



CESSNOCK
CITY COUNCIL



CESSNOCK

State of the City Report



2021-24



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.

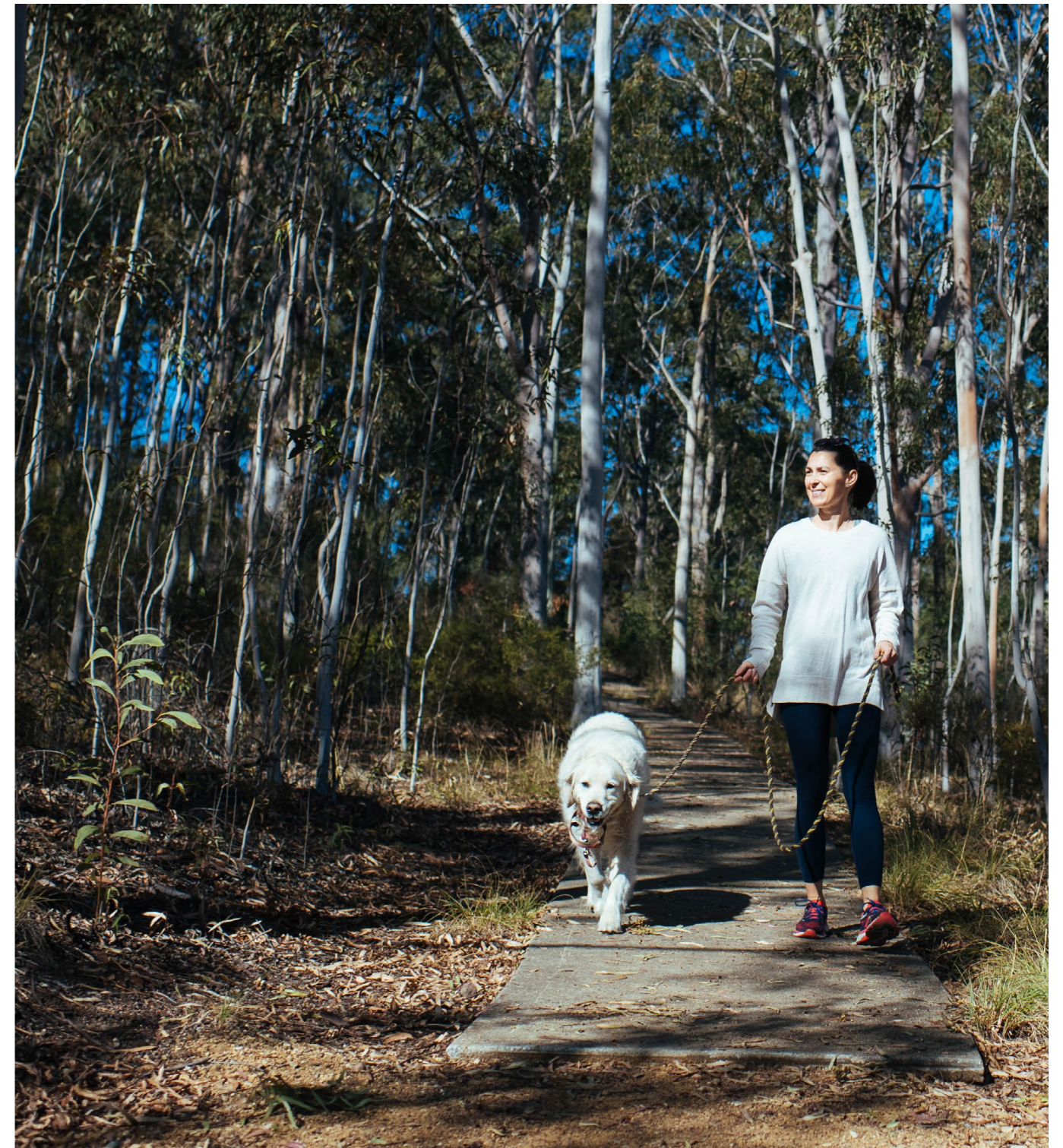
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STATE OF OUR CITY REPORT

Integrated planning & reporting

This is a requirement under **s428** of the Local Government Act 221 (NSW) and is presented to the second meeting of a newly elected council. It forms part of the Integrated Planning & Reporting Framework and gives an overview of our performance against the **Community Strategic Plan, Cessnock 2036**, outlining how we have performed over the past 3 years against the Objectives set out in the Community Strategic Plan, as well as our progress towards achieving our long term community goals.



ABOUT OUR CITY



Land area
1,966 km



92.8%
were born in
Australia



38.5%
have a
mortgage



7.8%
people with
disability



Population by 2046
115,696



Population 2024
67,591



\$3.8 billion
Gross regional
product

25
-
29

Our largest age group
25 to 29 years

10.2%
Aboriginal and
Torres Strait Islands



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



\$1.518 million
Largest industry by Output
Manufacturing



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.

AT A GLANCE OUR SERVICES



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



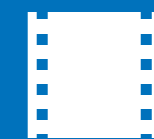
25
Public toilets



4
Hit up walls



295 ha
Open Space

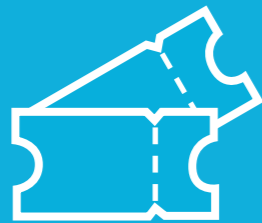


1
Outdoor cinema

HIGHLIGHT SUMMARY OUR COMMUNITY

Performance Arts Culture Cessnock

4,341
tickets sold



22 sell out
performances

including:

- Abermain Eisteddfod
- Mr Stink adapted from the David Walliams children's book
- A performance by Hunter Drama
- Hosting Bishop Tyrell College to rehearse and perform a family specific production
- The Victorian State Ballet production of Beauty and the Beast



June WOWFEST
attracted
300
parents and friends
of our students

Libraries



216,061
in-person visits
(18.4% increase)



364,085
Loans
(11.1% increase)



87,479
e-Resources
loaned



Pool attendance

69,270
Cessnock Pool

42,728
Branxton Pool

215,812
Kurri Kurri Aquatic & Fitness Centre
(operated by Belgravia Health & Leisure)

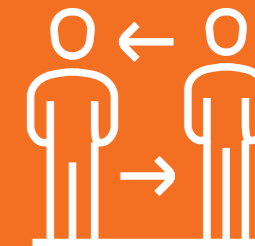
HIGHLIGHT SUMMARY OUR TOURISM

Hunter Valley Visitor Information



Hunter Valley Visitor
Information in conjunction
with the Hunter Valley Wine
and Tourist Association
provide tourism services to
300 members

874
products from
64
predominantly local
Hunter Valley suppliers



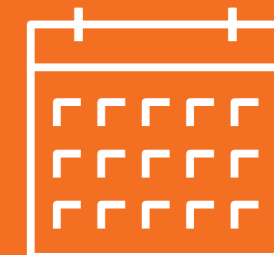
Over
\$380,000
in sales

Online via winecountry.com.au website



623, 717
tour and
accommodation
bookings

414
product booking from
89
tourism and
accommodation businesses



6,096
users for the Advance
Greater Cessnock website

HIGHLIGHT SUMMARY OUR ENVIRONMENT



14,000 tonnes
diverted from landfill
at the Cessnock Waste
Management Centre



7,015.60 tonnes
of kerbside
recycling collected



160 tonnes
of problem waste diverted
from landfill at the Community
Recycling Centre



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



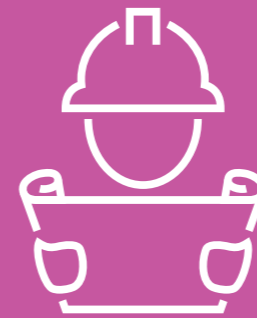
12,904.33 tonnes
of kerbside garden organics
collected and reprocessed



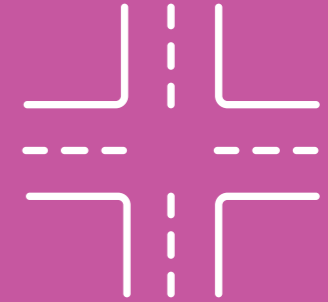
600
illegal dumping
incidents investigated

26 groups
registered for Clean Up Australia
Day sites with 40.22 tonnes of
rubbish collected

HIGHLIGHT SUMMARY OUR INFRASTRUCTURE



\$114.9m
spent on capital
works projects



69,679.3
metres of
road repairs



\$8.9m
invested in bridges



\$19.2 million
in asset maintenance



99.87%
of existing eligible street light
replacement with energy
efficient LEDs



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

HIGHLIGHT SUMMARY OUR CUSTOMERS



48,169
customers were helped with
89.5%
completion within agreed
service standards



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



316 Construction
Certificates determined
'27 day'
average processing time



1595
patrols of School Zone for
illegal and unsafe parking



150
lost dogs were safely
returned to their owners



38,000
transactions conducted
by our rates team



Service delivery

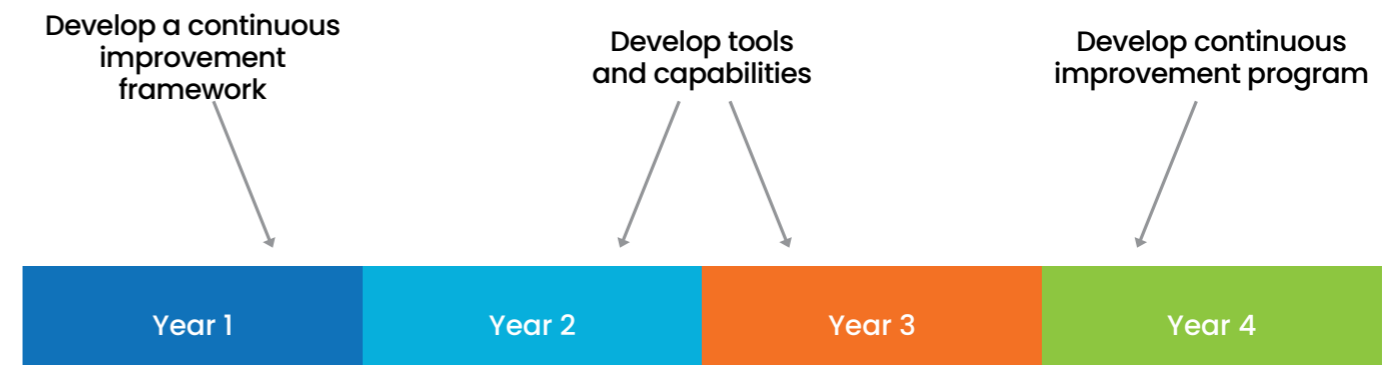
In 2022 the Office of Local Government introduced continuous improvement as a requirement of the IPR framework, which focuses on ways to better meet our community's expectations around priorities and service levels.

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.



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 TERM IN REVIEW

Mayor's message

Jay Suvaal

Council made significant strides toward its long term community goals during the 2021-2024 term, and remains committed to ensuring that Cessnock remains a thriving, welcoming and liveable home for all residents during this exciting growth period.

In September 2022, we welcomed on board new General Manager Ken Liddell. His extensive experience have been instrumental in strengthening our organisation and leading the Council in managing its Delivery Program and Operational Plans to accomplish tangible outcomes for our city.

On the ground, we've seen a remarkable upswing in completed capital works projects, enhancing our infrastructure and services. Notable improvements include the revitalisation of Kurri Kurri Town Centre (including significant upgrades to Col Brown

Rotary Park), the establishment of a new regional BMX facility and multipurpose courts at Carmichael Park in Bellbird, upgrades to 10 RFS stations, and refurbishment works at PACC, to name a few. These projects demonstrate our commitment to providing local residents with access to quality and modern facilities.

We also rolled out several key accessibility initiatives, including an accessible hot air balloon experience in partnership with Balloons Aloft, the installation of an accessible lift installed at PACC, and the development of accessible playgrounds in Cessnock and Abermain.

I look forward to seeing a continuation of this positive momentum and addressing the evolving needs of our community. Our community deserve nothing less.



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*.

Highest priority issues

1. Roads

"Road quality and maintenance"

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

"Road safety with young children"

2. 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 11 year-round sporting facilities, more specifically, swimming facilities"

What our community said

Measuring our progress

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.

In order to measure progress towards Community Strategic Plan, Cessnock 2036, a number of community indicators were developed under each of the 5 Desired Outcomes. The targets adopted were measurable and sourced from the ABS Census, government agencies, Council operational data and community research and were selected to track the impact of initiatives undertaken across the local government area.

Each indicator is measured using data collected by Council, government or community based agencies. Analysis of the indicators assists in understanding our effectiveness within our community.

Whilst the State of our City report provides an overview of the community indicators and progress, it is acknowledged that the availability of data for some indicators may not be available at the time of reporting.

Top five priority areas

96% of our residents place a very high priority on 'roads, bridges and transport' with 90% indicating a desire to see more investment into this area.

61% of residents preferring a focus the maintenance of current assets.

59% would also like to see Council invest more into stormwater and drainage.

Other high priority areas include; waste, financial management, community services, communications and economic development.



96%

Roads, bridges and transport



90%

Waste management



88%

Financial management



85%

Community services



82%

Community communication and engagement/economic development

Top Five Satisfaction Areas

Overall, 66% of residents are somewhat satisfied with the performance of Council over the period.

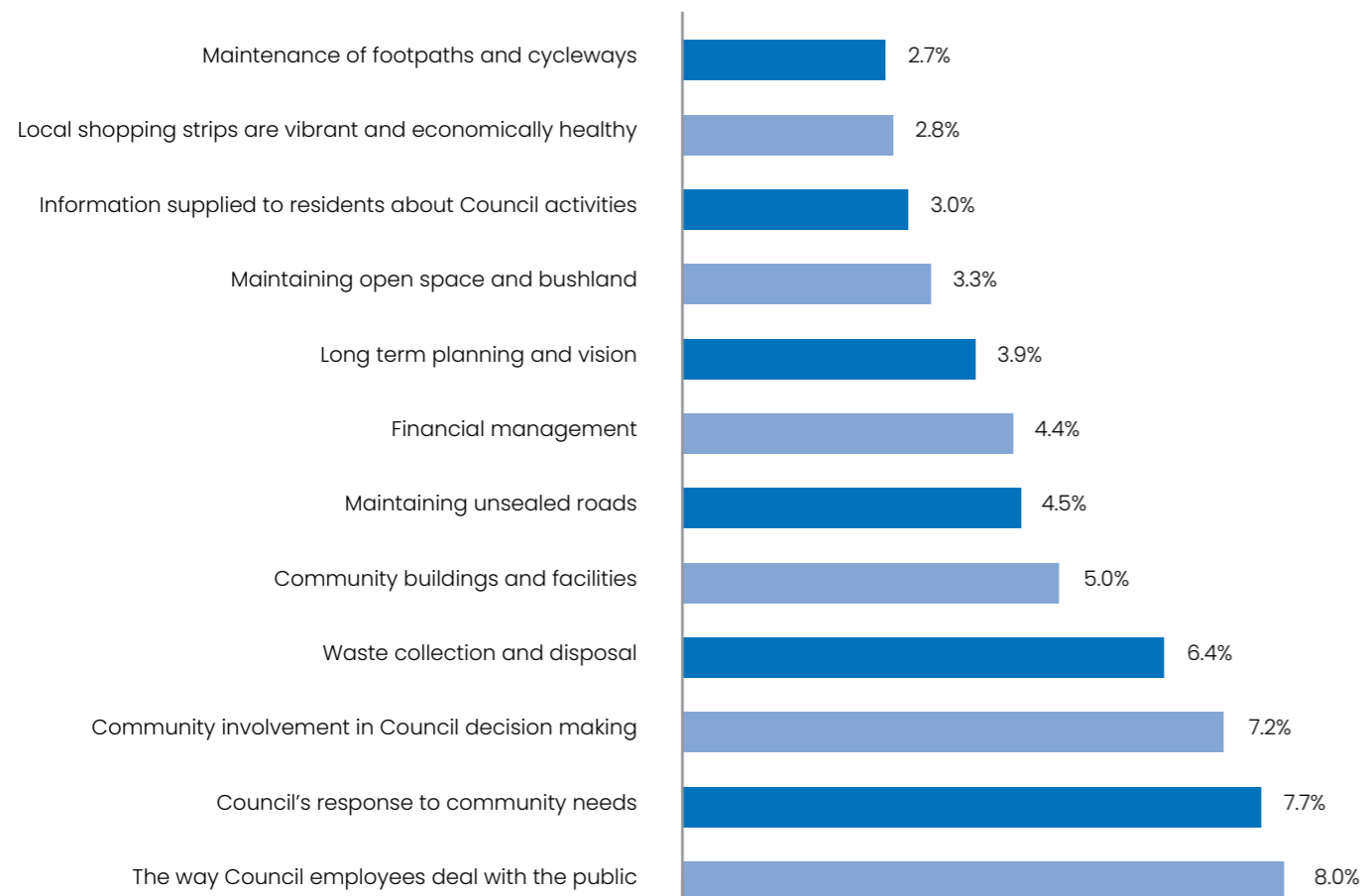
Analysis of 41 facilities/services identified the highest rated services/facilities.

| HIGHER SATISFACTION | T3 BOX | MEAN |
|--------------------------------------|--------|------|
| Library services | 90% | 4.00 |
| Performing Arts Centre | 90% | 3.86 |
| Tourism support and visitor services | 86% | 3.56 |
| Sporting fields | 85% | 3.56 |
| Parks and recreation areas | 83% | 3.50 |

Key Drivers of Overall Satisfaction with Council

These results identify which services/facilities contribute most to overall satisfaction.

29% of the 41 services/facilities account for almost 60% of the variation in overall satisfaction.



Importance Compared to Micromex Benchmarking

The table below shows the variance between our community's top 2 importance scores and the Micromex Benchmark. Services/facilities shown in the chart highlight larger positive and negative gaps.

Roadside drainage and the maintenance of unsealed roads is considered more important for our residents than other regional council areas.

| SERVICE/FACILITY | CESSNOCK CITY COUNCIL T2 BOX IMPORTANCE SCORE | MICROMEX LGA BENCHMARK – REGIONAL T2 BOX IMPORTANCE SCORE | VARIANCE |
|--|---|---|----------|
| Financial management | 85% | 86% | -1% |
| Maintaining open space and bushland | 83% | 84% | -1% |
| Local shopping strips are vibrant and economically healthy | 83% | 84% | -1% |
| Regulating traffic flow | 84% | 86% | -2% |
| Managing residential development | 79% | 81% | -2% |
| Public toilets | 80% | 82% | -2% |
| Recycling and waste reduction | 87% | 90% | -2% |
| The way Council employees deal with the public | 81% | 83% | -2% |
| Long term planning and vision | 87% | 89% | -2% |
| Community involvement in Council decision making | 80% | 82% | -3% |
| Support for community groups/volunteers | 76% | 79% | -3% |
| Events and festivals | 66% | 70% | -4% |
| Council's response to community needs | 82% | 87% | -4% |
| Children services | 76% | 81% | -5% |
| Library services | 64% | 70% | -6% |
| Heritage conservation | 66% | 73% | -7% |

| SERVICE/FACILITY | CESSNOCK CITY COUNCIL T2 BOX IMPORTANCE SCORE | MICROMEX LGA BENCHMARK – REGIONAL T2 BOX IMPORTANCE SCORE | VARIANCE |
|--|---|---|----------|
| Maintenance of footpaths and cycleways | 73% | 81% | -8% |
| Business and industry support | 80% | 88% | -8% |
| The provision of footpaths and cycleways | 72% | 81% | -9% |
| Financial management | 85% | 86% | -1% |
| Maintaining open space and bushland | 83% | 84% | -1% |
| Local shopping strips are vibrant and economically healthy | 83% | 84% | -1% |
| Regulating traffic flow | 84% | 86% | -2% |
| Managing residential development | 79% | 81% | -2% |
| Public toilets | 80% | 82% | -2% |
| Recycling and waste reduction | 87% | 90% | -2% |
| The way Council employees deal with the public | 81% | 83% | -2% |
| Long term planning and vision | 87% | 89% | -2% |
| Community involvement in Council decision making | 80% | 82% | -3% |
| Support for community groups/ volunteers | 76% | 79% | -3% |
| Events and festivals | 66% | 70% | -4% |
| Council's response to community needs | 82% | 87% | -4% |
| Children services | 76% | 81% | -5% |
| Library services | 64% | 70% | -6% |
| Heritage conservation | 66% | 73% | -7% |
| Maintenance of footpaths and cycleways | 73% | 81% | -8% |

| SERVICE/FACILITY | CESSNOCK CITY COUNCIL T2 BOX IMPORTANCE SCORE | MICROMEX LGA BENCHMARK – REGIONAL T2 BOX IMPORTANCE SCORE | VARIANCE |
|--|---|---|----------|
| Business and industry support | 80% | 88% | -8% |
| The provision of footpaths and cycleways | 72% | 81% | -9% |



Satisfaction compared to Micromex Benchmarking

The table below shows the variance between our community's top 3 satisfaction scores and the Micromex Benchmark. Services/facilities shown in the table highlight larger positive and negative gaps.

Cessnock City residents are much less satisfied with the maintenance of roads compared to our regional norms, with a 41% variance.

| SERVICE/FACILITY | CESSNOCK CITY COUNCIL T3 BOX SATISFACTION SCORE | MICROMEX LGA BENCHMARK – REGIONAL T3 BOX SATISFACTION SCORE | VARIANCE |
|--|---|---|----------|
| Tourism support and visitor services | 86% | 84% | 2% |
| Performing Arts Centre | 90% | 91% | 0% |
| Business and industry support | 73% | 74% | -2% |
| Supporting local jobs | 73% | 74% | -2% |
| Environmental protection | 75% | 78% | -3% |
| Parks and recreation areas | 83% | 86% | -4% |
| Swimming pools | 81% | 85% | -4% |
| Support for community groups/ volunteers | 82% | 86% | -4% |
| Library services | 90% | 94% | -4% |
| Sporting fields | 85% | 90% | -5% |
| Community safety | 77% | 82% | -5% |
| Maintenance of footpaths and cycleways | 61% | 68% | -6% |
| Facilities and services for the disabled | 72% | 80% | -7% |
| Events and festivals | 80% | 87% | -8% |
| The provision of footpaths and cycleways | 60% | 68% | -8% |
| Heritage conservation | 76% | 85% | -9% |

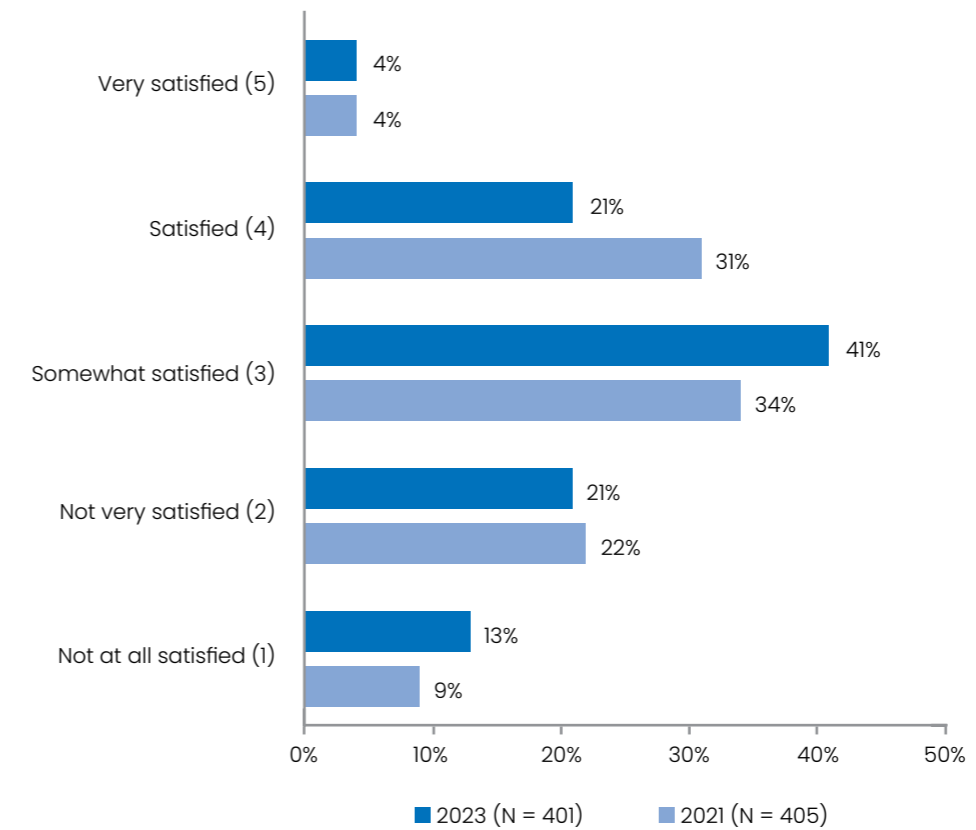
| SERVICE/FACILITY | CESSNOCK CITY COUNCIL T3 BOX SATISFACTION SCORE | MICROMEX LGA BENCHMARK – REGIONAL T3 BOX SATISFACTION SCORE | VARIANCE |
|--|---|---|----------|
| Waste collection and disposal | 78% ▼ | 88% | -10% |
| Recycling and waste reduction | 77% ▼ | 87% | -10% |
| Community buildings and facilities | 77% ▼ | 88% | -11% |
| Community involvement in Council decision making | 57% ▼ | 68% | -11% |
| Aged facilities and services | 73% ▼ | 85% | -12% |
| Parking in town centres | 58% ▼ | 70% | -12% |
| Children services | 73% ▼ | 85% | -12% |
| Youth facilities and services for youth | 60% ▼ | 74% | -13% |
| Council's response to community needs | 50% ▼ | 64% | -14% |
| Roadside drainage | 54% ▼ | 69% | -15% |
| Public toilets | 57% ▼ | 72% | -15% |
| Regulating traffic flow | 50% ▼ | 67% | -17% |
| Maintaining open space and bushland | 69% ▼ | 86% | -17% |
| Financial management | 54% ▼ | 71% | -17% |
| Information supplied to residents about Council activities | 58% ▼ | 75% | -18% |
| Local shopping strips are vibrant and economically healthy | 60% ▼ | 79% | -19% |
| Stormwater drainage | 59% ▼ | 77% | -19% |
| Managing residential development | 56% ▼ | 75% | -19% |
| Maintaining unsealed roads | 30% ▼ | 52% | -22% |
| The way Council employees deal with the public | 61% ▼ | 83% | -22% |

| SERVICE/FACILITY | CESSNOCK CITY COUNCIL T3 BOX SATISFACTION SCORE | MICROMEX LGA BENCHMARK – REGIONAL T3 BOX SATISFACTION SCORE | VARIANCE |
|--------------------------------|---|---|----------|
| Litter control/illegal dumping | 59% ▼ | 81% | -23% |
| Long term planning and vision | 48% ▼ | 72% | -24% |
| Maintaining sealed roads | 17% ▼ | 58% | -41% |



Overall Community Satisfaction

Overall, 66% of residents are at least somewhat satisfied with our performance.



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

Since the establishment of the community measures in 2020, we have reviewed service levels and program delivery in a number of areas resulting in some data sources no longer being collected. Other indicators rely on external data sources and the Australian Bureau of Statistics (ABS) data collected every 5 years.

Condition of public assets

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

Our asset portfolio has an estimated financial value of over \$1,400,000,000 across 5 asset classes. These asset classes are:

- Open Space and Other Structures
- Buildings
- Bridge and Major Culvert
- Road and Road Infrastructure Network
- Stormwater Network

Asset Management Plans have been developed for each of these asset classes to demonstrate responsive management of assets and associated services, compliance with regulatory requirements, and communicate the level of funding necessary to provide the required levels of service for each asset class. These plans outline requirements to deliver expected services to the community including Levels of Service, Future Demand and Lifecycle Management activities, informing specific asset investment decisions.

We are expected to provide assets to the community that are:

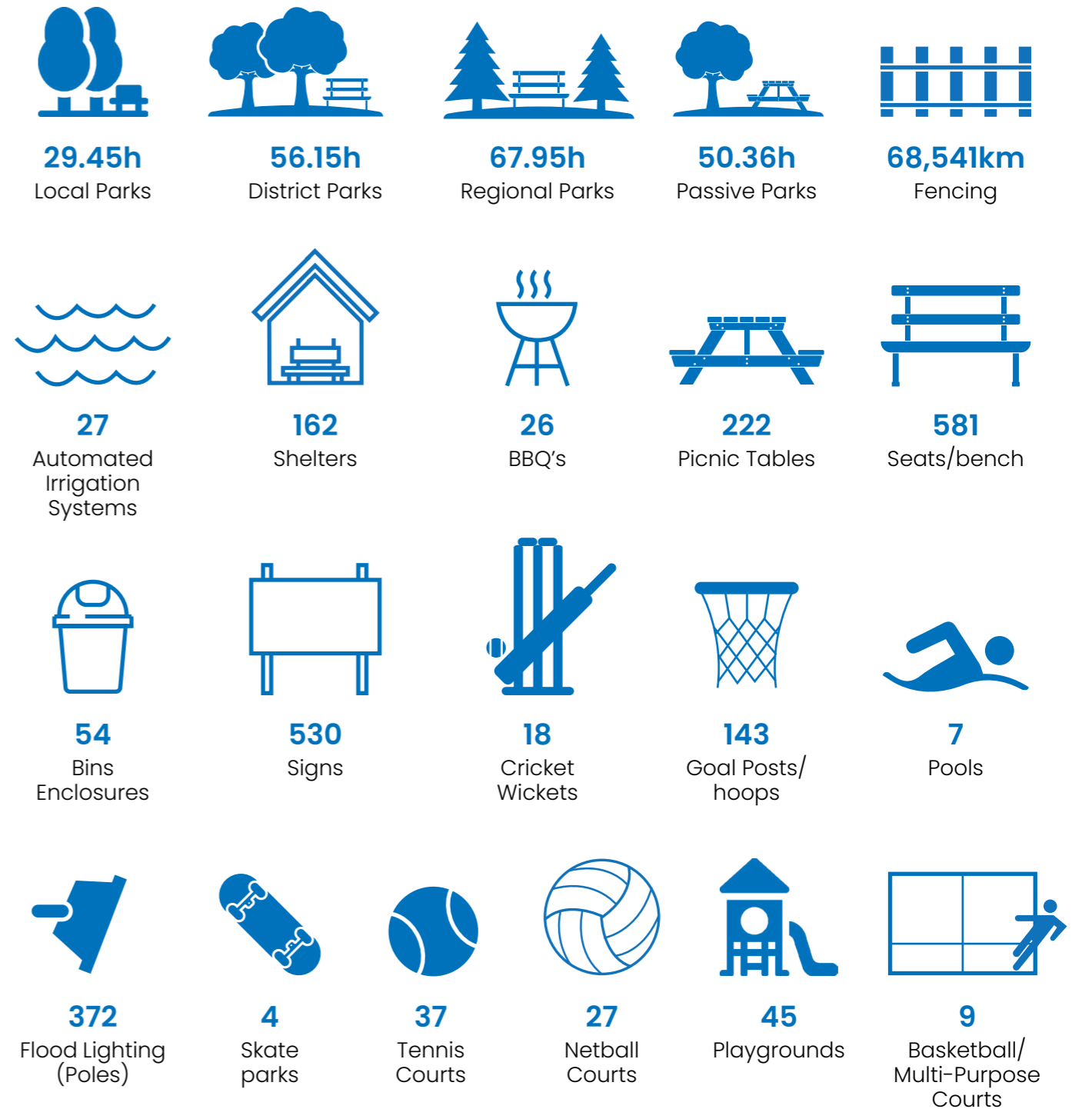
- Safe and functional
- Of appropriate quality
- Reliable
- Compliant with relevant legislation
- Delivered in a cost efficient and sustainable manner

The scale of condition assessment throughout the Asset Management Plans is based on a five category model:

| | | | |
|---|-------------|-----|---|
| 0 | Constructed | 100 | Asset that is newly constructed and/or is less than 12 months in age. |
| 1 | As new | 99 | In an excellent condition with no visible signs of deterioration OR an asset that has been recently rehabilitated back to an "as new" condition |
| 2 | Good | 75 | In good condition with some early stages of deterioration evident. Functionality, performance and serviceability are minimally impaired, if at all. |
| 3 | Fair | 50 | Obvious condition deterioration. Functionality, performance, and serviceability would be affected and maintenance costs rising. |
| 4 | Poor | 25 | The condition deterioration would be severe and would be starting to limit serviceability. Maintenance costs would be high and pointing towards rehabilitation. Risk associated with deterioration would also be increasing |

Open space & recreation assets

We provide the community with pleasant, safe and fit for purpose recreation facilities and aims to promote consistency in the maintenance and renewal of these assets. Assets include:



We have a documented condition assessment manual to condition rate open space assets and recreational assets. This manual assists us to assess the condition of our open space and recreational assets. This enables us to determine the overall condition of its network as well as identify those assets that require repair or renewal in future years.

Buildings

Council's building assets are generally structurally sound, do not have known defects that are likely to constitute a major hazard for any users, and are generally adequate for their intended purpose. We acknowledge some buildings require improvement to meet the other criteria of being fit for the intended purpose. Several significant buildings have completed conservation management plans to direct future works programs.



Road and road infrastructure network

The road and road infrastructure network includes:

- Bus Shelters
- Carpark
- Pedestrian Refuge
- Round-A-Bout
- Footpath
- Kerb & Gutter
- Roads Sealed
- Roads Unsealed

Our Asset Management Implementation Project includes the deployment of MyData (Assetic Software Package) Asset Management system to prepare recommended works programs and calculate the current replacement cost of the road network. The current written down value of the assets is determined by observed condition information. The condition of the road pavement network is derived from IPWEA International Infrastructure Management Manual and data capture consultant methodology. Council engaged a contractor to conduct a road condition survey of the sealed road network in 2023-24.



Bridges

Council is the custodian of **200** bridges. Of these, **42** are timber, **28** are concrete, **9** are steel/concrete composite, **40** are pedestrian and **81** are culverts. While overall, the bridges in the city are in good condition, certain components will require renewal, especially on timber and older bridges. Regular inspections and testing determine works. Council undertakes a full survey on the condition of its bridges every two years, with maintenance inspections occurring 6-12 monthly depending on construction type.



Stormwater network

Drainage assets generally consist of pipes, pits and devices that convey, clean and hold stormwater and are critical community assets, despite being underground and not readily seen by the public. The “consumption” of these assets is also difficult to ascertain. We have adopted a conservative approach, understanding that the need for replacement will occur beyond Council’s current long term financial plan. The stormwater asset portfolio includes:



Approximately 63% of the pipe network is more than 50 years old with approximately 54% predating the year 1900. Recurrent surveys, including in line CCTV (closed circuit television) surveys and data are required to refine the accuracy of information on the condition of the drainage assets. We continue to address known areas of drainage weakness across our City through a process developed to provide the greatest impact on the broader community.

Not every asset is of equal importance or presents the same failure risk. It is therefore important to know which assets are most critical to service delivery. Understanding which assets are critical, and why, helps to focus investment decisions.

Critical assets are those assets that have high consequences or impacts if they fail and a high probability or likelihood of failing. As an indication of probability of failure asset consumption has been calculated on condition data available, asset age and opinions of appropriate CCC staff. CCC’s risk management framework has also been used to determine its risk exposure.



Over the last 3 years we delivered the following

- Partnered with State Government agencies to progress the development of the Hunter Regional Transport Plan
- Advocated to other levels of government for future infrastructure and service delivery, including public transport, water supply, electricity supply, road and rail networks
- Investigated options for the extension of shared pathways to all villages and communities within our City where grant opportunities existed
- Wollombi Road Upgrade project progressed to first stage of 2 stage procurement process, planning approval completed and detailed design significantly progressed to unlock 3500 house lots
- Landslip remediation works packages progressed to over 50% complete, funded by TfNSW, from 2022 storm and flood events
- Pavement remediation works package commenced, funded by TfNSW, from 2022 storm and flood events
- Facilitated consultation with the event and tourism providers to approve and implement the safe operation of events within our City, concerts, airshow, festivals etc
- Increased overall capital works investment into community infrastructure by an additional 13 million dollars

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.



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

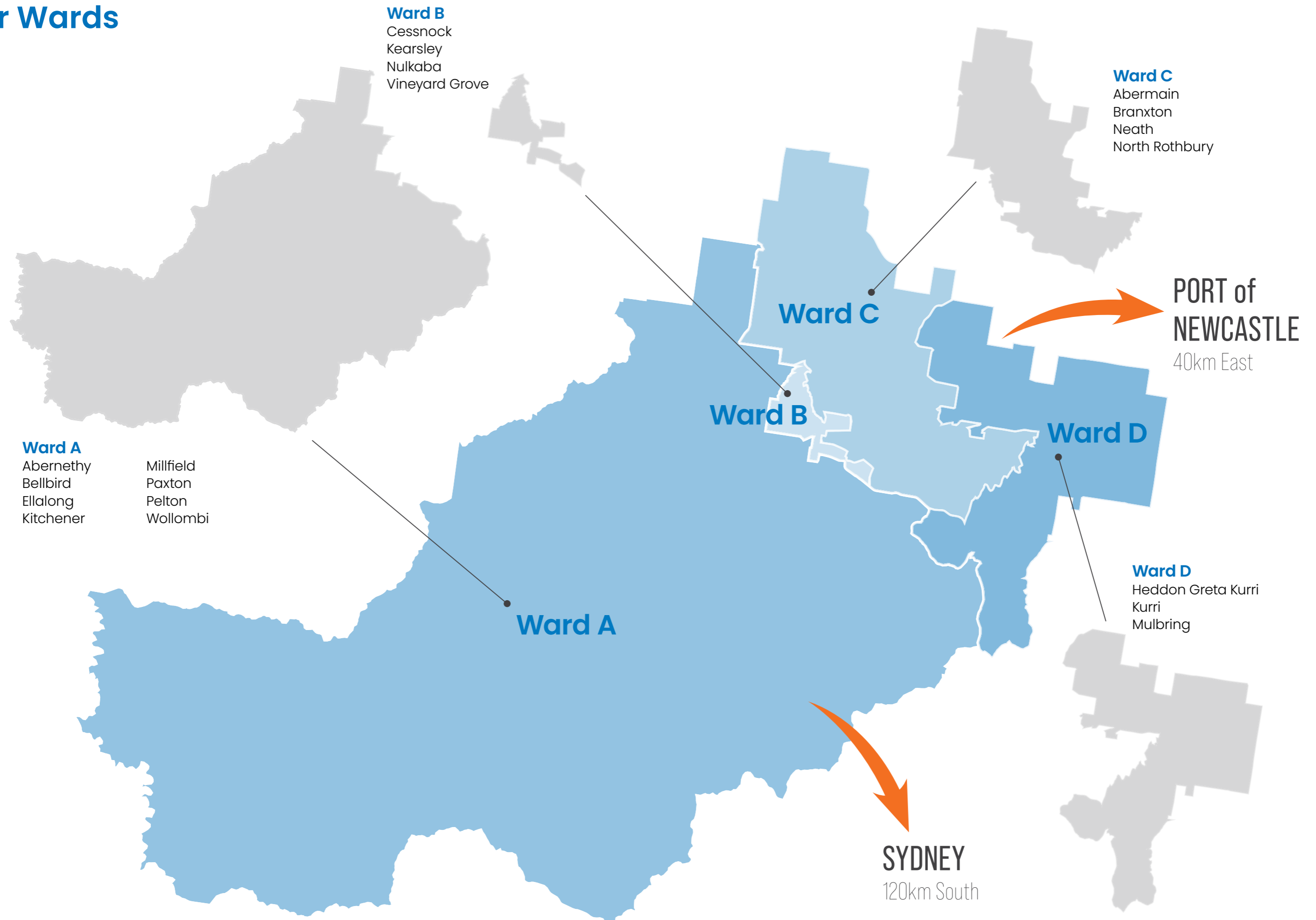


Mitchell Hill
Councillor - Ward D



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



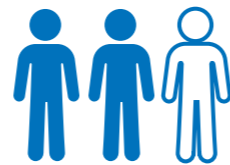
23
Aboriginal /
Torres Strait
Islander



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 ACCOUNTABILITY

United Nations Sustainable Development Goals

The Sustainable Development Goals shown below are the world's shared plan to end extreme poverty, reduce inequality and protect and support achievement of a healthier planet by 2030. Significantly, they provide a broad and balanced framework for supporting achievement of improved quality of life for all and for planetary health.

As the world enters the Decade of Action to deliver the Sustainable Development Goals by 2030, the assessment of where we are at in our City:

- Environmentally
- Socially
- Economically

Identified in this State of the City Report, will also help us understand if we are contributing to the achievement of the Sustainable Development Goals, including progress made and challenges still needing to be addressed.

SUSTAINABLE DEVELOPMENT GOALS



Our path to reconciliation

Key achievements

Makers Space, Performance Arts Culture Cessnock

- 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.

Reconciliation Week

- Each May our celebrations included an Elders Morning Tea at the Yarning Circle, Bridges Hill Park with community members, local students, service providers, the Member for Cessnock, Councillors and Council staff and includes 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

Key achievements



Council’s Disability & Inclusion Action Plan

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

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 the journey to and from the flights.

Performance Arts & Culture Cessnock

- An accessible lift was installed 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 leading into the newly created box office and retail space.

Accessible Playgrounds

- Cessnock, Macquarie Avenue.
- Abermain, Harle Street.



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

- Accessible public amenities building



Marthaville Arts & Cultural Centre

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

Carmichael Park BMX Facility

- Accessible pathways connecting the recreation space to a formalised carpark and accessible picnic settings



East Cessnock Oval

Upgrades now include accessible entry and circulation paths, shade, seating and play opportunities.



Citizenship Ceremonies

We celebrated 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 is Everyone's Business campaign

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.

OUR COMMITMENT TO THE ENVIRONMENT

Our commitment to the environment

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

- Building positive attitudes
- Supporting meaningful employment
- Accessible systems, information or processes
- Creating liveable communities



Cessnock Community Recycling Centre

Our Cessnock Multipurpose Children's Centre visited to deliver recyclable materials they had collected and learn about recycling.



Less is More Campaign

- Free Clothes Swap events 64% of the items brought to the swap were rehomed
- Growing Your Own Vegetables' workshop - 35 people registered with 17 attending
- 'Seed Saving' workshop - 60 registered with 45 attending
- Repair Cafe - repairs were made on items including a light, clothing, a whipper snipper, and a musical jewellery box

Our Green Teachers Network was launched in October 2023 and currently has 28 teachers registered.

Our Smarter Kitchens food waste reduction program was launched 30 November 2023.

Our monthly Environment eNewsletter has 1,048 subscribers.



Climate Change Resilience Plan 2023

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 City is also biologically diverse and supports a range of ecosystems, ecological communities and vegetation types including dry rainforest in the Mount View and Bow Wow area which supports 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.

STRATEGIC REPORTING

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 |



Corporate Risk

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

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

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.

PROGRESS IN IMPLEMENTING OUR COMMUNITY STRATEGIC PLAN

Reporting framework

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.



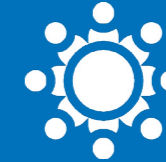
Community

To provide the best value and outcomes for residents, ratepayers, businesses and visitors by working together to develop the strategic plan for their area—from high-level visioning and aspirational thinking to providing feedback on specific IP&R outcomes.



Stakeholders

Non-government organisations and groups, NSW and Commonwealth Government agencies and community organisations.



Elected Council

Mayor and Councillors for determining, developing, endorsing and reviewing the IP&R strategies and plans.



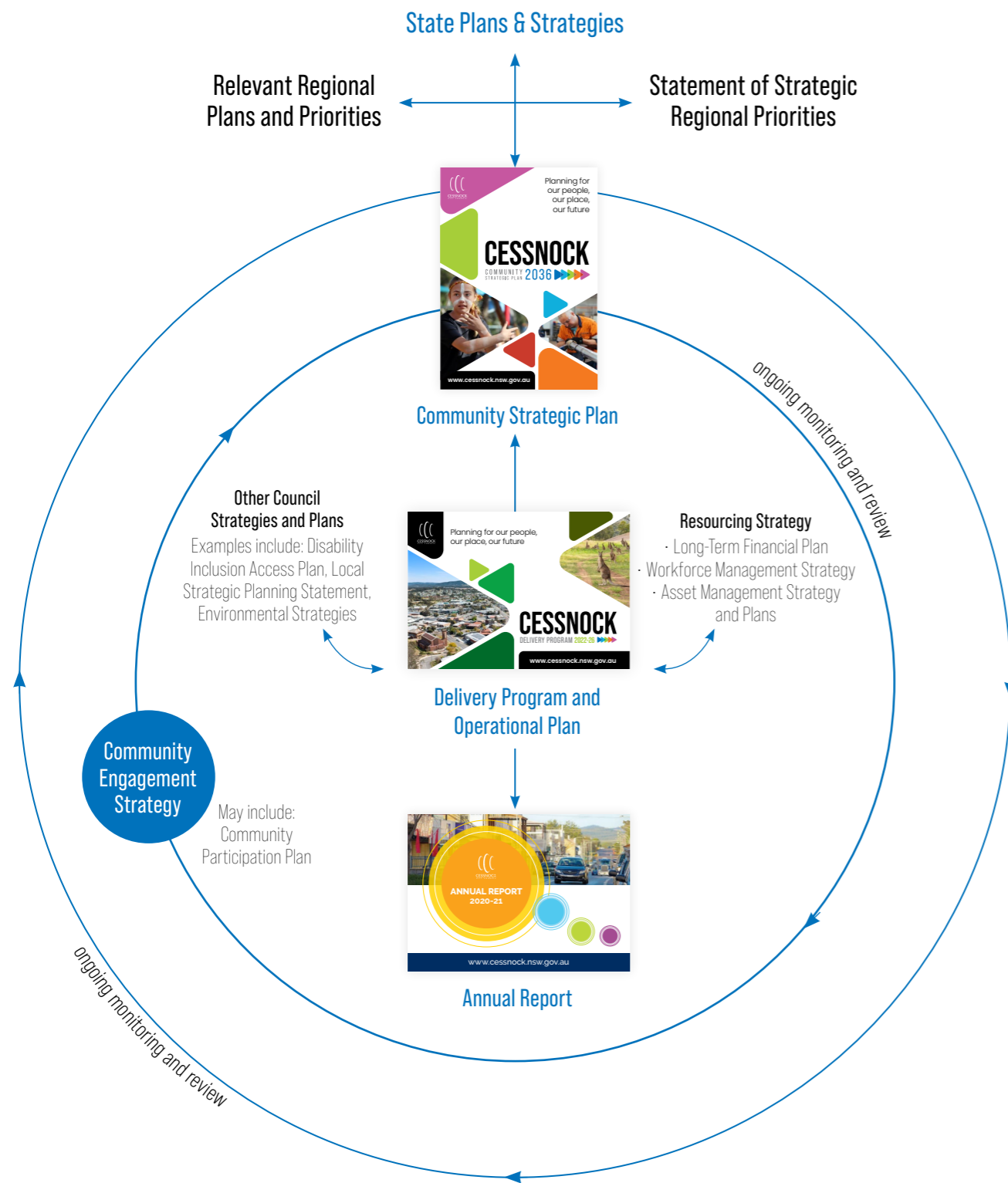
Administration of Council

Staff, contractors and volunteers of the Council organisations are responsible for formulating, delivering and reviewing each IP&R document.

Community Strategic Plan Cessnock 2036

This plan is the highest-level plan that a council will prepare. Its purpose is to identify the community's main priorities and aspirations for the future and plan strategies for achieving them. It guides all strategies and plans, and must be developed by councils with, and on behalf of the community. The minimum timeframe is for 10 years and addresses the community's vision, aspirations and priorities and establish baseline targets, strategies and measures to aid performance monitoring and reporting.

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



Delivery Program and Resourcing Strategy

The Delivery Program is where the community's goals in the Community Strategic Plan are systematically translated into actions that the Council will deliver.

The Delivery Program is the elected Council's statement of commitment to the Community. Priorities and activities are set to the goals and strategies in the Community Strategic Plan, and appropriate methods to measure the success of the Delivery Program are identified.

The Operational Plan sits under the Delivery Program. It lists all the actions that the Council will undertake and the annual operating budget to be applied during the year to achieve its strategic goals.

To carry out the activities in the Delivery Program, the Resourcing Strategy sets out how time, money, assets and people will be allocated. Council prepared resourcing strategies to support the delivery of the Community Strategic Plan consisting of a Long-Term Financial Plan, Asset Management Plans and Workforce Plan.



Desired Outcomes

The Community's **5 Desired Outcomes**:



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

Key projects

Aberdare, Turner Park:

- Roof replacement
- Painting fascia gutter eaves, posts, doors

Abermain Centenary Park:

- Multi-purpose court relocated

Abermain Plaza Hall:

- External painting

Abermain, Harle Street playground:

- Fencing installed

Weston, Chinaman's Hollow:

- Sandstone barrier fencing installed

Abermain, Orange Street:

- Multi-purpose court relocation

All abilities Accessible Hot Air Balloon including vehicle, trailer and associated equipment launched

Bellbird Community Hall:

- Flooring replacement

Bellbird Heights, Keelendi Road:

- Investigate and design drainage upgrade

Bellbird, Carmichael Park:

- access road and car park upgrade
- construction of a new regional BMX facility
- multipurpose court and hit up wall

Bellbird, Cruickshank Street:

- Drainage upgrade

Bellbird, Keelendi Road:

- Detailed design completed

Bellbird, Wollombi Road:

- Stage 2 upgrade West Avenue Bellbird to Vincent Street Cessnock

Branxton Community Hall:

- Airconditioning

Branxton Town Centre:

- Upgrade Stage 2

Branxton, Miller Park:

- Waste Water assessment has been completed

Cessnock CBD to Bridges Hill Park via Aberdare:

- Shared pathway

Cessnock CBD to West Cessnock Public School:

- Shared pathway

Cessnock Cemetery:

- Boundary fencing

Cessnock Civic Indoor Sports Centre:

- Roof ventilation remediation
- Automated rollers
- New blinds within the indoor court area

Cessnock Council Works Depot:

- Extension to administration building

Cessnock FRMSP Bund Wall:

- Investigation and design

Cessnock Hockey Facility:

- New hybrid synthetic surface

Cessnock Library:

- Library book purchases in accordance with the Library Management System and customer feedback

Cessnock Waste Facility:

- Capping design drawings have been finalized
- Recycling pad pavement rehabilitation

Cessnock, Baddeley Park Sports Ground:

- Grandstand seating replacement
- Stage 1 cricket net upgrade

Cessnock, Black Creek Flood Plain:

- Stage 2 flood risk management plan design

Cessnock, Bridge Street:

- Shared pathway stage 2

Cessnock, Bridges Hill Park:

- Upgrade skatepark

Cessnock, CBD:

- Shared pathway to Bridges Hill Park via Aberdare

Cessnock, CBD:

- Shared pathway to West Cessnock Public School

Cessnock, East End Oval:

- New tiered spectator seating
- Accessible pathways

Cessnock, Great North Road:

- Road renewal slope stabilisation

Cessnock, Macquarie Avenue:

- New picnic setting and shelter
- New playspace

Cessnock, Westcott Street:

- Bridge replacement
- Road replacement

Citywide Community Halls:

- Painting community buildings

Citywide:

- Bus stop upgrades to DDA compliance

Citywide:

- Deliver gravel rehabilitation and resheeting program

Citywide:

- Deliver parks and reserves fence replacement program

Citywide:

- Deliver playground edging and surface program

Citywide:

- Deliver roads reseal program

Citywide:

- Drainage minor investigation and works

Citywide:

- Drainage renewal

Citywide:

- Local Road resealing

Citywide:

- Parks and reserves irrigation replacement program

Citywide:

- Pre-construction design of recreation facilities

Citywide:

- Roadside drainage program

Cliftleigh Meadows District Park:

- New public amenity building

Council Works Depot:

- Extend administration building

Flash Flood Warning System:

- Abermain
- Cessnock
- Weston

Greta Central Oval:

- 4 new galvanized steel light poles with LED floodlighting
- Environmental works
- New fenced Off Leash Dog Exercise Area including fencing with entry gates, landscaping, picnic shelters, seating, water fountain, bin and dog agility equipment

Greta, High Street:

- Shared pathway to Greta Railway Station via Nelson Street

Greta, Mansfield Road & Bell Street:

- Upgrade drainage designed

Greta, Mansfield Road:

- Road rehabilitation design

Greta, Miller Park:

- 2 new multipurpose courts

Greta, Whitburn Street:

- Detailed design of drainage upgrade

Heddon Greta, Averys Lane:

- New playspace

Hunter Valley Visitors Information Centre:

- Retaining wall
- Concrete path
- Awning construction amphitheatre

Investigate and develop aquatic facility renewal program

Kearsley Community Hall:

- Upgrade to male bathroom

Kearsley, George Jeffrey Park tennis courts:

- New multipurpose courts

Kitchener, Aberdare Street:

- Road rehabilitation

Kurri Kurri Volunteer Rescue Association:

- Removal of carports
- Carpark and driveway concreting installation of new roller door, kitchenette and interior lights

Kurri Kurri, Booth Park:

- Business case netball facility

Kurri Kurri, Booth Park:

- Toilet block renewal

Kurri Kurri, Col Brown Rotary Park:

- Park beautification upgrade

Kurri Kurri, Lang Street:

- Stage 1 road works upgrade

Kurri Kurri, Margaret Johns Park:

- Field improvements

Kurri Kurri, Margaret Johns Park:

- Renew practice cricket wicket

Kurri Kurri:

- Volunteer Rescue Association improvements and demolition

Laguna, Glenloona Road:

- Natural disaster rehabilitation

Libraries, Cessnock & Kurri Kurri:

- Furniture renewal
- Conference technology

Millfield, Rose Hill Estate:

- Shared pathway to Crawford Park Millfield

Millfield, Wollombi Road:

- Road rehabilitation to Hayes Road towards Cedar Creek Road

Millfield:

- New Rural Fire Station

Mulbring Park: tennis clubhouse improvements

- Kitchenette
- Painting
- Air conditioning

Murrays Run, Murrays Run Road:

- Embankment stabilisation

North Rothbury, Ayrfield Miners Memorial Park:

- A concrete pad for seating installed

North Rothbury, Thomas Street:

- Upgrade drainage

Parks and reserves irrigation replacement program:

- Hydrawise irrigation systems upgrade includes 22 controllers replaced and 7 smart meters

Paynes Crossing, Paynes Crossing Road:

- Deliver road renewal

Performance Art Culture Cessnock:

- Refurbishment works
- Air conditioning renewal

Pokolbin Community Hall:

- Kitchen upgrade

Rural Fire Service facility upgrades and extensions:

- Benwerrin
- Central
- Greta
- Kearsley
- Mulbring
- Neath
- Pokolbin
- Quorrobolong
- Bucketty
- Laguna

Sawyers Gully, Gingers Lane:

- Street lighting upgrade

Weston, First Street:

- Design connecting pathway from Station Street to Government Road

Weston, Frame Drive:

- Power relocation resurfacing

Weston, Hospital Road:

- Investigation complete and detailed design in progress

Weston, Kline Street:

- Bridge replacement

Weston, Maybury Peace Park:

- Resurfacing of the playspace

Wollombi Tennis Club Insurance Works:

- To renew the clubhouse following flooding in July 2022 which resulted in damage to appliances, electrical wiring, flooring, kitchen and plasterboard

Wollombi, Yango Creek Road:

- Bridge replacement completed



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



How we measured progress

| MEASURE | CONTEXT/BENCHMARK | TARGET |
|---|--|----------|
| Regulatory Premises Inspections | This measure is the number of regulatory premises inspections carried out divided by the programmed regulatory premises inspections during a year. Regulatory premises inspections include food shop inspections, skin penetration inspections etc. This is a measure of Council's contribution to the health and safety of the community. | 100% |
| Public Swimming Pool and Spa inspections | This measure is the number of public swimming pools and spas inspected divided by the programmed number of public swimming pool and spa inspections. This is a measure of Council's contribution to the health and safety of the community. | 100% |
| Participation in major civic and community events and programs | This measure is the number of community members attending and participating in major civic and community events and programs provided by Performance Arts, Culture, Cessnock each year. Target measure is 1,000. | Increase |
| Performance, Arts, Culture, Cessnock | This measure is the number audience members that have attended performances at the venue in a calendar year. This measure is sourced from the centre's ticketing system. Base 16,478 in 2019. | Maintain |
| Library Programs | This measure is the number of programs offered at Council's libraries. This data is sourced from NSW Public Libraries statistics. This is a measure of the libraries engagement with the community for the purpose of both recreation and education. In 2019-20 the median for NSW public libraries was 546 programs. | Increase |
| Library Programs | This measures the number of attendees at library programs. This data is sourced from NSW Public Libraries statistics. This is a measure of the libraries engagement with the community for the purpose of both recreation and education. In 2019-20 the median for NSW public libraries was 9,965 attendees. | Increase |
| Seniors Festival | This measures the diversity and growth of activities offered on the Seniors Festival calendar. Number of activities listed in Seniors Festival event calendar. The target measure was 15 in 2022-23. | Maintain |
| Seniors Festival | The data is sourced from a random survey of festival participants where they are asked to rate their satisfaction with Seniors Festival on a scale of 1 - 5, where 1 = low satisfaction and 5 = high satisfaction. The measure in 2021 was 4. | Maintain |
| Engagement with young people | This measure is the number of young people participating and engaging in youth programs delivered by CYCOS each year and includes face to face programs and e-engagement. This is a measure of the effectiveness of Council's provision of services to young people. This measure was 11,234 in 2022-23. | Maintain |

Outcome 1 achievements

Actively pursue continuous improvement opportunities in line with Council's Disability Inclusion Action Plan 2021-2025, building an organisation which has a focus on inclusion and accessibility

Assess requests for additional, changes to existing, and special event alcohol-free zones

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

Be an active member of collaborative network groups that strive for inclusive, safer and healthier communities. This includes domestic violence, crime prevention and healthy lifestyles

Collaborate through participation on the Cessnock City Liquor Accord and Community Safety Precinct Committee

Collaborate with partners to develop and maintain a public street lighting network to improve the safety of the road network

Commence the development of the next Cessnock City Library Strategic Plan

Commence the evaluation of the Cessnock City Library Review, Report and Strategy 2014-2024

Complete refurbishment works for the creation of a cultural hub at Performance, Arts, Culture, Cessnock (PACC)

Complete stage 1 refurbishment works for the creation of a cultural hub at Performance, Arts, Culture, Cessnock (PACC) and continue to pursue funding opportunities ensuring the facility remains a high-quality cultural venue

Conduct two Graduated Licensing Scheme Workshops for supervisors and learners\drivers

Continue to develop masterplans for community, sporting and aquatic facilities

Continue working in partnership with external organisations to implement youth based community programs that promote and encourage health and wellbeing

Continue working in partnership with external organisations to implement youth based community programs that promote and encourage well-being, address alcohol consumption and illicit drug use

Coordinate and promote a community program of activities and events for NAIDOC Week

Coordinate and promote a community program of activities and events for the Cessnock City Seniors Festival

Deliver an engaging Performance, Arts, Culture, Cessnock (PACC) season with programming strategy that considers Council's community plans, diversity and inclusion

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

Deliver programs at Performance, Arts, Culture, Cessnock (PACC) that engage children and young people in cultural expression

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

Develop a 2023 Youth Week program that is inclusive, engaging and celebrates young people

Develop and deliver diverse and inclusive lifelong learning programs, arts and local history exhibitions at Cessnock Library and Kurri Kurri Library Branches

Develop and promote Cessnock City Library digital services including 24/7 eBranch

Develop program to ensure Banner Poles use is maximised to advertise Council and community events

Engage with Schools within our City regarding road safety around schools

Engage with the community in reconciliation initiatives and in developing a next action plan.

Fullfill legislative obligations as per the National Rail Safety Regulator in relation to road/rail interface within our City

Further promote the positive image and value of young people and strengthen the presence of Cessnock Youth Centre & Outreach Service (CYCOS) within the community

Implement and provide ongoing community awareness for our City Community Directory and Community Events Calendar

Implement internal Road Safety in the Workplace training to improve health and safety through awareness and compliance with road rules

Implement next steps of local government road safety project from the Road Safety Strategic Plan

Implement the Cessnock City Council Cemeteries Masterplan

Increase awareness of the City of Cessnock Hall of Fame and inductees

Investigate and process invoices in relation to Public Lighting maintenance and electricity usage for public lighting within the road reserve

Investigate and pursue funding opportunities for renewal works at Cessnock City Library Branch further creating a facility that is modern and revitalised

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

Liaise with community groups who operate from Council owned cultural facilities, to provide a welcoming, engaging, inclusive, safe and accessible environment

On-going assessment of applications for Restricted Access Vehicle movements within our City

Organise an event to recognise National Reconciliation Week

Organise and deliver throughout December a diverse program of Christmas events engaging children, young people and families

Organise ceremonies (and associated activities) for civic events such as Australia Day, Mayoral Scholarships and Citizenship presentations

Oversee the accelerated replacement of existing eligible street lights with energy efficient LEDs

Prepare and submit applications for funding to improve and/or construct community, sporting and aquatic facilities.

Prepare reports for, and facilitate the Local Development Committee (Traffic)

Promote and administer Council's Community and Cultural Development Dollar for Dollar Grant Scheme

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

Promote and deliver diverse and inclusive activities during school holidays engaging with children, young people and families across our City

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

Research and respond to road safety and road engineering enquiries

Review Transport for NSW detailed crash/fatality reports and attend crash sites to access potential associated road condition factors

Support community groups to manage facilities in conjunction with Council by providing assistance and advice within resources where appropriate.

Update the Cessnock Local Government Area Community Directory and provide ongoing community awareness and promotion for the Community Events Calendar

Upon receipt of all required information, assess and determine Complying Development Certificate applications within 10 days and Construction Certificate applications within 25 days from the date of lodgment

A sustainable and prosperous economy



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

2 A sustainable and prosperous economy

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

Objective 2.1

Diversifying and growing our economy

Strategic Directions

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

Objective 2.2

Achieving more sustainable employment opportunities

Strategic Directions

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

Objective 2.3

Increasing tourism opportunities and visitation in the area

Strategic Directions

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



How we measured progress

| MEASURE | CONTEXT/BENCHMARK | TARGET |
|--|--|----------|
| Satisfaction with economic development activities | This measure is from a random survey of residents where they are asked to rate their satisfaction with Council's efforts in encouraging business and industry on a scale of 1-5, where 1 = low satisfaction and 5 = high satisfaction. | >3 |
| Engagement with business community | This measure is the number of unique visitors on the Advance Cessnock City website (sourced from the website analytics). This is a measure of engagement with the local business community. | 19,000 |
| Engagement with potential tourists | This measure is the number of unique visitors on the Hunter Valley Visitor Centre website (sourced from the website analytics). This is a measure of engagement with tourists/potential tourists to the area. | >350,000 |
| Visits to Hunter Valley Visitor Centre | This measure is the number of visitors to the Hunter Valley Visitor Centre (sourced from the counters at the entrance to the Hunter Valley Visitor Centre). This is a measure of in-bound tourism to the area. | >100,000 |



Outcome 2 achievements

Collaborate with Advance Greater Cessnock partners and the NSW Investment Concierge Service to facilitate and accommodate investment leads

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.

Complete a minimum of one grant application for the implementation of the Hunter Valley Visitor Information Centre (VIC) Park and Landscaping Plan. Complete the detailed design for the new shelter at the rear exit of the VIC to enable construction when funds are obtained

Complete the construction of the Hunter Valley Visitor Information Centre (VIC) Park and Landscaping Plan using Resources for Regions grant funding

Continue implementation of the Hunter Valley Wine Country Signage Strategy subject to grant funding being received

Continue to implement the graduate, trainee and apprenticeship framework

Create a communications toolkit and impact statement that will assist Council and Cessnock local government area business to access funds from the NSW Government Royalties for Rejuvenation Fund

Deliver the Cessnock City Council related actions generated from the Hunter Valley Wine Tourism Alliance

Deliver the Council related actions generated from the Hunter Valley Wine Tourism Alliance

Deliver the Employment Shuttle Service - Cessnock to Wine Country utilising Resources for Regions Grant Funding

Deliver the priority actions from the Hunter Valley Destination Management Plan using budgeted resources

Deliver the Youth Driver Training Program utilising 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

Maintain and grow Council's tourism and business image library to allow for effective promotion of tourism products and business offerings

Prepare a methodology to repeal the existing Vineyard Mapping System and engage the community

Promote and sell Hunter Valley experiences through the Hunter Valley Visitor Information Centre booking system

Promote and sell Hunter Valley products through the Hunter Valley Visitor Information Centre Gift Shop

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

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

Provide monthly Advance Greater Cessnock business news updates, provide critical and relevant information to businesses via the Advance Greater Cessnock website

Provide quality visitor services to Level 1 Accreditation standards for 264 days a year

Review and update the Cessnock City Council Economic Growth Agenda with current economic and social priorities for the community

Review the Investment Attraction Suite and Economic Advocacy Agenda to ensure the content, design and format align with the latest investment attraction methods. Following the review, update the documents as required

Submit a minimum of three grant applications that align with the Cessnock City Council Economic Growth Agenda and social priorities for the community

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

Undertake research for economic analysis and reporting, prepare publications, submissions, and discussion papers and collate economic development information pertaining to major funding attraction

Use the Greater Cessnock Jobs Strategy 2036, employment data and collaboration to support local Job Active Service Providers to improve employment and training outcomes

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

Using bushfire recovery funding collaborate with the business community to deliver four business events that promote networking and increase business knowledge

Using bushfire recovery funding construct a new aircraft apron at Cessnock Airport that will allow activation of commercial land at the Western Airport Terminal



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



How we measured progress

| MEASURE | CONTEXT/BENCHMARK | TARGET |
|--|--|----------|
| Biodiversity, sustainability and natural resource matters | This measure is the number of people engaged in biodiversity, sustainability and natural resource workshops, presentations and consultation. The number of people attending workshops, presentations and consultations. | 1,000 |
| Biodiversity, sustainability and natural resource matters | This is the measure of decreased energy consumption in council properties. The number of megawatt hours used. | Decrease |
| Environmental health and protection inspections | This measure is the number of on-site sewage management systems inspections carried out divided by the programmed number of inspections in line with Council's On-Site Sewage Management System Strategy. This is a measure of Council's contribution to the health of the local environment. | >80% |
| Completion of Capital Works Program (Recreation) | This measure is the number of completed projects divided by the total number of projects of the current adopted Recreation & Buildings Capital Works Program. | >85% |
| Waste and Recycling | This is a measure of the number of tonnes recycled and re-processed via the kerbside recycling and organics collection service. This measure is sourced from Hunter Resource Recovery and Australian Native Landscapes service data. | 11,300t |
| Waste and Recycling | This is a measure of the number of domestic waste collection services provided by Council. This data is sourced from the annual rates data. | Increase |
| Waste and Recycling | This is a measure of the diversion of problem waste from landfill. The number of tonnes of problem waste collected at Cessnock Community Recycling Centre. This data is sourced from the EPA and Toxfree service data. | Increase |
| Waste and Recycling | This is a measure of the diversion of waste from landfill. The overall percentage diversion of waste from landfill. This data is sourced from service contractors and weigh bridge data. | Increase |
| Waste and Recycling | This is a measure of increased Resource Recovery at Cessnock Waste Management Centre. The number of tonnes recycled and re-processed from Cessnock Waste Management Centre. This data is sourced from weigh bridge data. | Increase |
| Illegal dumping | This is a measure of community engagement reporting illegal dumping. This is a measure of illegal dumping sites reported. This data is sourced from RID online entries. | Increase |

Outcome 3 achievements

Asset Management Plans for Buildings and Open Space are updated

Building assets to be revalued to inform the Building Asset Management Plan

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

Continue former waste sites contaminated land program to determine Councils remediation strategy with key stakeholders including risk and financial impacts

continue implementation of the recommendations from the Recreation & Open Space Strategic Plan 2019

Continue management of Biodiversity Offset area for the landfill extension project

Continue preparation of landfill extension area to access operational cover material for landfill

Continue review of Cessnock LEP 2011

Continue review of the Cessnock DCP 2010 chapters

Continue the implementation of the Climate Change Resilience Plan

Continue the planning for the Nulkaba Urban Investigation Area

Continue the review of the Infrastructure Plan to suit planned expansion of new infrastructure for future development in collaboration with Strategic Planning

Continue to appropriately manage problem wastes to reduce potential pollution to the environment

Continue to implement a waste avoidance and reuse community engagement program targeting attitudes to consumption

Continue to implement the adopted masterplans for Council's recreation and community facilities spaces

Continue to work on energy efficiency of Council facilities under the Revolving Energy Fund

Contribute to assessing the flood impacts of development

Design a permanent Administration and Education Centre, including staff amenities, for the waste transfer station and landfill operation

Develop a reuse program at the waste management centre to divert waste from landfill

Develop and update Plans of Management

Develop Generic Plan of Management for Parks

Develop policies and procedures to increase the efficiency of waste services

Environmental Lands Study Stage 2- Implementation of land zoning mapping changes

Facilitate Council's Floodplain Management Committee

Finalise Vineyards District Local Character Statement and Concurrent LEP Amendment

Great North Road Conservation Management Plan

Implement actions from the Public Amenities Review and Open Space Guideline

Implement biodiversity education programs

Implement high priority projects from the Greta/Anvil Creek Flood Study including investigation of flood mitigation works

Implement Off Leash Dog Exercise Area Strategy

Implement Regional Illegal Dumping operation in conjunction with Hunter Joint Organisation of Councils.

Implement Skate and BMX Strategy

Implement the Cessnock City Council Tree Strategy

Implementation of Council's invasive weed species management program including the Regional Weeds Action Plan

Inspect commercial and residential on-site sewerage management systems in accordance with risk based priority routine inspection program

Investigate and design high priority works identified in the Stormwater, Waterway and Floodplain Strategy

Manage declared dams in accordance with NSW Dams Safety legislation

Manage the organics contract and work with Solo and regional partners to deliver kerbside organics collection

Operate the Cessnock Waste Management Centre in accordance with the Environment Protection License and relevant legislation and to encourage resource recovery

Progress Civic Park project to consolidate Council land and create a large development for adaptive reuse

Progress the Vineyards Planning Proposal (including DCP) and Place Strategy

Raise community awareness about the implications of developing flood impacted land through the availability of information on Council's website and Planning Certificates

Seek funding for delivery of Floodplain Management Program

Support environment and sustainability community groups within our City to implement awareness and on-ground projects

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 illegal dumping cleanups and prevention programs, subject to grant funding

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

Undertake routine maintenance in accordance with available resources and schedules

Update standard conditions of development consent and roadside drainage elements in Engineering Requirements for Development

Upgrade or rehabilitate Greta Transfer Station based on the results of the cost benefit analysis

Work with HRR to deliver the kerbside recycling collection



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



How we measured progress

| MEASURE | CONTEXT/BENCHMARK | TARGET |
|---|--|--------------|
| Asset Management Maturity | This measure is the qualitative assessment of Council's asset management maturity. The measure is assessed on a scale of basic, core and advanced. Core in 2021. | Intermediate |
| Completion Capital Works Program (Roads, bridges and drainage) | This measure is the number of completed projects divided by the total number of projects of the current adopted Roads, Bridges & Drainage Capital Works Program. | >85% |
| Asset Renewal | This measure is the 3 year average of asset renewal (for buildings and infrastructure) divided by depreciation, amortisation & impairment (for buildings and infrastructure). | >100% |
| Infrastructure Backlog | This measure is the estimated cost to bring assets to a satisfactory condition divided by the total written down value of infrastructure, buildings, other structures and depreciable land improvements. | <2% |
| Asset Maintenance | This measure is the 3 year average of actual asset maintenance divided by required asset maintenance. | >100% |

Outcome 4 achievements

- Complete a review of Council's Section 7.11 and Section 7.12 Contribution Plan
- Complete the priority projects from the heavy plant and equipment service improvement project
- Continue implementation of the Plant and Fleet Management review to ensure efficient and effective use of resources
- Continue to investigate and design the upgrade of Wollombi Road, Bellbird to Cessnock as per our City Traffic and Transport Strategy and City Wide Contributions Plan
- Continue upgrade of Public Transport stops to ensure DDA compliance and apply for available funding in accordance with grant funding guidelines and timeframes
- Contribute to delivery of the annual Capital Works Program
- Develop and deliver prioritised Capital Works Programs in line with adopted Asset Management Plans
- Develop guidelines for the opening of roads

- Development and Transfer of Crown Roads (Road Standards)
- Healthy eating programs with young people are delivered from the new kitchen facility at Cessnock Youth Centre & Outreach Service (CYCOS)
- Implement the following prioritized pathway project from the Pedestrian Access and Mobility Plan
- Implement the pathway project from the Pedestrian Access and Mobility Plan
- Implement the Trails Strategy
- Investigate and design the following prioritized project from the Cycling Strategy
- Monitor health services in the community to identify any shortfalls
- Participate in the Richmond Vale Rail Trail working group
- Prepare applications for available grant funding to improve commuter, freight and tourism transport links
- Progress procurement and contract management to deliver our City Traffic & Transport Strategy
- Progress the review of the Huntlee Planning Agreement (Complete a review of Council's Section 7.11 and Section 7.12 Contribution Plan)
- Progress the trail development to detailed design for the Richmond Vale Trail where resources permit
- Seek funding opportunities for the high priority upgrade of Wollombi Road, Cessnock as per our City Traffic & Transport Strategy



Civic leadership and effective governance



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

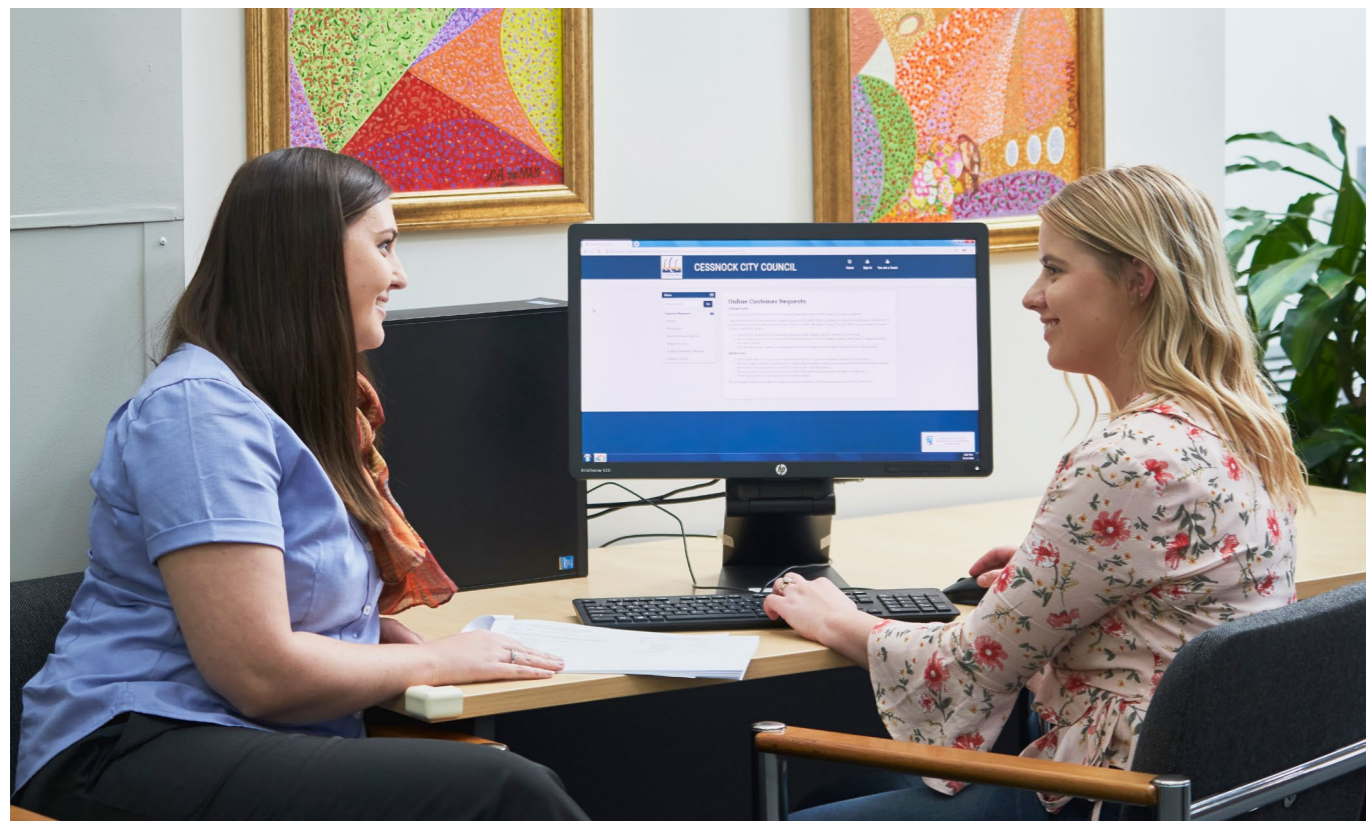


- 5.1 Fostering & supporting community leadership
- 5.2 Encouraging more community participation in decision making
- 5.3 Making Council more responsive to the community



How we measured progress

| MEASURE | CONTEXT/BENCHMARK | TARGET |
|--|--|--|
| Development Application Processing Times | This measure is the mean and the median number of days to process Development Applications (for all DAs which have been determined). This data is sourced from the Local Development Performance Monitoring Report. | Maintain Median 34 Days Mean 54 Days |
| Satisfaction with Council's performance overall | This measure is from a random survey of residents where they are asked to rate their satisfaction with Council's performance overall on a scale of 1-5, where 1 = low satisfaction and 5 = high satisfaction. | >3.5 |
| Response to Customer Requests | The number of customer requests that are completed within agreed timeframes divided by the total number of customer requests completed. This data is sourced from the workflows in Council's customer request management system. | 80% |
| Operating Performance | This measure is the 3 year average of the operating result (excluding capital grants and contributions) divided by total operating revenue (excluding capital grants and contributions) | >0 |
| Own Source Revenue | This measure is the 3 year average of the total operating result (excluding capital grants and contributions) divided by total operating revenue. | >60% |
| Debt Service | This measure is the 3 year average of the cost of debt service (principal and interest) divided by total operating revenue. | >0 and <20% |



Outcome 5 achievements

- Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of our City
- Assess mitigation of the impact of traffic generating development
- Build an organisation which has a focus on the customer by having well trained staff who are committed to providing a quality service
- 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)
- Collaborate on integration opportunities between project managements tools/systems with Authority and PULSE
- Conduct regular development consultation forums
- Continue the expansion of the application programming interface (API) between the NSW Planning Portal (ePlanning) and Council's systems
- Continue to ensure and improve the safety and wellbeing of Council's workforce
- Continue to implement the Child Safe Standards
- 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
- Develop a Financial Strategy integrated with the Long Term Financial Plan, Asset Management Plans, Workforce Plan to determine future funding requirements for council
- Develop the Operational Plan
- Efficiently and effectively process development applications and respond to planning-related enquiries
- 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
- 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
- Finalise actions from the Engagement Strategy
- Implement plan to complete Service Delivery reviews
- Increase opportunities for our Council to collaborate with community members
- Meet with groups on a regular basis and provide assistance where required

Monitor and respond to the State Government's local government reform program

Prepare the Cessnock City Annual Report

Provide staff with awareness, tools, and knowledge to assist them in meeting their governance and statutory compliance obligations

Review and if required update the Council's 2020-2024 EEO Management Plan

Review and propose updated standards for road widths, kerb and gutter, pathways and bus shelters contained in Council's Engineering Requirements for Development

Review and update Council's Fraud Control and Corruption Prevention Framework to align with best practice

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

Review Council's Customer Service Strategy, Action Plan and Charter

Review recruitment and human resource processes with a focus on reducing approval steps and improving efficiency

Share information regarding the status of current Capital Works particularly with respect to traffic disruptions and construction works

Undertake a project to assess the need for a possible Special Rate Variation application

Undertake a review of the Engagement Strategy

Undertake a review of the Public Art Policy

Undertake engagement with stakeholders, residents, community members/groups and businesses regarding Council projects, programs, strategies and services

Undertake the annual review (and update) of the Investment Policy



WHAT HAPPENS NEXT?

Methodology and sample

Sample selection and error

A total of 401 resident interviews were completed. 363 of the 401 respondents were chosen by means of a computer based random selection process using the Australian marketing lists and SamplePages. The remaining 38 respondents were 'having harvested' via face-to-face intercept at several locations around the Cessnock LGA, i.e. Cessnock Plaza, Miller Park and Bridges Hill Park.

A sample size of 401 residents provides a maximum sampling error of plus or minus 4.9% at 95% confidence. This means that if the survey was replicated with a new universe of N=401 residents, 19 times out of 20 we would expect to see the same results, i.e. +/- 4.9%.

For the survey under discussion the greatest margin of error is 4.9%. This means, for example, that an answer such as 'yes' (50%) to a question could vary from 45% to 55%.

Interviewing

Interviewing was conducted in accordance with The Research Society Code of Professional Behaviour.

Data analysis

The data within this report was analysed using Q Professional.

Within the report, ▲ ▼ and blue and red font colours are used to identify statistically significant differences between groups, i.e., gender, age, etc.

Significance difference testing is a statistical test performed to evaluate the difference between two measurements. To identify the statistically significant differences between

the groups of means. 'One-Way Anova tests' and 'independent'.

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

Ratings questions

The Unipolar Scale of 1 to 5 was used in all rating questions, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction.

The scale allowed us to identify different levels of importance and satisfaction across respondents.

Top 2 (T2) Box: refers to the aggregate percentage (%) score of the top two scores for importance. (i.e. important & very important).

Only respondents who rated services/facilities a 4 or 5 in importance were asked to rate their satisfaction with that service/facility.

Top 3 (T3) Box: refers to the aggregate percentage (%) score of the top three scores for satisfaction or support. (i.e. somewhat satisfied, satisfied & very satisfied)

We refer to T3 Box Satisfaction in order to express moderate to high levels of satisfaction in a non-discretionary category. We only report T2 Box importance in order to provide differentiation and allow us to demonstrate the hierarchy of community priorities.

Micromex LGA Benchmark

Micromex has developed Community Satisfaction Benchmarks using normative data from 75 unique councils, more than 175 surveys and over 93,000 interviews since 2012.



This State of Our City report will inform the review and development of the next Community Strategic Plan and suite of documents, including a 4 year Delivery Program and 1 year Operational Plan.



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