and deliver diverse and inclusive lifelong learning programs, arts and local history exhibitions at Cessnock Library and Kurri Kurri Library branches	✓



A sustainable and prosperous economy



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.

Council has undertaken the following services to achieve the objectives established in the **Community Strategic Plan, Cessnock 2027**.

Objective 2.1

Diversifying local business options

Strategic Directions

- Our local government area is attractive to and supportive of business
- 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 learning opportunities for people of all ages
- We have employment opportunities in the local government area

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



- 2.1 Diversifying local business options
- 2.2 Achieving more sustainable employment opportunities
- 2.3 Increasing tourism opportunities and visitation in the area



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 2027**.

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

MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Satisfaction with economic development activities	<ul style="list-style-type: none"> This measure is from a random survey of residents where they are asked to rate their satisfaction with Council's efforts in encouraging business and industry on a scale of 1-5 where 1 = low satisfaction and 5 = high satisfaction. The 2016 rating was 3.16 (compared with 3.07 in 2014). 	3.16 2016	>3
Engagement with business community	<ul style="list-style-type: none"> This measure is the number of unique visitors on the Advance Cessnock City website (sourced from the website analytics). This is a measure of engagement with the local business community. The number of unique visitors in 2015-16 was 25,860. 	25,860 2015-16	28,000
Engagement with potential tourists	<ul style="list-style-type: none"> This measure is the number of unique visitors on the Hunter Valley Visitor Centre website (sourced from the website analytics). This is a measure of engagement with tourists/potential tourists to the area. The number of unique visitors in 2015-16 was 361,918. 	361,918 2015-16	398,000
Visits to Hunter Valley Visitor Centre	<ul style="list-style-type: none"> This measure is the number of visitors to the Hunter Valley Visitor Centre (sourced from the counters at the entrance to the Hunter Valley Visitor Centre). This is a measure of in-bound tourism to the area. The number of visitors in 2016 was 102,175. 	102,175 2016	>100,000



Grant Funding

\$67 million
in grant funding



Development Applications

1,081
new DA's determined



Advance Greater Cessnock website

20,979 unique visitors and

28,630 page views for
the Advance Greater
Cessnock website



Wine Country tourism website

362,448 unique visitors and
1,128,806 page views
for the Wine Country
tourism website



Hunter Valley Visitor Centre

43,726 visitors to the
Hunter Valley Visitor Centre



Facebook



263,394 reach

8,071 visits

1,200 page likes and

11,642 followers on Facebook

Operational Plan performance

Outcome 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.

Objective 2.1 Diversify local business options

SUMMARY - 11 ACTIONS



8 Complete



1 In Progress



0 On Hold



2 Carried Forward



0 At Risk

Support local economy

The 'Support Local' campaign encourages residents to support local business. It asked residents to post, in 25 words or less, their favourite activity to do in the Greater Cessnock area. These then went into a draw to win a \$500 gift card or other prize.

- **10** 'Support Local' competitions were delivered via social media
- **39** prizes were given away to a total value of **\$5,000**

Campaigns included:

- Tag a Trusted Tradie
- Your favourite accommodation business
- Fabulous teacher
- Favourite retail stores

Residential development

1570 Residential dwellings were approved, which is significantly higher than last year. Of these:

- **812** were single dwellings
- **103** dual occupancies
- **104** secondary dwellings
- **325** multi units
- **206** seniors Living
- **5** group homes

ACTION	PARTICULARS	STATUS
2.1.2.a	Undertake research for economic analysis and reporting, prepare publications, submissions, and discussion papers and collate economic development information pertaining to major funding attraction	✓
2.1.2.b	Update and promote the economic development and infrastructure funding advocacy agenda	✓
2.1.3.a	Develop an Investment Attraction Brand and Style Guide that will provide the foundation for business investment attraction activities	✓
2.1.3.b	Collaborate with Advance Cessnock partners and the NSW Investment Concierge Service to facilitate and accommodate investment leads	✓
2.1.3.c	Update the Advance Cessnock City Website using the Investment Attraction Brand and Style Guide	✓
2.1.4.a	Support Advance Cessnock City partnership 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	✓
2.1.4.b	Support and nurture existing economic activity in the city through Advance Cessnock City, collaborate with Advance Cessnock partners and foster sustained business productivity, growth and employment through business engagement opportunities and projects	✓
2.1.4.c	Seek funding for a Central Business District (CBD) Activation Program that <ul style="list-style-type: none"> • develops a CBD character statement to inform place activation • reviews the Development Control Plan for the CBD to ensure development follows the desired character • works with private building owners to upgrade facades, signs and awnings • utilises lighting to promote night activation and activities • increases shade and vegetation 	➡
2.1.4.d	Seek funding to re-invigorate and expand the Olive Industry within the LGA that includes <ul style="list-style-type: none"> • activation of 30,000 idle olive trees across the LGA • identify and document the desired olive tree varieties and planting layout suitable for production in the Hunter Valley • increasing the olive tree numbers in the Hunter Valley • establish an efficient commercial processing and kitchen facility for olives within the LGA • establish a 'shopfront' in Cessnock as one part of a holistic campaign to promote the Hunter Valley Olive Industry 	✓
2.1.4.e	Seek funding to create a new role within Council to promote the agriculture and horticulture industries (development officer). The Agriculture Industry Development Officer will <ul style="list-style-type: none"> • be a focal point and provide leadership in the development of a broader Agriculture and Food Strategy for the LGA • connect industry stakeholders, understand aggregated demand and supply and provide access to specialised capabilities as needed • support events that showcase the agricultural offerings of the LGA • support the agricultural industry in navigating Council planning and compliance requirements 	✓
2.1.5.a	Finalise the Hydro Aluminium Planning Proposal, DCP and Section 7.11 Plan	▶

Objective 2.2 Achieving more sustainable employment opportunities

SUMMARY - 5 ACTIONS



5 Complete



0 In Progress



0 On Hold



2 Carried Forward



0 At Risk

Advance Greater Cessnock

Advance Greater Cessnock e-News was sent out to **4,700** business-related recipients

Critical business alerts and updates included:

- bushfire recovery correspondence
- COVID-19 regular updates
- flood and bushfire recovery grants
- multiple tourism campaigns

Cessnock City Jobs

The first jobs forum was held to gain feedback on how Council could support local job placement activities. Focus areas included:

- promoting job opportunities
- supporting high need industries
- transportation to employment
- youth unemployment

The second forum resulted in Council working with:

- Hunter Jobs Facilitator
- Department of Education, Skills and Employment
- Hunter Valley Wine and Tourism Association

The forum provided an employment update from the Hunter Jobs Facilitator, a digital marketing expert guest speaker and a survey seeking information on a pilot Jobs Shuttle Program.

ACTION	PARTICULARS	STATUS
2.2.1.a	Provide monthly Advance Cessnock City news updates, provide critical and relevant information to businesses via the Advance Cessnock City website and provide monthly job information updates via the Cessnock City Jobs portal	✓
2.2.2.a	Use the Cessnock City Jobs Portal and Business Capability Study to support the quarterly jobs forums aimed at improving employment and training outcomes	✓
2.2.2.b	Create and deliver a Disadvantaged Youth Driver Training Program utilising Resources for Regions grant funding	✓
2.2.3.a	Continue to implement a graduate, trainee and apprenticeship framework	✓
2.2.3.b	Promote, expand and deliver the Mayoral Scholarship Education and Training Program	✓

Objective 2.3 Increasing tourism opportunities and visitation in the area

SUMMARY - 9 ACTIONS



8 Complete



0 In Progress



0 On Hold



1 Carried Forward



0 At Risk

Hunter Valley Wine Tourism Alliance

Meetings were held with representatives from Hunter Valley Wine and Tourism Association, Singleton Council and Cessnock City Council on:

- 24 Aug 2021
- 23 Nov 2021
- 21 Feb 2022
- 23 May 2022

Annual actions included:

- creating the new Hunter Valley Destination Management Plan

- Black Saturday Bushfire Recovery Grant applications
- destination marketing
- expanded NBN Internet Services project
- 'Jobs in Pokolbin' employment project

Hunter Valley Visitor Information

Hunter Valley Visitor Information Centre received a successful accreditation and a **4.5 out of 5 Star rating**.

Staff designed and built the Shop Hunter Valley website which went live on 1 November 2021. It includes individual professional product descriptions and photography of all items within the store including gift hampers, with linkage to Shopify to automatically update inventory. Shopfront Google Maps and Google analytics has also been created to track visitation.



ACTION	PARTICULARS	STATUS
2.3.1.a	Deliver Council-related actions generated from the Hunter Valley Wine Tourism Alliance	✓
2.3.1.b	Provide a joint tourism service with Hunter Valley Wine and Tourism Association that provides destination marketing and destination tourism services for the benefit of regional tourism	✓
2.3.1.c	In partnership with Singleton Council and Hunter Valley Wine and Tourism Association, update the Hunter Valley Destination Management Plan	➔
2.3.2.a	Provide quality visitor services to Level 1 Accreditation standards under the Accredited Visitor Information Centre network	✓
2.3.2.b	Promote and sell Hunter Valley Visitor Information Centre products in store and online	✓
2.3.2.c	Investigate installing a colour capable external lighting system at the Hunter Valley Visitor Information Centre that encourages twilight use of the picnic tables. If feasible and budget allows, then install a new colour capable external lighting system	✓
2.3.3.a	Process applications for the regulation of traffic associated with community events, road events and festivals	✓
2.3.4.a	Continue implementation of the Hunter Valley Wine Country Signage Strategy subject to grant funding being received	✓
2.3.4.b	Prepare a methodology to repeal the existing vineyard mapping system and engage the community	✓



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 waste management and recycling

3 A sustainable and healthy environment

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.

Council has undertaken the following services to achieve the objectives established in the **Community Strategic Plan, Cessnock 2027**.

Objective 3.1

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

Strategic Directions

- Our area's rural character and heritage is protected
- Our community is aware of the value of natural resources and biodiversity
- Our environmental amenity is protected and enhanced
- Our waterways and catchments are maintained and enhanced

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 amenities and plenty of shade

Objective 3.3

Better waste management and recycling

Strategic Directions

- We divert more of our household waste for recycling or re-processing



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 2027**.

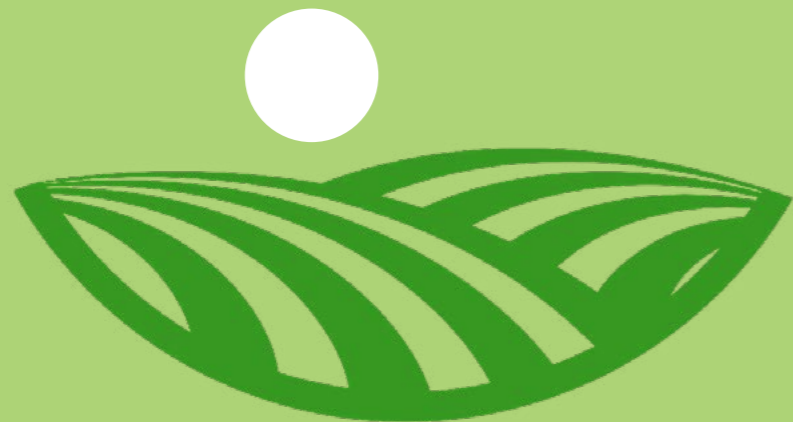
While Council is not wholly responsible for the delivery of the Community Strategic Plan objectives, Council has a custodial role to examine the progress that has been made towards the achievement.

MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Biodiversity, sustainability and natural resource matters	<ul style="list-style-type: none"> This measure is the number of people engaged in biodiversity, sustainability and natural resource workshops, presentations and consultation. The number of people attending workshops, presentations and consultations. 	N/A	1,000
Biodiversity, sustainability and natural resource matters	<ul style="list-style-type: none"> This is the measure of decreased energy consumption in Council properties. The number of megawatt hours used. This data is sourced from energy account data. 	1369 MW hrs 2016-17	Decrease
Environmental health and protection inspections	<ul style="list-style-type: none"> This measure is the number of on-site sewage management systems inspections carried out divided by the programmed number of inspections in line with Council's On-Site Sewage Management System Strategy. This is a measure of Council's contribution to the health of the local environment. In 2015-16 749 inspections were carried out. 	83% 2015-16	>80%
Completion of Capital Works Program - Recreation	<ul style="list-style-type: none"> This measure is the number of completed projects divided by the total number of projects of the current adopted Recreation & Buildings Capital Works Program. 	64%	>85%
Waste & Recycling	<ul style="list-style-type: none"> 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 and Australian Native Landscapes service data. 	5501t 2015-16	11,300t
Waste & Recycling	<ul style="list-style-type: none"> This is a measure of the number of domestic waste collection services provided by Council. In 2015-16 there were 21,022 domestic waste collection services. This data is sourced from the annual rates data. 	21,022 2015-16	Increase
Waste & Recycling	<ul style="list-style-type: none"> This is a measure of the diversion of problem waste from landfill. The number of tonnes of problem waste collected at Cessnock Community Recycling Centre. This data is sourced from the EPA and Toxfree service data. 	N/A	Increase

MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Waste & Recycling	<ul style="list-style-type: none"> This is a measure of the diversion of waste from landfill. The overall percentage diversion of waste from landfill. This data is sourced from service contractors and weigh bridge data. 	N/A	Increase
Waste & Recycling	<ul style="list-style-type: none"> This is a measure of increased Resource Recovery at Cessnock Waste Management Centre. The number of tonnes recycled and re-processed from Cessnock Waste Management Centre. This data is sourced from weigh bridge data. 	N/A	Increase
Illegal dumping	<ul style="list-style-type: none"> This is a measure of community engagement reporting illegal dumping. This is a measure of illegal dumping sites reported. This data is sourced from RID online entries. 	N/A	Increase



555ha
of open
space



162.38 tonnes
of problem
waste received



27
public
toilets



16
BBQ
facilities



1,266,980 bins
emptied



3655.91
tonnes
of kerbside
recycling
collected



7963.07 tonnes
of kerbside garden
organised collected
and reprocessed



450 people
attended
waste
related
events



263,394 reach

8,071 visits

1,200 page likes

**11,642 followers on
Facebook**

Operational Plan performance

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

SUMMARY - 31 ACTIONS, MEASURES, PROJECTS



20 Complete



1 In Progress



1 On Hold



9 Carried Forward



0 At Risk

Biodiversity education

Bushland promotional videos were shown and promoted via social media. COVID-19 weather events restricted spotlighting or bushwalking however, plans are underway to hold numerous of these activities in Spring 2022 as part of the Bushland Festival.

Environmental initiatives

12 local schools and **6 preschools** received native plants and compost for World Environment Day.

6 workshops were held in the months of May and June including:

- Growing your own vegetables
- Making beeswax wraps
- Making a household budget
- Demystifying electric vehicles
- Regenerative farming

Floodplain management

Council commenced preparation to incorporate Australian Rainfall and Runoff 2019 into its engineering design guidelines.

Development of Stormwater Asset Renewal strategy was undertaken.

Promotion of Wollombi Flood Warning System to the community was undertaken.

Council assisted property and business owners to develop flood and evacuation plans in partnership with NSW SES.

ACTION	PARTICULARS	STATUS
3.1.1.a	Continue review of Cessnock Local Environmental Plan (LEP) 2011	➡
3.1.1.b	Finalise the Environmental Lands Study	✓
3.1.1.c	Finalise the Heddon Greta, Clifftleigh Corridor Strategy	➡
3.1.1.d	Continue review of the Cessnock DCP 2010 chapters	➡
3.1.2.a	Complete Local Character Study, including Villages Masterplan	➡
3.1.3.a	Finalise Vineyards District Local Character Statement and concurrent LEP amendment	➡
3.1.4.a	Implement biodiversity education programs	✓
3.1.5.a	Continue to work on energy efficiency of Council facilities under the Revolving Energy Fund	✓
3.1.6.a	Progress remediation of highest priority site (Kurri Kurri) and finalise proposed remediation program for remaining five sites using risk and financial profile	✓
3.1.6.b	Contribute to assessing the flood impacts of development	✓
3.1.6.c	Raise community awareness about the implications of developing flood impacted land through the availability of information on Council's website and planning certificates	✓
3.1.7.a	Identify and map important agricultural land, significant agricultural landscapes and sensitive view sheds	➡
3.1.7.b	Identify, protect and manage Council's civil infrastructure with heritage significance including sandstone kerb and gutter	⏸
3.1.7.c	Identify and categorise natural waterways and riparian land	✓
3.1.8.a	Inspect commercial and residential on-site sewerage management systems in accordance with risk-based priority routine inspection program	✓
3.1.8.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	✓
3.1.8.c	Implementation of Council's companion animals education programs focusing on responsible pet ownership	✓
3.1.8.d	Implementation of Council's invasive weed species management program including the Regional Weeds Action Plan	✓
3.1.8.e	Continue community engagement and education relating to environmental initiatives	✓
3.1.8.f	Support environment and sustainability community groups, including Tidy Towns, within the LGA to implement awareness and on-ground projects	✓
3.1.8.g	North Rothbury Priority Sewerage Scheme	✓
3.1.9.a	Implement high priority projects from the Wollombi Flood Risk Management Study and Plan by operating the Flood Warning System and raising community awareness to promote preparation of individual flood and evacuation plans	✓
3.1.9.b	Facilitate Council's Floodplain Management Committee	✓

3.1.9.c	Implement high priority projects from the Greta/Anvil Creek Flood Study including investigation of flood mitigation works	✓
3.1.9.d	Continue the review of the Infrastructure Plan to suit planned expansion of new infrastructure for future development in collaboration with Strategic Planning	»
3.1.9.e	Seek funding for delivery of Floodplain Management Program	▶
3.1.9.f	Implement high priority projects from the Swamp/Fishery Creek Floodplain Risk Management Plan through progressing installation of a Flood Warning System and promotion of the House Raising Scheme	✓
3.1.9.g	Implement high priority projects from the Cessnock City/Black Creek Flood Risk Management Plan through progressing installation of a Flood Warning System and promotion of the House Raising Scheme	✓
3.1.10.a	Investigate and design high priority works identified in the Stormwater, Waterway and Floodplain Strategy	»
3.1.11.a	Develop and implement the Cessnock City Council Tree Strategy	✓
3.1.12.a	Update standard conditions of development consent and roadside drainage elements in Engineering Requirements for Development	»



Objective 3.2 Better utilisation of existing open space

SUMMARY: 7 ACTIONS



5 Complete



2 In Progress



0 On Hold



9 Carried Forward



0 At Risk

Open space facilities

Strategic recreation planning progress included:

- a draft Plan of Management for Kitchener Poppethead Park
- a draft Tree Strategy
- Public Amenities Review and Open Space Guideline for multipurpose courts and outdoor fitness stations
- a draft Review of Environmental Factors for the regionally significant Richmond Vale Rail Trail
- completion of detailed design and construction drawings for Cessnock Regional Skatepark and Cessnock Regional BMX Facility at Carmichael Park

Community recreation facilities

Council maintains approximately **575 ha** of open space recreation and community facilities, playgrounds, parkland, formal gardens, civic spaces and drainage reserves throughout the local government area.

The amount of open space maintained by Council increased with new estates at Mount View Grange, Bellbird; Avery's Rise, Heddon Greta; Wyndham Ridge, Greta, and Cliftleigh Meadow, Cliftleigh.

The majority of open space areas are maintained on a **4-6 week** schedule depending on the time of year and climatic conditions.

Many outdoor recreation facilities are heavily utilised during April to September for soccer, rugby league and netball, with the main user groups during the summer season being cricket and athletics.

ACTION	PARTICULARS	STATUS
3.2.1.a	Continue implementation of the recommendations from the Recreation & Open Space Strategic Plan 2019	
3.2.1.b	Implement Off Leash Dog Exercise Area Strategy	
3.2.2.a	Develop and update Plans of Management	
3.2.3.a	Continue to implement the adopted masterplans for Council's recreation and community facilities spaces	
3.2.4.a	Undertake routine maintenance in accordance with available resources and schedule	
3.2.4.b	Prepare data for the 2022-23 update of the Open Space and Other Structures Asset Management Plan	
3.2.4.c	Prepare a Greener Places, Urban Forest Policy	

Objective 3.3 Better waste management and recycling

SUMMARY: 18 ACTIONS



0 Complete



16 In Progress



0 On Hold



2 Carried Forward



0 At Risk

Problem waste management

The Community Sharps program continued.

A major fire at Cleanaway facility impacted the collection of materials through Community Recycling Centre.

Mattress drop off events held in January and June resulted in **2,263** mattresses being collected, in addition to those dropped off at the Waste Management Centre.

The use of bulky waste vouchers by elderly and disabled went live for business registration on 1 September and residents on 15 September.

Domestic waste multi-service stickers were rolled out.

National project stewardship scheme

Council participated in discussions, and continues to seek opportunities

for involvement in the \$1 million Federal Department of Agriculture, Water & Environment Grant to the Australian Fashion Council to create the first National Product Stewardship Scheme for clothing textiles.

Circular solar grant program

Updates and opportunities were investigated for Council's involvement in the Environmental Protection Authority's recovery of solar panels in relation to their Circular Solar Grants program for the reuse and manage solar panel and associated battery waste.

Reuse bargain days

Council continues working with individual charity groups to target reusable items. An example includes bikes redistributed to Cessnock Bicycle Company for Rotary to repair and distribution to families in need.

Kerbside collection

With the growth of service numbers, staff continue to review and consider waste diversion programs that deliver viable alternatives.

Illegal dumping

Round 7 Illegal Dumping Grant project was completed with a large section of the project area being cleared of dumped material. Exclusion fencing and gates were installed to restrict access to the project area which has seen a reduction in illegal dumping at the project site.

ACTION	PARTICULARS	STATUS
3.3.1.a	Design a permanent Administration and Education Centre, including staff amenities, for the waste transfer station and landfill operation	
3.3.2.a	Continue management of biodiversity offset area for the landfill extension project	
3.3.2.b	Continue preparation of landfill extension area to access operational cover material for landfill	
3.3.3.a	Continue to appropriately manage problem wastes to reduce potential pollution to the environment	
3.3.3.b	Develop policies and procedures to increase the efficiency of waste services	
3.3.4.a	Continue to implement a waste avoidance and reuse community engagement program targeting attitudes to consumption	
3.3.4.b	Investigate opportunities to increase resource recovery at the Waste Management Centre	
3.3.4.c	Develop a reuse program at the Waste Management Centre to divert waste from landfill	
3.3.4.d	Upgrade or rehabilitate Greta Transfer Station based on the results of the cost benefit analysis	
3.3.4.e	Provide general waste kerbside collection to the community	
3.3.4.f	Manage the organics contract and work with Solo and regional partners to deliver kerbside organics collection	
3.3.4.g	Work with HRR to deliver the kerbside recycling collection	
3.3.4.h	Operate the Cessnock Waste Management Centre in accordance with the Environment Protection Licence and relevant legislation and to encourage resource recovery	
3.3.4.i	Engage four permanent waste management positions, to replace two temporary positions and allow for improved education and efficiencies of the waste service, including: <ul style="list-style-type: none"> • a waste education officer (W&RRS 5.4) • waste technical support officer • landfill environmental officer • an environment, sustainability and waste projects coordinator 	
3.3.5.a	Participate in the regional illegal dumping (RID) squad	
3.3.5.b	Undertake litter programs such as Adopt-a-Road and Clean Up Australia Day. Participate in the EPA's Litter Prevention Initiative - subject to grant funding	
3.3.5.c	Undertake illegal dumping cleanups and prevention programs - subject to grant funding	
3.3.5.d	Undertake a review of Council's Illegal Dumping and Litter Plan (W&RRS 8.4)	

Accessible infrastructure, services and facilities

4

Accessible infrastructure, services and facilities

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

Council has undertaken the following services to achieve the objectives established in the **Community Strategic Plan, Cessnock 2027**.

Objective 4.1

Better transport links

Strategic Directions

- We have access to a range of public and community transport within the local government area
- We have access to a range of public and community transport beyond the local government area
- We have a new passenger train service in Cessnock
- Our communities are linked by walking and bike tracks

Objective 4.2

Improving road network

Strategic Directions

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

Objective 4.3

Improving 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



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



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 2027**.

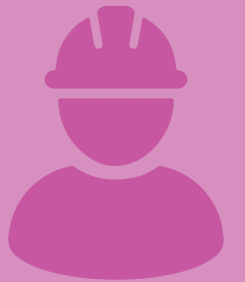
While Council is not wholly responsible for the delivery of the Community Strategic Plan objectives, Council has a custodial role to examine the progress that has been made towards the achievement.

MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Asset Management Maturity	<ul style="list-style-type: none"> This measure is the qualitative assessment of Council's asset management maturity. The measure is assessed on a scale of basic, core and advanced. 	Core June 2016	Intermediate
Completion capital works program - roads, bridges and drainage	<ul style="list-style-type: none"> This measure is the number of completed projects divided by the total number of projects of the current adopted Roads, Bridges & Drainage Capital Works Program. 	84% 2015-16	>85%
Asset Renewal	<ul style="list-style-type: none"> This measure is the three year average of asset renewal (for buildings and infrastructure) divided by depreciation, amortisation & impairment (for buildings and infrastructure). The Fit for the Future benchmark is greater than 100% (average over three years). 	142.1% 2015-16	>100%
Infrastructure Backlog	<ul style="list-style-type: none"> This measure is the estimated cost to bring assets to a satisfactory condition divided by the total written down value of infrastructure, buildings, other structures and depreciable land improvements. The Fit for the Future benchmark is less than 2%. 	2.0% 2015-16	<2%
Asset Maintenance	<ul style="list-style-type: none"> This measure is the three year average of actual asset maintenance divided by required asset maintenance. The Fit for the Future benchmark is greater than 100% (average over three years). 	104.0% 2015-16	>100%

42.29kms
length
of road
renewed



\$11,720,967
worth of
road
renewal
jobs



\$29,386,974
spent on
capital works
projects

\$2,841,615
invested
in bridges



Projects

- Anvil Creek Bridge
- Local Roads Reseal Program
- Mitchell Ave, Kurri Kurri



Operational Plan performance

Accessible infrastructure, services and facilities

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

Objective 4.1 Better transport links

SUMMARY: 12 ACTIONS



6 Complete



5 In Progress



0 On Hold



1 Carried Forward



0 At Risk

Cycling strategy

Completion of the construction of Cumberland Street between Cooper Street and Hall Street, Cessnock.

Investigation was conducted in relation to additional shared path on Cumberland Street between Hall Street and Bridge Street for construction in 2022-23.



ACTION	PARTICULARS	STATUS
4.1.1.a	Prepare applications for available grant funding to improve commuter, freight and tourism transport links	✓
4.1.1.b	Continue upgrade of public transport stops to DDA compliance and apply for available funding in accordance with grant funding guidelines and timeframes. Prepare funding applications for upgrades of public transport stops	✓
4.1.2.a	Continue to investigate and design the high priority upgrade of Wollombi Road, Cessnock as per the Cessnock LGA Traffic & Transport Strategy	▶
4.1.2.b	Seek funding opportunities for the high priority upgrade of Wollombi Road, Cessnock, as per the Cessnock LGA Traffic & Transport Strategy	✓
4.1.3.a	Implement the following high priority pathway project from the Pedestrian Access & Mobility Plan	✓
4.1.4.a	Investigate and design the following high priority project from the Cycling Strategy	✓
4.1.4.b	Implement the Trails Strategy	▶
4.1.4.c	Investigate the feasibility of the following recreation trails <ul style="list-style-type: none"> • Abermain to Weston link • Chinaman's Hollow and Maybury Peace Park Trails • Wollombi Brook Nature Walk • Wine Country Stroll 	▶
4.1.5.a	Progress the trail concept development for the Richmond Vale Trail where resources permit	✓
4.1.5.b	Participate in the Richmond Vale Rail Trail working group	▶
4.1.7.a	Progress the review of the Huntlee Planning Agreement	⏸
4.1.7.b	Commence the first review of the Cessnock Wide Infrastructure Contributions Plan	▶



Objective 4.2 Improving the road network

SUMMARY: 5 ACTIONS



4 Complete

0 In Progress

0 On Hold

1 Carried Forward

0 At Risk

Pedestrian access and mobility plan

Investigation was conducted in relation to additional pathway First Street, Weston, from Station Street to Government Road for construction in 2022-23

ACTION	PROGRESS	STATUS
4.2.1.a	Develop prioritised capital works programs in line with adopted Asset Management Plans	
4.2.1.b	Review and update Road Network Asset Management Plan	
4.2.2.a	Plan and undertake in-house design and document road work, bridges and culverts to meet required service levels for the capital works program	
4.2.2.b	Contribute to delivery of the annual capital works program	
4.2.3.a	Complete the priority projects from the heavy plant and equipment service improvement project	

Objective 4.3 Improving access to health services locally

SUMMARY: 1 ACTION



1 Complete

0 In Progress

0 On Hold

0 Carried Forward

0 At Risk

Cessnock Youth Centre & Outreach Service

Cooking programs commenced utilising new kitchen facility at Cessnock Youth Centre and included:

- A Youth Week 2022 cake baking program in partnership with Country Women's Association
- 2 workshops in partnership with TAFE NSW that demonstrated simple sweet and savoury recipes for different budgets and ingredient availabilities
- Regular weekly drop-in sessions include healthy eating programs and building basic cooking skills.
- Preparing Asian cuisine has been integrated into the Anime Club.

ACTION	PROGRESS	STATUS
4.3.1.a	Healthy eating programs with young people are delivered from the new kitchen facility at Cessnock Youth Centre & Outreach Service (CYCOS)	

Civic leadership and effective governance



- 5.1 Fostering & supporting community leadership
- 5.2 Encouraging more community participation in decision making
- 5.3 Making Council more responsive to the community

5 Civic leadership and effective governance

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

Council has undertaken the following services to achieve the objectives established in the **Community Strategic Plan, Cessnock 2027**.

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 have aspirations to become leaders
- Our Council is committed to implementing our community's vision.

Objective 5.2

Encouraging more community participation in decision making

Strategic Directions

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

Objective 5.3

Making Council more responsive to the community

Strategic Directions

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



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 2027**.

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

MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Development Application Processing Times	<ul style="list-style-type: none"> This measure is the mean and the median number of days to process Development Applications (for all DAs which have been determined). This data is sourced from the Local Development Performance Monitoring Report. 	49 Mean 2015-16 23 Median 2015-16	Maintain 28 days
Satisfaction with Council's performance overall	<ul style="list-style-type: none"> This measure is from a random survey of residents where they are asked to rate their satisfaction with Council's performance overall on a scale of 1-5, where 1 = low satisfaction and 5 = high satisfaction. The benchmark in 2009 from similar surveys with over 15,000 residents across 25 local government areas was 3.5. The 2016 rating was 3.27 (compared with 3.22 in 2014). 	3.27	2016 >3.5
Response to Customer Requests	<ul style="list-style-type: none"> The number of customer requests that are completed within agreed timeframes divided by the total number of customer requests completed. This data is sourced from the workflows in Council's customer request management system. 	74% 2015-16	75%
Operating Performance	<ul style="list-style-type: none"> This measure is the three year average of the operating result (excluding capital grants and contributions) divided by total operating revenue (excluding capital grants and contributions). The Fit for the Future benchmark is better than breakeven (average over three years). 	(0.014) 2015-16	>0
Own Source Revenue	<ul style="list-style-type: none"> This measure is the three year average of the total operating result (excluding capital grants and contributions) divided by total operating revenue. The Fit for the Future benchmark is greater than 60% (average over three years). 	67.4% 2015-16	>60%
Debt Service	<ul style="list-style-type: none"> This measure is the three year average of the cost of debt service (principal and interest) divided by total operating revenue. The Fit for the Future benchmark is greater than 0% and less than 20% (average over three years). 	2.5% 2015-16	>0 and <20%

26,986 customers were helped



1,135 Cessnock City Council eNewsletter subscriptions

91% customer requests were resolved



58 YouTube subscribers for Council Meeting broadcasts

13,000+ Facebook followers



1,100+ Instagram followers

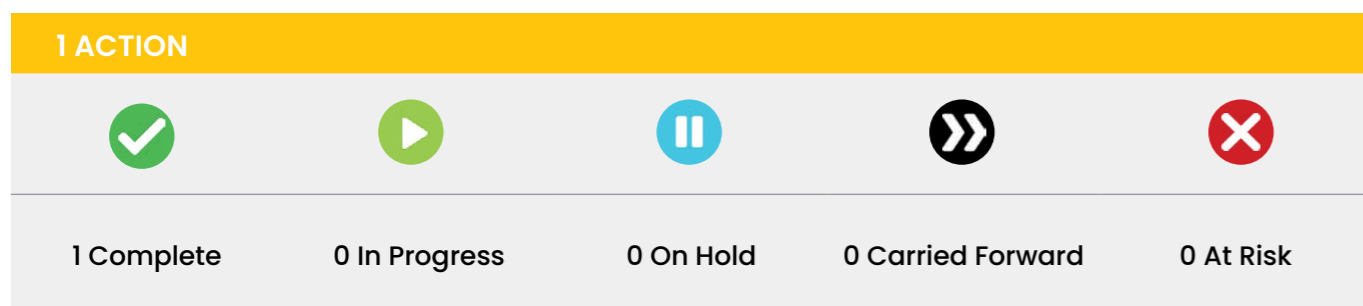
2,500+ Twitter followers

Operational Plan performance

Accessible civic leadership and effective governance

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

Objective 5.1 Fostering & supporting community leadership



Councillor induction program

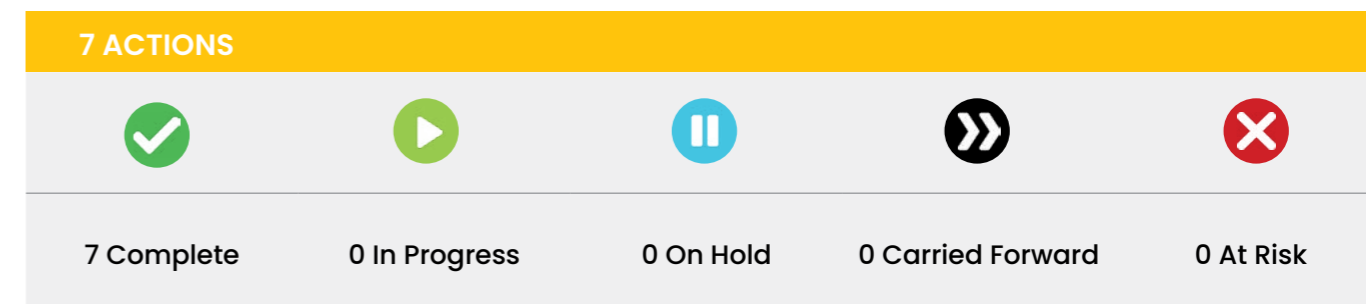
Pre-election briefings were provided to candidates leading up to the recent election.

A subsequent detailed induction program was provided for elected Councillors that covered all areas of Council including:

- Strategic Planning
- Development Consents
- Integrated Planning and Reporting
- Finance and Governance

ACTION	PARTICULARS	STATUS
5.1.1.a	Deliver Pre-Election Candidate Briefings and new Councillor Induction Training for 2021 local government election	

Objective 5.2 Encouraging more community participation in decision making



Community collaboration

Council has increased its digital engagement platforms and tools.

Engagement opportunities have included:

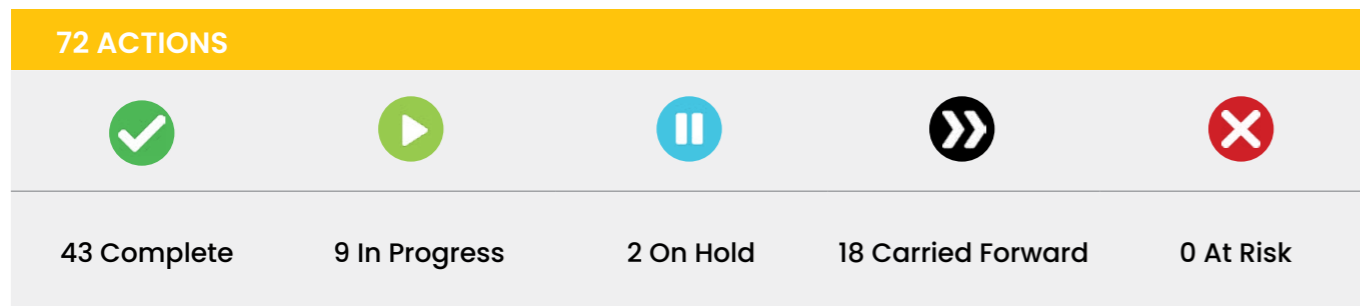
- Together Cessnock - Council website
- Survey Monkey and QR code online surveys
- Post Call survey
- Council's Contact Centre
- Social Pinpoint interactive map
- Mentimeter interactive presentations
- workshops and meetings
- Eventbrite event ticketing
- Zoom and Teams for video conferencing

Local government reform

Submissions were provided to the Independent Pricing and Regulatory Tribunal, Hunter Joint Organisation of Councils and Local Government NSW on the impact of rate peg methodologies and its limitations. Council participated in the application for the special rate variation as part of these submissions.

ACTION	PARTICULARS	STATUS
5.2.1.a	Undertake community engagement for the Community Strategic Plan, Cessnock 2036	
5.2.1.b	Implement a staff education program and targeted training, that covers project scope, levels of engagement, stakeholder identifications, tools and evaluation	
5.2.1.c	Increase opportunities for our Council to collaborate with community members	
5.2.1.d	Undertake engagement with stakeholders, residents, community members/groups and businesses regarding Council projects, programs, strategies and services	
5.2.2.a	Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the LGA	
5.2.3.a	Monitor and respond to the State Government's local government reform program	
5.2.4.a	Meet with groups on a regular basis, and provide assistance where required	

Objective 5.3 Making Council more responsive to the community



Staff training

Achieving Customer Excellence (ACE) training has been undertaken with **21 sessions** completed and **284 staff** attending.

ACE training will form part of Council's onboarding program.

Customer service

Post call survey software was implemented to engage with customers via Council's Contact Centre which found:

- **95%** first call resolution
- **73%** of customers were satisfied with the outcome of their call
- **94%** of customers were satisfied with the level of service provided

Our Customer Relations team have continued to improve customer service levels by undertaking call recording for coaching evaluation purposes.

Counter transactions

COVID-19 resulted in the administration building was closed between August and October 2021, which resulted in a reduction of face-to-face transactions.

A total of **7,183 counter transactions** were received across the year.

ACTION	PARTICULARS	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	✓
5.3.1.b	Actively pursue continuous improvement to extend our systems and tools used to meet the needs of our customers	✓
5.3.2.a	Conduct regular development consultation forums	✓
5.3.3.a	Efficiently and effectively process development applications and respond to planning-related enquiries	✓
5.3.3.b	Investigate the expansion of the Application Programming Interface (API) between the NSW Planning Portal (ePlanning) and Council's systems	✓
5.3.3.c	Assess mitigation of the impact of traffic generating development	✓
5.3.3.d	Review and propose updated standards for road widths, kerb and gutter, pathways and bus shelters contained in Council's Engineering Requirements for Development	⏭
5.3.3.e	Continue to review and enhance our internal processes and workflows in line with the Department of Planning and Environment's Development Assessment Best Practice Guide	✓
5.3.4.a	Develop and implement a strategic internal audit plan	✓
5.3.5.a	Develop strategies and an action plan to improve Council's insurance performance with respect to workers compensation and general insurance. Including: <ul style="list-style-type: none"> • Public Liability • Reduce claims costs (Public Liability) 	✓
5.3.6.a	Commence undertaking relevant actions within Council's Leadership Framework for the 2021-22	✓
5.3.6.b	Undertake a staff engagement survey	✓
5.3.6.c	Ensure Council's information technology infrastructure is meeting staff expectations and is supported by vendors	✓
5.3.6.d	Upgrade Council's data centre servers and storage as end of life	✓
5.3.6.e	Replace Council's multi-function (photocopiers) device fleet as they are end of life	✓
5.3.6.f	Migrate from Skype for Business telephone system to Microsoft Teams	✓
5.3.7.a	Provide staff with awareness, tools, and knowledge to assist them in meeting their governance and statutory compliance obligations	✓
5.3.8.a	Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice including in relation to delegations, legislative interpretation, compliance, complaints, UCCs, GIPA, PPIP, copyright, PID, Fraud and Corruption Prevention, policy etc (Governance)	✓
5.3.8.b	Adopt new technologies and processes that improve the security of Council's information technology (IT) systems	✓
5.3.8.c	Manage declared dams in accordance with NSW Dams Safety legislation	⏭
5.3.8.d	Create or review and update all policies that have been identified as required or are due for review. Place all policies where there are material changes on public exhibition	✓

5.3.8.d_01	Review and update Councillor Expenses and Facilities policy	✓
5.3.8.d_02	Review Council's Code of Conduct	➤
5.3.8.d_03	Review the Fraud & Corruption Control Strategy	➤
5.3.8.d_04	Undertake the annual review (and update) of the Investment Policy	✓
5.3.8.d_05	Review and update K10.1 Contributions Levied for Kerb and Guttering Construction Policy	➤
5.3.8.d_06	Review F31.1 Road Closures Associated with Filming Proposals Policy	✓
5.3.8.d_07	Review the Financing Internal Restricted Assets Policy	➤
5.3.8.d_08	Review the Project Authorisation and Re-votes Policy	✓
5.3.8.d_09	Review the Domestic and Family Violence Guidelines and Protocol (internal)	✓
5.3.8.d_10	Legionella Management Plan	▶
5.3.8.d_11	Review the Health and Wellbeing Protocol	▶
5.3.8.d_12	Review the Redeployment and Voluntary Redundancy Protocol	⏸
5.3.8.d_13	Great North Road Conservation Management Plan	✓
5.3.8.d_14	Update Cessnock Tidy Town Program	✓
5.3.8.d_15	Review L10.2 Temporary Roadside Grazing Permits Policy	➤
5.3.8.d_16	Cessnock Airport Operational Policy & User Guidelines	▶
5.3.8.d_17	Review Leave and Work Arrangements protocols	▶
5.3.8.d_18	Building Approval for Buildings Fronting Unmade Roads	➤
5.3.8.d_19	Development and Transfer of Crown Roads (Road Standards)	➤
5.3.8.d_20	Development and Transfer of Crown Roads (Road Standards)	✓
5.3.8.d_21	Development Applications Adjacent to Rear Lanes	✓
5.3.8.d_22	Guidelines for the Opening of Roads	➤
5.3.8.d_23	Identification of Land Fronting Unformed Roads	➤
5.3.8.d_24	Urban House Numbering	➤
5.3.8.d_25	Building Approval Conditions for Land Fronting Unformed Roads, Heddon Greta	➤
5.3.8.d_26	Building Approval Conditions in Frederick Street, North Rothbury	➤
5.3.8.d_27	Building Approval Conditions for Land Fronting Unmade Roads, Ellalong	➤
5.3.8.d_28	Building Conditions for Land Fronting Unformed Roads, Wollombi	➤
5.3.8.d_29	Purchase and disposal of Council vehicles	✓
5.3.9.a	Progress Vineyard Grove project in accordance with Council resolution and seek further based business of alternative options	✓

5.3.9.b	Progress Civic Park project to consolidate Council land and create a large development for adaptive reuse	➤
5.3.9.c	To benefit local sporting associations and community service groups, develop and establish a procedural framework for granting long-term tenure of land and facilities designated for community use	➤
5.3.10.a	Enhance Council Long Term Financial Plan (LTFP) to ensure that the LTFP becomes part of the Integrated Planning & Reporting documents	▶
5.3.10.b	Develop the Community Strategic Plan and Delivery Program	✓
5.3.10.c	Prepare the End of Term Report	✓
5.3.10.d	Prepare the Cessnock City Annual Report	✓
5.3.10.e	Prepare the State of the Environment Report	✓
5.3.11.a	Continue to enhance Council's contractor management to ensure value for money principles can be achieved	✓
5.3.11.b	Create options to engage community as part of Community Strategic Plan, Cessnock 2036 and delivery program formulation (including possible funding options for community consideration)	✓
5.3.11.c	Continue to apply the principle of balanced operating budget and ensure programs are fully funded	✓
5.3.11.d	Continue implementation of the plant and fleet management review to ensure efficient and effective use of resources	✓
5.3.11.e	Review all non-rate related revenue as part of the Community Strategic Plan, Cessnock 2027 and Delivery Program 2017-21 to identify options which can reduce reliance on ratepayers	✓
5.3.12.a	Collaborate on integration opportunities between project managements tools/ systems with Authority and PULSE	⏸
5.3.13.a	Share information regarding the status of current capital works using social media, particularly with respect to traffic disruptions and construction works	✓
5.3.13.b	Share information regarding the status of current capital works using social media, particularly with respect to traffic disruptions and construction works	✓
5.3.13.c	Ensure Council's software systems are secure and running vendor supported versions	✓
5.3.14.a	Review and if required update the Council's 2020-2024 Equal Employment Opportunity Management Plan	✓
5.3.14.b	Review Council's 2017-2021 Workforce Plan and develop draft for inclusion in Council's new resourcing strategy	▶
5.3.14.c	Continue to implement a succession planning and talent management framework	▶
5.3.14.d	Conduct Cultural Awareness Training for relevant staff	▶
5.3.14.e	Review Council policy and protocols to ensure Council adhere to the relevant Child Safe Standards	▶

STATUTORY REPORTING

Relevant legislation

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 Act 1993, section 67 and 67(2)(b)

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)

Fisheries Management Act 1994, section 220ZT(2)

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.

Dollar for dollar

The Community and Cultural Development Dollar for Dollar grant round was advertised throughout August and closed on 3 September 2021.

9 applications were awarded funding totalling \$16,315 with the grant scheme being undersubscribed, it was resolved by Council that the remaining funds be transferred to the 2022-23 grant round.

12 economic development grants totalling \$126,100 were provided to support business chambers and local business activities. The program offers funding to Advance Greater Cessnock partners and awarded funding to 12 projects from:

- Cessnock Business Chamber
- Central Hunter Business Chamber
- Wollombi Valley Chamber of Commerce
- Kurri Kurri Towns with Heart
- Hunter Region Business Hub

- Hunter Valley Wine Tourism Association

12 \$2,500 scholarships were awarded to successful applicants under the Mayoral Scholarship Program.

The 'Support Local' campaign provided 39 prizes to a total value of \$5,000 including gift cards, restaurant and accommodation vouchers, hampers and more.



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*.

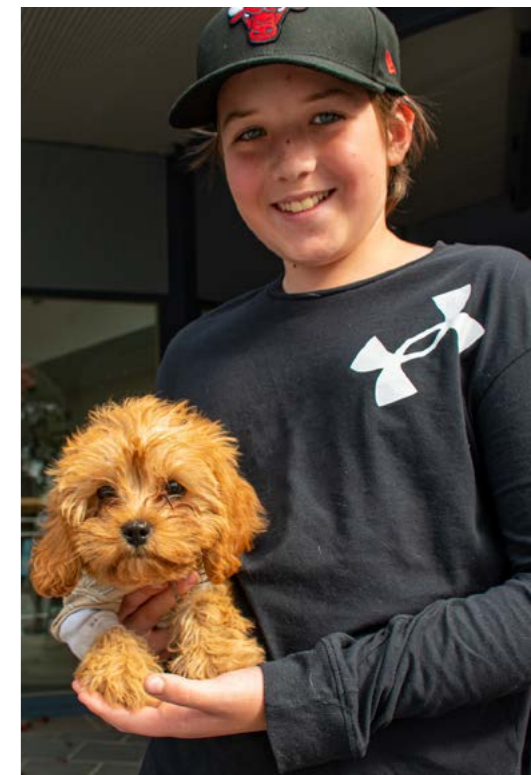
Responsible pet ownership education

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

Impounded Animals 421
Dog Attacks 65



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

Controlling interests in companies

Council holds no controlling interest in companies.

Storm water management charge

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)

Council did not levy a Storm Water Management charge.

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	2
More than two dwellings	0
Properties issued with a Certificate of Compliance	97
Properties issued with a Certificate of Non-Compliance	2



Public interest disclosures

In accordance with the *Public Interest Disclosures Act 1994*, 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 No Public Interest Disclosure Requests.

Public access to information

In accordance with the *Government Information (Public Access) Act 2009*, section 125(1) and the *Government Information (Public Access) Regulation 2018* clause 8, schedule 2, the report must include information on government information public access activity

In accordance with Clause 8B the total number of access applications received by the Council in 2021-22 reporting year is **273**. The full report on Council's compliance with the Act is annexed to this report.



	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	23	56	0	3	0	0	0	1	83	30%
Not for profit organisations or community groups	2	0	0	0	1	0	0	0	3	1%
Members of the public (by legal representative)	2	9	0	0	0	0	0	0	11	4%
Members of the public (other)	34	125	7	14	0	1	0	3	184	65%
Total	61	190	7	17	1	1	0	4	281	
% of Total	22%	68%	2%	6%	0%	0%	0%	1%		

Disability inclusion action plan

In accordance with the *Disability Inclusion Act 2014*, section 13(1), the report must include information on the implementation of Council's Disability Inclusion Action Plan

Building positive attitudes

Accessible systems, information or processes

Supporting meaningful employment

Creating liveable communities

Council's Disability and Inclusion Action Plan 2021-2025 commenced in July 2021, demonstrating Council's commitment to improving opportunities for people with disability to access services, activities, facilities and information.

Initiatives delivered under the Disability and Inclusion Action Plan 2021-2025 include:

- publishing an Easy English version of the Disability Inclusion Action Plan
- introduction of a hearing loop in the Council administration building's Customer Service Centre
- partnering with Finding Yellow to deliver the 'Including You' tent at the Weston vaccination hub
- promoting Council's Accessible and Inclusive Events Practice Guide to community event organisers
- supporting and participating in Cessnock's 2021 International Day of People with disability event
- holding sensory storytime events at Cessnock and Kurri Kurri Libraries
- completing an accessibility audit under the Council's Public Amenities Review
- securing grant funding for access improvements for the Performance, Arts, Culture, Cessnock (PACC)
- profiling on the Advance Greater Cessnock website local businesses supporting inclusive employment practices
- introducing access statements on Council's website and in community engagement promotions
- reviewing Council's Code of Meeting Practice to improve opportunities for participation in decision making processes

Fair and equal employment

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

Workforce diversity

Cessnock City Council is committed to delivering successful Equal Employment Opportunities (EEO)

As at 30 June 2022 Council's workforce included **3.2%** employees who identified as being of Aboriginal or Torres Strait Islander background, and **4.9%** employees from a non-English speaking background.

Cessnock City Council continues to focus on diversity and inclusion with a framework supporting the organisation which continues to attract, recruit, support and develop employees in four key areas:

- Disability
- Aboriginal or Torres Strait Islander People
- Gender
- Youth

As at 25 May 2022	Headcount	As at June 2022	% of workforce
Employment		Age	
Permanent Full Time	417	<25	8.3%
Permanent Part Time	294	25-34	15.7%
Temporary Full Time	58	35-44	21.1%
Temporary Part Time	11	45-54	26.2%
Casual	9	55-64	22.8%
Apprentice / Trainee	26	65 +	5.9%
Labourco/Contractors	19	EEO Measure	
Gender		Aboriginal / Torres Strait Islander	3.2%
Male	53.7%	Disability	0.0%
Female	46.3%	Non English Speaking Background	4.9%
		Ethnic Minority	2.9%

Volunteer planning agreements

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

Agreements in force



Planning Agreement - Cliftleigh	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 <i>Environmental Planning and Assessment Act 1979</i>	20 August 2008	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; and	Lot 61 DP 1076974 Lot 62 DP 1076974 Lot 23 DP 607899 Lot 61 DP 785115 Lot 62 DP 785115	Deed of variation – 22 December 2016
Local Infrastructure			Winten (No 23) Pty Limited of Level 10, 61 Lavender Street, Milsons Point, New South Wales, 2061	Lot 3 DP 1039042 Lot 1 DP 1072276 Lot 2 DP 1072111 Lot 22 DP 607899 Lot 1 DP 1039042	Second deed of variation – July 2020
Planning Deed - Anvil Creek Project	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 <i>Environmental Planning and Assessment Act 1979</i>	20 August 2008	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; and	Lot 1 DP 1036942 Lot 2 DP 1036942 Lot 3 DP 1036942 Lot 4 DP 1036942 Lot 5 DP 1036942	
Local Infrastructure			Greta Estates Pty Limited (Greta) of 12 Woodside Avenue, Burwood, New South Wales, 2134.	Lot 6 DP 1036942 Lot 263 DP 755211 Lot 264 DP 755211	
Planning Agreement - Heddon Greta	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 <i>Environmental Planning and Assessment Act 1979</i>	3 November 2010	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; and	Part Lot 404 of DP 1127085 Part Lot 102 of DP 1112059	
Local Infrastructure			Kurri Autos Pty Limited of P.O. Box 61 Kurri Kurri, New South Wales, 2327	off Main Road, Young and Bowden Streets, Errol Crescent, Madeline and Ashley Close and Forbes Crescent at Heddon Greta.	
Planning Agreement - Cessnock Civic	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	Lot 251 DP 606348; Lot 1 DP 1036300; Lot 23 DP 845986; and Lot 22 DP 845986.	
Biodiversity			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		

Planning Agreement - Averys Village	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;	Lot 20 DP 11823 Lot 12 DP 755231 Lot 13 DP 755231 Lot 5 DP 1082569 Lot 8 DP 10443 Lot 119 DP 752445
Biodiversity			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, Buchannan, 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.	

Planning Agreement - West and Wyndham Street Greta	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 <i>Environmental Planning and Assessment Act 1979</i>	6 August 2014	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325;	Lot 2 DP 808354 Lot 2 DP 1151267
Local Infrastructure			Hardie Greta Pty Limited of Level 1, 106 King Street Sydney, New South Wales, 2000.	

Planning Agreement - Rose Hill	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 <i>Environmental Planning and Assessment Act 1979</i>	20 October 2014	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325;	Lot 12 DP 1181682
Local Infrastructure			Fame Cove Three Pty Limited of Level 1, 106 King Street Sydney, New South Wales, 2000.	

Planning Agreement - Bellbird Heights	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;	Lot 1 DP 1164334
Biodiversity			Winton Partners Pty Limited of Level 2, 95 Pitt Street Sydney, New South Wales, 2000	

Planning Agreement - Bellbird Heights	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 <i>Environmental Planning and Assessment Act 1979</i>	19 November 2014	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325;	Lot 1 DP 1164334
Local Infrastructure			Winton Partners Pty Limited of Level 2, 95 Pitt Street Sydney, New South Wales, 2000	

Planning Agreement - West and Wyndham Street Greta	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	Lot 2 DP 808354 Lot 2 DP 1151267 Lot 9 DP 753817 Lot 102 DP 753817 Lot 207 DP 753817
Biodiversity			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	

Kitchener Residential Subdivision Deed of Planning Agreement	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	Lot 2 DP 862493
Local Infrastructure			JPG 58 Pty Ltd of Level 12, 48 Hunter Street, Sydney	

Planning Agreement - Huntlee	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	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
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Planning Agreement - Orica	The Planning Agreement commits the landowner to enter into a BioBanking	19 October 2016	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325	Lot 2 DP 809377
Biodiversity	Agreement in relation to part of the site with the NSW Office of Environment and Heritage.		Orica Australia Pty Limited C/ Level 1, 1 Nicholson Street Melbourne, Victoria, 3001	

Planning Agreement - Black Hill	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	Lot 1131 DP 1057179
Biodiversity			The Trustees of the Roman Catholic Church for the dioceses of Maitland-Newcastle 841 Hunter Street Newcastle New South Wales, 2302	

Planning Agreement - 1443 Wine Country Drive	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	Lot 11 DP 1105639
Local Infrastructure			Peter Vizzard 1443 Wine Country Drive Rothbury New South Wales, 2335	

Battery Recycling Facility Kurri Kurri	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	Lot 796 DP 39877 Lot 797 DP 39877
Local Infrastructure			Pymore Recyclers International Pty Ltd Governor Macquarie Tower, Level 40 1 Farrer Place, Sydney NSW 2000	

65 Abernethy Street, Kitchener Planning Agreement	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	Lot 521 DP 755215
Local Infrastructure			Kitchener Harvest Pty Limited 298 Railway Parade Carlton New South Wales 2218	

Bailey's Lane Planning Agreement	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	Lot 790 DP 257363
Local Infrastructure			Bailey's Lane Pty Limited of 20/19-21 Central road, Miranda NSW 2228	

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)

Quote/ Tender number	Contractor Name	Contract Description	Contract Value	Contract Start date	Estimated contract end date
T2021-03	United Safety & Survivability Corporation Pty Ltd	Maintenance of Fire Protection Equipment	\$130,000	1/08/2021	30/06/2026
T2021-08	Saunders Civilbuild Pty Ltd	Yango Bridge Replacement	\$1,206,367.00	3/08/2021	30/04/2022
T272021HUN	Boral Resources (NSW) Pty Limited.	Provision of Road Base Materials	Schedule of Fees	1/12/2021	31/12/2023
	Buttai Gravel Pty Ltd t/a Daracon Quarries.				
	Quarry Products (Newcastle) Pty Ltd.				
	Hebden Quarries Pty Ltd t/a SCE Hebden Quarries				
	AI Highways Pty Ltd			1/06/2022	31/03/2024
	Destraz Pty Ltd t/a D&P Fencing Contractors			1/06/2022	31/03/2024
T112223HUN	Guardrail Infrastructure Pty Ltd t/a Guardrail Installations Australia	Road Safety Barrier Systems	Schedule of Fees	1/06/2022	31/03/2024
	Western Safety Barriers t/a Western Safety Barriers Group Pty Ltd				
Q2022-121	Maitland City Council	Animal shelter facilities including provision of care and management of impounded and surrounded animals	Fixed rate and schedule of fees	1/03/2022	28/02/2027

Private works

In accordance with the *Local Government (General) Regulation 2021, clause 217(1)(a4)* and the *Local Government Act 1993 section 67 and 67(2)(b)*, the report must include resolutions made concerning work carried out on private land

Council did not make any resolutions concerning work carried out on private land under section 67 of the *Local Government Act 1993* in 2020-2021

Quote/ Tender number	Contractor Name	Contract Description	Contract Value	Contract Start date	Estimated contract end date
Q2022-016	Hunter Rail & Civil	Branxton to Greta Shared Pathway Stage 2 Chainage 400m	\$536,801	1/03/2022	31/05/2022
T2022-04	Bolla Contracting Pty Ltd	Miller Park Tennis and Netball Courts	\$601,851	Feb-22	
T2022-06	Revolution Action Sports Concepts Pty Ltd	Millfield Skatepark Extension CFR 2021 009	\$256,446	May/June 2022	Oct-22
T2022-08	Dynamic Sports Facilities Australia Pty Ltd	Carmichael Park New Sporting Facilities	\$529,989	1/06/2022	30/12/2022
Q2022-063	Hunter Rural Contracting Pty Ltd	Concrete works Bridge Street Aberdare Road and Bridges Hill park	\$556,728	15/12/2021	
T2021-12	All Kerbs & Concrete Pty Ltd	Concrete construction footpaths and kerbs	\$1,800,000	27/09/2021	26/09/2023
T2021-06	Mojo Power	Supply of Electricity Large/ Small/Renewable	\$500,000	1/01/2022	31/12/2031
T2021-11	Fulton Hogan	Cessnock Airport Runway and Taxiworks Renewal Works	\$7,953,403		30/08/2022
Electricity Small Sites 3062	Shell Energy	Electricity Small Sites 3062	\$1,000,000	1/07/2022	30/06/2032

Rates and charges subsidies

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

Rates and charges written off

Organisation	Amount
Cessnock Masonic Hall	\$ 1,832.87
Country Womens Association	\$ 2,149.46
RSL Hall - Maitland St, Branxton	\$ 1,964.79
Cessnock Homing Pigeon Club	\$ 1,217.28
Trustees Masonic Hall	\$ 1,656.99
Weston Pre-School	\$ 1,700.96
Cessnock Clay Target Gun Club	\$ 4,207.31
Greta Pre-School Kindergarten	\$ 1,999.96
Cessnock Rifle Club Inc	\$ 4,734.96
Aberdare Pre-School	\$ 2,571.59
Richmond Vale Preservation Co-op Society	\$ 3,134.42
Cessnock Pistol Club	\$ 4,136.96
Branxton Preschool	\$ 1,744.93
Kurri Kurri Early Childhood Centre	\$ 2,650.73

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

External bodies exercising Council functions

Enforcement Officer (*Protection of the Environment Operations Act 1997*) Council Appointed

Impounding Officer (*Impounding Act 1993*) Council Appointed

Inspector (*Game and Feral Animal Control Act 2002*) Other 3rd Party Appointed

Inspector (*Industrial Relations Act 1996*) Other 3rd Party Appointed

Inspector (*Plumbing and Drainage Act 2011*) Council Appointed

Inspector (*Smoke Free Environment Act 2007*) Other 3rd Party Appointed

Local controller for SES units (*State Emergency Service Act 1989*) Other 3rd Party Appointed

Local Emergency Management Officer (*State Emergency and Rescue Management Act 1989*)

Public Officer (*Local Government Act 1993*) Council Appointed

Reporting Officer (*Civil Aviation Safety Regulations 1998*)

Responsible Accounting Officer Council Appointed

Return to Work Coordinator (*Workers Compensation Regulation 2016*)

Works Safety Officer (*Civil Aviation Safety Regulations 1998*)

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 the Council in relation to legal proceedings

Summarised below are details of the costs incurred in regard to legal proceedings taken by Council or taken against Council during 2021-22. The result of the proceedings is shown together with the amount of the legal costs incurred.

Matter	Court	Cost 2021-22	Result
COL21/8007 allegations of a privacy breach EMF v Cessnock City Council [2021] NSWCATAD 83 – NCAT 2020/00276345 Cessnock City Council v EMF [2022] NSWCATAP 72 – NCAT 2021/00238053 EMF v Cessnock City Council [2021] NSWCATAD 219 – NCAT 2020/00358935 EMF v Cessnock City Council [2021] NSWCATAP 234 – NCAT 2020/00276345	NSW Civil and Administrative Tribunal		Finalised
COL21/8007 allegations of a privacy breach EMF v Cessnock City Council – NCAT 2021/00180080	NSW Civil and Administrative Tribunal	\$5,614.40	Withdrawn
COL21/13307 – Class 1 Appeal Against Council Deemed Refusal of Development Application for Self-Storage Facility, Cafe, Managers Residence and Ancillary Roadworks and Landscaping – DA8/2021/21076 – 184 Wine Country Drive Nulkaba	Land and Environment Court	\$ 58,645.66	Finalised

During 2021-22 Council incurred costs totaling \$140,901.57 for legal advice and other related services

Partnerships, 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

The Hunter Joint Organisation, and its group entities, are the hub for local government collaboration, strengthening our communities by being the local voice on regional strategic issues in the Hunter and delivering tailored local government solutions. For over sixty years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing. Participating councils include: Cessnock City Council, Dungog Shire Council, Lake Macquarie City Council, Maitland City Council, Mid Coast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council, Upper Hunter Shire Council.

There are five key entities that operate as part of the current enterprise offering:

- Hunter Joint Organisation – a statutory body under the *Local Government Act 1993 (NSW)*, 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 community.
 - Arrow Collaborative Services Limited (and its wholly owned subsidiaries Hunter Councils Legal Services Limited and Arrow Collaborative Communications) – are companies limited by guarantee under the *Corporations Act 2001 (Cth)* and established to improve the quality and efficiency of local government services throughout the Hunter Region. These organisations offer tailored local government services through its five divisions; Local Government Training Institute, Local Government Legal, GoodChat TV, Regional Procurement, Screen Hunter (which, under delegation from member councils, licences film production on Council owned and control land), and the Hunter JO Policy & Programs Division (which delivers on the strategic priorities of the Hunter Joint Organisation, including the Hunter and Central Coast Regional Environment Program, on behalf of both Hunter JO member councils and Central Coast Council).
 - Hunter Councils Incorporated – an incorporated association under the *Associations Incorporation Act 2009 (NSW)* that holds property assets for the Hunter Joint Organisation group.
- 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
- Hunter Resource Recovery (HRR) is the contract manager of kerbside collection, sorting and marketing of dry recyclables for Council. Maitland, Cessnock, Lake Macquarie and Singleton Councils jointly own and operate the service. HRR manages the collection and processing contract with Solo Resource Recover.

Special rate variation

In accordance with the *Local Government Act 1993*, section 54P(1), this must include particulars of any environmental upgrade agreements entered into by Council

In accordance with the *Special Rate Variation Guidelines 7.1*, Council must report on activities funded via a special rate variation of general income

Sustainability and environmental levy

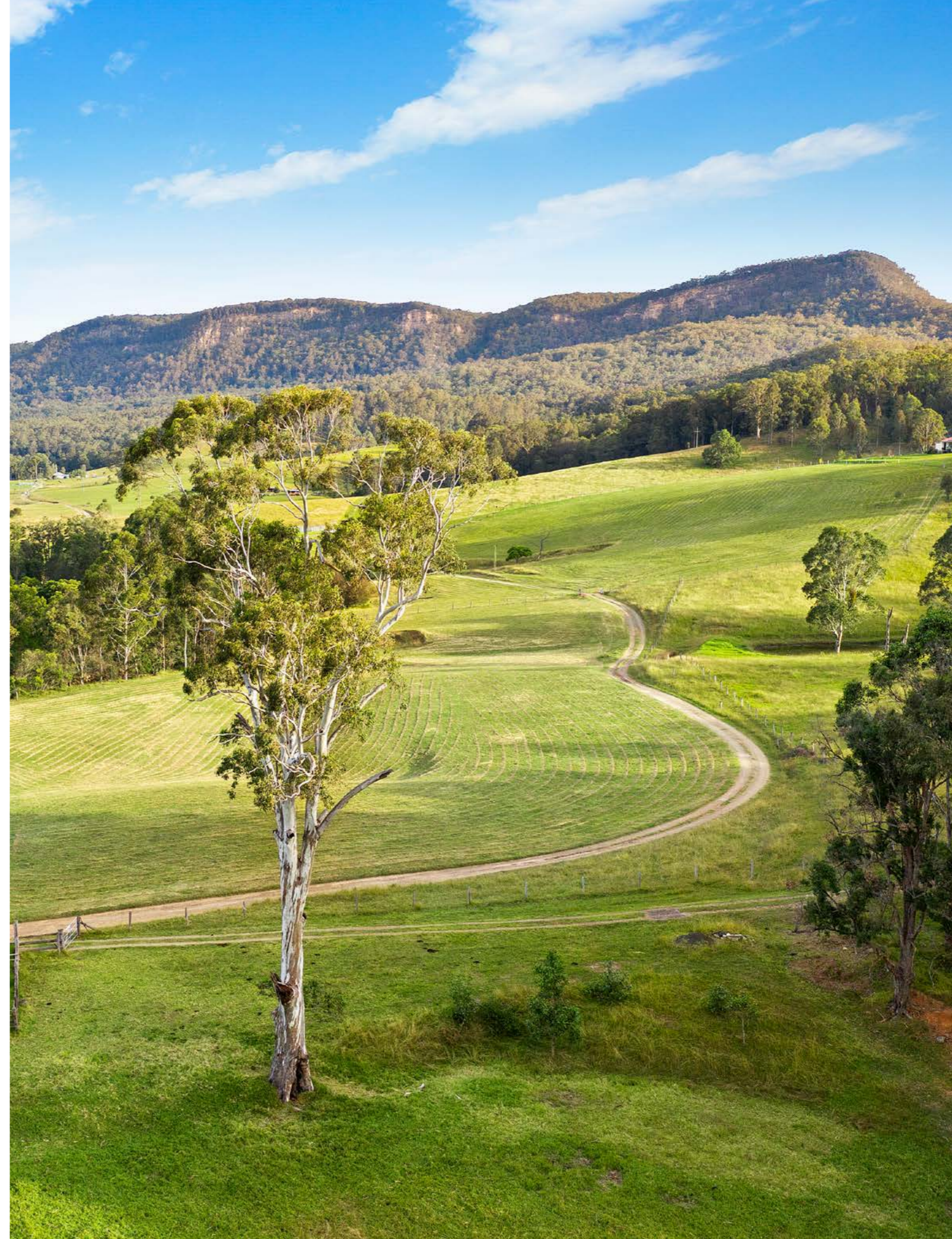
Council did not levy a Sustainability and Environmental charge.

Special rate variation expenditure

In June 2014 the Independent Pricing & Regulatory Tribunal (IPART) approved a special rate variation that allowed for an increase of 7.25 per cent for road infrastructure renewal to remain permanently in the rate base. The council uses this additional income from the special variation for the purposes of funding resealing and rehabilitation of the road network throughout the local government area.

During 2021-22, an amount of \$2.16m was levied under this special rate variation. This amount plus \$54,633 of carryover SRV funding was fully spent on the projects outlined in the table below.

RRL-2022-001	Reseal of Local Roads - Various locations
RRL-2021-005	Congewai Rd, Paxton
RRL-2021-009	Mitchell Ave, Kurri Kurri
RRL-2019-011	Henderson St, Cessnock
RRL-2022-001	Sandy Creek Rd, Quorrobolong
RRL-2018-010	Mount View Rd, Cessnock
RRL-2019-007	Heddon St, Kurri Kurri
CRL-2021-003	Kerlew St, Nulkaba
CRL-2018-001	Sandy Creek Rd, Mount Vincent
RRR-2022-001	Reseal of Regional Roads - Various locations
RRR-2022-003	Great North Rd, Bucketty



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

Councillor fees	\$294,297.88
Mayoral Allowance	\$61,424.93
Reimbursement of Expenses	\$5,612.51
Travel expenses	\$5.67

Councillor	Extra 9-Feb	16 Feb	16 Mar	20 Apr	Extra 4-May	18 May	15 June	Extra 29-Jun
Mayor Suvaal	✓	✓	✓	✓	✓	✓	✓	✓
K Jackson	✓	✓	LA	LA	LA	✓	✓	✓
J Moores	✓	✓	✓	✓	✓	✓	LA	✓
P Dunn	✓	✓	✓	LA	AP	✓	✓	✓
A Burke	✓	✓	✓	✓	✓	✓	LA	LA
R Grine	✓	✓	✓	✓	✓	✓	✓	✓
A Sander	✓	✓	✓	✓	✓	✓	✓	✓
M Hill	✓	✓	✓	✓	✓	✓	✓	✓
J Hawkins	✓	✓	✓	✓	AP	✓	✓	AP
P Paynter	✓	✓	✓	LA	✓	✓	AP	✓
D Watton	✓	✓	✓	✓	AP	AP	✓	✓
I Olsen	✓	✓	✓	LA	LA	LA	✓	✓
J Jurd	✓	✓	✓	✓	✓	✓	✓	✓

Council Meetings Attended

Councillor	21 July	18 Aug	22 Sept	20 Oct	Extra 28-Oct	17 Nov
Mayor Pynsent	✓	✓	✓	✓	✓	✓
A Burke	✓	✓	✓	✓	✓	✓
M Dagg	✓	✓	✓	✓	✓	✓
R Doherty	✓	✓	✓	✓	✓	✓
P Dunn	✓	✓	✓	✓	✓	✓
J Fagg	✓	✓	✓	✓	✓	✓
D Fitzgibbon	✓	✓	✓	✓	✓	✓
D Gray	✓	✓	✓	✓	✓	✓
M Lyons	✓	✓	✓	✓	✓	✓
I Olsen	✓	✓	✓	✓	✓	✓
A Sander	✓	✓	✓	✓	✓	✓
A Stapleford	✓	✓	✓	✓	✓	✓
J Suvaal	✓	✓	✓	✓	✓	✓

LA Leave of Absence
AP Apology

Councillor expenses

Councillor	Councillor Fees	Mayoral Allowance	Reimbursement of Expenses	Travel Expenses	Grand Total
Councillor A. Burke	\$21,490.67		\$437.11	\$424.91	\$22,352.69
Councillor A. Sander	\$23,052.17		\$436.69		\$23,488.86
Councillor A. Stapleford	\$10,541.42		\$235.31		\$10,776.73
Councillor B. Pynsent	\$11,738.06	\$28,424.97	\$389.05		\$40,552.08
Councillor D. Fitzgibbon	\$10,541.42		\$254.49		\$10,795.91
Councillor D. Gray	\$10,541.42	\$210.00	\$254.49		\$11,005.91
Councillor I. Olsen	\$23,558.17		\$444.90		\$24,003.07
Councillor J. Fagg	\$10,541.42		\$231.78		\$10,773.20
Councillor J. Hawkins	\$13,016.75		\$193.18		\$13,209.93
Councillor J. Suvaal	\$23,694.12	\$32,316.26	\$436.24	-\$419.24	\$56,027.38
Councillor M. Lyons	\$10,541.42		\$254.49		\$10,795.91
Councillor P. Dunn	\$23,558.17		\$436.24		\$23,994.41
Councillor R. Doherty	\$10,541.42		\$254.49		\$10,795.91
Councillor D. Watton	\$13,016.75		\$127.19		\$13,143.94
Councillor K. Jackson	\$13,016.75		\$318.11		\$13,334.86
Councillor M. Hill	\$13,016.75		\$181.75		\$13,198.50
Councillor J. Jurd	\$13,016.75		\$181.75		\$13,198.50
Councillor J. Moores	\$13,016.75	\$473.70	\$181.75		\$13,672.20
Councillor R. Grine	\$13,016.75		\$181.75		\$13,198.50
Councillor P. Paynter	\$12,840.75		\$181.75		\$13,022.50
Grand Total	\$294,297.88	\$61,424.93	\$5,612.51	\$5.67	\$361,340.99

In accordance with the *Local Government (General) Regulation 2021*, clause 186, the report must include information about induction training and ongoing professional development for Councillors

Professional development

The multi-faceted nature of the role exercised by Mayors and Councillors requires them to work together to make important decision of behalf of the community and they need to possess a wide variety of skills, experience and knowledge to achieve these results.

Councillors are required to take responsibility for the decisions which impact on the community, the services and infrastructure delivered by Council, and the local natural and built environments. This involves significant use of public money.

Proper induction into their roles and ongoing professional development and training is essential if the community is to be well served by their elected representatives.

During the reporting period the following professional development training was provided:

Training	J Suvaal	A Sander	P Dunn	A Burke	I Olsen	J Jurd	M Hill	D Watton	K Jackson	R Grine	P Paynter	J Hawkins	J Moores
Induction Day 1 27/1/22	X	X	-	-	X	X	-	X	-	X	-	-	X
Induction Day 2 28/1/22	X	X	-	-	X	X	-	X	X	X	X	X	X
Induction Day 3 31/1/22	X	X	X	X	-	X	X	X	X	X	X	-	X
Induction Day 4 IP&R 3/2/22	X	X	X	X	X	X	X	-	X	X	X	X	X
Induction Day 5 10/2/22	-	X	X	X	-	-	-	X	X	X	X	-	X
Induction Day 6 17/2/22	-	X	-	X	X	X	X	X	-	X	-	X	X
Mayor & Deputy Sup Training 18/2/22	X												X
Induction Day 7 15/3/22	-	-	-	-	X	-	X	-	-	-	X	-	X
Code of Conduct Training 11/5/22	X	-	X	-	-	-	X	X	-	X	-	-	-



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)

Overseas visits

There were no overseas visits by Councillors or Council staff in 2021-2022.

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).

General manager and senior staff remuneration

Council employed **4 senior staff** and the **General Manager** as at 30 June 2022. The total money payable in respect to the employment of senior staff members during 2020-2021, including money payable for salary, the provision of fringe benefits, and all other costs associated with their employment, was \$1,193,743.27.

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

Total Remuneration Packages	
General Manager	\$335,675.14
Other Senior Staff	\$833,103.73
Fringe benefits tax payable for any non-cash benefits	\$24,964.40

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 *Carers Recognition Act 2010*

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

End of term report

Included in this report.



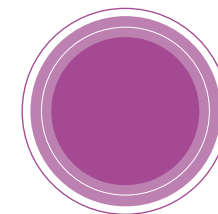
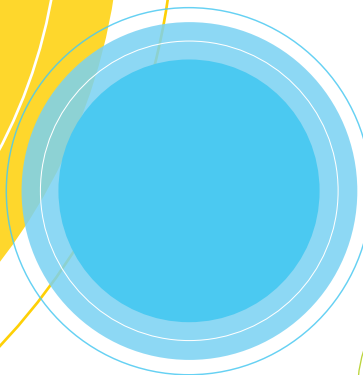
CESSNOCK
CITY COUNCIL

62-78 Vincent Street, Cessnock NSW 2325 | PO Box 152 Cessnock NSW 2325
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CESSNOCK
CITY COUNCIL

END OF TERM REPORT 2017-2021



www.cessnock.nsw.gov.au

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, present and future. We also acknowledge all other Aboriginal and Torres Strait Islander people who now live within the Cessnock Local Government Area.

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End of Term Report 2021

Our community vision:

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

**CESSNOCK -
attractive, thriving
and welcoming**



Mayor's Message



BOB PYNSENT MAYOR

It is with great pride I present the End of Term Report to the community on behalf of Cessnock City Councillors. We are extremely proud of what has been achieved over the last five years of Council. Remarkably, this Council has secured \$46 million in grant funding since the election in September 2016.

This Council's ability to secure funding from the Federal and NSW governments is outstanding. Projects like Bridges Hill Park Playground, the Cessnock CBD, Hunter Valley Wine Country Wayfinding Signage and the replacement of multiple bridges including Paynes Crossings Bridge, Fosters Bridge and Williams Bridge is only possible due to significant level of funding Council has secured.

Looking back I also reflect of the many community celebrations and events we have held, some of those award winning including our Seniors Festival and NAIDOC Week thanks to the support of the community. One of the most enjoyable parts of being a Councillor is seeing our community connect at these local events, whether it's Carols in the Park, Youth Week or Spring Awakening.

Our offerings continue to grow in this space with our Libraries programming expanding online and the Cessnock Performing Arts Centre putting together huge lines ups for the season.

Council has delivered significant improvements to our services, with the opening of the Cessnock Waste Management Centre and rollout of the Garden Organics bins, truly changing the way we deal with waste. Other highlights that come to mind include the online chat launched with Customer Service and the introduction ePlanning.

The upgrade and improvement of roads was a challenge during this term and no doubt it will continue to be a challenge for the next Council. The condition of roads reflects the costs of upgrading roads however, we are proud of the high quality work delivered by our team. A big thank you to the residents near Gingers Lane who endured road works enabling Council to provide a much needed upgrade on Gingers Lane and the installation of the roundabout at the intersection. This will service our community and visitors to the local government area into the future.

During this term of Council we have overcome our fair share of challenges from floods, storms bush fires and now the COVID-19 pandemic. Yet, our Council and community remained resilient despite facing many disappointments. We have come through each of these with resolute community spirit.

Through all of the hardships Council put its residents at the heart of its decision making. As a result of this we are financially sound and have placed the next Council in a strong position. It has been a privilege to serve the community. Please take the time to find out how your local Council delivered for you and your family.

Background

END OF TERM REPORT

This End of Term Report has been prepared under Section 428 of the *Local Government Act 1993*.

The Report is to be tabled at the last meeting of the outgoing council and included in the Annual Report due 30 November in the year in which an ordinary election is held.

Reporting on council's progress in implementing the ten year Community Strategic Plan over the previous four years.

This report provides details of Council's contributions (to the community's vision) and the progress of the local government area since the adoption of the Community Strategic Plan.

The End of Term Report is structured around the desired outcomes from the Community Strategic Plan and presents key achievements over the term of Council.

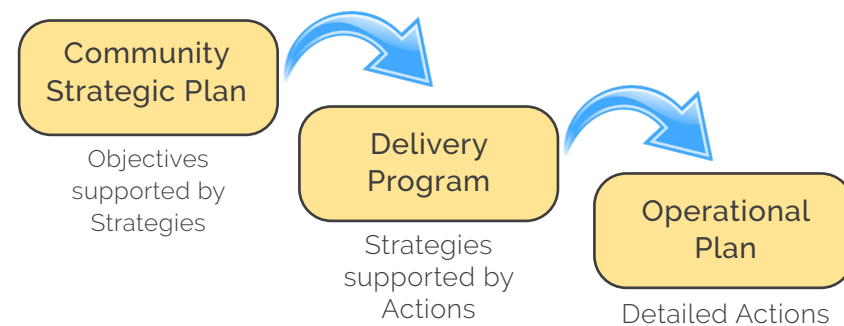
Community Strategic Plan

The Community Strategic Plan is the highest level plan that a council will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to identify strategies for achieving these goals.

While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan.

How we deliver the plan

The integrated planning and reporting framework comprises an inter-connected set of documents that plan and report holistically and sustainably for the future of the local government area.



Consultation

Extensive consultation was undertaken in 2010 to develop the community's first strategic plan. Council then went back to the community in 2013 to confirm that the plan still reflected the aspirations of the community.

Council sought input from the community again in 2016 via a community survey, on-line forum, listening posts and direct feedback at Council events to further refine the plan and ensure it reflected the aspirations of our community.

In 2021 Council has undertaken biennial community research to monitor perceptions of the progress against the desired outcomes in the community strategic plan and satisfaction with the services offered by council.

This End of Term Report provides key highlights and achievements on council's progress in implementing the ten year Community Strategic Plan.

Community consultation will commence for the next review of the Community's Strategic Plan following the council election in 2021.

How does council measure its progress?

A range of indicators were developed to measure our progress towards delivering the community's desired outcomes from the Community Strategic Plan. The targets were adopted as they are measurable (sourced from the ABS Census, government agencies, Council operational data and biennial community research).

While Council is not wholly responsible for the delivery of the community strategic plan objectives, Council has a custodial role to report on the progress that has been made towards the achievement of the community's desired outcomes.

Since the establishment of the community measures in 2017, Council has reviewed service levels and program delivery in a number of areas resulting in some data sources no longer being collected. Other indicators rely on external data sources and the Australian Bureau of Statistics (ABS) data collected every five years. Community indicators will be reviewed in the next version of the Community Strategic Plan to be developed in 2022. See Page 112 for progress in achieving community measure targets.

The following sections of this report provide a summary of major highlights, key initiatives, operating performance and achievements. It includes data that reports on community indicators and Council's progress towards achieving our community's desired outcomes identified in the Community Strategic Plan, *Cessnock 2027*.

The Community's five desired outcomes are:

- A connected, safe and creative community
- A sustainable and prosperous economy
- A sustainable and healthy environment
- Accessible infrastructure, services and facilities
- Civic leadership and effective governance

Community's desired outcome:

A connected, safe and creative community

Community's Desired Outcome:

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

Council will undertake the following services to achieve the objectives established in the community strategic plan, *Cessnock 2027*.



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

Objective 1.1:

Promoting social connections

Strategic Directions

- We are connected to others in our neighbourhood and across the local government area.
- Our community has opportunities to celebrate together.

DELIVERY PROGRAM 2017-21 FOCUS AREAS

1.1.1	Engage with the community in reconciliation activities.
1.1.2	Develop and deliver programs to engage young people.
1.1.3	Commence implementation of the Disability Inclusion Action Plan.
1.1.4	Develop and deliver a program of community and civic events.

Key highlights and achievements

- NAIDOC Week – A program of events was promoted annually and recognised at the 2019 Local Government NSW Awards was the NAIDOC Week 2018 program. The program was Highly Commended in the RH Dougherty Award for the category Innovation in Special Events.
- Innovate Reconciliation Action Plan (2018 – 2020) – The Innovate Reconciliation Action Plan was Council's second reconciliation action plan and was endorsed by Reconciliation Australia. The Plan was developed and implemented in consultation with Council's Aboriginal and Torres Strait Islander Committee.
- Youth Engagement Strategy 2021-2025 (YES) – The Strategy developed by Council's youth service CYCOS and referred to as the YES was presented to Council in 2021. The YES is based on the opinions of young people and provides direction for supporting better outcomes for young people making the Cessnock LGA a vibrant place of opportunity where all young people are supported to grow, learn, be safe, belong, work and contribute.
- Disability Inclusion Action Plan – Council from 2017 to 2021 implemented its first ever Disability Inclusion Action Plan. The Plan has facilitated many positive outcomes including access upgrades to community infrastructure, the introduction of systems that support inclusion and improved access at Council events and activities. In building on the success of the first Plan, Council in 2021 adopted its next Disability Inclusion Action Plan 2021-2025.
- Community and Civic Events - A diverse and inclusive program of events was developed in partnership with local services, community groups and residents. The list of community and civic events held over the last 4 years is extensive and includes Seniors Festival, Youth Week, NAIDOC Week, Reconciliation Week, Carols in the Park, Spring Awakening and City of Cessnock Hall of Fame Induction. Seniors Festival 2017 was awarded a Local Government NSW Dougherty Award in 2018 for Innovation in Special Events.
- Over the term we had over 402,000* (does not include June 2021 figures) visitors to the Kurri Kurri Aquatic Centre and 222,000 to the outdoor pools.
- Engagement with Young People – Council's youth service CYCOS recorded over 42,200 engagements with its drop in, educational and online programming, network groups, community events and Youth Week activities.
- The City of Cessnock Hall of Fame grew to 60 members in October 2020. Established in 2006, the Hall of Fame recognises those high achieving individuals and families from our region who have attained prominence in their chosen field.

Objective 1.2:

Strengthening Community Culture

Strategic Directions

- Our community is aware of and has access to community services.
- Our residents show pride in our local government area.
- Our community organisations have opportunities to work together to develop and deliver services.
- We have adequate multi-purpose sporting and recreation facilities.
- Our facilities are utilised by community groups.

DELIVERY PROGRAM 2017-21 FOCUS AREAS

1.2.1	Continue to promote the range of community services across the local government area.
1.2.2	Collaborate with the community to develop and deliver services.
1.2.3	Commence implementation of the Community Infrastructure Strategic Plan.
1.2.4	Provide and manage a range of community, sporting and aquatic facilities.
1.2.5	Develop and implement adopted masterplans for community facilities.
1.2.6	Provide a variety of affordable interment options to the community.
1.2.7	Prepare and implement a Sponsorship & Subsidies Policy and procedure to build community capacity.
1.2.8	Commence implementation of the LGA Signage Strategy.

Key highlights and achievements

- Community and Cultural Development Dollar for Dollar Grants – \$100,000 was shared amongst 51 not for profit community, arts and cultural groups to deliver projects that increased opportunities for community participation, community wellbeing, cultural and artistic development, and improvement works to Council owned cultural facilities.
- Caring for State Heritage – The State Heritage listed Richmond Main Colliery was awarded a \$65,000 NSW Government Caring for State Heritage Grant to remediate the Ablutions Block and was originally built in the early 1900's.
- Cessnock Library and Kurri Kurri Library Branches – Modernisation works occurred at both the Cessnock Library Branch and Kurri Kurri Library Branch with both libraries now offering self-check in and self-check out for borrowing and returning of items and both Branches have had refurbishments to the customer service desk. The Kurri Kurri Library Refurbishment project was made possible with the awarding of a \$127,859 NSW Government Public Library Infrastructure Grant. A major project for the Cessnock Library Branch and made possible with the support of a \$200,000 NSW Government Public Library Infrastructure Grant was the installation of a new lift at the rear entrance to the Library.
- Marthaville Arts and Culture Centre – Marthaville, built over 100 years ago is the oldest timber sawn home in Cessnock and now displays and sells a wide range of arts and crafts made by residents of the Cessnock LGA. A number of revitalisation works occurred at the site including remediation of the Timber Slab Shed, new front and boundary fencing and in 2019 a Safer Communities Fund Grant was awarded for lighting improvements.
- Cessnock Performing Arts Centre Refurbishment Project – Development consent was issued 2021 for refurbishment works to the Cessnock Performing Arts Centre. Planned for the ground floor is the relocation of the box office co-locating with a newly created retail space and on the first floor will be a maker's and art gallery space. The \$2.3 million works will occur during the next term of Council.
 - Since opening in 2008, the centre has developed a strong reputation as it draws its audience from the Cessnock Local Government Area and further afield from areas including Singleton, Maitland, Newcastle and Lake Macquarie.
 - Not only does the CPAC offer a fantastic program of performances throughout the year, the team is also committed to working closely with the community.
- Access upgrades to facilities and amenities at Branxton Community Hall, Bellbird Community Hall (there is a media release on this one), Weston Civic Centre, North End Hall Cessnock and Kurri Kurri Senior Citizen's Hall.
- Construction of the shed at Branxton Hall was a partnership between Council, Branxton Lions and the State Gvt who funded it (there is a press release on this)
- Implementation of the Miller Park, Bridges Hill, Convent Hill and East End Oval Masterplans.

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.

DELIVERY PROGRAM 2017-21 FOCUS AREAS

1.3.1	Participate in collaborative partnerships to prevent crime.
1.3.2	Carry out regulatory and education programs to protect residential amenity and community health and safety.
1.3.3	Continue to comprehensively and professionally process construction certificates and complying development certificates.
1.3.4	Continue implementation of local government road safety projects from the Road Safety Strategic Plan 2014-2018.
1.3.5	Improve the safety of the road network.

Key highlights and achievements

- More Police on the Beat campaign (started in 2017) - New police station and more police [comment/story](#)
- Companion animals - Council actively enforces the *Companion Animals Act 1998* through the following activities and community education programs:
 - Providing free microchipping of companion animals for residents.
 - Regular proactive patrols.
 - Community education on responsible pet ownership including distribution of pooch pouches, dog leads, brochures and promotional materials, along with educational campaigns such bus stop posters and rear of bus advertising – “With Love Comes Responsibility”.
 - Dangerous and restricted dog audits and inspections.
- Regulatory Premises inspections - routine monitoring inspections are carried out to maintain oversight of food safety, skin penetration, public swimming pool and spa inspections etc
- 19/20 - Millfield Community & Recreation Precinct Security & Safety Improvements - CCTV, 4 reinforced doors, 4 Led floodlights, 3 solar lights.
- CCTV and solar lights at Bridges Hill Park and Playground

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.

DELIVERY PROGRAM 2017-21 FOCUS AREAS

1.4.1 Develop and deliver the annual Cessnock Performing Arts Centre season program.

1.4.2 Continue implementation of the priority projects from the Cessnock City Library Review, Report & Strategy.

1.4.3 Promote and participate in a range of cultural and heritage activities across the local government area.

Reported at 1.1

Key highlights and achievements

- Cessnock Performing Arts Centre - Over 46,000 tickets were issued for theatre performances at Cessnock Performing Arts Centre with a programming strategy that delivers an eclectic mix of drama, comedy, music and dance.
- 24/7 eBranch Library Services - The communities engagement with digital services and e-resources has increased dramatically and in keeping up with this change the Library has consistently implemented opportunities to expand its digital collection. In supporting the community to access the 24/7 eBranch during the pandemic, in-house tutorials were produced for how to access the virtual library.
- Children's and Youth Programming - Strengthened has been the delivery of children's and youth programming during the school holiday. Also offered regularly are activities at Council's youth service CYCOS, Cessnock Performing Arts Centre, Kurri Kurri Library and Cessnock Library.
- Local Studies and History - Cessnock City Library was recognised for its historical record keeping and its extensive local studies research, activities and programs receiving in 2021 a Sustainable Communities Tidy Towns Award in the Heritage and Culture category.
- Cessnock City Library - Over 67,000 attendances were recorded for library programs and includes children's, youth, seniors, lifelong learning and local history activities.

Community's desired outcome:

A sustainable and prosperous economy

Community's Desired Outcome:

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 in Cessnock.

Council will undertake the following services to achieve the objectives established in the community strategic plan, *Cessnock 2027*.

- Economic Development/Business Services
- Hunter Valley Visitor Centre Services
- Strategic Economic Research & Analysis
- Strategic Land Use Planning



Objective 2.1:

Diversifying local business options

Strategic Directions

- Our local government area is attractive to and supportive of business.
- We have a diversity of businesses and industries across the local government area.
- We have adequate industrial and employment lands and thriving commercial precincts.

DELIVERY PROGRAM 2017-21 FOCUS AREAS

2.1.1	Undertake a follow-up Business Capability Study (to include trend analysis) and a Liveability Study.
2.1.2	Identify opportunities and advocate for economic development and infrastructure funding.
2.1.3	Implement a Business Investment Attraction Program.
2.1.4	Provide support for activation of commercial centres, business engagement, promotion and support for business growth.
2.1.5	Finalise and commence implementation of the Cessnock Commercial Precinct, Public Domain Plan, DCP and s94 Plan.
2.1.6	Finalise and commence implementation of the Kurri Kurri District Plan and Town Centre Masterplan, Public Domain Plan, DCP and s94 Plan.
2.1.7	Continue delivery of the Branxton Sub-Regional Plan - Stage 2.

Key highlights and achievements

- Council provided \$120,000 in annual grants and sponsorships to Business Chambers and Tourism Associations in support of local business and to stimulate economic growth. This funding has been used to support the Kurri Kurri and Cessnock Town Coordinators, provided business skills training, assisted with operating the Kurri Kurri Visitor Centre, supported the business service awards and community events such as STOMP and the Kurri Kurri Nostalgia Festival.
- Council distributed more than 100 Advance Greater Cessnock eNews Letters to more than 6,000 local business contacts. These newsletters provide business related information regarding grant opportunities, support local campaigns, job openings, business profiles, training opportunities and good business news stories.
- Council created the Advance Greater Cessnock business support website as a communication and education tool attracting 106,000 visitors. To support this website an Investment Attraction Brand and Prospectus was developed to promote business opportunities within the Cessnock local government area. During the drought, 2019-20 bushfire disaster, COVID-19 Pandemic and 2020-21 storm and flood disaster vital emergency and relief information for businesses was distributed to support businesses re-opening.
- Council delivered the Tourism Diversification Project to identify potential business opportunities that grow the Hunter Valley visitor economy. The project identified a new base of diverse experiences designed to create new markets and stimulate repeat visitation in areas of nature, soft adventure, golf and sports tourism, culture and heritage, arts, retail, agritourism, events and alternative products.
- Council delivered the Hunter Valley Agribusiness Cluster Action Plan to build capability within the agriculture sector and identify opportunities for growth. The plan provides a short to medium term strategic framework (two year plan) for simple and specific, low cost actions to be programmed to stimulate growth and positive local outcomes for agricultural pursuits in order to create sustained and commercial value across the Hunter Valley region.

Town Centre Upgrades

- Cessnock CBD - works have continued on the upgrades for the Cessnock CBD Masterplan. The aim of the Masterplan is to help position the CBD as a place that is safe, connected and inclusive, celebrates its history, has a strong community heart and promotes a healthy lifestyle.
- Branxton CBD - The project included the construction of more pathways and street tree planting on John Rose Avenue, eastside, between Branxton Oval entrance and Maitland Street and on Maitland Street, northside, between John Rose Avenue and Church Street. It also included upgrading the memorial rotunda with new sandstone paving and furniture, replacing the existing drainage and flagpoles, and landscaping.
- Kurri Kurri CBD - The project involves a \$4.17 million upgrade of the Kurri Kurri CBD and is aimed at enhancing the overall town centre. Stage 1 will enhance the visual amenity, improve traffic flow and accessibility for pedestrians, preserve important vistas, and complement the local character of Kurri Kurri. Construction is scheduled June to November 2021.

Objective 2.2:

Achieving more sustainable employment opportunities

Strategic Directions

- We have learning opportunities for people of all ages.
- We have employment opportunities in the local government area.

DELIVERY PROGRAM 2017-21 FOCUS AREAS

2.2.1	Develop and communicate employment-related information to businesses.
2.2.2	Undertake a Skills Needs Analysis and collaborate with State and Federal Governments to promote employment.
2.2.3	Continue the Cessnock City Youth First Project.
2.2.4	Provide and promote apprenticeships and traineeships within Council.

Key highlights and achievements

- The Cessnock Jobs portal launched in 2019 in response to the needs of businesses as identified in the 2018 Cessnock local government area Skills Audit. The Jobs Portal connects Hunter Valley employers and job seekers and offers a range of information on incentives and resources when employing staff. Job employment case studies are provided to highlight local success stories in attracting staff.
- Council worked with TAFE NSW, the Hunter Region Jobs Facilitator, employment agencies and training bodies to deliver tailored training courses for job seekers and business operators. Council promoted and delivered 12 jobs forums and networking events to facilitate local employment.
- The Mayoral Scholarships Program assisted more than 30 local residents in achieving their educational goals through \$2,500 scholarships. The program has been running since 2002 seeing 225 students benefit and \$563,000 in scholarships awarded.
- Cessnock City Council partnered with Youth Express and RGH Driver Training to deliver professional driver training and mentoring to young people in the Cessnock Local Government Area (LGA). The training is aimed at breaking down potential barriers to employment and provides a pathway for local youth to achieve a driver's licence. To date, the program has approved 50 applications and delivered 220 hours of driver training to young residents.
- Council's Apprentice, Graduate and Trainee Framework was completed in late 2020. The Framework will be implemented over the next 5 years and includes increasing the numbers of Apprentice, Trainee and Graduate positions at Council by 4 in the first year and 2 each year thereafter.
- Council provides placement for a number of school based trainees and work experience students across the organisation.

Cessnock City Council was recognised at the National Economic Development Awards in 2018 for its Youth First Employment Project and National Toolkit.

The Project took out the nation's top prize for Economic Development Strategic Thinking. Council's unique business platform Advance Cessnock City was also recognised as one of the nation's top three programs in the category of Economic Development Initiatives over 15,000 residents.

- The Youth First Employment Project supported local young people to become job ready and saw the development of a toolkit. The toolkit has now been distributed to every Council across Australia to help unemployed youths nationally. Local government can be a leader within their community and an advocate for a major national issue.
- The Advance Cessnock City project has also been a huge success, offering an online platform and business engagement tool that is a one-stop-shop for local business and prospective businesses. It has enabled the team to be more responsive, better engaged with business and provided a platform to attract critical investment.

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

2.3.1	Collaboratively identify markets and promote the local government area's tourism industry.
2.3.2	Promote and grow the Hunter Valley Visitor Centre.
2.3.3	Support major community events and festivals.
2.3.4	Commence implementation of the Vineyard Signage Strategy.

Key highlights and achievements

- Council delivered the \$4.7 million Hunter Valley Wine Country Tourism Signage Implementation Project to improve the visitor experience to key tourist destinations. The project included the construction of 8 information bays, 6 gateway entry signs, 42 suburb entry signs, 22 tourist precinct signs, 410 street blades, 5 community facility signs, and 40 tourist wayfinding signs.
- Council supported tourism and destination marketing by providing funding to the 'Here's to the good life' campaign, created the Cycle Hunter Valley Map, upgraded the Great North Walk trail head sign at Pokolbin Hill Park, created a Tourist Drive 33 brand, developed the Selfie Trail brochure, funded signs for the Wollombi Town Walk, provided \$112,000 to support bushfire recovery tourism marketing and produced the Hunter Valley Wine Country Visitor Map.
- Council negotiated an agreement with Hunter Valley Wine and Tourism Association to provide a joint tourism service that delivers both destination marketing and best practise in-destination tourism services via the Hunter Valley Visitor Information Centre.
- Upgrades to the Hunter Valley Visitor Information Centre facilities include new tourism signs and images, additional fencing, a new solar electricity system, automated colour exterior lighting, CCTV surveillance, conference room upgrade to allow video conferencing and a new video projector for displaying tourism videos.

The Hunter Valley Visitor Information Centre provided level 1 accredited tourism services and facilities that resulted in:

- 80,000 annual visitors
- Annual gift shop sales of \$100,000
- More than 50 local retailers sold products through the Visitor Centre
- 300+ annual tourism service members
- 450,000+ annual visits to www.huntervalleyvisitorcentre.com.au
- Operating café, wine tasting area and picnic area
- Over 300 businesses featured on the tourism information bays

Community's desired outcome:

A sustainable and healthy environment

Community's Desired Outcome:

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.

Council will undertake the following services to achieve the objectives established in the community strategic plan, *Cessnock 2027*.

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



Objective 3.1:

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

Strategic Directions

- Our area's rural character and heritage is protected.
- Our community is aware of the value of natural resources and biodiversity.
- Our environmental amenity is protected and enhanced.
- Our waterways and catchments are maintained and enhanced.

DELIVERY PROGRAM 2017-21 FOCUS AREAS

3.1.1	Finalise Cessnock City Planning Strategy and commence implementation.	
3.1.2	Undertake a strategic land use review of the urban villages in the local government area.	Reported at 3.1.1.a
3.1.3	Progress the review of land use planning controls within the vineyard district.	
3.1.4	Continue implementation of the Biodiversity Strategy.	
3.1.5	* Continue to implement the Carbon Management & Energy Reduction Strategy.	
3.1.6	Manage the risks of climate change and improve resilience to extreme weather events, flooding, bushfire, mine subsidence and land contamination.	
3.1.7	Manage Council's environmental assets.	
3.1.8	Carry out regulatory and education programs to protect and enhance the natural environment and environmental health.	
3.1.9	Commence implementation of the priority recommendations from flood studies and risk management plans for major catchments in the local government area.	
3.1.10	Continue implementation of Council's Stormwater, Waterway and Flooding Strategy 2011 to protect and enhance the natural environment.	
3.1.11	Commence development of a street tree strategy.	

Key highlights and achievements

- Cessnock City Wide Flood Study 2021 - The study provides flood data for the entire local government area. It will enable residents and property owners to know and understand the impact of flooding in the area, especially when buying and developing land.
- Local Strategic Planning Statement (LSPS) - The LSPS is a requirement of the NSW Government and sets out the 20 year vision for land use in the Cessnock LGA, the special characteristics which constitute Cessnock's local identity, shared community values to be maintained and enhanced, and how growth and change will be managed in the future. The LSPS replaces the City Wide Settlement Strategy 2010.
- Cessnock Housing Strategy - The Strategy explores expected population growth, the changing characteristics of the community and housing preferences. The Strategy makes a series of recommendations to help support the delivery of appropriate, affordable and diverse housing across the LGA.
- Urban Growth Management Plan - The Plan guides the release of land, quantifies existing land supply and identifies areas for investigation that may be suitable for future growth and development.
- City Wide Infrastructure Contributions Plan 2020 - The Plan provides a basis for the levying and collection of development contributions for the provision of existing roads and traffic facilities, cycleways, community facilities, recreation and sporting facilities, open space and the like. In the case of Traffic Generating Development, the Plan also aims to provide a basis for the levying and collection of contributions for ongoing road maintenance and upgrades.
- Construction of viewing platforms and a lookout at Convent Hill to view the Brokenback Ranges.
- Council gave away 2683 free trees to people who built new dwellings in the LGA as part of the Tree Giveaway Program.

Climate Change Policy

In an effort to address the changing climate affecting the Cessnock LGA, Council has developed a Climate Change Policy.

The Policy is in response to the Australian Government and NSW Government making formal commitments to reduce Greenhouse Gas Emissions.

Council adopted the target of achieving zero net emissions by 2050, which is consistent with the NSW Government target.

Some key objectives of the Policy include:

- Enabling Council to align its operational and strategic planning with NSW policy.
- Providing a whole of Council commitment to managing climate change risks within the LGA.
- Supporting community initiatives to deal with climate change.
- Ensuring environmental risks are managed.
- Providing direction on climate change for Council and the community.

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 amenities and plenty of shade.

DELIVERY PROGRAM 2017-21 *FOCUS AREAS*

3.2.1	Implement the Recreation & Open Space Strategic Plan 2019.
3.2.2	Develop and update Plans of Management.
3.2.3	Continue to implement the adopted masterplans for Council's recreation & community facilities and spaces.
3.2.4	Provide and maintain recreation facilities, streetscapes and public open space.

Key highlights and achievements

- Cemeteries - Council has care, control and management of Aberdare, Branxton, Cessnock, Ellalong, Glenmore, Greta, Kurri Kurri, Millfield, Rothbury and Wollombi general cemeteries, and Gordon Williams Memorial Lawn Cemetery at Aberdare and Kurri Kurri Lawn Cemetery.
- Masterplans adopted for:
 - Mt View Park Cessnock
 - Turner Park Cessnock
 - Miller Park Branxton
 - Cessnock Pool
 - Baddeley Park Cessnock
 - Weston Bears Park
 - Carmichael Park Bellbird
- Council completed the Bridges Hill Park Playground and Access Improvement project in March 2021. Works included footpath widening, construction of concrete pathways, stairway and handrail installation, wayfinding signage, a Yarning Circle, landscape works and sandstone retaining walls. Garden edging and turf have been installed, and drainage issues have been mitigated with terrace walls, rock-lined swales and native revegetation. Viewing platforms, seating, heritage and interpretation signage works are also a feature in the park. The park is enjoyed by many different people including residents, school children, fitness groups and recreational walkers.
- Playground upgrades at Veteran's Memorial Park Aberdare, Bluey Frame Park Weston and Jeffries Park Abermain
- Installation of ten shade sails over children's playgrounds from 2017 to 2020:
 - Booth Park Kurri Kurri
 - Stanford Merthyr
 - Whitburn Park Greta
 - Buckland Avenue Cessnock
 - Kitchener Poppethhead
 - Maybury Peace Park Weston
 - Centenary Park Abermain
 - Log of Knowledge Park Stanford Merthyr
 - Bridges Hill
 - Paxton Park
- Council completed Stage 1 construction works of a new skatepark at Crawfordville Park in Millfield. The facility is located on the site of Crawfordville Community Hall on Bennett Street, Millfield. It incorporates both transition and street elements for a wide range of wheeled sports. Funding has been sought for Stage 2 works.

Objective 3.3:

Better waste management and recycling

Strategic Directions

- We divert more of our household waste for recycling or re-processing.

DELIVERY PROGRAM 2017-21 *FOCUS AREAS*

3.3.1 Construct and introduce a waste transfer station at Council's Waste Management Centre.

3.3.2 Commence construction of the landfill extension project.

3.3.3 Continue implementation of the priority projects from the Waste Management Strategy 2014-19 and the EPA Waste Less Recycle More program.

3.3.4 Update the Waste Management Strategy for the period 2020-24.

3.3.5 Continue to implement programs that target litter and illegal dumping.

Key highlights and achievements

- Garden Organics - The introduction of the Garden Organics kerbside collection has been an overwhelming success. Collection of household Garden Organics has far reaching benefits including avoiding the creation of greenhouse gases by diverting organic material from landfill, recovering vegetation for processing into quality compost for keen gardeners and extending the life span of our local landfill sites.
- Waste Avengers Blog - The Blog has been designed for the superhero in all of us who wants to do their bit to avoid waste and save the planet. It's an online space where community members, organisations and businesses can share their own experiences, journeys, ideas and tips on waste avoidance.
- 2020-25 Waste and Resource Recovery Strategy - The Strategy has been written to reflect community feedback received in nearly 1000 community surveys but also informed by a review of Council's waste services. The vision for the Strategy is to provide a sustainable and cost effective waste service to the Cessnock community, while prioritising waste minimisation and complying with environmental, safety and legislative obligations.
- Problem waste / illegal dumping /Free Mattress drop-off -

Awards -

- Cessnock Waste Management Centre - Highly commended award in the Institute of Public Works Engineers Association's 2018 Excellence Awards in the Resource Recovery category
- Cessnock Waste Management Centre - Won the Waste Less Recycle More Waste Minimisation Award in the Keep Australia Beautiful NSW 2018 Sustainable Communities Awards
- Cessnock Waste Management Centre - Won the Resource Recovery and Waste Management Award at the Australian Sustainable Communities - Tidy Towns Awards 2018
- Cessnock was named the 2018 NSW Sustainable Communities -Tidiest Town in the Keep Australia Beautiful NSW Sustainable Communities Awards.

New Era for Waste in Cessnock

Council officially opened the redeveloped Waste Management Centre in late 2017 delivering the LGA with a modernised, convenient and safe facility.

The construction of this state of the art centre provides our community with an opportunity to lessen their impact on our local environment by increasing resource recovery opportunities.

The redevelopment includes a new waste transfer station which allows for the disposal of:

- Garden organics
- Metals and building waste
- Tyres; and
- Recyclables.

The facility also has a Community Recycling Centre, which was funded by a \$200,000 grant under the NSW Government's Waste Less, Recycle More Initiative.

The Community Recycling Centre allows for the disposal of problem waste such as oils, paints and gas bottles.

The Mixed Waste Area means residents will no longer need to visit the tip face.

Community's desired outcome:

Accessible infrastructure, services and facilities

Community's Desired Outcome:

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

Council will undertake the following services to achieve the objectives established in the community strategic plan, *Cessnock 2027*.



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

Objective 4.1:

Better transport links

Strategic Directions

- We have access to a range of public and community transport within the local government area.
- We have access to a range of public and community transport beyond the local government area.
- We have a new passenger train service in Cessnock.
- Our communities are linked by walking and bike tracks.

DELIVERY PROGRAM 2017-21 FOCUS AREAS

4.1.1	Advocate for increased road, public and community transport and associated infrastructure funding.
4.1.2	Commence implementation of the Traffic & Transport Strategy.
4.1.3	Commence implementation of the Pedestrian Access & Mobility Plan.
4.1.4	Commence implementation of the Cycling Strategy.
4.1.5	Contribute to the investigations and planning for the Richmond Vale Rail Trail.
4.1.6	Continue implementation of the Cessnock Airport Strategic Plan.
4.1.7	* Complete the preparation of a City Wide Section 94 Contributions Plan.
4.1.8	* Adopt the City Wide Section 94A Contributions Plan.

Key highlights and achievements

- Cessnock Airport \$6.6 million grant - Council welcomed the announcement by the NSW Government in early 2020 that will see \$6.6 million invested into the Cessnock Airport. The project involves the extension and reconstruction of the runway, widening and resealing of taxiways and development of parking areas to allow a wider array of aircraft to land.
- Progressed the Richmond Vale Rail Trail project via landowner engagement and scheduled public exhibition of the Review of Environmental Factors and concept plan in mid 2021.
- Trails Strategy adopted in 2020 and Trails Reference Group formed in June 2021.

Objective 4.2:

Improving the road network

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

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|-------|---|
| 4.2.1 | * Develop prioritised capital works programs in line with adopted asset management plans. |
| 4.2.2 | Deliver prioritised on-ground capital works and maintenance programs. |
| 4.2.3 | * Continue to improve support services and facilities to assist works delivery and service provision. |
| 4.2.4 | Work with the State Government to develop a land use strategy for the Hunter Expressway corridor. |

Key highlights and achievements

- Gingers Lane, Weston road reconstruction took place in four stages and included pavement improvement, road widening, kerb and gutter installation, drainage upgrades, road safety barriers, turnings lanes and service relocations. Works also included the construction of a safer roundabout at the intersection of Gingers Lane, Sawyers Gully Road, Hart Road and Government Road..
- Council received a \$1.6 million grant from the NSW Government's Fixing Local Roads program
- Delivery of Paynes Crossing Bridge, a vital rural link between the Cessnock and Singleton local government areas. The old single lane timber bridge at Paynes Crossing deteriorated due to time, additional heavy traffic and storm damage and has been replaced with a new raised concrete bridge that is flood resilient, has improved alignment, two lanes, improved road safety and unlimited load.

Objective 4.3:

Improving 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.

DELIVERY PROGRAM 2017-21 FOCUS AREA

4.3.1 Advocate for health services on behalf of the community.

Key highlights and achievements

- Advocacy for Health Services - Council made a number of representations advocating for the enhancement and preservation of local health services including the new Maitland Hospital and Kurri Kurri Hospital.
- Healthy Eating - Council's youth centre was awarded in 2020 a \$120,226 Stronger Countries Community Grant for a kitchen upgrade to support delivery of healthy cooking programs with young people.
- Health and Wellbeing Plan 2017-2021 - Council from 2017 to 2021 implemented its first ever Health and Wellbeing Plan. The provides localised actions that encourage healthy environments, liveable communities and well-being. Some of the initiatives and achievements Council has had involvement in that improve community health and well-being include:
 - The 5 ways to Well-being Framework has been incorporated into Council's community programs planning with physical, mindfulness, volunteering and learning initiatives being included in annual NAIDOC Week, Youth Week and Seniors Festival celebrations. Examples include the Youth Ambassador Program, Aboriginal Art and Symbols workshops, Skate Jams, A Buddhist Approach to Ageing Well and the 14 Day Pass to Fitness.
 - The Big Ideas on Homelessness Network is a regional network led by Compass Housing Services and made up of Hunter Councils including Cessnock City Council. The network developed Common Ground: A Regional Strategy that was presented to NSW Government seeking further opportunities to discuss how the strategy could contribute to halving street homelessness by 2025. Council also supported the Department of Communities and Justice with their project to undertake a street count of people sleeping rough in public spaces across the City as part of the Premier's state-wide Street Count initiative.
 - Council's youth service CYCOS was awarded funds for a kitchen upgrade at its youth centre supporting the delivery of healthy cooking, life skills and healthy eating programs. The NSW Government, Stronger Country Communities Fund awarded \$120,226 in April 2020 for the project. The works will compliment other recent facility upgrades at the centre including the new front deck replacement. Also awarded funds as part of the same Stronger Country Communities Fund program was Cessnock Performing Arts Centre with \$75,100 secured for their kitchen upgrade and will achieve commercial quality appliances and fixtures. The construction works for both kitchens are scheduled to commence in 2020-2021.

Community's desired outcome:

Civic leadership and effective governance

Community's Desired Outcome:

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

Council will undertake the following services to achieve the objectives established in the community strategic plan, *Cessnock 2027*.



- Accounts Payable
- Accounts Receivable
- Administration
- Business Improvement
- Corporate Planning Projects
- Customer Service
- Development Assessment
- Enterprise Risk Management
- Executive Support
- Financial Accounting
- GIS
- Governance
- Human Resources
- Information Technology
- Insurance Management
- Integrated Planning & Reporting
- Internal Audit
- Internal Business Support
- Legal Services
- Management Accounting
- Media & Communication
- Payroll
- Property Administration
- Rates Management
- Records Management
- Strategic Property Management

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 have aspirations to become leaders.
- Our Council is committed to implementing our community's vision.

DELIVERY PROGRAM 2017-21 FOCUS AREAS

5.1.1 Foster professional development of Councillors.

5.1.2 Conduct pre-induction and induction programs for the 2020 local government election.

Key highlights and achievements

- Council delivered a comprehensive Councillor Training and Development Program to support Councillors in carrying out their civic duties.
- Fraud and Corruption Training ICAC
- LGNSW Annual Conference (Online)
- Changes to Code of Conduct
- Public Speaking and Presentation Skills
- GIPA and Copyright
- Communicating Council Priorities
- Community and Stakeholder Engagement

Council is committed to financial sustainability

Cessnock City Council is committed to continuous improvement and ensuring the best value for money for rate payers, with a number of projects progressing well under the Financial Sustainability Initiative.

Originally adopted in 2015, the long running initiative is aimed at improving the efficiency and effectiveness of Council's operations through identifying projects that focus on four key objectives; being to reduce costs, increase revenues, improve value-for-money and strengthen Council's governance framework.

This initiative has brought about significant changes in the way council operates resulting in efficiencies across the organisation, allowing Council to achieve more within existing budget allocations.

It's about continuously examining the way we do things and looking for potential opportunities to bring about positive change.

One example of savings made through this initiative has been a reduction in the annual NSW State Waste Levy liability at the Cessnock Waste Management Centre by \$2.4 million in the 2019 financial year. Council identified an opportunity to make operational changes that would increase recycling and divert material from landfill. This lowered the amount of waste going into landfill, all of which attracts the Waste Levy.

This project has been a huge success, not only has it lowered the NSW State Waste Levy cost, it has lowered the local impact on our environment and afforded valuable employment opportunities.

Another highlight includes changing the way we manage our plant and fleet. After implementing findings following a review of an existing process Council has realised cost savings in the order of \$310,000 per annum in relation to the hiring of heavy plant and equipment. This project has also funded two new full time positions within Council.

Projects that contribute to Council's ongoing financial sustainability have been incorporated into Council's Integrated Planning and Reporting documents. The implementation of these projects is currently being managed and monitored through Council's Integrated Planning and Reporting Framework.

Objective 5.2:

Encouraging more community participation in decision making

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

5.2.1	Commence implementation of the priority projects from the Communications & Engagement Strategy.
5.2.2	* Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the local government area.
5.2.3	* Continue to monitor and respond to the State Government's local government reform program to improve the financial sustainability of councils.
5.2.4	Continue to support and monitor the operations of Section 355 committees.

Key highlights and achievements

- Community Engagement Strategy - Council developed a new Community Engagement Strategy and created a new position of Community Engagement Officer to help us improve our engagement with the local community. The overall objective of the Strategy is to encourage more community participation in decision making and ensure we are more responsive to our community.
- Youth Engagement Strategy (YES) - Young people encouraged to make their voice heard through YES. The YES is designed to provide young people in the Cessnock Local Government Area (LGA) with a platform to have their voices heard about issues important to them. It's an initiative of Council's Cessnock Youth Centre and Outreach Service (CYCOS) and is aimed at young people aged 12 to 25 who are living, working or studying across the Cessnock LGA.
- Have Your Say - on Council's website
- Council's social media presence continues to grow. Facebook page is currently at 10,625 likes and 11,578 follows. Council is also active on Twitter with almost 3,000 followers. Council's social media presence has been vital to informing residents during natural disasters, the pandemic and changes to Council services.
- Management of and support to 13 volunteer community hall management committees, especially through COVID-19

Objective 5.3:

Making Council more responsive to the community

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

5.3.1	Develop and commence implementation of the Customer Service Strategy sub-plans.
5.3.2	Continue to conduct regular development consultation forums.
5.3.3	Continue to efficiently and effectively process development applications and respond to planning-related enquiries.
5.3.4	Develop and implement a strategic and operational internal audit plan.
5.3.5	Implement the Risk Management Strategy.
5.3.6	* Implement systems and strategies to improve productivity across the organisation.
5.3.7	Continue to educate staff on statutory compliance obligations.
5.3.8	Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice.
5.3.9	* Action the Strategic Property Review.
5.3.10	Further embed IP&R as the centrepiece of the new LG Act.
5.3.11	* Continue implementation of the Financial Sustainability Initiative projects.
5.3.12	* Continue to improve financial systems and services to support the organisation.
5.3.13	Continue to improve Council's use of technology to inform and engage the community.
5.3.14	Implement the Workforce Plan.

Key highlights and achievements

- Lodge your Application through the NSW Planning Portal - Council introduced electronic lodgement via the NSW Planning Portal provided by The Department of Planning, Industry and Environment. Online lodgement of applications and certificate include:
 - Development Applications
 - Section 4.55 Modification Applications
 - Complying Development Certificates
 - Construction Certificates
 - Occupation Certificates
 - PCA Appointments
 - Subdivision Certificates
 - Online Concurrence and referrals
- Wellbeing at Work - At Council there are a number of trained employees specialising in Wellbeing in the Workplace. Wellbeing Contact Officers have been trained in specialized areas like Domestic and Family Violence, Mental Health First Aid and Bullying and Harassment.

Development Consultation Forums

Since 2013 Council has successfully hosted fifteen annual Development Consultation Forums, with close to 600 representatives from the industry attending over the past few years.

A range of stakeholders attended from across the Hunter Region, including representatives from the NSW Department of Planning, Industry and Environment, the development and housing industry; and Council staff.

The forums are provided to help the development industry make informed decisions about doing business in Cessnock, and network with Council staff and other industry stakeholders.

Some key topics discussed at the most recent forum include:

- Planning reforms, review of the Hunter Regional Plan 2026 and progress on the Hunter Expressway Strategy.
- Strategic Planning projects.
- Traffic and Transportation Strategy.
- Economic Development Strategy.
- CityWide Flood Study.

Community strategic plan measures

The following targets were 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.

While Council is not wholly responsible for the delivery of the community strategic plan objectives, Council has a custodial role to examine the progress that has been made towards the achievement of the community's desired outcomes.

During the development of this report, Council recognised the need to review current community measures to better monitor and report on progress towards community goals. These indicators will be reviewed in the next version of the Community Strategic Plan to be delivered in June 2022.

What happens next?

This End of Term Report will inform the review and development of the next Community Strategic Plan and suite of documents, including a four year Delivery Program and one year Operational Plan. This report will also be incorporated into Council's 2020-21 Annual Report.

Detailed outcomes of 2017-21 Delivery Program actions and measures will be in the 2020-21 Annual Report.

Changes since 2017

Since the establishment of the community measures in 2017, Council has reviewed service levels and program delivery in a number of areas resulting in some questions being reworded or removed from the biennial survey (indicated with N/A in the tables below). Accurate measurement of progress in many cases will also rely on the next census data release.

Residents agreement with the following statements on a scale of 1 to 5 where 1 = strongly disagree and 5 = strongly agree.

A CONNECTED, SAFE & CREATIVE COMMUNITY	2016	Target	2021	Result
If there was a problem in my community, people would band together to solve it	3.54	Maintain	N/A	-
There is strong community spirit in the Cessnock Area	3.38	Maintain	N/A	-
Quality housing is both available and affordable	3.11	Maintain	N/A	-
Facilities and services for children are adequate	2.74	Improve	3.18	Improved
Facilities and services for youth are adequate	2.40	Improve	2.83	Improved
Facilities and services for the aged are adequate	2.98	Improve	3.32	Improved
Arts, entertainment and culture are well-catered for	3.33	Maintain	3.98	Improved
It is a safe place to live	3.16	Maintain	2.98	Improved

A SUSTAINABLE & PROSPEROUS ECONOMY	2016	Target	2021	Result
High quality and environmentally friendly industries are encouraged	3.15	Maintain	N/A	-
Industry and business development is working well	2.89	Improve	3.03	Improved
There are enough employment opportunities	2.16	Improve	2.99	Improved
Education and training opportunities are good	2.80	Improve	N/A	-
Tourism is promoted well	4.09	Maintain	3.70	
The vineyards play an important role in the local economy	4.51	Maintain	N/A	-
Conferences and events are important for the area	4.40	Maintain	N/A	-

A SUSTAINABLE & HEALTHY ENVIRONMENT	2016	Target	2021	Result
The area has an attractive appearance	3.49	Maintain	N/A	-
The natural environment is well managed	3.14	Maintain	3.10	Maintained
Environmental issues are handled well	2.71	Improve	N/A	-
The bushland that supports a diversity of native plants and animals is valuable	4.04	Maintain	N/A	-
The area's heritage is well conserved	3.65	Maintain	3.26	
Development overall is well planned and well managed	2.82	Improve	N/A	-
Residential development is well managed	2.89	Improve	2.83	Maintained
There are enough good quality open spaces	3.35	Maintain	3.01	Maintained
There is a wide range of recreation and leisure opportunities	3.07	Maintain	3.63*	Improved
Waste collection and disposal are well managed	3.67	Maintain	3.69	Maintained

*Satisfaction mean score of sporting fields 3.83, parks and recreation areas 3.61 and swimming pools 3.44

ACCESSIBLE INFRASTRUCTURE, SERVICES & FACILITIES	2016	Target	2021	Result
There is enough public transport	2.64	Improve	N/A	-
The road network is effective and in good repair	1.87	Improve	1.84	Maintained
Health facilities are sufficient	2.69	Improve	N/A	-

CIVIC LEADERSHIP & EFFECTIVE GOVERNANCE	2016	Target	2021	Result
People volunteer and get involved in their community	3.44	Maintain	3.40	Maintained
The opportunity exists for me to be involved in making decisions about my community	3.16	Maintain	2.71	Maintained
Laws and regulations are enforced consistently and fairly	3.11	Maintain	N/A	-
There is good cooperation between all levels of government in the area	2.76	Improve	N/A	-
There is a clear plan and direction for the future	2.76	Improve	2.75	Maintained

STATUTORY REPORTING INDEX

Requirement	Section/Clause	Page
Local Government Act 1993 and General Regulation		
1. Completed within 5 months after end of financial year.	s428(1)	-
2. In the year which an ordinary election is held must contain Council's achievements in implementing the community strategic plan.	s428(2)	77
3. The annual report must be prepared in accordance with the Integrated Planning and Reporting Guidelines (IP&R).	s428(3)	-
4. The annual report must contain other information as the IP&R Guidelines or the Regulations may require.	s428(4)(b)	-
5. Copy provided to the Minister for Local Government (via the Office of Local Government).	s428(5)	-
6. Copy posted on council's website.	s428(5)	-
Contains:		
7. Council's achievements in implementing the delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.	s428(1)	20-95
8. Copy of Council's audited financial reports and notes and information required by the Regulation or the Guidelines.	s428(4)(a)	Separate document
9. Amount of rates and charges written off during the year.	cl 132	86
10. Details of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).	s428(4)(b) cl 217(1)(a)	76
11. Total cost during the year of the payment of expenses of , and the provision of facilities to, councillors in relation to their civic functions. Including separate details on the total cost of:	cl 217(1)(a1)	76
• Provision of dedicated office equipment allocated to councillors.	cl 217(1)(a1)(i)	
• Telephone calls made by councillors.	cl 217(1)(a1)(ii)	
• Attendance of councillors at conferences and seminars.	cl 217(1)(a1)(iii)	
• The provision of induction training for councillors	cl 217(1)(a1)(iia)	
• Other training of councillors and provision of skill development.	cl 217(1)(a1)(iv)	
• Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses.	cl 217(1)(a1)(v)	
• Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses.	cl 217(1)(a1)(vi)	
• Expenses of any spouse, partner or other person who accompanied a councillor, being expenses payable in accordance with the Guidelines.	cl 217(1)(a1)(vii)	
• Expenses involved in the provision of care for a child or an immediate family member of a councillor.	cl 217(1)(a1)(vii)	
12. Details of each contract awarded (other than employment contracts and contracts less than \$150,000) including:	cl 217(1)(a2)	38
• Name of contractor.	cl 217(1)(a2)	
• Nature of goods or services supplied.	cl 217(1)(a2)	
• Total amount payable under the contract.	cl 217(1)(a2)	
13. Summary of the amounts incurred by the council in relation to legal proceedings. Includes:	cl 217(1)(a3)	86
• Amounts, costs and expenses paid or received.	cl 217(1)(a3)	
• Summary of the state of progress of each legal proceeding and (if it has been finalised) result.	cl 217(1)(a3)	

Requirement	Section/ Clause	Page
Local Government Act 1993 and General Regulation		
14. Summary of resolutions made under section 67 concerning work carried out on private land. Includes:	s67(3)	69
• Summary or details of work.	cl 217(1)(a4)	
• Cost of work fully or partly subsidised by council.	cl 217(1)(a4)	
• Total amount by which council has subsidised any such work.	cl 217(1)(a4)	
15. Total amount contributed or otherwise granted under section 356 (financially assist others).	cl 217(1)(a5)	58
16. Statement of all external bodies that exercised functions delegated by council.	cl 217(1)(a6)	37
17. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest.	cl 217(1)(a7)	37
18. Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the council participated.	cl 217(1)(a8)	37
19. Statement of activities to implement its EEO management plan.	cl 217(1)(a9)	13
20. Statement of the total remuneration comprised in the remuneration package of the general manager. Includes:	cl 217(1)(b)	85
• Total value of the salary component of the package.	cl 217(1)(b)(i)	
• Total amount of any bonus, performance or other payments that do not form part of the salary component.	cl 217(1)(b)(ii)	
• Total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor.	cl 217(1)(b)(iii)	
• Total value of any non-cash benefits for which the general manager may elect under the package.	cl 217(1)(b)(iv)	
• Total amount payable by way of fringe benefits tax for any such non-cash benefits.	cl 217(1)(b)(v)	
21. Statement of the total remuneration comprised in remuneration packages of all senior staff members, expressed as the total (not of the individual members). Includes:	cl 217(1)(c)	85
• Total value of salary components of their packages.	cl 217(1)(c)(i)	
• Total amount of any bonus, performance or other payments that do not form part of salary components of their packages.	cl 217(1)(c)(ii)	
• Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor.	cl 217(1)(c)(iii)	
• Total value of any non-cash benefits for which any of them may elect under the package.	cl 217(1)(c)(iv)	
• Total amount payable by way of fringe benefits tax for any such non-cash benefits.	cl 217(1)(c)(v)	
22. A statement detailing the stormwater management services provided (if levied).	cl 217(1)(e)	88
23. A statement detailing the coastal protection services provided (if levied).	cl 217(1)(e1)	N/A
24. Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under s406.	s54P(1)	N/A
25. Report on special variation expenditure if required to do so by the instrument made by the Minister.	s508(2) / s508A	98
26. Report on capital works projects.	Capital Expenditure Guidelines	71

Requirement	Section/Clause	Page
Companion Animals Act 1998 and Companion Animals Regulation 2008		
27. Statement on activities relating to enforcing and ensuring compliance with the <i>Companion Animals Act, 1998</i> and Regulation. Includes:	Local Government (General) Regulation 2005	27
<ul style="list-style-type: none"> Lodgement of pound data collection returns with the Division. Lodgement of data relating to dog attacks with the Division. Amount of funding spent on companion animal management and activities. Companion animal community education programs carried out. Strategies council has in place to promote and assist the de-sexing of dogs and cats. Strategies in place to comply with the requirement under section 64 of the Act to seek alternatives to euthanasia for unclaimed animals. Off leash areas provided in the council area. 	c1 217(1)(f) 16.2 (a) Guidelines 16.2 (b) Guidelines 16.2 (c) Guidelines 16.2 (d) Guidelines 16.2 (d) Guidelines 16.2 (e) Guidelines 16.2 (f) Guidelines	
Government Information (Public Access) Act 2009 and Regulation		
28. Information included on GIPA activity.	s125(1) cl 7 Sch. 2	83
Environmental Planning and Assessment Act 1979		
29. Particulars of compliance with and effect of planning agreements in force during the year.	s7.5(5)	49
Public Interest Disclosure Act 1994 and Regulation		
30. Information included on public interest disclosure activity.	s31 cl4	81
Carers Recognition Act 2010		
31. Councils considered to be 'human service agencies' under the Act must report on compliance with the Act for the reporting period in the reporting period in their Annual Report.	s8(2)	N/A
Disability Inclusion Act 2014		
32. Information on the implementation of council's Disability Inclusion Plan.	s13(1)	23
Fisheries Management Act 1994		
33. Recovery and threat abatement plans - Councils identified in a plan as responsible for implementation of measures included in the plan, to report on actions taken to implement measures as to the state of the environment in its area.	s220ZT	N/A
Swimming Pools Act 1992 and Regulation		
34. Details of inspections of private swimming pools.	s22F(2) cl23	28

This checklist includes the requirements of the Local Government Act, Local Government General Regulation, Companion Animals Act and Regulation, Government Information (Public Access) Act and Regulation, Environmental Planning and Assessment Act, Public Interest Disclosures and Regulation, Carers Recognition Act, Disability Inclusion Act 2014, Fisheries Management Act 1994, Swimming Pools Act 1992 and Regulation).



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Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
273

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0%	0%	

Schedule 2 Statistical information about access applications to be included in annual report

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	23	56	0	3	0	0	0	1	83	30%
Not for profit organisations or community groups	2	0	0	0	1	0	0	0	3	1%
Members of the public (by legal representative)	2	9	0	0	0	0	0	0	11	4%
Members of the public (other)	34	125	7	14	0	1	0	3	184	65%
Total	61	190	7	17	1	1	0	4	281	
% of Total	22%	68%	2%	6%	0%	0%	0%	1%		

* 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*	17	33	5	5	0	0	0	0	60	21%
Access applications (other than personal information applications)	44	156	2	12	1	1	0	4	220	78%
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0	1	0%
Total	61	190	7	17	1	1	0	4	281	
% of Total	22%	68%	2%	6%	0%	0%	0%	1%		

* 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)	40	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	40	100%
Invalid applications that subsequently became valid applications	27	68%

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

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	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	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	171	63%
Business interests of agencies and other persons	102	37%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	273	

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	283	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	1	0%
Total	284	

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	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	0	0	
% of Total	0%	0%		

*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	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1	100%
Total	1	

Table I: Applications transferred to other agencies.

	Number of applications transferred	% of Total
Agency-Initiated Transfers	3	100%
Applicant - Initiated Transfers	0	0%
Total	3	