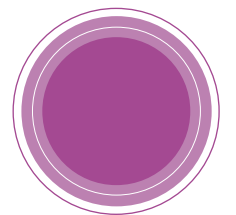
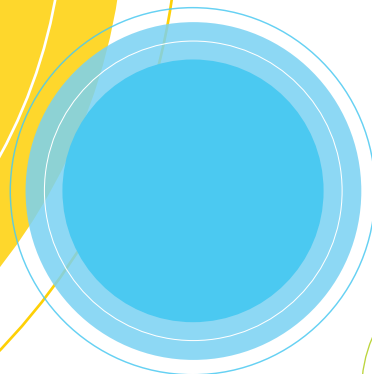




CESSNOCK  
CITY COUNCIL

# ANNUAL REPORT 2020-21



[www.cessnock.nsw.gov.au](http://www.cessnock.nsw.gov.au)

## ACKNOWLEDGEMENT OF COUNTRY

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*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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# Mayor's Message



## BOB PYNSENT MAYOR

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While the 2020-21 financial year saw some easing of COVID-19 restrictions and some great things achieved, many in our community still did it tough, particularly local businesses and tourism operators who continue to feel the impact today. In saying that, the resilience of our community and the support given to one another in these challenging times, continues to amaze me. We will get through this and come out stronger the other side, and as we start to see things return to normal, I know our local government area will thrive once again.

It was wonderful to see some of our key events able to go ahead which were either cancelled or moved online last financial year due to COVID-19 restrictions. We saw Youth Week make an epic return, and over 40 events take place as part of our annual Cessnock City Seniors Festival. It was fantastic to see people socialising in this way once again, after almost a year of limited opportunities for our community to connect. As the roadmap to reopening NSW is rolled out, let's hope we can see the return of all of our fantastic annual events in the year ahead.

One of the highlights for me, was being there for the official opening of Bridges Hill Park Playground. It is just an incredible recreational space for both our community, and those who come to visit. It's no surprise when I drive past that it's full of people with huge smiles on their faces, which makes me so happy to see. This project exceeded all of my expectations and is a credit to our staff who worked on it.

Applying for, and being successful in attracting grant funding is something our council excels at, and this financial year was no different. This extra funding allows us to inject money into our capital works program and complete amazing projects for our community. To name a few, we received \$1.5 million for cycleways and shared pathways in the Cessnock CBD; \$1.3 million for the Cessnock Pool Splash Pad, Beautification of Rotary Park Kurri Kurri, Disadvantaged Youth Driver Training Program and Cessnock City Cultural Hub; and \$1 million for a school zone upgrade in Weston, the Branxton Town Centre upgrade, Government Road in Weston and upgrades at the Cessnock Performing Arts Centre and Hunter Valley Visitor Information Centre.

It was wonderful to celebrate the rollout of new signage across the LGA, which included the installation of suburb entry signs, city gateway signage, information bays, tourist wayfinding signage, community facility signs and over 400 new street blades. Hunter Valley Wine Country has boomed over the past 15 years and businesses and tourists have expressed a need for better wayfinding signage, so it was great to be able to deliver this project.

With Councillor Elections approaching in December, this will be my last message as Mayor in the Annual Report. It has been a privilege to serve the Cessnock community as a Councillor since 1999 and hold the position of Mayor for nine years. I would like to acknowledge the community for their support, Council staff for their hard work and Councillors for their dedication to our community.

Representing this community for over two decades has been extremely rewarding, but it has not been without its challenges. As our community grows so does the need to upgrade roads, parks and other facilities. The new Council will face similar challenges when it comes to funding. I am proud that our Council has seen incredible success in attracting grant funding since it was elected. In fact, we have secured \$46 million in grants since September 2016.

Council must continue to operate strategically to ensure continued financial sustainability, while also delivering for our wonderful community. I look forward to seeing Council's continued progress and success in the years to come.

# General Manager's Message



## LOTTA JACKSON GENERAL MANAGER

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I'm pleased to deliver this Annual Report to residents of the Cessnock Local Government Area (LGA). The 2020-21 financial year saw some easing of the COVID-19 restrictions posed in the previous year, which allowed us to refocus and accomplish some really great things.

Continuing to improve our parks and facilities for local families and visitors to enjoy was a big focus, and the results have been outstanding. The 2020-21 financial year saw the completion of the spectacular Bridges Hill Park Playground in Cessnock, an upgrade to Bluey Frame Park in Weston, a new playground installed at Brunner Park in East Branxton and works kicked off to upgrade the much-loved Col Brown Rotary Park in Kurri Kurri. Wheels were also set in motion and Stage 1 works were completed for the new Millfield Skatepark, and works commenced on the installation of the Cessnock Pool Splash Pad which will be finalised in the current financial year. These are amazing community facilities which I'm sure will be enjoyed for years to come.

Our local roads, bridges and pathways were also a key focus. It was wonderful to see the completion of the Gingers Lane reconstruction, the Branxton Town Centre upgrade, and the new Paynes Crossing Bridge. We also kicked off works on the Branxton to Greta Shared Cycleway and the Cessnock to Bridges Hill Park Shared Pathways project, which will both provide a better connection for pedestrians and cyclists alike. We were successful in securing \$3.7 million in grants for local roads including Old Maitland Road in Sawyers Gully, Mitchell Avenue in Kurri Kurri and Cessnock Road in Weston.

In April, we also secured \$4 million in funding under the NSW Government's Fixing Country Bridges program which was crucial funding that will see Kline Street Bridge in Weston, Watagan Creek Road Bridge in Laguna and Westcott Street Bridge in Cessnock replaced.

We had an overwhelming number of successful grant applications, which was a great result for our community. While not all of these projects were able to start in 2020-21, they will certainly be high on the agenda for the current financial year. These successful grants also impacted on some of our planned projects in the Operational Plan, which also had to be deferred to 2021-22.

2021 was also a big year for the arts in the Cessnock LGA as the concept stage of a \$2 million project kicked off to transform the much-loved Cessnock Performing Arts Centre into a 'cultural hub'. The project is an investment in the arts and it's anticipated it will allow for exhibition style events, intimate contemporary performances and a workshop area that will host a diverse range of activities.

I am proud of what our team has achieved, as we continued to deliver outcomes highlighted in the Community Strategic Plan. Thank you to the dedicated and committed Council staff who have worked tirelessly to serve the community of Cessnock.

With the local government election coming up in December, I would also like to acknowledge our Councillors. It has been great working with Cessnock City Mayor, Councillor Bob Pynsent and each councillor for the benefit of the community. I look forward to continuing this positive work with the next elected councillors.

# About Us

## *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**



# Local Government Area

## OUR REGION

Cessnock City is located in the Hunter Valley, New South Wales, about 120 kilometres north of Sydney and 40 kilometres west of Newcastle.

Cessnock City is bounded by Maitland City in the north; the Cities of Newcastle and Lake Macquarie in the east, Central Coast and Hawkesbury in the south; and Singleton Council in the west.

The Cessnock local government area is located on the traditional lands of the Wonnarua people, the Awabakal people and the Darkinjung people. European settlement dates from the 1820s when pastoralists arrived using land mainly for farming, market gardening and timber. The Great North Road was constructed in the 1830s, linking the Hawkesbury and Hunter Valley. Wollombi was the centre of the area till the late 1800s. The township of Branxton emerged from 1848, spurred by its accessibility to water, rich agricultural land and its location as a road junction.

The township of Cessnock developed from 1850 as a service centre at the junction of the Great North Road. There was some growth in the 1850s and 1860s with wheat, tobacco and grapes being grown, especially around Cessnock, Nulkaba and Pokolbin.

Significant development in Cessnock occurred when coal was struck in 1892 and several coal mines were established.

By 1926 the Cessnock local Government area had a population of 12,000 increasing to 18,000 by the 1940s. Until the 1960s mining was the principal industrial base and source of employment in the Cessnock area.

Changes to the mining industry led to the closure of the vast majority of mines, resulting in a decline in population in many villages and townships, especially since the 1980s. Many areas have undergone a change in character, with rural residential housing developments becoming popular. There has been a rise in the wine and tourism industry, with many vineyards at Allandale, Mount View, Pokolbin, and Rothbury as well as small cottages and farms used mainly as weekend retreats.

The region has seen a sharp increase in development activity over the last year. The total value for all development applications and s4.55 modifications approved in the Cessnock LGA for the financial year to date April 2021 is \$307,011,450. The population of the Cessnock LGA currently just over 60,000 and is expected to increase by almost 20,000 people by 2036, which translates to approximately 9,250 additional dwellings.

# Our Council

The Council derives its authority from the *Local Government Act 1993* (the Act), the regulations and other legislation. The Act:

- Provides the legal framework for the system of local government for NSW,
- Sets out the responsibilities and powers of councils,
- Provides for governing bodies of councils that are democratically elected,
- Facilitates engagement with the local community,
- Provides a system of local government that is accountable to the community and is sustainable, flexible and effective.

## Mayor & Councillors

Councillors comprise the governing body of a council in the same way that a Board of Directors is the governing body of a corporation.

The governing body of elected councillors, set the strategy and monitors the performance of the council, and the administrative body of the council.

Cessnock Council consists of 13 Councillors who are elected from four (4) Wards, with three (3) representatives from each Ward. The Mayor is elected by popular vote and is also deemed to be a Councillor.

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

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

## General Manager

The general manager is the most senior employee of a council and is the only member of staff selected and appointed by councillors.

It is the role of the general manager to conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council.

The general manager is responsible for the appointment of staff in accordance with the organisation structure determined by the council and the resources approved by the council. The general manager is also responsible for the management, direction and dismissal of staff.

## Council staff

General managers employ council staff to carry out the day-to-day operations of the council and implement council policies and other decisions, as directed by the general manager.

The general manager is the primary link between the elected body and its employees.

Council staff are responsible to the general manager, who is responsible for the conduct and performance of council staff.



# Our Councillors



**Paul Dunn**  
Councillor  
Ward A



**Mark Lyons**  
Councillor  
Ward A



**Allan Stapleford**  
Councillor  
Ward A



**Di Fitzgibbon**  
Councillor  
Ward B



**Ian Olsen**  
Councillor  
Ward B



**Jay Suvaal**  
Councillor  
Ward B



**John Fagg**  
Councillor  
Ward C



**Anne Sander**  
Councillor  
Ward C



**Anthony Burke**  
Councillor  
Ward D



**Rod Doherty**  
Councillor  
Ward D



**Darrin Gray**  
Councillor  
Ward D

# Integrated Planning & Reporting Framework

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

## Community Strategic Plan

The community strategic 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 to identify strategies for achieving these goals.

In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations.

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 Government agencies, businesses and community groups may also be engaged in delivering the long-term outcomes.



*Photo: Vincent Street, Cessnock*

## Delivery Program & Operational Plan

In these documents the community's strategic directions are systematically translated into actions. These are the principal activities to be undertaken by the council to implement the strategic directions established by the community strategic plan within the resources available under the resourcing strategy.

The delivery program 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.

Supporting the delivery program is an annual operational plan. It spells out the details of the program: the individual projects and activities that will be undertaken each year to achieve the commitments made in the delivery program.



## Resourcing Strategy

The delivery program provides a vehicle to achieve long-term community aspirations. However, these will not be achieved without sufficient resources (time, money, assets and people) to actually carry them out.

The resourcing strategy consists of three components:

- asset management planning;
- long term financial planning;
- workforce planning.

The resourcing strategy focuses in detail on matters that are the responsibility of the council.

## Annual Report

The annual report is one of the key points of accountability between a council and its community.

The annual report focuses on the council's implementation of the delivery program and operational plan (because these are the plans that are wholly the council's responsibility).

The report also includes some information that is prescribed by the *Local Government (General) Regulation 2005*. This information is required by the Regulation because the government believes that it will assist community members better understand how the council has been performing: both as a business entity and a community leader.

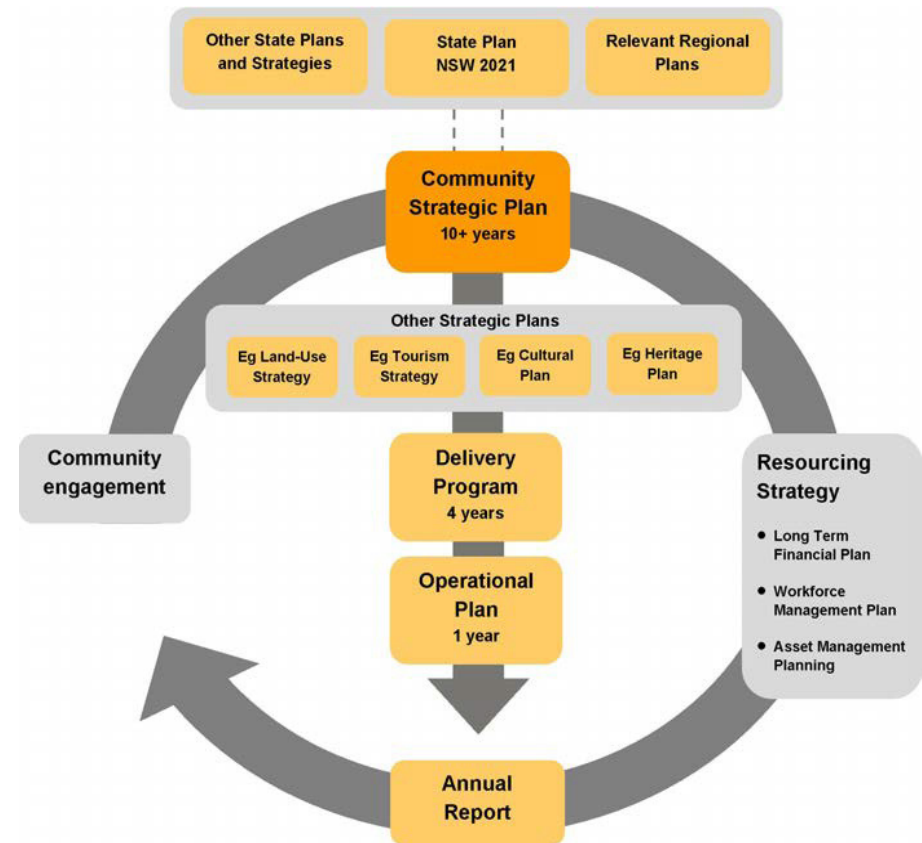
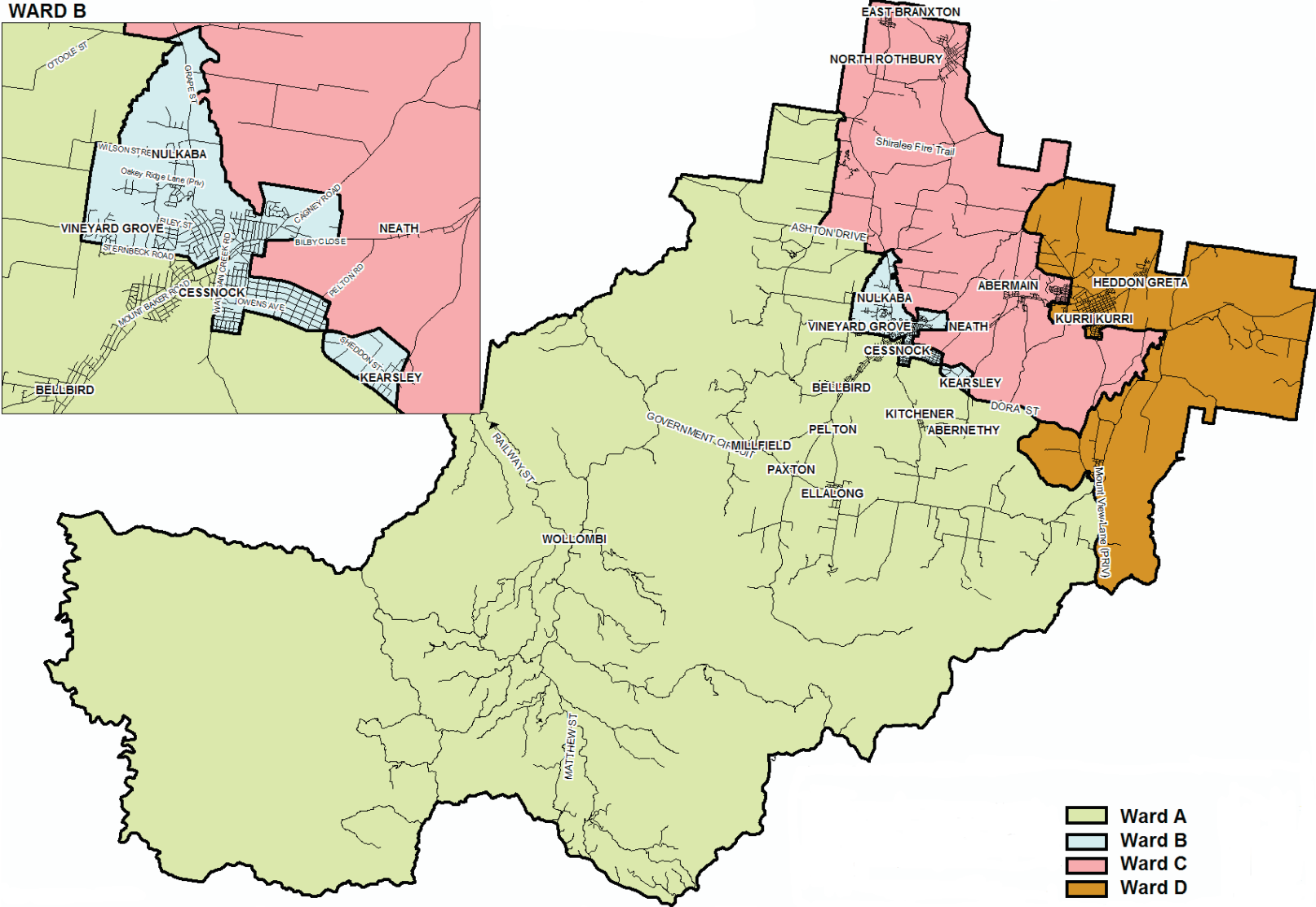


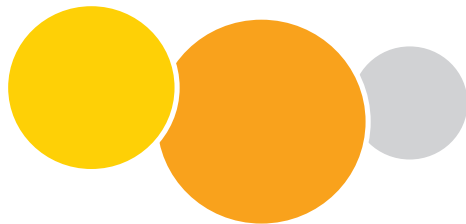
Image: Integrated Planning & Reporting Framework

# Cessnock LGA ward map



## EEO and workplace diversity

Council is committed to providing a safe and productive work environment that is free from harassment and bullying and promotes the principles of managing diversity. Any form of harassment and bullying is unacceptable and isn't tolerated under any circumstances. Council supports human rights in the wider community and will not tolerate discriminating or harassing behaviour. Council expects all workers to behave in a professional manner, and to treat each other with dignity and respect. It is the responsibility of all workers to take all possible care to ensure a working environment that is free from discrimination and harassment and that at no time is Council's stance on discrimination and harassment compromised.



## EEO Management Plan

Part 4 of the *Local Government Act 1993* contains provisions relating to Equal Employment Opportunity (EEO). The intent of the provisions are to eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital or domestic state and disability in Councils and also to promote equal employment opportunity for women, members of racial minorities and persons with disabilities in Councils.

Section 345 of the Act requires Council to prepare and implement an EEO Management Plan. On 17 June 2020 Council adopted the Cessnock City Council EEO Management Plan 2020-24.

The plan demonstrates Council's commitment to promoting the principles of diversity and equality within the workforce and community. It expressly states that Council is dedicated to a working environment which is safe, productive, healthy and free from discrimination with a positive awareness of the spirit and intent of discrimination and equal opportunity legislation.

The key areas of focus within the plan are to:

- Align protocols, procedures and plans to include EEO Principles.
- Develop EEO programs for educational and awareness purposes.
- Collect and capture data to map progress and guide future EEO Strategies.
- Increase the number people from indigenous, diverse backgrounds and abilities within Council's workforce.
- Increase the number of women in leadership and senior management positions.
- Improve strategies and educate key stakeholders on diversity within the workforce.

The plan contains a number of strategies and associated deliverable actions. The action delivered in 2020-21, including the following:

- Organisational wide EEO, Bullying and Harassment Training;
- Review and update of Induction to include EEO principles and expectations; and
- Initial review of protocols and procedures to ensure they promote EEO and diversity (this review remains ongoing).

# Our 2020-21 Report



This Annual Report provides a summary of Council's achievements during the 2020-21 year. Progress is measured against the programs, budget and desired outcomes in the 2020-21 Operational Plan. The operational plan aims to achieve the longer term objectives of the delivery program and the community strategic 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*.

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

They 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

The Financial Statements are presented in a separate document to this report.

## Delivery Program Progress

The 2017-21 Delivery Program is a 4 year program that sets out how Council aims to achieve the desired outcomes developed by the community in the 10 year Community Strategic Plan, *Cessnock 2027*. The 4 year program contains 88 objectives to be delivered over the life of the Delivery Program (i.e. by 30 June 2021).

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

2017-21 Delivery Program Progress			
Desired Outcome	Complete	On track	At risk
A connected, safe and creative community	20	-	-
A sustainable & prosperous economy	15	-	-
A sustainable & healthy environment	20	-	-
Accessible infrastructure, services & facilities	13	-	-
Civic leadership & effective governance	18	2	-
<b>Total</b>	<b>86</b>	<b>2</b>	<b>-</b>



## Operational Plan Performance

The 2020-21 Operational Plan is the final year of the 4 year Delivery Program. In the 2020-21 Operational Plan Council committed to delivering 238 actions and 41 measures across the desired outcomes from the Community Strategic Plan. The performance against these 1 year actions and measures demonstrates Council's progress in implementing the 2017-21 Delivery Program. Of the 238 actions, 189 (79%) were completed, 45 (19%) were in progress and 4 (2%) will continue to be progressed and reported as part of the 2021-22 Operational Plan and quarterly review process.

2020-21 Operational Plan Performance			
Desired Outcome	Complete	In progress	C/fwd to 21-22
A connected, safe and creative community	44	2	0
A sustainable & prosperous economy	18	1	3
A sustainable & healthy environment	42	0	14
Accessible infrastructure, services & facilities	15	0	3
Civic leadership & effective governance	70	1	25
<b>Total</b>	<b>189</b>	<b>4</b>	<b>45</b>



<b>2020-21 Capital Works Program (as at 30 June 2021)</b>	<b>99</b>	<b>15</b>	<b>21</b>
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At 30 June 2021, 29 (or 71%) of the Delivery Program measures were on-track, 12 (or 29%) were ahead of target, and 12 were at risk. Of the 12 at risk measures, 10 were due to ongoing impacts from the COVID-19 pandemic and 2 were COVID-19 related.

Further detail on both the Delivery Program and Operational Plan performance is set out on the following pages.

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 the initial community engagement in 2010 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*.



- 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





## Cessnock Performing Arts Centre (CPAC)

**7,668** tickets sold  
**2,835** tickets issued for community events  
**3** sell out performances  
**1,123** Dine and Discover vouchers redeemed



## Annual Public Pools Attendance

Cessnock Pool = **21,426**  
 Branxton Pool = **17,675**  
 Kurri Kurri Aquatic & Fitness Centre = **94,603**



## Seniors Festival

**1,925** people attended  
**42** Seniors Festival events  
**33** local community organisations participated in running the festival

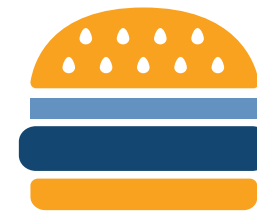


## Cessnock City Libraries

**96,431** in-person library visits  
**212,903** library loans  
**59,294** e-resources loaned  
**5,738** people attended **574** events  
 Public computers were used **9,317** times

## Public Health

We responded to  
**414**  
 community requests for public health and environment concerns



**324** routine food safety inspections were conducted, with **90%** of businesses receiving good to excellent outcomes



## Rangers

**78** lost dogs were safely returned to their owners  
 Over **60** animals were microchipped



*Objective 1.1:*

## Promoting social connections

### Reconciliation

The Cessnock LGA has a proud and active Aboriginal community with 7.2% of the City's population identifying as Aboriginal and/or Torres Strait Islander (Australian Bureau of Statistics, Census 2016).

The Cessnock City Council Innovate Reconciliation Action Plan 2018-2020 (RAP) was a two-year plan endorsed by Reconciliation Australia. Following the end of the Plan's two-year endorsement, an evaluation of the Plan was reported to Council's Aboriginal and Torres Strait Islander Committee and submitted to Reconciliation Australia was the RAP Impact Measurement Questionnaire. The RAP provided a foundation for advocacy and demonstrated Council's commitment to Reconciliation. In consultation with the Aboriginal and Torres Strait Islander Committee regarding the development of the next action plan, it will be a community plan informed by further engagement with the Aboriginal community.

'Always Was. Always Will Be' was the theme for NAIDOC Week 2020. Cessnock City's 2020 NAIDOC Week program involved 11 organisations and listed 10 events. The NAIDOC Week Planning Group and Council's Aboriginal and Torres Strait Islander Committee were consulted in the planning of Council's activities and promotions. Contributions by young people was a highlight of the program with four schools contributing to the NAIDOC Week Student Art Exhibition and two schools participating in the Youth Radio broadcasts, assisting in increasing awareness and reaching a new audience through 2CHR. Also held was the Speaking in Colour workshops and were fully booked. Over 3,910 interactions were recorded for the program including visitations to Cessnock Library Branch during NAIDOC Week, and held was a Student Art Exhibition in the Library foyer.

National Reconciliation Week was held 27 May to 3 June. This year's events were a film screening at Cessnock Performing Arts Centre and Elders Morning Tea held at the Bridges Hill Yarning Circle. Over 100 people attended the Elders Morning Tea and student leaders from local Aboriginal Education Teams representing four schools contributed to a program of dances and speeches responding to the National Reconciliation Week theme, 'More than a word'. Critically acclaimed documentary 'In My Blood it Runs' was screened at Cessnock Performing Arts Centre with 173 community members in attendance. Cessnock City Library also held cultural workshops across the week for children, facilitated by Speaking in Colour to explore the theme of National Reconciliation Week.

## Community Dollar for Dollar contributions and grants

During 2020-21 Council provided \$79,899.80 in general financial assistance to community groups/organisations.

GROUP/ORGANISATION	AMOUNT
<b>COMMUNITY CULTURAL DEVELOPMENT \$ FOR \$ PROGRAM</b>	
Sculpture in the Vineyards Inc	\$3,000
Towns with Heart Inc	\$2,200
Towns with Heart Inc	\$2,200
Weston Heritage and Tidy Towns Committee	\$6,242
Cessnock Family Support Service Inc	\$3,000
Cessnock Senior Citizens Association Inc	\$500
Cessnock Wood Turners Inc	\$1,630
Coalfields Local History Association Inc	\$1,310
Freemasons Cessnock	\$747
Kearsley Community Dawn Service Committee Inc	\$274
Wollombi School Education Trust Inc	\$3,000
<b>SCHOOLS GRANTS</b>	
Various Schools	\$5,780
<b>SUB-TOTAL</b>	<b>\$29,883</b>

## Financial assistance grants

Council's 2020-21 Financial Assistance Grant totalled \$7.36m representing approximately 7 per cent of total revenue.

The Financial Assistance Grant received in 2020-21 (\$7.36m) included an advance payment of approximately 50 per cent of the 2021-22 allocation being \$3.75m.

Financial Assistance Grants are discretionary allocations that can be used for essential community infrastructure and services such as local roads and parks, swimming pools and libraries.

GROUP/ORGANISATION	AMOUNT
<b>COMMUNITY FACILITIES \$ FOR \$ PROGRAM</b>	
Aberdare Pre School Inc.	\$4,065
Abermain Plaza Hall	\$4,330
Cessnock Multi-Purpose Children's Centre	\$5,000
Greta Rural Fire Brigade	\$1,052
Kurri Kurri Retired Miners Association	\$4,071
North Cessnock Community Hall	\$6,245
Weston Community Pre School	\$1,205
Wollombi Valley Progress Association	\$1,800
<b>RECREATION FACILITIES \$ FOR \$ PROGRAM</b>	
Branxton Croquet Club	\$2,638
Branxton Greta Amateur Swimming Club	\$2,615
Cessnock Dog Club	\$1,500
Cessnock Dog Club	\$150
Cessnock District Hockey Association	\$905
Kearsley Community Sporting Association Inc.	\$1,200
Kurri Kurri Rugby League Football Club	\$4,534
Kurri Kurri Tennis Club	\$800
Mulbring Cricket Club	\$6,771
Weston Workers Bears Football Club	\$5,000
Wollombi Valley Pony Club	\$3,437
Wollombi Valley Tennis & Sports Association	\$2,682
<b>SUSTAINABLE COMMUNITIES \$ FOR \$ PROGRAM</b>	
Weston Heritage & Tidy Town	\$4,660
Cessnock Tidy Towns	\$841
Greta Tidy Towns	\$4,092
<b>SUB-TOTAL</b>	<b>\$69,593</b>
<b>TOTAL</b>	<b>\$99,476</b>

## Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
<b>Objective 1.1 Promoting social connections</b>			
1.1.1 Engage with the community in reconciliation activities			Complete
<b>1.1.1.a</b>	<b>Organise an event to recognise National Reconciliation Week.</b>	100%	
National Reconciliation Week was held May 2021.			
<b>1.1.1.b</b>	<b>Coordinate and promote a community program of activities and events for NAIDOC Week.</b>	100%	
NAIDOC Week 2020 was held 8-15 November.			
<b>1.1.1.c</b>	<b>Finalise the evaluation of Innovate Reconciliation Action Plan 2018-2020.</b>	100%	
The Innovate Reconciliation Action Plan (RAP) 2018-2020 was evaluated and a report was tabled at the 21 August 2020 Aboriginal and Torres Strait Islander Committee meeting.			
1.1.2 Develop and deliver programs to engage young people			Complete
<b>1.1.2.a</b>	<b>Deliver an inclusive programing strategy for Council's Youth Service that engages and encourages young people to participate in a diverse range of social, recreational and educational activities.</b>	100%	
The Youth Ambassadors Program was launched this year. The Youth Ambassadors have continued to be an important source of consultation including participating in the decision making process for Youth Week, NAIDOC Week, school holidays and online programming. CYCOS has worked in partnership with many agencies to deliver joint programming.			
<b>1.1.2.b</b>	<b>Develop a Youth Engagement Strategy.</b>	100%	
The Youth Engagement Strategy was adopted on 19 August 2021.			
<b>1.1.2.c</b>	<b>CYCOS, to 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.</b>	100%	
CYCOS participated in Cessnock CDAT contributing to the planning of free alcohol and other drug first aid courses with 30 people attending. CYCOS also participated in the planning and facilitation of the Pitstop health promotion program at Kurri Kurri High School for year 9 students. This program was developed in partnership with local youth services and health providers including Youth Off The Streets, Cessnock CDAT, Headspace and Kurri Kurri Community Centre. Schools programs for Term 1 and 2 delivered at local schools included Smart Choices and Love Bites. A Sexual Health and Healthy Relationships program was held at PCYC in partnership with a local employment service. A Mental Health Matters program was also held in partnership with a local employment service. Other school programs were held at Darkinjung Barker College School Wollombi and at Cessnock High School, the Gathering with year 10 students. CYCOS also developed and launched a smoking cessation interactive workshop.			
<b>1.1.2.d</b>	<b>The Youth Week 2021 program of events is inclusive, engaging and celebrates young people.</b>	100%	
The 2021 Youth Week events calendar was made available from March in readiness for April's Youth Week. A diverse program of events was delivered by the community and included the involvement of over 20 local organisations, businesses and schools. 956 participations were recorded for Youth Week.			

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
<b>1.1.2.e</b>	<b>A school holiday program is made available to children and young people.</b>	100%	
	A school holiday program was made available for all term breaks and were adapted in accordance with COVID-19 safety measures. The July program included Green Thumbs, Anime day, Pool competition, Art Attack and online programs. The October program included Leadership and Connection Workshop, "What inclusion looks like in Cessnock", Make-up Masterclass - online workshop, My Recipe Rules - live cook with us, 80s Kahoot - online, Youth Connection Day and Instagram story activities. The January program included excursions, skate workshop and Treat Yourself Day. The April program was held in conjunction with Youth Week. The June/July programming was again modified in response to COVID-19 measures. At Cessnock Performing Arts Centre, 3 productions for children and young people were specifically programmed for school holidays.		
	1.1.3 Commence implementation of the Disability Inclusion Action Plan		Complete
<b>1.1.3.a</b>	<b>Develop a Disability Inclusion Action Plan 2021-2025.</b>	100%	
	The Disability Inclusion Action Plan 2017-2021 was evaluated during July to December 2020 through a comprehensive review process. Community engagement for the development of the next Disability Inclusion Action Plan occurred during August and September, and Council adopted the Plan in May 2021.		
	1.1.4 Develop and deliver a program of community and civic events		Not Yet Complete
<b>1.1.4.a</b>	<b>Coordinate and promote a community program of activities and events for the Cessnock City Seniors Festival.</b>	100%	
	Seniors Festival 2021 was held 13-24 April. In planning the Festival, the Seniors Reference Group met on a number of occasions including via Zoom, with good attendance and a high level of interest in finding COVID safe ways to deliver events. A call for sponsorship from local business was promoted with 9 sponsors confirmed. This is a rise from previous years and 10 new organisations listed events in the program. The program was made available to the community from March 2021 and included print, radio and digital media, as well as posters, program booklets, and promotion through local networks. The 5 ways to Well-being Framework was incorporated into the program. An evaluation of the Festival was completed with 40 people participating in a survey. 97.5% of respondents rated the Festival as good or excellent, 84% agreed or strongly agreed that they felt connected to their community through activities and 40% indicated it was the first year they attended the Festival.		
<b>1.1.4.b</b>	<b>Organise the Spring Awakening Festival event.</b>	Not progressing	
	In accordance with the Public Health (COVID-19 Restrictions on Gathering and Movement) Order the directions for outdoor public gatherings enforced at that time did not permit the holding of Spring Awakening 2020. We did however mark the event date with a Facebook post that focused on past elements of the event and its popularity and value to the community. The five year Development Consent for the event lapsed September 2020.		
<b>1.1.4.c</b>	<b>Organise and deliver the Carols In The Park 2020.</b>	Not progressing	
	The progression of Carols in the Park 2020 was assessed considering the requirements of the NSW COVID Safe Plan for outdoor events and the requirements within the Public Health (COVID-19 Restrictions on Gathering and Movement) Order enforced at that time. In November, the community was advised that Carols in the Park 2020 would not be held and alternative free Christmas programming would instead be delivered meeting COVID safe requirements. The alternate community events were advertised and included 3 Christmas movies at Cessnock Performing Arts Centre, two live performances of the JD's World of Christmas Magic, 12 Days of Christmas at CYCOS and Library Christmas activities that included craft workshops and Storytime. In lieu of Carols in the Park 2020, Cessnock Performing Arts Centre produced and recorded 3 carol songs performed by artists and the carols were released on the Facebook page with a Christmas message from the Mayor of the City of Cessnock.		
<b>1.1.4.d</b>	<b>Organise ceremonies (and associated activities) for civic events such as Australia Day, Mayoral Scholarships and Citizenship presentations.</b>	100%	
	A Australia Day Citizenship Ceremony was held by the Mayor at CPAC on 27 April 2021, where 11 new citizens were taking their pledge, and with the Federal Members attending, Hon Joel Fitzgibbon MP and Meryl Swanson MP. Apologies from State member Clayton Barr MP. The ceremony was held in a COVID safe manner with limited number of family members able to attend.		

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

## Objective 1.2:

# Strengthening community culture

## Early childhood services

Council owns or is the Reserve Trust Manager of nine pre-school and child care facilities and two playgroup facilities. These facilities are licenced or leased to the not-for-profit sector and are managed and operated externally to Council.

## Youth services

Council's youth service, Cessnock Youth Centre and Outreach Service 'CYCOS' provides a diverse range of programs for the local government area's young people including in-house and outreach drop-in facilities, educational programs in schools, referral to professional support and clinical services and youth events. During the year, CYCOS recorded 12,827 interactions and comprised 3,601 face to face programming, 489 online programming and 8,737 e-engagements.

Council's first ever Youth Engagement Strategy, known as the YES was developed and comprises 60 actions to be implemented from 2021-2025. The consultation methodology for developing the YES included various opportunities for young people to have their say including a youth survey and social media campaign. The social media campaign included a hashtag competition, art competition and randomly selected prizes for the completion of the survey, online message

board and Instagram consultation with key questions asked via Instagram stories. Also launched was a consultation poster at each local high school to engage young people who may not have access to social media or the online survey. The consultation process included over 650 people.

The Youth Ambassadors Program was launched this year. The Youth Ambassadors have continued to be an important source of consultation including participating in the decision making process for Youth Week, NAIDOC Week, school holidays and online programming. The Youth Ambassadors also assisted to guide the consultation methodology for YES.

CYCOS worked in partnership with many agencies to deliver programming and included co-facilitation of the Young Parents Network and the LGBTQIA+ group. CYCOS also partnered with Kurri Kurri Community Centre to facilitate a year 6 transition to High School program at Kurri Kurri and Pelaw Main Public Schools. Activities held during the reporting year have been diverse and included Monday at the Library, tennis and yoga classes. Lunchtime drop in sessions were also held at a number of schools in addition to hosting the regular drop in session at the CYCOS venue.

A school holiday program was made available for all term breaks and adapted in accordance with COVID-19 safety measures. The July program included Green Thumbs,

Anime day, Pool competition, Art Attack and online programs. The October program included Leadership and Connection Workshop, "What inclusion looks like in Cessnock", Make-up Masterclass – online workshop, My Recipe Rules – live cook with us, 80s Kahoot - online, Youth Connection Day and Instagram story activities. The January program included excursions, skate workshop and Treat Yourself Day. The April program was held in conjunction with Youth Week.

In developing 2021 Youth Week, consultation occurred with the Youth Ambassadors and developed was a shortlist of activities and workshop ideas. A Youth Ambassador session provided young people with the opportunity to vote on activities that most appealed to their communities. The 2021 Youth Week events calendar was made available from March in readiness for April's Youth Week. A diverse program of events was delivered by the community and included the involvement of over 20 local organisations, businesses and schools. 956 participations were recorded for Youth Week.

CYCOS in 2020 was awarded a NSW Government Stronger Country Communities Fund Grant for a kitchen upgrade. The works are almost complete and will be finalised during the next reporting period as part of the capital works program.



## Disability Inclusion Action Plan

Council's first Disability and Inclusion Action Plan 2017-2021 provided a path to improve access and inclusion for its services, infrastructure, communications and business systems. The Plan being in its last year was comprehensively evaluated and the key achievements included:

- The hearing loop in the Council Chambers has been expanded to provide greater coverage and improve audio quality for people with hearing aids and cochlear implants.
- The National Relay Service (NRS) has been introduced as a contact option for Council's customer service team. The NRS assists Australians who are deaf, hard of hearing and/or have speech impairment to communicate with voice callers.
- The new Council website with live web chat that aims to meet the Web Content Accessibility Guidelines (WCAG) 2.1 Accessibility Standard to AA level was launched.

- An Accessible and Inclusive Event Practice Guide has been developed to assist organisers to plan inclusive community events including the Cessnock City Seniors Festival.
- Equal Employment Opportunity, Bullying & Harassment training was delivered to Council staff through eLearning and face to face sessions. The training included information on having a workplace free from discrimination by providing everyone with the same opportunities, ensuring there are no barriers for people with disability or cultural differences. The training also informed staff of bullying and harassment behaviours, what is non-acceptable behaviour and the impacts these have on people.
- The 'Including You' Ability Links NSW event tent featured at Council's Youth Week event promoted social inclusion and provided a safe space for people to retreat to when they need some time away from the noise and action of the event.

- Bridges Hill Park and Playground, Veterans Memorial Park, Johns Park, Miller Park and Jeffries Park have had upgrades that include accessible pathways, park furniture and inclusive play elements.
- New playgrounds at Cliftleigh Meadows District Park and Wyndham Ridge Park were installed with inclusive play elements and accessible park furniture.
- Both Cessnock and Kurri Kurri Library Branches installed height adjustable customer service desks and self-check units.
- Cessnock Library Branch installed a lift and automatic doors to improve access from the carpark to the main floor of the Library and undertook access improvements to the public toilet.
- Council's Procurement Policy was updated to include a commitment to explore opportunities to provide direct and indirect procurement opportunities to Australian Disability Enterprises (ADEs) that supply goods and services locally, acknowledging ADEs play an important and valuable role in providing supported employment opportunities to people with disability.

- The family change rooms at Kurri Kurri Aquatic Centre were refurbished to provide accessible showers, hand basins, toilet, baby changes tables and automatic doors.
- Bellbird Community Hall was refurbished to provide an accessible ramp, toilet and parking. Access improvements were also made to the existing toilet facilities.
- A dedicated Access and Inclusion page on Council's website was established and provides information on accessible facilities and initiatives that support inclusion.
- The accessible toilet at Council's Youth Centre was refurbished.

Community engagement for the development of the next Disability Inclusion Action Plan occurred during August and September 2020 with 56 people completing a survey, 4 entries received for the Get Creative Competition and discussions held with 61 people through individual feedback sessions, online discussion panel, Interagency engagement, phone calls and emails.

The Disability Inclusion Action Plan 2021-2025 was adopted by Council May 2021 in readiness for a 1 July 2021 implementation.

## Seniors Festival 2021

The Cessnock City Seniors Festival 2021 was held 13 - 24 April. The Festival has become a popular and successful community event with a focus on inclusion and accessibility and broad participation.

The Festival is co-ordinated by the Seniors Reference Group and includes representatives from a number of local organisations. In planning the Festival, the Seniors Reference Group met on a number of occasions including via Zoom, with good attendance and a high level of interest in finding COVID safe ways to deliver events.

A call for sponsorship from local business was promoted with 9 sponsors confirmed and was a rise from previous years. The 5 Ways to Wellbeing Framework was incorporated into the Festival program and included 42 activities. It was great to see 10 new organisations listing activities in the program. The program was made available to the community from March 2021 and included print, radio and digital media, as well as posters, program booklets, and promotion through local networks.

Over 1,925 participations were recorded for the Festival and an additional 2,979 visitations were recorded at Cessnock Library Branch, and was the host of an arts exhibition.

An evaluation of the Cessnock City Seniors Festival 2021 was completed with 40 people participating in a survey. 97.5% of respondents rated the Festival as good or excellent, 84% agreed or strongly agreed that they felt connected to their community through activities and 40% indicated it was the first year they attended the Festival.





## Operational Plan Performance

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 1.2 Strengthening community culture			
1.2.1 Continue to promote the range of community services across the local government area			
<b>1.2.1.a</b>	<b>Investigate opportunities to improve Council's communications with the community.</b>	100%	Complete
<p>Achievements include the launch of the following new tools:</p> <ul style="list-style-type: none"> <li>- Cessnock City eNews established in July 2021 connecting subscribers to Council news straight to their inbox. The monthly newsletter continues to grow in subscribers.</li> <li>- Waste Avengers Blog on Council's website is a unique environment to have important discussions.</li> <li>- Council's Instagram account was launched in August 2021. The account has 839 Followers.</li> <li>- Cessnock Disaster Dashboard launched in December 2020..</li> <li>- Library and Cessnock Performing Arts Centre launched in early 2021.</li> </ul> <p>The use of digital media has also become a crucial tool in Council's community engagement. The use of social channels to drive engagement has seen strong results. Council's Facebook continues to experience positive growth with 10,692 Followers.</p>			
<b>1.2.1.b</b>	<b>Monitor and review the implementation of Council's new website.</b>	100%	
<p>A Website Protocol has been adopted to ensure the website remains a frontline communication tool. This outlines roles and responsibilities associated with the management of the site. Since the launch of the website a review has been completed to identify opportunities for improvement to expedite the customer experience. A number of changes have been implemented following this review including transforming improving online form, changing the works section of the website and improving the search function. It reiterated the need for the website to be mobile friendly with data indicating more than 50% of people are accessing the website from a mobile device.</p>			
<b>1.2.1.c</b>	<b>Implement and provide community awareness for the new Cessnock LGA Community Directory and Community Events Calendar.</b>	100%	
<p>Over 180 non-profit or community-based organisations, services and facilities have registered with the platform which allows them to manage a listing and promote their events.</p>			
1.2.2 Collaborate with the community to develop and deliver services			
<b>1.2.2.a</b>	<b>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.</b>	100%	
<p>Collaborative network meetings attended included Cessnock Family &amp; Domestic Violence Committee, Cessnock Healthy Lifestyle Network, Cessnock General Interagency, Local Government Community Safety and Crime Prevention Network, and Community Safety Precinct Committee.</p>			
<b>1.2.2.b</b>	<b>Promote and administer Council's Community Cultural Development Dollar for Dollar Grant Scheme.</b>	100%	
<p>The 2020-21 Community and Cultural Development Dollar for Dollar Grant Scheme recommendations for funding were adopted by Council.</p>			
1.2.3 Commence implementation of the Community Infrastructure Strategic Plan			
<b>1.2.3.a</b>	<b>Liaise with community groups who operate from Council owned cultural facilities, to provide a welcoming, engaging, inclusive, safe and accessible environment.</b>	100%	
<p>Engagement has occurred with community groups who operate from Council owned cultural facilities regarding COVID-19 Safety Plans and Public Health (COVID-19 Restrictions on Gathering and Movement) Order 2020 requirements, maintenance requests and asset renewal projects.</p>			

Note: *2017-21 Progress* relates to the overall 2017-21 Delivery Program  
*2020-21 Result* relates to the 2020-21 Operational Plan

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
1.2.3.b	<b>Finalise the design for the creation of a cultural hub at Cessnock Performing Arts Centre and pursue funding opportunities for the required works ensuring the facility remains a high quality cultural venue.</b>	100%	
	Development consent for the refurbishment was issued February 2021. Preliminary costings have been developed for the project. The outcome of the grant application submitted to Resources for Regions (Round 7) for internal first floor refurbishment works was successful with \$309,700 awarded. During the first reporting quarter \$200,000 was awarded for back stage access modifications and was provided via Local Roads & Community Infrastructure Federal Funding. Both projects have progressed to development of construction certificate documentation with construction works to commence in the 2021-22 reporting year.		
1.2.3.c	<b>Investigate and pursue funding opportunities for renewal works at Cessnock City Library Branch further creating a facility that is modern and revitalised.</b>	100%	
	Renewal works have occurred to the side exterior roof area of Cessnock Library Branch. New carpet has been laid in the foyer area to complement the installation of the new lift and new stairs. The recently installed lift has received positive feedback from the community. Solar panels were installed in February on the roof of Cessnock Library Branch. The self-return check in system is now operational at both Cessnock and Kurri Kurri Library branches. Local Priority Funds were secured to re-carpet Cessnock Library public area. The quote process has been finalised and the contract awarded with works to commence in the next reporting year.		
	1.2.4 Provide a range of community, sporting and aquatic facilities		Complete
1.2.4.a	<b>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.</b>	100%	
	Council had \$30,000 available within the Sporting Facilities Dollar for Dollar Grant Scheme and \$30,000 in the Community Facilities Dollar for Dollar Grant Scheme to distribute to sporting and community groups. These funds contributed towards a total of \$203,000 of projects being completed across Council's Open Space & Community Facilities in 2020-21. All funds were distributed to successful applicants in November 2020 to allow projects to be completed.		
1.2.4.b	<b>Prepare and submit applications for funding to improve and/or construct community, sporting and aquatic facilities.</b>	100%	
	12 grant applications were submitted during 2020-21 with \$970,416 received in funding.		
1.2.4.c	<b>Support community groups to manage facilities in conjunction with Council by providing assistance within resources where appropriate.</b>	100%	
	Cessnock RLFC Club licence agreement executed. Other draft agreements on hold due to vacant Senior Property Officer role.		
	1.2.5 Develop and implement adopted masterplans for community facilities		Complete
1.2.5.a	<b>Continue to develop and implement masterplans for community, sporting and aquatic facilities.</b>	100%	
	Plans for Branxton Community Hall and Weston Civic Centre were deferred to 2021-22 due to limited resources. The Masterplan for Maybury Peace Park was adopted with no submissions received following the public exhibition. Delivery of capital works and renewal programs have enabled the implementation of Masterplans for Bridges Hill Cessnock, Carmichael Park Bellbird, Cemeteries, Cessnock Pool, East End Oval Cessnock, Greta Central Oval, Miller Park Branxton, Mount View Park Cessnock and Weston Commercial Centre.		
	1.2.6 Provide a variety of affordable interment options to the community		Complete
1.2.6.a	<b>Implement the Cessnock City Council Cemeteries Masterplan.</b>	100%	
	No suitable grants were identified during this period.		
	1.2.7 Prepare and implement a Sponsorship & Subsidies Policy and procedure to build community capacity.		Complete
	1.2.8 Commence implementation of the LGA Signage Strategy.		Complete

Note: *2017-21 Progress* relates to the overall 2017-21 Delivery Program  
*2020-21 Result* relates to the 2020-21 Operational Plan

### Objective 1.3:

## Promoting safe communities

### Companion animals

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

- Holding free microchipping days for companion animals in the local government area, promoting the free microchipping of companion animals by Rangers as part of our service to the community.
- Council microchipped an additional 63 companion animals
- Regular proactive patrols of the local government area are 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 post
  - > social media competition
- Over 3600 Companion Animal Lifetime Registration reminder letters to promote compliance with the Act.
- Council impounded 485 companion animals (dogs & cats) for the period, 78 of those being returned to their owners not requiring to be transported to the RSPCA.
- Dangerous, restricted and menacing dog audits and inspections undertaken for the period with 15 dangerous and 35 menacing dog inspections undertaken.
- Attending to complaints and ensuring that companion animal owners adhere to the NSW Companion Animals Act 1998 and regulations

Council's Companion Animal Management Plan was adopted by Council on 4 February 2015 and is currently under review.

Council has an agreement with the RSPCA to provide pound facilities for the Cessnock local government area until December 2022.

### Animal shelter data

The RSPCA Rutherford completes and lodges pound data collection returns with the Office of Local Government as part of Council's Agreement.

There were 50 reported dog attacks involving 61 attacking dogs in the local government area in the 2020–21 period.

For the year ended 30 June 2021 there were 74 actions relating to these dog attacks including:

- 4 declared dangerous;
- 13 infringements were issued;
- 4 received warnings;
- 3 were seized and taken to the pound;
- 4 dogs were destroyed;
- 8 were declared menacing;
- 13 other actions were taken; and
- 10 no action

## De-sexing of dogs & cats

Council refers companion animal owners to Hunter Animal Watch to assist with desexing of animals for pension card holders. Council Rangers engage with animal owners and discuss the options of desexing their animal.

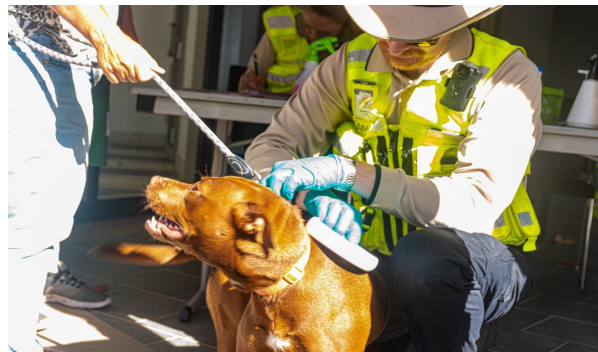
## Alternatives to euthanasia for unclaimed animals

As part of Council's ongoing agreement with the RSPCA, animals are held for the prescribed time and if unclaimed their ownership transfers to the RSPCA. A behavioural assessment is conducted on those unclaimed animals to establish if they are suitable for rehoming.

## Community education

This year Council's free microchipping day was held in May, 30 dogs were microchipped on the day.

- Our Rangers team continue to provide free microchipping daily to residents of the LGA (on hold due to COVID lockdown).



- Council continues to promote responsible pet ownerships through the following initiatives and promotions:
- Councils lost & found companion Animals web page
- Council Rangers attending community events such as school fares and community celebrations.
- Supply of free dog name tags to pet owners in the community.

'With Love Comes Responsibility' campaign was delivered in regards to responsible pet ownership with the following social media campaigns:

- #withlovescomesresponsibility photo competition
- Bus Shelter signage program – rotating advertising on Council bus shelters to display messages regarding responsible pet ownership.

## OTHER DUTIES

Rangers perform a number of other duties apart from dealing with Companion Animals. During the period the Rangers team completed;

- 2546 customer request
- 581 school zone patrols
- 35 menacing dog inspections
- 15 dangerous dog inspections
- Responded to 355 customer parking requests

## Swimming pool inspections

Council inspected 118 backyard swimming pools during the 2020-21 reporting period. A total of 110 certificates of compliance and 31 certificates of non-compliance were issued during 2020-21.

## Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 1.3 Promoting safe communities			
1.3.1 Participate in collaborative partnerships to prevent crime			Complete
1.3.1.a	Collaborate through participation on the Cessnock City Liquor Accord and Community Safety Precinct Committee.	100%	
1.3.2 Carry out regulatory and education programs to protect residential amenity and community health and safety			Complete
1.3.2.a	Assess requests for additional, changes to existing and special event alcohol-free zones.	100%	
1.3.2.b	Conduct two internal driver awareness sessions to improve health and safety through compliance with road rules.	100%	
1.3.2.c	Conduct two Graduated Licensing Scheme Workshops for supervisors and learner drivers.	100%	
1.3.2.d	Engage with other Hunter Councils to investigate the establishment of a regional animal shelter/pound.	100%	
1.3.3 Continue to comprehensively and professionally process construction certificates and complying development certificates			Complete
1.3.3.a	Upon receipt of all required information, assess and determine Complying Development Certificate applications within 10 days and Construction Certificate applications within 25 days from the date of lodgement.	100%	
During 2020-21 Council determined 18 CDC's with an average processing time of 10 days and 383 CC's with a median processing time of 6 days.			
1.3.4 Continue implementation of local government road safety projects from the Road Safety Strategic Plan 2014-18			Complete
1.3.4.a	Deliver road safety education and awareness programs under the joint Local Government Road Safety Program.	100%	
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.	100%	
Completed road safety campaigns to address Speed, completed Joe Rider campaign, completed design and sent to printer for production of Motorcycling the Hunter, received delivery of 12,000 copies of new publication, prepared for product launch October 2021 Motorcycle Awareness Month, ordered and received Safer Motorcycle Routes signage and scheduled installation on route.			
1.3.5 Improve the road safety network			Complete
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.	100%	
1.3.5.b	On-going assessment of applications for over mass, over size vehicle movements within the LGA.	100%	
1.3.5.c	Research and respond to road safety and road engineering enquiries.	100%	
1.3.5.d	Prepare reports for and facilitate the Local Development Committee (Traffic).	100%	
1.3.5.e	Prepare reports for and facilitate the Local Traffic Committee.	100%	
1.3.5.f	Collaborate with partners to develop and maintain a street light network to improve the safety of the road network.	100%	
1.3.5.g	Oversee the accelerated replacement of existing eligible street lights with energy efficient LEDs.	100%	

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

## Objective 1.4:

# Fostering an articulate and creative community

## Cessnock City Libraries

It was another busy year for Cessnock City Library Service for both library programming and building renewal.

In enabling the Library to be more accessible and inclusive, Cessnock Library Branch delivered a major project with a lift and automatic entrance/exit doors installed to improve the link from the carpark to the main floor of the Library. The project made possible by a \$200,000 Public Library Infrastructure Grant has received positive feedback from the community. New carpet was also laid in the foyer area to complement the installation of the lift and remodelled staircase. Renewal works also occurred to the side exterior roof of Cessnock Library Branch and solar panels installed with great energy savings the result. Both Cessnock and Kurri Kurri Library Branch installed height adjustable customer service desks and self-return borrowing systems achieving a modern, adaptable and flexible library service.

Engagement with Library digital resources continued to grow and to meet demand the Library has consistently implemented opportunities to expand its collection.



Access to e-resources has been supported by ongoing promotion in monthly newsletters, Facebook posts, training sessions, as well as “How to Fliers” and radio interviews.

The delivery of face-to-face programs during July to December were impacted and in response to the Public Health Order enforced at the time, the Library Facebook page was consistently utilised to post online tutorial video's for science, creative arts and Storytime sessions. A wide range of in house online tutorials were also produced and made available via the Library's YouTube channel.

In a COVID Safe manner, short face-to-face Rhymetime and Storytime sessions were introduced late 2020 as part of the Library's early childhood program. Meet the Author with Tea Cooper was held with limited numbers in November and with face to face programming increasing during 2021 held was diverse workshops on the environment, waste and recycling, meditation, health and wellbeing and local history. We also offered training for how to use Smartphones and iPads and was made possible by a Be Connected, Engagement Grant.

A Talking History Events 2021 program was developed and we were delighted to have received a donation of 509 historical photographs by The Eagle. We have been busy digitising the collection ready for inclusion into the Library Catalogue. Some of the photographs have already featured in the Library's Facebook posts. A local studies highlight was the exhibition on the history of Bridges Hill, which was complimented by a walking tour of the site.

The January and April 2021 School Holiday program included youth events at both Cessnock and Kurri Kurri Library Branches. Highlights included Practical Magic for Teens and The Teen's Gambit (chess 101). Regular youth programs were delivered at Kurri Kurri Library as part of an ongoing partnership with CYCOS and an online Library program called Gross Science was shared on the CYCOS Facebook page. An online survey for young people was

circulated asking young people about library activities they would be interested in. Cessnock High School students provided library borrowers with a demonstration of 3D printing and the audience was intrigued to learn how the students apply this knowledge to their studies.

We were overjoyed to be recognised at the 2020 Sustainable Communities Tidy Town Awards and recipient of the Heritage and Cultural Category, receiving an award for historical record keeping, acknowledging local studies research, activities and programs.



*Photo: CPAC Studio Sounds Outback Radio*

## Community and cultural development Dollar for Dollar grant scheme

The Community and Cultural Development Dollar for Dollar Grant Scheme is open to not-for-profit community, arts and cultural groups and aims to support community, arts and cultural development in the Cessnock LGA. The grant scheme is aligned to the Cessnock 2027 Community Strategic Plan objectives for promoting social connections, strengthening community culture and fostering an articulate and creative community.

In 2020-21, Council allocated a total of \$25,000 to support 11 local art, cultural and community projects.

## Cessnock Performing Arts Centre (CPAC)

The 2020 Season at Cessnock Performing Arts Centre was severely impacted from March to October 2020 in response to the Public Health (COVID-19 Restrictions on Gathering and Movement) Order enforced at the time.

Small performances recommenced from October with CPAC Studio Sounds and our regular end of year dance season moved from having large audiences to instead performances filmed with minimal audience.

Only one live in house performance for young people and families was scheduled July to December and that performance filled to capacity within one day. In response a second performance was held and promoted as part of the community Christmas program. This highlighted the willingness of the community to re-engage with the venue and live theatre as restrictions changed in accordance with the Public Health Order.

The 2021 Season brochure was prepared in two parts, Act 1 covering January through to June and Act 2 covering July to December and was curated to engage a diverse range of audiences.

In January 2021, two live performances of *The Gruffalo's Child* was held and audience attendance was pleasing with the venue able to operate at 75% capacity in accordance with the Public Health Order at the time.



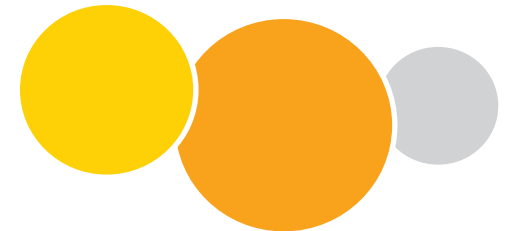
*Photo: Little Mermaid CPAC 2021*

Held in February was 'The Rockshow'. March events included 'CPAC Studio Sounds presents the Best of Broadway', 'Margaret Fulton: The Musical', and psychic medium, Mitchell Coombes. In April, CPAC held the school holiday events 'The Very Hungry Caterpillar Show' and 'The Little Mermaid', both of which were well attended by children and families. Also held in April was 'A Taste of Ireland', for which we were delighted to have a sell out show.

May events included Animal Farm by George Orwell, Queen's Greatest Hits, The Gospel According to Paul and The Robertson Bros Variety TV Show. June events included Diamond, Festival of the Fools, screening of the film In My Blood It Runs and Melbourne International Comedy Festival.

Marketing streams for performances included print media (advertising and editorial), social media, direct mail, electronic newsletters, radio interviews, electronic and digital gig guides, billboard banners, off site digital media, posters and flyers. Interestingly, 'word of mouth' is a frequent response when ticket purchasers are asked how they found out about the performance.

In 2020 we were awarded a \$75,100 NSW Government Stronger Country Communities Fund Grant for a kitchen upgrade. The works are now complete and enables our facility to operate as a commercial kitchen. We were also successful in being awarded a \$309,700 NSW Government Resources for Regions Grant for first floor refurbishment works and will enable an internal layout change to the CPAC creating an exhibition and makers space.





## Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 1.4 Fostering an articulate and creative community			
1.4.1 Engage with the community in reconciliation activities			Complete
<b>1.4.1.a</b>	<b>Deliver an engaging Cessnock Performing Arts Centre season with programming strategy that considers Council's community plans, diversity and inclusion.</b>	100%	
The 2020 CPAC Season was severely impacted from March to October 2020 in response to the Public Health (COVID-19 Restrictions on Gathering and Movement) Order enforced at the time. Small performances recommenced from October. Our regular end of year dance season moved from having large audiences to instead performances filmed with minimal audience. The 2021 Season brochure was prepared in two parts, Act 1 covering January through to June and Act 2 covering July to December. The 2021 Season was curated to engage a diverse range of audiences and we were delighted to have a sell out April show at 100% capacity.			
<b>1.4.1.b</b>	<b>Deliver programs at Cessnock Performing Arts Centre that engage children and young people in cultural expression.</b>	100%	
With the Public Health (COVID-19 Restrictions on Gathering and Movement) Order in place only one live in house performance for young people and families was scheduled June to December and that performance filled to capacity within one day. In January 2021, two live performances of The Gruffalo's Child was held and audience attendance was pleasing with the venue able to operate at 75% capacity (at that time) in accordance with the Public Health Order. Held April was the school holiday event The Very Hungry Caterpillar Show and The Little Mermaid attracted a number of children to the ballet performance. In addition, Hunter Drama have programmed events at the venue to showcase the talents of the participating students.			
1.4.2 Continue implementation of the priority projects from the Cessnock City Library Review, Report & Strategy			Complete
<b>1.4.2.a</b>	<b>Develop and promote Cessnock City Library digital services.</b>	100%	
Engagement with Library digital resources continues to grow and to meet demand the Library has consistently implemented opportunities to expand its collection. Access to e-resources has been supported by ongoing promotion in monthly newsletters, Facebook posts, training sessions, as well as How to Fliers and radio interviews.			
<b>1.4.2.b</b>	<b>Develop and deliver diverse and inclusive lifelong learning programs arts and local history exhibitions at Cessnock Library and Kurri Kurri Library Branches.</b>	100%	
The Cessnock City Library Facebook site has been regularly used to deliver engaging local history content. With the installation of the lift at Cessnock Library now complete, the foyer area has recommenced the display of diverse exhibitions. A recent highlight was the exhibition on history of Bridges Hill, which was complimented by a walking tour of the site. Meet the Author with Tea Cooper was held with limited numbers in November, with face to face programing increasing during 2021.			
<b>1.4.2.c</b>	<b>Deliver an inclusive programing strategy for Cessnock City Library that engages and encourages young people to participate in a diverse range of social recreational and educational activities.</b>	100%	
In a COVID Safe manner, short face-to-face Rhymetime and Storytime sessions were introduced late 2020 as part of the Library's early childhood program. The Library Facebook page was utilised in 2020 to post online tutorial video's for science, creative arts and Storytime sessions. The January and April 2021 School Holiday program included events at both Cessnock and Kurri Kurri Library Branches.			

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

## 2017-21 DELIVERY PROGRAM MEASURES

Measures	Context/Benchmark	Base	2017-21 Target	2020-21 Result	Comment
Engagement with young people	<p>This measure is the number of young people attending and participating in structured programs and drop-in services with CYCOS each year.</p> <p>This is a measure of the effectiveness of Council's provision of services to young people.</p> <p>This measure was 11,234 in 2015-16.</p>	11,234 2015-16	Maintain	12,827	The delivery and attendance at face to face programs progressively increased during the reporting year in accordance with COVID restrictions.
Regulatory Premises inspections	<p>This measure is the number of regulatory premises inspections carried out divided by the programmed regulatory premises inspections during a year.</p> <p>Regulatory premises inspections include food shop inspections, skin penetration inspections etc.</p> <p>This is a measure of Council's contribution to the health and safety of the community.</p> <p>In 2015-16 there were 732 inspections and 95% of programmed inspections were carried out.</p>	95% 2015-16	100%	100%	377 Regulatory Inspections were conducted across 340 Regulated businesses meeting the base target of 100%. Inspections comprised of both routine inspections for established businesses (340) and inspections of new businesses/ transfer of ownership (29). Some high risk business were inspected more than once.
Public Swimming Pool and Spa inspections	<p>This measure is the number of public swimming pools and spas inspected divided by the programmed number of public swimming pool and spa inspections.</p> <p>This is a measure of Council's contribution to the health and safety of the community.</p> <p>In 2015-16 there were 94 public swimming pools and spas and 100% of programmed inspections were carried out.</p>	100% 2015-16	100%	100%	Completed in March. Achieved 100%.
Library Programs	<p>These measures are the number of programs offered at Council's libraries plus the number of attendees.</p> <p>This data is sourced from NSW Public Libraries statistics.</p> <p>This is a measure of the libraries engagement with the community for the purpose of both recreation and education.</p> <p>In 2014-15 the median for NSW public libraries was 563 programs and 11,582 attendees.</p>	810 programs 2014-15	> NSW median	574	A number of programs were held at both libraries and over the reporting year face to face programs increased in accordance with the COVID safe measures. The Talking History Events (Local Studies) has been popular as has the online programming for children.
Cessnock Performing Arts Centre Audience	<p>This measure is the number audience members that have attended performances at the Cessnock Performing Arts Centre in a calendar year.</p> <p>This measure is sourced from the centre's ticketing system.</p>	12,028 2015	Maintain	7,668	Held was CPAC Studio Sounds from October and by December increased audience capacity was allowed as per the venues COVID Safe Plan and the Public Health Order.
Participation in major civic and community events and programs	<p>The number of community members attending and participating in major civic and community events and programs provided by CPAC each year.</p>	2,500 2015	3,000	352	The Australia Day ceremony was held at Cessnock Performing Arts Centre and 152 people attended. An event was also held in the evening at Heddon Greta Drive-in with 95 cars attending (estimated 200 people). In response to the pandemic, major civic events such as Spring Awakening and Carols in the Park were unable to be held during the reporting year.

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 in 2027.

Council has undertaken 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





**\$27.5**  
million in  
grant funding



**1111**  
new DA's  
determined



**76,434**  
people visited the  
Hunter Valley Visitor  
Information Centre

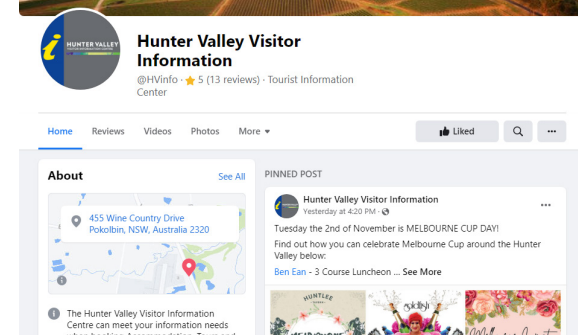


**804,170**  
page views on  
Hunter Valley Visitor  
Centre website



The Hunter  
Valley Visitor  
Information  
Centre Facebook  
page received

**89,338 likes**  
and a total organic reach of  
**880,074**



## Objective 2.1:

# Diversifying local business options

## Hunter Joint Organisation Group Entities

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, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council and Upper Hunter Shire Council.

There are four 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 subsidiary *Hunter Councils Legal Services Limited*) – 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, Regional Procurement, Screen Hunter (which, under delegation from member councils, licences film production on council owned and control land), and the Regional Policy & Programs Division (which delivers on the strategic priorities of the Hunter Joint Organisation, including the Hunter and Central Coast Regional Environment Program (HCCREMS), 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.

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.

## Partnerships

- Council is a member of the Statewide Mutual Liability Scheme. This is a self-insurance scheme comprising the majority of Councils in New South Wales. It was established with the purpose of purchasing affordable public liability and professional indemnity insurance. This enables Council to meet its insurance obligations under the *Local Government Act 1993*.

## Contracts

Council awarded the following contracts for amounts over \$250,000 (not including employment contracts) during 2020-21.

Name	Contract description	Start	Expiry	Est. Amount		
Computer Systems (Australia) Pty Limited	PC and Notebook Replacement Response VPR353861	3-Aug-20	n.a.	\$403,551		
Public Works Advisory	Q2021-050 Hunter Valley Wine Tourism signage - info bays & gatew	4-Sep-20	30-Nov-20	\$1,000,852		
RTC Construction	Q2021-050 Hunter Valley Wine Tourism signage - info bays & gatew	4-Sep-20	30-Nov-20	\$1,000,852		
Public Works Advisory	Q2021-056 Suburb entry Tourist Precinct & Community Signs	1-Oct-20	31-Jan-22	\$295,000		
Active Tree Services Pty Ltd Asplundh Tree Expert Australia t/a Summit Open Space Services TreeServe	T092021HUN Provision of Tree Maintenance	1-Oct-20	30-Sep-22	\$500,000	Estimated spend over 2 years	
DOB Enterprises Pty Ltd t/a Watchout Traffic Control. Combined 360 Pty Ltd	T082021HUN Provision of Traffic Control	1-Oct-20	30-Sep-23	\$600,000	Estimated spend over 3 years	
Jenalad Pty Ltd t/a Whiteline Road Services Workforce Road Services J & M Road Marking Specialists Pty Ltd	T0702021HUN Provision of Linemarking	1-Oct-20	30-Sep-23	\$1,775,790	Estimated spend over 3 years	
Public Works Advisory	Q2021-49 Branxton to Greta Cycleway Project management	1-Oct-20	30-Apr-21	\$2,600,000		
Deloma Pty Ltd	Q2021-49 Branxton to Greta Cycleway construction	1-Oct-20	30-Apr-21	\$2,600,000		
Public Works Advisory	Q2021-090 Sandy Creek Road Mount Vincent Road Safety Improvement	27-Oct-20	5-Aug-21	\$5,000,000		
Gleeson Civil	Q2021-13 Consultancy Fee Proposal for Mount View Detention Basi	1-Nov-20	18-Feb-21	\$99,710		
Public Works Advisory	Q2021-13 Construction for Mount View Detention Basin	1-Nov-20	18-Feb-21	\$99,710		
cardno nsw	T1920-10 Cessnock Pool Splash Pad Procurement and contract manag	12-Nov-20	12-Nov-21	\$1,100,000		
Public Works Advisory	T1920-10 Cessnock Pool Splash Pad Construction	12-Nov-20	22-Feb-21	\$1,229,795		
PDA Custom Construction	Boral Resources (Country) Pty Limited Daracon Quarries Quarry Products (Newcastle) Pty Ltd SCE Resources Pty Ltd	T272021HUN Supply and Delivery of Road Base Materials	1-Jan-21	31-Dec-23	\$3,000,000	Estimated spend over 2 years
Tutt Bryant	T2021-02 Supply of a Landfill Waste Compactor	23-Jul-21	n.a.	\$694,000		
Saunders Civilbuild Pty Ltd	T2021-08 Yango creek Road Wollombi Bridge Replacement	2-Aug-21	n.a.	\$1,206,367		
Soft Landing Mattress Recycling	T1920-09 Regional Tender Mattress Collection and Processing	2-Sep-21	n.a.	\$606,000		
Rockpave Civil	Q2021-228 Lang Street Kurri Kurri Stage 1.3 Response VPR449680		n.a.	\$1,098,558		

- Hunter Resource Recovery is a company, limited by guarantee. (Registered ABN 35071432570) that manages the kerbside recycling collection service contract with Solo Resource Recovery on behalf of member Councils.

The company is made up of eight Directors representing each of the four member councils (Cessnock, Lake Macquarie, Maitland and Singleton).

During the period 2020-21 Cessnock Council recycled 3,518 tonnes via the kerbside service.

- Councils kerbside organics collection service is a joint initiative of Cessnock, Maitland and Singleton Councils to achieve economies of scale.

During the period 2020-21 Cessnock Council recovered 7,223 tonnes via the kerbside organics service.



## Business activity

The gross revenue generated (total sales) by businesses and organisations within the Cessnock LGA in 2020 was \$5.292 billion and Gross Regional Product was \$2.820 billion. This represents 4.6 % of Hunter Region's GRP of \$60.770 billion.

Cessnock LGA has just over 3,000 businesses spread across all industry sectors. 97.1% are small businesses, with 54.9% being sole traders and 42.2% employing between 1 and 19 employees.

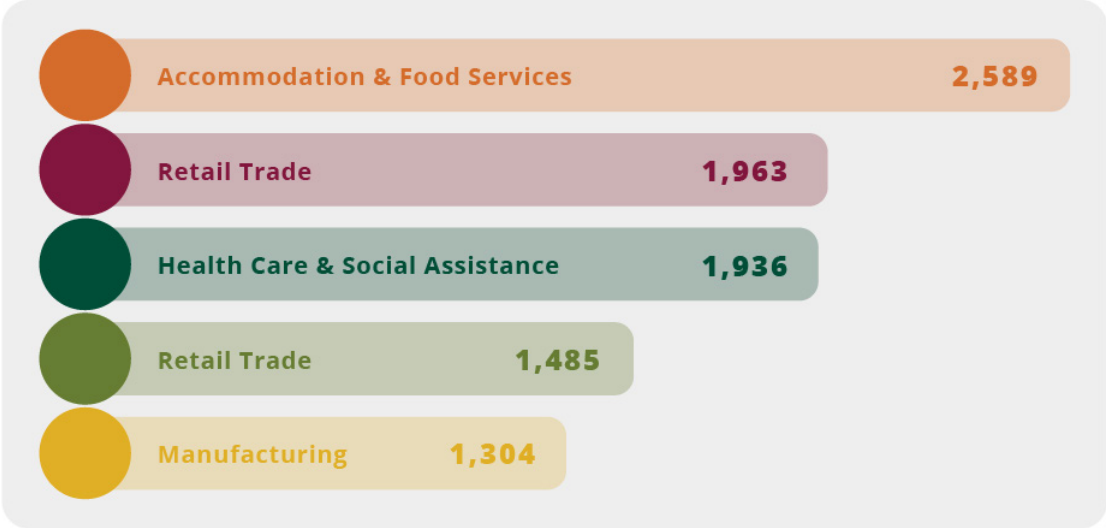
During the period 2017 to 2019 the number of businesses in the LGA increased by 7.5% with 125 new sole traders and 103 new small businesses.

## Employment

There are 15,494 jobs within the Cessnock LGA and 21,313 workers. The Cessnock LGA has more workers than jobs to the value of 5,819. 10,850 residents travel outside the Cessnock LGA for work. The most popular destinations are Newcastle, Singleton, Maitland and Lake Macquarie. 5,031 people travel to the Cessnock LGA for work from other local government areas. The most popular departure destinations are Maitland, Lake Macquarie, Newcastle and Singleton.

The typical Cessnock LGA employee drives to work (73%), resides in the Cessnock LGA (68%), holds a certificate (33%), works 35-40 hours a week (34%), is female (55%), speaks English at home (99%) and is employed in the Accommodation & Food Services Industry.

The highest employing industry sectors are:



# Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 2.1 Diversifying local business options			
2.1.2 Identify opportunities and advocate for economic development and infrastructure funding			In progress
<b>2.1.2.a</b>	<b>Undertake research for economic analysis and reporting, prepare publications, submissions, and discussion papers and collate economic development information pertaining to major funding attraction.</b>	100%	
The draft Economic Growth Agenda was developed and placed on public exhibition from 22 April 2021 to 20 May 2021 following endorsement at the 21 April 2021 Council Meeting. Public feedback has been received and reviewed by Council staff. A further report outlining any changes following public submissions will be prepared for Council's consideration.			
<b>2.1.2.b</b>	<b>Create an economic development and infrastructure funding advocacy agenda.</b>	Carry forward	
Five Austrade tourism grants submitted with \$205,000 received. \$1.7m received for 19 Bushfire Recovery Phase 1 projects and \$250,000 for Phase 2. Four grant applications worth \$1.3m have been successful under the Resources for Regions Program. Four applications worth \$1.9m have been submitted under the Building Better Bridges Program. Council's bid for the Round 1 Qualifier for the Asian Football Cup U-17 Women's Championships was successful and will attract \$400,000 in direct spending. Council received \$1.1m under the Local Roads and Community Infrastructure Program for completion by 30 June 2021. Council has worked with consultants to produce a Tourism Product Diversification Plan, Agribusiness Cluster Plan and CBD Activation Plan for the purpose of providing data into the Economic Development Strategy. Council contributed to the development of the fire impact addendum to the Regional Economic Development Strategy (REDS) for the Hunter.			
2.1.3 Implement a Business Investment Attraction Program			Complete
<b>2.1.3.a</b>	<b>Review and update Advance Cessnock City business investment attraction promotional materials.</b>	100%	
A Greater Cessnock Business Investment Attraction Prospectus has been created and placed on the Advance Cessnock City Website for public access. An Investment Attraction Brand and Style Guide has been developed as a tool to provide consistent and targeted information for investment attraction marketing.			
<b>2.1.3.b</b>	<b>Collaborate with Advance Cessnock partners and the NSW Investment Concierge Service to facilitate and accommodate investment leads.</b>	100%	
Council staff have facilitated business attraction meetings with potential investors and engaged multiple times with Regional Investment NSW regarding grant funding. Three Advance Cessnock City Partners meetings have been held where four focus areas have been agreed for future actions (business advocacy, investment attraction, promote education and training, and promote business growth and development). In consultation with Advance Cessnock City Partners a new investment attraction brand and prospectus have been created and added to the Advance Greater Cessnock website. Seven grants totalling \$111,600 were provided to Advance Cessnock City Partners to support business chambers and local business activities.			

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
<b>2.1.3.c</b>	<b>Identify, contact and encourage 20 businesses located within the Newcastle and Lake Macquarie area who would benefit from expanding into the Cessnock City Council local government area.</b>	100%	
	Discussions had with a clean energy company to hold a trial in Kurri Kurri. Discussions had to attract a supermarket to Kurri Kurri. Meetings facilitated to develop a vertical farm concept and plant based packaging business within the Cessnock local government area (LGA). A proposal submitted to fund a business events attraction program. Regional advertising completed in Hunter Our Back Yard and Hunter Investment Prospectus with a focus on Cessnock LGA business attraction. Council has contributed \$112,000 of Bushfire Recovery grant funding to a Hunter Valley Destination Marketing Campaign that has been in market since August 2020. A new Investment Attraction Brand and Style Guide has been created and a new Investment Attraction Prospectus developed. Newcastle and Lake Macquarie businesses were directly contacted with the 'Unlock the potential of Greater Cessnock Area - Investment Prospectus' mailout, which encouraged expansion into the Cessnock LGA.		
	2.1.4 Implement a Business Investment Attraction Program		Complete
<b>2.1.4.a</b>	<b>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.</b>	100%	
	Under the 2020-21 Grants and Sponsorships Program \$111,600 in grants and sponsorships have been awarded to support local business. Acquittal reports from the 2019-20 program have been reviewed and presented to Council under report GMU25/2020. Quarterly Advance Cessnock City Partners meetings were held to discuss future projects and priority business actions. A new Investment Attraction Brand, Style Guide and Prospectus has been developed to support future business attraction projects. The 2021-22 Grants and Sponsorships Program was opened for applications on 20 March 2021 and closed on 4 June 2021 with 12 applications received.		
<b>2.1.4.b</b>	<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.</b>	100%	
	Council have run ten 'Support Local' ads and ten support local business stories. Council awarded ten \$100 gift cards to winners of the best #supportlocalcessnock photo. Council have partnered with the Cessnock Chamber of Commerce to deliver a Christmas themed 'Support Local' campaign. Council supported the development of digital assets for the Branxton and Greta Retro Trail, where images and video have been produced to promote local business activity. Council has promoted the Hunter Virtual Jobs Fair to local businesses and organisation seeking workers. Council delivers fortnightly business eNews letters containing information for local businesses that will assist them in accessing training, grant funding, economic data and the latest COVID-19 information. Council uses the Advance Cessnock City website to promote training programs and business support resources.		
<b>2.1.4.c</b>	<b>Develop city wide Economic Development which prescribes a clear strategic framework for achieving the goals identified within the Community Strategic Plan.</b>	Carry forward	
	Council staff have gathered and reviewed 2019 economic data, developed a draft Economic Development Strategy (Jobs Strategy). Council has completed the Agribusiness Cluster Plan, CBD Activation Plan and Tourism Diversification Plan. These plans provide information to support the creation of actions within the new Jobs Strategy.  Councillors were briefed on the Jobs Strategy on 5 August 2020, three surveys and a social pin point engagement tool have been used for the purpose of collecting economic ideas, issues and opportunities. Community engagement ran from 17 August 2020 to 9 October 2020 with 133 surveys completed.  The draft Jobs Strategy was developed and placed on public exhibition from 22 April 2021 to 20 May 2021 following endorsement at the 21 April 2021 Council Meeting. Public feedback has been received and reviewed by Council staff. A further report outlining any changes following public submissions will be prepared for Council's consideration.		
	2.1.5 Finalise and commence implementation of the Cessnock Commercial Precinct, Public Domain Plan, DCP and s94 Plan.		Complete
<b>2.1.5.a</b>	<b>Review and update the Airport Chapter of Cessnock DCP 2010.</b>	100%	
	This project is effectively completed- Report required to Council for final endorsement-scheduled for August 2021 meeting		
<b>2.1.5.b</b>	<b>Finalise the Hydro Aluminium Planning Proposal, DCP and Section 94 plans.</b>	100%	
	A revised Gateway determination was issued by DPIE post the 2020-21 Operational Plan being prepared. the revised Gateway requires the Planning Proposal to be completed by December 2021. The project has repeatedly been delayed as a result of on going traffic modelling being undertaken by TfNDW.		
	2.1.6 Finalise and commence implementation of the Kurri Kurri District Plan and Town Centre Masterplan, Public Domain Plan, DCP and s94 Plan.		Complete
	2.1.7 Continue delivery of the Branxton Sub-Regional Plan - Stage 2.		Complete

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

## Objective 2.2:

# Achieving more sustainable employment opportunities

## Business growth and resilience

Business growth is expected to be strong over the next decade or more due to the following endowments.

The endowments and competitive advantages of the Cessnock LGA are:

- Proximity to Sydney, Newcastle and the major centres in the Hunter and Central Coast regions. Access to more than 5.4 million people residing within a 2.5 hour drive of Cessnock LGA.
- The 10 year average population growth is 1.8% . 0.5% higher than NSW.
- Rapid urban growth is occurring between Cessnock, Kurri Kurri and Maitland, and between Branxton, Greta and Rutherford.
- Close proximity to the Port of Newcastle.
- Close proximity to Newcastle Airport, with domestic air services at the Airport being expanded and international flights introduced.
- Cessnock Airport is located 5 minutes from Cessnock and has 10 hectares of unencumbered land zoned for aviation activities.
- Excellent access to M1 Motorway, M15 Hunter Expressway, New England Highway and other arterial roads.
- Hunter Valley Wine Country is an established tourist destination and one of the highest profile wine districts in Australia, attracting around 1.053 million visitors per annum.
- Hunter Valley visitor expenditure has grown by an average of 6% over the last 5 years.
- Cessnock LGA is an entertainment node - vineyard concerts, business conferences, events and home to the Cessnock Performing Arts Centre, Hope Estate, Hunter Valley Gardens, Bimbadgen and Roshe Estate.
- Specialist training facilities/Centres of Excellence in the areas of hospitality, heavy machinery operations and maintenance, viticulture, wine-making and horticulture.
- Significant biodiversity values with National Parks and State Forests (Werakata, Wollombi, Yengo, Sugarloaf and the Watagans) covering 40 per cent of the Cessnock LGA land area (78,769 hectares).
- The Cessnock LGA offers a rural lifestyle and setting in contrast to the increasing urbanisation of other LGAs in the lower Hunter.

The Cessnock LGA high value engine industries and key drivers of the economy are (in descending order from most significant) Manufacturing, Accommodation and Food Services, Construction, Health Care and Social Assistance and Mining. Of these key industries the following are growing or have a specialisation; Accommodation and Food Services, Manufacturing (wine & beverage, explosives and chemical) and Health Care and Social Assistance.

## Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 2.2 Achieving more sustainable employment opportunities			
2.2.1 Develop and communicate employment-related information to businesses			Complete
<b>2.2.1.a</b>	<b>Provide monthly Advance Cessnock City news updates, provide critical and relevant information to businesses via the Advance Cessnock website and provide monthly job information via the Cessnock City Jobs Portal.</b>	100%	
Advance Cessnock City eNews is sent out to 6000 business related recipients fortnightly. Critical business alerts and updates have been sent out to our business database when appropriate. Some examples of business alerts include but not limited to bushfire recovery correspondence, COVID-19 regular updates, flood recovery grants, multiple tourism campaigns eg: Love NSW and Economic Development Strategy surveys and the 2021 Mayoral Scholarship Program. Other information provided in the eNews included promotion of the Hunter Innovation Festival - Cessnock Innovation Bootcamp sponsored by Council, grants and funding opportunities, local business profiles and business development opportunities, including: NSW DPI Wine Australia Regional program biodiversity field walk & workshop and netStripes webinars. The Jobs Portal is updated regularly and stories are run on businesses who are having trouble finding suitable employees.			
2.2.2 Undertake a Skills Needs Analysis and collaborate with State and Federal Governments to promote employment			Complete
<b>2.2.2.a</b>	<b>Use the Cessnock City Jobs Portal and Business Capability Study to support the quarterly jobs forum aimed at improving employment and training outcomes.</b>	100%	
\$100,000 in grant funding has been received to run a youth driver training program in partnership with Youth Express and the Hunter Region Jobs Facilitator as a way to remove barriers to employment. Council has promoted and participated in the Hunter Region Virtual Jobs Fair held on 24 Sep 2020. Council assisted Training Services NSW to promote training opportunities such as Infection Control training for businesses to assist them in becoming COVID Smart and provided support for a Cessnock based skills training program. Council use the Advance Cessnock City Website Jobs Portal to promote local employment opportunities. Council partnered with Training Services NSW, Australian Business Apprenticeship Centre and the Australian Government Department of Education, Skills and Employment to deliver a forum focused on information sharing and assistance when employing staff. Council attended and supported the St Philips Christian College Jobs Quest held on 30 March 2021.			
2.2.3 Continue the Cessnock City Youth First Project.			Complete
2.2.4 Provide and promote apprenticeships and traineeships within Council			Complete
<b>2.2.4.a</b>	<b>Continue to implement a graduate, trainee and apprenticeship framework.</b>	100%	
Following consultation with each business unit, Council identified four (4) new positions to be added to the structure to commence in early 2021 as per the Apprentice, Trainee and Graduate Framework (Framework). Two (2) Apprentices in Sports Turf Management and Civil Construction, one (1) Trainee in Travel and Tourism and one (1) Undergraduate in Human Resources and Safety were identified as the priority areas and subsequently filled through successful recruitment processes. In total, Council currently has six (6) Apprentices, three (3) Trainees, one (1) Undergraduate and four (4) School-based Trainees which will continue to be expanded each year as outlined in the Framework.			

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

### Objective 2.3:

## Increasing tourism opportunities and visitation in the area

### Tourism

The Hunter Region consistently places in the top five destinations in NSW for visitor numbers and expenditure, with the Hunter Valley Wine Country area of Cessnock City being one of the primary destinations.

The Hunter Valley is Australia's oldest wine region and is internationally acclaimed, particularly for the Shiraz and Semillon varietals. With over 150 wineries, the region is home to more cellar doors than any other wine region in Australia. The viticultural industry gives rise to a thriving tourism industry that boasts restaurants, accommodation, events, Hot Air Ballooning, business conferences, galleries and specialty shops.

Wine Country is the focus for commercial visitor attractions, events and activities with niche and family operated tourism operators located in Pokolbin, Rothbury, Mount View, Lovedale, and Wollombi.

The Cessnock LGA attracts approximately 1,053,000 visitors every year, including 601,000 day trippers, 440,000 domestic overnight visitors and 12,000 international visitors. On average visitors spent \$312 per trip, arrived for the purpose of a holiday (57%), travelled as a couple (38%), accommodated in a hotel or similar (37%) and stayed 2 nights.



92% of visitors are domestic, of which 88% are from New South Wales, 6% from Queensland, 2% from Western Australia and 1% from each of the other States and Territories. Of the New South Wales visitors, 57% from the Sydney region, 44% of which specifically come from the northern areas of Sydney.

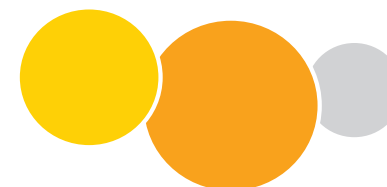
Hunter Valley visitor expenditure has grown by an average of 6% over the last 5 years.

### Hunter Valley Visitor Centre

The Hunter Valley Visitor Information Centre is a purpose built tourism facility that is 830m<sup>2</sup> in size and operated to Level 1 Accredited Visitor Information Centre standards. The Centre contains dedicated visitor information staff, tourism information, experience and accommodation booking facilities, gift shop, café, wine tasting area, conference room and an outdoor recreation space.

In 2020 Council installed a 26kW solar electricity system which supplies all daytime electricity needs, with excess power supplied to the grid.

The Centre and its staff support over 300 local tourism businesses through product promotion, gift shop product sales, product booking, telephone inquiries, internet inquiries and in person visitor information. Between 80,000 and 100,000 people visit the Visitor Information Centre each year.



## Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 2.3 Increasing tourism opportunities and visitation in the area			
2.3.1 Collaboratively identify markets and promote the local government areas tourism industry			Complete
<b>2.3.1.a</b>	<b>Deliver the Cessnock City Council related actions generated from the Hunter Valley Wine Tourism Alliance.</b>	100%	
<p>Cessnock Council and the Hunter Valley Wine &amp; Tourism Alliance have supported and facilitated the delivering of the following Cessnock based projects:</p> <ol style="list-style-type: none"> <li>1. Destination NSW, Now's the time to Love NSW Campaign.</li> <li>2. A Hunter Valley Tourism Social Media Campaign focused on Newcastle, Sydney and South Queensland.</li> <li>3. Tourism Campaign Industry workshops have been completed to inform tourism operators on how best to leverage the campaign.</li> <li>4. A Tourism Marketing Campaign Website landing page has been developed.</li> </ol> <p>Four Alliance meetings have been held. \$110,000 in event related grants have been secured under the Austrade Bushfire Recovery Fund and an additional \$290,000 in Bushfire Recovery Fund Phase 1 grant funding has been spent to deliver 9 tourism projects. 5 tourism and business related grant applications have been submitted under the Bushfire Recovery Phase 2 Stream 2 fund with 3 successful to the value of \$516,000.</p>			
<b>2.3.1.b</b>	<b>Use the Hunter Valley Visitor Information Centre and associated media channels to promote tourism within the Cessnock City Council local government area.</b>	100%	
<p>Promotion of the Love Hunter Valley/Love NSW marketing campaign with Destination NSW has run throughout the financial year. A Tourism Drive 33 Marketing Plan has been developed, Tourist Drive 33 posters created and promotional material developed with a focus on Wollombi and Laguna. A 24 minute Tourism Drive 33 TV episode has been created for future marketing campaigns.</p> <p>Council staff have worked with local cycling businesses, the Cessnock Chamber of Commerce and tourism businesses to develop the Cycle Hunter Valley Map. An A4 and small pocket version of the Map have been printed and are available from the Hunter Valley Visitor Information Centre and participating Bike Service Points. The Hunter Valley Visitor Information Centre has promoted the Hunter Tourism Industry via the Visitor Centre Website, through social media, via video projection and through industry updates.</p>			
<b>2.3.1.c</b>	<b>Investigate opportunities for the Richmond Main site to become an eco-tourism/outdoor adventure hub that would co-exist with the current and heritage use of the site.</b>	10%	
<p>Action not progresses pending further information relating to remediation study currently underway</p>			

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

## DELIVERY PROGRAM MEASURES

Measures	Context/Benchmark	Base	Target	2020-21 Result	Comment
Satisfaction with economic development activities	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	3.13 2021	Community Survey undertaken February 2021
Engagement with business community	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	22,760	Unique visitors to the Advance Cessnock City website from 1 July 2020 to 30 June 2021 was 22,760.
Engagement with potential tourists	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	240,238 users and 804,170 views	Page views to the Hunter Valley Visitor Information Centre (VIC) website (sourced from the website analytics) from 1 July 2020 to 30 June 2021 was 804,170 and unique visitors were 240,238. The VIC Facebook Page received 89,338 likes and had a total organic reach of 880,074.
Visits to Hunter Valley Visitor Centre	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	56,254	76,434 visitors through the two primary entrances from 1 July 2020 to 30 June 2021.

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 has undertaken 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

We  
manage

**25**  
sporting  
facilities



**6**  
off leash  
dog areas



**3** public  
swimming pools



**16**  
BBQ facilities



**555ha**  
of open space



**10**  
cemeteries



**27**  
public toilets

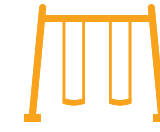


**4**

skateparks

**43**

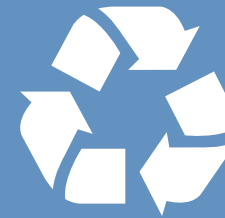
playgrounds



**72**  
parks



**3,518 tonnes**  
of kerbside recycling  
collected



**7,223 tonnes**  
of kerbside garden  
organics collected and  
reprocessed



**159 tonnes**  
of problem waste  
received



**1.3**  
**million**  
bins emptied

**625**  
people attended  
**10** waste related events



**NSW 2020 Sustainable Communities  
Tidy Towns Awards received**

**WINNER - Wollombi Tidy Valleys**  
Heritage and Culture Award for Wollombi Cemetery

**WINNER - Cessnock City Libraries**  
Heritage and Culture Award for Local History

**Branxton Community Hall Committee**  
Highly Commended in the Renewable Energy  
category for their solar panel project



### Objective 3.1:

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

### Information about planning agreements

A planning authority that has entered into one or more planning agreements must, while any such planning agreements remain in force, include in its annual report particulars of compliance with and the effect of the planning agreements during the year to which the report relates.

NAME	SHORT DESCRIPTION	DATE	PARTIES	LAND TO WHICH AGREEMENT APPLIES	ADDITIONAL INFORMATION
Planning Agreement - Cliftleigh Local Infrastructure	This Agreement provides a mechanism to provide public infrastructure to the area commonly known as Cliftleigh, that would normally be provided under Section 94 of the <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 Winten (No 23) Pty Limited of Level 10, 61 Lavender Street, Milsons Point, New South Wales, 2061.	Lot 61 DP 1076974, Lot 62 DP 1076974, Lot 23 DP 607899, Lot 61 DP 785115, Lot 62 DP 785115, Lot 3 DP 1039042, Lot 1 DP 1072276, Lot 2 DP 1072111, Lot 22 DP 607899, Lot 1 DP 1039042	Deed of variation – 22 December 2016
Planning Deed - Anvil Creek Project Local Infrastructure	This Agreement provides a mechanism to provide public infrastructure to the area commonly known as Anvil Creek, that would normally be provided under Section 94 of the <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 Greta Estates Pty Limited (Greta) of 12 Woodside Avenue, Burwood, New South Wales, 2134.	Lot 1 DP 1036942, Lot 2 DP 1036942, Lot 3 DP 1036942, Lot 4 DP 1036942, Lot 5 DP 1036942, Lot 6 DP 1036942, Lot 263 DP 755211, Lot 264 DP 755211	N/A
Planning Agreement - Heddon Greta Local Infrastructure	This Agreement provides a mechanism to provide public infrastructure to the area commonly known as Heddon Greta, that would normally be provided under Section 94 of the <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 Kurri Autos Pty Limited of P.O. Box 61 Kurri Kurri, New South Wales, 2327.	Part Lot 404 of DP 1127085, Part Lot 102 of DP 1112059 Off Main Road, Young and Bowden Streets, Errol Crescent, Madeline and Ashley Close and Forbes Crescent at Heddon Greta	N/A
Planning Agreement - Cessnock Civic Biodiversity	This Agreement provides a mechanism to provide for the management of mine subsidence and environmental offset land within the area commonly known as Cessnock Civic.	13 July 2012	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; Cessnock Land Management P/L of C/-Level 1, 106 King Street Sydney, New South Wales, 2000; Vincent Street Holdings P/L of C/- 1 Hartley Drive, Thornton, New South Wales, 2322; and Hardie Oceanic P/L of C/-Level 1, 106 King Street Sydney, New South Wales, 2000.	Lot 251 DP 606348, Lot 1 DP 1036300, Lot 23 DP 845986, Lot 22 DP 845986	N/A

NAME	SHORT DESCRIPTION	DATE	PARTIES	LAND TO WHICH AGREEMENT APPLIES	ADDITIONAL INFORMATION
Planning Agreement - Averys Village Biodiversity	This Agreement provides a mechanism to provide environmental offset land to the area commonly known as Averys Village.	15 September 2013	Minister for the Environment of Level 32 Governor Macquarie Tower, 1 Farrer Place, Sydney, New South Wales, 2000; Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; Hunter Land Holdings of 1 Hartley Drive, Thornton, NSW, 2322; Averys Rise Investor Pty Limited of Level 2, 77 Hunter Street, Newcastle, New South Wales, 2300; Lindsay James George Elliott of 57 Averys Lanes, Buchanan, New South Wales, 2323; Graham John Field of P.O. Box 30, Murgon, Queensland, 4605; Pamela Joy Field of P.O. Box 30, Murgon, Queensland, 4605; and HL Eco Trades Pty Ltd of 1 Hartley Drive, Thornton, NSW, 2322.	Lot 20 DP 11823, Lot 12 DP 755231, Lot 13 DP 755231, Lot 5 DP 1082569, Lot 8 DP 10443, Lot 119 DP 752445	N/A
Planning Agreement - West and Wyndham Street Greta Local Infrastructure	This Agreement provides a mechanism to provide public infrastructure to the area commonly known as Greta, that would normally be provided under Section 94 of the <i>Environmental Planning and Assessment Act 1979</i> .	6 August 2014	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; Hardie Greta Pty Limited of Level 1, 106 King Street Sydney, New South Wales, 2000.	Lot 2 DP 808354 Lot 2 DP 1151267	N/A
Planning Agreement - Rose Hill Local Infrastructure	This Agreement provides a mechanism to provide public infrastructure to the area commonly known as Millfield, that would normally be provided under Section 94 of the <i>Environmental Planning and Assessment Act 1979</i> .	20 October 2014	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; Fame Cove Three Pty Limited of Level 1, 106 King Street Sydney, New South Wales, 2000	Lot 12 DP 1181682	N/A
Planning Agreement - Bellbird Heights Biodiversity	This Agreement provides a mechanism to provide environmental offset land to the area commonly known as Bellbird.	19 November 2014	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; Winton Partners Pty Limited of Level 2, 95 Pitt Street Sydney, New South Wales, 2000	Lot 1 DP 1164334	N/A
Planning Agreement - Bellbird Heights Local Infrastructure	This Agreement provides a mechanism to provide public infrastructure to the area commonly known as Bellbird, that would normally be provided under Section 94 of the <i>Environmental Planning and Assessment Act 1979</i> .	19 November 2014	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325; Winton Partners Pty Limited of Level 2, 95 Pitt Street Sydney, New South Wales, 2000	Lot 1 DP 1164334	N/A
Planning Agreement - West and Wyndham Street Greta Biodiversity	This Agreement provides a mechanism to provide environmental offset land associated with development of the 'West and Wyndham Street, Greta' Urban Release Area, including the on-site protection of 7.7ha, and the off-site dedication of Lots 9, 102, and 207 DP753817 (297ha) for integration into the Wollemi National Park in the Singleton Local Government Area.	20 August 2015	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Minister administering the National Parks and Wildlife Act, 1974 of Level 32 Governor Macquarie Tower, 1 Farrer Place, New South Wales, Sydney, 2000 Hardie Greta Pty Ltd of Level 1, 106 King Street Sydney, New South Wales, 2000 Biodiversity Lands Pty Ltd of Level 1, 106 King Street Sydney, New South Wales, 2000	Lot 2 DP 808354, Lot 2 DP 1151267, Lot 9 DP 753817, Lot 102 DP 753817, Lot 207 DP 753817	N/A
Kitchener Residential Subdivision Deed of Planning Agreement Local Infrastructure	This Agreement provides a mechanism to provide \$12,057.46 per lot (subject to indexation) for the provision of local infrastructure supporting the development of fifty nine (59) allotments in the Kitchener Urban Release Area.	4 November 2015	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 JPG 58 Pty Ltd of Level 12, 48 Hunter Street, Sydney	Lot 2 DP 862493	N/A

NAME	SHORT DESCRIPTION	DATE	PARTIES	LAND TO WHICH AGREEMENT APPLIES	ADDITIONAL INFORMATION
Planning Agreement - Huntlee Local Infrastructure	This Agreement applies to Stage 1 of the Huntlee precinct approved by the State Government in April 2013. In total, the Huntlee Planning Agreement includes more than \$38.9 million of local infrastructure in the form of Monetary Contributions valued at \$9,546,588.00, Works-in-Kind valued at \$29,429,643.00, and 81.45ha of Land Dedication.	18 November 2015	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Huntlee Pty Ltd of 34 Main Street Ellenbrook, Western Australia.	Part of Lot 200 DP 828486, Lot 201 DP 828486, Part of Lot 230 DP 79198, Lot 231 DP 879198, Lot 33 DP 755211, Lot 36 DP 755211, Lot 37 DP 755211, Lot 38 DP 755211, Lot 39 DP 755211, Lot 43 DP 755211, Part of Lot 241 DP 11005591, Lot 2 DP 729973, Lot 3 DP 729973, Lot 4 DP 729973, Lot 6 DP 729973, Lot 7 DP 729973, Lot 9 DP 729973, Lot 10 DP 729973, Lot 11 DP 729973, Part of Lot 12 DP 729973, Part of Lot 21 DP 1050597, Part of Lot 221 DP 1064738, Lot 10 DP 1105639, Lot 287 DP 1209109	First Deed of Agreement – 28 September 2014 Second Deed of Agreement – 23 March 2018
Planning Agreement – Orica Biodiversity	The Planning Agreement commits the landowner to enter into a BioBanking Agreement in relation to part of the site with the NSW Office of Environment and Heritage.	19 October 2016	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Orica Australia Pty Limited, C/ Level 1, 1 Nicholson Street Melbourne, Victoria, 3001	Lot 2 DP 809377	N/A
Planning Agreement – Black Hill Biodiversity	The objective of the Planning Agreement is to require the conservation of the natural environment, which is a public purpose associated with the carrying out of development.	21 November 2016	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 The Trustees of the Roman Catholic Church for the dioceses of Maitland-Newcastle, 841 Hunter Street Newcastle New South Wales, 2302	Lot 1131 DP 1057179	N/A
Planning Agreement – 1443 Wine Country Drive Local Infrastructure	The objective of the Planning Agreement is to provide suitable funding for various public facilities to meet the demand generated by Development on the Land.	28 June 2017	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Peter Vizzard, 1443 Wine Country Drive Rothbury New South Wales, 2335	Lot 11 DP 1105639	N/A
Battery Recycling Facility Kurri Kurri Local Infrastructure	The objective of the Planning Agreement is to contribute funds for public domain infrastructure works in the commercial areas of Kurri Kurri and Weston in accordance with existing masterplans.	15 September 2017	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Pymore Recyclers International Pty Ltd Governor Macquarie Tower, Level 40 1 Farrer Place, Sydney NSW 2000	Lot 796 DP 39877 Lot 797 DP 39877	N/A
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 Kitchener Harvest Pty Limited 298 Railway Parade Carlton New South Wales 2218	Lot 521 DP 755215	N/A
Bailey's Lane Planning Agreement Local Infrastructure	The Planning Agreement will require the provision of road and intersection works in relation to the proposed development of the land known as 65 Bailey's Lane, Abermain.	10 July 2019	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 Bailey's Lane Pty Limited of 20/19-21 Central road, Miranda New South Wales, 2228	Lot 790 DP 257363	N/A
Black Hill Planning Agreement Local Infrastructure	The Planning Agreement will require the landowner to achieve appropriate conservation outcomes for the Development.	27 November 2016	Cessnock City Council of 62-78 Vincent Street, Cessnock, New South Wales, 2325 The Trustees of the Roman Catholic Church for the Diocese of Maitland-Newcastle ABN 32089 182 027.	Lot 1131 DP1057179	N/A

## Development

The 2020-21 financial year saw a total of 1,022 development applications and modifications determined. The data continues to outline a high number of residential building approvals with 627 residential dwellings approved across the Cessnock LGA. Council's application processing times resulted in an average of 57 days and the median processing time for Council was 37 days.

During the year Council achieved excellent outcomes through implementation of the ePlanning digital service, which has resulted in improved efficiencies. Council collaborated closely with the DPIE in implementing the NSW Planning Portal for complying development certificates, development applications and post consent certificates. The development of Application Programming Interface API was developed, thereby integrating the NSW Planning Portal and Council's operating systems (Content Manager and Authority) resulting in Cessnock City Council being the first Council in the State to successfully integrate systems. Council has since won awards for Council's ePlanning Transformation.



HUNTLEE DEVELOPMENT EARLY 2014



HUNTLEE DEVELOPMENT 2020

## Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 3.1 Protecting and enhancing the natural environment and rural character of the area			
3.1.1 Finalise Cessnock City Planning Strategy and commence implementation			Progressing
<b>3.1.1.a</b>	<b>Prepare Urban Growth Management Strategy/sequencing Plan.</b> Urban Growth Management Plan adopted by Council 17 March 2021.	100%	
<b>3.1.1.b</b>	<b>Commence review of Cessnock LEP 2011.</b> Project Management Plan, including timeframes prepared and endorsed. First discussion paper prepared for the recreation theme. Further discussion papers being prepared for 2021-22, noting this is a multi year project.	Carry forward	
<b>3.1.1.c</b>	<b>Finalise the Environmental Lands Review.</b> Draft Environmental Framework Report reported to June Council meeting for public exhibition. implementation of the environmental framework to occur in 2021-22 operational plan year through the review of CLEP 2011.	100%	
<b>3.1.1.d</b>	<b>Finalise the Heddon Greta, Cliftleigh Land Use Strategy.</b> The project continues to be delayed, pending the release of DPIE's draft Hunter Expressway Corridor Plan and Hart Road/HEX Modelling. The project Target date of December 2020 will not be achieved. New target date to be determine once TfNSW has released the the Hart Road/ HEX modeling and final HEX Strategy.	Carry forward	
<b>3.1.1.e</b>	<b>Commence review of the Cessnock DCP 2010 chapters.</b> Project Plan developed including agreed timeframes. Redundant chapters repealed. This is a multi year project, aligning with the review of CLEP 2011. The project will continue in 2021-22.	Carry forward	
<b>3.1.1.f</b>	<b>Finalise a housing strategy.</b> Housing Strategy adopted by Council 19 May 2021.	100%	
3.1.2 Undertake a strategic land use review of the urban villages in the local government area. (reported at 3.1.1.a)			
<b>3.1.2.a</b>	<b>Commence Villages PDP/Masterplans.</b> Resourcing and project priorities has meant the project has not commenced. Scheduled for commencement in 2021-22.	Carry forward	
3.1.3 Progress the review of land use planning controls within the vineyard district			Complete
<b>3.1.3.a</b>	<b>Finalise the review of land use planning controls within the vineyard district.</b> Stage 1 complete. Stage 2 (not in this years Operational Plan) well advaced. Consultation with CRG members is complete. Draft DCP (Character Statement) currently being prepared by Consultant Edge Land Planning.	100%	

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
3.1.4 Continue implementation of the Biodiversity Strategy			Complete
<b>3.1.4.a</b>	<b>Delivery an 'Our Bushland Festival' (incorporating the Bioblitz).</b>	100%	
The Our Bushland project as a whole is now also complete and the final report has been finalised, acquitted by finance and sent to the Environmental Trust. The Media & Communications team will continue to promote the videos on social media over the remainder of 2021. All 'Our Bushland' educational videos have been produced and are live on Council's YouTube channel.			
3.1.5 Continue to implement the Carbon Management & Energy Reduction Strategy			Complete
<b>3.1.5.a</b>	<b>Installation of solar systems on key Council buildings as per Council's Revolving Energy Fund Action Plan</b>	100%	
Installation completed on Administration Building, Cessnock Library and Tourist Information Centre. Ausgrid additional requirements for Administration Building to be completed 3 July 2021 (as power outage required).			
3.1.6 Manage the risks to climate change and improve resilience to extreme weather events, flooding, bushfire, mine subsidence and land contamination			Complete
<b>3.1.6.a</b>	<b>Prepare a baseline greenhouse gas emission report.</b>	100%	
Final report received, Project completed.			
<b>3.1.6.b</b>	<b>Adopt a Contaminated Land Information System.</b>	100%	
Contamination Land Information System completed. Site information being entered into contamination land register.			
<b>3.1.6.c</b>	<b>Determine remediation requirements and costings for the six high priority former waste sites. Commence remediation of highest site, which will be determined during the investigation phase.</b>	100%	
Initial costs for physical remediation works and the environmental consultant have been obtained for each site. Comments from the NSW EPA auditor have been received in regards to the Paxton RAP. Field work was completed at Heddon Greta, Greta and Cessnock. All comments are currently being reviewed and will be presented in final report by consultant.			
<b>3.1.6.d</b>	<b>Contribute to assessing the flood impacts of development.</b>	100%	
Produced Flood Certificates and responded to flood referrals.			
<b>3.1.6.e</b>	<b>Raise community awareness about the implications of developing flood impacted land through the availability of information on Council's website and Planning Certificates.</b>	100%	
Presented reports to Floodplain Management Committee Meeting, updated flood mapping of newly adopted flood studies, and implement improvements to flood certificates.			
3.1.7 Manage Councils environmental assets			Progressing
<b>3.1.7.a</b>	<b>Finalise the Aboriginal Cultural Heritage Study.</b>	100%	
Feedback received from Aboriginal Groups. Report Finalised noting this is a technical/information report.			
<b>3.1.7.b</b>	<b>Identify, protect and manage Council's civil infrastructure with heritage significance including sandstone kerb and gutter.</b>	Carry forward	
Developed draft procedure and updated policy for management of sandstone kerb and Gutter.			
<b>3.1.7.c</b>	<b>Protect and manage Council's civil infrastructure with heritage significance through progressing the transfer of Gillies Bridge to TfNSW.</b>	100%	
Completed transfer of Gillies Bridge to TfNSW.			

Note: *2017-21 Progress* relates to the overall 2017-21 Delivery Program  
*2020-21 Result* relates to the 2020-21 Operational Plan

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
3.1.8 Carry out regulatory and education programs to protect and enhance the natural environment and environmental health			Complete
<b>3.1.8.a</b>	<b>Inspect commercial and residential On-Site Sewage Management systems in accordance with risk based priority routine inspection program.</b>	100%	
	Council's Environmental Health Unit implements an environmental and public health focused program involving the monitoring and regulating of properties that have an onsite sewage management system (e.g. Septic tank). Systems are categorized and inspected based on their risk to environment and/or public health. Inspection frequency ranges from yearly (high risk) to once every 7-10 years (low risk). Council has completed 100% of the scheduled routine inspections for 2020-21 meeting the base target rate of >80%		
<b>3.1.8.b</b>	<b>Conduct routine inspection of all food and regulatory premises, including public pools and skin penetration premises in accordance with the NSW Food Authority Partnership and relevant legislative requirements.</b>	100%	
	Council's Environmental Health Unit implements a public health focused program involving the monitoring and regulating of businesses selling food or high risk skin penetration beauty therapy/body art (e.g. tattooists). Businesses are categorized and inspected based on their public health risk and/or compliance history. Inspections are conducted at least annually but more frequently where required. Council has completed 100% of the annual scheduled inspections meeting the annual target of 100% by 30 June 2021.		
<b>3.1.8.c</b>	<b>Implementation of Council's companion animals education programs focusing on responsible pet ownership.</b>	100%	
	Companion Animal educational campaigns such as Keep Your Mate Safe - With Love Comes Responsibility and faeces management continued throughout 2020-2021 with social media campaigns continue to be targeted towards Council Facebook user's. An educational campaign was developed in conjunction for the promotion of Off Leash areas, due for roll out in October 2021. Free Microchipping of Companion Animals continues on a daily basis as part of the Rangers Service provided to the community in addition to the free microchipping day was held in May 2021, unfortunately the event scheduled for December, 2020 was cancelled due to COVID. Council continues to follow up unregistered companion animals requesting owners register their companion animals as required. All dangerous, menacing and restricted dogs within the LGA were inspected during the year to ensure compliance with the required requirements for the keeping of such dogs under the Companion Animals Act.		
<b>3.1.8.d</b>	<b>Implementation of the Regional Weeds Action Plan.</b>	100%	
	Activity detailed in Regional Weeds Plan achieved and completed		
<b>3.1.8.e</b>	<b>Continue community engagement and education relating to environmental initiatives.</b>	100%	
	12 Monthly Environment and Waste eNewsletters distributed via MailChimp. At 30 June 2021, 764 subscribers with 39% rated as highly engaged. 6 Library Sustainability talks undertaken during February and March. Topics - Avoiding Food Waste, Re-thinking your Wardrobe, Recycle Right Refresher, Our Garden Organics, Recycled Kitchen Garden and Native Wildlife Backyard covered. 57 of 92 registered attended (62% attendance). - Regional Green Caffeine program (with HJO) 5 businesses registered in Cessnock LGA, 205 customers using an estimated 1,362 single use cups saved. 3 Compost giveaways held 9 October, 4 November and 8 April - 608 bags of garden organics back to residents (completing the cycle). 4 Community Biodiversity Walks held in April and May - School Plant and Compost Giveaway for World Environment Day (5 June). - School Environment Grants awarded to 4 preschools (@\$200 each), and 10 primary schools (@\$500 each).		
<b>3.1.8.f</b>	<b>Support environmental and sustainability community groups, including Tidy Towns, within the LGA to implement awareness and onground projects.</b>	100%	
	3 Sustainable Communities awarded - Wollombi, Greta and Weston. - 5 community volunteers attended NSW Sustainable Communities Awards. \$4\$ Grants program completed		

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
3.1.9 Commence implementation of the priority recommendations from flood studies and risk management plans for major catchments in the local government area			Complete
<b>3.1.9.a</b>	<b>Implemented high priority projects from the Swamp/Fishery Creek Floodplain Risk Management Plan.</b>	100%	
	Supported Landcare with ongoing advice, commenced Phase 3 Construction with calling, receipt and assessment of quotations for installation of Abermain and Weston Flood Warning System.		
<b>3.1.9.b</b>	<b>Implement high priority projects from the Cessnock City/Black Creek Flood Risk Management Plan.</b>	100%	
	Commenced Construction Phase calling, closing and assessing quotations for Cessnock Flood Warning System Stage 1.		
<b>3.1.9.c</b>	<b>Implement high priority projects from the Wollombi Flood Risk Management Study and Plan.</b>	100%	
	Further Response Plan with NSW SES as Lead Agency.		
<b>3.1.9.d</b>	<b>Facilitate Councils Floodplain Management Committee.</b>	100%	
<b>3.1.9.e</b>	<b>Implement high priority projects from the Greta/Anvil Creek Flood Study.</b>	100%	
	Awaited outcome of Floodplain Management grant application.		
<b>3.1.9.f</b>	<b>Continue the review of the Infrastructure Plan to suit planned expansion of new infrastructure for future development.</b>	Carry forward	
	Developed Infrastructure Unit restructuring plan that will provide dedicated resources to update Cessnock Engineering Guidelines for Development and all Asset Management Plans. Budgeted for asset renewal program.		
3.1.10 Continue implementation of Councils Trunk Stormwater Drainage Strategy to protect and enhance the natural environment			Complete
<b>3.1.10.a</b>	<b>Investigate and design works identified in the Stormwater, Waterway and Floodplain Strategy.</b>	Carry forward	
	Mapped flood prone land.		
3.1.11 Commence development of a street tree strategy			Carry forward
<b>3.1.11.a</b>	<b>Finalise and implement the Cessnock City Council Street Tree Strategy.</b>	Carry forward	
	This project is deferred because resources have been diverted to manage other pressing matters including an increased demand for vegetation inspections under the Biodiversity Conservation Act 2016; Richmond Vale Rail Trail opportunities; Cessnock Pool Splash Pad tender documentation; Millfield RFS location and COVID-19. To be delivered in the 2021-22 Operational Plan.		
3.1.12 Commence Implementation of the following high priority actions from the Roadside Drainage Strategy			Complete
<b>3.1.12.a</b>	<b>Update standard conditions of development consent and roadside drainage elements in Engineering Requirements for Development.</b>	Carry forward	
	Developed Business Case for restructure of Infrastructure Unit that will provide dedicated resources to update Cessnock Engineering Guidelines for Development and all Asset Management Plans. Awaiting recruitment to allocate resources.		
<b>3.1.12.b</b>	<b>Update the profile of vehicle access crossing on Council's Standard Drawings contained in the Engineering Requirements for Development.</b>	100%	
	Prepared new Standard Drawings for VACs.		
<b>3.1.12.c</b>	<b>Develop community information about roadside drainage.</b>	100%	
	Updated web site.		

Note: *2017-21 Progress* relates to the overall 2017-21 Delivery Program  
*2020-21 Result* relates to the 2020-21 Operational Plan



## Objective 3.2:

# Better utilisation of existing open space

## Recreation planning

In 2020-21, a number of strategic recreation planning documents were completed including Masterplans for Baddeley Park, Carmichael Park, Weston Bears Park and Maybury Peace Park as well as a Skate and BMX Strategy. The Concept Design documentation for the Richmond Vale Rail Trail has continued to progress with public exhibition of the concept documents being the next milestone in the project.



Photo: Bridges Hill Playground, Cessnock

Looking ahead to 2021-22, Council will be preparing detailed designs for Cessnock Regional Skatepark as well as a concept plan and detailed designs for Carmichael Park BMX track. Other strategic projects include a review of Council's public amenities and development of an Open Space Guideline outlining the provision of outdoor exercise equipment and multipurpose courts across the LGA. Council successfully applied for a number of grants in excess of \$900,000 to assist in the delivery of upgrades and renewal of playgrounds, recreation and community facilities.

## Recreation facilities

Council maintains in the vicinity of 555 hectares of open space throughout the local government area, in the form of recreation and community facilities, playgrounds, parkland, formal gardens and civic spaces and drainage reserves. The majority of open space areas are maintained on a 4-6 week maintenance schedule depending on the time of year and climatic conditions. Many outdoor recreation facilities are heavily utilised during the winter season (April – September), in particular for soccer, rugby league and netball, whilst during summer season, the main user groups are cricket and athletics.

## Aquatics

Council operates three public swimming pools at Branxton, Cessnock and Kurri Kurri. There are multiple swimming clubs who train and compete at the respective facilities. COVID-19 saw a significant drop in attendances due to reduced capacity prescribed by the Public Health Orders, the cancellation of Term 4 NSW Education swimming program and 1 swimming club at Cessnock Pool not operating at all due to the pandemic. Branxton Pool and Cessnock Pool had 17,764 and 21,527 recorded attendances from October 2020 – March 2021 respectively. 10 free Family Fun Days were offered in December, January and February with 2,096 patrons taking advantage of the free entry on those days.

The Kurri Kurri Aquatic & Fitness Centre is Council's year round indoor aquatic and gym facility. The COVID-19 lock down between March and July 2020 saw the centre closed. Upon re-opening, restrictions and community confidence saw a slower than hoped resumption to programs and centre memberships. Despite this, recorded attendances increased from



80,118 in 2019-20 to 94,603 in 2020-21. The types of visits to the centre included aqua and dry land fitness, squad swimming, aquatic education programs, recreational swimming and birthday parties.

3,131 people took advantage of the 10 free Family Fun Days and inflatable activities.



*Photo: Cessnock Pool*

### *Open space*

Major Open Space & Community Facility projects during 2020-21 included the completion of stage 1 Millfield Skatepark upgrade, Miller Park Community Hub pathways and BBQ shelter area, Brunner Park Playspace Upgrade, Col Brown Rotary Park upgrade and Miller Park Irrigation system.

### *Grants*

Council received grant funds to install two netball and two tennis courts at Miller Park (Branxton), Shade sails over Paxton Park, a water refill station at Bridges Hill Park (Cessnock), a Conservation Management Strategy for Cessnock War Memorial (Cessnock) and Stage 2 of Cessnock Pool Splashpad (Cessnock) including concourse replacement, renewed reticulation to 50m pool, toddler pool and learn to swim pool, seating, shade structure, fencing and safety improvements.

### *Community facilities*

Council provides 17 community facilities throughout the local government area. Community facilities are used by a broad cross section of the community for community programs, family functions and events, gentle exercise programs, dance lessons, community forums, performances and fundraising events.

The majority of Council's community facilities are managed by volunteer groups on behalf of Council. Volunteers manage the daily operations of each facility on behalf of Council answering enquiries, taking bookings and undertaking cleaning and minor maintenance as required. The volunteer management committees also apply for Council and external grants to complete upgrades such as kitchen and toilet refurbishments, solar panel installations, air-conditioning and bush fire disaster preparedness .



Council performs regular preventative and reactive maintenance at community halls as well as the Community & Cultural Facilities Renewal Program, which saw the ablutions block at Richmond Vale Railway Museum renewed and connected to the sewer, deck replacements at Marthaville & Wollombi Cultural Centres, toilet upgrades and refurbishments at North Cessnock Hall, Kurri Kurri Senior Citizens Centre and Weston Civic Centre as well as Kitchen upgrades at the Cessnock Performing Arts Centre and Youth Centre (CYCOS) to name a few.

## 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.

Council continues to meet and work closely with cemetery industry professionals to gain valuable feedback and to increase awareness within the community about Council's cemetery facilities.

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

Works identified in the 2020-21 Operational plan including way finding signage at Cessnock Cemetery and the installation of new Columbarium wall at Gordon Williams Memorial Cemetery were completed.



*Photo: Council has care, control and management of ten general cemeteries and two lawn cemeteries*

## Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 3.2 Better utilisation of existing open space			
3.2.1 Implement the Recreation & Open Space Strategic Plan 2018			Carry forward
<b>3.2.1.a</b>	<b>Continue implementation of the recommendations from the Recreation &amp; Open Space Strategic Plan 2018.</b>	Carry forward	
Strategy Ref A1.3.2 - Engagement with impacted landowners is near completion. Site meetings have now been held with all but one property owner. Community engagement is due to commence in September 2021. Strategy Ref A2.1.8 - This project has been delayed due to competing priorities and lack of resources and will be completed within the 2021-22 Financial Year			
<b>3.2.1.b</b>	<b>Implement Off Leash Dog Exercise Area Strategy.</b>	Carry forward	
The draft Off Leash Dog Exercise Area Plan was presented to the June Council meeting and will be on public exhibition until 8 August 2021. A report containing feedback and seeking and seeking adoption of the Plan will be prepared for the October or November Council meeting.			
3.2.2 Develop and update Plans of Management			Carry forward
<b>3.2.2.a</b>	<b>Develop and update plans of management.</b>	Carry forward	
Native Title Assessments have been completed for all the land in which Council is the Crown Land Manager. A draft POM is complete for Kitchener Poppethead Park with minor graphic design work required for the document to be in a final draft form. A consultant is expected to be engaged for the required works in July 2021 and required approvals sought from Crown Lands in September 2021 to publicly exhibit the document. The drafting of the Wollombi Cultural Centre and Generic Plan of Management for Parks has commenced however due to competing priorities and resources this project has been delayed.			
3.2.3 Continue to implement the adopted masterplans for Councils recreation & community facilities and spaces			Complete
<b>3.2.3.a</b>	<b>Continue to implement the adopted masterplans for Council's recreation and community facilities spaces.</b>	100%	
Projects identified in the following Masterplans that were completed as part of the 2020-21 adopted capital works program included: - Bridges Hill Park Playground - Cessnock Regional Recreation Precinct Access Improvements - East End Oval Upgrades - Cessnock Cemetery signage renewal - Aberdare Lawn Cemetery columbarium wall installation - Bluey Frame Park Weston upgrade - Commencement of the Cessnock Pool Splash Pad - Greta Central Oval amenities renewal - Mount View Park - floodlighting improvements - Miller Park - third cricket wicket, long jumps, drainage works, irrigation, facility upgrades (awning & spectator seating), cricket player amenities building Projects underway, but not yet completed include - Carmichael Park masterplan (boundary adjustment before fencing can be completed - as per Council resolution), Miller Park Community Hub, Miller Park rebound wall, Miller Park children's bike circuit, Miller Park sight screens.			
3.2.4 Provide and maintain recreation facilities, streetscapes and public open space			Complete
<b>3.2.4.a</b>	<b>Undertake routine maintenance in accordance with schedules.</b>	100%	
Works were completed in line with schedules where resources permitted.			

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

### Objective 3.3:

## Better waste management and recycling

### Waste management

Council adopted the Waste and Resource Recovery Strategy 2020-2025 on 17 June 2020. The Strategy aims to provide a sustainable cost effective waste service to the Cessnock community, while prioritising waste minimisation and complying with environmental, safety and legislative obligations. Objectives of Strategy are to:

- increase waste diversion from landfill through greater resource recovery.
- change community waste generation and disposal behaviours by encouraging waste avoidance and a circular economy.
- reduce litter and illegal dumping in our bushland areas.
- improve services to manage problem wastes.
- deliver efficient waste services to the community.

Divided into 8 focus areas the Strategy has 37 actions.

### Kerbside Services:

Council provides a 3 bin kerbside waste service (comprising of weekly waste and fortnightly recycling and garden organics) to 24,344 properties in the LGA. In 2020-21.

### Cessnock Waste Management Centre:

The waste transfer station at the Cessnock Waste Management Centre opened in October 2017 providing residents with a modern, safer and more convenient facility. The waste transfer station features:

- A series of drop off areas for disposal of different recyclable materials including garden organics, bricks and concrete, metal items, mattresses, e-waste, paints, oils and batteries.
- Ease of one way traffic flow with slip lanes around individual drop off areas.
- Sealed, undercover load/unload area.
- A separate road network for operational vehicles.

In NSW, waste facilities and landfill sites are licenced by the NSW Environmental Protection Authority (EPA). As part of this licence:

- Every tonne must be recorded via a weighbridge (providing accurate records and recording both waste and recyclables).
- A monthly return must be provided to the EPA of tonnes received (from weighbridge records).
- The NSW State Waste Levy of \$146.00 (in 2020-21) for every tonne received must be paid to the State Government.

Every part of the waste management service whether it is recycling or landfill has a cost component that applies to all users. The most effective way to reduce the cost impact is through recycling and diverting material from landfill. Councils 2020-21 waste levy contribution was \$4.25 million a saving of \$0.35 million on 2020-21.

During 2020-21 the transfer station diverted:

- 3,849 tonnes of materials sent offsite for recycling.
- A diversion of 29.7% from landfill.

## Operational Plan Performance

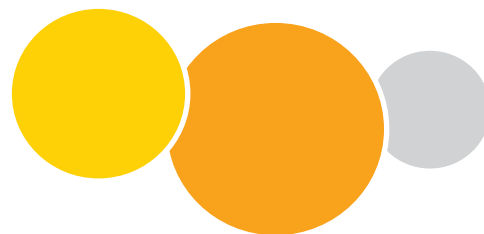


OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
<b>Objective 3.3 Better waste management and recycling</b>			
3.3.1 Construct and introduce a waste transfer station at Council's Waste Management Centre			Completed
<b>3.3.1.a</b>	<b>Design a permanent Administration and Education Centre, including staff amenities, for the waste transfer station and landfill operation.</b>	Carry forward	
Intermediate arrangements and staff amenity buildings introduced whilst final design of building and landfill closure plan determined. Design & call for design quotation to be carried forward for completion in 2021-22.			
<b>3.3.1.b</b>	<b>Replace storage facility at waste transfer station to allow for additional recyclable materials.</b>	Carry forward	
Regulatory services confirm an exempt development status, so that demolition and replacement of the subject shed can proceed without the need for DA. Quotation for demolish, design and construct to be actioned by 2nd quarter 2021-22. Normal operation is not impacted by this delay.			
<b>3.3.1.c</b>	<b>Review EPA licence options for the waste transfer station.</b>	100%	
Options have been considered in relation to applying for a separate license for the waste transfer station, and it is not considered beneficial at this stage. Minor variations to the landfill license have been approved by the EPA.			
3.3.2 Commence construction of the landfill extension project			Complete
<b>3.3.2.a</b>	<b>Secure and commence management of Biodiversity Offset area.</b>	100%	
Fencing has commenced on the site. Draft sign imagery obtained. Surveyor commenced 88B instrument			
<b>3.3.2.b</b>	<b>Commence clearing of landfill extension area to access operational cover material for landfill.</b>	100%	
Biodiversity offset area secured with fencing and signage to be completed within financial year. The License variation ie: additional lift/void space has allowed the development program to be delayed without consequence to operation and allow budget to build.			
3.3.3 Continue implementation of the priority projects from the Waste Management Strategy 2014-19 and the EPA Waste Less Recycle More program			On track
<b>3.3.3.a</b>	<b>Continue to appropriately manage problem wastes to reduce potential pollution to the environment.</b>	100%	
Investigation identified opportunities and issues with expanding the problem waste events. Support to expand problem waste events to include a community free tyre drop off event. A collection contractor, event hub and date to be determined.			
<b>3.3.3.b</b>	<b>Develop policies and procedures to increase the efficiency of waste services.</b>	Carry forward	
New procedures introduced included Electronic system for management of CRM in the Support Ute, Multi bin identification program with stickers now to be rolled out July 21. New Waste policy out for consultation and be reported early in the 2021-22 Operational Plan			
<b>3.3.3.c</b>	<b>Project manage the development of waste management and recycling facilities in accordance with the Waste Management Strategy.</b>	100%	
Provided advice as required in line with the Waste Facilities Construction Program.			

Note: *2017-21 Progress* relates to the overall 2017-21 Delivery Program  
*2020-21 Result* relates to the 2020-21 Operational Plan

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
3.3.4 Update the Waste Management Strategy for the period 2020-24			Complete
<b>3.3.4.a</b>	<b>Implement a waste avoidance and reuse community engagement program targeting attitudes to consumption.</b>	100%	
	The Waste Avengers blog on Council's website has been designed and rolled out. Implementation of the program has shown there is interest in waste avoidance in the community however, the blog has constrained engagement due to the inability to respond quickly and effectively to readers and has ultimately shown that a blog on Council's website is not a suitable platform. The program needs to be re-imagined and molded to test on social platforms such as Facebook.		
<b>3.3.4.b</b>	<b>Investigate opportunities to increase resource recovery at the waste management centre.</b>	100%	
	Continue to look at opportunities however, it is becoming increasingly obvious that storage and processing equipment are constraints to these materials with small gains. Investigation will continue to consider economies of scale and potential to work collectively.		
<b>3.3.4.c</b>	<b>Develop a reuse program at the waste management centre to divert waste from landfill.</b>	100%	
	Planning is well underway, purchase order for storage container, hardstand area is in place, risk assessment has been completed, a procedure has been finalised, a design style is underway with the Communications team. A trial of the program has not been completed due to staffing and Covid restrictions. Aiming for trial 'Choose to Reuse Bargain Day' by 30 September 2021.		
<b>3.3.4.d</b>	<b>Undertake a cost benefit analysis for the operation of Greta Transfer Station.</b>	100%	
	Report WI22/2021 presented to April 2021 Council Meeting with recommendations.		
3.3.5 Continue to implement programs that target litter and illegal dumping			Complete
<b>3.3.5.a</b>	<b>Participate in the regional illegal dumping (RID) squad.</b>	100%	
	Council is foundation member of the regional squad. Adopted regional program delivered		
<b>3.3.5.b</b>	<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.</b>	100%	
	10 community sites, 11 schools and 3 youth groups participated in Clean up Australia Day removing 20.58 tonnes of litter and illegal dumping.		
<b>3.3.5.c</b>	<b>Undertake illegal dumping cleanups and prevention programs, subject to grant funding.</b>	100%	
	Fencing and other deterrent actions have been completed at numerous hotspots across the LGA component of the grant project is now complete and planning is underway for the clean-up of the hotspot site (adjacent CWMC). A blitz event involving local Police, the NSW EPA, the regional Illegal Dumping taskforce, and National Parks was held 5 June with further events planned in the future. The event successfully engaged with numerous locals, strengthened local partnerships around illegal dumping.		

Note: *2017-21 Progress* relates to the overall 2017-21 Delivery Program  
*2020-21 Result* relates to the 2020-21 Operational Plan



## DELIVERY PROGRAM MEASURES

Measures	Context/Benchmark	Base	Target	2020-21 Result	Comment
Engagement of community in biodiversity, sustainability and natural resource matters	This measure is the number of people engaged in biodiversity, sustainability and natural resource workshops, presentations and consultation.	N/A	1,000	625	No events held between July - January due to COVID-19. Compost giveaways in October, November and April. 6 Library Sustainability talks undertaken during February and March. Topics of Avoiding Food Waste, Re-thinking your Wardrobe, Recycle Right Refresher, Our Garden Organics, Recycled Kitchen Garden and Native Wildlife Backyard covered. 57 of 92 registered attended (62% attendance rate). 4 Autumn biodiversity walks. 5 businesses registered for Green Caffeem program with 205 customers using and 1,362 single use cups saved.
Environmental health and protection inspections	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%	100%	100% of the scheduled routine OSSM inspections were completed (557 of 557) meeting the base target >80%.
Completion of Capital Works Program - Recreation	This measure is the number of completed projects divided by the total number of projects of the adopted Recreation & Buildings Capital Works Program.	64%	>85%	72%	Delivery has increased from 64% and is trending in the right direction for the 85% target.
Waste & Recycling	This is a measure of the number of tonnes recycled and re-processed via the kerbside recycling and organics collection service.  The kerbside recycling service was provided to 21,022 properties in 2015-16.  This measure is sourced from Hunter Resource Recovery.	5501 tonnes 2015-16	11,300 tonnes	Recycling : 3,517.98 tonnes Organics: 7,223.17 tonnes Ave diversion: 38%	Kerbside recycling tonnages are down as a result of the successful introduction of a Container deposit scheme which continues to remove can, glass and plastic from the recycle bin. Organics is up from 5090 tonnes in the previous year to 7223 to favorable weather conditions increasing growth of vegetation. Overall diversion was down from 40% to 38%.
Waste & Recycling	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.	21,022 2015-16	21,500	24,344	Kerbside bin collection services have increased from 22600 in 2019-20 to 24,344.



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 has undertaken 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



Hart Road, Loxford roundabout construction completed



**9.48km**  
total length  
of road renewed



**\$21,777,938**  
spent on capital  
works projects



Bridges Hill Park Completed



**\$2,751,028**  
invested in bridges

**Projects**

- ✓ Gingers Lane, Weston road reconstruction
- ✓ Branxton Town Centre upgrade
- ✓ Information bays in Abermain, Pokolbin and Lovedale



**\$8,107,726**  
worth of road  
renewal jobs



Paynes Crossing Bridge Completed

## Objective 4.1:

# Better transport links

## Traffic and transport

Cessnock, like many regional NSW local government areas, is a well-connected collection of towns and villages of varying sizes. With the regional city of Newcastle to the east, its strong mining base, and its Hunter Valley wineries, Cessnock has a robust economic base which is leading to growth. This growth is expected to introduce further traffic and parking demands which need to be managed in a way to encourage greater use of sustainable modes and ensure the liveability of local communities is maintained.

With the opening of Hunter Expressway, travel time from Cessnock to surrounding employment centres including Newcastle and Lake Macquarie have almost halved. This improved access, along with affordable property market and social and lifestyle benefits, has resulted in a trend of people migrating to Cessnock.

Council has identified areas within the Cessnock transport network with capacity issues. Some routes are experiencing heavy traffic movements, and consequential increased delays to the road users.

In response to expected population growth with consideration to land use and urban characteristics and

associated increase in travel demand, Cessnock City Council initiated the development of a LGA traffic and transport strategy. The Cessnock Traffic and Transport Strategy 2018 is a comprehensive, integrated transport master plan for the City that will guide transport decision-making in Cessnock.

## Cessnock airport

Cessnock Airport is located in the vineyards area on Wine Country Drive at Pokolbin, approximately seven kilometres north of Cessnock.



The Cessnock Airport Strategic Plan has been developed to identify ways in which the Airport can further develop as an aerodrome business hub that works with and contributes to the economic growth of the region.

The success of this Airport lies in the fact it already has a point of difference in the market place due to its central location to the vineyards of the Hunter Valley and the current varied user base, and this should be further developed.

The key principles upon which this Plan is based are;

- Implement a safe, secure and environmentally suitable airport;
- Construct a well-planned airport;
- Develop sound asset management and business practices;
- Ensure strong financial viability and sustainability factors; and,
- Focus on branding and marketing.

*Photo : Cooper Street Cessnock*

## Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
<b>Objective 4.1 Better transport links</b>			
4.1.1 Advocate for increased road, public and community transport and associated infrastructure funding			Complete
4.1.1.a	Prepare applications for available grant funding to improve commuter, freight and tourism transport links.	100%	
4.1.1.b	Prepare funding applications for upgrades of public transport stops	100%	
4.1.2 Commence implementation of the Traffic & Transport Strategy			Complete
4.1.2.a	Continue investigate and design for high priority projects from the Traffic & Transport Strategy.	100%	
Reviewed City Wide Contributions Plan for alignment with high priority strategies from the Traffic & Transport Strategy. Conducted consultation regarding intersection treatments for the entry to the Bellbird North URA - intersection Wollombi Road and Abbottsford Street, Bellbird.			
4.1.3 Commence implementation of the Pedestrian Access & Mobility Plan			Complete
4.1.3.a	Implement the following high priority pathway project from the Pedestrian Access & Mobility Plan.	100%	
Scoped additional pathway First Street, Weston from Station Street to Government Road for construction in FY 2121-22.			
4.1.4 Commence implementation of the Cycling Strategy			Complete
4.1.4.a	Investigate and design the following high priority project from the Cycling Strategy.	100%	
Completed construction of Cumberland Street between Cooper Street and Hall Street, Cessnock. Scoped additional shared path on Cumberland Street between Hall Street and Bridge Street for construction in FY 2021-22.			
4.1.4.b	Commence implementation of the Trails Strategy.	100%	
A1.4 - Council Officers continue to advocate for the Richmond Vale Rail Trail (RVRT) and other trails with National Parks & Wildlife Service (NPWS). A full day site visit throughout NPWS land including Werakata National Park and Stockrington State Conservation Area was held with NPWS in September.			
4.1.5 Contribute to the investigations and planning for the Richmond Vale Rail Trail			Complete
4.1.5.a	Progress the trail concept development for the Richmond Vale Trail where resources permit.	100%	
Engagement with impacted landowners is near completion. Site meetings have now been held with all but one property owner. Community engagement is due to commence once lockdown restrictions are lifted and landowner engagement is complete.			
4.1.5.b	Participate in the Richmond Vale Rail Trail working group.	100%	
All meetings held of the Richmond Vale Rail Trail Working Group have been attended by Council Officers and engagement continues to be undertaken with both the City of Newcastle and Lake Macquarie City Council outside of this.			
4.1.6 Continue implementation of the Cessnock Airport Strategic Plan. (No Programmed action 2019-20)			Ongoing/On track
4.1.7 Complete the preparation of a City Wide Section 94 Contributions Plan.			Completed
4.1.7.a	Review all existing Planning agreements.	100%	
4.1.7.b	Progress the review of the Huntlee Planning Agreement.	Carry forward	
Delayed as a result of the sequencing of modification to the principal State approval for the site and the proponent working through identified issues.. Review now proceeding			
4.1.7.c	Commence the 1st review of the Cessnock Wide Infrastructure Contributions Plan.	Carry forward	
Resourcing and project priorities, including involvement, managing a number of significant Land and Environment Court Cases, has seen this project delayed. Draft revised contributions plan scheduled for Council consideration in late 2021.			
4.1.5 Adopt the City Wide Section 94A Contributions Plan.			Completed

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

Objective 4.2:

## Improving the road network

### Roads

The Cessnock local government area contains, 1,080 kilometres of road network, 76 road bridges, 73 major culverts, 45 foot bridges and 175 kilometres of storm water drainage which are under Council's care and control.



Photo : Gingers Lane Roadworks

Around two-thirds of the roads in the local government area are sealed, while the other one-third is unsealed.

The road maintenance and construction schedules can be viewed on Council's website and are updated regularly.

### Public works

The condition of the infrastructure under Council's control, an estimate of the expenditure to bring it up to a satisfactory standard and the maintenance expenditure incurred during 2020-21 is included in Special Schedule - Report on Infrastructure Assets of Council's financial reports.

The financial reports, together with the auditor's reports, form part of this report and can be viewed at the Administrative Offices, 62-78 Vincent Street, Cessnock or online at [www.cessnock.nsw.gov.au](http://www.cessnock.nsw.gov.au).

### Work on private land

Under Section 67 of the *Local Government Act, 1993*, Council may, by agreement with the owner or

occupier of any private land, carry out on the land any kind of work that Council may lawfully undertake.

Council undertook the following works during 2020-21:

Private Works on Public Land	NIL
Public Works on Private Land	NIL



## Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 4.2 Improving the road network			
4.2.1 Develop prioritised capital works programs in line with adopted asset management plans			On track
4.2.1.a	Develop prioritised capital works programs in line with adopted Asset Management Plans.	100%	
4.2.1.b	Review and update Road Network Asset Management Plan.	Carry forward	
Not progressed due to resources allocated to finalisation of condition data for roads from 2019-20 FY.			
4.2.2 Deliver prioritised on-ground capital works and maintenance programs			On track
4.2.2.a	Undertake in-house design and document road work, bridges and culverts to meet required services levels for Capital Works Program.	100%	
Completed Investigation and Design to facilitate the Capital Works Program.			
4.2.2.b	Contribute to delivery of the annual Capital Works Program.	100%	
4.2.3 Continue to improve support services and facilities to assist works delivery and service provision			On track
4.2.3.a	Complete the priority projects from the heavy plant and equipment service improvement project.	100%	
Final review identified high utilisation of contract excavators. Council report submitted for additional Plant Operator to replace contract operators with associated cost savings identified in conjunction with Plant and Fleet SIP.			
4.2.3.b	Progress the improvements identified in the Depot Masterplan.	100%	
All proposed works completed.			
4.2.4 Work with the State Government to develop a land use strategy for the Hunter Expressway corridor.			Completed

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

## Capital works program

Capital works and improvement projects include expenditure on the acquisition and construction of new infrastructure assets and the augmentation or improvement of existing infrastructure assets.

Program 2020-21	Adopted Budget	Revised Budget	Actual
<b>Buildings</b>			
Cultural and Community Buildings Construction Program (CBC)	197,000	207,000	224,215
Recreation Buildings Construction Program (CBR)	-	288,774	288,307
Recreation Buildings Renewal Program (RBR)	197,700	236,999	200,272
Cultural and Community Buildings Renewal Program (RBC)	387,026	797,456	441,332
SUB-TOTAL	781,726	1,530,229	1,154,126
<b>Other Infrastructure</b>			
Airport Construction Program (PCA)	20,000	149,305	129,296
Airport Renewal Program (PRA)	107,000	297,000	322,875
Waste Facility Construction Program (CFW)	539,000	424,000	95,000
SUB-TOTAL	666,000	870,305	547,171
<b>Recreation and Parks</b>			
Cemetery Facilities Construction Program (CFC)	35,000	35,946	32,999
Cessnock Civic Precinct Revitalisation Prog. (RCC)	1,049,018	2,158,495	2,188,480
Pool Facilities Renewal Program (RFP)	1,168,030	1,006,366	807,679
Recreation Facilities Construction Program (CFR)	884,469	961,011	639,781
Recreation Facilities Renewal Program (RFR)	181,000	218,767	140,935
SUB-TOTAL	3,282,517	4,344,639	3,776,876

Program 2020-21	Adopted Budget	Revised Budget	Actual
<b>Roads, Bridges and Drainage</b>			
Branxton Town Centre Program (CTB)	-	641,919	391,595
Bridge Construction Program (CBS)	5,826,734	6,050,079	2,751,028
Drainage Construction Program (CDR)	1,954,399	1,586,592	663,301
Floodplain Management Program (PMF)	49,000	495,286	349,768
Gravel Rehab & Resheeting Program (RRG)	352,800	352,800	266,488
Kurri Town Centre Program (CTK)	4,253,900	3,595,735	586,533
Local Road Construction Program (CRL)	4,641,485	7,908,585	5,771,537
Local Road Renewal Program (RRL)	2,490,267	4,199,043	1,549,142
Pathways Construction Program (CPW)	594,100	2,736,453	759,058
Regional Road Renewal Program (RRR)	1,291,100	1,115,159	588,558
Safer Roads Program (RMS Blackspot) (CRR)	1,151,400	1,594,900	430,433
Signage Program (CRV)	1,948,876	1,900,490	1,858,490
Traffic Facilities Program (CFT)	353,800	504,107	468,556
SUB-TOTAL	24,907,861	32,681,149	16,434,488
<b>TOTAL</b>	<b>29,638,104</b>	<b>39,426,322</b>	<b>21,912,661</b>

Note: see page 98 for details of Special Rate Variation expenditure

\* This includes revotes and carryovers from 2020 financial year.

## Objective 4.3:

# Improving access to health services locally

## Community health and wellbeing

Council's Health and Well-Being Plan (2017-21) was in its last year of delivery and provides localised actions that encourage healthy environments, liveable communities and wellbeing. Council was an active participant in the following networks:

- Cessnock Healthy Lifestyle Network, which aims to increase opportunities amongst community members to lead a healthy lifestyle.
- Cessnock Domestic and Family Violence Network, which works in partnership to identify and respond collaboratively to domestic and family violence.
- Cessnock Community Drug Action Team (CDAT), a community group that leads local activities to engage at-risk youth, educate parents and the wider community through activities and campaigns aimed at reducing alcohol-fuelled violence and drug use.
- Crime Prevention.

Council had involvement in the 2020 Kawuma Walks campaign, 'Cut it Out' hairdresser information and awareness raising breakfast and 16 Days of Activism 'Love Bites' poster exhibition to help raise awareness of Family and Domestic Violence in the community.

'Lunchtime Specials' a place activation program of live music, roving performers, and community art, funded through NSW Government Summer Fund grant program was delivered in the Cessnock Central Business District in April.



## Operational Plan Performance

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 4.3 Improving access to health services locally			
4.3.1 Advocate for health services on behalf of the community			Complete
<b>4.3.1.a</b>	<b>Healthy eating programs for young people are delivered at the Cessnock Youth &amp; Outreach Service (CYCOS) building.</b>	100%	
CYCOS in 2020 was awarded a NSW Government Stronger Country Communities Fund Round 3 Grant for a kitchen upgrade. The administration requirements with accepting the grant funding for the kitchen upgrade was finalised during the reporting year and the works commenced in 2021. The works are almost complete and will be finalised during the next reporting period as part of the capital works program. CYCOS in 2021 partnered with Hunter New England Health to deliver a healthy eating cooking program with young parents and was held Term 2.			

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan



## DELIVERY PROGRAM MEASURES

Measures	Context/Benchmark	Base	Target	2020-21 Results	Comment
Asset Management Maturity	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	Core	Progressed Road Network Condition Survey.
Completion capital works program - roads, bridges and drainage	This measure is the number of completed projects divided by the total number of projects of the adopted Roads, Bridges & Drainage Capital Works Program.	84% 2015-16	>85%	62%	Significant amount of grants were received in the 2020-21 FY which required reprioritisation of the Capital Works Program and therefore affected delivery.
Asset Renewal	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%	59.22%	Updated from the annual financial statements.
Infrastructure Backlog	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%	3.7%	Updated from the annual financial statements.
Asset Maintenance	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%	101.34%	Updated from the annual financial statements.



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 has undertaken 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



**11,118**

customers were helped at the Customer Service counter in Councils Cessnock administration building



**84,150**

calls were received by Customer Service - A **25% increase** on last year!



**27,899**

customer requests were resolved



**11,000+**

Facebook followers

**900+**

Instagram followers

**2500+**

Twitter followers



**1,120,801**

visits to the Cessnock City Council website

## Objective 5.1:

# Fostering & supporting community leadership

## Councillor payments and expenses

Council has in place a Councillors' Expenses & Facilities Policy that governs the expenses paid and facilities provided to the Mayor, Deputy Mayor and Councillors in the discharge of their civic duties. The Councillors' Expenses & Facilities Policy is published as a separate document and can be viewed at the Administration Office, 62-78 Vincent Street, Cessnock or online at [www.cessnock.nsw.gov.au](http://www.cessnock.nsw.gov.au).

In 2020-21 the cost of nominated expenses incurred by and facilities provided to Councillors was \$33,121. This includes domestic travel expenses such as accommodation and registration fees for seminars and conferences, as well as office administration such as telephones, postage, meals and refreshments. Annual fees were paid to the Mayor and Councillors as required by the *Local Government Act 1993* and in accordance with the determination of the Local Government Remuneration Tribunal.

The following summary shows the amount expended during the year on Mayoral fees and Councillor fees, the amount expended on provision of facilities for use by Councillors and the payment of Councillors' expenses.

Mayoral and Councillor fees for the year 2020-21 were fixed within the range of fees established by the Local Government Remuneration Tribunal. The Mayoral fee was fixed at \$45,360 and the Councillor fee at \$20,800.

## Overseas visits

In 2020-21 there were no overseas visits by elected Councillors.

Councillor Payments and Expenses		AMOUNT
Mayoral Fees		\$45,358
Councillor Fees		\$265,200
Breakdown of Mayoral and Councillor's Expenses		
Provision of dedicated office equipment, including laptop computers, mobile phones, telephone, fax and installation of internet access and vehicle running expenses		\$17,881
Telephone calls, including mobiles, landlines, fax and internet services		\$5,112
Spouse/ Partner Accompanying Person		NIL
Conferences and Seminars		\$3,962
Training and Skill Development		\$3,520
Interstate Travel		NIL
Overseas Travel		NIL
Meetings - Travel		\$7,459
Care and Other Related Expenses		NIL
<b>TOTAL</b>		<b>\$37,934.00</b>

## Councillor induction and professional development

In 2020-21 there were no induction programs held for elected Councillors, however professional development continued with both in-house and structured training.

Briefings were provided once per month in regard to matters to be discussed at the following Council Meetings and individual Councillors attended various seminars and conferences as required in addition to the in-house professional development and training offered below.

Councillor Attendance	Date	Councillor
Fraud and Corruption Training - ICAC	12 August 2020	B Pysent, A Burke, R Doherty, P Dunn, J Fagg, D Fitzgibbon, D Gray, M Lyons, A Sander, A Stapleford, J Suvaal
LGNSW Annual Conference (Online)	23 November 2020	B Pysent, D Gray, A Stapleford, J Suvaal
Changes to Code of Conduct	14 December 2020	B Pysent, A Burke, R Doherty, P Dunn, D Fitzgibbon, D Gray, M Lyons, A Sander, A Stapleford, J Suvaal
Public Speaking and Presentation Skills	24 March 2021	B Pysent, P Dunn, D Fitzgibbon, M Lyons, A Sander, A Stapleford, J Suvaal
GIPA and Copyright	31 March 2021	B Pysent, A Burke, D Fitzgibbon, A Stapleford, J Suvaal
Communicating Council Priorities	28 April 2021	P Dunn, D Fitzgibbon, D Gray, A Sander
Community and Stakeholder Engagement	26 May 2021	R Doherty, P Dunn, D Fitzgibbon, A Stapleford, J Suvaal

## Councillor attendance at Council meetings 2020-21

Ordinary meetings of the Council are held in the Council Chambers on the third Wednesday of each month commencing at 6.30pm, with the exception that there is only one meeting scheduled for November and no meetings held in December and January.

In response to ongoing risk management associated with the COVID-19 pandemic Council resolved to reduce the number of Ordinary meetings to one meeting per month.

Under Public Health Orders, Council meetings were closed to the public for the August, September and October 2021 meetings, but were broadcast via Council's website.

Below is a record of attendance for meetings held from 1 July 2020 to 30 June 2021.

COUNCIL MEETINGS 2020-21													
Councillor	19 Aug	16 Sep	21 Oct	18 Nov	9 Dec	17 Feb	17 Mar	21 Apr	19 May	16 June	Ext Ord 5 Aug	Ext Ord 28 Oct	Total
B Pynsent	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12/12
A Burke	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12/12
M Dagg	✓	●	✓	✓	●	●	●	✓	✓	Resigned			5/12
R Doherty	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	●	✓	11/12
P Dunn	✓	✓	✓	✓	●	✓	✓	✓	✓	✓	✓	✓	11/12
J Fagg	✓	✓	●	✓	✓	✓	●	✓	✓	✓	✓	✓	10/12
D Fitzgibbon	✓	✓	✓	●	✓	✓	✓	✓	✓	✓	✓	✓	11/12
D Gray	✓	✓	✓	✓	●	✓	✓	✓	✓	✓	✓	✓	11/12
M Lyons	✓	✓	✓	✓	✓	✓	✓	✓	●	✓	✓	✓	11/12
I Olsen	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12/12
A Sander	✓	✓	✓	✓	✓	✓	✓	✓	●	✓	✓	✓	11/12
A Stapleford	✓	✓	✓	✓	✓	✓	✓	●	✓	✓	✓	✓	11/12
J Suvaal	✓	✓	●	✓	✓	✓	●	✓	✓	✓	✓	✓	10/12
<b>Total present</b>	<b>11</b>	<b>13</b>	<b>12</b>	<b>11</b>	<b>13</b>	<b>10</b>	<b>12</b>	<b>10</b>	<b>12</b>	<b>11</b>	<b>13</b>	<b>11</b>	

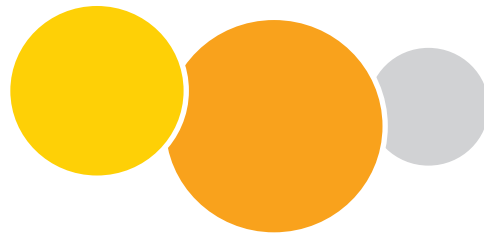
- ✓ Present
- Apology
- Leave of Absence

# Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 5.1 Fostering & supporting community leadership			
5.1.1 Foster professional development of Councillors			
<b>5.1.1.a</b>	<b>Prepare a cost-effective professional development program based on the skill requirements and feedback from Councillors.</b>	100%	Complete
Councillors have received training in Community Priorities, Stakeholder Engagement, Public Speaking and Presentation Skills, GIPA Awareness, This was all training as outlined in the Training Plan adopted in December 2020. Training information and attendance by Councillors to be reported to Council in August 2021.			
	5.1.2 Conduct pre-induction and induction programs for the 2020 local government election		Delayed

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan



## Objective 5.2:

# Encouraging more community participation in decision making

## Public participation

Council is a strong advocate of community consultation and uses this process to ensure it is meeting the community's needs and establishing the type of future the residents of Cessnock LGA desire.

Residents are welcome to contact Council in person, by telephone, in writing or via social media with their views or suggestions for improving the local government area.

Council seeks public comment on important matters. This may be by way of public meetings, public exhibitions or more formalised public hearings. Details of all public meetings and exhibitions are published in local newspapers or on Council's website.

The elected Council considers all policy matters at Council meetings which are open to the public. Under Public Health Orders Council meetings were closed to the public for the duration of the lockdown, but were broadcast via Council's website. Council's Code of Meeting Practice makes provision for members of the public to address Council meetings and prescribes the framework for such participation.

## Council and committee meetings

The elected representatives comprise the governing body of the Council. The role of the elected Council is to set the strategic direction and determine policies of Council. The decisions of the Council are formalised through the meeting process.

Council has regular meetings in the Council Chambers on the third Wednesday of each month commencing at 6.30pm, with the exception of December and January each year.

Council can also appoint various sub-committees and "sunset" committees to carry out selected tasks.

- Council can form Committees and determine their functions, powers, membership and voting rights. Membership of a Council Committee is not restricted to Councillors.
- A Council Committee could be advisory or it could have decision-making powers as delegated by the Council.
- Advisory Committees or Sub-Committees are common and usually have the power to make recommendations but not make decisions. The recommendations of Advisory Committees can assist a Council in making informed decisions on complex matters.

Council has a Code of Meeting Practice which provides comprehensive details of meeting procedure. A copy of the Code is available on request at Council's Administration Building or on Council's website at: [www.cessnock.nsw.gov.au](http://www.cessnock.nsw.gov.au)



## Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 5.2 Encouraging more community participation in decision making			
5.2.1 Commence implementation of the priority projects from the Communications & Engagement Strategy			Complete
5.2.1.a	<b>Review and updated the Communications &amp; Engagement Strategy.</b> The Community Engagement Strategy was adopted by Council on 16 September 2020.	100%	
5.2.1.b	<b>Develop a toolkit and checklist to undertake effective community engagement, which support projects, programs and services provided by Council.</b> A toolkit and checklist was established on 24 September 2020 and is available via Council's intranet and electronic records management system. They have been promoted regularly through Council's internal newsletter 'The Roundabout', screen savers and induction of new staff.	100%	
5.2.1.c	<b>Increase opportunities for our Council to collaborate with community members.</b> A range of methods have been developed and implemented in consultation with key stakeholders. The methods increased the reach of engagement within our communities, and many were adapted to address public health orders associated with COVID-19. Examples include: easy English and plain English surveys for people with low literacy levels, online discussion panels; alternate options to normal public exhibition submissions eg guided submission forms and submissions via interactive map; art-based and creative submissions; pop-up sessions; online town hall meetings and forums; social media polls; one on one and small group conversations with staff; stakeholder-specific workshops; mapping sessions etc. A Community Reference Group Terms of Reference and Nomination Form template was completed in August 2020 and has been used to establish five community reference groups this financial year.	100%	
5.2.1.d	<b>Undertake engagement with stakeholders, residents, community members/groups and businesses regarding Council projects, programs, strategies and services.</b> An online 'Have Your Say' engagement hub was established as part of Council's website and has received 27,744 pageviews to 30 June 2021.	100%	
5.2.2 Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the local government area			Complete
5.2.2.a	<b>Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the LGA.</b> The Mayor and General have attended meetings regularly and participated in the Strategic Planning work-shops in June 2021.	100%	
5.2.3 Continue to monitor and respond to the State Governments local government reform program to improve the financial sustainability of councils			Complete
5.2.3.a	<b>Monitor and respond to the State Government's local government reform program.</b> Majority of focus throughout the year was directed to Federal and State Government initiatives for management of the Coronavirus pandemic. Submissions have been made on appropriate Office of Local Government reports including the effect of Population Growth on the Rate Peg as well as the Rate Reform legislation.	100%	
5.2.4 Continue to support and monitor the operations of Section 355 committees			Complete
5.2.4.a	<b>Meet with groups on a regular basis and provide assistance where required.</b> Ongoing support has been provided to s355 committee's for capital works projects, grant applications and COVID-19 enquiries with changes to the Public Health Orders. The operations manual has been under review and will be rolled out when new committees are elected following the Local Government elections.	100%	

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan



## Objective 5.3:

# Making council more responsive to the community

## Customer service

Council receives a wide range of requests and/or enquiries in relation to services and facilities provided to our community.

During 2020-21 Council responded to a total of 27,199 customer requests and 84,150 service calls from community members, councillors, businesses and external government agencies. Our Contact Centre's achieved a service standard of 71.44% and provided a first call resolution for 83% of calls received.

In addition, countless general enquiries and questions are dealt with directly by Council staff and are not recorded or included in the above figures.

During the year our Contact Centre expanded methods for customer engagement, providing a call back option and live web chat.

During 2020-21 our Customer Relation Team was recognised for the following:

- Highly Commended for Customer Service Team of the Year at the 2019 National Local Government Customer Service Network Awards.
- Mystery Customer Ranked 2nd telephone, Ranked 5th Walk-Ins, Ranked 7th Overall experience – Benchmark NSW Local Government.
- Presented at the Customer Contact Network New Zealand CCNNZ webinar on our Council's success on transitioning our Contact Centre to remote operations.
- Highly Commended for Excellence in People and Culture at the NSW Local Government Excellence Awards.

## Privacy and personal information

Council has adopted a Privacy Management Plan to meet its legislative requirements under the *Privacy and Personal Information Protection Act 1998 (NSW)*, to confirm Council's commitment to privacy protection, and

to outline Council's practice for dealing with privacy and personal information in accordance with the Information Protection Principles.

Council also uses the Privacy Management Plan to comply with the Health Privacy Principles as set out in the *Health Records and Information Privacy Act 2002 (NSW)*.

During the 2020-21 period Council received five (5) privacy review applications.

## Public interest disclosures

Council adopted a Public Interest Disclosure Policy on 19 October 2011.

Council has met its obligations in relation to staff awareness of its Public Interest Disclosures Internal Policy by delivering organisation-wide training to all staff and Councillors and incorporating this information into the standard staff induction process.

Council makes our Policy available to all staff via a link on the intranet. The intranet site also contains factsheets and a link to the NSW Ombudsman website.

During the 2020-21 period, the following disclosures were made under the Policy:

Number of public officials who made Public Interest Disclosures	0
Number of Public Interest Disclosures received	0
Of the Public Interest Disclosures received, number primarily about:	0
<ul style="list-style-type: none"> <li>• Corrupt conduct</li> <li>• Maladministration</li> <li>• Serious and substantial waste</li> <li>• Government information contravention</li> <li>• Local government pecuniary interest contravention</li> </ul>	0
Number of Public Interest Disclosures finalised	0

## Accessing council documents

Members of the public are entitled to have access to government information Council holds under the *Government Information (Public Access) Act 2009 (NSW)* (the GIPA Act).

The GIPA Act provides public access to government information, and favours disclosure of information unless there is an overriding public interest against disclosure.

Open access information (or mandatory release information) must be published on Council's website, unless to do so would impose unreasonable additional

costs especially if it can also be made available in another way. At least one of the ways in which Council makes the open access information publicly available must be free of charge.

The GIPA Act establishes four ways to access information:

1. Open Access (e.g. obligatory publication of information on the web)
2. Proactive release (e.g. certain publications and application tracking)
3. Informal release (e.g. development consents post 1 July 2010)
4. Formal Access (e.g. complaint information)

Open access information includes the following:

- Council's Agency Information Guide
- policy documents
- Annual Report
- a register of Council contracts
- Council business papers
- Information can generally be made available free of charge although you may have to pay reasonable photocopying charges if you want your own copy.

If you have a simple request that can be satisfied by reference to a single file or entry in a register Council can usually respond on the spot, and at no charge. However, in the case of a more complex request or

access to third party information, you may be requested to complete a formal access application form to allow Council to process your request.

## Amending council records

Members of the public interested in obtaining access to information or who wish to seek an amendment to the Council's records concerning their personal affairs, should contact Council's Public Information Officer.

If you are unhappy with the accuracy or use of your personal information held by Council you can ask that the information be amended. This can be done by writing to the Public Information Officer outlining the reasons for your request.

Further information regarding Accessing Council Information can be located on Council's website [www.cessnock.nsw.gov.au](http://www.cessnock.nsw.gov.au)

## Additional information

The following processes were reviewed and/or updated during 2020-21:

- Council's Access to Information Page has been reviewed and updated.
- A new Agency Information Guide was adopted.
- Council's website Privacy page and the GIPA processes in relation to formal and informal GIPA requests were updated.
- All of Council's Open Access Registers were reviewed and updated.

## Government Information (Public Access) Act & Regulation

Council has reviewed its program for the release of government information in accordance with section 7. Details of requests for information received by Council for the year ending 30 June, 2021 are as follows:

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.

Clause 8A	Reviews carried out by the agency	Information made publicly available by the agency
	Yes	Yes

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).

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

Clause 8B	Total number of applications received
	295

Clause 8C	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 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
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	1	0	0	0	0	0	0	0	1	0%
Private sector business	12	47	0	3	0	0	0	2	64	25%
Not for profit organisations or community groups	1	3	0	0	0	0	0	1	5	2%
Members of the public (application by legal representative)	2	12	0	1	0	0	0	1	16	6%
Members of the public (other)	31	116	0	1	0	0	0	4	172	67%
Total	47	178	5	19	1	0	0	8	258	
% of Total	18%	69%	2%	7%	0%	0%	0%	3%		

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

Table B: Number of applications by type of application and outcome*	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications*	9	38	4	3	0	0	0	4	58	22%
Access applications (other than personal information applications)	38	139	1	16	1	0	0	4	199	77%
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0	1	0%
Total	47	178	5	19	1	0	0	8	258	
% of Total	18%	69%	2%	7%	0%	0%	0%	3%		

\* 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 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)	56	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	56	100%
Invalid applications that subsequently became valid applications	41	73%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act	No. 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	No. of times consideration used*	% of Total
Responsible and effective government	2	1%
Law enforcement and security	1	0%
Individual rights, judicial processes and natural justice	155	62%
Business interests of agencies and other persons	91	37%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	249	

Table F: Timeliness	No. of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	251	98%
Decided after 35 days (by agreement with applicant)	4	2%
Not decided within time (deemed refusal)	0	0%
Total	255	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)	Decision varied	Decision upheld	Total	% of Total
Internal review	1	0	1	100%
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	1	0	1	
% of Total	100%	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)	No. of applications for review	% of Total
Applications by access applicants	1	50%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1	50%
Total	2	

Table I: Applications transferred to other agencies	No. of applications transferred	% of Total
Agency - Initiated Transfers	2	100%
Applicant - Initiated Transfers	0	0%
Total	2	

## Audit and risk committee

The Committee operates under the Audit and Risk Committee Charter. The primary role of the Committee is to provide independent advice on risk management, internal control frameworks, legislative compliance and internal audit activities.

The Committee also reviews the external audit opinion and recommendations and other aspects of financial governance and reporting accountabilities.

### Membership

The Audit Committee has five voting members – two Councillors and three independent members, one of whom chairs the Committee.

Councillor Committee members during 2020-21:

- Mayor, Councillor R Pynsent;
- Councillor P Dunn; and
- Councillor M Lyons (Alternate).

Independent members in 2020-21 were:

- Jennifer Hayes (Chair)
- Stephen Coates (external independent member) - term expired December 2020
- Sheridan Dudley (external independent member)
- William Middleton (external independent member) - commenced 2021

The Executive Leadership Team, Manager Finance and Administration and Internal Auditor attend each meeting. Other officers attend when relevant to business conducted by the Committee. A representative of the Auditor General and the contracted external auditor attend most Audit and Risk Committee meetings in person, or via teleconference.

### Meetings

The Committee met four times during 2020-21, in August, November, February and May.

The minutes of each meeting are adopted as a resolution of Council within six weeks of the Committee meeting.

## Senior staff

Statement of the total amount paid to senior staff employed during 2020-21.

	General Manager	Directors x3
<b>Total Value of Salary Component of</b>	<b>\$287,600</b>	<b>\$519,428</b>
<b>Total amount of any bonus payments, performance or other payments that do not form part of salary:</b>	<b>NIL</b>	<b>NIL</b>
<b>Total payable superannuation (salary sacrifice and employers contribution):</b>	<b>\$26,807</b>	<b>\$39,040</b>
<b>Total value of non-cash benefits - Provisions of Motor Vehicle:</b>	<b>\$10,129</b>	<b>\$22,880</b>
<b>Total payable fringe benefits tac for non-cash benefits:</b>	<b>\$9,903</b>	<b>\$22,369</b>
<b>Total Remuneration Package</b>	<b>\$334,439</b>	<b>\$603,717</b>

## Legal proceedings

Summarised below are details of the costs incurred in regard to legal proceedings taken by Council or taken against Council during 2020-21. The result of the proceedings is shown together with the amount of the legal costs incurred.

Matter	Court	Cost 2020-21	Result
Ruby Street Bellbird DA 2011/836	Land and Environment Court	\$ 1,811	Finalised
Ruby Street Bellbird DA 2018/650	Land and Environment Court	\$ 45,394	Finalised
Bridge Street Cessnock DA 2018/261	Land and Environment Court	\$ 7,295	Finalised
Ruby Street Bellbird DA 2018/837	Land and Environment Court	\$ 98,112	Finalised
Ruby Street Bellbird DA 2017/459	Land and Environment Court	\$ 48,161	Finalised
Ruby Street Bellbird DA 2017/460	Land and Environment Court	\$ 82,981	Finalised
Tennant Street Bellbird DA 8/2020/20865/1	Land and Environment Court	\$ 5,678	Discontinued
Millfield Road Paxton DA 8/2020/20648/1	Land and Environment Court	\$ 18,704	Finalised August 2021
Bellbird North Class 4	Land and Environment Court	\$ 53,022	Discontinued
John Renshaw Drive Black Hill DA 8/2018/539/1	Land and Environment Court	\$ 148,588	Ongoing
John Renshaw Drive Black Hill DA 8/2020/123/1	Land and Environment Court	\$ 8,674	Ongoing
Proposed 24 Hour Trading DA 8/2020/20870	Land and Environment Court	\$ 75,660	Awaiting Judgement

During 2020-21 Council incurred costs totalling \$181,560 for legal advice and other related services.

## Rates and charges

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

Rates and Charges Levied and Written Off	
<b>Ordinary Rates</b>	
Residential	\$31,395,333
Farmland	\$2,760,414
Mining	\$1,410,550
Business	\$5,437,804
<b>Total Rates</b>	<b>\$41,004,101</b>
<b>Annual Charges</b>	
Domestic Waste Management Charges	\$14,131,657
Stormwater Management Services	\$536,564
Waste Management Services (non-domestic)	\$893,453
Section 611 Charges	\$27,996
<b>Total Annual Charges</b>	<b>\$15,589,670</b>
<b>Gross Ordinary Rates and Annual Charges</b>	<b>\$56,593,771</b>
<b>Subsidies, Rebates and Write-Offs</b>	
Pensioner Subsidies Received	\$631,950
Pensioner Rebates (Section 575)	(\$1,189,813)
Pensioner Rebates (Section 582)	(\$136,995)
<b>Total Subsidies, Rebates and Write-Offs</b>	<b>(\$694,858)</b>
<b>Legal Fees Recovered (Per Note B2-3)</b>	<b>\$2,667</b>
<b>Net Rates and Annual Charges</b>	<b>\$55,901,580</b>

## 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 2020-21, an amount of \$2.16m was levied under this special rate variation. This amount plus \$812,955 of carryover SRV funding was fully spent on the projects outlined in the table below.

INFRASTRUCTURE WORKS FROM ADDITIONAL RATE INCREASE 2020-21	
CRL-2019-007 Gingers Lane, Sawyers Gully	
CRL-2021-001 Hart Road, Loxford	
RRL-2018-010 Mount View Road, Cessnock	
RRL-2019-007 Heddon Street, Kurri Kurri	
RRL-2020-014 Camp Road, Greta	
RRL-2021-005 Congewai Road, Paxton	
RRL-2021-008 Mansfield Street, Greta	
RRL-2021-009 Mitchell Avenue, Kurri Kurri	
RRR-2020-003 Wollombi Road, Millfield	
RRR-2020-004 George Downes Road, Bucketty	
RRR-2021-004 Paynes Crossing Road, Paynes Crossing	
North Area Local Road Maintenance	
South Area Local Road Maintenance	

## Revaluation of infrastructure assets

Councils are required to undertake a comprehensive revaluation of infrastructure assets at least every five years. Revaluations for the following asset classes were due and completed this year.

- Open Space and Recreational Assets
- Swimming Pools

The revaluation included an assessment of the condition of our assets and value to replace them. The review was undertaken by Council's experienced asset engineers and finance staff.

The results of the revaluation are that Council's assets are on balance in similar condition when compared to 2015. This indicates that Council has maintained the assets over the last five years without a significant deterioration in the overall condition of our assets. The value of our assets has been increased so that they are in line what it is estimated to replace equivalent assets in areas such as the Hunter Valley.



This information has been used to complete our financial statements and will assist council in estimating the cost of renewing our assets in the future and also to identify assets that need to be included as part of our capital works program.

This information will also be useful as Council prepares for the development of the next Community Strategic Plan and Delivery program and will assist in Council's engagement with the community on what are the priorities and where Council should apply ratepayer and other funds.

## Rate subsidies

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

During 2020-21, Council provided rates subsidies totalling \$35,022.91 to community groups/organisations.

Rate Subsidies	
GROUP/ORGANISATION	AMOUNT
Cessnock Masonic Properties Pty Ltd	\$1,799.00
Country Womens Association NSW	\$2,110.00
Returned Services Men & Literary	\$1,929.00
Cessnock Homing Pigeon Club	\$1,197.00
Trustees Masonic Hall	\$1,628.00
Weston Pre-School	\$1,670.00
Cessnock Clay Target Gun Club	\$4,123.00
Greta Pre-School Kindergarden	\$1,963.00
Cessnock Rifle Club Inc	\$4,640.00
Aberdare Pre-School	\$2,522.00
Richmond Vale Preserv Co-op Soc	\$3,074.00
Cessnock Pistol Club	\$4,055.00
Branxton Preschool	\$1,713.00
Weston Masonic Village	\$1,645.00
Cessnock Mini Bike Club	\$1,232.00
Bellbird Pre -School	\$1,833.00
Kurri Kurri Early Childhood Centre	\$2,600.00
<b>TOTAL</b>	<b>\$39,733.00</b>

## Stormwater management service program

Council levies a stormwater management charge under Section 496A of the *Local Government Act, 1993* to carry out a program of works to manage the quantity and/or quality of stormwater that flows off land.

Adopted 2020-21	Actual 2020-21
CDR-2020-003 Heddon Street, Kurri Kurri	CDR-2020-003 Heddon Street, Kurri Kurri
CDR-2020-006 Thomas Street, North Rothbury	CDR-2020-006 Thomas Street, North Rothbury
CDR-2021-000 Various Minor Drainage Works	CDR-2021-000 Various Minor Drainage Works
CDR-2021-001 Congewai Street, Aberdare	CDR-2021-001 Congewai Street, Aberdare
CDR-2021-003 Booth Street, Kurri Kurri	CDR-2021-003 Booth Street, Kurri Kurri
CDR-2021-008 Cessnock Street, Branxton	CDR-2021-008 Cessnock Street, Branxton
PMF-2020-002 Wollombi FWS Operational Costs	PMF-2020-002 Wollombi FWS Operational Costs
PMF-2021-002 Investigation, research and planning	PMF-2021-002 Investigation, research and planning
CDR-2021-002 Whitburn Estate Stage 3 & 4	CDR-2019-004 Cooper Street, Heddon Greta
CDR-2021-004 Coronation Street, Kurri Kurri	CDR-2021-000 Mount View Detention Basin
CDR-2021-005 Portland Street, Millfield	Whitburn Estate Stage 1 & 2 Additional Work
CDR-2021-006 Rawson Street, Aberdare	PMF-2018-002 Cessnock FRMSP BundWall Design
CDR-2021-009 Cooper Street, Heddon Greta	PMF-2020-003 Cessnock Dam Safety Emergency Plan
CDR-2021-010 Drainage Asset Renewal Program	PMF-2021-003 Mount View Detention Basin Improvement

## Replacement and sale of assets

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

The general replacement schedule for the light vehicle fleet over the past financial year has been no less than 40,000 kilometres or one year old and up to 100,000 kilometres or 3 years.

The proposed and actual plant replacement program for the 2020-21 year is set out below.

Description of Items	Actual \$	# Items
Passenger Fleet	1,628,346	40
Trailers	74,072	5
Garbage Truck	405,776	1
Mowers	22,089	2
TVH Sweeper	8,900	1
Pool Pump	7,283	1
Hydraulic Rockbreaker	9,780	1
	2,156,247	

Note: Vehicle and plant purchases are down due to COVID-19 restrictions and availability.

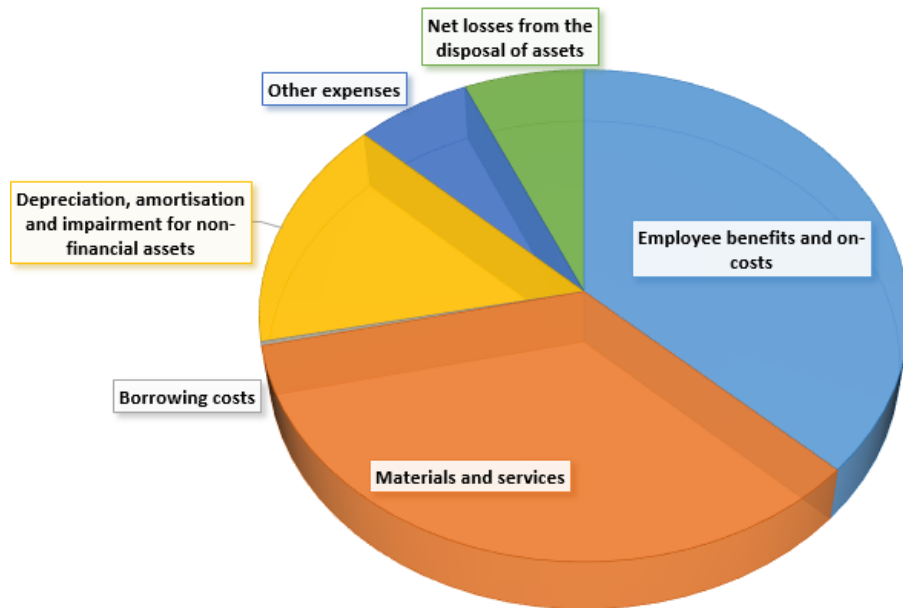


## Financial statements

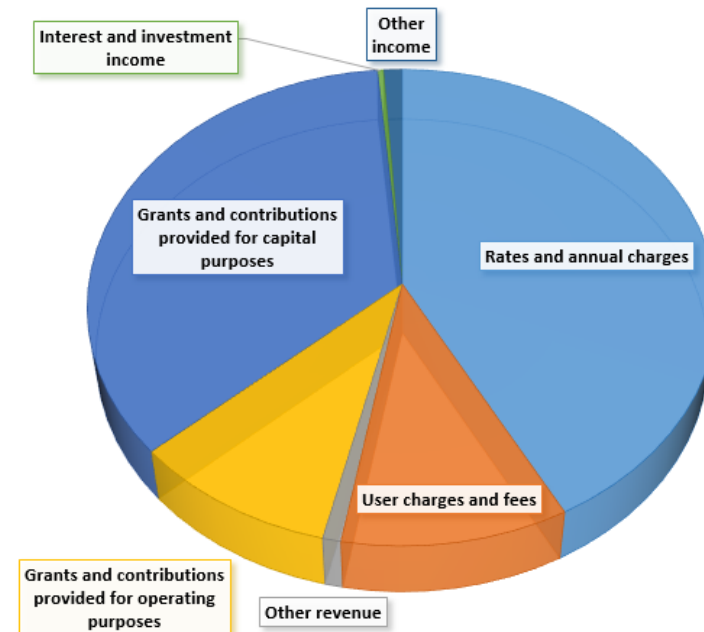
Under the provisions of Division 2 of Part 3 (Financial Management) of the *Local Government Act, 1993*, Council's audited financial reports and the auditor's reports for the year 2020-21 were presented to Council and the public on 17 November 2021.

The financial reports comprise general purpose financial reports and special schedules. The financial reports, together with the auditor's reports, are part of the annual report and can be viewed at the Administrative Offices, 62-78 Vincent Street, Cessnock or online at [www.cessnock.nsw.gov.au](http://www.cessnock.nsw.gov.au)

### Operating expenditure 2020-21



### Operating revenue 2020-21



## Operational Plan Performance



OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
Objective 5.3 Making Council more responsive to the community			
5.3.1 Develop and commence implementation of the Customer Service Strategy sub-plans			Complete
5.3.1.a	<b>Build an organisation which has a focus on the customer by having well trained staff who are committed to providing a quality service.</b>	100%	
Council's "Achieving Customer Excellence" training program has been developed and branded. Our Customer Relations Leaders and Community Engagement completed training in June 2021. The training program will be complete by all Council staff during 2021 and will be included in Council's onboarding program.			
5.3.1.b	<b>Actively pursue continuous improvement to extend our systems and tools used to meet the needs of our customers.</b>	100%	
Call Centre Quality Management System (QMS) - Call Recording was implemented in March 2021. The benefits include; validation of information provided to customers; call evaluations are undertaken and used for quality, coaching and incremental improvement of customer service.			
5.3.1.c	<b>Commitment to innovation through review and streamling of service channels, administrative workflows and procedures. Including Community Portal, website, improved function through customer feedback.</b>	100%	
Based on customer feedback information sharing is being communicated across the organisation assisting with improving the level of service provided to our community and the expansion of our knowledge management system. Proactive communications in relation to website changes and online forms. Outstanding and overdue customer requests are reported and monitored on a weekly and monthly basis, resulting in improved service levels and a reduction in overdue requests.			
5.3.1.d	<b>Undertake benchmarking to measure the level of customer service provided to our community.</b>	100%	
Council's customer relations team has continued to receive pleasing mystery customer results for the both Counter (walk-in) and Contact Centre (Telephone) during the 2020-21 with 11 out of 24 survey results scoring 100%, Scores for the year ranged from 83.40% to 100%.			
5.3.2 Continue to conduct regular development consultation forums			Complete
5.3.2.a	<b>Conduct regular development consultation forums.</b>	100%	
Two (2) Development Consultation Forums were held during the reporting period, on 4 November 2020 and 11 May 2021. 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.			
5.3.3 Continue to efficiently and effectively process development applications and respond to planning-related enquiries			Complete
5.3.3.a	<b>Efficiently and effectively process development applications and respond to planning-related enquiries.</b>	100%	
DA's (and related Applications) are processed effectively as indicated by average turnaround times (refer to separate statistical evidence), and satisfaction surveys. Planning related inquiries are responded to promptly and accurately through Council's Duty Planning Services, Development Assessment Officers and Pre-DA Meetings for prospective applicants.			
5.3.3.b	<b>Investigate the expansion of online lodgement of applications. Working with Council and Government agencies to introduce further online lodgement of applications as new modules are introduced through the NSW Planning Portal (ePlanning).</b>	100%	
Council has continued to implement additional modules of the NSW Planning Portal, participating in design workshops with Department of Planning Infrastructure and Environment (DPIE), including Section 68 Local Government Act 1993, Section 125, Section 138 Roads Act 1993 applications, Private Certifier Certificates, Planning Proposals, and Building Information Certificates.			

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
5.3.3.c	<b>Assess and mitigate the impact of traffic generated by development.</b>	100%	
5.3.3.d	<b>Review and propose updated standards for road widths, kerb and gutter, pathways and bus shelters contained in Council's engineering requirements for development.</b>	Carry forward	
	Not progressed due to resources allocated to finalisation of condition data for roads from 2019-20 FY.		
5.3.3.e	<b>Investigate the use of technology to improve efficiencies with respect to inspections associated with development compliance and development assessment.</b>	100%	
	Technology is being utilised to improve efficiencies with respect to inspections associated with development compliance and development assessment.		
5.3.3.f	<b>Continuous improvement of electronic assessment of applications. Review our internal processes and workflows in line with the Department of Planning and Environment's Best Practice Guide.</b>	100%	
	Council participated in the NSW Planning Portal reference group providing input into the future development of the NSW Planning Portal and the NSW Civica Special Interest Group to discuss system improvement opportunities and process changes.		
5.3.3.g	<b>Implementation and training of Authority Actus APP to allow assessment officers to undertake onsite inspections utilising the use of electronic devices. CRM categories, training and integration.</b>	100%	
	Our Planning and Competitive Building Team are undertaking electronic site inspections and critical stage inspections, viewing and annotating plans in the field utilising the Objective Connect APP. This function has also been expanded to our Subdivision Engineers and Infrastructure Team to utilise mobility devices to undertake inspection in the field, with a review of internal processes completed.		
5.3.3.h	<b>Implementation and training of Authority Actus APP to allow assessment officers to undertake onsite inspections utilizing the use of electronic devices. CRM categories, training and integration.</b>	100%	
	The Actus APP is being undertaken by a number of business units within Council to complete tasks electronically in the field associated to Customer Requests (CRM) and Registers utilising mobility devices. Training with continue with assessment officers as additional features are provided.		
	5.3.4 Develop and implement a strategic and operational internal audit plan		Complete
5.3.4.a	<b>Develop and implement a strategic and annual internal audit plan.</b>	100%	
	The Strategic Internal Audit Plan 2020-23 was endorsed by the Audit and Risk Committee on 28 August 2020.		
	5.3.5 Implement the Risk Management Strategy		Complete
5.3.5.a	<b>Integrated Risk Management System (IRMS) implementation.</b>	100%	
	All documents within the IRMS are now complete, approved and loaded into the Intranet. Training has commenced particular focused on high risk work groups, although there have been delays and challenges associated with COVID. Plan in place for remaining training to be delivered in 2021.		
	5.3.6 Impement systems and strategies to improve productivity across the organisation		Complete
5.3.6.a	<b>Enterprise Agreement Negotiations.</b>	Carry forward	
	In principle agreement reached between the parties on the Cessnock City Council Enterprise Agreement 2021 (Agreement) subject to the Union consulting and communicated with its members. Union member consultation taking place during July 2021, with a view to ratifying the Agreement in the NSW Industrial Relations Commission in August 2021.		
5.3.6.b	<b>Undertake a staff engagement survey.</b>	100%	
	The Staff Survey was conducted in October 2020. The Staff Survey results were presented to the General Manager and Executive in late November 2020. Results were communicated to all staff via the General Managers end of year presentation in December 2020. Outstanding matters relating to the Flexible Work Protocol are being handled as part of the Enterprise Agreement negotiations.		
5.3.6.c	<b>Ensure Council's information technology infrastructure is meeting staff expectations and is supported by vendors.</b>	100%	
	PC's and notebooks at end of live have been replaced, with replacement requirements being governed by engagement with Managers to ensure needed technology was provided in replacement program.		
5.3.6.d	<b>Review business paper software solutions to ensure Council is using the most efficient, effective and cost effective solution.</b>	100%	
	Reviewed the other available product supplied by Civica but it was not user friendly. Back end operations better than InfoCouncil but user experience was much better in InfoCouncil. System cost was equivalent. Recommendation presented and adopted to stay with InfoCouncil.		
5.3.6.e	<b>Rollout Formlify and retire high volume paper (&gt;5 per week) based forms used by Council.</b>	100%	
5.3.6.f	<b>Implement a Leadership and Emerging Leaders training program.</b>	100%	
	The Leadership Development and Capability Framework (Framework) was adopted by ELT in March 2021 and following the development and approval of supporting documents, was introduced to the Management Team in May 2021. The first action of the Framework is to undertake a training skills analysis for Assistant Team Leaders, Team Leaders, Coordinators and Principals who align to Level 1 and Level 2 of the Framework. Managers have commenced the analysis process and the outcome of each analysis will be discussed during the Performance Development Plan evaluation with development plans to commence in FY21-22 for individuals and teams.		

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
	5.3.7 Continue to educate staff on statutory compliance obligations		Complete
5.3.7.a	<b>Provide staff with awareness, tools, and knowledge to assist them in meeting their statutory compliance obligations.</b>	100%	
	Governance Circular published on a monthly basis which contains advice on legislative amendments, governance advice and compliance reminders. Governance inform staff and Councillors of important information via email in addition to posters distributed throughout the workplace, screen saver messages and payslips messages.		
	5.3.8 Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice		On track
5.3.8.a	<b>Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice.</b>	100%	
	Monthly Governance Circulars published to Intranet informing staff of their obligations and educating staff in all matters relating to Governance and Compliance. Induction training provided to all new staff and code of conduct training annually as well and targeted GIPA, Privacy and complaint handling training. All other Governance, Compliance and Legal advice is provided to staff as and when required.		
5.3.8.b	<b>Adopt new technologies and processes that improve the security of Council's IT Systems.</b>	100%	
	Application whitelisting solution deployed, with rollout to clients scheduled for Q1 in 2021-22.		
5.3.8.c	<b>Adopt and implement the latest policy framework recommendations for IT related policies.</b>	100%	
5.3.8.d	<b>Create or review and update all policies that have been identified as required or are due for review.</b>	100%	
	Governance maintain a policy register which details what policies will need to be reviewed/rescinded by 30 June 2021. All updated policies are reviewed by the Governance team and once approved have been uploaded in Councils Document Management System and published as required.		
5.3.8.d_01	<b>Review and update Councillor Expenses and Facilities policy - Adopted March 2021.</b>	100%	
5.3.8.d_02	<b>Develop a new Councillor Expenses and Facilities policy after the Council election. - Election Deferred</b>	100%	
5.3.8.d_03	<b>Develop a new policy on Credit Cards. The Credit Card policy will replace the existing Credit Card protocol - Adopted March 2021.</b>	100%	
5.3.8.d_04	<b>Undertake the annual review (and update) of the Investment Policy. Adopted June 2021.</b>	100%	
5.3.8.d_05	<b>Review and update K10.1 Contributions Levied for Kerb and Guttering Construction Policy - Deferred to 2021-22.</b>	Carry forward	
5.3.8.d_06	<b>Review F31.1 Road Closures Associated with Filming Proposals Policy. No longer in place.</b>	100%	
5.3.8.d_07	<b>Abandoned or Unattended Shopping Trolley Policy - Adopted November 2020.</b>	100%	
5.3.8.d_08	<b>Parking and Enforcement Policy - No longer in place.</b>	100%	
5.3.8.d_09	<b>Control of Open Burning Policy - Adopted April 2021.</b>	100%	
5.3.8.d_10	<b>Legionella Management Plan - Deferred to 2021-22.</b>	Carry forward	
5.3.8.d_11	<b>Building Line Policy - Adopted March 2021.</b>	100%	
5.3.8.d_12	<b>Natural Watercourses within Subdivisions Policy - Deferred to 2021-22.</b>	Carry forward	
5.3.8.d_13	<b>Great North Road Conservation Management Plan. To be completed.</b>	100%	
5.3.8.d_14	<b>Cessnock Tidy Town Program - Deferred to 2021-22.</b>	Carry forward	
5.3.8.d_15	<b>Placement of Clothing Recycling Bins. No longer in place.</b>	100%	
5.3.8.d_16	<b>Councillor Alcohol and Other Drugs Policy - Adopted July 2021.</b>	100%	
5.3.8.d_17	<b>Alcohol and Other Drugs Operational Policy - to be revoked 2021-22.</b>	Carry forward	
5.3.8.d_18	<b>Smoke Free Workplace Policy - to be revoked 2021-22.</b>	Carry forward	
5.3.8.d_19	<b>Asset Management Policy - Deferred to 2021-22.</b>	Carry forward	
5.3.8.d_20	<b>Development and Transfer of Crown Roads (Roads Standards) - Deferred to 2021-22.</b>	100%	
5.3.8.d_21	<b>Development Applications Adjacent to Rear Lanes - Deferred to 2021-22.</b>	Carry forward	

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
5.3.8.d _22	Guidelines for the Opening of Roads. To be completed.	Carry forward	
5.3.8.d _23	Identification of Land Fronting Unformed Roads. To be completed.	Carry forward	
5.3.8.d _24	Urban House Numbering. To be completed.	Carry forward	
5.3.8.d _25	Building Approval Conditions for Land Fronting Unformed Roads, Heddon Greta. Deferred to 2021-22.	Carry forward	
5.3.8.d _26	Building Approval Conditions in Frederick Street, North Rothbury. Deferred to 2021-22.	Carry forward	
5.3.8.d _27	Building Approval Conditions for Land Fronting Unmade Roads, Ellalong. Deferred to 2021-22.	Carry forward	
5.3.8.d _28	Building Conditions for Land Fronting Unformed Roads, Wollombi. Deferred to 2021-22.	Carry forward	
5.3.8.d _29	Risk Management Policy. Adopted June 2020.	100%	
5.3.8.d _30	Extension of Saxton Street, Kurri Kurri. To be completed.	Carry forward	
5.3.8.d _31	Review D10.1 Installation of Directional Signs for Community Facilities and Services Policy. Adopted August 2020.	100%	
5.3.8.d _32	Review L10.2 Temporary Roadside Grazing Permits Policy. Deferred to 2021-22.	Carry forward	
5.3.8.d _33	Review Policy No. B37.1 Bus Shelter Designs. Deferred to 2021-22.	100%	
5.3.8.d _34	Review Street Seats and Bus Shelter Advertising Policy. No longer in place.	100%	
5.3.8.d _35	Cessnock Airport Operational Policy and User Guidelines. Adopted August 2021.	Carry forward	
5.3.8.d _36	Conservation, Maintenance and Reuse of Historical Construction material. No longer in place	Carry forward	
5.3.8.d _37	Maintenance of Footpaths, Grass Nature Strips & Verges Policy. Deferred to 2021-22.	Carry forward	
5.3.8.d _38	Purchase and Disposal of Council Vehicles. To be completed.	100%	
5.3.8.d _39	Review the Cessnock City Council Public Art Policy. Adopted November 2020	100%	
5.3.8.d _40	Review the CCC Display of Community Notices, Community Displays & Exhibitions and Hosting of Petitions in Council Libraries Policy. Adopted September 2020.	100%	
5.3.8.d _41	Revise policies on Advertising on Recreation grounds and use of Council sportsgrounds, parks & reserves by fitness groups & trainers. Adopted June 2021.	Carry forward	
5.3.8.d _42	Contractor Remote Network Access. Deferred to 2021-22.	100%	
5.3.8.d _43	Building Approval for Buildings Fronting Unmade Roads. To be completed.	Carry forward	
5.3.8.d _44	Guidelines for the Opening of Roads.	Carry forward	

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
2020-21 Result relates to the 2020-21 Operational Plan

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
5.3.9 Action the Strategic Property Review			Complete
<b>5.3.9.a</b>	<b>Instil a long term focus to property portfolio management.</b>	100%	
The Internal Land Review Protocol was adopted by the Executive Leadership Team on 20 November 2020, providing a procedural framework to guide future property asset investigations and evaluate all land proposed for acquisition, significant change of use or disposal.			
5.3.10 Further embed IP&R as the centrepiece of the new LG Act.			On track
<b>5.3.10.a</b>	<b>Enhance Council Long Term Financial Plan (LTFP) to ensure that the LTFP becomes a centrepiece of the IP&amp;R documents.</b>	Carry forward	
Due to resourcing and new team members the timelines for review of alternate LTFP software have not been met. A peer review of LG Solutions LTFP product was completed including Singleton Council's usage with further research to be completed with Lake Macquarie City Council use of the product who recently installed the same product. In the interim the existing LTFP continues to be used and provided information for inclusion in the adopted 2021-22 Operational Plan. The requirement for a General ledger restructure to be commenced in the next financial year may result in this task being implemented at the same time as the restructure.			
<b>5.3.10.b</b>	<b>Review grants for compliance with grants protocol.</b>	100%	
5.3.11 Continue implementation of the Financial Sustainability Initiative projects			Complete
<b>5.3.11.a</b>	<b>Continue to enhance Council's rating structure to ensure a fair, equitable and consistency approach is achieved for all ratepayers of the LGA.</b>	100%	
Rating structure and The Rate in the dollar was adopted on 16 June 2021 after a public exhibition period. Ongoing monitoring and review of IPART discussion papers on Rating Reform for Local Government			
<b>5.3.11.b</b>	<b>Evaluate community feedback on service and funding options and develop scenarios for community consultation.</b>	100%	
Community Satisfaction Survey results reported to executive and councillors during May/June. Service funding options cannot be progressed until Community Strategic Plan review commences following the Council election scheduled for September 2021.			
<b>5.3.11.c</b>	<b>Continue to apply the principle of balanced operating budget and ensure programs are fully funded.</b>	100%	
Quarterly Budget Review Statements have been completed for Q1, Q2 and Q3 of 2020-21, endorsed by Audit and Risk Committee and adopted by Council within legislative timeframes.			
<b>5.3.11.d</b>	<b>Continue implementation of the Plant and Fleet Management review to ensure efficient and effective use of resources.</b>	100%	
Final review identified high utilisation of contract excavators. Council report submitted for additional Plant Operator to replace contract operators with associated cost savings identified in conjunction with Heavy Plant and Equipment SIP.			
<b>5.3.11.e</b>	<b>Review existing revenue streams (including Council's Fees &amp; Charges) to evaluate optimisation of income.</b>	100%	
Fees & Charges were reviewed as part of the annual budgeting process to determine cost recovery and maximisation of potential income. The Fees & Charges were adopted in June 2021 after public exhibition period. Alternate revenue stream options were presented to Council in June 2021 for consideration.			
<b>5.3.11.f</b>	<b>Continue to enhance Council's Contractor Management to ensure value for money principles can be achieved.</b>	100%	
Council has continued to implement the surveys. This is now part of an ongoing business process. This process will continue to ensure that Council continues to seek value for money.			
<b>5.3.11.g</b>	<b>Revise the Investment Policy to ensure that Council funds are invested in a broad range of compliant investment options to maximise investment returns.</b>	100%	
Updated investment policy was adopted by the Council in June 2021 with a focus on improved investment performance. The revised Policy was also presented to and endorsed by the Audit and Risk Committee prior to Council adoption.			

Note: *2017-21 Progress* relates to the overall 2017-21 Delivery Program  
*2020-21 Result* relates to the 2020-21 Operational Plan

OPERATIONAL PLAN 2020-21 PERFORMANCE		2020-21 Results	2017-21 Delivery Program Progress
5.3.12 Continue to improve financial systems and services to support the organisation			On track
5.3.12.a	<b>Continue enhancement of Council's IP&amp;R systems to support greater integration between Council strategies and enhance processes for the development and tracking of CSP and Delivery Program objectives and projects.</b> Continued discussions and training across the organisation within resource limitations. The Strategy to integrate council strategies and plans into the Pulse system cannot be progressed due to IP&R current workload.	Carry forward	
5.3.13 Continue to improve Councils use of technology to inform and engage the community			Complete
5.3.13.a	<b>Share information regarding the status of current Capital Works on Council's website, particularly with respect to traffic disruptions and construction works.</b> Review web site weekly and provided updates as needed.	100%	
5.3.13.b	<b>Share information regarding the status of Capital Works Projects using social media, particularly with respect to traffic disruptions and construction works.</b> Prepared Media Briefs, reviewed media releases, set up photo opportunities, attended events, provided responses to Facebook enquiries.	100%	
5.3.13.c	<b>Ensure Council's software systems are secure and running vendor supported versions.</b> Systems updated as needed throughout the year, including key systems: Content Manager, BIS & various server upgrades	100%	
5.3.14 Implement the Workforce Plan			On track
5.3.14.a	<b>Review and if required update the Council's 2020-2024 EEO Management Plan.</b> Review is complete.	100%	
5.3.14.b	<b>Workforce Plan</b> The Leadership Development and Capability Framework (Framework) was adopted by ELT in March 2021 and following the development and approval of supporting documents, was introduced to the Management Team in May 2021. Following the launch of the Framework the development of the coaching and mentoring program will commence. A review has been conducted of our recruitment strategies, and new strategies adopted such as utilising platforms to advertise positions. Alternative attraction tools have also been employed to attract candidates from other regions, such as relocation assistance. A review of salary benchmarks has also been conducted. Key roles for succession planning have been identified across the business. Tools to assist in the assessment of key criteria required for these position and assessment of potential talent are currently being developed.	Carry forward	
5.3.14.c	<b>Implement training strategies to identify and address current and anticipated skill gaps within Council's workforce.</b> Individual skills and knowledge gaps are identified as part of the annual Performance Development Plan process and training requirements are captured via this process to determine the annual training calendar and individual training plans. In addition safety and compliance training audits are conducted monthly to ensure employees qualifications and licences are all up to date and valid. A skills gap analysis is being conducted with all leaders as part of the Leadership Development and Capability Framework to identify skills gaps and inform future training plans. This process of identifying and addressing skills gaps will remain on going as will determining the appropriate training strategies to address any gaps.	100%	

Note: 2017-21 Progress relates to the overall 2017-21 Delivery Program  
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## DELIVERY PROGRAM MEASURES

Measures	Context/Benchmark	Base	Target	2020-21 Result	Comment
Development Application Processing Times	<p>This measure is the mean and the median number of days to process Development Applications (for all DAs which have been determined).</p> <p>This data is sourced from the Local Development Performance Monitoring Report.</p>	49 Mean 2015-16	Maintain	48 Mean	During 2020-2021 financial year Council determined 992 development applications.
		23 Median 2015-16	28 days	32 Median	
Satisfaction with Council's performance overall	<p>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.</p> <p>The benchmark in 2009 from similar surveys with over 15,000 residents across 25 local government areas was 3.5.</p> <p>The 2016 rating was 3.27 (compared with 3.22 in 2014).</p>	3.27 2016	>3.5	3.0 2021	Community Survey undertaken February 2021
Response to Customer Requests	<p>The number of customer requests that are completed within agreed timeframes divided by the total number of customer requests completed.</p> <p>This data is sourced from the workflows in Council's customer request management system.</p>	74% 2015-16	75%	92%	During 2020-2021 financial year Council completed 27,899 CRMs with 92% of requests completed within the agreed timeframe.
Operating Performance	<p>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).</p> <p>The Fit for the Future benchmark is better than breakeven (average over three years).</p>	(0.014) 2015-16	>0	5.19%	Report provided to Audit Committee in first instance then to Council in Quarterly Budget Review.
Own Source Revenue	<p>This measure is the three year average of the total operating result (excluding capital grants and contributions) divided by total operating revenue.</p> <p>The Fit for the Future benchmark is greater than 60% (average over three years).</p>	67.4% 2015-16	>60%	54.75%	Report provided to Audit Committee in first instance then to Council in Quarterly Budget Review.
Debt Service	<p>This measure is the three year average of the cost of debt service (principal and interest) divided by total operating revenue.</p> <p>The Fit for the Future benchmark is greater than 0% and less than 20% (average over three years).</p>	2.5% 2015-16	>0 and <20%	5.45x	Report provided to Audit Committee in first instance then to Council in Quarterly Budget Review.





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