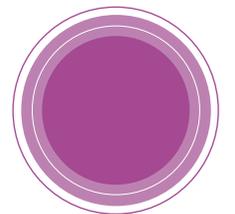
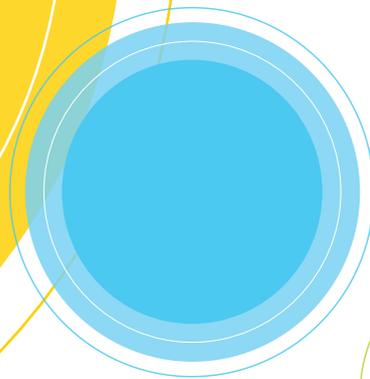




CESSNOCK
CITY COUNCIL

**END OF TERM
REPORT
2017-2021**



www.cessnock.nsw.gov.au

ACKNOWLEDGEMENT OF COUNTRY

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

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End of Term Report 2021

Our community vision:

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

**CESSNOCK -
attractive, thriving
and welcoming**



Mayor's Message



BOB PYNSENT MAYOR

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

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

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

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

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

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

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

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

Background

END OF TERM REPORT

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

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

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

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

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

Community Strategic Plan

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

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

How we deliver the plan

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



Consultation

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

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

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

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

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

How does council measure its progress?

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

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

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

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

The Community's five desired outcomes are:

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

Community's desired outcome:

A connected, safe and creative community

Community's Desired Outcome:

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

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



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

Objective 1.1:

Promoting social connections

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

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

Key highlights and achievements

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

Objective 1.2:

Strengthening Community Culture

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

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

Key highlights and achievements

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

Objective 1.3:

Promoting safe communities

Strategic Directions

- Our residents and visitors feel safe in the Cessnock local government area.
- Our CBD areas are safe at night.
- Our roads are safe for motorists and pedestrians.

DELIVERY PROGRAM 2017-21 FOCUS AREAS

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

Key highlights and achievements

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

Objective 1.4:

Fostering an articulate and creative community

Strategic Directions

- We have thriving cultural precincts throughout the local government area that celebrate our heritage and culture.
- We have a diverse program of cultural and heritage activities.

DELIVERY PROGRAM 2017-21 FOCUS AREAS		
1.4.1	Develop and deliver the annual Cessnock Performing Arts Centre season program.	
1.4.2	Continue implementation of the priority projects from the Cessnock City Library Review, Report & Strategy.	
1.4.3	Promote and participate in a range of cultural and heritage activities across the local government area.	Reported at 1.1

Key highlights and achievements

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

Community's desired outcome:

A sustainable and prosperous economy

Community's Desired Outcome:

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

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

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



Objective 2.1:

Diversifying local business options

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

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

Key highlights and achievements

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

Town Centre Upgrades

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

Objective 2.2:

Achieving more sustainable employment opportunities

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

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

Key highlights and achievements

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

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

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

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

Objective 2.3:

Increasing tourism opportunities and visitation in the area

Strategic Directions

- We have a range of diverse visitor experiences across the entire local government area.
- Our local government area is attractive to visitors

DELIVERY PROGRAM 2017-21 FOCUS AREAS

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

Key highlights and achievements

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

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

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

Community's desired outcome:

A sustainable and healthy environment

Community's Desired Outcome:

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

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

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



Objective 3.1:

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

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

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

Key highlights and achievements

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

Climate Change Policy

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

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

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

Some key objectives of the Policy include:

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

Objective 3.2:

Better utilisation of existing open space

Strategic Directions

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

DELIVERY PROGRAM 2017-21 *FOCUS AREAS*

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

Key highlights and achievements

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

Objective 3.3:

Better waste management and recycling

Strategic Directions

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

DELIVERY PROGRAM 2017-21 *FOCUS AREAS*

3.3.1	Construct and introduce a waste transfer station at Council's Waste Management Centre.
3.3.2	Commence construction of the landfill extension project.
3.3.3	Continue implementation of the priority projects from the Waste Management Strategy 2014-19 and the EPA Waste Less Recycle More program.
3.3.4	Update the Waste Management Strategy for the period 2020-24.
3.3.5	Continue to implement programs that target litter and illegal dumping.

Key highlights and achievements

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

Awards -

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

New Era for Waste in Cessnock

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

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

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

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

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

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

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

Community's desired outcome:

Accessible infrastructure, services and facilities

Community's Desired Outcome:

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

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



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

Objective 4.1:

Better transport links

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

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

Key highlights and achievements

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

Objective 4.2:

Improving the road network

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

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

Key highlights and achievements

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

Objective 4.3:

Improving access to health services locally

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREA

4.3.1 Advocate for health services on behalf of the community.

Key highlights and achievements

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

Community's desired outcome:

Civic leadership and effective governance

Community's Desired Outcome:

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

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



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

Objective 5.1:

Fostering & supporting community leadership

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

5.1.1 Foster professional development of Councillors.

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

Key highlights and achievements

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

Council is committed to financial sustainability

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

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

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

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

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

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

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

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

Objective 5.2:

Encouraging more community participation in decision making

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

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

Key highlights and achievements

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

Objective 5.3:

Making Council more responsive to the community

Strategic Directions

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

DELIVERY PROGRAM 2017-21 FOCUS AREAS

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

Key highlights and achievements

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

Development Consultation Forums

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

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

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

Some key topics discussed at the most recent forum include:

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

Community strategic plan measures

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

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

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

What happens next?

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

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

Changes since 2017

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

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

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

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

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

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

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

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

STATUTORY REPORTING INDEX

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

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

Requirement	Section/Clause	Page
Companion Animals Act 1998 and Companion Animals Regulation 2008		
27. Statement on activities relating to enforcing and ensuring compliance with the <i>Companion Animals Act, 1998</i> and Regulation. Includes:	Local Government (General) Regulation 2005 cl 217(1)(f)	27
• Lodgement of pound data collection returns with the Division.	16.2 (a) Guidelines	
• Lodgement of data relating to dog attacks with the Division.	16.2 (b) Guidelines	
• Amount of funding spent on companion animal management and activities.	16.2 (c) Guidelines	
• Companion animal community education programs carried out.	16.2 (d) Guidelines	
• Strategies council has in place to promote and assist the de-sexing of dogs and cats.	16.2 (d) Guidelines	
• Strategies in place to comply with the requirement under section 64 of the Act to seek alternatives to euthanasia for unclaimed animals.	16.2 (e) Guidelines	
• Off leash areas provided in the council area.	16.2 (f) Guidelines	
Government Information (Public Access) Act 2009 and Regulation		
28. Information included on GIPA activity.	s125(1) cl 7 Sch. 2	83
Environmental Planning and Assessment Act 1979		
29. Particulars of compliance with and effect of planning agreements in force during the year.	s7.5(5)	49
Public Interest Disclosure Act 1994 and Regulation		
30. Information included on public interest disclosure activity.	s31 cl4	81
Carers Recognition Act 2010		
31. Councils considered to be 'human service agencies' under the Act must report on compliance with the Act for the reporting period in the reporting period in their Annual Report.	s8(2)	N/A
Disability Inclusion Act 2014		
32. Information on the implementation of council's Disability Inclusion Plan.	s13(1)	23
Fisheries Management Act 1994		
33. Recovery and threat abatement plans - Councils identified in a plan as responsible for implementation of measures included in the plan, to report on actions taken to implement measures as to the state of the environment in its area.	s220ZT	N/A
Swimming Pools Act 1992 and Regulation		
34. Details of inspections of private swimming pools.	s22F(2) cl23	28

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



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