

Planning for  
our people,  
our place,  
our future

# CESSNOCK

Annual Report  
2023-2024





### Acknowledgement of Country

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

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

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# ABOUT OUR ANNUAL REPORT



This is our Council's report to our community and shows how we delivered on our vision during the 2023-24 financial year. It is prepared in accordance with Section 428 of the Local Government Act 1993 and the guidelines outlined in the Office of Local Government's Integrated Planning and Reporting Guidelines.

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

**Cessnock 2036**, the **Delivery Program 2022-2026** and **Operational Plan 2023-24**.

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

This report is divided into the following sections:

- Our Year in Review – a summary of us over the 2023-24 financial year
- Our Corporate Governance – how we manage delivery to our community
- Our Performance – our results against our five strategic themes
- Our Accountability – our internal regulators
- Our Legislative Compliance – meeting government requirements
- State of Our City report – how we performed over the last term of council
- Our financials – details on how we managed our finances

# ABOUT OUR CITY

 Land area  
**1,966 km**


 **92.8%** were born in Australia

 Population 2024  
**67,591**

 Population by 2046  
**115,696**

**10.2%** Aboriginal and Torres Strait Islands

**25-29** Our largest age group 25 to 29 years

 **38.5%** have a mortgage

 **7.8%** people with disability

 **\$3.8 billion** Gross regional product



**2,647**  
Largest employing industry  
**Health Care & Social Assistance**



**\$1.518 million**  
Largest industry by Output  
**Manufacturing**

# TOURISM

 Hunter Valley Vineyard and tourism precinct

 Hunter Valley Wonnarua Indigenous Cultural Hub

 Historic Marthaville Arts and Crafts Centre

 Sir Edgeworth David Memorial Museum

 Wollombi Village

 Art Gallery and Exhibition Space

 Wheelchair accessible hot air balloon



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



Australia's oldest wine region



Home to endangered species



Unique natural assets and biodiversity

Significant Aboriginal sites

# Message from our Mayor

Jay Suvaal

**The 2023-24 Financial Year continued a term of remarkable period of growth, progress and delivery across our LGA. It has clear that Council has turned the corner, uplifting its capacity to deliver more for our community.**

In the 12 month period, Council achieved its highest ever investment in our road network. This included a \$15.1 million spend on road maintenance, an increase of 38 per cent from the previous year, and more than double the three year average to FY2021-22. An additional \$35.1 million was spent delivering capital works road projects, an increase of 25% over last year's record highs, and more than double the amount spent in FY2021-22. The results presented in this Annual Report are

a testament to our record of delivery over the last term of Council.

On the ground, this is seen through the delivery of fantastic projects such as the new Kurri Kurri Town Centre, Neville Tomlinson Regional BMX Facility, new bridges at Kline St, Weston, Yango Creek Rd, Wollombi and Westcott St, Cessnock and major upgrades to Orange St, Abermain and Wollombi Rd, Millfield, consistent with the objectives outlined in our 2023-2024 Operational Plan.

In recent years, Council has shown its ability to seize opportunities. I look forward to seeing a continuation of this positive progress. Our community deserves it.



# Message from our General Manager

Ken Liddell

**Cessnock City Council had a significant number of achievements over the reporting period, which is evident in the contents of this the 2023-24 Annual Report.**

The 2023-24 Operational Plan showcased Council's ability to adapt and deliver services effectively in the face of significant challenges, including flood and fire events.

The 2023-24 Annual Report demonstrates our capacity to deliver in the face of these challenges and overcome.

Council has worked hard over recent years to embed a positive and proactive culture, while increasing our capacity. This has enabled us

to better respond to challenges and uplift our delivery.

One way we are building future capacity is by increasing the number of apprentices, trainees and undergraduates employed by Council through our Launch program. The development of the program was a highlight of the last year, as it provides not only skills development but comprehensive support and mentoring.

Cessnock City Council continues to operate responsibly and responsively, and in the best interests of our community.



# CESSNOCK

## *ATTRACTIVE, THRIVING AND WELCOMING*

Cessnock City is located in the Hunter Valley, New South Wales, about 120 kilometres north of Sydney, 58 kilometres southwest of Newcastle Airport and approximately 40 kilometres west of The University of Newcastle and the Port of Newcastle. Our area is located on the traditional lands of the Wonnarua people, the Awabakal people and the Darkinjung people and has a rich Indigenous heritage with many towns, villages, and localities bearing Aboriginal names including Kurri Kurri (meaning “the beginning” or “the first”) and Wollombi (“meeting place” or “meeting of the waters”). Our area’s local biodiversity is significant, both in the Hunter Valley and NSW, with more than 65 threatened species of plants and animals, including nine endangered ecological communities. Critically endangered species, including the Regent Honeyeater and Swift Parrot use our local bushland for food and shelter. The Regent Honeyeater is also known to breed here. Listed as critically endangered, the North Rothbury.

Persoonia (*persoonia pauciflora*), is only found in a small area in North Rothbury. European settlement dates from the 1820s when pastoralists arrived using land mainly for farming, market gardening and timber getting. The Great North Road was constructed in the 1830s, linking the Hawkesbury and Hunter Valleys. The township of Cessnock developed from 1850 as a service centre at the junction of the Great North Road. Significant development in Cessnock occurred when coal was struck in 1892 and several coal mines were established. Changes to the mining industry led to the closure of the vast majority of mines, resulting in a decline in population in many villages and townships, especially since the 1980s. Many areas have undergone a change in character, with rural residential housing developments becoming popular. There has been a rise in the wine and tourism industry, with many vineyards at Allandale, Mount View, Pokolbin and Rothbury, as well as small cottages and farms used mainly as weekend retreats.





# OUR COMMUNITY VISION

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

# OUR SERVICES AT A GLANCE



**67**  
Sporting facilities



**13**  
Community halls



**2**  
Hospitals



**43**  
Playgrounds



**1**  
Airport



**12**  
Cemeteries



**3**  
Swimming pools



**2**  
Indoor sports facilities



**1**  
Performance theatre



**5**  
Off leash dog areas



**55**  
Parks



**1**  
Waste and recycling centre



**2**  
TAFE campuses



**2**  
Libraries



**4**  
Skate parks



**34**  
BBQ facilities



**25**  
Public toilets



**4**  
Hit up walls



**295 ha**  
Open Space



**1**  
Outdoor cinema

# Services by Outcome



## A connected, safe and creative community

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



## Accessible infrastructure, services and facilities

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



## A sustainable and prosperous economy

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



## Civic leadership and effective governance

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



## A sustainable and healthy environment

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



# *OUR YEAR* IN REVIEW



# What you said

## Highest priority issues

Our recent Community Satisfaction Survey found that 64% of our community identified 'roads' as their highest priority issue for themselves and their families. The rising cost of living is also a significant concern

### 1. Roads

"Road quality and maintenance"

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

"Road safety with young children"

### 2. Cost

"Affordable cost of living eg. goods, services, utilities"

"Rising prices in food shopping and house prices, daily living expenses"

### 3. Recreation and leisure

"No recreational areas/ picnic areas/parks"

"More recreational activities, eg. introduce a cinema, gated playgrounds"

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

# Our engagement



## Community Engagement Strategy and Community Participation Plan

Our **Community Engagement Strategy** sets a strategic direction that aims to increase opportunities for genuine participation. Our Strategy supports undertaking effective community engagement, so we can deliver strategies, services, projects and programs that help achieve our community's aspirations for the local area

Our Community Participation Plan outlines how and when we will engage our community as we carry out our planning functions under the Environmental Planning and Assessment Act 1979.

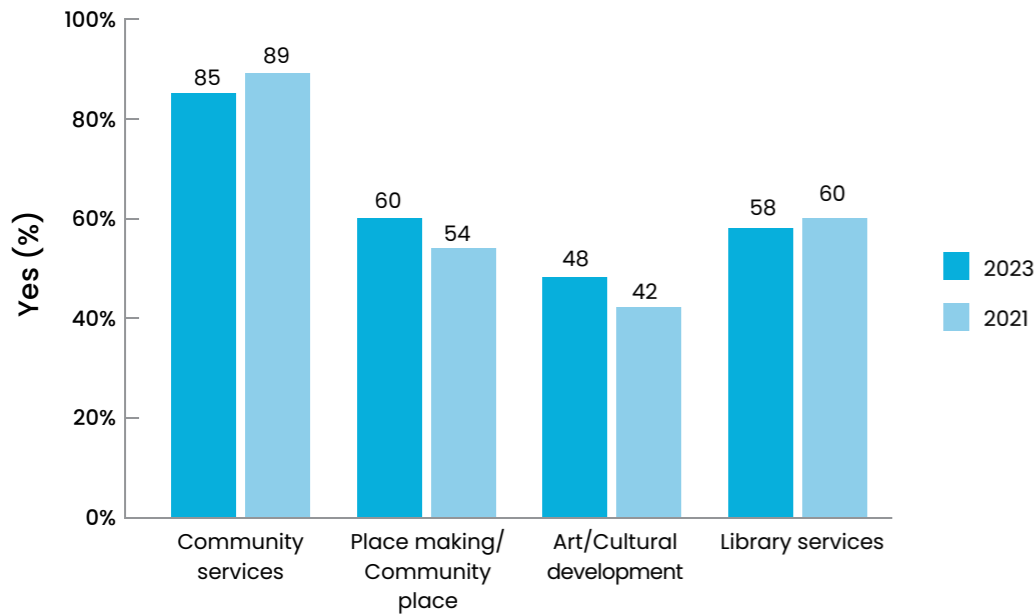
# What our community said

In February and March 2023, we conducted community research with a representative sample of 400 residents. This progress was monitored against our Community Strategic Plan 'Cessnock 2036'. We also measured satisfaction with the services provided by our council.

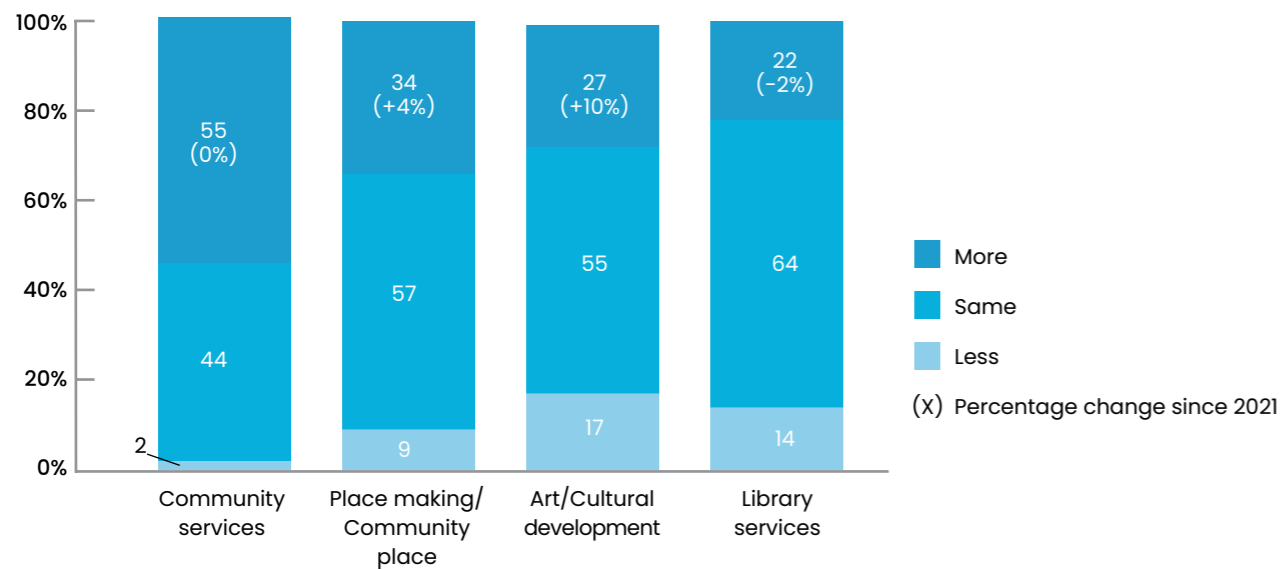
Additionally, we consulted with our community to determine what is meant by a "satisfactory standard" for infrastructure assets. Our community determined that, at this stage of council's asset management maturity, we should aim for all assets to be in an "average" condition.

## A connected, safe and creative community

Are the following a priority? (year on year comparison)

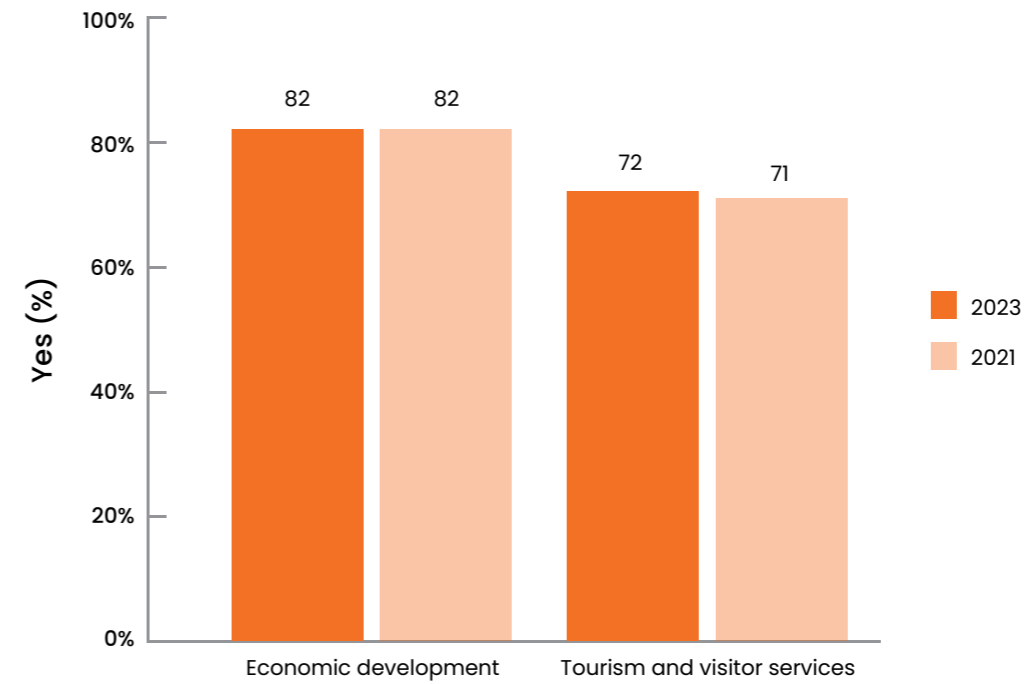


## Level of future investment

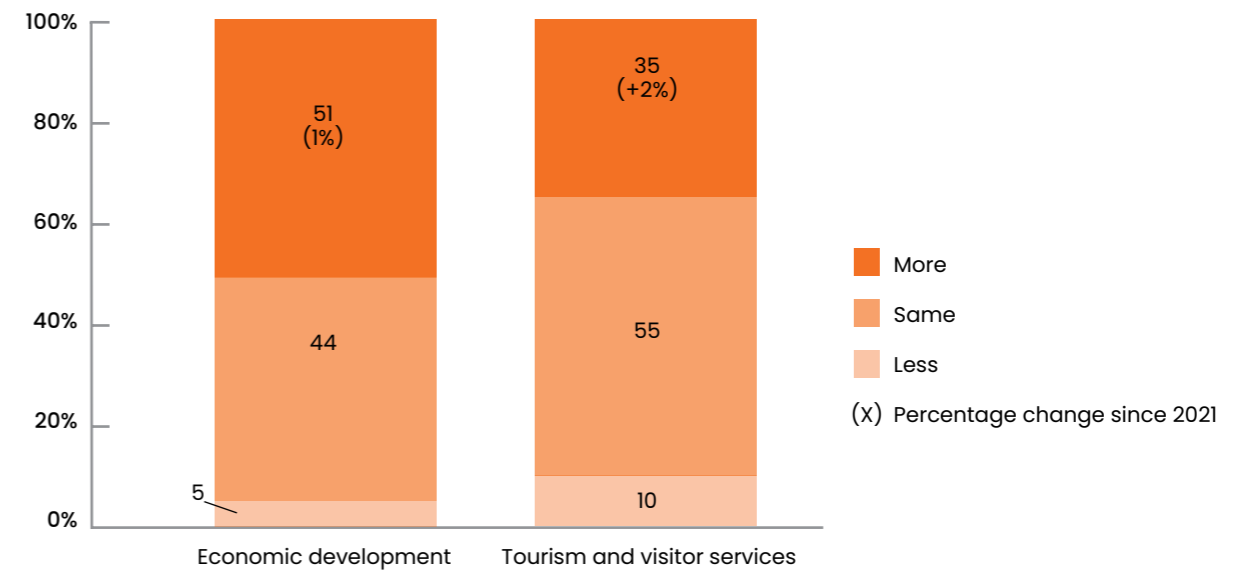


## A sustainable and prosperous economy

Are the following a priority? (year on year comparison)

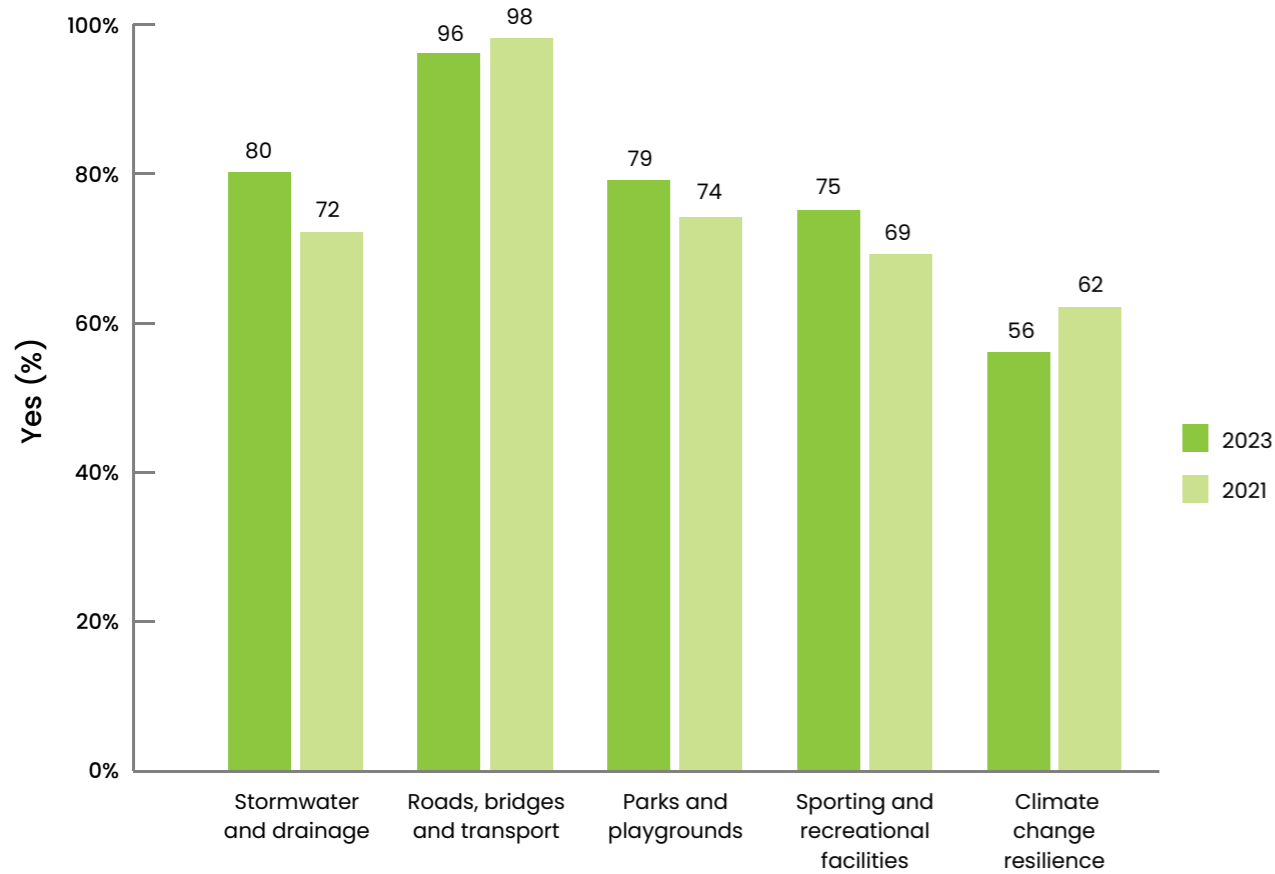


## Level of future investment

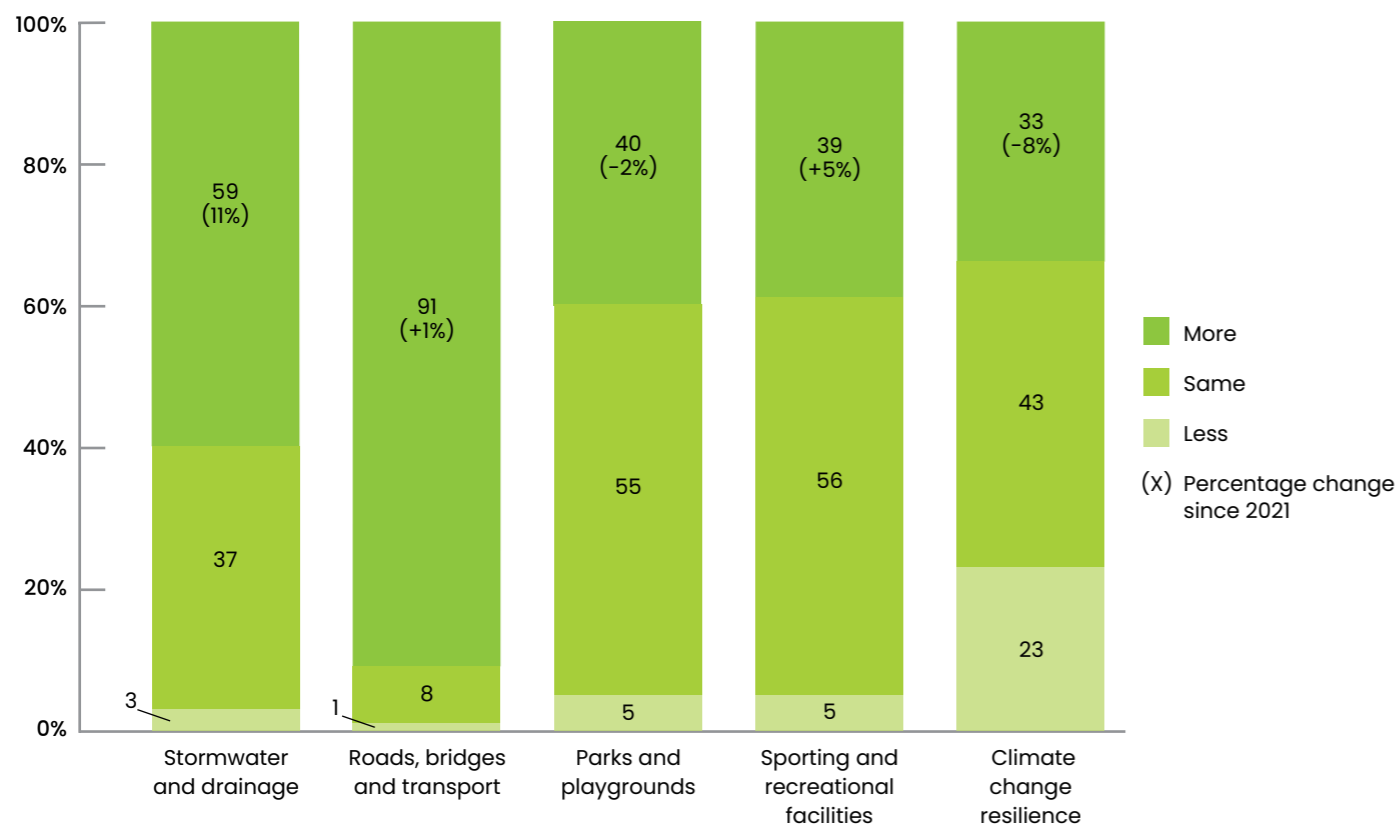


## A sustainable and healthy environment

Are the following a priority? (year on year comparison)

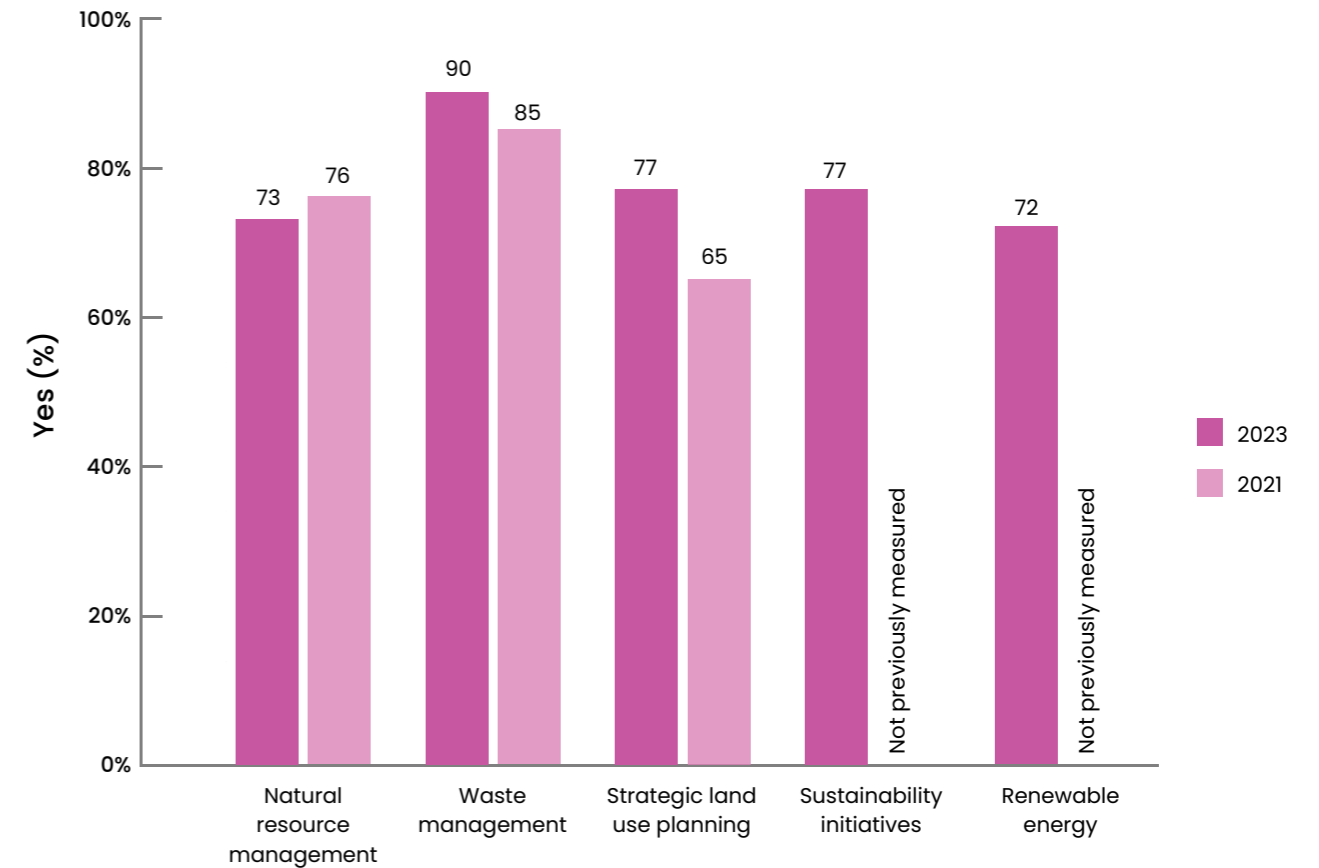


## Level of future investment

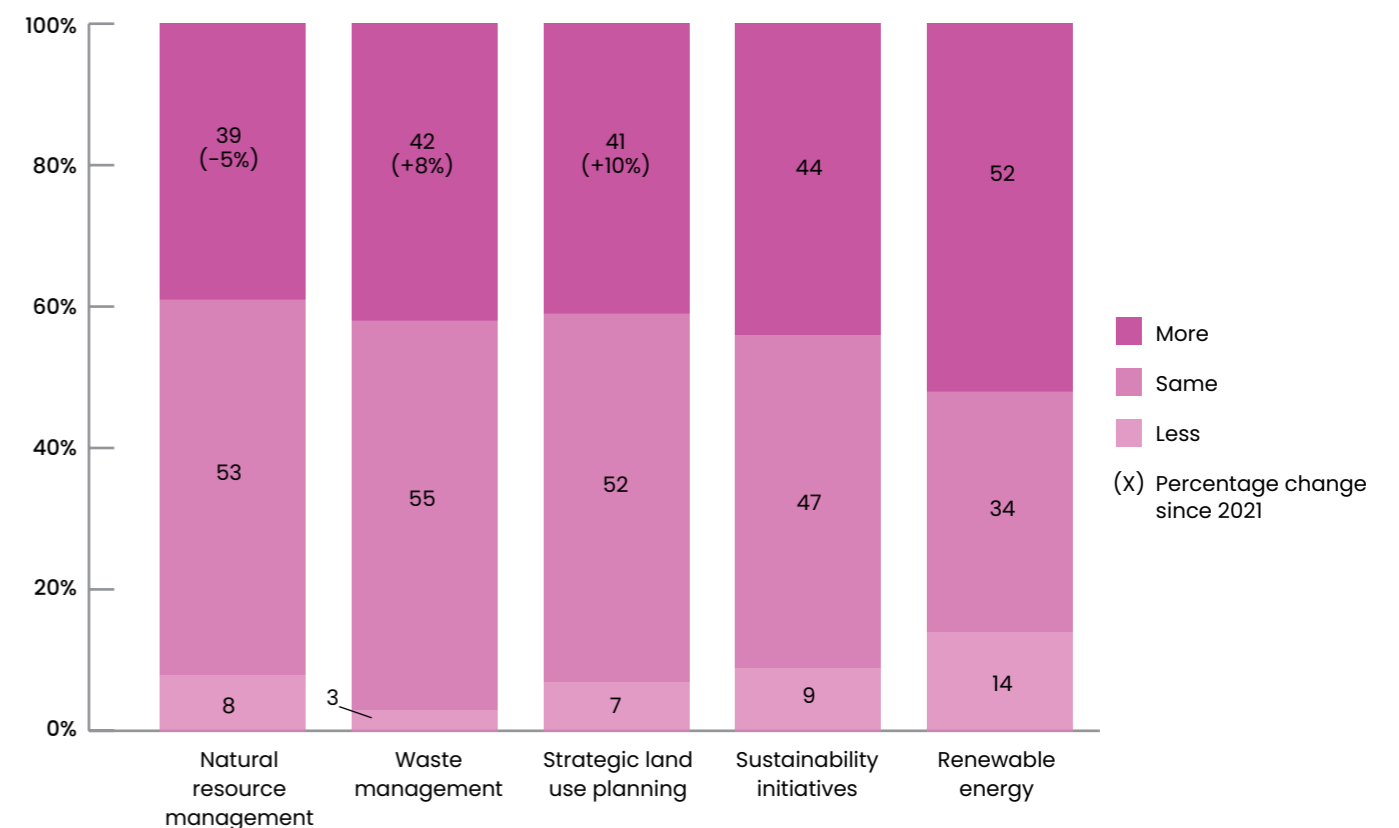


## Accessible infrastructure, services and facilities

Are the following a priority? (year on year comparison)

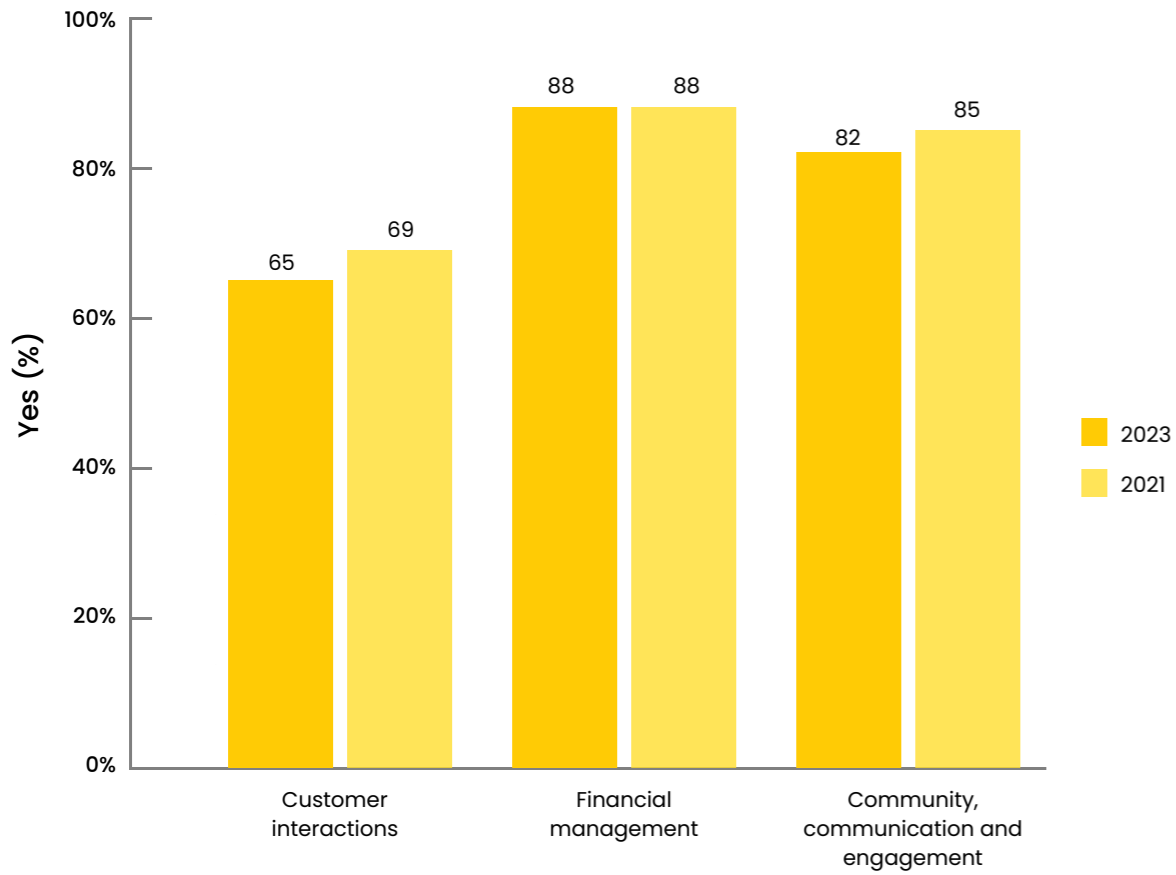


## Level of future investment

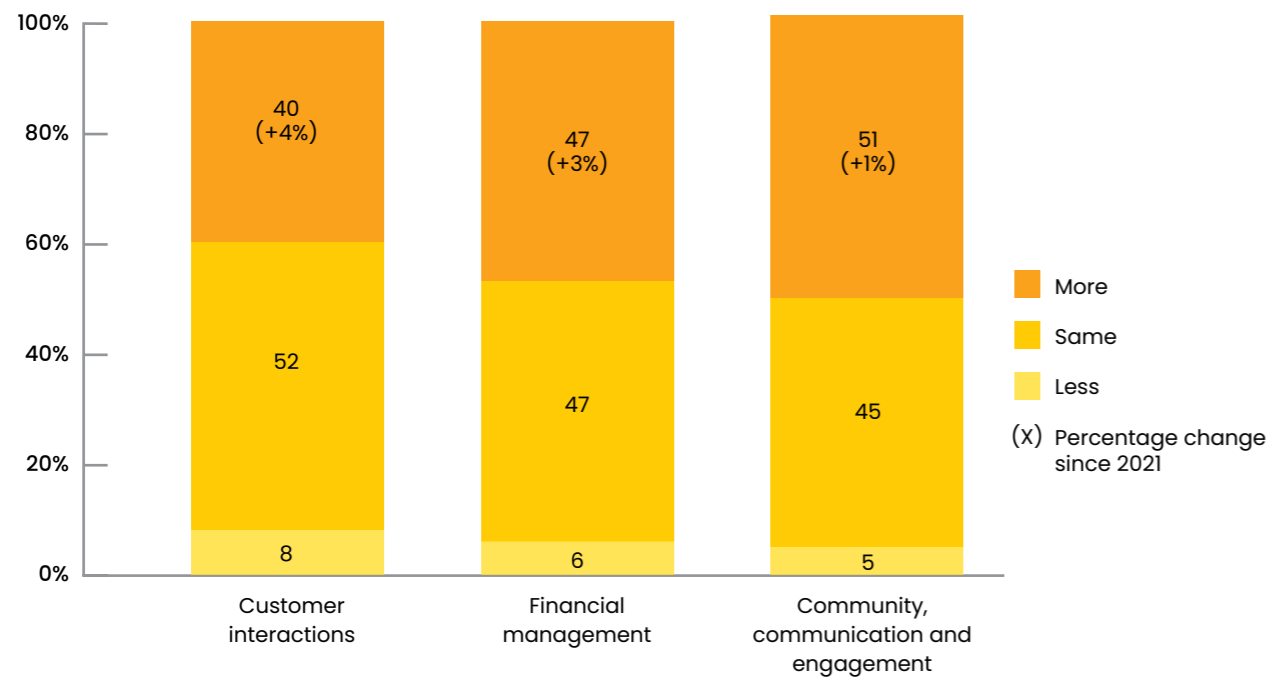


## Civic leadership and effective governance

Are the following a priority? (year on year comparison)

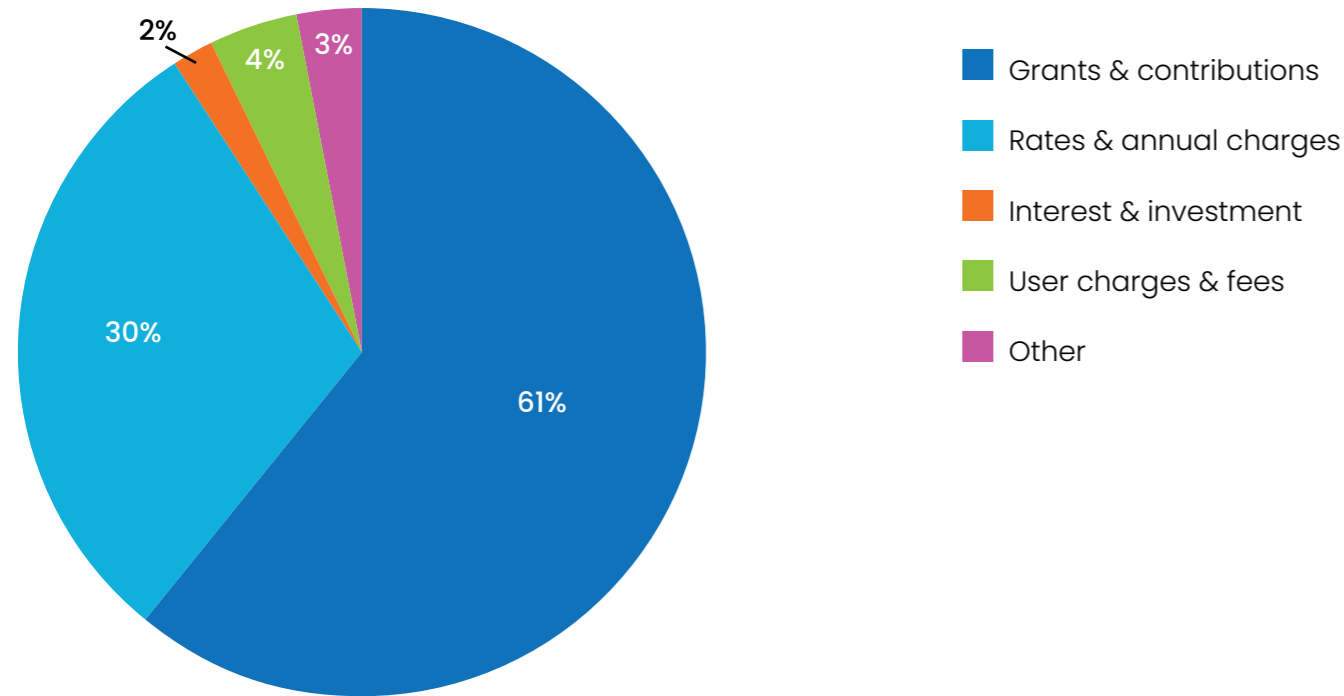


## Level of future investment



# Financial summary

## What were our sources of income?



\$130.8m received in grants and contributions

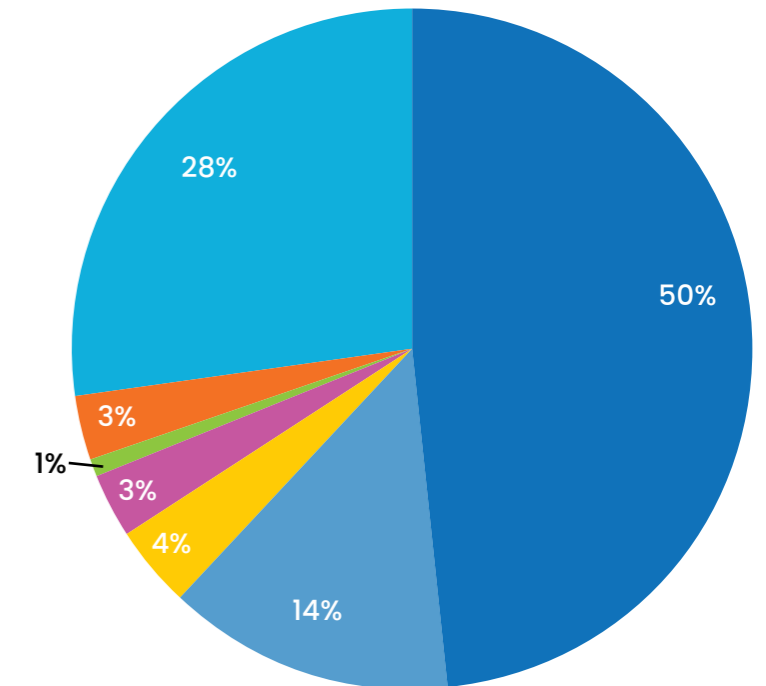
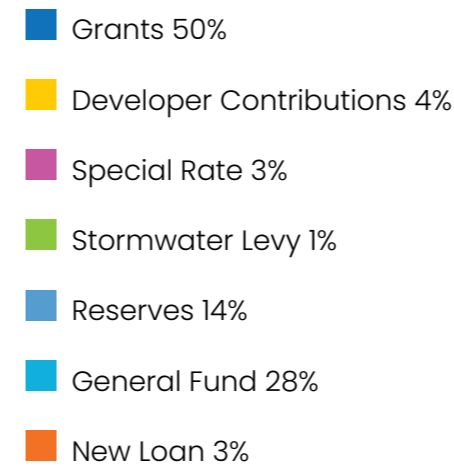
\$3.9m in interest and investment income

\$66m raised in rates and charges



## Works projects snapshot

### Source of funds



### General definition

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

### Asset management prioritisation

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

# Highlights

## Key projects



Introduction of our new state-of-the-art Concover machine at the Cessnock Waste Management Centre



Kurri Kurri Town Centre upgrades including beautification of Col Brown Rotary Park



School safety upgrades at Holy Spirit Primary, Kurri Kurri High School, Kurri Kurri Public School, Stanford Merthyr Infants School, Paxton Public School, and Weston Primary School



Improved road condition for Wollombi Road, Millfield



Upgrades to Sandy Creek Road, Quorrobolong



Landslip recovery works at Paynes Crossing Road



Embankment stabilisation for Murrays Run Road, Murrays Run



A new bridge for Kline Street, Weston



Westcott Street Bridge replacement with dual lane and a pedestrian access footway and no load limit restrictions



Tennis court upgrades and multipurpose courts at George Jeffery Park, Kearsley, Miller Park, Branxton and Greta Central Park



A new regional BMX facility, multi-purpose courts inc. hit-up wall at Carmichael Park



A new multipurpose court at Centenary Park, Abermain



A new Visitor Information Centre Park and Outdoor Cinema



A new fenced Off Leash Dog Exercise Area for Greta Central Oval



A new hybrid synthetic surface for Cessnock Hockey Facility



Accelerated replacement of 99.87% of existing eligible street lights with energy efficient LEDs

## Challenges

This past year, we have experienced significant bushfires in our area at Neath and Kearsley, so we gladly welcomed multiple Fire and Rescue NSW stations in the Hunter area to complete essential training in drafting and relaying water from various sources like pools, dams, and rivers, and then pumping it over a long distance with fire trucks. A technique like this is vital for fighting fires in areas with limited water sources such as pools, dams or creeks.

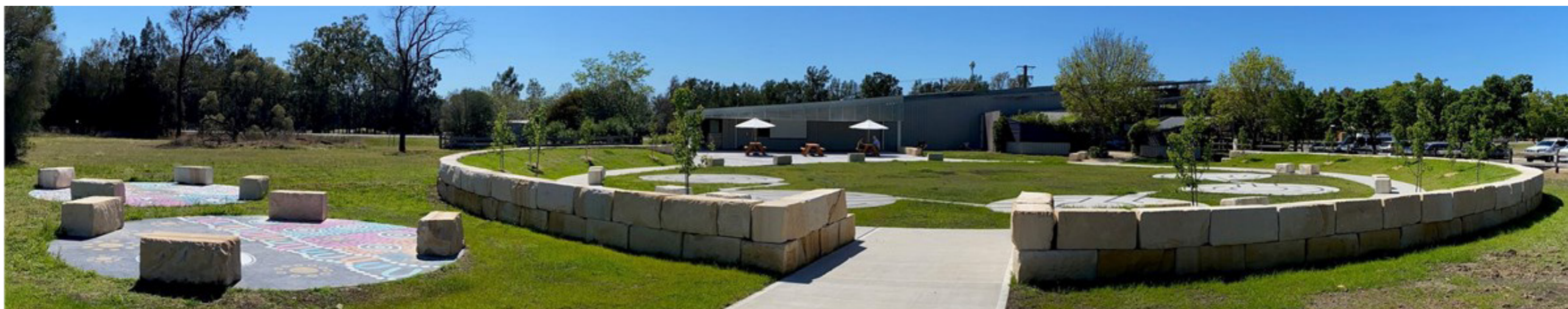
A public memorial garden was installed with heavy hearts in honour of the Hunter Valley bus crash victims. The memorial garden provides a quiet, safe space for visitors to pay their respects. The garden features deciduous ornamental pear trees, and individual memorial plaques representing the 10 lives lost in the tragedy.

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

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

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

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







## Service delivery

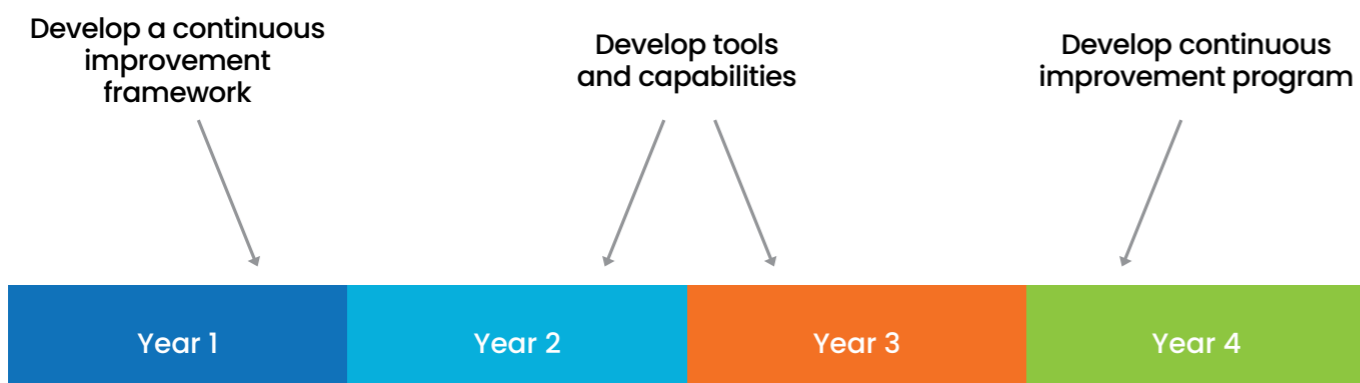
**In 2022 the Office of Local Government introduced continuous improvement as a requirement of the IPR framework, which focuses on ways to better meet our community's expectations around priorities and service levels.**

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

In preparation of a more expansive service delivery review process, a preliminary review

of significant internal services has been undertaken this year. Our talent acquisition process was reviewed and streamlined to increase efficiency within our organisational human resource approval process.

Additionally, a review of our asset management processes and systems has resulted in a migration of asset data to a cloud-based system, utilising preliminary road data to update programs to better inform and build long term Asset Management Capability.



## Our path to reconciliation

- In July we celebrated NAIDOC Week “For our Elders” by holding 11 events with our partner agencies, Barkuma’s NAIDOC Family Fun Day, Kiray Putjung Aboriginal Corporation Family Fun Day and artworks at Little Yengo Gallery Wollombi
- Performance Arts Culture Cessnock Makers Space also held inaugural exhibition “Artefact” which celebrates the indelible artistic legacy of Uncle Les Elvin, as well as work of four established artists, Lesley Salem, Saretta Fielding and Ryan Andrew Lee, each with their own deep ties to the Wonnarua Nation and surrounding Country
- In May our Reconciliation Week celebration included an Elders Morning Tea at the Yarning Circle, Bridges Hill Park community members, local students, service providers, the Member for Cessnock, Councillors and Council staff and included performances by local school students



## Aboriginal and Torres Strait Islander Community Action Plan (Draft)

Our vision for reconciliation is for Cessnock City Council to build unity and respect between Aboriginal and Torres Strait Islander peoples and other Australians. We recognise Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples and respect their connections to lands, waters, places and cultures. In particular, 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 aim to create a welcoming community where the histories, cultures, knowledges, achievements and aspirations of Aboriginal and Torres Strait Islander peoples are acknowledged, respected, considered and celebrated.

We support the national objectives of closing the social, economic and health gaps between Aboriginal and Torres Strait Islander peoples and the broader Australian community, and achieving reconciliation in Australia. We will ensure reconciliation is alive in our organisation by increasing our understanding and appreciation of Aboriginal and Torres Strait Islander cultures and current issues, by being accountable and taking responsibility for change. By walking together along our two paths, Council will work with Aboriginal and Torres Strait Islander peoples and other community members to build a better future for Aboriginal and Torres Strait Islander peoples.

# Supporting an accessible and inclusive community



## First in NSW

- In September 2023 we launched our Hunter Valley Accessible Hot Air Balloon with our partners Balloons Aloft for passengers with limited mobility.
- Our Balloon boasts a customised door for easy access to the basket, and an accessible mini-bus with a wheelchair lift to ensure a comfortable journey to and from the flights.



## Accessible pathways for East End Oval, Cessnock

- The Spectator Seating and Improved Access project involved construction of a sandstone retaining wall and the addition of tiered spectator seating.
- Accessibility was embedded into the design with the pathway and wide spectator pad providing sufficient space to turn and manoeuvre whether for a wheelchair, motorised scooter or pram.



## Performance Arts Culture Cessnock

- An accessible lift was installed at Performance Arts Culture Cessnock (PACC) to connect the ground floor box office and retail space with the first floor Gallery and Maker's Space.
- Construction of a new accessible ramp that leads into the newly created box office and retail space.



## Playgrounds

- Upgrades to now include accessible entry and circulation paths, shade, seating and play opportunities.
- Macquarie Avenue Playground (Cessnock).
- Harle St Playground (Abermain).



## New Citizens

- This year's Citizenship Ceremonies also saw the largest ceremony our City since 2019 with our new local residents from countries including Brazil, Cambodia, Fiji, Germany, India, Indonesia, Ireland, New Zealand, Nigeria, Northern Ireland, Pakistan, Philippines, South Africa, Thailand, United Kingdom and Vietnam.



## Respect campaign

- In August our Respect is Everyone's Business campaign was rolled out in collaboration with 7 other Hunter Councils. This new anti-aggression campaign seeks to raise awareness of the issue and reinforce that everyone deserves a safe work environment.
  - Building positive attitudes
  - Accessible systems, information or processes
  - Supporting meaningful employment
  - Creating liveable communities

## Council's Disability and Inclusion Action Plan 2021-2025

Commenced in July 2021, demonstrating our commitment to improving opportunities for people with disability to access services, activities, facilities and information.

Key initiatives delivered for 2023-2024 include:



### Library

Successful trial of sensory kits has resulted in Sensory Storytime at Cessnock Library on the 1st Monday of the month.

### Marthaville Arts & Cultural Centre

- Replacement of a degraded timber ramp.
- Construction of an accessible pathway from the rear of the building to the amenities block.



### Shared Path & Pedestrian Facilities

To enable those with additional mobility needs to access more of our community with confidence at:

- Cessnock Central Business District to Bridges Hill Park.
- Cessnock Central Business District to Wine Country Drive.

### Cliftleigh Meadows District Park

- New accessible public amenities building.

### Carmichael Park

- Now including accessible pathways connecting the recreation space to a formalised carpark and accessible picnic settings.



## Our commitment to the environment



- In August Cessnock Community Recycling Centre received a visit from Cessnock Multipurpose Children's Centre to deliver recyclable materials they had collected and learn about recycling.
- In September our Bushland Festival was well supported with an estimated attendance of between 800-1200 people.
- March kicked off our Less Is More events with great numbers for our Free Clothes Swap events.

## Climate Change Resilience Plan 2023



communities and vegetation types including dry rainforest in the Mount View and Bow Wow area which supports more than 420 bird species, many of which are threatened. Botanists have also counted 29 species of Eucalypt near Kurri Kurri.

In balancing development management with the adequate protection of biodiversity, we have implemented several mechanisms tailored to ensure the outcomes are sustainable for the future viability of both.

Since the 1970's the Hunter Region has experienced a changing climate with the average annual maximum temperature increasing. In 2020 we adopted a Climate Change Policy that outlines a commitment to net zero emissions by 2050 and commits to both mitigation and adaptation measures for our operations and our community. We are committed to facilitating community greenhouse emissions reduction and sustainable actions through the provision of factual educational material and supporting advice to our community and business sector.

Our area is also biologically diverse and supports a range of ecosystems, ecological



# OUR CORPORATE GOVERNANCE

## Corporate governance

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

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

We meet our objectives by:

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



# Our principles



## Social justice

Promoting access, equity, participation and rights



## Partnerships and collaboration

Working together to achieve our vision



## Opportunity

Creating and taking opportunities for the advancement of the City



## Resilience

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



## Sustainability

Enabling a sustainable community, economy and environment through effective leadership

# Our elected Ward Councillors



**Paul Dunn**  
Councillor - Ward A



**James Hawkins**  
Councillor - Ward A



**Jessica Jurd**  
Councillor - Ward A



**Anthony Burke**  
Councillor - Ward B



**John Moores**  
Councillor - Ward B



**Ian Olsen**  
Councillor - Ward B



**Karen Jackson**  
Councillor - Ward C



**Anne Sander**  
Councillor - Ward C



**Daniel Watton**  
Councillor - Ward C



**Rosa Grine**  
Councillor - Ward D

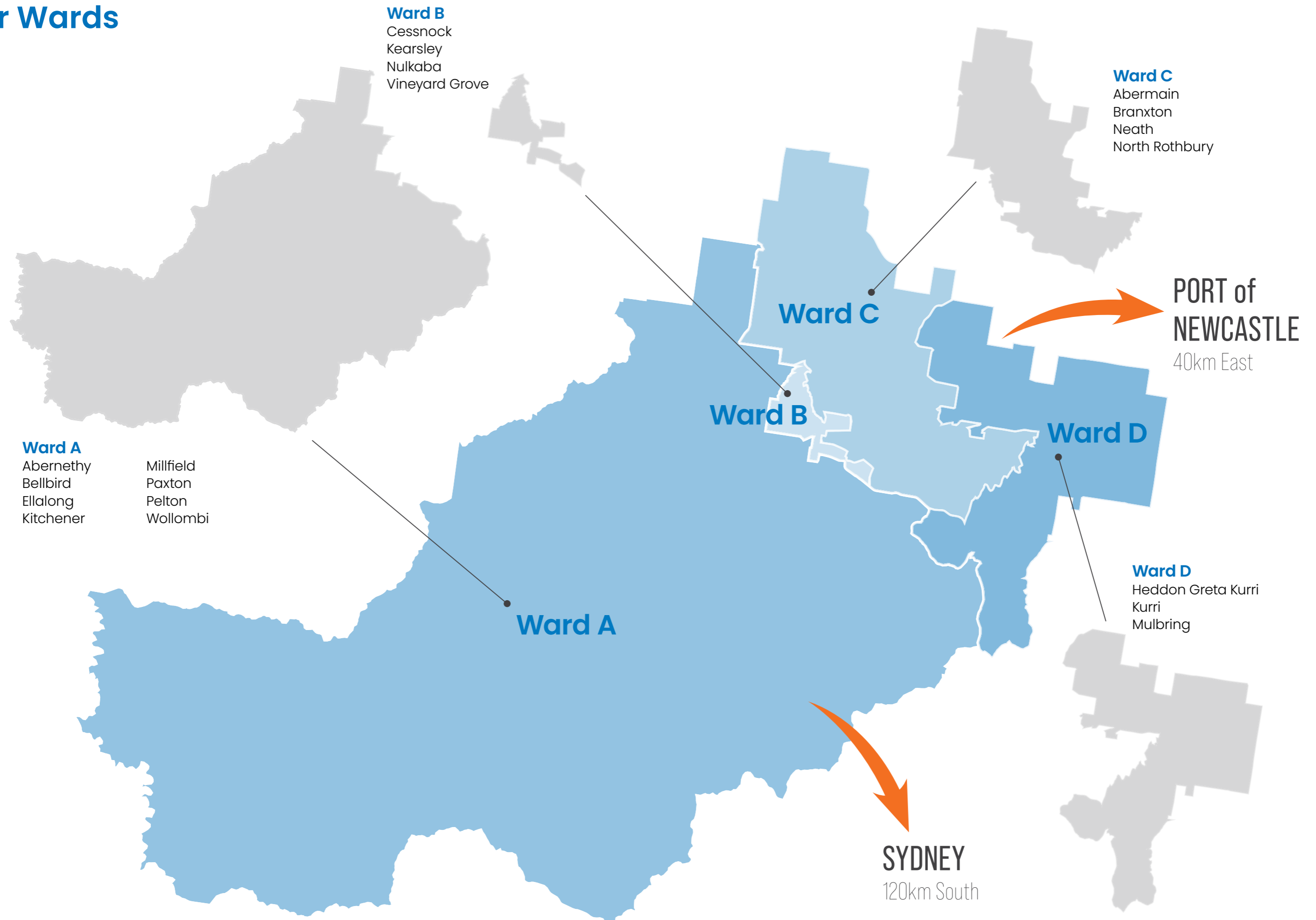


**Mitchell Hill**  
Councillor - Ward D



**Paul Paynter**  
Councillor - Ward D

# Our Wards



# Our organisation

## Workforce diversity

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

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

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

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

### Gender



**54.37%**  
Male



**45.63%**  
Female

### EEO measures



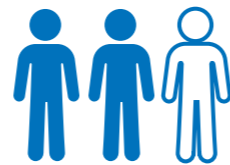
**23**  
Aboriginal /  
Torres Strait  
Islander



**7**  
Disability



**24**  
Non-English-  
Speaking  
Background



**10**  
Ethnic  
Minority

# Our leadership team



**Ken Liddell**  
General Manager



**Robert Maginness**  
Director  
Corporate &  
Community Services



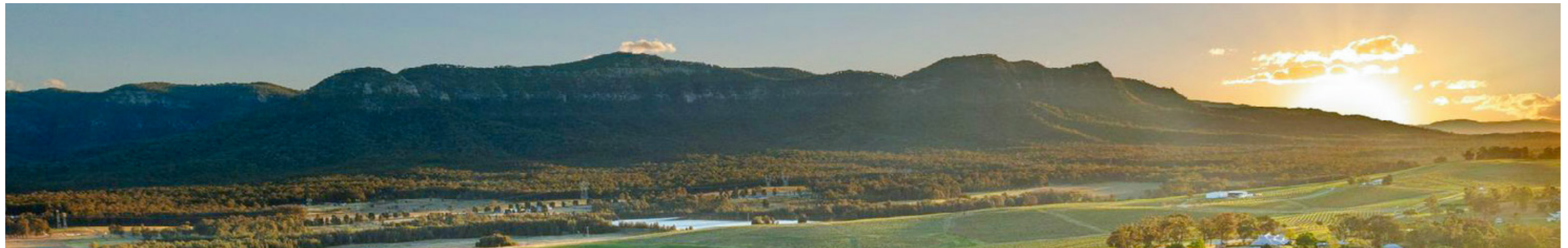
**Peter Chrystal**  
Director  
Planning & Environment



**Paul McLachlan**  
Director  
Works & Infrastructure



**Michelle Honeyman**  
Manager  
People & Culture



# Our grant partners

## Highlights

- In response to extensive landside damage impacting the road network in February and June 2022 we received funding from TfNSW NSW Reconstruction Authority totalling \$16.8M. Works and repairs valued at \$6.2M were completed this year for 11 of the 15 sites identified.
- Investing in our community – Carmichael Park BMX Track, Kurri Kurri Sports Ground
- Local Roads & Community Infrastructure – Kurri Kurri Town Centre
- Priority Community – Booth Park netball facilities
- Artificial Intelligence in NSW Planning Council Early Adopter
- Crown Reserves Improvement Fund – Poppethead Park Kitchener
- Accelerate Infrastructure – Wollombi Road
- The Infrastructure Betterment Funds – Thomas Street
- Active Transport – Kurri Kurri to Testers Hollow
- Regional Road Repair – Cessnock to Wollombi
- Black Spot – Bush Crash Permanent Memorial, Great North Road Laguna
- Fixing Local Roads – Sandy Creek Road Quorrobolong
- Community Assets Program – Baddeley Park Hockey Field
- Resources for Regions – Visitors Information Park
- Create NSW – accessible lift installed at Performance Arts Culture Cessnock (PACC)
- Stronger Communities (Round 5) – Greta Central Oval fenced off leash dog exercise area





# STRATEGIC REPORTING

## Integrated planning & reporting

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

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

### Our stakeholders

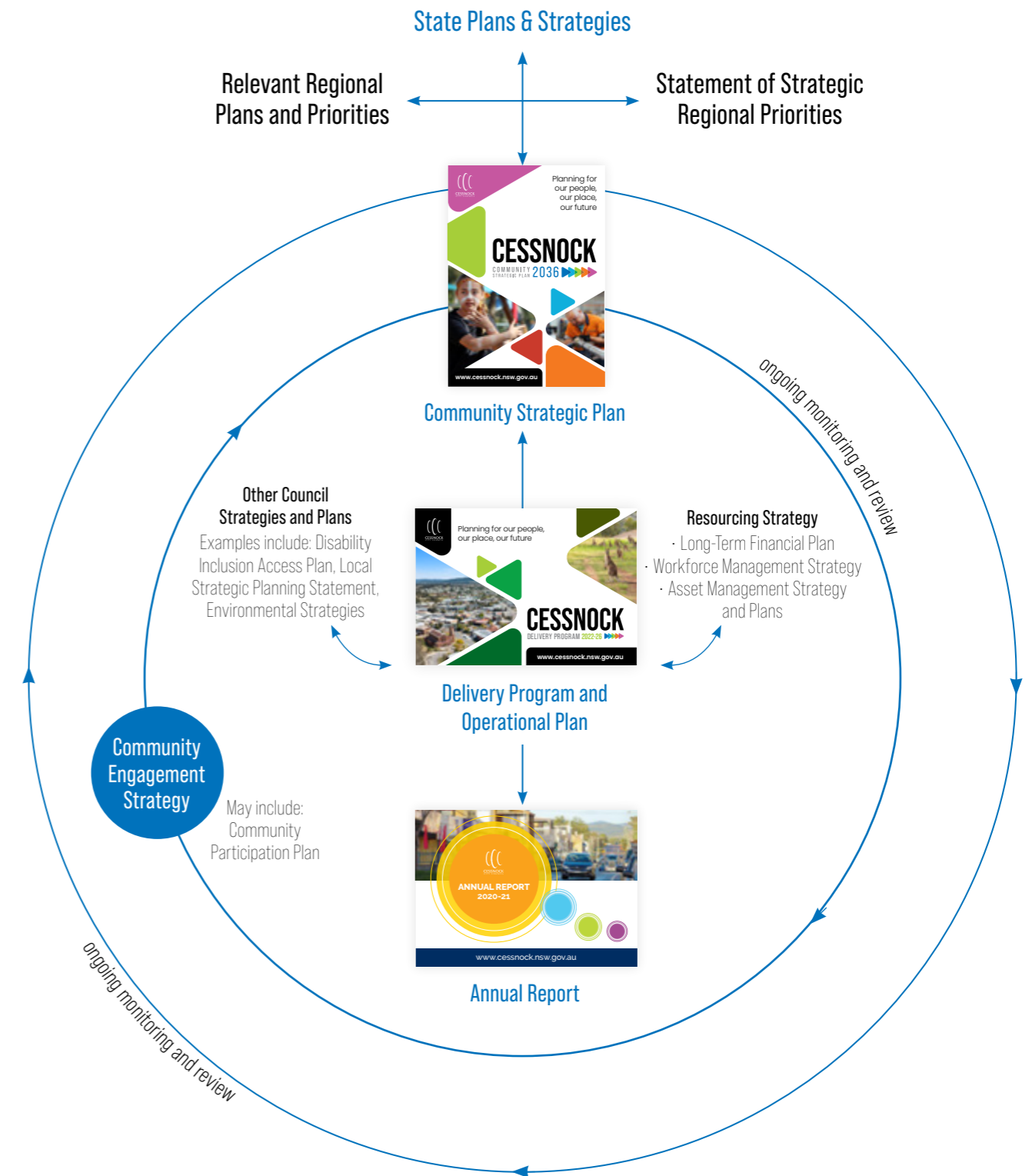
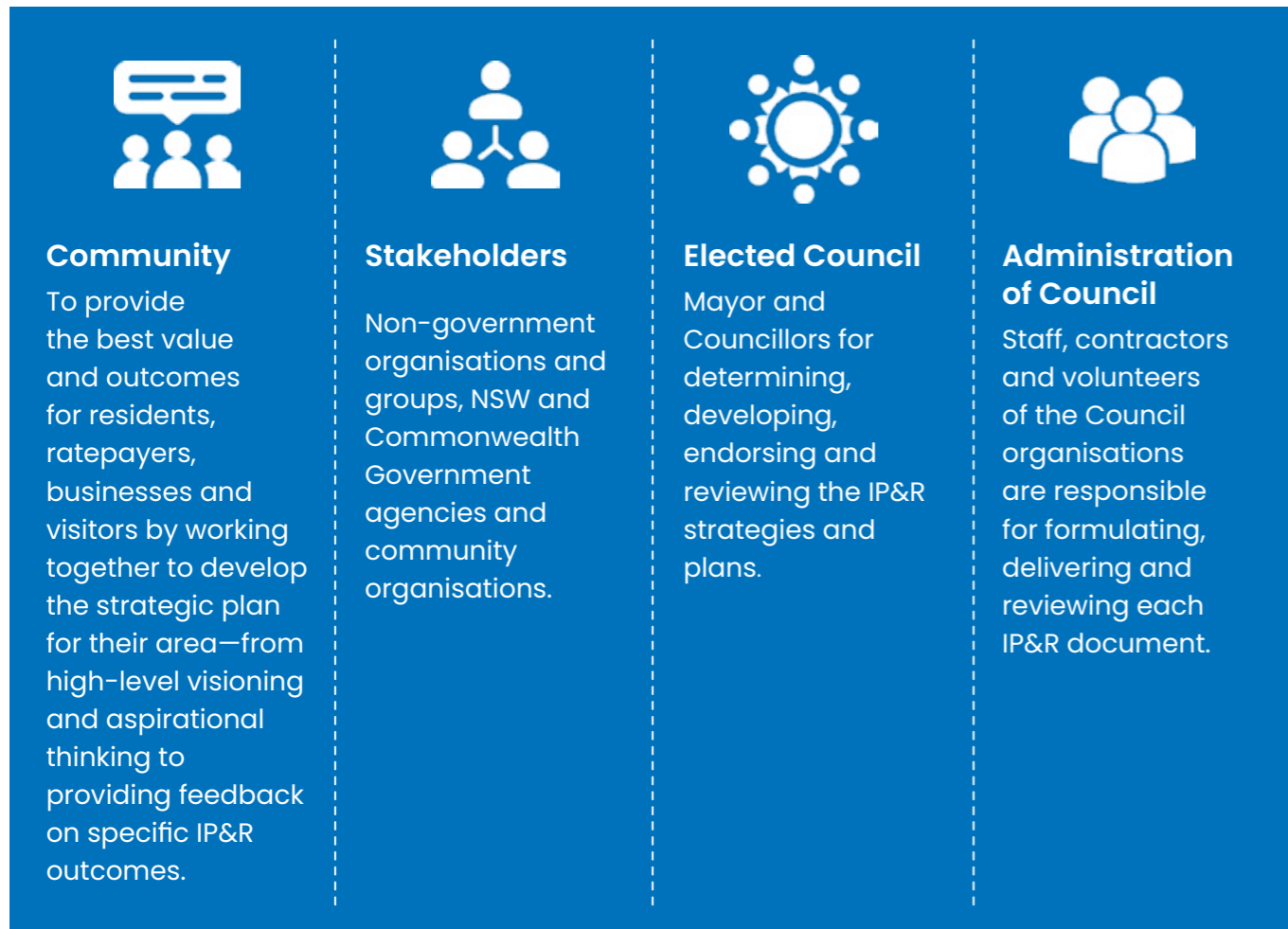
STAKEHOLDER GROUP	WHY OUR STAKEHOLDERS ARE IMPORTANT TO CCC
Employees	Contributes to the success of our organisation with valuable knowledge, skills, and labour
Customers	Provides us with feedback and utilise our services and products
Visitors	Provides employment opportunities and financial sustainability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

# Integrated planning and reporting

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

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

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



## Integrated planning and reporting framework

# Navigating this section

## Outcomes

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

## Objectives

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

## Strategies

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

## Actions

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

## Progress



### IN PROGRESS

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



### COMPLETE

Indicates an action was achieved during the reporting period



### CARRY FORWARD

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



### NOT PROGRESSING

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

## Outcomes

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



**1** A connected, safe and creative community



**2** A sustainable and prosperous economy



**3** A sustainable and healthy environment



**4** Accessible infrastructure, services and facilities



**5** Civic leadership and effective governance

# OUR PERFORMANCE



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

# A connected, safe & creative community



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

## 1

### A connected, safe & creative community

This desired outcome relates to community wellbeing, connectedness and safety.

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

#### Objective 1.1

##### Promoting social connections and wellbeing

###### Strategic Directions

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

#### Objective 1.2

##### Strengthening community culture

###### Strategic Directions

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

#### Objective 1.3

##### Promoting safe communities

###### Strategic directions

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

#### Objective 1.4

##### Fostering an articulate and creative community

###### Strategic Directions

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



# Measures

## How we will measure our progress

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

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

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



# HIGHLIGHTS SUMMARY

## Community Safety

- Road safety messaging
- 2 Graduate Licensing workshops for supervisors/learners/drivers
- 14 Construction Certificates with an average of 21 days
- Patrolled 737 School Zone for illegal and unsafe parking



## Cessnock Youth Outreach Service

**13,839**  
young people engaged

## 19 events

held at our Cessnock Youth Centre and Outreach Service, our Libraries and PACC

## Focus

Education, Recreation, Skill building, Connection building, Physical health, Building a stronger connection to community

## Partners

Youth Week Planning group, Youth Ambassadors, young people, Council's Youth Services Team



## Performance Arts Culture Cessnock

**25,997**  
tickets sold

**6**  
sell out performances

## PACC Programs

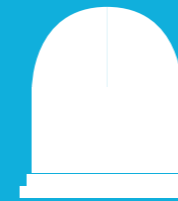
- Refurbished of the building including relocation of Box Office and airconditioning upgrade
- June WOWFEST attracted 300 parents and friends of our students
- Carols in the Park



## Seniors Festival

**54**  
events

**1,616**  
people attended



## Cemeteries

- New gardens at Gordon Williams Memorial Lawn Cemetery
- New fencing at Cessnock Cemetery



## Community Awareness Collaboration

- Partnership with NSW Police
- Cessnock City Liquor Accord
- Community Safety Precinct Committee



## Public Pool Attendance

**49,057**  
Cessnock

**28,237**  
Branxton

**121,209**

Kurri Kurri Aquatic Centre

## Public Pools

### Cessnock Pool

- New kiosk window
- Splash pad fencing
- Installation of lifeguard stations and shelter

### Branxton Pool

- New lifeguards Stations and shelter

### Kurri Kurri Aquatic & Fitness Centre

- New dosing system and filter components



## Development Applications

**673**  
residential building approval



## Our Libraries

- 113,391 in person visits (18.4% increase)
  - 217,214 Loans (11.1% increase)
- 38,911 e-resources loaned 24/7 eBranch
  - 28.9% increase in e loans
  - 8.6% increase in online access
    - visiting 11 local schools
    - 1,374 attendees
- Inclusive Sensory Storytime sessions

## Key projects

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Aberdare, Turner Park: roof replacement/painting fascia gutter, eaves, posts, doors	✓
Cessnock, Baddeley Park Sports Ground: grandstand seat replacement	✓
Bellbird Community Hall: flooring	✓
Branxton Community Hall: air conditioning	✓
Cessnock Civic Indoor Sports Centre: roof ventilation remediation and automated rollers	✓
Cessnock Library: library books	✓
Citywide Community & Cultural Buildings: investigate and develop community building renewal program	✓
Citywide Community Halls: painting community buildings	✓
Council Works Depot: extend administration building	✓
Investigate and develop aquatic facility renewal program	✓
Kurri Kurri, Booth Park: toilet block renewal	✓
Kurri Kurri: Volunteer Rescue Association improvements and demolition	✓
Millfield: new Rural Fire Station	✓
Mulbring Park: tennis clubhouse improvements	✓
Pokolbin Community Hall: kitchen upgrade	✓
Rural Fire Service facility upgrades and extensions - various buildings	✓
Wollombi Tennis Club: insurance works	✓

## Challenges

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Richmond Main	»

# Detailed performance

## Objective 1.1 Promoting social connections and wellbeing

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Organise an event to recognise National Reconciliation Week	✓
Coordinate and promote a community program of activities and events for NAIDOC Week	✓
Engage with the community in reconciliation initiatives and in developing a next action plan	✓
Deliver inclusive programming for Council's Cessnock Youth Centre and Outreach Service (CYCOS) that engages and encourages young people to participate in a diverse range of social, recreational and educational activities and aligns with the Cessnock City Council Youth Engagement Strategy	✓
Deliver inclusive programming strategy through Cessnock Youth Centre and Outreach Service (CYCOS) that engages First Nations peoples, their families and community groups to participate in a diverse range of social, recreational and educational activities	✓
Continue working in partnership with external organisations to implement youth based community programs that promote and encourage health and wellbeing	✓
Develop a 2024 Youth Week program that is inclusive, engaging and celebrates young people	✓
Promote and deliver diverse and inclusive activities including during school holidays engaging with children, young people and families across the Cessnock Local Government Area	✓
Further promote the positive image and value of young people and strengthen the presence of Cessnock Youth Centre & Outreach Service (CYCOS) within the community.	✓
Coordinate and promote a community program of activities for the 2024 Cessnock City Seniors Festival	✓
Organise and deliver throughout December a diverse program of Christmas events engaging children, young people and families	✓



OPERATIONAL PLAN 2023-24 ACTION	STATUS
Organise ceremonies (and associated activities) for civic events such as Australia Day, Mayoral Scholarships and Citizenship presentations	✓
Develop program to ensure Banner Poles use is maximised to advertise Council and community events	✓



## Objective 1.2 Strengthening community culture

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Update the Cessnock Local Government Area Community Directory and provide ongoing community awareness and promotion for the Community Events Calendar	✓
Be an active member of collaborative network groups that strive for inclusive, safer and healthier communities and in partnership with stakeholders deliver diverse and innovative community development initiatives	✓
Promote and administer Council's Community and Cultural Development Dollar for Dollar Grant Scheme	✓
Liaise with community groups who operate from Council owned cultural facilities, to provide a welcoming, engaging, inclusive, safe and accessible environment	✓
Complete refurbishment works for the creation of a cultural hub at Performance, Arts, Culture, Cessnock (PACC)	✓
Investigate and pursue funding opportunities for renewal works to the Kurri Kurri Library amenities and ensure the design informing future works provides for an accessible toilet	✓
Deliver road safety education and awareness programs on identified road safety priorities under the joint Local Government Road Safety Program and CCC Road Safety Strategic Plan 2020-2024	✓
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	✓
Prepare and submit applications for funding to improve and/or construct community, sporting and aquatic facilities	✓
Support community groups to manage facilities in conjunction with Council by providing assistance and advice within resources where appropriate.	✓
Continue to develop masterplan for community, sporting and aquatic facilities	✓
Implement the Cessnock City Council Cemeteries Masterplan	✓

## Objective 1.3 Promoting safe communities

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Collaborate through participation on the Cessnock City Liquor Accord and Community Safety Precinct Committee	✓
Assess requests for additional, changes to existing, and special event alcohol-free zones	✓
Implement internal Road Safety in the Workplace training to improve health and safety through awareness and compliance with road rules	✓
Conduct two Graduated Licensing Scheme Workshops for supervisors and learners \ drivers	▶
Engage with Schools within the Cessnock LGA regarding road safety around schools	▶
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.	✓
Implement next steps of local government road safety project from the Road Safety Strategic Plan	✓
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	✓
On-going assessment of applications for Restricted Access Vehicle movements within the LGA	✓
Research and respond to road safety and road engineering enquiries	✓
Prepare reports for, and facilitate the Local Development Committee (Traffic)	✓
Collaborate with partners to develop and maintain a public street lighting network to improve the safety of the road network	✓
Oversee the accelerated replacement of existing eligible street lights with energy efficient LEDs	✓
Fullfill legislative obligations as per the National Rail Safety Regulator in relation to road/rail interface within the Cessnock LGA	✓

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Review Transport for NSW detailed crash/fatality reports and attend crash sites to access potential associated road condition factors	✓
Investigate and process invoices in relation to Public Lighting maintenance and electricity usage for public lighting within the road reserve.	✓



## Objective 1.4 Fostering an articulate and creative community

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Deliver an engaging Performance, Arts, Culture, Cessnock (PACC) season with programming strategy that considers Councils community plans, diversity and inclusion	✓
Develop and promote Cessnock City Library digital services including 24/7 eBranch	✓
Develop and deliver diverse and inclusive lifelong learning programs, arts and local history exhibitions at Cessnock Library and Kurri Kurri Library Branches	✓
Commence the development of the next Cessnock City Library Strategic Plan	✓



# A sustainable and prosperous economy



## 2 A sustainable and prosperous economy

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

### Objective 2.1

#### Diversifying and growing our economy

##### Strategic Directions

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

### Objective 2.2

#### Achieving more sustainable employment opportunities

##### Strategic Directions

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

### Objective 2.3

#### Increasing tourism opportunities and visitation in the area

##### Strategic Directions

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



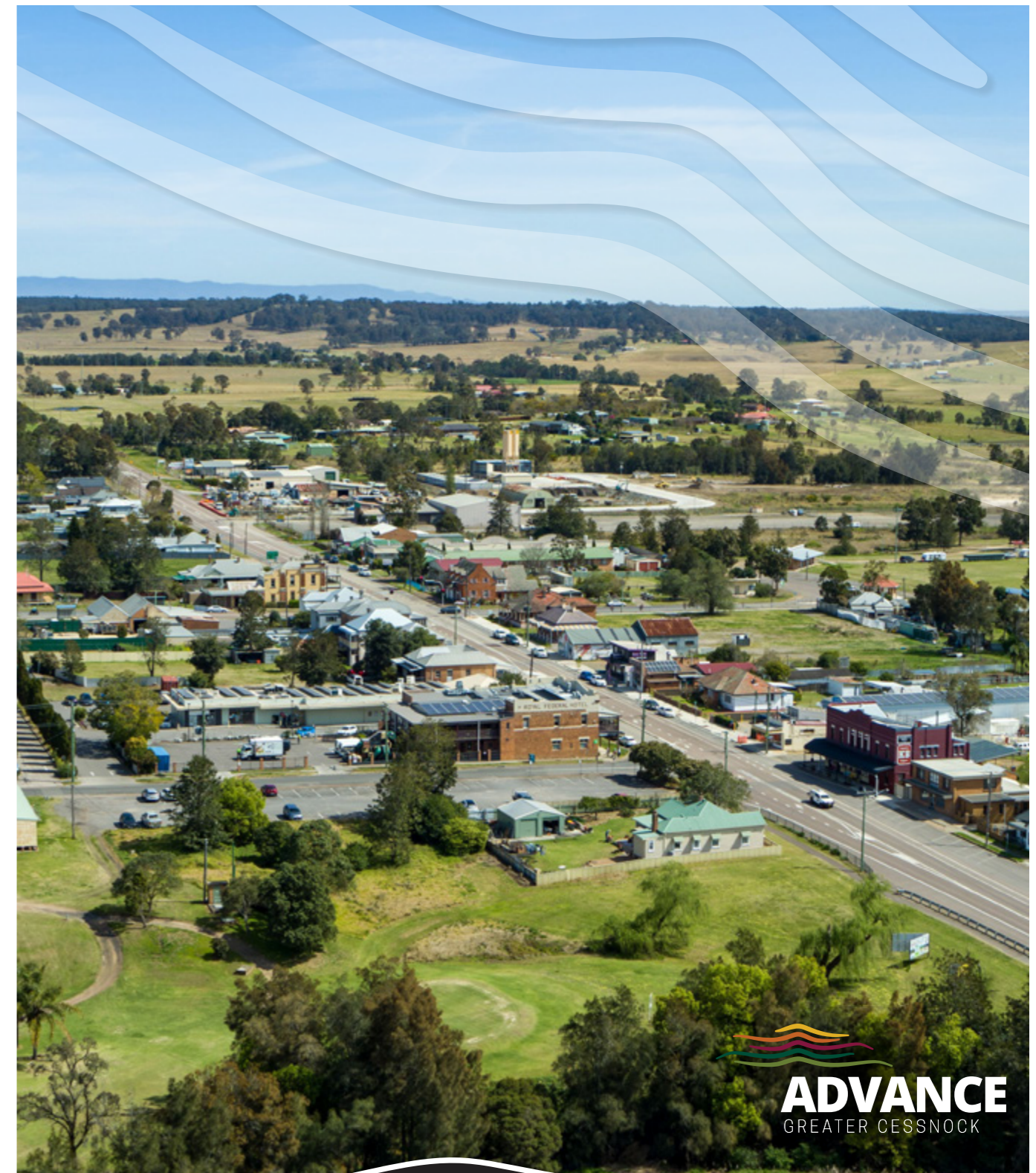
- 2.1 Diversifying local business options
- 2.2 Achieving more sustainable employment opportunities
- 2.3 Increasing tourism opportunities and visitation in the area



# Measures

## How we will measure our progress

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



## Cessnock to Greta/Branxton The need for Public Transport Connections

# HIGHLIGHTS SUMMARY



## Hunter Valley Wildlife Park Community Day

**100 free tickets**

for mobility impaired visitors, reduction of ticket price for local residents



## Our shop

Over **\$210,000** in sales

**874** products from **64** predominantly local Hunter Valley suppliers



## Our booking system

**623** tour and accommodation bookings valued at **\$160,000**

**414** product booking from **89** tourism and accommodation businesses



## Hunter Valley Monopoly boardgame

Our Monopoly board game, drew from a survey of over 650 residents and features locations from the region. It spans from Laguna in the south to Lake St Clair in the north, celebrating the unique allure of each included location



## Support local economy

Support local economy  
12 'Support Local' competitions

**\$6,850** in prizes

**44** winners

## Visitor Economy Grants and Sponsorship Program

2 rounds / \$50,000 funding via



An over 55's Employment Session in conjunction with Seniors Week and Cessnock Business Chamber



Development of an advocacy document for 2 additional bus services between Cessnock and Branxton/Greta

## Advance Greater Cessnock

10 Advance Greater Cessnock Partners projects valued at **\$125,000**:

- Cessnock Coordinator
- Kurri Kurri Town Coordinator
- STOMP Festival
- Nostalgia Festival
- D'Vine Long Weekend
- Kurri Kurri Visitor Centre
- Historic Wine Press art project



Advocating for improved mobile and internet connectivity



Shiraz to Shore Cycle Trail concept plan



Hunter Valley Visitors Information Centre

## Key projects

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Branxton Town Centre, Church Street to Anvil Creek Bridge North Side	▶
Cessnock CBD Civic Precinct - upgrade stage 2 (library shared zone)	▶
Hunter Valley Visitors Information Centre Park: retaining wall and concrete path	✓
Kurri Kurri, Col Brown Rotary Park: park beautification	✓
Branxton Town Centre: stage 2	✓
Kurri Kurri, Lang Street: road works	✓

## Challenges

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Kurri Kurri Commercial Centre - associated roadworks upgrades	⏸



# Detailed performance

## Objective 2.1 Diversifying and growing our economy

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Undertake research for economic analysis and reporting, prepare publications, submissions, and discussion papers and collate economic development information pertaining to major funding attraction	✓
Complete the construction of the Hunter Valley Visitor Information Centre (VIC) Park and Landscaping Plan using Resources for Regions grant funding	✓
Develop a business case for the repurpose of the former Richmond Main Colliery site to determine if the site has the potential to generate revenue	✓
Submit a minimum of three grant applications that align with the Cessnock City Council Economic Growth Agenda and social priorities for the community	✓
Collaborate with Advance Greater Cessnock partners and the NSW Investment Concierge Service to facilitate and accommodate investment leads	✓
Use the Investment Attraction Suite and Advance Greater Cessnock Website to promote greater Cessnock as a viable and profitable location to establish a new business or to grow an existing business	✓
Provide an investment attraction concierge service as detailed in the Greater Cessnock Investment Prospectus to facilitate and accommodate investment leads and to assist businesses in establishing a new business	✓
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	✓
Support and nurture existing economic activity in the Cessnock local government area by running 10 Support Local campaigns to boost local spending and increase engagement with local businesses	✓
Using bushfire recovery funding construct a new aircraft apron at Cessnock Airport that will allow activation of commercial land at the Western Airport Terminal	✓

## Objective 2.2 Achieving more sustainable employment opportunities

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Provide monthly Advance Greater Cessnock business news updates, provide critical and relevant information to businesses via the Advance Greater Cessnock website	✓
Use the Greater Cessnock Jobs Strategy 2036, employment data and collaboration to support local Job Active Service Providers to improve employment and training outcomes	✓
Deliver the Employment Shuttle Service – Cessnock to Wine Country utilising Resources for Regions Grant Funding	✓
Communicate training and skill development opportunities to the community via the Advance Greater Cessnock website, Advance Greater Cessnock Business eNews Letter and other available media channels	✓
Continue to implement the graduate, trainee and apprenticeship framework	✓



## Objective 2.3 Increasing tourism opportunities and visitation in the area

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Deliver the Council related actions generated from the Hunter Valley Wine Tourism Alliance	✓
Provide a joint tourism service with Hunter Valley Wine and Tourism Association that provides destination marketing and in destination tourism services for the benefit of regional tourism	✓
Deliver the priority actions from the Hunter Valley Destination Management Plan using budgeted resources	✓
Maintain and grow Council's tourism and business image library to allow for effective promotion of tourism products and business offerings	✓
Provide quality visitor services to Level 1 Accreditation standards for 364 days a year	✓
Promote and sell Hunter Valley products through the Hunter Valley Visitor Information Centre Gift Shop	✓
Promote and sell Hunter Valley experiences through the Hunter Valley Visitor Information Centre booking system	✓



# A sustainable and healthy environment



- 3.1 Protecting and enhancing the natural environment and the rural character of the area
- 3.2 Better utilisation of existing open space
- 3.3 Better waste management and recycling

## 3 A sustainable and healthy environment

This desired outcome focuses on the conservation and preservation of the natural environment whilst balancing development and acting on climate change.

It supports our aspiration to achieve a sustainable, resilient, and healthy community and environment.

Council has undertaken the following services to achieve the objectives established in the Community Strategy Plan, **Cessnock 2036**:

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

#### Strategic Directions

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

### Objective 3.2 Better utilisation of existing open space

#### Strategic Directions

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

### Objective 3.3 Increasing tourism opportunities and visitation in the area

#### Strategic Directions

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



# Measures

## How we will measure our progress

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



# HIGHLIGHTS SUMMARY

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

**100%**  
of annual scheduled routine inspection of all NSW Food Authority Partnership food, pool and skin penetration inspections were completed



**3,529.63 tonnes**  
of kerbside waste recycled



**6,293.14 tonnes**  
of kerbside garden organics collected and reprocessed



**1.37 million**  
bins emptied



**160** compost bag vouchers distributed at Millfield Spring Fair



**1,046 subscribers**  
Monthly Environment eNewsletter



**10 schools** received plants & compost via the National Tree Day schools plant giveaway.

**26** groups registered for Clean Up Australia Day sites from Bucketty to Greta -  
**40.22 tonnes**  
of rubbish collected



**28 teachers**  
registered for Green Teachers Network



**1,000** native tube plants, and  
**160** bags of compost in 1 hour at the Native plant and compost giveaway held in conjunction

## Floodplain management



Design drainage upgrade for Cruickshank Street, Bellbird



Commencement of South Cessnock flood mitigation

## Open space facilities

Hydrawise irrigation systems upgrade with 22 controllers replaced and 7 smart meters installed at various parks to reduce ongoing maintenance



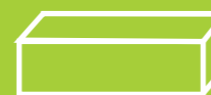
A multipurpose court at Abermain Centenary Park



New picnic setting and shelter for Macquarie Avenue Cessnock playspace



Fencing at Harle Street playground Weston



Sandstone barrier fencing at Chinaman's Hollow



Tiered spectator seating at East End Oval Cessnock

## Waste Avoidance & Reuse Engagement

**100-participants**  
in our Smarter Kitchens food waste reduction program that was covered on NBN

**Less is more**

Embracing a simpler way of living

Less is More community engagement included:



March clothes swap - 64% of the items brought to the swap were rehomed



'Growing Your Own Vegetables' workshop - 35 people registered



'Seed Saving' - 60 registered



Repair Cafe included repairs items such as lights, clothing, whipper snipper, and a musical jewellery box

## Key projects

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Abermain and Weston: flash flood warning system	✓
Abermain, Orange Street: multi-purpose court relocation	✓
Bellbird Heights, Keelendi Road: • Investigate and design drainage upgrade	✓
Bellbird, Carmichael Park: • Carpark and access road upgrade • Multi-purpose courts and associated hit-up walls • New BMX Facility	✓
Branxton, Cessnock Road: • Upgrade drainage	▶
Cessnock FRMSP: • Bund wall investigation	✓
Cessnock Hockey Centre: • Surface replacement	✓
Cessnock Regional Skate Park: • Investigate and develop facilities construction	▶
Cessnock Waste Facility: • Capping design • Recycling pad pavement rehabilitation	✓
Cessnock Waste facility: • New landfill development	▶
Cessnock Waste Management Centre: • Biodiversity offset – signage and stage 2 fencing	▶
Cessnock, Black Creek flood plain: • Deliver Stage 2 flood risk management plan	▶
Cessnock, Bridges Hill Park: • Skatepark upgrade	✓
Cessnock: • Flash flood warning system	✓

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Citywide: • Deliver parks and reserves fence replacement program	✓
Citywide: • Deliver playground edging and surface program	✓
Citywide: • Drainage minor investigation and works	✓
Citywide: • Drainage renewal	✓
Citywide: • Parks and reserves irrigation replacement program	✓
Citywide: • Pre-construction design of recreation facilities	✓
Citywide: • Roadside drainage program	✓
Cliftleigh: • Public amenities construction	✓
George Jeffrey Park, Kearsley: • Tennis court upgrade	✓
Greta Central Oval: • Deliver environmental works	✓
Greta Central Oval: • Fenced Off Leash Dog Exercise Area • Floodlighting	✓
Greta Central Oval: • Floodlighting	✓
Greta Floodplain: • Develop flood risk management plan	▶
Greta, Mansfield & Bell Streets: • Upgrade drainage design	✓
Greta, Miller Park, Greta: • Multipurpose courts	✓

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Greta, Whitburn Street: • Design and construct upgrade drainage	✓
Heddon Greta, Averys Lane: • Local playspace	✓
Heddon Greta, Trenchard Street: • Deliver drainage upgrade	▶
Heddon Greta: • Flood mitigation	▶
Kurri Kurri Netball Facility: • Facilities construction	▶
Kurri Kurri Sportsground: • Upgrades	▶
Kurri Kurri, Booth Park: • Business case netball facility	✓
Kurri Kurri, Booth Street: • Design drainage upgrade	▶
Kurri Kurri, Margaret Johns Park: • Field improvements • renew practice cricket wicket	✓
Kurri Kurri, Margaret John Park: • Renew practice cricket wicket	✓
North Rothbury, Thomas Street: • Upgrade drainage	✓
Waste Services Collection: • Heavy plant	▶
Weston, Hospital Road: • Upgrade drainage	▶

## Challenges

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Aberdare, Rawson Street: • Drainage upgrade	⏏
Cessnock, Bridges Hill Park: • Pathway lighting	⏏
Cessnock, Government Road: • Drainage construction	⏏
Cessnock, Mount View Park: • Improve detention basin	⏏
Heddon Greta, Main Road: • Drainage upgrade	⏏
Kurri Kurri, Coronation Street: • Drainage upgrade design	⏏
Cessnock: • Stage 1 climate change flood study	⏏
Remediation of various former landfill sites	⏏



# Detailed performance

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

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Continue the planning for the Nulkaba Urban Investigation Area	▶
Continue review of Cessnock LEP 2011	▶
Continue review of the Cessnock DCP 2010 chapters	▶
Progress the Vineyards Planning Proposal (including DCP) and Place Strategy	▶
Implement biodiversity education programs	✓
Implement the Cessnock City Council Tree Strategy	✓
Update standard conditions of development consent and roadside drainage elements in Engineering Requirements for Development	✓
Continue to work on energy efficiency of Council facilities under the Revolving Energy Fund	✓
Continue the implementation of the Climate Change Resilience Plan	▶
Facilitate Council's Floodplain Management Committee.	✓
Continue the review of the Infrastructure Plan to suit planned expansion of new infrastructure for future development in collaboration with Strategic Planning.	✓
Seek funding for delivery of Floodplain Management Program	▶

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Investigate and design high priority works identified in the Stormwater, Waterway and Floodplain Strategy.	✓
Manage declared dams in accordance with NSW Dams Safety legislation.	✓
Contribute to assessing the flood impacts of development.	✓
Raise community awareness about the implications of developing flood impacted land through the availability of information on Council's website and Planning Certificates.	✓
Inspect commercial and residential on-site sewerage management systems in accordance with risk based priority routine inspection program.	✓
Conduct routine inspection of all food and regulated premises, including public pools and skin penetration premises in accordance with the NSW Food Authority Partnership and relevant legislative requirements.	✓
Continue community engagement and education relating to environmental initiatives	✓
Support environment and sustainability community groups within the LGA to implement awareness and on-ground projects	✓

### Challenges

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Former waste sites contaminated land remediation program and strategy	⏏
Support environment and sustainability community groups awareness projects	⏏
Invasive weed species management program	⏸





## Objective 3.2 Better utilisation of existing open spaces

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Continue implementation of the recommendations from the Recreation & Open Space Strategic Plan 2019	✓
Implement Off Leash Dog Exercise Area Strategy	✓
Progress Civic Park project to consolidate Council land and create a large development for adaptive reuse	✓
Implement Skate and BMX Strategy	✓
Develop Generic Plan of Management for Parks	✓
Develop and update Plans of Management	✓
Continue to implement the adopted masterplans for Council's recreation and community facilities spaces	✓
To benefit local sporting associations and community service groups, develop and establish a procedural framework for granting long-term tenure of land and facilities designated for community use	✓
Undertake routine maintenance in accordance with available resources and schedules	✓
Asset Management Plans for Buildings and Open Space are updated	▶

## Objective 3.3 better resource recovery and waste management

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Continue management of Biodiversity Offset area for the landfill extension project	✓
Operate the Cessnock Waste Management Centre in accordance with the Environment Protection License and relevant legislation and to encourage resource recovery	✓
Continue to appropriately manage problem wastes to reduce potential pollution to the environment	▶
Implement Regional Illegal Dumping operation in conjunction with Hunter Joint Organisation of Councils.	✓
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	✓
Develop policies and procedures to increase the efficiency of waste services	✓
Continue to implement a waste avoidance and reuse community engagement program targeting attitudes to consumption	✓
Undertake illegal dumping cleanups and prevention programs, subject to grant funding	✓

### Challenges

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Cessnock Waste Management Centre – Waste Transfer Station: Permanent Administration and Education Centre Landfill extension	⏸
Kerbside organics collection contract with Solo and regional partners	⏸
Kerbside recycling collection with Hunter Resource Recovery	⏸



# Accessible infrastructure, services and facilities

## 4 Accessible infrastructure, services and facilities

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

### Objective 4.1 Better transport links

#### Strategic Directions

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

### Objective 4.2 Improving road network

#### Strategic Directions

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

### Objective 4.3 Improving access to health services locally

#### Strategic Directions

- We have better availability of, and access to, hospitals and health services in the local government area
- We have better availability of, and access to, general practitioners and dental services in the local government area
- We have regional standard health services, facilities and health professionals



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





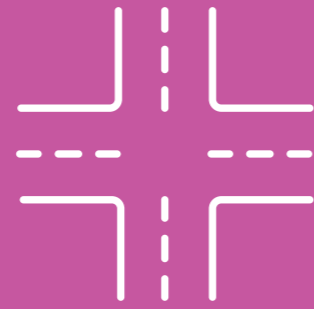
# Measures

## How we will measure our progress

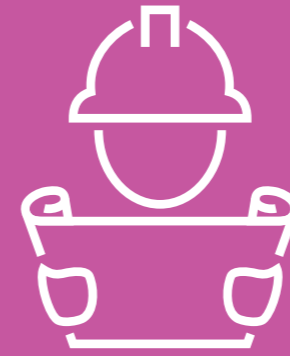
MEASURE	CONTEXT/BENCHMARK	BASE	TARGET
Public transport usage	This measure is the annual distance and percentage of trips made by public transport (trains and bus) by residents of the local government area. This data is sourced from the Household Travel Survey.	75,000km 3%	Improve
Pavement network condition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



# HIGHLIGHTS SUMMARY



52,126.3 metres and \$12 million spent on roads renewal



Natural disaster rehabilitation of Glenloona Road, Laguna completed



Contract awarded for construction of bridge for Watagan Creek #3 Laguna



\$6.1 million invested in bridge upgrades (an increase of \$3.3m)



Street lighting upgrade for Gingers Lane Sawyers Gully



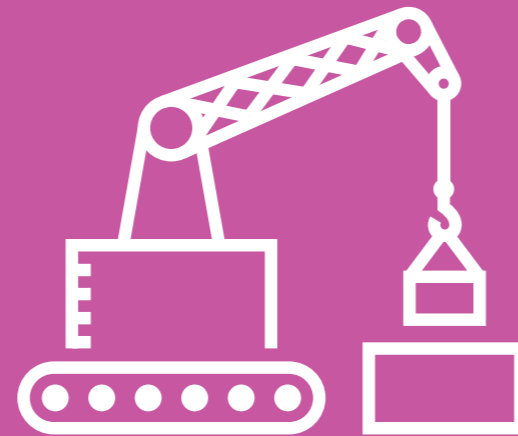
Bridge replacement completed for Yango Creek Road Wollombi



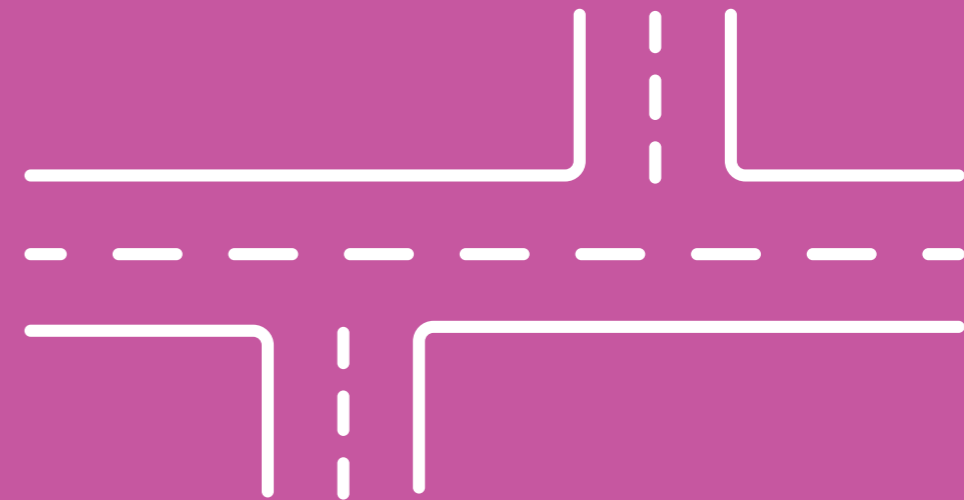
Shared pathway completed from Rose Hill Estate to Crawford Park Millfield



88% of pathways identified under the Pedestrian Access and Mobility Plan completed



Completion of slope stabilisation of Great North Road



Rehabilitation of Wollombi Road Millfield to Hayes Road towards Cedar Creek

## Key projects

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Abermain, Bathurst Street: • Investigate and design road rehabilitation	▶
Abermain, Goulburn Street: • Investigate and design road rehabilitation	▶
Abermain, Orange Street: • Road rehabilitation construction	▶
Abernethy, Abernethy Street: • Investigate and design road rehabilitation	▶
Bellbird, Hetton Street: • Investigate and design road rehabilitation	▶
Bellbird, Wollombi Road & West Avenue to Vincent Street, Cessnock: • Road upgrade stage 2	✓
Blackhill, Blackhill Road: • Road rehabilitation	▶
Branxton to Greta: • Shared pathway	▶
Bucketty, George Downes Drive: • Road upgrade • Investigate and develop road safety plan	▶
Cessnock CBD to Bridges Hill Park via Aberdare: • Shared pathway	✓
Cessnock CBD to West Cessnock Public School: • Shared pathway	✓
Cessnock to Abermain: • Shared pathway	▶
Cessnock, Bridge Street: • Shared pathway stage 2	✓
Cessnock, Bridges Hill Park – to Lomas Lane, Nulkaba via Manning Park, Drain Oval and Wine Country Drive: • Shared pathway	▶

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Cessnock, Mount View Road and McGrane Street: • Pedestrian refuge	▶
Cessnock, Mount View Road: • Rehabilitation	▶
Cessnock, Westcott Street: • Road replacement	✓
Citywide: • Bus stops • Upgrades for Disability Discrimination Act Compliance • Shelters	✓
Citywide: • Deliver gravel rehabilitation and resheeting program	✓
Citywide: • Deliver roads reseal program	✓
Citywide: • Flood gates and warning system	✓
Citywide: • Renew car parks	▶
Council Works Depot: • Fleet vehicles • Major plant	▶
Council Works Depot: • Remediation of fuel cell	▶
East Branxton, Dalwood Rd 1235m approx. meters between Wyndham Street and Spring Street: shared pathway	▶
East Branxton, Dalwood Road: • Rehabilitation	▶
Ellalong, Campbell Street: • Road renewal	▶
Greta, High Street to Greta Railway Station via Nelson Street: • Shared pathway	✓

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Greta, Mansfield Street: • Road rehabilitation	✓
Heddon Greta, Adams Street: • Investigate and design road rehabilitation	▶
Heddon Greta, Heddon Street: • Road rehabilitation	▶
Kitchener, Aberdare Street: • Road rehabilitation	✓
Kitchener, Quorrobolong Road: • Investigate and design road rehabilitation	▶
Kurri, Kurri, Deakin Street: • Investigate and develop road renewal plan	▶
Laguna, Yango Creek Road: • Causeway natural disaster rehabilitation	▶
Millfield, Wollombi Road: • Rehabilitation	▶
Mount Vincent, Sandy Creek Road: • Investigate and develop road safety plan	▶
Murrays Run, Murrays Run Road: • Road rehabilitation • Embankment stabilisation	✓
Paxton, Sanctuary Road: • Investigation and design	▶
Paynes Crossing, Paynes Crossing Road: • Deliver road renewal	✓
Pelaw Main, Stanford Street from Log of Knowledge Park to Neath Street: • Shared pathway	▶
Pokolbin, Marrowbone Road: • Investigate and design road rehabilitation	▶
Quorrobolong, Sandy Creek Road: • Deliver defect rectification • Road rehabilitation	▶

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Richmond Vale, Richmond Vale Road: • Rehabilitation	▶
Rothbury, Wilderness Road: • Investigate and design road rehabilitation	▶
Sawyers Gully, Sawyers Gully Road: • Rehabilitation	▶
Watagan Creek, #1 Laguna Bridge: • Replacement	▶
Watagan Creek, #3 Laguna Bridge: • Replacement	▶
Weston, First Street from Station Street to Government Road: • Connecting pathway	✓
Weston, Frame Drive: • Power relocation	✓
Weston, Kline Street: • Bridge replacement	✓
Wollombi, Wollombi Road and Great North Road: • Intersection high pedestrian activity area	▶

## Challenges

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Cessnock, Keane Street: • Extension to Wollombi Road	⏸
Bishops Bridge - Old Maitland Road: • Develop road safety plan	⏸
Weston, Swanson Street: • Investigation and design road rehabilitation	⏸
Kitchener, Abernethy Street: • Upgrade road	⏸
Pokolbin, Deasys Road: • Bridge replacement	⏸

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Abermain - Orange Street: • Road signage renewal	▶▶
Bellbird, Wollombi Road: • Deliver road renewal Stage 1 from Allandale Road to Abbotsford Street	▶▶
Nulkaba, Kerlew Street: • Intersection works at Occident Street	▶▶
Cessnock, Government Road Anzac: • Deliver pathway and bus shelters from Avenue to URA	⏸
Kitchener, Quorrobolong Road: • Deliver road rehabilitation from Stanford Street north to CH2830	▶▶
Paxton, Middle Road: • Investigation and design road rehabilitation	▶▶
Millfield, Bellamy Street: • Investigation and design road rehabilitation	▶▶
Murrays Run, Murrays Run Road: • Investigation and design road rehabilitation	⏸
Greta, Mansfield Street: • Deliver road rehabilitation	▶▶
Paynes Crossing, Paynes Crossing Road: • Deliver slope rehabilitation	▶▶
Upgrades to various bus stops and shelters	▶▶
Greta, Mansfield Street: • Deliver road rehabilitation	▶▶
Cessnock, Old Maitland Road: • Develop road renewal plan	▶▶
Paxton, Middle Road: • Deliver road renewal	▶▶

# Detailed performance

## Objective 4.1 Better Transport links

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Prepare applications for available grant funding to improve commuter, freight and tourism transport links	✓
Continue upgrade of Public Transport stops to ensure DDA compliance and apply for available funding in accordance with grant funding guidelines and timeframes	✓
Continue to investigate and design the upgrade of Wollombi Road, Bellbird to Cessnock as per the Cessnock LGA Traffic and Transport Strategy and City Wide Contributions Plan	▶
Seek funding opportunities for the high priority upgrade of Wollombi Road, Cessnock as per the Cessnock LGA Traffic & Transport Strategy	✓
Implement the pathway project from the Pedestrian Access and Mobility Plan	✓
Implement the Trails Strategy	✓
Progress the trail development to detailed design for the Richmond Vale Trail where resources permit	✓
Complete a review of Council's Section 7.11 and Section 7.12 Contribution Plan	✓

## Objective 4.2 improving road network

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Develop and deliver prioritised Capital Works Programs in line with adopted Asset Management Plans	✓
Progress procurement and contract management to deliver the Cessnock LGA Traffic & Transport Strategy	✓
Development and Transfer of Crown Roads (Road Standards)	✓
Develop guidelines for the opening of roads	▶
Contribute to delivery of the annual Capital Works Program	▶
Continue implementation of the Plant and Fleet Management review to ensure efficient and effective use of resources	▶
Complete the priority projects from the heavy plant and equipment service improvement project	✓



## Objective 4.3 improve access to health services local

### Strategic direction

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



# Civic leadership and effective governance



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

## 5 Civic leadership and effective governance

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

Council has undertaken the following services to achieve the objectives established in the **Community Strategy Plan, Cessnock 2036**:

### Objective 5.1

#### Fostering & supporting community leadership

##### Strategic Directions

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

### Objective 5.2

#### Encouraging more community participation in decision making

##### Strategic Directions

- We are informed about our community
- We are involved in decisions affecting our community
- We have effective relationships across different levels of government

### Objective 5.3

#### Ensuring Council is accountable and responsive to the community

##### Strategic Directions

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



# Measures

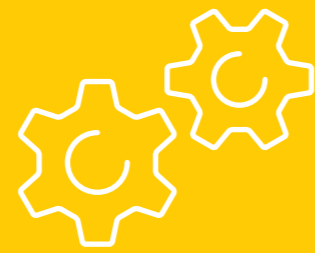
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Hospital emergency treatments	This measure is the time the 95th percentile of emergency and urgent patients waited to start treatment at Cessnock and Kurri Kurri Hospitals. The benchmarks are within 10 minutes and 30 minutes respectively. In the period July - September 2016 the time that the 95th percentile of emergency patients and urgent patients waited to commence treatment in NSW was 41 minutes and 103 minutes respectively. This data is sourced from the Bureau of Health Information.	25mins and 79mins  N/A and 54mins Kurri Kurri	Improve





# HIGHLIGHTS SUMMARY



Our Development Applications have been processed efficiently and effectively in timeframes under the NSW state average



Our Graduate, Trainee and Apprentice Framework has been updated with positions being advertised in July 2024



**16,488** Facebook followers: increase of approx 1,600 followers



**1,430** Instagram followers: increase of approx 120 followers

## Community engagement and collaboration



Increased digital engagement activities with around 40% increase in page visits



Increase in face-to-face engagement including additional general feedback pop-up sessions at various community locations

## Planning

Implementation of Application Programming Interface inbound post consent certificates:

- Principal Certifier Appointment
- Occupation Certificate
- Subdivision Works Certificate
- Subdivision Certificate

Application Programming Interface (API) utilized for Building Information Certificate lodgement, assessment and determination

## Customer Relations

Customers are now utilising self-service online products including:



NSW Planning Portal integration



Improved website options



Live web chat

Our Customer Relations staff undertook training



Safety Roles and Responsibilities



Interpersonal Communication



Work Effectively in a Business Environment



Delivering exceptional customer service



Handling customer complaints



Phone skills

## Our Customer Experience Strategy



Journey mapping for Section 138 Road Act applications (driveways)



A review of online website forms to provide customers with fillable forms

## Customer transactions

**61,709** calls received

**1,194** inquiries via live web chat

**9,277** assisted counter inquiries

**27,125** completed customer requests

**89%** completion of customer requests within agreed service standards

## Key projects

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Cultural Services Grant Programs – Local Priority Program 2022 Tech & Furniture	▶
All abilities Accessible Hot Air Balloon	▶
Public Library Infrastructure Grant 2023 – Conferencing Equipment	▶



## Detailed performance

### Objective 5.1 Fostering & supporting community leadership

#### Strategic direction

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

#### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Meet with groups on a regular basis and provide assistance where required.	✔



## Objective 5.2 Achieving more sustainable employment opportunities

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Increase opportunities for our Council to collaborate with community members	✓
Undertake engagement with stakeholders, residents, community members/groups and businesses regarding Council projects, programs, strategies and services	✓
Finalise actions from the Engagement Strategy	✓
Undertake a review of the Engagement Strategy	✓
Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the LGA.	✓
Monitor and respond to the State Government's local government reform program	✓



## Objective 5.3 Ensuring Council is accountable and responsive to the community

### Strategic direction

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

### Achievements

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Build an organisation which has a focus on the customer by having well trained staff who are committed to providing a quality service	✓
Review Council's Customer Service Strategy, Action Plan and Charter	✓
Conduct regular development consultation forums	▶
Efficiently and effectively process development applications and respond to planning-related enquiries	▶
Continue the expansion of the application programming interface (API) between the NSW Planning Portal (ePlanning) and Council's systems	✓
Assess mitigation of the impact of traffic generating development	✓
Review and propose updated standards for road widths, kerb and gutter, pathways and bus shelters contained in Council's Engineering Requirements for Development	✓
Continue to review and enhance our internal processes and workflows in line with the Department of Planning and Environment's Development Assessment Best Practice Guide	✓
Continue to ensure and improve the safety and wellbeing of Council's workforce	✓
Ensure Council's Enterprise Risk Management Management (ERM) framework is continued to be embedded in all operations of Council and develop KPI's to assess and report to the Executive Leadership Team on the ERM framework	✓
Implement plan to complete Service Delivery reviews	✓
Review recruitment and human resource processes with a focus on reducing approval steps and improving efficiency	✓
Review asset management processes and systems to provide evidence-based outcomes that inform the allocation of priorities identified in Councils Asset Management Plans for inclusion in Councils Long Term Financial Plan	✓

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Provide staff with awareness, tools, and knowledge to assist them in meeting their governance and statutory compliance obligations	✓
Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice including in relation to delegations, legislative interpretation, compliance, complaints, UCCs, GIPA, PPIP, Copyright, PID, Fraud and Corruption Prevention, Policy, etc. (Governance)	✓
Review and update Council's Fraud Control and Corruption Prevention Framework to align with best practice	✓
Undertake the annual review (and update) of the Investment Policy	✓
Develop the Operational Plan	✓
Prepare the Cessnock City Annual Report	✓
Undertake a review of the Public Art Policy	✓
Develop a Financial Strategy integrated with the Long Term Financial Plan, Asset Management Plans, Workforce Plan to determine future funding requirements for council	✓
Collaborate on integration opportunities between project managements tools/systems with Authority and PULSE	✓
Share information regarding the status of current Capital Works particularly with respect to traffic disruptions and construction works	✓
Review and if required update the Council's 2020-2024 EEO Management Plan	✓
Continue to implement the Child Safe Standards	✓
Undertake a project to assess the need for a possible Special Rate Variation application	✓
Enhance Council Long Term Financial Plan (LTFP) to ensure that the LTFP becomes part of the IP&R documents to facilitate scenario analysis for Special Rate Variation	✓



## Challenges

OPERATIONAL PLAN 2023-24 ACTION	STATUS
Commencement of Council's Leadership Framework for 2023-24	➡
Implementation of succession planning and talent management framework	➡
Implement strategies to assist in reducing Council's unplanned leave usage	⏸
Deliver a Diversity Plan	⏸



# OUR ACCOUNTABILITY

## Highlights

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

## Top 10 Suppliers via Spend

SUPPLIER	VALUE
Woodbury Civil Pty Ltd	\$7,294,337
Saunders Civilbuild Pty Ltd	\$7,008,226
Anewx Pty Ltd	\$5,517,342
Ground Stabilisation Systems Pty Ltd	\$3,748,870
Glascott Landscape & Civil Pty Ltd	\$2,888,001
StateCover Mutual Limited	\$2,686,726
Hunter Resource Recovery	\$2,578,763
Stabilcorp Pty Ltd	\$2,547,521
ANA Industries Pty Ltd	\$2,261,720
Gilbert & Roach Pty Ltd	\$2,184,003



# Governance

## Review of Proactive Release Program – Clause 8(a)

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

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



# Corporate Risk

## Internal auditor

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

## Audit and risk committee

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

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

### Membership

The Audit and Risk Committee comprises

#### 5 voting members:

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

Other attendees include:

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

*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

6 Sept 2023

8 Nov 2023

23 Nov 2023

7 Feb 2024

8 May 2024

Minutes of each meeting were adopted as a resolution of Council within 6 weeks of the committee meeting.

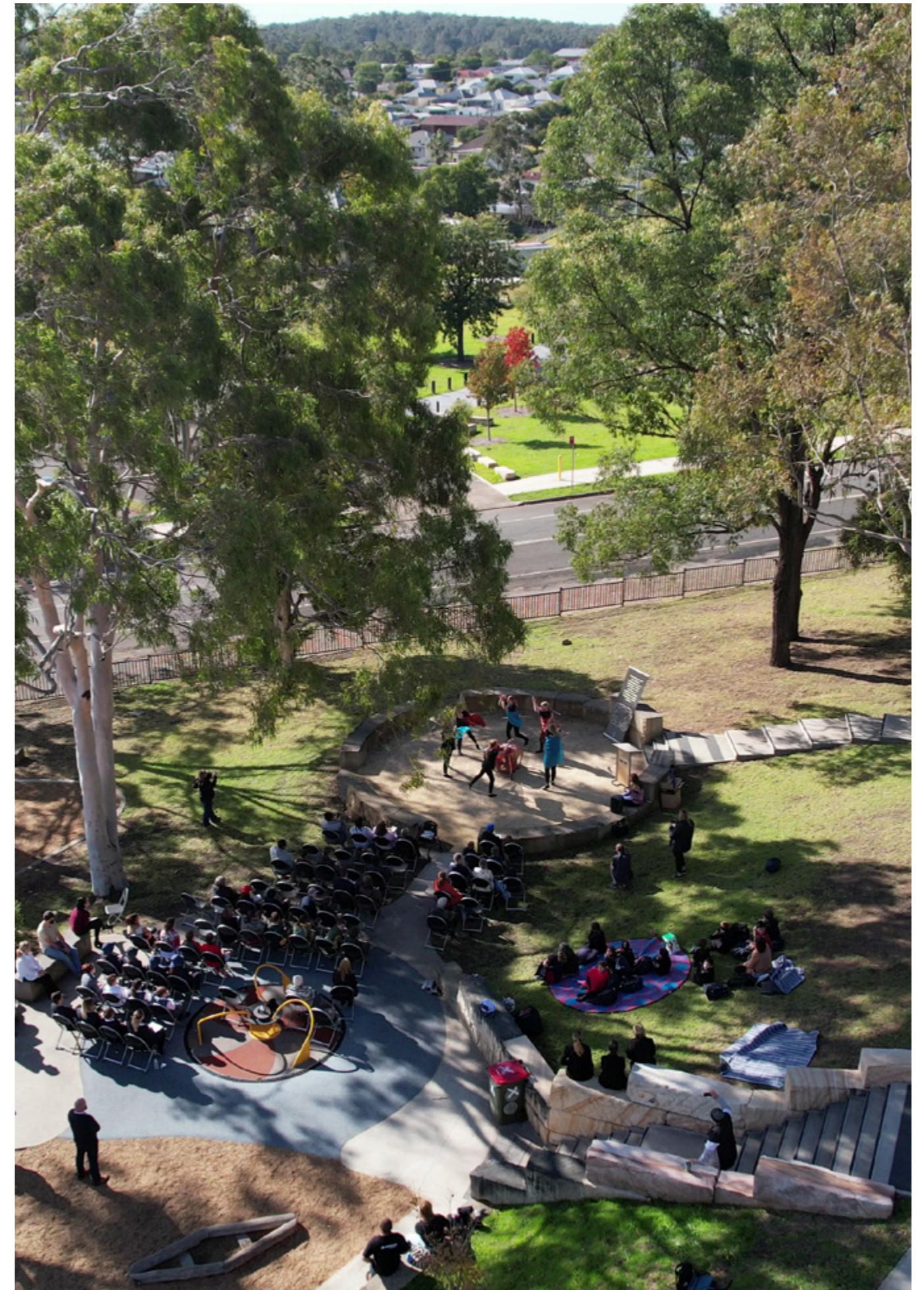
# Cessnock City Council Aboriginal and Torres Strait Islander Committee Performance Review

Under **Section 10.1** of the *Cessnock City Council Aboriginal & Torres Strait Islander Charter* 5 Committee Meetings were held during the reporting period.

DATES	QUORUM	LOCATION	MINUTES REPORTED TO COUNCIL
21 July 2023	Yes	Cessnock City Council Administration Building	16 August 2023
17 November 2023	No	Cessnock City Council Administration Building	N/A
15 March 2024	Yes	Cessnock City Council Administration Building	17 April 2024

## Attendance Details

COMMITTEE MEMBER	JUL 23	NOV 23	MAR 24
Mayor Suvaal	✓	✓	✓
Councillor Grine		✓	✓
Councillor Jurd	✓		
Councillor Burke (alternate)			
Uncle Richard Edwards	✓		
Ms Tara Dever	✓		✓
Ms Sonia Sharpe	✓	✓	✓
Ms Lucy Reed			✓
Ms Tracey Skene	✓		✓
Ms Cheryl Kitchener			



# OUR LEGISLATIVE COMPLIANCE

## Grants and contributions

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

### Community, Sporting and Environment Grant

#### Community & Cultural Development

**\$22,551**



7 community groups:

- Cessnock Family Support
- Sculpture in the Vineyards
- Northern Coalfields Community Care Association
- Coalfields Local History Association Inc
- Cessnock Senior Citizens Association Inc
- Richmond Vale Preservation Cooperative Society Ltd t/as Richmond Vale Railway Museum
- Wollombi Cultural Centre

#### Sustainable Communities - Tidy Towns Environment Grant Program

**\$13,449**

- North Rothbury Tidy Towns
- Greta Sustainable Community/Tidy Towns
- Paxton Tidy Towns
- Hunter Region Landcare Network Inc.
- Kiray Putjung Aboriginal Corporation
- Kurri Kurri Rotary Club



## Schools Environment Grants Program

**\$6,568**

- Cessnock Kids Preschool and Early Learning
- Weston Public School
- Branxton Preschool
- Kurri Kurri High School
- Alesco secondary College
- Goodstart Early Learning Kurri Kurri
- Kitchener Public School
- Paxton Public School
- Millfield Public School
- Ellalong Public School
- Aberdare Preschool
- Honey Tree Preschool
- Nulkaba Public School
- Cessnock East Public School
- Bees Nees Early Learning & Childcare Centre

## Visitor Economy Grants and Sponsorships

**\$50,000**

- 2 rounds

## Economic Development Grants and Sponsorships

**\$125,000**



- Cessnock Town Coordinators
- Kurri Kurri Town Coordinators
- STOMP Festival
- Nostalgia Festival
- D'Vine Long Weekend
- Local business support program
- Kurri Kurri Visitor Centre
- Historic Wine Press Art

## Mayoral Scholarship

**\$40,000**



- 16 recipients



## Community & Sporting Facilities

**\$60,000**

- North Cessnock Community Hall s355 Committee
- Branxton Croquet Club
- Branxton Greta Swimming Club
- Cessnock Minor Rugby League Football Club
- Branxton Community Hall s355 Committee
- Branxton Preschool
- Coalfields Local History Association



## Other financial assistance provided

- Cessnock Homing Pigeon Club  
**\$1,772**
- Trustees Masonic Hall  
**\$1,940**
- Cessnock Mini Bike Club  
**\$1,609**
- Greta Pre-School Kindergarten  
**\$2,199**
- Kurri Kurri Motor Cycle Club Inc  
**\$1,042**
- Aberdare Pre School  
**\$3,658**
- Country Womens Association NSW  
**\$1,710**
- Weston Pre-School  
**\$2,519**
- Cessnock Clay Target Gun Club  
**\$6,387**
- Cessnock Rifle Club Inc  
**\$7,061**
- Cessnock Pistol Club  
**\$5,590**
- Branxton Preschool  
**\$1,519**
- Richmond Vale Preservation Co-operative Society  
**\$4,781**



## Companion Animals

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

In the 2023-24 reporting period 335 dogs seized. Of those, 130 were returned to owners in the field by Rangers and 225 conveyed to Maitland Animal Management Facility. 2 Cats were seized with both taken to Maitland Animal Management Facility

**Impounded Animals 205**  
**Dog Attacks 139**

## Responsible Pet Ownership Education

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

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



## Alternatives to Euthanasia for Unclaimed Animals

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

# Controlling interests and service charges

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

## Controlling interests in companies

Council holds no controlling interest in entities.



## Storm water management charge

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

During 2023–24 Council received a total of **\$573,415** in Stormwater Management Service Charge funds. We carried out Capital works on underground pipe networks, open channels, drains, floodplain mitigation and detention basins to the value of **\$3,990,322** with **\$554,056** utilised from the Stormwater Levy. Projects included:

- Portland Street, Millfield – trunk drainage
- Cessnock Street, Branxton – investigation
- 19 Wollombi Road, Millfield – rectification
- Booth Street, Kurri
- Cruickshank Street, Bellbird – upgrade
- Whitburn Street, Greta
- Thomas Street, North Rothbury
- Hospital Road, Weston
- Mansfield & Bell Streets, Greta
- Clift Street, Heddon Greta
- Keelendi Street, Bellbird
- Black Creek flood risk management (Stage 2)
- South Cessnock flood mitigation
- Abermain & Weston flood mitigation
- Cessnock flood mitigation
- Mount View Detention Basin – improvements
- Black Creek Restoration Plan – investigation & design
- Greta Floodplain Risk Management study
- Yango Creek Road Causeway
- Black Creek (Cessnock) & Swamp Creek
- 32 Moore Street, Cessnock
- Edward Street, Kurri – investigate & design
- Yango Creek Causeway upgrades
- Main Road, Heddon Greta
- Thomas Street, North Rothbury

Funds raised from the levy were spent exclusively on stormwater and related infrastructure, with the remaining balance to be carried over to fund 2024–25 and future projects.



# Inspections of private swimming pools

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

Tourist and Visitor Accommodation	9
More than two dwellings	0
Properties issued with a Certificate of Compliance	113
Properties issued with a Certificate of Non-Compliance	81

# Public interest disclosures

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

Council recorded No Public Interest Disclosure Requests.



# Public access to information

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

In accordance with Clause 8B the total number of access applications received by the Council in 2023–24 reporting year is **223**. The full report on Council’s compliance with the Act is annexed to this report.

## Number of access applications received Clause 8(b)

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

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

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



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

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

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
Media	0	0	0	0	0	0	0	0	0	0.00%
Members of Parliament	1	0	0	0	0	0	0	0	1	0.61%
Private sector business	5	46	1	5	0	0	0	0	57	34.55%
Not for profit organisations or community groups	0	0	0	1	0	0	0	0	1	0.61%
Members of the public (by legal representative)	2	11	0	4	0	0	0	0	17	10.30%
Members of the public (other)	15	62	2	8	0	0	0	2	89	53.94%
<b>Total</b>	<b>23</b>	<b>119</b>	<b>3</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>165</b>	
<b>% of Total</b>	<b>13.94%</b>	<b>72.12%</b>	<b>1.82%</b>	<b>10.91%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>1.21%</b>		

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

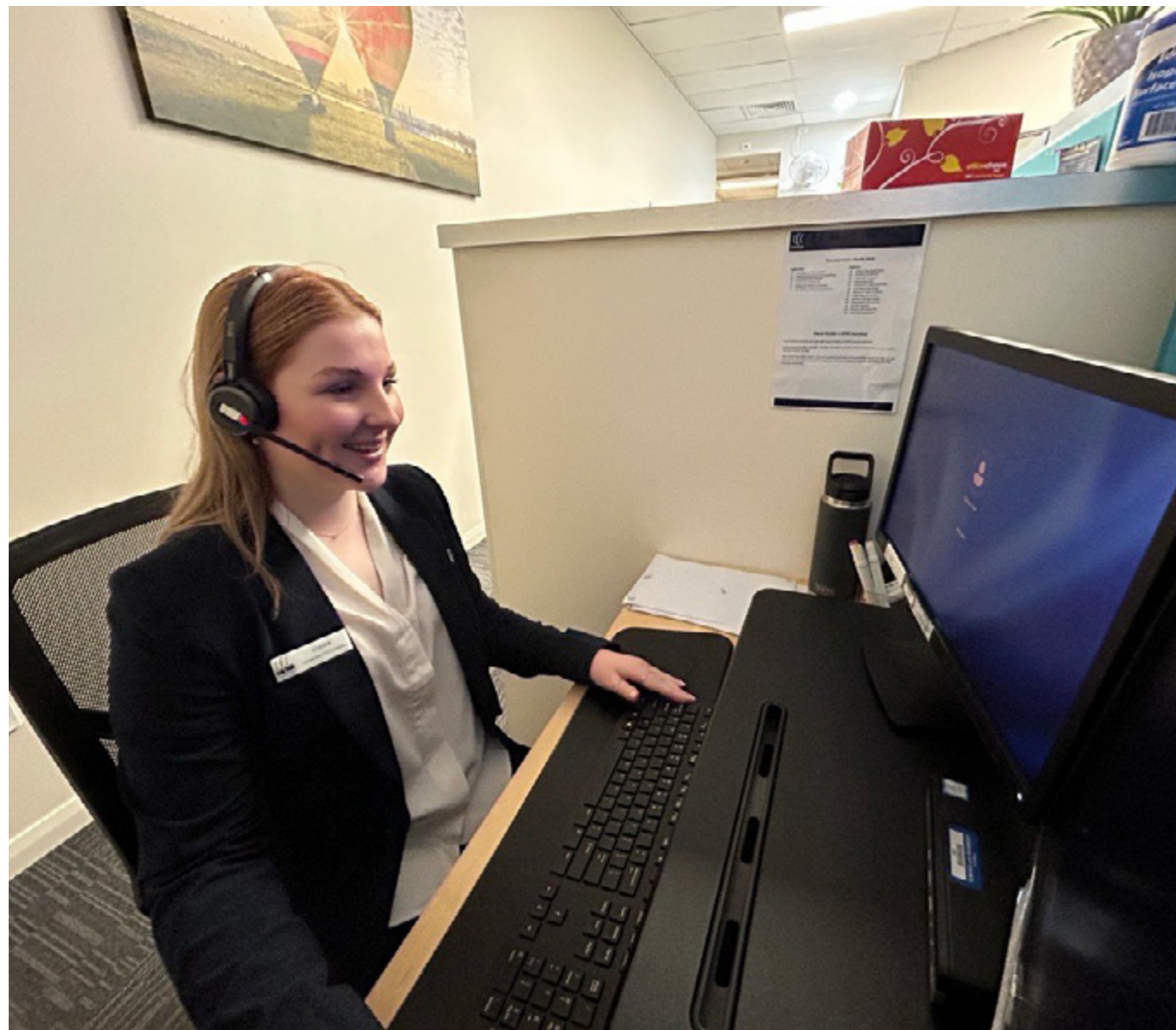
**Table B: Number of applications by type of application and outcome\***

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
Personal information applications**	3	2	2	0	0	0	0	0	7	4.24%
Access applications (other than personal information applications)	19	117	1	16	0	0	0	2	155	93.94%
Access applications that are partly personal information applications and partly other	1	0	0	2	0	0	0	0	3	1.82%
<b>Total</b>	<b>23</b>	<b>119</b>	<b>3</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>165</b>	
<b>% of Total</b>	<b>13.94%</b>	<b>72.12%</b>	<b>1.82%</b>	<b>10.91%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>1.21%</b>		

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

**Table C: Invalid applications**

REASON FOR INVALIDITY	NO OF APPLICATIONS	% OF TOTAL
Application does not comply with formal requirements (section 41 of the Act)	111	100.00%
Application is for excluded information of the agency (section 43 of the Act)	0	0.00%
Application contravenes restraint order (section 110 of the Act)	0	0.00%
<b>Total number of invalid applications received</b>	<b>111</b>	<b>100.00%</b>
Invalid applications that subsequently became valid applications	97	87.39%



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

	NO OF APPLICATIONS	% OF TOTAL
Overriding secrecy laws	0	0.00%
Cabinet information	0	0.00%
Executive Council information	0	0.00%
Contempt	0	0.00%
Legal professional privilege	0	0.00%
Excluded information	0	0.00%
Documents affecting law enforcement and public safety	0	0.00%
Transport safety	0	0.00%
Adoption	0	0.00%
Care and protection of children	0	0.00%
Ministerial code of conduct	0	0.00%
Aboriginal and environmental heritage	0	0.00%
Privilege generally - Sch 1(5A)	0	0.00%
Information provided to High Risk Offenders Assessment Committee	0	0.00%
<b>Total</b>	<b>0</b>	<b>0.00%</b>

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

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

	NUMBER OF TIMES CONSIDERATION USED***	% OF TOTAL
Responsible and effective government	0	0.00%
Law enforcement and security	0	0.00%
Individual rights, judicial processes and natural justice	116	63.74%
Business interests of agencies and other persons	66	36.26%
Environment, culture, economy and general matters	0	0.00%
Secrecy provisions	0	0.00%
Exempt documents under interstate Freedom of Information legislation	0	0.00%
<b>Total</b>	<b>182</b>	

**Table F: Timeliness**

	NUMBER OF APPLICATIONS*	% OF TOTAL
Decided within the statutory timeframe (20 days plus any extensions)	153	96.84%
Decided after 35 days (by agreement with applicant)	2	1.27%
Not decided within time (deemed refusal)	3	1.90%
<b>Total</b>	<b>158</b>	

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

	DECISION VARIED	DECISION UPHELD	TOTAL	% OF TOTAL
Internal review	0	0	0	0.00%
Review by Information Commissioner****	0	0	0	0.00%
Internal review following recommendation under section 93 of Act	0	0	0	0.00%
Review by NCAT	0	0	0	0.00%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>% of Total</b>	<b>0.00%</b>	<b>0.00%</b>		

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

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

	NUMBER OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applications by access applicants	0	0.00%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0.00%
<b>Total</b>	<b>0</b>	



**Table I: Applications transferred to other agencies**

	NUMBER OF APPLICATIONS TRANSFERRED	% OF TOTAL
Agency-Initiated Transfers	0	0.00%
Applicant - Initiated Transfers	0	0.00%
Total	0	



## Volunteer planning agreements

### Agreements in force

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

NAME	DESCRIPTION	DATE	PARTIES TO AGREEMENT	LAND TO WHICH AGREEMENT APPLIES
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



# Contracts awarded

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

Contract Number	Description	Contractor	Value	Contract Start Date	Estimated Contract End Date
T2023-03	Electrical Maintenance & Installation on Buildings, Specific Programmed Maintenance (Schedule 2a) / Reactive Type Maintenance (Schedule 2b) / New Electrical Installations	Hartcher Hall Pty Ltd	Schedule of Fees	01/07/2023	30/06/2026
T2023-04	Maintenance of Air Conditioning Systems Category 1-3 & 4	Air Conditioning Industries	\$180,000	1/07/2023	30/06/2026
T2023-13	Kurri Kurri Town Centre Upgrade	Glascott Landscape & Civil Pty Ltd	\$3,078,659	3/08/2023	30/06/2024
T2023-16	Concrete Footpath Construction and Kerbs	All Kerbs & Concrete Pty Ltd	\$1,100,000	27/09/2023	27/09/2025
T2023-17	East End Oval Spectator Seating & Improved Access	LSG Landscape & Civil / Australian Native Grasses	\$328,493	1/08/2023	31/07/2024
T2023-27	Preliminary Engineering of the Wollombi Road Upgrade, over Stages 1 and 2	Kellogg Brown & Root Pty Ltd	\$1,682,704	31/08/2023	30/02/2025
T2023-37	Project Director Role, Wollombi Road	Loyalty Management Solutions	\$789,360	1/08/2023	1/02/2025
T2023-38	Replacement of Cessnock Hockey Surface	Polytan Asia Pacific	\$776,990	7/12/2023	30/06/2024
T022324HUN	Supply and Delivery of Readymix Concrete	Boral Resources (NSW) Pty Ltd	Schedule of Fees	1/07/2023	30/06/2027
T012324HUN	Road Resurfacing	Accurate Asphalt & Road Repairs Pty Ltd	Schedule of Fees	1/07/2023	30/06/2026

Contract Number	Description	Contractor	Value	Contract Start Date	Estimated Contract End Date
T142324HUN	Provision of Tree Maintenance	Active Tree Services Pty Ltd t/a Active Tree Services	Schedule of Fees	1/10/2023	30/09/2026
T152324HUN	Provision of Traffic Control	Altus Traffic Pty Ltd	Schedule of Fees	1/10/2023	30/09/2026
T162324HUN	Provision of Linemarking	J & M Roadmarking	Schedule of Fees	1/10/2023	30/09/2026
Q2023-196	Survey, Geotechnical Investigations and preliminary design of Sawyers Gully Road	GHD Pty Ltd	\$389,376	18/07/2023	12/07/2024
Q2023-209	Landslide Remediation Works – Package 2 – Minor Civil Works	Alliance Construction Group Pty Ltd	\$1,836,771	4/12/2023	26/06/2024
Q2024-13	Design and Construct shared path bridge over Kearsley Creek Channel	Landmark Products Pty Ltd	\$549,505	1/09/2023	30/06/2024
Q2024-37	Investigation and installation of Flood Boom Gates	Hi-Vis Group	\$199,626	30/10/2023	30/06/2024
Q2024-46	Watagan Creek #1 Bridge Replacement Construction Works	Coastal Works Pty Ltd	\$1,519,447	8/12/2023	30/09/2024
Q2024-53	South Cessnock Bund Wall Construction Management Stage 2	Public Works Advisory	\$297,513	1/07/2023	30/06/2024
Q2024-58	Stabilised heavy patching for Multiple sites	Fulton Hogan Industries Pty Ltd	\$515,296	1/11/2023	29/02/2024
Q2024-72	Sandy Creek Road Guardrail Installation	Guardrail Installations Australia	\$211,587	12/12/2023	29/02/2024
Q2024-90	Wollombi Upgrade Project Resource	Engenicom Pty Ltd	\$500,000	30/11/2023	30/11/2024
T2024-09	Landslide Remedial Works - Package 1 - 6 Locations in Cessnock LGA	Ground Stabilisation Systems Pty Ltd	\$3,731,908	30/11/2023	1/06/2025
T2024-10	Design and Construct Watagan Creek Road Bridge #3 Laguna	Fortec Australia Pty Ltd	\$1,013,851	13/12/2023	30/06/2024
Q2023-163	Cessnock LGA LiDAR Data Acquisition 2023-2024	NSW Department of Customer Service - Spatial Services SCM5841 Remote Sensing Services & Equipment Prequalification Scheme	\$160,000.00	10/10/2023	30/06/2024

Contract Number	Description	Contractor	Value	Contract Start Date	Estimated Contract End Date
Q2024-66	Supply and Delivery of Road Base Materials	Boral Quarries	\$250,000	1/12/2023	12 month 2023 3 monthly pricing cycle.
	Microsoft Agreement 2023/2024	Data#3 Limited	\$249,057	1/07/2023	30/06/2024
	Advertising Agreement	Australian Community Media (ACM)	\$150,000	1/07/2024	30/06/2024



## Development Contributions and Levies

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

Total value of all contributions and levies received during the year \$11.065 million

Total value of all contributions and levies expended during the year \$2.8 million

Project Number	Project Parent	Kind of Public amenity or service	Development funds applied to project 2023/24	% 2023/24 Project Cost funded by Development Funds	Project Status	Temporary Borrowings
2077	RRL-2020-005 Aberdare Street Kitchener	Traffic & Transport	61,939	55%	Ongoing	0
2080	RRL-2024-006 Averys Ln, Heddon Greta-Phl Invest&Des	Traffic & Transport	465	100%	Ongoing	0
2355	CDR-2020-006 Thomas St North Rothbury	Traffic & Transport	43,370	9%	Completed	0
2482	RBC-2022-005 CPAC Refurbishment	Community Facilities	58,768	6%	Completed	0
2501	RBC-2023-015 Kearsley Comm. Hall upgrade Bathroom	Community Facilities	15,510	49%	Ongoing	0
2626	CFR-2019-006 Crawford Park Upgrades (Skate Park)	Open Space	3,960	96%	Completed	0
2626	CFR-2021-009 Millfield Community Hall Skate Park	Open Space	2,213	100%	Completed	0
2859	CBC-2022-004 New RFS Station Millfield	Community Facilities	171,226	2%	Completed	0
2927	CFR-2024-012 Averys Village local playspace	Open Space	450,000	89%	Completed	0
2962	RFP 2022 001 Cessnock Pool Splash Pad	Open Space	10,708	34%	Completed	0

Project Number	Project Parent	Kind of Public amenity or service	Development funds applied to project 2023/24	% 2023/24 Project Cost funded by Development Funds	Project Status	Temporary Borrowings
3138	CFC-2024-002 Gordon Williams Memorial Cemetery	Open Space	69,170	100%	Ongoing	0
3139	CFC-2024-003 Cessnock Cemetery Entry & Access Impr	Open Space	5,866	100%	Ongoing	0
4828	CFT-2021-006 DDA Compliance Various Bus Stops	Traffic & Transport	377,936	77%	Completed	0
5614	CFR-2022-007 Cessnock Regional Skate Park Design	Open Space	988,416	50%	Ongoing	0
5827	CTK-2020-001 Kurri Kurri Town Centre Upgrade	Commercial Precincts	380,671	7%	Ongoing	0
	Administration Fees	Plan Administration	133,458	100%	Annual Program	0
<b>Grand Total</b>			<b>2,773,677</b>			

## Rates and charges subsidies

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

Type	Amount
Rates Written off	\$46,312
Pension Rebates- Rates and Annual Charges	\$1,299,629
Sub total	\$1,345,941
Pensioner subsidies	-\$636,088
<b>Net rates and charges written off</b>	<b>\$709,853</b>



# Legal proceedings

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

Summarised below are details of the costs incurred in regard to legal proceedings taken by Council or taken against Council during 2023-24. The result of the proceedings is shown together with the amount of the legal costs incurred. Total costs recovered in the period was **\$550,708**.

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

1. Amount expended undertaking litigation: **\$550,708**.
2. Amount received by Council in settlement of costs: **\$3,195**.

Matter	Outcome
High Court of Australia	
High Court matters relate to cases which involve interpretation of the Constitution or where the Court may be invited to depart from one of its previous decisions, or where the Court considers the principle of law involved to be one of major public importance. There is no automatic right to an appeal and the Court must be persuaded that there are special reasons to cause the appeal to be heard.	
Cessnock City Council v 123 259 932 Pty Ltd	Special Leave to appeal to the High Court was granted. The appeal was dismissed by the Court; costs to be paid to the Respondent.
Land and Environment Court of NSW – Class 1 Appeal	
Class 1 appeals in the Land and Environment Court are related to environmental planning and protection appeals. This includes appeals on the merits only against refusals, or deemed refusals, of development consents or conditions of development consents.	
Redstone Ridge Vineyards Pty Ltd v Cessnock City Council	The matter is yet to be finalised.
BMF Prosperity Pty Ltd & 88 Florence Pty Ltd v Cessnock City Council	The matter is yet to be finalised.
Land and Environment Court of NSW – Class 4	
Class 4 appeals in the Land and Environment Court relate to environmental planning preception and development contract civil enforcement. This includes breaches of planning law or breaches of conditions of development consent, and proceedings which question the legal validity of consents or refusals of consent issued by Council.	
Cessnock City Council v Redstone Ridge Vineyards Pty Ltd	The matter is yet to be finalised.

Matter	Outcome
Local Court	
Legal proceedings in the Local Court include prosecutions by Council, which range from unauthorised works to failure to comply with animal control orders or clean-up notices. Defendants may appeal any decisions made by the Local Court in relation to prosecutions. It can also include proceedings commenced against Council in other jurisdictions of the Local Court.	
Cessnock City Council v Tucker	Defendant pleaded guilty; the matter was dismissed with no costs ordered.
Cessnock City Council v Steele	Court found the defendant guilty and issued fine; defendant was ordered to pay Council's costs.
Cessnock City Council v Hope	Charges withdrawn; Council paid the defendant's costs.
Land Specialists Pty Ltd v Cessnock Council	The matter is yet to be finalised.
Cessnock City Council v Hatch	Defendant pleaded guilty; Council awarded costs.
Cessnock City Council v Redstone Ridge Vineyards Pty Ltd	The matter is yet to be finalised.
NSW Civil & Administrative Tribunal	
NCAT reviews administrative decisions made by government agencies. The decisions of Council may be subject to review by NCAT. Reviewable decisions include those relating to privacy, personal information and access to government information.	
Trent Glass v Cessnock City Council	The matter is yet to be finalised.



# Councillors statutory reporting information

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

## Councillors' and mayor's expenses

Councillor fees	\$332,369
Mayoral allowance	\$64,390
Reimbursement of expenses	\$533
Travel & accommodation	\$5817



# Councillor meetings attended

LA Leave of Absence  
AP Apology

Councillor	19 July 2023	16 Aug 2023	Extra 30 Aug 2023	20 Sept 2023	18 Oct 2023	15 Nov 2023
Mayor, J Suvaal	✓	✓	✓	✓	✓	✓
A Burke	LA	✓	✓	✓	✓	✓
P Dunn	✓	✓	✓	✓	LA	✓
R Grine	✓	✓	✓	✓	✓	✓
J Hawkins	✓	✓	✓	✓	✓	✓
M Hill	✓	✓	✓	✓	✓	✓
K Jackson	AP	✓	LA	LA	LA	✓
J Jurd	✓	✓	✓	✓	✓	✓
J Moores	✓	✓	✓	✓	✓	✓
I Olsen	✓	✓	✓	✓	✓	LA
P Paynter	✓	✓	✓	✓	✓	✓
A Sander	✓	✓	✓	✓	✓	✓
D Watton	✓	✓	✓	✓	✓	✓

Councillor	13 Dec 2023	21 Feb 2023	20 Mar 2024	17 Apr 2024	15 May 2024	19 Jun 2024
Mayor, J Suvaal	✓	✓	✓	✓	✓	✓
A Burke	✓	✓	✓	✓	✓	✓
P Dunn	✓	✓	✓	✓	✓	✓
R Grine	✓	✓	✓	✓	✓	✓
J Hawkins	✓	✓	✓	✓	✓	✓
M Hill	✓	✓	✓	✓	✓	✓
K Jackson	✓	✓	✓	✓	✓	✓
J Jurd	✓	✓	✓	✓	✓	✓
J Moores	✓	✓	✓	✓	✓	✓
I Olsen	✓	✓	✓	Suspended	Suspended	Suspended
P Paynter	✓	✓	✓	✓	✓	✓
A Sander	✓	✓	✓	✓	✓	✓
D Watton	✓	✓	✓	✓	✓	✓

# Professional development

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

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

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

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

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

Councillor	Professional Development program participation	Additional training or other activities
Mayor, J Suuval	✓	X
A Burke	X	X
P Dunn	X	X
R Grine	X	X
J Hawkins	✓	X
M Hill	✓	✓
K Jackson	X	✓
J Jurd	✓	X
J Moores	✓	X
I Olsen	X	X
P Paynter	X	X
A Sander	✓	X
D Watton	X	X

# Councillor briefings attended

A Absent  
AP Apology

Councillor	12 July 2023	13 Sept 2023	08 Nov 2023	13 Mar 2024	12 Jun 2024
Mayor, J Suvaal	✓	✓	✓	✓	✓
A Burke	✓	✓	✓	✓	✓
P Dunn	✓	✓	✓	✓	✓
R Grine	✓	✓	✓	✓	✓
J Hawkins	✓	✓	✓	✓	A
M Hill	✓	✓	✓	✓	✓
K Jackson	✓	AP	A	✓	✓
J Jurd	A	AP	A	✓	A
J Moores	✓	✓	✓	✓	✓
I Olsen	A	A	A	✓	Suspended
P Paynter	✓	✓	✓	✓	✓
A Sander	✓	✓	✓	✓	✓
D Watton	A	A	A	✓	A



## Overseas visits

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

There were no overseas visits by Councillors or Council staff in 2023-2024.



## Fair and Equal Employment

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

AS AT 14 FEBRUARY 2024	HEADCOUNT
<b>Employment</b>	
Permanent Full Time	342
Permanent Part Time	51
Temporary Full Time	13
Temporary Part Time	10
Casual	14
Apprentice / Trainee	28
Senior Staff	4





## Our Executive

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

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

The total money payable with respect to their duties during 2023–2024, including money payable for salary, the provision of fringe benefits, and all other costs associated with their employment, was **\$1,326,157**.

Total Remuneration Packages	
General Manager	<b>\$419,268</b>
Other Senior Staff	<b>\$884,799</b>
Fringe benefits tax payable for any non-cash benefits	<b>\$22,090</b>

## Modern Slavery

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

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



## Sustainability and environmental levy



Council did not levy a Sustainability and Environmental charge.

## Carers recognition

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

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



## Cooperatives and joint ventures

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

Our Mayor and General Manager actively participated in Strategic Planning workshops and Board meetings:

- Our Mayor was the deputy chair of the Hunter Joint Organisation board and has been a strong advocate for a regional development road map, motions at the Australian Local Government Associations National General Assembly
- Our General Manager regularly attended meetings of ARROW Strategic Services Australia as a board member



# External bodies exercising council functions

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

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

## Corporate Entities of the Hunter Councils

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

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



Dungog Shire Council



Lake Macquarie City Council



Maitland City Council



City of Newcastle



MidCoast Council



Muswellbrook Shire Council



Port Stephens Council



Singleton Council



Upper Hunter Shire Council



The ten Councils that make up the Hunter Joint Organisation

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

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

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

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

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

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

# Recovery and threat abatement plans

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

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

## Relevant legislation

Local Government (General) Regulation 2021, clause 217(1)(a5)

Local Government Act 1993, section 356

Local Government (General) Regulation 2021, clause 217(1)(f)

Companion Animals Guidelines

Local Government (General) Regulation 2021, clause 217(1)(a7)

Local Government (General) Regulation 2021, clause 217(1)(e)

Swimming Pools Act 1992, section 22F(2)

Swimming Pools Regulation 2018, clause 23

Public Interest Disclosures Act 1994, section 31

Public Interest Disclosures Regulation 2011, clause 4

Government Information (Public Access) Act 2009, section 125(1)

Government Information (Public Access) Regulation 2018, clause 8, schedule 2

Disability Inclusion Act 2014, section 13(1)

Local Government (General) Regulation 2021, clause 217(1)(a9)(v)

Environmental Planning and Assessment Act 1979, section 7.5(5)

Local Government (General) Regulation 2021, clause 217(1)(a2)(i),(ii)

Local Government (General) Regulation 2021, clause 217(1)(a4)

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

Local Government (General) Regulation 2021, clause 132

Local Government (General) Regulation 2021, clause 217(1)(a6)

Local Government (General) Regulation 2021, clause 217(1)(a3)

Local Government (General) Regulation 2021, clause 217(1)(a8)

Local Government Act 1993, section 54P(1)

Special Rate Variation Guidelines 7.1

Local Government (General) Regulation 2021, clause 217(1)(a1) (i),(ii),(iii),(iv),(v),(vi),(vii),(viii)

Local Government (General) Regulation 2021, clause 186

Local Government (General) Regulation 2021, clause 217(1)(a)

Local Government (General) Regulation 2021, clause 217(1)(b)(i),(ii),(iii),(iv),(v)

Local Government (General) Regulation 2021, clause 217(1)(c)(i),(ii),(iii),(iv),(v)

Environment Planning and Assessment Regulation 2021, clause 218A(1)

Environment Planning and Assessment Regulation 2021, clause 218A (2)(a),(b),(c),(d),(e),(f),(g)

Environment Planning and Assessment Regulation 2021, clause 218A(3)(a), (b)

Modern Slavery Act 2018, sections 428(4)(c), (d) and (5)

Fisheries Management Act 1994, section 220ZT(2)





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