

Annual Report

2022/2023

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City of
Newcastle

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Attachments

Audited Financial Statements

Acknowledgement of Country

City of Newcastle acknowledges with the deepest respect the Traditional Custodians of this land, a people who belong to the oldest continuing culture in the world.

We recognise their continuing connection to the land and waters and unique cultural and spiritual relationships to the land, waters, and seas.

We are grateful for the rich, diverse, living cultures of Aboriginal people. We recognise the history of truth that acknowledges the impact of invasion and colonisation on Aboriginal people and how this still resonates today.

We pay our respect to Elders, past, present and emerging, for they hold the memories, the traditions, the cultures and the aspirations of Aboriginal people.





Introduction

*Newcastle Civic Precinct overlooking the
Visitor Information Centre, Civic Theatre and Town Hall Clock Tower*

About our annual report

This is City of Newcastle's (CN)'s report to the Newcastle community on our performance during the 2022/2023 financial year.

This report serves as an accountability mechanism, bridging the connection between the community and CN. It is prepared in strict accordance with Section 428 of the *Local Government Act 1993* and adheres to the guidelines outlined in the Office of Local Government's Integrated Planning and Reporting Guidelines.

The report offers a comprehensive overview of our financial and operational performance in relation to the key themes, priorities and objectives outlined in our strategic planning documents, including the Community Strategic Plan (CSP) *Newcastle 2040*, Delivery Program and Operational Plan 2022–2023, *Delivering Newcastle 2040*, and Budget. These documents collectively shape our vision and goals for the future.

Furthermore, this report underscores our commitment to engaging with the community's priorities, as identified during the development of *Newcastle 2040*. It addresses the 4 overarching themes that emerged from our collaborative engagement with the community, reflecting their aspirations and needs.



Wallsend overlooking Swimming Centre and Federal Park

Our vision and values

Our vision

In 2040, Newcastle will be a liveable, sustainable, inclusive global city.

In the 2021–2022 period, the Newcastle community and CN collaboratively crafted a vision and thematic framework to shape Newcastle's future strategic planning. This effort culminated in the adoption of our CSP *Newcastle 2040* in April 2022. The CSP encompasses 4 key strategic directions: Liveable, Sustainable, Creative and Achieving Together. This annual report marks the inaugural assessment of our progress towards achieving the objectives outlined in *Newcastle 2040* across these strategic directions.



Our values

Cooperation, Respect, Excellence and Wellbeing (CREW) are the guiding principles that shape the daily actions and conduct of our staff, forming the bedrock of our organisational culture.

We continuously assess the impact of these values through employee feedback, performance evaluations and our commitment to achieving the highest standards of service excellence. These values are not just a statement; they are a daily practice, defining who we are and how we work together.

CREW

<p>Cooperation</p> <p>We work together as an organisation, helping and supporting each other</p>	
<p>Respect</p> <p>We respect diverse views and opinions and act with integrity</p>	
<p>Excellence</p> <p>We strive for quality and improvement in everything we do</p>	
<p>Wellbeing</p> <p>We develop a safe and supportive environment</p>	



A message from our Lord Mayor

I am very proud to present the City of Newcastle's (CN)'s Annual Report, which details the achievements we have delivered for the community during the past 12 months.

This is the first annual report that aligns to our *Newcastle 2040* community strategic plan, which is designed to turn a strategic vision of a liveable, sustainable, and inclusive city into reality for all Novocastrians.

Throughout 2022/2023, CN has focused on providing essential services for our community, delivering projects across the city, while also remaining financially sustainable for the future. Some of the highlights include:

Reaffirming our sustainable development

The 25th anniversary of an historic declaration signed in Newcastle to pursue sustainable development was marked before representatives from Hunter businesses, not-for-profit, local and state government. We remain committed to the objectives laid out in the original Newcastle Declaration and will continue to work together on ways to achieve the United Nations' goals across the region.

Improving our town centres

We continued to invest in the Local Centres Program, delivering a renewed shopping hub at Mitchell Street, Stockton and progressing upgrades at Orchardtown Road in New Lambton, with future projects planned for Georgetown and Wallsend.

Improving our infrastructure

In line with the previous year's record investment, we delivered a \$117.8 million capital works program, which saw us invest in projects across Newcastle that are fundamental to enhancing the way our communities work and live, as well as ensuring we continue to be an attractive destination for visitors and investment.

Key projects delivered in 2022/2023 include:

Lugar Park amenities upgrade (\$1.1 million)

Drainage upgrades at Smith Street, Merewether (\$1.1 million)

Multipurpose sports and community hub at Myer Park, Adamstown (\$1.2 million)

Pavement rehabilitation at Allowah Street, Waratah West (\$1.65 million)

Road pavement stabilisation works at Kinta Drive, Beresfield (\$750,000)

Traffic control signals at Chinchon Street, Islington (\$800,000)

Street and park tree replacement program (\$1.6 million)

New playgrounds for the city

In alignment with CN's annual playground improvement initiative, we have continued our commitment to revitalising playgrounds throughout the city. This year, we proudly delivered enhancements to the following playgrounds:

Vera Wilson Park, Beresfield

Avon Street Reserve, Mayfield

Harold Myers Park, Birmingham Gardens

Loch Ness Drive Park, Fletcher

Waratah Park, Waratah

Beresfield Swimming Centre playground

Addressing climate change

This is a critical decade for action on climate change and local communities are at the forefront of responding to challenges that will be faced in the future. It takes collective action, commitment, and leadership to meet the challenges of a climate emergency. CN is delivering its adopted *Climate Action Plan 2021-2025*, which sets out a roadmap for achieving emission reduction within its operations.

We delivered \$8.4 million towards rehabilitation of Ironbark Creek and protecting Stockton Beach, along with \$1.6 million towards street and park trees. We also committed \$23 million towards the construction of an organics processing facility at Summerhill Waste Management Centre to recycle food and green waste and remediate the former landfill site at Shortland.

Housing stress and homelessness

Our entire community – every business, agency, neighbourhood, and resident – can be a part of the solution for housing issues, whether helping to prevent someone from becoming homeless or supporting the community who experience homelessness. CN is part of a pilot cross-agency collaboration with State Government Assertive Outreach and Matthew Talbot Specialist Homelessness Service teams. Formed as part of CN's commitment to support members of our community sleeping rough in and around Newcastle, the program provides daily rapid response and housing solutions.

The Homelessness Action Project is a recent joint advocacy and localised action collaborative pilot of the region's homelessness support services. In conjunction with Lake Macquarie City Council, we work with support services to deliver local collective actions and assisted the lead organiser, Home In Place, to coordinate volunteers and services staffing the 2022 annual Hunter Homeless Connect Day, which supported just under 2,000 people.

Planning for our future

Community was also at the heart of several long-term strategies and visions adopted by the Council in the past 12 months. The *Inland Pools Strategy 2043* is our plan for protecting and improving Newcastle's public pools for the next 20 years. Our *Sustainable Waste Strategy* outlines a 20-year vision for the city's waste while the Newcastle Heritage Policy outlines CN's commitment to heritage conservation.

The Newcastle Art Gallery expansion project is set to significantly enhance the Gallery's facilities by doubling the size of the facility, significantly increasing the exhibition space and delivering a suite of modern facilities. This project will deliver an expanded and upgraded Gallery of international standing that will offer a valuable cultural tourism opportunity for Newcastle and the Hunter.

I would like to express my sincere appreciation to Deputy Lord Mayor Declan Clausen and all my fellow councillors for their outstanding stewardship of our community.

I would also like to thank our Chief Executive Officer Jeremy Bath, our entire leadership team and all CN employees for their continued support and commitment to delivering the very best for our community.

We will continue to invest in and deliver our *Newcastle 2040* vision to be a liveable, sustainable, inclusive global city with a local focus.

Councillor Nuatali Nelmes

Lord Mayor of Newcastle



A message from our Chief Executive Officer

Welcome to our Annual Report for the financial year 2022/2023. This report helps the community to understand how we managed public funds and resources during the year.

Our performance

We delivered 252 of the 262 actions outlined in *Delivering Newcastle 2040*. Of the 10 items not delivered, four were outside CN's control and six are well progressed and have carried into 2023/2024. For information on our performance see pages 92–169.

CN has been able to progress with its ambitious agenda due to a continued strong financial performance, recording a modest surplus of \$7.8 million. This surplus follows three years of budget deficits where we made deliberate decisions to increase our investment in the city to support the local community during the COVID-19 pandemic. The ramp up in our infrastructure spend was 100% funded by drawing down on our savings.

We delivered a record \$117.8 million in key infrastructure projects across Newcastle, following on from \$100.6 million spent in 2021/22. Since 2018/2019 (the last full year before the pandemic), we have increased our delivered infrastructure projects by 27%. Our key projects, including future projects are listed on pages 42–47.

The past year also saw a focus on improving our level of customer service. We achieved a 73% customer satisfaction rating within our Customer Service Centre, an increase from 57% in 2018/19. Additionally, in a nation-wide cross sector benchmarking program, CN has been ranked 8th out of 53 Local Government organisations across Australia for customer experience performance.

Just as importantly, the number of complaints made against CN has dropped by 80%, falling from 175 in 2018/19 to 36 in 2022/23. To read more about our Customer Experience see page 60.

We have reduced the number of undetermined Development Applications (DAs) by 13% since 2021/22, with 353 undetermined at the end of June. Additionally, DA assessment times were cut by more than 25% with our award winning Accelerated DA pathway for applicants, which starts with an online triaging tool to assess developments against eligibility criteria. Suitable applications are then fast tracked and determined within 5 to 15 days.

Our new Enterprise Agreement reflects our commitment to inclusion, diversity and equity and provides greater support and flexibility for employees and their families, whilst meeting CN's financial sustainability objectives. Together with the unions and their delegates, we've made key improvements that address what our employees told us is important to them.

We are committed to removing barriers to inclusion and creating a culturally safe workplace for all employees with our new *Inclusion, Diversity & Equity Strategy 2023–2027* and *Aboriginal Employment Strategy 2022–2025*. We believe that our efforts will help to create positive outcomes for the community through more inclusive, equitable and accessible service delivery and staff conduct.

Looking ahead

We have continued to invest and plan for significant projects that will not only aid the local economy but also help us cater for the significant forecast growth in population over the next decade and beyond. The *Broadmeadow Place Strategy* and the *Newcastle Cultural Precinct Concept Masterplan* and are both significant planning documents that will continue to help shape our city for decades. We are working to build our city's prosperity through our work at the East End Village in the Newcastle CBD as well as our Local Centre upgrades at Orchardtown Road, New Lambton, Georgetown Road, Georgetown, and Wallsend Local Centre.

We have also taken a number of steps towards becoming a more sustainable city. *Our Sustainable Waste Strategy* outlines a 20 year vision for the city's waste following a successful public exhibition and consultation period, which directly engaged with almost 20,000 people. CN will move forward with plans to transform Summerhill into a regional recovery hub.

Thank you

I would like to thank our incredible team of people who work at City of Newcastle for their ongoing commitment to our community. I would also like to thank Lord Mayor Nuatali Nelmes, and our elected Council for their leadership, commitment, and compassion in representing our community and continuing to make decisions that enhance the lifestyles of our residents.

Jeremy Bath

Chief Executive Officer



Our year in review

Our year at a glance

Organisational performance

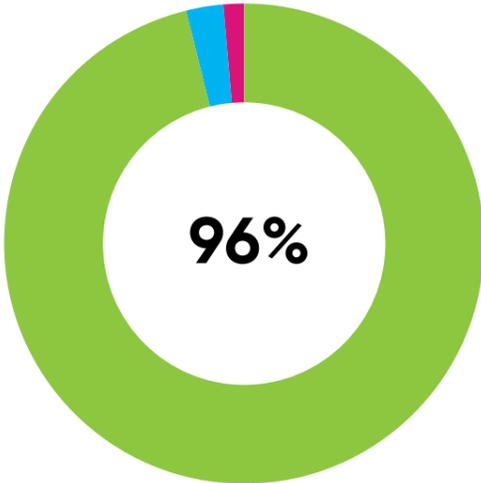
The activities carried out during the 2022/2023 financial year were integral to advancing our 4-year Delivery Program 2022–2026, titled *Delivering Newcastle 2040*, and aligning with the long-term objectives outlined in our CSP *Newcastle 2040*.

In the 2022/2023 period, we successfully completed or made significant progress on a wide-ranging program of capital projects and operational initiatives designed to enhance the wellbeing of our community.

Our performance during this year was evaluated against a comprehensive framework, encompassing 42 CSP objectives, 262 one-year actions and 72 annual performance indicators specified in the Delivery Program and Operational Plan. These benchmarks serve as key guides to measure our progress and commitment to our community's vision and priorities.

Total actions
262

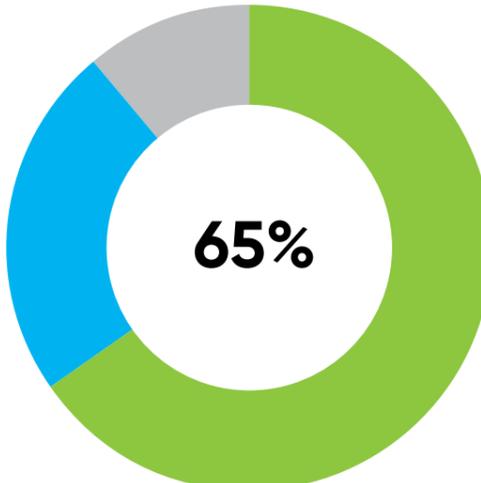
Actions on track: 252



- On Track 252 | 96%
- Monitor 7 | 3%
- Off Track 3 | 1%

Total key performance indicators
72

Indicators on track: 47



- On Track 47 | 65%
- Monitor 17 | 24%
- Off Track 0 | 0%
- N/A 8 | 11%

Data not available

Our year in review



Lambton Library

Highlights

Liveable Newcastle



Newcastle Heritage Policy

Council unanimously voted to adopt the Newcastle Heritage Policy, which outlines CN's commitment to heritage conservation by identification, preservation, conservation, celebration and promotion of the city's rich cultural heritage. This revised policy improved our recognition of Aboriginal culture, heritage and knowledge, added environmental sustainability and climate change recognition, prioritised better community consultation and provided guidelines for facilitating equitable access, along with other updates.

City Centre and East heritage conservation areas review

CN began community engagement activities to review the existing Newcastle City Centre and Newcastle East heritage conservation areas (HCAs). We aim to identify the heritage value and merits of heritage protection in the area, as the buildings, streets and precincts of these two HCAs have experienced significant change brought about by the recent economic revitalisation of Newcastle City Centre. The project will seek community feedback to identify buildings and places of heritage value in these HCAs.

Wallsend Active Hub

Wallsend is now home to the city's largest playground, complete with a bike pump track, climbing walls, basketball court, tennis hitting wall and fitness equipment, following the completion of the \$2 million Wallsend Active Hub in October 2022. Its delivery caps off more than \$7.7 million worth of investment by CN into 4 district-level playgrounds across the area during the past 5 years. The Federal Park facility will enhance the active recreation options for families across Newcastle's western suburbs and follows the delivery of multimillion-dollar playground developments at Stevenson Park, Blackbutt's Richley Reserve and South Stockton.

New kiosk at Dixon Park Beach

The Dixon Park Beach Kiosk opened in December 2022. Sunnyboy Kiosk serves up 15 flavours of gelato, coffee, fresh juices, acai bowls, pastries, fish and chips, and hamburgers, with ample shade and seating, all overlooking Bathers Way and delivered as part of CN's ongoing coastal revitalisation works.

Broadmeadow Place Strategy

CN, in partnership with the NSW Government, is planning for Broadmeadow's future with a high-level plan called a 'Place Strategy'. This plan will see more housing, employment opportunities, public spaces and facilities developed in the area. The Place Strategy will act as a blueprint for how the precinct will change over time, looking at the infrastructure, opportunities and constraints and highlighting the planning controls needed to enhance the precinct for both current and future residents.

Inland Pools Strategy

The *Inland Pools Strategy 2043* is our plan for protecting and improving Newcastle's public pools for the next 20 years. CN maintains 5 inland pools at Lambton, Wallsend, Mayfield, Stockton and Beresfield, all of which have a similar facility mix and were built over 40 years ago, with an average age of 53 years. The strategy will inform what is required to maintain and renew these assets while meeting the changing needs of our community, ensuring all 5 pools are fit for purpose. The strategy was socialised with our community, and the Inland Pools Community Network was established to enable community members to play an active role in shaping the way we manage and invest in our inland pools over the next 20 years.

Development Application times cut by 25%

CN has developed an Accelerated Development Application (DA) pathway for applicants, which starts with an online triaging tool to assess developments against eligibility criteria. Suitable applications are then fast-tracked and determined within 5-15 days.

Refreshed playgrounds reopened to the community

5 playgrounds were replaced across the city as part of our Playground Replacement Program. Read more about these playgrounds on page 43 or visit our project page [on our website](#)

Refer to pages 100-102 for additional highlights relating to Liveable Newcastle.

Vera Wilson Park, Beresfield



Highlights

Sustainable Newcastle



Rehabilitating Ironbark Creek

The award-winning rehabilitation of Ironbark Creek is continuing, with the latest stage now complete. This stage focused on 350 metres of creek line from Croudace Road, Elmore Vale to Lewis Street Oval, Wallsend. The project has worked to renaturalise the channel, replacing weeds with thousands of suitable native plants on the creek banks and installing rockwork to better protect the creek as well as public and private assets.

The work will produce an environmentally friendly watercourse, which will improve flows and help make the creek and floodplain behave in more predictable ways during major floods. It will include maintenance access to the channel near Croudace Road for debris removal (for example, after floods). The project will also improve our local tree canopy corridors and habitat, making the area friendlier for native plants, birds and animals.

The latest stage, completed in June 2023, extends more than a decade of previously successful, award-winning work for Ironbark Creek from Elmore Vale Park downstream to Wallsend Park, where the creek flows into a Hunter Water channel. Refer to pages 51 and 52 to read more about Ironbark Creek.

Supporting Stockton Beach

Work progressed to finalise the Extended Stockton Coastal Management Program (CMP), including a feasibility assessment for revised short-term management actions to protect the Dalby Oval beach frontage. We supported the NSW Government's successful grant application for the delivery of amenity nourishment to Stockton Beach, as well as feasibility investigations and environmental assessments/approvals for sand sources from the north arm of the Hunter River and offshore marine sources. The grant included \$4.7 million from the Federal Government's Coastal and Estuarine Risk Mitigation Program and \$1.5 million from CN.

We secured NSW Government funding of \$21 million to deliver mass sand nourishment to Stockton Beach, completing concept plans, an environmental assessment and a detailed monitoring program. We continued collaborating with the Worimi Registered Aboriginal Parties (RAP) and Stockton Community Liaison Group on Stockton's CMP. We secured \$3 million of grant funding for the Mitchell Street Buried Terminal Protection Structure to protect this high-risk site on the Stockton foreshore.

The King Street northern breakwater repair works were completed, as was the establishment of accessways at the southern end of Stockton Beach and Dalby Oval. Coastal emergency works were completed at the Mitchell Street seawall, Stockton Surf Life Saving Club and Lexie's on the Beach. We also completed sand scraping at Stockton Beach, which moved 8,786m³ of sand to build dune height and width and provide a short-term buffer from storms ahead of sand nourishment.

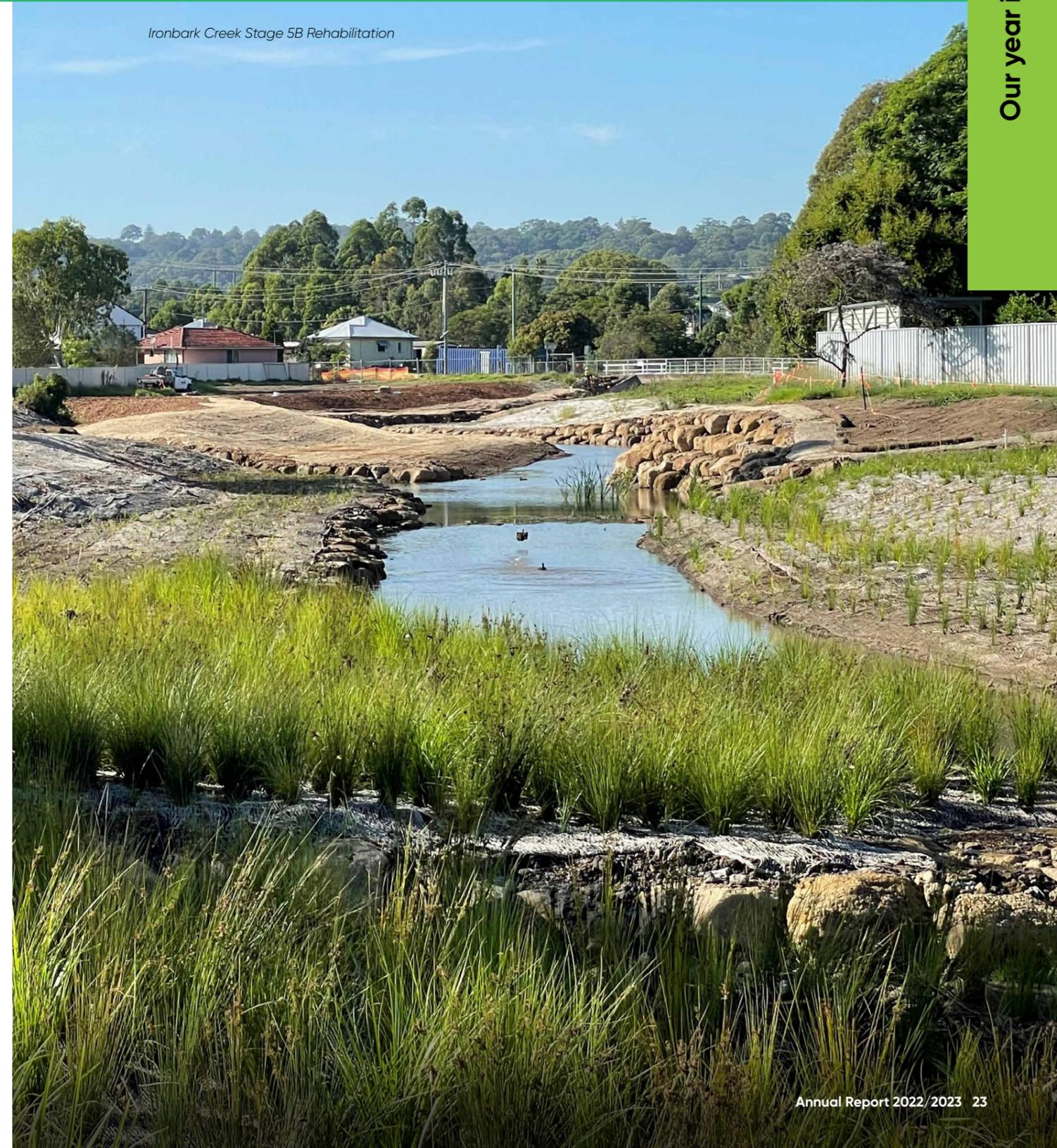
Our Sustainable Waste Strategy

Council approved the 20-year vision for the city's waste strategy following a successful public exhibition and consultation period, which directly engaged with almost 20,000 people. CN will move forward with plans to transform Summerhill into a regional recovery hub.

Our *Sustainable Waste Strategy* is focused on reducing unnecessary waste going to landfill, increasing recycling rates, strengthening the economy and creating new jobs in Newcastle. It will allow us to meet the expectations of the community, who overwhelmingly told us they supported the implementation of new waste programs and infrastructure and would be willing to change the way they manage waste at home to reduce what ends up in landfill.

Refer to pages 124-127 for additional highlights relating to Sustainable Newcastle.

Ironbark Creek Stage 5B Rehabilitation



Highlights

Creative Newcastle



New Annual

CN's flagship 10-day cultural festival 'New Annual' celebrates art, culture and creativity, positioning Newcastle as a hub for innovative and accessible contemporary art and culture on both national and international stages. During the 2022 festival, which featured over 140 performances and activities across 32 city venues, we welcomed nearly 40,000 attendees. This vibrant celebration engaged a remarkable cohort, including more than 530 artists and over 400 dedicated staff, crew and volunteers.

A standout event within the festival was the Van Gogh Alive Exhibition in Foreshore Park, which drew an additional 84,000 visitors to our city. This exhibition not only enriched the cultural landscape but also contributed significantly to our local economy, with an estimated economic return of \$7.7 million.

Newcastle 500

According to the latest economic assessment report conducted by Ernst and Young, the Newcastle 500 race generated a substantial annual economic impact of \$36.2 million in 2023. Notably, when compared to CN's investment of \$1.6 million to support the race, this translates to a remarkable return of \$22.60 for every \$1 invested by CN. As well as boosting the Newcastle economy, the event significantly contributes to increased visitation and job creation.

Economic Development Strategy

Our *Economic Development Strategy* aims to transform local and regional economic development with a people-centred and place-led approach, building on or creating new opportunities for all. The Strategy emphasises collaboration with esteemed partners, including the University of Newcastle (UON), TAFE and secondary schools, to bridge skills gaps within our community. This collaboration provides students with invaluable opportunities to enhance their skills and gain the knowledge necessary to engage in emerging economic prospects.

We had the privilege of hosting Michael Shuman, a leading visionary in community economics, who conducted three workshops titled 'Unlocking Local Capital: Lessons from the United States, Canada and Beyond' during his visit to Newcastle. These workshops centred on the mobilisation of local investors to channel their capital into local businesses, initiatives and individuals. This approach is poised to accelerate our city's economic growth while advancing key objectives such as poverty alleviation, workforce development, affordable housing and decarbonisation. For more details on our *Economic Development Strategy*, please visit our [website](#).

Imagine Newcastle

Building on the momentum of Newcastle's economic transformation, the 'Imagine Newcastle' initiative addresses the skills and labour shortages within our local economy. It exemplifies Newcastle's leadership in attracting top talent to our vibrant city. Imagine Newcastle represents CN's pioneering digital prospectus, offering comprehensive insights and information to entice individuals to live, study, invest or establish businesses in our dynamic, culturally rich, globally innovative city.

We are proud to highlight that this initiative's innovative approach to talent attraction earned recognition as a finalist in the Economic Development Australia National Economic Development Awards of Excellence.

Newcastle Cultural Precinct Concept Masterplan

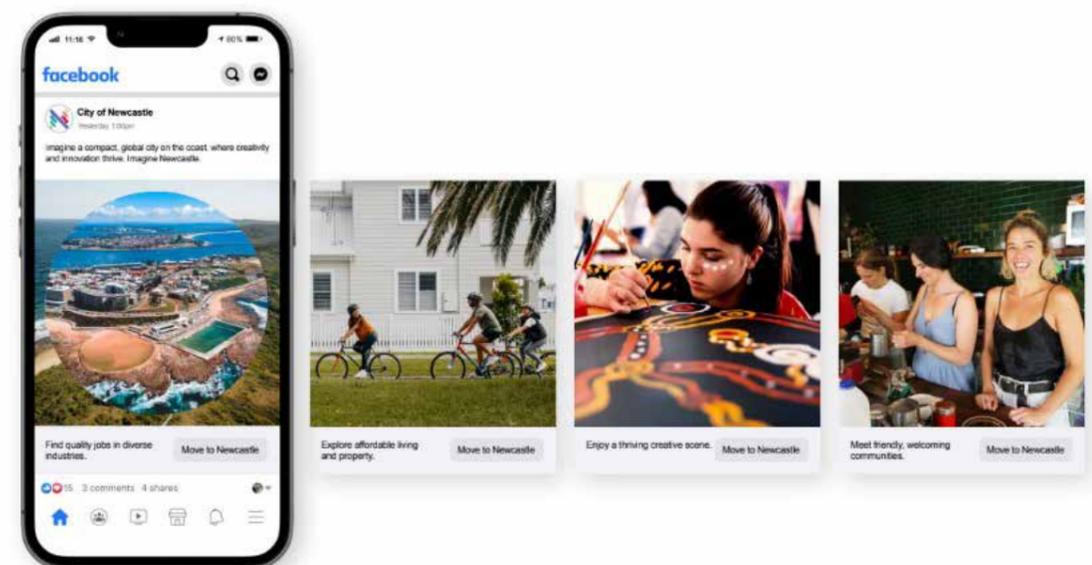
The *Newcastle Cultural Precinct Concept Masterplan* was adopted by Council, signifying our commitment to long-term planning for the preservation and enhancement of the city's cultural institutions and the activation of the precinct. This precinct encompasses an area roughly bordered by Honeysuckle, Civic, Laman Street, the former Tower Cinemas and the edge of the Hunter Street Mall.

Within this precinct are esteemed institutions and public spaces, including the Civic Theatre, City Hall, Newcastle Art Gallery, Newcastle City Library, Civic Park, Victoria Theatre, the Conservatorium of Music, UON's inner-city facilities and the Boat Harbour site on Wharf Road. Notably, this area also includes Newcastle's two 5-star hotels, Crystalbrook Kingsley and QT Newcastle, which play a crucial role in enhancing the visitor experience around neighbouring cultural institutions.

The Concept Masterplan's holistic approach aims to provide a diverse range of experiences within a walkable footprint while preserving the precinct's rich heritage and delivering significant cultural, economic and tourism benefits. The development of the Masterplan involved extensive consultation with 23 cultural institutions, community groups and local businesses. Its successful implementation will require ongoing collaboration among stakeholders.

The plan underscores the significance of key cultural projects, such as the expansion of the Newcastle Art Gallery and the refurbishment of the Victoria Theatre. These initiatives, coupled with increased inter-institutional collaboration, are expected to unlock over \$16 million in direct and indirect economic benefits annually, including the generation of almost 35,000 additional visitor nights.

Refer to pages 138-141 for additional highlights relating to Creative Newcastle.



Imagine Newcastle social tiles

Highlights

Achieving Together



Aboriginal Employment Strategy 2022–2025

CN launched our latest *Aboriginal Employment Strategy 2022–2025* (AES). The AES aims to create a culturally safe workplace for all employees at CN and build deep, genuine relationships with the local Aboriginal community. The AES will also help us increase the number of Aboriginal employees working at CN at all levels, retain existing Aboriginal employees and create real employment pathways, which is in line with the *Newcastle 2040 CSP*, our *Workforce Development Strategic Plan 2022–2026* and our *Inclusion, Diversity & Equity Strategy 2023–2027*. Visit our [website](#) to read the strategy.

Inclusion, Diversity & Equity Strategy 2023–2027

Our *Inclusion, Diversity & Equity Strategy 2023–2027* (IDE) outlines the steps we will take over the next 5 years to remove barriers to inclusion and participation in the workplace. This internal-facing strategy is designed to bring about a culture change within the workplace. We believe that our efforts will help to create positive outcomes for the community through more inclusive, equitable and accessible service delivery and staff conduct. Visit our [website](#) to read the strategy.

Leaders in cyber security

In the face of increasing global cyber security threats, CN has emerged as a leader in cyber security within local government. We take pride in our achievement of 100% compliance with the Payment Card Industry Data Security Standard and our alignment with industry-leading information security frameworks. Our commitment extends to the continuous evolution of our security protocols, leveraging innovative technologies to effectively counter emerging offensive tactics. Through our ongoing initiatives, we are dedicated to creating a more secure digital environment that promotes community engagement.

CX Transformation Program – NSW Local Government Excellence Award

At the 2023 NSW Local Government Excellence Awards, our CX Transformation Program won the top award in the Customer Experience category for its TRuST Principles and CX Training program, flagship initiatives under Pillar 1 of our *CX Strategy*. This is a great acknowledgement of the journey we are on to create positive experiences and build trust with our internal and external customers.

CX Principles

Transparent
We keep our customers in the loop so they know what to expect.

Respectful
We seek to understand our customer's needs and ensure they feel heard.

U
We turn up, we are present, and we care.

Simple
We make things easy for our customers.

Timely
We value our customer's time and are responsive to their needs.

TRUST

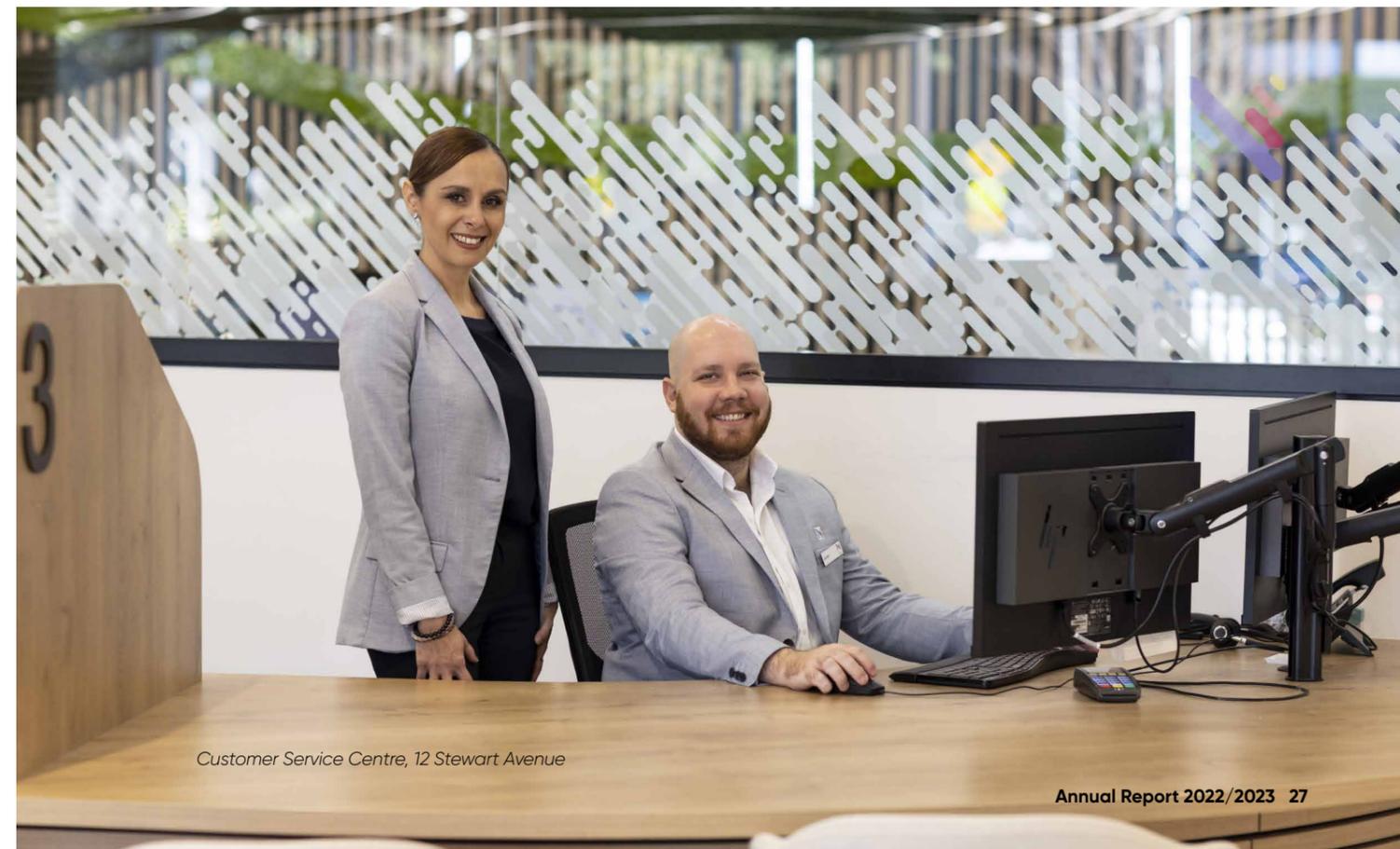
The key to building it is you

Increased grants and sponsorships program

CN's funding, which encompasses community support, infrastructure grants, economic development, and events sponsorship and partnerships, has witnessed a remarkable tenfold increase since 2014. This significant growth in funding is a response to the evolving needs of our community and the successful partnerships and sponsorships that have invigorated city activities.

Under the umbrella of CN's community support grant funding, a diverse range of initiatives has been implemented. These initiatives encompass a 'learn to swim' program for refugee women and an Indigenous and disability sports clinic. One of the highlights of the year was our support for refugee children, enabling them to participate in sports activities and fostering a sense of belonging in our community. This support was made possible through our receipt of nearly \$1 million in grants and sponsorship funding, a testament to our commitment to inclusivity and community wellbeing. To read more about our grants and sponsorships program see page 82.

Refer to pages 154 for additional highlights relating to Achieving Together.



Customer Service Centre, 12 Stewart Avenue

Major events

Major events we delivered or supported during 2022/2023

JULY

Australian Medical Students' Association National Convention

SEPTEMBER

Newkulele Festival

Van Gogh Alive (Sep 2022 to Oct 2022)

New Annual Festival

OCTOBER

Ship4Good

Girls Day Out

Summer of Cricket (Oct 2022 to Mar 2023)

4th International Conference on Emerging Advanced Nanomaterials

Junior Theatre Festival

RSL NSW State Congress and AGM

NOVEMBER

The Quokkas

Central District Rowing Championships

DECEMBER

Water Polo League

Bikers for Kids Newcastle Toy Run

76th Australian Jazz Convention

New Year's Eve Celebrations

JANUARY

Elton John

Newcastle Harbour Swim

King of Concrete

Beach 5s Rugby

FEBRUARY

Australian Boardriders Battle

CN Fitness Festival (Feb 2023 to Apr 2023)

MARCH

Surfest

Newcastle 500 Supercars

APRIL

Moneybowl Newcastle Skateboarding Community

National Band Championships

Sailfest

Combined Schools Anzac Day Service

Anzac Day Dawn Service

MAY

Newcastle Comedy Festival

JUNE

Hockey NSW State Championships

Netball NSW State Championships

Visitor economy

Venues NSW Partnership

As Newcastle continues to grow in reputation and stature as an events city, CN has partnered strategically with Venues NSW to secure world-class events. Delivered events included two Elton John Farewell Yellow Brick Road concerts, International Netball featuring the Australian Diamonds and English Roses, Australian Supercross Championships, and a Women's International Football Double Header, including the Matildas.

EVENT	DATE	VISITORS NEWCASTLE LGA	VISITORS OUTSIDE NEWCASTLE LGA	VISITORS OUTSIDE THE HUNTER	VISITORS INTERSTATE	ESTIMATED ECONOMIC IMPACT
International Netball	26 Oct 2022	969	3,456	1,052	71	\$550,000
Supercross	26 Nov 2022	1,661	14,718	5,257	436	\$1.9m
Elton John	8 & 10 Jan 2023	10,859	37,170	17,765	2,556	\$5.8m
International Football Double Header	22 Feb 2023	2,545	4,279	740	12	\$750,000

Newcastle has been hailed as NSW's 'Top Tourism Town' by Business NSW at the Local Government NSW Destination & Visitor Economy Conference in Manly. CN was presented with the award by NSW Tourism Industry Council Executive Director, Paula Martin, in recognition of its strategic initiatives to increase visitation and support tourism development for local operators and hospitality businesses.



New Annual

Measuring our performance

Newcastle 2040 indicators

CN uses indicators in our CSP *Newcastle 2040*. Community indicators track trends and ensure the changes that have occurred are moving us towards our vision. Service indicators impact CN's service delivery on our city and the community – targets will be set once baselines have been established.

While CN has a custodial role in initiating, preparing and delivering *Newcastle 2040* on behalf of the community, it is not solely responsible for its implementation. Many of the issues and concerns facing Newcastle are complex and beyond the direct control and influence of CN, such as public transport, health, education, housing, planning and employment. To deliver our vision, CN works with various stakeholders and partners, including other levels of government and their affiliated agencies, local businesses and industry, educational institutions, community groups, and other service providers.

LIVEABLE NEWCASTLE				
Community Indicators	Progress	Baseline	2021/22	2022/23
Overall quality of life in Newcastle <small>(Source: CN Liveability and Wellbeing Survey)</small>	 On Track	75% Satisfaction rating Residents rated their quality of life in Newcastle as very good or excellent 32% of residents stated that their quality of life has improved over the past 3 years (Jan 2022)	75% (Jan 2022)	N/A Survey held biennially
Rental Affordability Index <small>(Source: SGS Economics and Planning)</small>	 Off Track	99 Rental affordability index score (June 2021)	92 (Dec 2022)	N/A
Number of recorded criminal incidents for major offences <small>(Source: NSW Bureau of Crime Statistics and Research)</small>	 Monitor	9,360 Major offences (Dec 2020)	9,147 (Dec 2021)	9,431 (Dec 2022)
Potentially preventable hospitalisations <small>(Source: NSW Health Stats)</small>	 On Track	2,009.9 per 100,000 (Hunter New England LHD June 2021) 1,904.4 per 100,000 (NSW June 2021)	1,871.7 per 100,000 (Hunter New England LHD June 2022) 1,718.8 per 100,000 (NSW June 2022)	N/A

Travel patterns on an average weekday for residents <small>(Source: NSW Transport – Household Travel Survey)</small>	N/A	Mode Share % 56.5% Vehicle Driver 16.1% Vehicle Passenger 1.5% Train 5.7% Bus 21.3% Walk/Cycle/Other (2019/2020)	N/A	N/A
Newcastle Digital Inclusion Index score <small>(Source: Australian Digital Inclusion Index data)</small>	 On Track	NSW Average 71.1 Newcastle 69.0 (Dec 2021)	NSW Average 71.1 Newcastle 69.0 (Dec 2021)	NSW Average 73.2 Newcastle 74.8 (Dec 2022) (+1.6)

Service Indicators	Target	Baseline	2021/22	2022/23
Social Infrastructure index score: % of residents that live within a designated distance (walkable) of community facilities, public transport (train stations and bus stops), recreation facilities, local centres and parks <small>(Source: CN GIS mapped data)</small>	 On Track	38% Within 800m: community facilities (libraries, community centres, senior citizen centres) 83% Recreation facilities (sportsgrounds, skate parks, playgrounds, pools) 56% Local centres (retail areas) 96% Parks and reserves 91% Within 400m: public transport (railway, ferry, bus, light rail) (March 2022)	No change	No change
Cycle-friendly and walkable city <small>(Source: CN Liveability and Wellbeing Survey)</small>	 On Track	59% agree/strongly agree that Newcastle is a cycle-friendly city (Strongly agree – 24%, agree – 35%) 71% agree/strongly agree that Newcastle is a walkable city (Strongly agree – 36%, agree – 35%) (Jan 2022)	No change (Jan 2022)	No change (Jun 2023)

SUSTAINABLE NEWCASTLE				
Community Indicators	Progress	Baseline	2021/22	2022/23
<p>Community greenhouse gas emissions</p> <p>(Source: Snapshot Climate - Australian Emissions Profile, Newcastle Municipality)</p> <p>Note: This aspirational goal has been identified in CN's Climate Action Plan 2021-2025.</p>	<p>✓</p> <p>On Track</p> <p>Target: 30% reduction in city-wide emissions by 2025</p> <p>100% reduction in city-wide emissions by 2030</p>	<p>2,885,000t CO2-e</p> <p>Waste 4%, Transport 12%, Gas 7%, Electricity 50%, IPPU (Industrial Processes and Product Use) 21%, Fugitive (Coal Mining, Oil and Natural Gas) 6% (2019/20)</p>	<p>2,760,000t CO2-e</p> <p>Waste 4%, Transport 11%, Gas 8%, Electricity 49%, IPPU (Industrial Processes and Product Use) 22%, Fugitive (Coal Mining, Oil and Natural Gas) 5% (2020/21)</p>	<p>2,802,000t CO2-e</p> <p>Waste 4%, Transport 12%, Gas 7%, Electricity 48%, IPPU (Industrial Processes and Product Use) 22%, Fugitive (Coal Mining, Oil and Natural Gas) 6% (2021/22)</p> <p>2022/23 N/A - data available every 2 years</p>
<p>Community uptake of electric vehicles (EV)</p> <p>(Source: Transport NSW Registration snapshot report)</p> <p>Note: This aspirational goal has been identified in CN's Climate Action Plan 2021-2025.</p>	<p>✓</p> <p>On Track</p> <p>Target: 10,000 registered EVs in LGA by 2025</p>	<p>295</p> <p>EVs registered in the Newcastle LGA (2020)</p>	<p>253</p> <p>EVs registered 0.2% of all registered light vehicles (147,669) in the Newcastle LGA (June 2022)</p>	<p>648</p> <p>EVs registered 0.4% of all registered light vehicles (149,538) in the Newcastle LGA (August 2023)</p>
<p>Newcastle canopy cover*</p> <p>(Source: CN GIS data)</p>	<p>✓</p> <p>On Track</p>	<p>25.98%</p> <p>of the entire LGA land register with the exclusion of water bodies (2018)</p>	<p>27.96%</p> <p>of the entire LGA land register with the exclusion of water bodies (2021)</p>	<p>N/A</p>
<p>Satisfaction with our green, blue and wild spaces</p> <p>(Source: CN Satisfaction Survey)</p> <p>Satisfied / Very satisfied</p>	<p>○</p> <p>Monitor</p>	<p>64%</p> <p>Coastal and Aquatics 71% Waste 69% Parks and Recreation 67% Environment 49%</p>	<p>56%</p> <p>Coastal and Aquatics 60% Waste 64% Parks and Recreation 59% Environment 40%</p>	<p>57%</p> <p>Coastal and Aquatics 60% Waste 63% Parks and Recreation 64% Environment 41%</p>
<p>Per capita or household water usage</p> <p>(Source: Hunter Water)</p> <p>(Average dwelling consumption per connection)</p>	<p>✓</p> <p>On Track</p>	<p>139kL</p> <p>Annual dwelling consumption 150kL (5-year average) (2020/2021)</p>	<p>TBA</p>	<p>130kL</p> <p>Annual dwelling consumption 174kL (5-year average)</p>

Service Indicators	Target	Baseline	2021/22	2022/23
<p>Council operational greenhouse gas emissions</p> <p>(Source: CN data)</p>	<p>✓</p> <p>On Track</p> <p>50% reduction in carbon emissions by 2025</p> <p>100% reduction no later than 2030</p>	<p>5,098 tonnes CO2-e (2020)</p>	<p>4,756 tonnes CO2-e</p>	<p>N/A</p>
<p>Council uptake and support of EV</p> <p>(Source: CN fleet data)</p>	<p>✓</p> <p>On Track</p> <p>100% EV fleet by 2030</p>	<p>4 full electric vehicles (4 electric passenger vehicles)</p>	<p>4 full electric vehicles (4 electric passenger vehicles)</p>	<p>7 full electric vehicles (4 electric passenger vehicles, 2 vans, 1 electric truck)</p>
<p>Road reserve and open space canopy cover</p> <p>(Source: CN GIS data)</p> <p>Road reserve is the area covered by road pavement and footways under CN ownership as per CN's Road Register held by GIS.</p> <p>Open space is CN public lands zoned C1-4 or RE1 (Newcastle's Land Register), with exclusion of water bodies, bushland natural assets, wetland natural assets and sportsground fields.</p>	<p>✓</p> <p>On Track</p>	<p>19.64% Road reserve 21.83% Open space (2018)</p>	<p>21.73% Road reserve 25.04% Open space (2021)</p>	<p>N/A</p>
<p>Proximity to natural areas</p> <p>(Source: CN GIS data)</p>	<p>N/A</p> <p>Target: Increase percentage of residents within 500m of a green space to 90% by 2040</p>	<p>83%</p> <p>of LGA residents within 500m of parkland 0.5ha or greater in size</p>	<p>No change</p>	<p>No change</p>
<p>CN water consumption</p> <p>(Source: Hunter Water)</p> <p>(Data is weather dependent, consumption is expected to increase during dry periods)</p>	<p>○</p> <p>Off Track</p>	<p>342,386 kL 470,231 kL 3-year average (2020/2021)</p>	<p>471,198 kL</p>	<p>576,766</p>
<p>Use of local suppliers</p> <p>(Source: CN data)</p>	<p>✓</p> <p>On Track</p>	<p>\$73 million (36.3%) procured with suppliers within Newcastle LGA \$45 million (22.5%) in adjoining LGAs Total local spend \$118.3 million (58.8%) (2020/2021)</p>	<p>\$68.1 million (32%) procured with suppliers within Newcastle LGA \$57.3m (26.9%) in adjoining LGAs Total local spend \$125.4m (58.9%)</p>	<p>\$93.4 million (37.3%) procured with suppliers within Newcastle LGA \$61.5m (24.6%) in adjoining LGAs Total local spend \$154.9m (61.9%)</p>
<p>Municipal waste diversion from landfill</p> <p>(Source: CN data)</p>	<p>○</p> <p>Off Track</p> <p>Target: 80% diversion by 2030</p>	<p>40.5% Domestic recycling rate (2020/2021)</p>	<p>42% Domestic recycling rate</p>	<p>40% Domestic recycling rate</p>

CREATIVE NEWCASTLE				
Community Indicators	Progress	Baseline	2021/22	2022/23
Rate of economic growth – Gross Regional Product (GRP) <small>(Source: REMPLAN)</small>	✓ On Track	\$18.4 billion (Dec 2021)	\$19 billion	\$20.6 billion
# of domestic visitors travelling to the Hunter Region* <small>(Source: Destination NSW)</small>	✓ On Track	8.5 million visitors	8.2 million visitors	11.4 million visitors
Hunter includes Cessnock, Gloucester, Lake Macquarie, Muswellbrook, Newcastle, Pokolbin, Port Stephens and Singleton.				
Employment rates by age group (youth specifically) <small>(Source: ABS – Labour Force data)</small>	✓ On Track	4.3% Newcastle and Lake Macquarie unemployment rate 7% Youth unemployment rate (15–24 y.o.) (Dec 2022)	N/A	2.9% Newcastle and Lake Macquarie unemployment rate 6.4% Youth unemployment rate (15–24 y.o.) (April 2023)
Early Childhood Development Index <small>(Source: AEDC)</small>	N/A	19.6% children vulnerable in at least one domain (Dec 2018)	16.9% children vulnerable in at least one domain (Dec 2021)	N/A
# of international students <small>(Source: UON Annual Report 2019)</small>	✓ On Track	7,399 International students enrolled at UON (Dec 2019) 5,242 (Dec 2021)	5,452 International students enrolled at UoN (Dec 2022)	N/A
Service Indicators	Progress	Baseline	2021/22	2022/23
Return on investment on events sponsored by CN <small>(Source: CN data)</small>	✓ On Track	\$30 for every \$1 invested (June 2022)	\$30 for every \$1 invested (June 2022)	\$36 for every \$1 invested (June 2023)
Newcastle offers a diverse range of events and activities <small>(Source: CN Liveability and Wellbeing Survey)</small>	N/A	63% Agree/Strongly agree that Newcastle offers a diverse range of events and activities (Strongly agree – 21%, agree – 42%)	63% Agree/Strongly agree that Newcastle offers a diverse range of events and activities (Strongly agree – 21%, agree – 42%)	N/A Survey held biennially
Value of building approvals • DAs / CDCs • SSDs <small>(Source: CN data)</small> (SSDs: State Significant Developments)	✓ On Track	\$1.10 billion In building approvals DAs – \$807.70 million CDCs – \$114.96 million SSDs – \$180.54 million (2020/2021)	\$1.55 billion In building approvals DAs – \$653.95 million CDCs – \$113.16 million SSDs – \$785.09 million	\$1.31 billion In building approvals DAs – \$848.56 million CDCs – \$135.71 million SSDs – \$327.28 million

ACHIEVING TOGETHER				
Service Indicators	Progress/Target	Baseline	2021/22	2022/23
1. Operating performance ratio	✓			
2. Own source operating revenue ratio	On Track 1. >0.00%	1. (7.36)%	1. (0.64)%	1. 3.69%
3. Unrestricted current ratio	2. >60.00%	2. 86.31%	2. 86.23%	2. 85.79%
4. Debt service cover ratio	3. >1.50x	3. 2.23x	3. 1.95x	3. 1.99x
5. Rates and annual charges outstanding percentage	4. >2.00x 5. <10.00%	4. 3.34x 5. 3.91%	4. 5.00x 5. 3.36%	4. 3.38x 5. 3.44%
6. Cash expense cover ratio	6. >3.00 months	6. 6.62 months (Nov 2021)	6. 6.05 months (Nov 2022)	6. 6.49 months (Nov 2023)
<small>(Source: CN Financial Statements)</small>				
Long-term planning and vision for the city <small>(Source: CN Satisfaction Survey)</small>	✓ On Track Target: Greater than 3.5**	3.3 (2021)	3.0	3.1
Trust in CN <small>(Source: CN Liveability and Wellbeing Survey)</small>	N/A	71% Have at least some level of trust in CN Complete trust – 5% A lot of trust – 23% Some trust – 43%	71%	N/A Survey held biennially
Response to community needs <small>(Source: CN Satisfaction Survey)</small>	○ Monitor Target: Greater than 3**	3.4 (2021)	3.0	2.9
Number of interactions* <small>(Source: CN data)</small>	✓ On Track	20,300 People provided feedback on plans, projects and activities (2020/2021)	10,000 People provided feedback on plans, projects and activities	25,000 interactions
Value of community grants	○ Monitor Target: Maintain	\$585,110 For community grant program (2021) \$46 million in Federal and State Government grants and contributions in 2020/2021	\$531,720 Federal and State Government grants and contributions in 2020/2021	\$521,442 Federal and State Government grants and contributions in 2022/2023
Value of inward grants <small>(Source: CN data)</small>	○ Monitor Target: Maintain	\$585,110 For community grant program (2021) \$46 million in Federal and State Government grants and contributions in 2020/2021	\$531,720 Federal and State Government grants and contributions in 2020/2021	\$521,442 Federal and State Government grants and contributions in 2022/2023
# of advisory committees and groups <small>(Source: CN data)</small>	✓ On Track Target: Maintain	8 Committees and groups	8 Committees and groups	8 Committees and groups
Notes:				
N/A indicates data not available	In some cases data is not yet available due to survey or reporting frequency. Targets/trends will be set after 12-24 months of data collection.			
Satisfaction reasoning**	A mean score above 3.0 indicates more satisfaction than dissatisfaction within the community. CN aims for satisfaction with these assets and services. A mean score above 3.5 indicates high satisfaction within the community. CN aims for higher satisfaction for these higher-performing assets and services.			
Whole LGA canopy cover	*2023 LiDAR flown and data captured, data analysis still being quality reviewed.			
Number of people engaged*	Measure changed to number of interactions with people in 2023 as a more accurate measure of engagement.			
# of domestic visitors travelling to the Hunter Region*	Measure changed in 2023 due to Tourism Research Australia changes in reporting. Data is no longer available.			

Financial summary

CN spent \$376.5 million this year to provide services and facilities to more than 169,000 residents. We managed \$2.3 billion of assets including roads, bridges, drains, land, halls, recreation and leisure facilities, libraries and parks for the benefit of the local and visiting community.

We generate income to fund services and facilities via rates on property, government grants, interest on investments and user charges.

This income is then spent on construction, maintenance, wages, grants to the community, and other services to the community like libraries, pools, art and cultural programs and waste facilities.

The following information provides a summary of our 2022/2023 financial statements.

Surplus operating result from continuing operations

\$28,074

2022/2023 actual ('000)

Surplus operating result excluding capital grants

\$7,834

2022/2023 actual ('000)

Total income from continuing operations

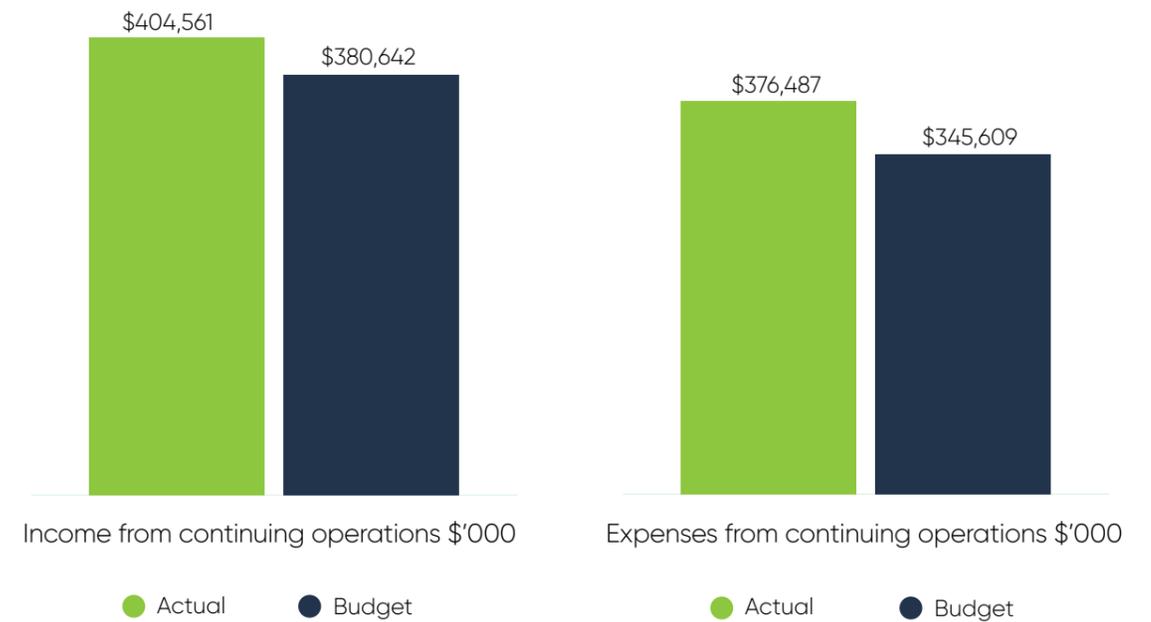
\$404,561

2022/2023 actual ('000)

Total expenses from continuing operations

\$376,487

2022/2023 actual ('000)





\$208.5 million
raised in rates



\$57 million
received in grants
and subsidies



\$11.6 million
earned on our interest and
investment income



We invested
\$117.8 million
in new and updated
infrastructure



Including
\$38 million
in the replacement
and upgrading
of the city's infrastructure



\$7.8 million
surplus operating result from
continuing operations before
capital grants and contributions

Operational expenditure by strategic direction



Capital works snapshot



Corporate services
\$5.9 million
Information Technology
Customer Experience
Digital enablement



Transport
\$4.7 million
Cycleways
Footpaths
Traffic management



Environment and
sustainability
\$10 million
Ironbark Creek
Stockton coastal works
Street tree planting
Energy savings projects



City revitalisation
\$6.8 million
Bathers Way
East End Revitalisation
Local Centre upgrades



Creative and community
\$23.4 million
Aquatics
Recreation and sport
Cultural services



Art Gallery expansion
\$6.4 million



Assets and facilities
\$37.5 million
Bridge repairs
Road resurfacing
Fleet replacement
Stormwater



Waste
\$23.1 million
Summerhill Organics Processing Facility
Astra Street Remediation

Financial results

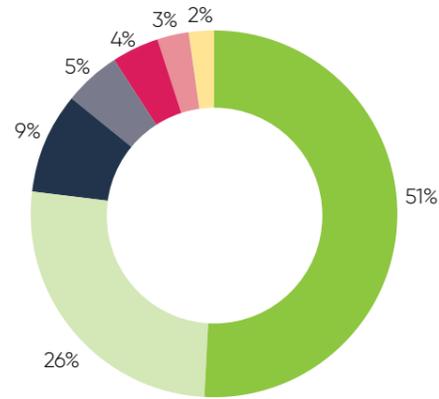
Where did our funds come from?

This year, our main source of income (other than rates) was from user charges and fees of \$104.3 million, up by \$16.8 million in 2021/2022. Income from rates and charges contributed \$208.5 million or 51% of total revenue.

Federal and State Government grants and contributions assist us to provide facilities and services in the community. This year we received \$57 million or 14% of total income (including capital and operational grants).

Total operating income: \$404.5 million

TOTAL INCOME BY CATEGORY	2022/23
Rates and annual charges	\$208.5 million
User charges and fees	\$104.3 million
Grants (operating)	\$36.7 million
Grants (capital)	\$20.2 million
Other revenue	\$13.6 million
Interest and investment revenue	\$11.6 million
Other income	\$9.6 million
Total	\$404.5 million

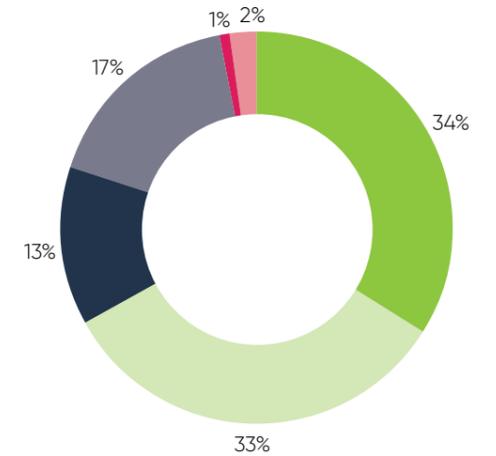


Where were our funds spent?

Our total operating expenditure of \$376.5 million contributed towards our services to the community such as libraries, Newcastle Art Gallery, Civic Theatre, The Playhouse, community centres, Newcastle Museum, waste management, road and facility maintenance, parks, recreation, sporting facilities and our beaches.

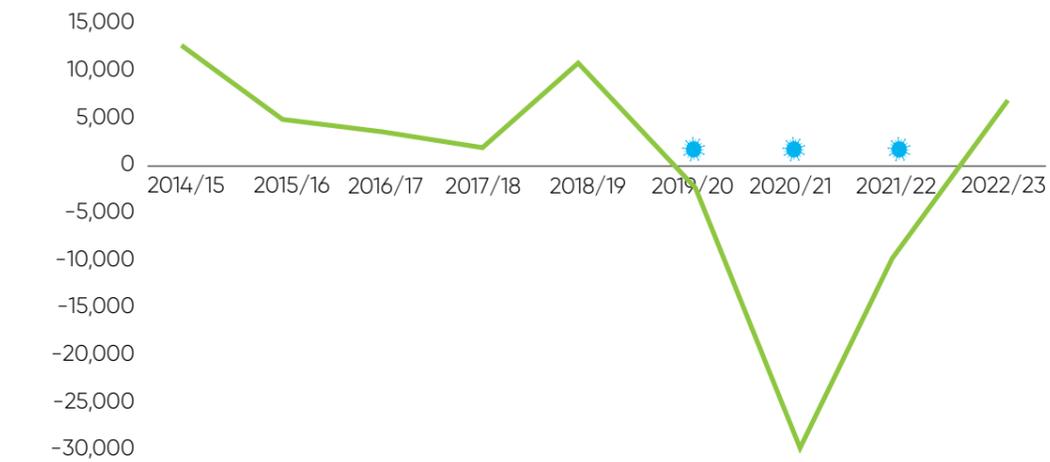
Total operating expenses: \$376.5 million

TOTAL EXPENDITURE BY CATEGORY	2022/23
Salaries and wages	\$126.5 million
Materials and services	\$123.5 million
Other expenses	\$47.5 million
Depreciation and amortisation	\$64.8 million
Borrowing costs	\$5.1 million
Net Losses from assets	\$9.1 million
Total	\$376.5 million



How does our financial performance compare with previous years?

Operating result before capital (\$'000)



Impacted by COVID-19



No. 2 Sportsground EV charging stations

Capital works snapshot

The capital works program has invested over \$117 million in projects across the Newcastle LGA in the past 12 months – an increase of almost 15% on the previous year's record investment.

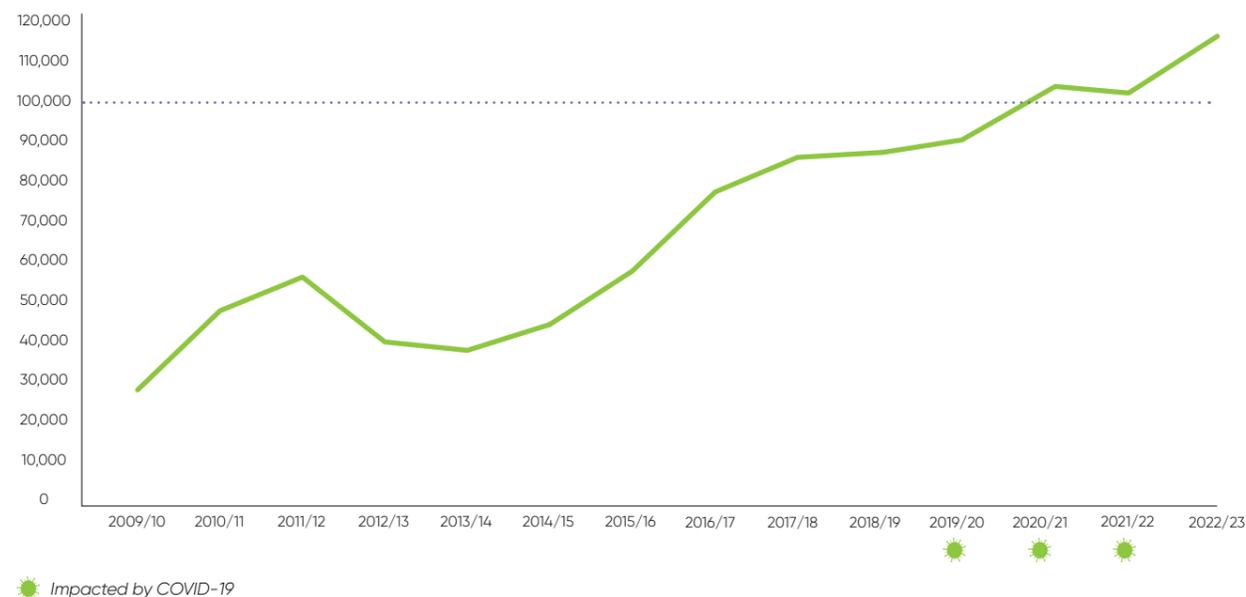
This program of works continues to enhance our city now and into the future, ensuring Newcastle remains a wonderful place to live, work, play and visit.

Key projects delivered in 2022/2023 include:

- _____ Lugar Park amenities upgrade (\$1.1 million)
- _____ Drainage upgrades at Smith Street, Merewether (\$1.1 million)
- _____ Multipurpose sports and community hub at Myer Park, Adamstown (\$1.2 million)
- _____ Pavement rehabilitation at Allowah Street, Waratah West (\$1.65 million)
- _____ Road pavement stabilisation works at Kinta Drive, Beresfield (\$750,000)
- _____ Traffic control signals at Chinchin Street, Islington (\$800,000)
- _____ Street and park tree replacement program (\$1.6 million).

The delivery of this record program is a great achievement for our organisation and the community, especially considering increasing supply shortages, the legacy of COVID-19 and the number of weather-affected days during another La Nina-affected year.

Capital works program (\$'000)



Here is a closer look at some of our major projects:

New Local Centres for the LGA

CN remains dedicated to advancing its Local Centres Program, with \$1.8 million allocated for ongoing enhancements at Orchardtown Road, New Lambton. These improvements encompass the installation of new street furniture and landscaping, coupled with various pedestrian safety enhancements, upgraded footpaths and stormwater improvements. These endeavours aim to transform these spaces into rejuvenated, secure and appealing environments where the community can shop and enjoy their local area.

Looking ahead to 2023/2024, our projects will extend to Georgetown Road, Georgetown, the continuation of works on Orchardtown Road, New Lambton, and the initiation of the next phase of the Wallsend Local Centre.

New playgrounds for the city

In alignment with CN's annual playground improvement initiative, we have continued our commitment to revitalising playgrounds throughout the city. This year, we proudly delivered enhancements to the following playgrounds:

- _____ Vera Wilson Park, Beresfield
- _____ Avon Street Reserve, Mayfield
- _____ Harold Myers Park, Birmingham Gardens
- _____ Loch Ness Drive Park, Fletcher
- _____ Waratah Park, Waratah
- _____ Beresfield Pool Playground.

Newcastle boasts a total of 134 playgrounds across the LGA, and we remain dedicated to an ongoing program aimed at modernising and rejuvenating ageing facilities.

Furthermore, we are thrilled to announce the completion of the Western Corridor Active Hub in Wallsend. This hub offers the community an expanded play space, multi-sports courts, fitness stations, a pump track, a climbing wall, seating, shelter and public amenities, enhancing recreational opportunities for all.

Wallsend Active Hub



Road reconstruction projects

In the 2022/2023 financial year, CN continued its commitment to road infrastructure improvements, with a focus on both rehabilitation and resurfacing projects.

Road rehabilitation projects completed during this period include:

Pavement rehabilitation on Allowah Street, Waratah West

Rehabilitation of Croudace Road, Elmore Vale, from Garsdale Avenue to Cardiff Road, including subsoil drainage enhancements

Road pavement works on Maryland Drive, Maryland

Road pavement works on Yarrum Avenue, Beresfield

Road pavement stabilisation works on Kinta Drive, Beresfield

Batter and footpath remediation on Bull Street, Mayfield

Road and stormwater repairs on Margaret Street, Merewether

Road reconstruction on Fern Street, Islington

City-wide laneway renewal initiatives.

In addition, CN invested \$12.4 million in road resurfacing projects, which encompassed 54 streets (102 street blocks) and 3 laneways, further enhancing the quality and safety of our road network. These efforts align with our ongoing commitment to maintaining and improving essential infrastructure for the benefit of our community.

Future plans

Newcastle Art Gallery Expansion

In January 2022, the Newcastle Art Gallery embarked on an eagerly anticipated expansion project, temporarily closing its doors to the public. This ambitious project, with a budget of \$40 million, is set to significantly enhance the Gallery's facilities.

The expansion will add 1,600m² of exhibition space, with dedicated areas on the lower level for showcasing the Gallery's significant collection. On the upper level, there will be provisions for hosting a variety of temporary exhibitions, featuring local, national and international artists. Additionally, the project encompasses the construction of a new café and retail shop, versatile educational program spaces, and the establishment of a secure, international standard loading dock.

This expansion represents a transformative development for the Newcastle Art Gallery, poised to enrich the cultural experiences it offers to residents and visitors alike.

East End Village revitalisation

CN is actively engaged in a series of urban upgrades, with a particular focus on enhancing Hunter Street. This initiative includes the development of a bidirectional cycleway, creating a dedicated space for cyclists. Additionally, efforts are being made to cultivate a culturally significant landscape along the Harbour to Cathedral corridor, fostering a deeper connection to the city's heritage.

Ongoing feasibility studies are being conducted to determine the optimal use of the former mall carpark site at 92 King Street, exploring possibilities for its revitalisation and contribution to the city's urban fabric.

Construction is already in progress for Iris Stage 2, situated between Wolfe and Thorn Street in Newcastle. Furthermore, a DA has been submitted to CN for the approval of Iris Stages 3 and 4, signifying a continued commitment to urban development and improvement within the city.

National Park redevelopment – No.1 Sportsground makeover – Stage 2

No.1 Sportsground in Newcastle is poised for a significant refurbishment project aimed at modernising the facility to accommodate the diverse needs of local, regional and elite-level sporting events.

CN has taken the proactive step of applying for a \$5 million grant from the NSW Government to support the completion of this transformative project. The proposed enhancements involve expanding the existing grandstand with a two-storey addition at the rear, delivering upgraded amenities for players, officials and spectators alike.

Stage One of this endeavour encompassed several key improvements, including enlarging the playing field to meet the minimum standards for hosting first-grade AFL matches, constructing 7 new cricket wickets, and completely rebuilding the playing surface with the installation of a new subsoil irrigation and drainage system.

Additionally, the project introduced 6 new 40-metre light poles to elevate the lighting levels to 750 lux, with the electrical infrastructure designed to accommodate further lux level increases, especially beneficial for televised night-time fixtures. Other enhancements such as new sight screens, player dug-out benches and improved oval fencing contribute to an enhanced experience for both athletes and spectators.



City of Newcastle

East End Village revitalisation

Bathers Way, South Newcastle Beach

Bathers Way in South Newcastle, which encompasses the stretch from Shortland Esplanade to King Edward Park, is undergoing a comprehensive transformation as part of the Newcastle Beach Community Infrastructure Renewal Project. This ambitious initiative is a key component of CN's *Coastal Revitalisation Program* and has received partial funding through a \$5 million grant from the NSW Government's Restart NSW Resources for Regions program.

The notable features of the Bathers Way redevelopment project include:

Construction of the Bathers Way shared path, extending from Shortland Esplanade to King Edward Park

Enhanced accessibility to South Newcastle Beach and King Edward Park

The introduction of a new wheelchair accessible skate park and bowl for recreational activities

Comprehensive upgrades in parking facilities, landscaping, lighting and accessibility enhancements

Installation of new fitness equipment, shaded areas, seating arrangements and viewing spots

The creation of a new café/kiosk and accessible amenities to cater to the needs of visitors and residents alike.

The revitalisation efforts align with the broader *Newcastle Coastal Revitalisation Masterplan* and the *Bathers Way Public Domain Plan*, with the project expected to be completed in 2024. These improvements aim to enhance the overall experience for the community, making South Newcastle an even more attractive and accessible destination along the coastline.

Newcastle Ocean Baths – Stage One

The eagerly anticipated rejuvenation of the Newcastle Ocean Baths kicked off in 2022 with the commencement of Stage One renovations. These initial efforts are geared towards enhancing the safety, water quality and accessibility of this beloved community facility. In this first phase, the primary focus is on improvements to the pools, lower promenade and pumping system, addressing critical concerns that have been identified through extensive community engagement and expert engineering advice.

During the course of these essential upgrades, the Ocean Baths will be temporarily closed to the public. However, we anticipate reopening the revitalised Ocean Baths to the community in the summer of 2023. This marks a significant milestone in the ongoing efforts to provide a safer, more enjoyable and accessible experience for all visitors to this iconic Newcastle destination.

Newcastle Ocean Baths – Stage 2

Stage 2 of the Newcastle Ocean Baths project has reached a pivotal point in its development. The early planning stages have been successfully finalised, encompassing a thorough coastal inundation study, an analysis of user needs and initial engagement with the community for input.

Moving forward, Stage 2 will centre around the enhancement of the pavilion buildings, the preservation of the iconic art deco façade and the overall improvement of the surrounding public domain. The next phase involves the commencement of the concept design for Stage 2, which is scheduled to kick off with the selection and engagement of a principal design contractor in late 2023. This marks a significant step towards realising the vision of a revitalised and vibrant Newcastle Ocean Baths for the community to enjoy.

Orchardtown Road, New Lambton Local Centre upgrade

The upgrade of New Lambton's beloved Local Centre is well underway, with a comprehensive plan spanning 5 phases over a period of 20 months. The first 2 phases have already been successfully completed, marking significant progress in the project.

Phase 3 commenced in early August 2022 and is on track to be finalised by the end of 2023. Phases 4 and 5 are projected to be finished in 2024. These ongoing efforts aim to enhance and revitalise this Local Centre, ensuring it continues to serve as a vibrant hub for the New Lambton community.

Georgetown Road, Georgetown Local Centre upgrade

The upgrade of Georgetown's popular Local Centre is expected to commence in May 2024 and is scheduled for completion in early 2026.

Foreshore Park

Foreshore Park will become home to the city's largest playground under a draft masterplan for Newcastle's iconic harbourside precinct. The flagship Livvi's Place inclusive regional playground and waterplay area is designed to create new connections between the city and the harbour's edge around Foreshore Park and along the Joy Cummings Promenade. The fully fenced space will feature a distinctly Newcastle character and include junior and toddler areas, water-based play, an industrial-themed elevated playground structure, maritime-inspired swing sets, an accessible flying fox and nature-based play areas connected via a series of accessible paths, seating, gardens and lawns.

It will be developed in collaboration with Variety – the Children's Charity, which has provided \$50,000 towards the design phase of the playground. CN has also secured more than \$3 million in other grants to assist with its construction, including \$730,000 from 2 rounds of the Newcastle Port Community Contribution Fund, \$300,000 from Everyone Can Play and the NSW Department of Planning, Industry and Environment, and \$2,230,000 from the NSW Government Resources for Regions program.



Orchardtown Road, New Lambton Local Centre upgrade

Our commitment to the environment

This year saw the development of the *Newcastle Environment Strategy* (NES), with guidance from thought leaders in the sector and in consultation with the community. The NES will provide a 10-year roadmap for CN to achieve the sustainability priorities and objectives of *Newcastle 2040*. Seven strategic priorities provide the focus areas for achieving a sustainable Newcastle over the next 10 years and the 4-Year Delivery Plan contains 15 key deliverables for achieving the strategic priorities.

The formation of the Planning and Environment Directorate within CN responds directly to the community priority of a Sustainable Newcastle. This will ensure better cohesion of strategies and plans across CN, including the *Newcastle Climate Action Plan*, *Our Sustainable Waste Strategy*, *Newcastle Transport Strategy*, *On Our Bikes Cycling Plan*, *Climate Change Risk and Resilience Plan*, *Urban Forest Action Plan*, *Water-Sensitive City Action Plan* and *Blue Green Grid Action Plan*.

This demonstrates CN's ongoing commitment to taking action on climate change, harnessing nature-based solutions and enabling a circular economy.

Our multi-disciplinary Environment and Sustainability team consists of City Greening Services; Climate Change and Sustainability; Environmental Assets; Blackbutt, Natural Areas and Invasive Species; and Environmental Strategy.

The Environment and Sustainability portfolio invested \$12.7 million to protect and enhance Newcastle's environment and to improve the sustainability of our city.

CN is committed to the Paris Agreement target to hold the increase in global average temperatures to well below 2°C above pre-industrial levels, and to pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels, recognising that this would significantly reduce the risks and impacts of climate change. CN is a long-standing member of Local Governments for Sustainability (ICLEI) and has pledged support for the Malmö Commitment, focusing on strategies for a climate-neutral future; resilient, healthy, equitable and inclusive communities; and sustainable finance and innovation.

CN is a member of the Global Covenant of Mayors for Climate and Energy, an international alliance of cities with a shared long-term vision of promoting voluntary action to combat climate change and the transition to resilient, low-emission societies. CN has also taken the Cities Race to Zero and Cities Race to Resilience pledges.

CN is a pioneer city of the ICLEI Australia chapter of Cities with Nature, a shared global platform that encourages cities to incorporate nature-based solutions into urban planning and development. CN is one of 7 founder councils of the Cities with Nature Academy. CN also participates in the Kushiro Sister Wetland Agreement, which aims to raise public awareness of the importance of the sister wetlands of the Hunter Estuary and Kushiro and to share knowledge and research between countries.

Pledges
Council has committed to the following Cities Power Partnership pledges:

- Renewable Energy**
 -  Install renewable energy (solar PV and battery storage) on Council buildings.
 -  Open up unused Council-managed land for renewable energy.
- Energy Efficiency**
 -  Roll out energy-efficient lighting across the municipality.
- Sustainable Transport**
 -  Provide fast-charging infrastructure throughout the city at key locations for electric vehicles.
 -  Support cycling through provision of adequate cycle lanes, bike parking and end-of-ride facilities.



National Tree Day, Bull and Tourle Street Reserve, Mayfield West

Our action on climate change

CN continued to partner with Ausgrid to replace our main road streetlights with intelligent LEDs, which use less energy and require less maintenance, with 14,393 lights replaced to date.

We completed lighting upgrades for Civic Theatre and City Hall, improving the energy efficiency of both facilities, with an expected 85% reduction in energy use.

We increased our solar and battery network by installing a 100kW solar system and 100kW battery at Summerhill.

We installed EV chargers for our fleet at Summerhill and the Waratah Works depot.

We partnered with EVX and Ausgrid to install their first pole-mounted EV charger at Dixon Park Beach, powered by 100% renewable energy.



Pole-mounted EV charger at Dixon Park Beach

We upgraded the 'fast' 50kW EV charger at No.2 Sportsground to improve its reliability.

We conducted an electrification trial of our fossil fuel-based equipment for outdoor staff, including leaf blowers, hedge trimmers, whipper snippers, chainsaws, brush cutters, and ride-on and push lawnmowers. We are now using electric equipment, where feasible, for our Blackbutt, Natural Areas and City Greening teams.

We advocated for the renewable energy transition in Newcastle, including the declaration of an area in the Pacific Ocean off the Hunter as suitable for future offshore wind farm development.

We completed the Throsby, Styx and Cottage Creek Flood Study, updating our knowledge of flood behaviour, risk and climate change impacts across the eastern part of the LGA.

We completed the Newcastle Southern Beaches Coastal Process Review, targeting geotechnical investigations to better understand our exposure to coastal hazards, and communicated the results to key stakeholders and the broader community to inform the *Newcastle Southern Beaches Coastal Management Program*.

We collaborated with the Hunter Estuary Alliance to deliver the Hunter Estuary Scoping Study, which identifies current estuarine issues and risks and guides the development of the *Hunter Estuary Coastal Management Program*.

CN worked with UON to conduct an urban heat island assessment of Mayfield and Beresfield to inform Local Centre upgrades.

CN partnered with Lake Macquarie Council to trial the planting of new tree species for future-proofing our urban canopy in the face of a changing climate.

Our nature-based solutions

Stage 5 of the Ironbark Creek rehabilitation program was completed in Wallsend, involving the restoration of 500 metres of creek line and the reinstatement of 3.8 hectares of riparian vegetation. CN undertook a range of smaller creek line rehabilitation works at Kotara, Fletcher and Rankin Park. Read the case study on page 52 for more about Ironbark Creek.

CN propagated and supplied approximately 100,000 native/indigenous plant species for on-ground works, to Landcare volunteers, for community gardens and for external customers.

An Environmental Expo was delivered at the Newcastle Show, showcasing our public wild places, greening strategies and invasive species management for improved biodiversity, with thousands of community members attending the 3-day event.

The Natural Connection program featured citizen science, including the Aussie Backyard Bird Count, which generated data on bird species and numbers, and Water Week, where hundreds of residents gathered at creeks to add their findings to our creek health assessments.

We trialled an innovative treatment of the heritage fig in Centennial Park to improve vitality through nutrient intake in aerial roots, with educational signage onsite.

We incorporated stormwater quality improvements, such as bioswales and rain gardens, into several Pedestrian Access and Mobility Plan (PAMP) and road projects in Tighes Hill, Waratah, Merewether and Carrington, to improve water quality and enhance the environment through nature-based design in highly populated and visible areas.

We improved stormwater quality in the Stockton Local Centre by constructing 6 rain gardens and 14 infiltration pits to remove pollutants flowing to the harbour.

We delivered an ongoing program to monitor, maintain and rehabilitate stormwater quality devices, such as rain gardens and biofilters, at Wallsend, Fletcher and Nobbys Beach.

We increased the use of permeable pavement and surfaces at Orchardtown Road, New Lambton, including large areas of the carpark, to reduce stormwater runoff and slow water flows to already flooded downstream areas. We also included natural garden beds and tree assets in the Local Centre upgrade.

We utilised permeable infiltration pits to reduce stormwater runoff and pollution at multiple sites in Islington for a broader roll-out in future years.

We standardised permeable kerbs and gutters for CN projects to reduce stormwater runoff and pollution at Stockton Local Centre, the Hunter Street East End mall upgrade and Carrington.

We continued funding natural, rock-based stormwater solutions for headwalls and channels to rectify damaged and degraded headwalls and adjoining channels, resulting in highly durable, aesthetically pleasing and hydraulically sound assets that enhance and improve the amenity of the natural environment.

We collaborated with Hunter Water to identify integrated water management opportunities and priorities for Newcastle, and to beautify the stormwater channels in Litchfield Park, Mayfield and Heaton Park, Jesmond.

Our circular economy

CN utilised a procurement analytics platform to better understand the emissions related to our procurement practices, to inform sustainable product alternatives in CN operations and construction works.

We have progressed the planning of a new MRF, which will allow plastics, paper, cardboard, glass and metals collected from kerbside recycling bins to be recovered at Summerhill.

Ironbark Creek Rehabilitation Project – Stage 5, Croudace Road, Wallsend

CN's Ironbark Creek catchment rehabilitation program at Wallsend is a showcase of leading capability in nature-based urban stream restoration – going beyond asset protection, flood predictability and civil drainage works to provide sustainable stream and riparian zone outcomes, the recreation of ecological permeability and growing community stewardship.

In 2022/2023, works restored 500 metres of creek, with 75,000 natives planted, 3.8 hectares of riparian vegetation reinstated and enhanced, and natural channel design utilised. Where out-of-channel flows were reconnected to/from the floodplain, including stormwater outlets.

The creek rehabilitation has improved flow predictability during flood events, reconnected and enhanced floodplain flow interactions, addressed severe erosion and sediment deposition, reduced negative impacts on downstream internationally significant wetlands, and decreased risks to adjoining infrastructure and private property. This has transformed a degraded, undervalued area into a natural asset embraced by the local community.

As participants in community planting days noted... This project is 'passion in action'!



Newcastle Lord Mayor Nuatali Nemes inspects a previously rehabilitated section of Ironbark Creek with CN staff Lindsay Nichols, Sam Parker, Dean Jamieson, Ian Lacey, Stephen Long and Petra Freeman



Future plans

Develop and implement an internal Vehicle, Plant and Equipment Transition Plan and a City-Wide EV Transition Plan.

Provide suitable charging solutions for EV owners and encourage and incentivise the uptake of EV and zero-emissions transport.

Deliver community and business programs and initiatives focusing on renewable energy and battery storage access and uptake, energy efficiency, electrification, and community renewable energy and battery storage projects.

Complete the Hexham and Woodberry Swamp Flood Study, which will update our knowledge of flooding behaviour, risk and climate change impacts across the western part of the Newcastle LGA.

Develop and implement a framework to measure, monitor and report on CN's climate risk.

Expand initiatives to communicate the physical, social and economic risks of climate change and the complementary roles and responsibilities in living with these risks.

Complete and certify the Newcastle Southern Beaches CMP and the Hunter Estuary CMP.

Develop and deliver a *Climate Risk and Resilience Action Plan*.

Complete ongoing coastal management works at Stockton Beach.

Expand our environmental assets renewal program to improve the health and condition of our natural assets and biodiversity connectivity, including soil rehabilitation and carbon sequestration initiatives.

Work with local Traditional Custodians to develop and implement cross-cultural ways of working, integrating Indigenous knowledge and stewardship into how we care for and manage our land and respond to the climate emergency, for a regenerative future.

Deliver a targeted engagement and incentive program to reconnect the community with nature, expand our urban forest, and create connected canopy cover and vegetation for our iconic, threatened and pollinator species, including the Squirrel Glider.

Develop and deliver an *Urban Forest Action Plan* and a *Blue Green Grid Action Plan*.

Benchmark our performance as a water-sensitive city using the Water Sensitive Cities Index tool and develop and deliver a *Water-Sensitive City Action Plan*.

Develop standard drawings for water-sensitive urban design assets to reduce design resources, increase project adoption and reduce asset failure instances.

Increase the utilisation of recovered materials and sustainable product alternatives in CN operations and construction works, including green concrete and other low emission building materials; recycled glass; recycled aggregate; and recycled plastics.

Develop a framework to measure, monitor and report on CN's procurement impact.

Implement a local and sustainable procurement program based on the most significant impact abatement potential, including reducing extraction of non-renewable materials, mitigating Scope 3 carbon emissions and minimising waste streams in CN's supply chain.

Future plans

Our Sustainable Waste Strategy

Business Optimisation, Infrastructure and Circular Economy (Organics and Recyclables) Focus Groups have been established and tasked with developing roadmaps to ensure the rapid and sustainable implementation of *Our Sustainable Waste Strategy*.

Landfill cell expansion

At Summerhill Waste Management Centre, waste is placed in highly engineered landfill cells, which are carefully lined with multiple layers consisting of clay, plastic membrane and geofabric to prevent any contaminants from leaching into the environment. Cells 1–8 have been filled, and Cells 1–3 have final capping and Cells 4–8 intermediate capping. Cell 9 is currently in operation. During 2023/2024, the liner

system in Cell 9 will be extended to allow the placement of additional waste and ensure adequate waste disposal capacity until Cell 10 is available.

Planning and design for Cell 10 has commenced. Concept designs indicate that approximately 3,000,000m³ of air space will be created when Cell 10 is constructed, providing disposal capacity for more than 8 years at current disposal rates. During 2023/2024, significant geotechnical investigations will be undertaken, and detailed engineering designs prepared for Cell 10.

Organics Processing Facility

It is anticipated that planning approvals will be obtained for the OPF during 2023/2024.

Our path to reconciliation

CN remains dedicated to advancing First Nations issues and the journey towards reconciliation. Our active engagement with the Guraki Aboriginal Advisory Committee plays a pivotal role in advising the Council on matters relevant to our local First Nations community.

Throughout the year, CN has worked tirelessly to strengthen relationships with Local Aboriginal Land Councils, Traditional Custodians, Registered Aboriginal Parties and other First Nations peoples. This collaboration has yielded meaningful outcomes, from events to projects, aimed at enhancing the representation and experiences of First Nations peoples.

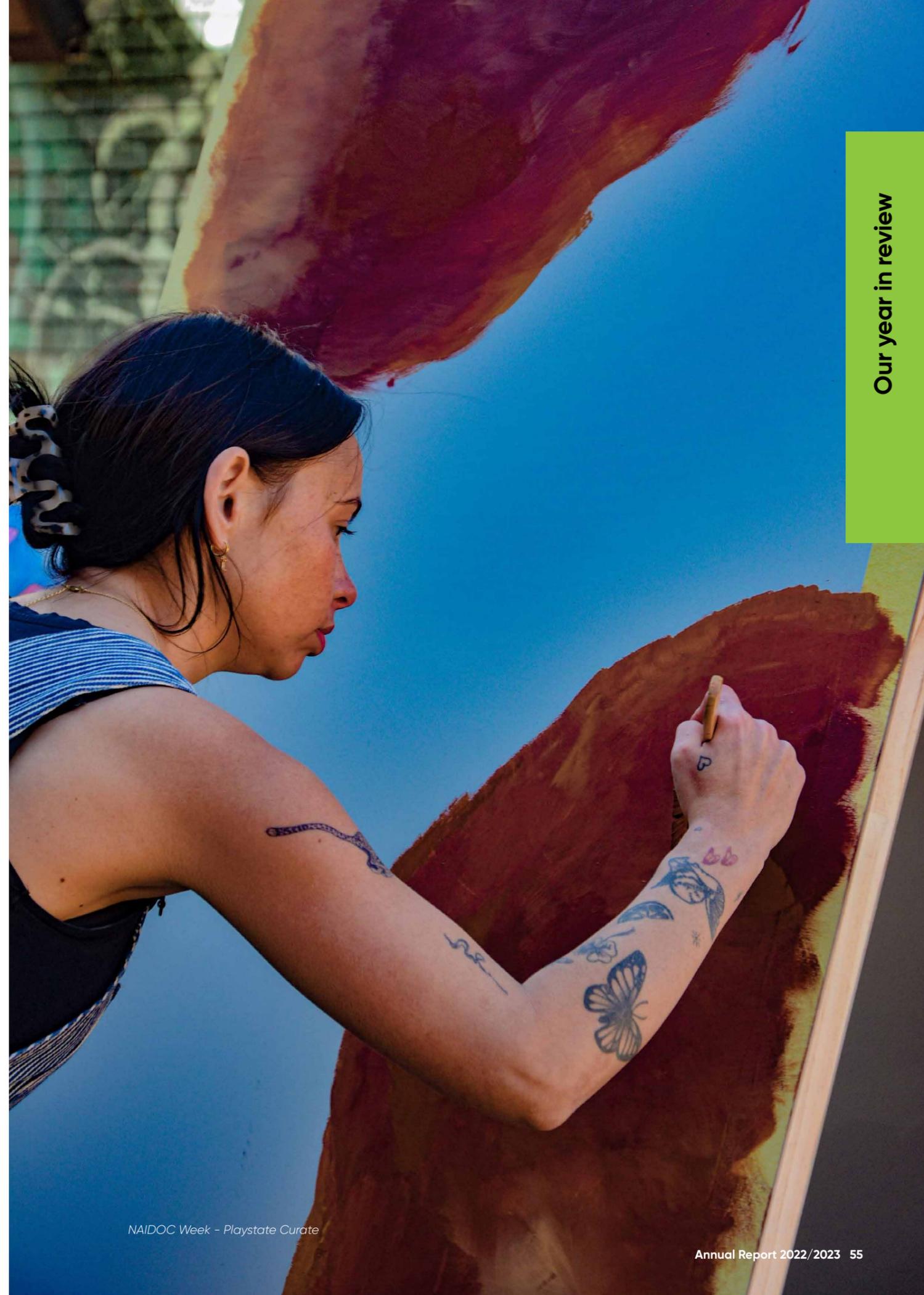
We take pride in supporting and collaborating with the local First Nations community to bring two significant community events to life. The Awabakal NAIDOC Community Day, an annual event hosted by the Awabakal Corporation, stands as the pinnacle NAIDOC event in the Newcastle LGA. It offers both Aboriginal and broader communities an opportunity to celebrate NAIDOC Week through various activities, including stalls, rides, cultural performances and songs. CN had the privilege of hosting the Elders' tent and the 'Cuppa with Council' tent at this event, reinforcing our commitment to community engagement.

Ngarrama, the Australia/Survival Day Eve vigil, held in collaboration with UON and the Awabakal Corporation, and supported by CN, celebrates the traditional practices of First Nations people, fostering unity and the celebration of Aboriginal culture within both the First Nations and broader communities.

Newcastle Museum has been instrumental in promoting First Nations culture through numerous exhibitions and programs. The FIRST exhibition, a First Nations multimedia art exhibition, provided a platform for Aboriginal and Torres Strait Islander creatives associated with Newcastle and the Hunter Region, both at the Museum and online. The Cultural Resurgence exhibition showcased works developed by over 600 school students, community groups and organisations participating in cultural enrichment programs facilitated by Speaking in Colour, an Aboriginal cultural education organisation.

Newcastle Libraries have introduced a range of First Nations programs, including monthly Cultural Storytimes at Wallsend Library led by Amos Simon from Muurrung Marai, where Awabakal and Gathang languages are shared through song, dance, puppets, guitar and yidaki/didgeridoo. The library also hosted Sarah Corrigan from Rainbow Crow Cultural Collective for NAIDOC Week, offering storytime and Wayapa Wuurrk introductory workshops, focusing on earth care for holistic wellbeing. Additionally, the library presented the Koori Knockout travelling exhibition from the State Library of New South Wales, showcasing photos from 50 years of Koori Knockouts, a significant annual gathering for Aboriginal people.

CN's commitment to First Nations engagement and cultural promotion underscores our dedication to building an inclusive and respectful community.



Our engagement

We are deeply committed to fostering engagement within our community, aiming to keep our residents informed, involved and empowered to shape the future of our city. Our dedication lies in a continuous drive to enhance and expand our community engagement initiatives, ensuring that every member of our community has genuine and meaningful opportunities to express their opinions.

Throughout the 2022/2023 period, our community actively participated in a diverse array of engagement activities, both in-person and online, contributing significantly to well-informed decision-making and improved project outcomes. We are proud to report that we achieved a new record in community participation, with over 25,000 interactions on our engagement programs.

We actively sought input from our community on more than 40 projects spanning various topics, including community services and facilities, liveability, parks and playgrounds, pools and ocean baths, events, pedestrian and cycleway improvements, and much more.

Some of our key accomplishments during 2022/2023 include:

The development of a new framework for community engagement over the next 4 years, encapsulated in our *Community Engagement Strategy*. This strategy outlines the 'how' and 'when' for community involvement in shaping our plans, policies, programs and key activities. A central focus of this strategy is ensuring that feedback from all segments of our community is heard and integrated into our decision-making processes.

The implementation of a new [Have Your Say](#) website, designed to provide an improved user experience. We are continuously reviewing and enhancing our community engagement methods, including the adoption of innovative tools to encourage participation and simplify the process of expressing your views.

We extend our heartfelt gratitude to everyone who participated in our engagement programs, contributing significantly to the positive transformation of our city. Your input is invaluable in driving positive change and ensuring that our city continues to evolve in ways that align with our community's aspirations and needs.

Engagement programs delivered in 2022/2023 include:

Strategies and plans – over 2,400 people provided feedback on:

Community Engagement Strategy (early engagement and public exhibition)

Our Sustainable Waste Strategy (public exhibition)

Social Strategy (public exhibition)

Social Infrastructure Strategy (public exhibition)

Inland Pools Strategy 2043

Delivering Newcastle 2040 (2023–2024) (public exhibition)

Newcastle City Centre and Newcastle East Heritage Conservation Area Review (early engagement)

Broadmeadow Place Strategy (early engagement)

Infrastructure and capital works – over 1,200 people shared their opinions on:

Orchardtown Timed Parking Survey

Darby Street, Streets as Shared Spaces (feedback about the trial)

Wickham Public Domain Plan (public exhibition)

Darby Street revised traffic calming concept designs

Albert Street, Wickham

Raised pedestrian crossing – Frederick Street at Berner Street, Merewether

Pedestrian crossing – Wallarah Road, New Lambton

Pedestrian crossing – Bridge Street, Waratah

Stormwater and pedestrian upgrade – Tooke Street, Cooks Hill

Transport – over 560 people gave their views on:

Cycling connection – Lambton Park to Croudace Street

Mayfield Cycleways Phase 1

Bloomberg Initiative for Cycling Infrastructure grant application

Parking Sensors Survey

Principal Pedestrian Network Phase 2

Shortland and Tarro Cycleway improvements

Parks and recreation – over 390 people had their say on:

Harbour Foreshore Masterplan (public exhibition)

Adamstown Park Masterplan (public exhibition)

Smith Park Masterplan (public exhibition)

Maryland Fenced Off-Leash Dog Park

Gregson Park Playspace

Crown Land Plan of Management (public exhibition)

Facilities and services – over 2,500 people shared their experiences with:

Civic Theatre Visitor Experience Survey

Newcastle Ocean Baths Stage 2 – Pavilion Buildings Preliminary Concept Design

Other – over 18,500 people provided their thoughts on:

Newcastle 500 Community Consultation Strategy

Newcastle 500 Community Survey

Mobile Vending (Local Approvals) Policy

Special Business Rates Expenditure Policy

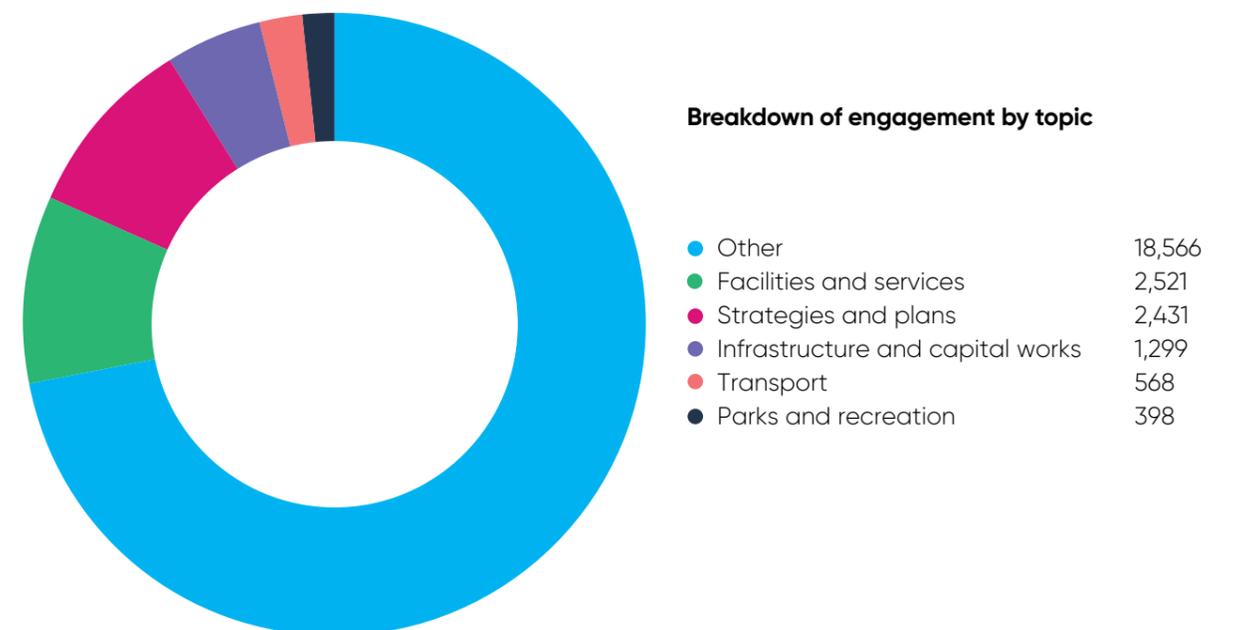
Public Voice and Public Briefings Policy

Newcastle Show Day

Accessibility and Compliance of the 2021 Local Government Election

2023 Community Satisfaction Survey

2023 Australian Liveability Census



Our community survey

In June 2023, a total of 402 individuals participated in the Annual Community Satisfaction Survey, a vital tool that informs CN's decision-making and service provision. Below is a summary of the community's overall satisfaction with services and facilities, categorised by strategic theme, with each score representing a mean rating out of 5. A mean score higher than 3.0 indicates a higher level of satisfaction compared to dissatisfaction. For more detailed results, you can access the full report on our [website](#).

Overall satisfaction with services and facilities by category (where 1 = very dissatisfied and 5 = very satisfied)

	2023	2022		2023	2022
Arts and Culture			Infrastructure and Transport		
Library services and programs	3.9	4.0	Street and commercial area cleansing	3.2	3.0
Civic Services including Civic Theatre, City Hall and Visitor Information Centre	3.7	3.8	Public domain – e.g. bus stop, street furniture	3.1	3.0
Entertainment and events	3.6	3.7	Regulating traffic flow on our local roads	2.8	2.8
Museum and programs	3.5	3.7	Footpaths	3.0	2.9
Art Gallery and programs	3.5	3.6	Local neighbourhood roads	2.8	2.8
Public art and monuments	3.5	3.5	Cycling facilities	3.3	2.2
			Parking in Newcastle CBD	1.8	1.9
			Stormwater drainage	3.1	3.0
Community			Coastal and Aquatics		
Informing the community about CN activities and services	3.4	3.3	Beaches and beach facilities	3.9	3.7
Community halls and centres	3.3	3.3	Swimming pools	3.5	3.7
Response to community needs	2.9	3.0	Ocean baths and facilities	3.5	3.6
Cemeteries	3.5	3.5	Coastal management	3.4	3.3
Community involvement in Council decision-making	2.8	2.7	Lifeguards	4.3	4.3
Online services such as the website	3.4	3.5			
Economic Development			Parks and Recreation		
Promotion of Newcastle (tourism)	3.7	3.4	Sporting facilities	3.7	3.7
City innovation	3.3	3.3	Parks and recreation areas (including public parks, skate parks and dog parks)	3.8	3.7
Economic development	3.2	3.2	Playground equipment available	3.7	3.6
			Public amenities	3.0	2.9

Planning and Development

Heritage conservation	3.4	3.3
Long-term planning and vision for the city	3.1	3.0
Management of residential development	2.8	2.7
Flood planning	3.0	2.9

Environment

City's bushland and waterways	3.5	3.4
City's wetlands and estuary	3.6	3.6
Environmental programs	3.2	3.1
Greening and tree preservation	3.2	3.1
Climate action	3.0	2.9
Environmental monitoring and protection	3.2	3.1

Waste

Garbage collection and disposal	3.8	3.7
Green waste collection	3.7	3.8
Recycling services and programs	3.5	3.6

Engagement with the community



Our customer experience

Ensuring a trusted customer experience is a top priority for CN. Our dedicated Customer Service Centre (CSC) team is committed to providing high-quality service through various channels, including phone, in-person and digital interactions. In the past year, we have had over 111,000 customer interactions (compared to 118,000 in 2021/2022).

Our CSC has achieved an average call quality result of 74%, as assessed through our comprehensive internal quality assurance program. We also value feedback from our customers and introduced a post-interaction survey starting in April 2022. This survey assesses overall satisfaction, interaction ease and the experience with our friendly Customer Service Officers.

In the first full year of surveying, we received a customer satisfaction rating of 73%, with an ease rating of 76%. Additionally, our customers have rated our team as understanding their needs at 85%, making them feel heard at 92%, and engaging in professional and respectful behaviours at 85%. These results affirm that we provide excellent service to our community through dedicated and consistent effort.

In a nation wide cross-sector benchmarking program delivered by Customer Service Benchmarking Australia (CSBA), CN's CSC has been ranked 8th out of 53 Local Government organisations across Australia for customer experience performance.



Phone performance



	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
ASA CSC	209	114	145	198	254	151	126	234	286	212	251	326
Calls received	9,064	10,201	9,428	9,010	9,869	6,546	7,919	8,937	9,863	7,185	9,184	8,042

ASA: Average speed of answer



Total customer requests
49,857
Resolved on first call
52%
(2022/2023)



Webchats
2,729
(2022/2023)

Webchats
1,546
(2021/2022)

Total customer requests
55,422
Resolved on first call
50%
(2021/2022)



Visits to counter
2,555
(2022/2023)

Visits to counter
1,822
(2021/2022)



Customer complaints
36
determined
(total for CN)
(2022/2023)

49
determined
(total for CN)
(2021/2022)



Applications processed
10,871
(2022/2023)

Applications processed
11,979
(2021/2022)

Counter visits



	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
Customers served	279	301	190	174	334	78	158	236	151	173	252	229

Customer Experience Transformation Program

CN's Customer Experience (CX) Transformation program is a 3-year initiative designed to enhance organisation-wide service delivery and capabilities to meet our customers' needs, ultimately ensuring a consistent and trusted customer experience.

In year 2 of the program, our key strategic priority was to embed customer-centric approaches throughout the organisation and further develop our service delivery capabilities to effectively manage customer expectations and deliver on our promises.

As part of this effort, we have continued our organisation-wide CX training, which began with training over 1,100 staff last year. This training ensures that all new employees joining CN are introduced to our customer-centric ways of working. We have also focused on embedding our customer TRuST Principles (Transparent, Respectful, You, Simple, Timely) which serve as the foundation of our CX training. To recognise employees who consistently exhibit trust-building behaviours, we established a monthly TRuST Award. These initiatives have earned us the 2023 Local Government Excellence Award for Customer Experience.

Additionally, we have made significant improvements to the CN website, particularly on the pages that receive the most visits from our customers. These enhancements aim to provide a better digital customer experience, meet accessibility standards and empower customers to accomplish more on their own terms. We have launched Digital Self-Service forms for Rates Direct Debit, Change of Details and Pensioner Concession Applications, resulting in a 41% shift of customers choosing these new digital channels for engagement. We also launched the DA Fee Estimate Calculator to provide customers with an instant and convenient digital service experience.

Our focus on accessibility improvements has led to CN's website accessibility score increasing from 58.8% to 79.4%, while maintaining the industry benchmark over the past year. We have also implemented chatbot functionality in our webchat channel, offering a faster and more consistent service, leading to an increased usage of over 1,000 chats compared to the previous year.

We are continuing to expand our digital self-service capabilities across more of CN's key services as part of our ongoing efforts to enhance the customer experience.



Transparent

We keep our customers in the loop so they know what to expect.

Respectful

We seek to understand our customer's needs and ensure they feel heard.

U

We turn up, we are present, and we care.

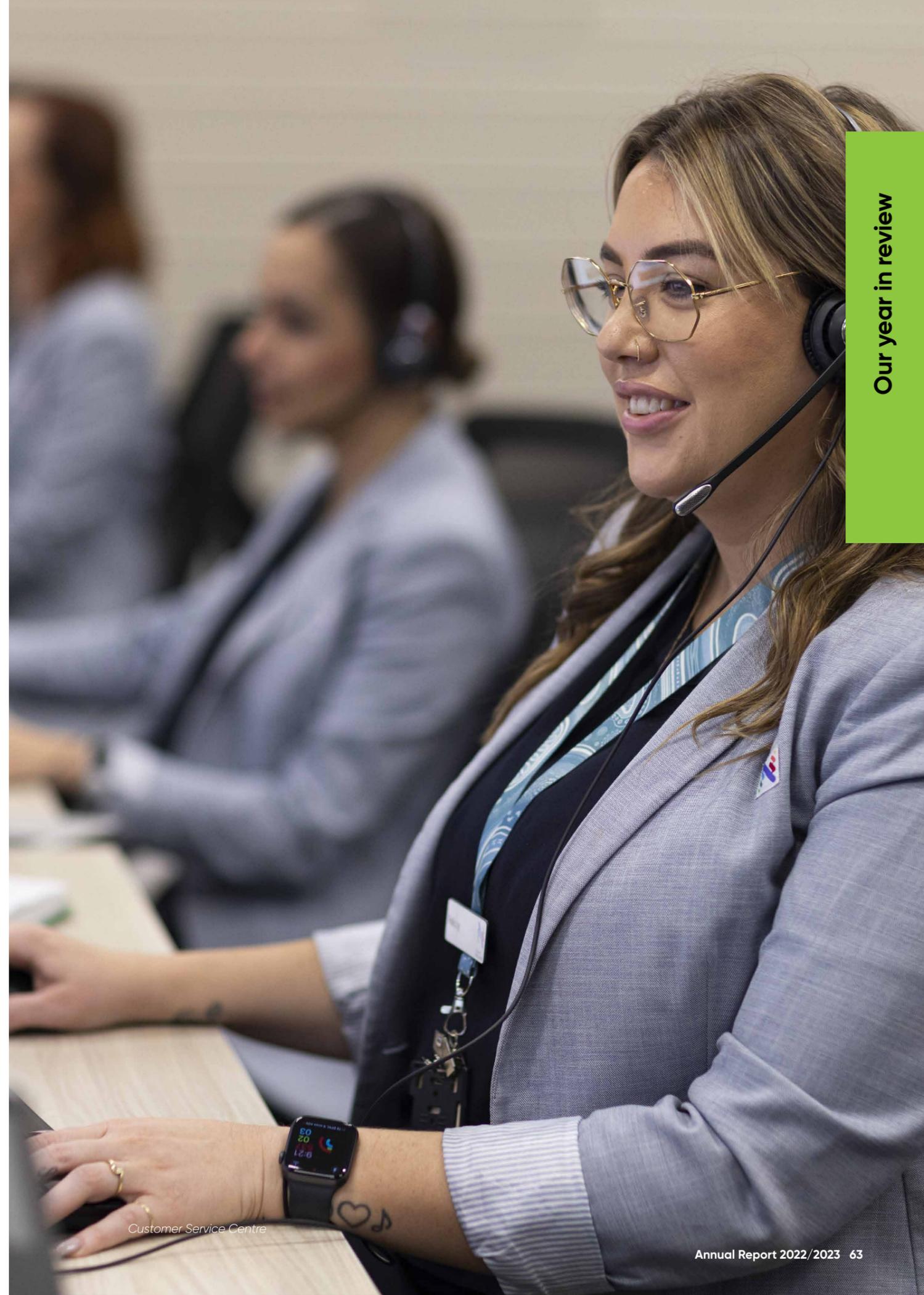
Simple

We make things easy for our customers.

Timely

We value our customer's time and are responsive to their needs.

TRUST The key to building it is you



Our year in review

Customer Service Centre

Better service delivery

Our plan for continuous improvement

Background

On 9 August 2022, the elected Council was presented with a comprehensive organisational realignment for CN in accordance with Section 333 of the *Local Government Act 1993*. The Act states that 'the Council must review, and may re-determine, the organisation structure within 12 months after any ordinary election of Council'.

Strategic redesign: aligning with the Newcastle 2040 CSP

The redesign process involved learning from past experiences, emphasising the long-term vision outlined in the *Newcastle 2040* CSP, and conducting a thorough review of the Target Operating Model. Critical themes were identified, categorising service areas into 'CSP-aligned', 'core', 'non-core' and 'emerging' categories. The existing structure faced limitations such as misalignment with strategy, challenges in employee engagement, lack of line-of-sight for some employees, inefficient resource allocation towards emerging environmental issues, and decentralisation of some corporate and supporting services. The realignment aimed to address these issues, streamline operations and better align services with strategic objectives.

Restructuring for community engagement and sustainability

To better align with the objectives of *Newcastle 2040*, CN undertook a transformation process that directly correlated its Directorates with the themes of the CSP. This realignment ensured that all staff had a clear connection to the community's needs. As a part of this restructuring, a new Planning & Environment Directorate was established, aligned with the Sustainable Newcastle theme in the CSP.

The new organisational structure was officially implemented on October 1, 2022, following a comprehensive change process that involved consultation with staff at all levels of CN and engagement with unions. The detailed organisation structure can be found on page 172.

Principles & Drivers

Design principles are a series of statements (goals) to guide stakeholders through the organisation design process. They ensure alignment and provide a practical framework for assessing design options and recommendations.

Evidence-based strategy

Our **strategic directions** are guided by **data and insights** to ensure **alignment and prioritisation** of our resources, services and activities and deliver on our vision, purpose and objectives

Creating (customer) value

Creating value for the city and our community with **disciplined delivery** at the heart of all activities to benefit our stakeholders, partners and customers

Accountable (& clear)

Accountability through **clarity of roles** and **ownership of outcomes**, which is supported by **responsible decision-making** and **enterprise leadership**

Adaptable & flexible

Aligns agile responses to opportunities through **technologies and a scalable model** that **embraces change** and enables **ongoing evolution**

Sustainable

Balancing growth and efficiencies throughout the organisation's service providers and network partners. Deliver core services in-house, consider outsourcing partnerships where it is **cost beneficial**

People first

Valuing **'people first'** is our priority. We inspire trust, collaboration and celebrate our achievements

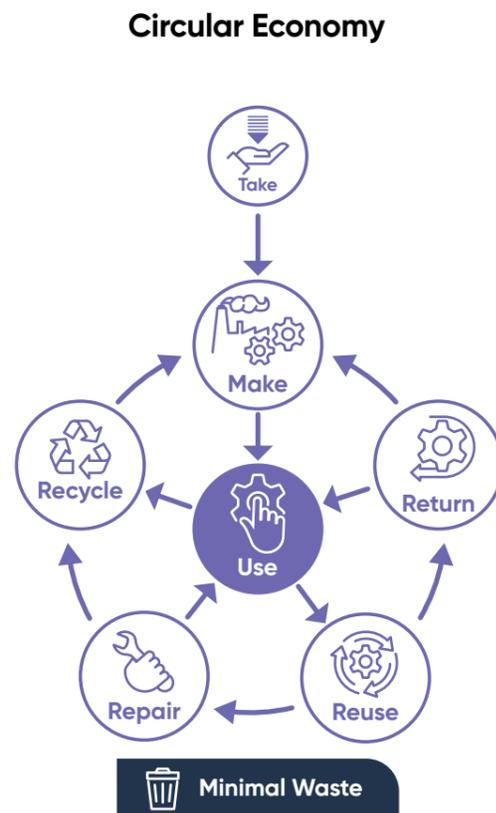
Structural changes and sustainable transformation in Waste Services

Two significant structural changes were made during the alignment activities: the establishment of the Environment and Sustainability service unit and the establishment of Waste Services as a standalone business unit. For further information on the Environment and Sustainability service unit, please see *Our Commitment to the Environment* on page 48.

In 2022/2023, the Waste Services unit undertook a major review, with an opportunity to improve the services and environmental impacts of Summerhill and to implement the plan for the future of waste management. Significantly, *Our Sustainable Waste Strategy* was unanimously adopted by the elected Council on 22 November 2022 and set the direction for the unit's comprehensive redevelopment. The strategy maps how the city's Waste Services operations and Summerhill will contribute to a circular economy, maximising the value of material in our yellow and green bins and decreasing what ends up in landfill from our red bins.

The review actioned changes to the structure of Waste Services and its underpinning processes to provide best practice management and operations across the unit. It utilised the circular economy model to ensure more economic opportunities while also reducing reliance on new materials and decreasing waste impact on the environment.

The circular economy is a model of sustainable materials management that extracts more value from materials across more stages of their life cycle. In a circular economy, the natural resources in our products, which end up as waste, are reclaimed and recycled to be kept in circulation.



Service design as a vehicle for transformation

The CX team demonstrated service design as a transformative practice through a proof of concept with the Rates Team. The project involved 12 experts from across the IT Services, Rates and Revenue and CX areas working together to review and redesign elements of the Rates experience for customers in a series of workshops, with the objective of 'delivering simple, timely, respectful and transparent rates payment experiences for rates customers so they can self-contact us less often with simple requests, and our people are free to do more valuable work'.

The Rates Service Design Project aimed to improve customer engagement by increasing self-service adoption and enhancing issue resolution while reducing errors and customer effort. Simultaneously, it sought to benefit CN by boosting self-service requests, reducing incoming calls, driving more web traffic to rates pages, promoting e-notice usage to decrease postage costs, and optimising error-handling processes. To achieve these goals, the project endeavoured to streamline the end-to-end customer experience, enhance information clarity, improve content design for better comprehension, optimise navigation for easier information retrieval, and refine form design to minimise errors and facilitate unassisted task completion.

CN has now implemented:

Simplified web content and navigation

Updated Request Management Forms:

- Direct Debit
- Change of Address
- Pensioner Concession

Automated confirmations for each request.

The CX team is now rolling out revised pensioner concession and direct debit failure notifications.

The results so far include:

An increase in the Digital Service Maturity score for each of the 3 experiences using the simplified, digital form that has clear calls to action:

- Pensioner Concession – from 1.7 to 5 and a 28% usage of self-serve
- Change of Address – from 2 to 4.6 and a 29% shift to self-serve
- Direct Debit – from 2 to 4.6 and a 54% usage of self-serve

A 30% uptick in direct debit requests since the same period last year

A shift of 43% of requests to request management.

These changes have reduced data entry by approximately 46 hours over a three month period allowing staff to focus on more high-value interactions with our customers. Overall, these achievements highlight the successful outcomes of the Rates Service Design Project in improving customer engagement, promoting self-service and optimising processes, ultimately benefiting both customers and CN.

Advancing continuous improvement: dual programs for enhanced alignment and transformation

Following on from the large-scale, whole-of-organisation transformation of CN, 2 continuous improvement programs were launched. Both focused on different aspects of continuous improvement, transformation and optimisation. These initiatives offer complementary programs of work that will allow our organisation to remain responsive to the changing needs of the community and our evolving work practices.

The Service Review framework was developed as part of the optimisation program in early 2023 and will be included in the Operational Plan. The focus of the optimisation program is ensuring that levels of service provided by CN align with community expectations and needs while remaining sustainable.

The transformation program was initiated in June 2023. The roadmap for the program is currently under development and is expected to plan and deliver transformation initiatives that benefit CN and its employees and customers. The transformation program builds on the successes of the CX initiatives that utilised design thinking and human-centred design.

For more information on our customer experience see page 60.



Our city

Newcastle Beach

Our people, our city

Newcastle, Australia's seventh-largest city, has experienced significant population growth over the past decade, particularly in its western and eastern areas. The city boasts a diverse natural environment encompassing coastal headlands, beaches, wetlands, mangrove forests, steep ridges and rainforest gullies. This diversity presents unique challenges for CN in terms of environmental preservation and the need for a wide range of workforce skills.

Despite facing challenges such as earthquakes, superstorms, the closure of major industries and the global COVID-19 pandemic, Newcastle continues to evolve and thrive. Novocastrians, the proud residents of this city, have been profoundly influenced by their heritage.

The land around the mouth of the Hunter River, now known as Newcastle, has been cared for and protected by the local Traditional Custodians, including the Worimi and Awabakal peoples, for thousands of years. They refer to this place as Muloobinba and the river as the Coquun.

From the time of European settlement, Newcastle's culture has been shaped by its history as a penal colony and the birthplace of the Australian coal industry. The presence of ships, convicts and coal during these early and challenging times has contributed to the city's character today: loyal, welcoming, hardworking and culturally diverse.



Newcastle at a glance

Our population

Newcastle population 2021

169,317

Population by 2041

201,113

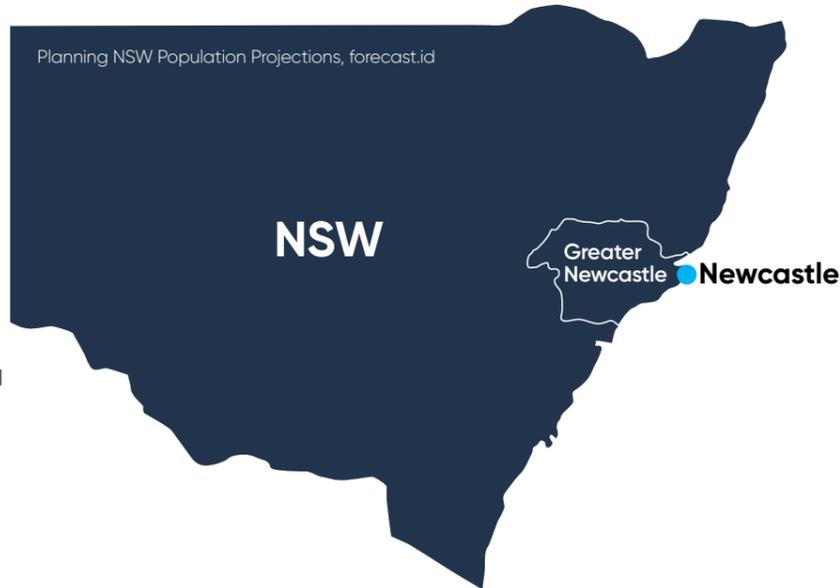
Greater Newcastle population 2021

604,115

Population by 2041

773,825

Estimated annual population growth rate **1%**



Median age

Newcastle	37
NSW	39

Aboriginal and Torres Strait Islander population

Newcastle	4.4%
NSW	3.4%

Born overseas

Newcastle	15%
NSW	29%

Speak a language other than English

Newcastle	11%
NSW	27%

134 different languages spoken at home – most widely spoken includes Mandarin, Macedonian, Italian, Greek and Arabic. Languages spoken with greatest need for translation included Arabic, Mandarin, Swahili, Persian/Dari and Tibetan.

81km of watercourses

91 bushland parcels totalling 5.1 million m²

113,048 street and park trees

42 inland cliffs totalling 3.6km

5.7km bushland tracks and trails

21 coastal cliff lines totalling 3.5km

14km coastline

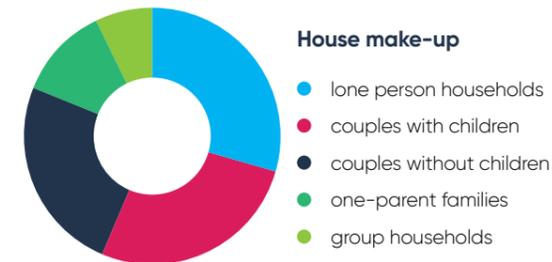
10 beaches

65 wetlands

33 community spaces (20 CN-owned)

41 cultural spaces (8 CN-owned)

Live



52 suburbs

Average household size **2.34** people

Internet access at home **80.85%**

33% of dwellings are medium or high density

29% of residents fully own their home; **30.3%** have a mortgage; **34.5%** are renting

Play



2 ocean baths

5 aquatic centres

6 patrolled beaches

8 lifeguard facilities

17 off-leash dog areas

4 outdoor exercise facilities

14 community gardens

14 libraries (11 CN-owned)

6 surf clubs

250 recreation parks

972km pathways

147 sporting grounds

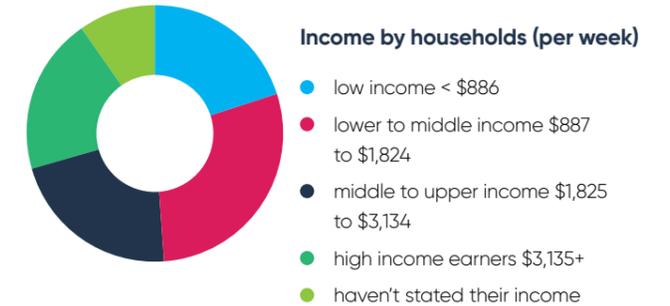
63 sports venues

15 grandstands

13 BMX/skate parks

134 playgrounds (that contain either a playground or exercise equipment)

Work



Top 3 industry sectors by employment

Healthcare and social assistance – creating **20,293** jobs

Education and training – creating **9,789** jobs

Retail trade – creating **8,803** jobs

102,800 jobs in Newcastle

49% live within LGA

Median weekly household income **\$1,802**

Unemployment rate **3%**

53.5% journey to work by car

36,331 businesses

30% of the Hunter's developed industrial space

80% of the Hunter's office space

Invest



1 airport

1 holiday park

1 waste and resource recovery centre

125 early education and childcare centres (10 CN-owned)

62 primary and secondary education facilities

\$1.31 billion value of building approvals (2022-2023)

\$20.6 billion Gross Regional Product (2022-2023)

11.4 million Hunter Region domestic visitors (2023)

\$2.3 billion value of city-owned assets

\$57 million received in grants and subsidies (2022-2023)

11 tertiary education facilities

Our global commitment

In September 2015, Australia joined 192 other nations in committing to the United Nations Sustainable Development Goals (SDGs), which serve as a global framework for improving the world for present and future generations. We have also embraced the SDGs and the New Urban Agenda as foundational elements in our planning, demonstrating our dedication to contributing to their attainment.

The COVID-19 pandemic significantly disrupted progress towards these goals across the globe. However, during the 2022/2023 fiscal year, CN renewed its commitment to the SDGs, taking into account the pandemic's impact on our community and beyond. We have now integrated the SDGs throughout our strategic plan, *Newcastle 2040*, to ensure that we take action across all facets of our organisation in pursuit of these goals.

Our commitment extends beyond our city. In 2022/2023, we played a leading role in the Hunter Region SDG Task Force, actively participating in the development of regional progress indicators for the SDGs. Achieving these goals relies on partnerships involving businesses, industries, non-profit organisations and governments at all levels. Our focus on fostering large-scale change and collaborative outcomes positions us well to make significant progress towards the 2030 targets.

In December 2021, we published our inaugural Communication on Engagement, which is available on the [UN Global Compact website](#). This document includes a statement reaffirming our support for the UN Global Compact and its 10 principles, as well as an assessment of the outcomes achieved through our commitment.



CN supports the Sustainable Development Goals

The table below illustrates some other key initiatives undertaken by CN during the 2022/2023 financial year that supported progress in the achievement of the SDGs.



Goal 11

We are working with cities around the world to be more responsive to emerging priorities.

We are one of 11 cities that took part in the Cities Challenge run by the University of Melbourne and the Banksia Foundation.

We are connecting with businesses and academics and using our connections with all levels of government to take action.

We are building out our capacity to ensure closer monitoring of SDG 11.

Our outcomes include transparency, commitment, accountability and monitoring progress to achieve the SDG targets in our local context.

We have increased our ability to deliver on municipal solid waste management through our direct alignment in *Our Sustainable Waste Strategy*.



Goal 13

We have a significant role to play in the region as a city leader, and we are building on our legacy of action in this space.

We were the first local government in NSW to switch over to 100% renewable energy. This will benefit the environment, as well as CN financially, over the coming decades.

Our *Climate Action Plan* sets a clear path forward for the organisation, the community and the city as a whole to reduce emissions.

We continue to manage our solar farm, install solar on our assets and promote EV through purchasing EV for our pool cars.

We continue to better understand and share the climate risk to our natural and urban assets and work to build climate-resilient areas.

Consultation has begun on our new *Environment Strategy*.



Goal 17

We work top down and bottom up.

We chair the SDG High Level Collaborative and have renewed commitment of the group.

We were a founding member of the Hunter Region SDG Task Force.

We have contributed to the development of a regional set of indicators for SDG progress across the Hunter.

We will advocate for action in our region and continue to support, encourage and collaborate with businesses, educational institutions, other local governments, community organisations and the community.

Our stakeholders

STAKEHOLDER GROUP	WHY OUR STAKEHOLDERS ARE IMPORTANT TO CN	WHY WE ARE IMPORTANT TO OUR STAKEHOLDERS	CN ENGAGES WITH THIS GROUP VIA
 Employees	Central to the success of our organisation by providing valued knowledge, skills and labour	Provide a fair, engaging and enriched work experience with career development and flexible work arrangements	One Place (intranet), briefings, meetings, surveys, emails, <i>NovoNews</i> (newsletter), interviews and exit interviews
 Customers	Provide us with feedback and utilise our services and products	Provide products and services of good value and quality	Customer service centre, customer experience and satisfaction measures, follow-ups, website, publications, fact sheets
 Community groups and volunteers	Build trust and connections with local communities through these services	Provide support and partnerships	Focus groups, committees and training
 Government	Provide funding opportunities, guidance through regulation and legislation, services, planning direction and networks	Provide local strategies, partnerships and networks	Formal meetings, briefings and networking meetings, correspondence and events, legislative reporting and 1:1 meetings
 Partners	Provide shared knowledge, networks, cultural experiences and economies of scale	Provide advocacy, leadership, cultural vibrancy and resources in line with policy and legislation	Contract management, account management relationships, networking meetings and regular engagement through site visits
 Ratepayers	Provide funding for local services and infrastructure; provide guidance, values, engagement and feedback	Generate sustainable growth and returns to the community	Rates notices, community meetings, surveys, <i>City News</i> and other publications, website and annual report
 Businesses	Build capacity, create vibrancy and drive our city's economy	Provide opportunities for business and promote activities to enhance businesses	Focus groups and workshops, publications, website, social media, annual report and surveys

STAKEHOLDER GROUP	WHY OUR STAKEHOLDERS ARE IMPORTANT TO CN	WHY WE ARE IMPORTANT TO OUR STAKEHOLDERS	CN ENGAGES WITH THIS GROUP VIA
 Media	Build and protect reputation and raise awareness of events, services and facilities	Provide trend data on social, environmental, economic and governance information	Media releases, briefings, interviews and social media
 Residents	Provide guidance, values, engagement and feedback	Provide civic leadership representation, services and facilities	Public meetings, <i>City News</i> and other publications, website, social media, annual report, surveys, public exhibitions, community consultations and feedback sessions
 Visitors	Provide economic benefits by visiting, shopping and studying; generate employment opportunities and financial viability	Provide products, services and facilities	Website, social media and other published information, and the Visitor Information Centre
 Suppliers	Provide products and services of good value and quality	Provide fair access to business opportunities in line with policy and legislation	Contract management and account management relationships

Supporting our community

Disability Inclusion Act 2014, s 13(1)

Demographics and research

CN's free social demographic resources were enhanced to include the 2021 Australian Bureau of Statistics Population and Housing Census. Providing an easy graphical breakdown of the social composition of the city's various communities, our printable community profile factsheets (including 6 updated to include the 2021 Census data) through to our highly valued Profile.id online social demographic data dashboard are ready to use for business planning, grant applications and research projects.

Housing stress and homelessness

Our entire community – every business, agency, neighbourhood and resident – can be a part of the solution for housing issues, whether helping to prevent someone from becoming homeless or supporting the community who experience homelessness. CN is part of a pilot cross-agency collaboration with State Government Assertive Outreach and Matthew Talbot Specialist Homelessness Service teams. Formed as part of CN's commitment to support members of our community sleeping rough in and around Newcastle, the program provides daily rapid response and housing solutions.

Homelessness Action Project

The Homelessness Action Project is a recent joint advocacy and localised action collaborative pilot of the region's homelessness support services. In conjunction with Lake Macquarie City Council, CN works with support services to deliver local collective actions. In 3 initial meetings, the 28-service-strong local collaboration prioritised models for enhancing service hubs (virtual, existing in-person facilities, information-based); capturing local data of need; and developing a joint advocacy road map. CN also assisted the lead organiser, Home In Place, to coordinate volunteers and services staffing the 2022 annual Hunter Homeless Connect Day, which supported just under 2,000 people.

Supporting the community sector

Each year, CN supports the community services sector through networking, collaboration and information activities. We distributed the Newcastle Interagency and Community Sector e-news 26 times and facilitated the interagency quarterly, attracting 30–60 people for each session. In addition, CN was proud to facilitate a Regional Watch Party of the NSW Council of Social Services 2022 Annual Conference – Vision, Voice, Value at the City Digital Library.

Defining our collaborations in the western suburbs of Newcastle

CN has conducted strategic analysis and worked collaboratively with community services, state government and education partners to develop a long-term approach to delivering improved community services and place-based initiatives in Newcastle's western suburbs. These suburbs require tailored support due to their increasing population size and disparity of social and economic disadvantage compared to the rest of Newcastle. As part of this work, CN is a key partner in the Making Change in Our Suburbs collective impact project, a collaborative, place-based response to addressing the rising inequity in the western suburbs.

NewConnects

CN has collaborated with community members and organisations to develop and co-author 13 community learning modules. These are designed to help community groups and individuals build skills, reconnect and regenerate via community-based activities, helping to make Newcastle a place for all to connect with their community. NewConnects is being trialled and will be available online in late 2023, meeting Web Content Accessibility Guidelines 2.1 Level AAA standards and including a presenter's toolkit and self-test activities to assist face-to-face delivery.

Coercive control, family and domestic violence – Understand, Learn and Act

In partnership with the Newcastle Domestic Violence Committee, educational material about coercive control in relation to gender-based family and domestic violence was placed on display in libraries and provided to Newcastle sporting organisations as an educational tool and for display in sporting facilities. This information is available via QR code on the posters and online in 7 different languages. The material is mindful of all genders and was created to convey contemporary and concise information to those most affected – young people, women and families.

National Carers Week 2022

On 14 October 2022, CN celebrated National Carers Week by welcoming 60 carers and carer support services to Fort Scratchley for a morning tea. As a collaboration with Carers NSW, the morning was an opportunity to connect carers with support services in the community, to hear about the lived experience of caring from local people, and for carers to receive something in return for the countless hours of unpaid caring they contribute to our community every year.

Seniors Festival 2023 – 'Celebrate Together'

More than 600 people gathered at City Hall on 9 February 2023 to attend the CN Seniors Expo and Comedy Gala, headlined by renowned comedian and social advocate Jean Kittson. Morning and afternoon tea was provided, with a record number of 26 local services on hand to give advice and chat with the crowd.

Connections for Ageing Well

CN, Hunter Medical Research Institute and Hunter Ageing Alliance combined forces to develop a new program to help reduce social isolation among our

seniors. The program aims to deliver fun, informative and contemporary workshops and active fresh air sessions across 10 locations in Newcastle. The program is delivered with the NSW Government Department of Communities and Justice 'Reducing Social Isolation for Seniors' grant.

Ageism Awareness Day

Ageism Awareness Day was held on 7 October 2022 to draw attention to the existence and impacts of ageism in Australia. It is a critical step to changing community attitudes and building a world where all people of all ages are valued and respected and their contributions are acknowledged. The theme for 2022 was 'Ageism: End It'. Ageism Awareness Day is centred around the UN's International Day of Older Persons, which occurs every year on 1 October. The activities on the day supported the growing social movement to shift attitudes towards older age and older people and provided resources and tools to take action to end ageism. The celebration included a 'People Library' speaking activity and streamed keynote speaker Ita Buttrose for Every Age Counts.

Youth Week – CN Open Day

During Youth Week in April 2023, CN invited over 70 high school students for an Open Day event at the Council chambers and offices. Students from 4 high schools attended: Callaghan College Waratah, Callaghan College Wallsend, Newcastle High School and Cooks Hill Campus. Students could learn about the services, facilities and opportunities provided by CN and were encouraged to share ideas, express creativity and discuss the issues most important to them through interactive workshops.

WorldPride – After the Glitter Settles

As part of the Sydney WorldPride celebration from February to March 2023, CN organised an action-focused collaboration forum about

LGBTQIA+ inclusion in Newcastle. Held at Fort Scratchley Function Centre on 17 March 2023, the event saw over 40 people of diverse sexualities and genders, service providers, and sector staff meet to talk about how we can work together and put plans into action on a local level.

Diversify Your Workforce

The 'Diversify your Workforce: Disability and Employment' advocacy video was developed during the 2022 Count Us In Festival and launched on 25 November 2022. Two events during this festival focused specifically on better workplace inclusion and disability employment outcomes. At these events, CN interviewed people with disability and their allies about the challenges, barriers and opportunities people with disabilities face in obtaining and retaining employment.

Youth Industry Partnership Program

The Newcastle Youth Industry Partnership Program (YIPP) is designed to assist young people to transition successfully into further education or employment by making informed career choices. Career Links developed the YIPP initiative in partnership with CN and local employers. The program supported young people through mentoring, industry experience, support access, information sharing and a structured youth forum.

Hamilton Station Park Graffiti Management and Park Amenity Program

In December 2022, CN was successful in obtaining a Department of Communities and Justice Graffiti Management Grant of \$85,000 to help manage, reduce and ultimately eliminate graffiti on structures in and around Hamilton Station Park, helping to increase visual amenities and adding colour, vibrancy and interest, as well as the opportunity for improved passive surveillance.

The grant project involves the creation of murals by experienced local street artists, adding lighting and minor landscaping. Underpinned by the principles of Crime Prevention Through Environmental Design, the project is designed to support discussion and involvement of key stakeholders through to completion. It will be completed by the end of 2023.

Implementation of Bookable – an online booking system for community halls and centres

CN has made access to community halls and centres easier with the implementation of the Bookable system, enabling users to confirm availability and make a booking. A live calendar ensures members of the public can book the venue at a date and time that suits them. This automation allows for ease of access for customers and real-time transactions and information. Further, it enables CN to maintain usage and access data on behalf of the community.

Access Inclusion Advisory Committee

CN's Access Inclusion Advisory Committee (AIAC) came together for formal meetings 6 times within the year and participated in one planning day. The AIAC consists of 7 community members, 3 councillors and the Lord Mayor. The meeting agendas have been a mix of Council projects, city-significant projects and ideas, and initiatives of the members themselves. The committee has also been instrumental in planning the Count Us In Disability Inclusion Festival.

Hunter Disability Expo

CN's Community Planning and Development and People and Culture teams joined forces with the Community Disability Alliance Hunter to attend the Hunter Disability Expo in May 2023. Attendance enabled conversations with attendees about CN as a current and potential employer of people with disabilities, the *Disability Inclusion Action Plan*, the AIAC and the 2023 Count Us In Festival.

Hunter Multicultural Expo

On 31 May 2023, CN staff attended the Hunter Multicultural Expo at Callaghan Campus Jesmond. The day was organised by the Hunter Multicultural Neighbourhood Centre and allowed staff to connect with culturally and linguistically diverse communities across Newcastle in a relationship-building and information-sharing capacity. Staff provided key resources such as the community directory, information about grants and ideas about running events in the community.

Disability Inclusive Emergency Planning Forum

The Disability Inclusive Emergency Planning Forum was held at Fort Scratchley Function Centre on 22 November 2022. The forum focused on learning about ways we can work together to ensure people with disabilities are aware, safe and prepared for emergencies triggered by natural hazards and other emergencies (e.g. house fire, pandemic); actions we can take to make sure people and their support needs are at the centre of emergency management planning; and barriers and enablers to the inclusion of people with disability before, during and after disasters. The forum is part of a more extensive program of partnership research to develop Disability Inclusive Disaster Risk Reduction policies and practices in Australia.



Learn to swim program for refugee women – community grant funding program

Grants and sponsorship

Reg cl 217(1)(a5) & Act s 356

Grant Programs

In the past 2 years, CN's Grant Programs have achieved significant improvements in delivering positive outcomes for our community. We've achieved this through the modernisation of our grant guidelines, a process that involved extensive engagement with the community and key stakeholders. Our Community Grant Programs offer various funding opportunities to support initiatives that enrich the city's social, cultural, environmental and economic fabric.

Through partnerships, we aim to enhance the community's capacity to offer a wider range of activities that may require assistance beyond what CN can provide independently. Our programs are strategically designed to empower our community by addressing local needs and realising the shared vision of becoming a liveable, sustainable, inclusive global city.

In the latest round of the programs, we received 105 applications seeking a total of \$839,130 in funding. Ultimately, we awarded funding totalling \$521,442 to 67 projects across various categories.

Our grant programs consist of 2 main components: Community Support Grants and Infrastructure Grants, each with multiple categories to cater to diverse community needs. The Infrastructure Grants Program encompasses 3 streams – Façade Improvement Scheme, Recreation Facilities and Sustainability – which enable us to support projects that contribute to the improvement and sustainability of our city's infrastructure.

Infrastructure Grants

Façade Improvement Scheme

The Façade Improvement Scheme is aimed at revitalising and enhancing the visual appeal of our city. Each year we select 2 precincts to participate in this program, inviting building owners, commercial operators and other stakeholders to improve their building façades. The goal is to contribute to the overall presentation of our city.

For the 2022/2023 financial year, we identified Sandgate Road in Shortland and Mitchell Street in Stockton as the precincts eligible for funding. We received a total of 12 applications from these areas, and after careful evaluation, we approved a funding allocation of \$53,196 to support these projects. This funding will assist in the beautification and improvement of the building façades within these precincts, ultimately enhancing the aesthetic appeal of our city.

Recreation Facilities

Our Recreation Facilities program is designed to support local sporting groups in enhancing their facilities and infrastructure through funding for minor capital works projects. In 2022/2023, we received 12 applications from various sporting groups in Newcastle. After careful review, we approved a total funding allocation of \$81,000 to support these projects.

This funding has been instrumental in making improvements to various aspects of sporting facilities, including lighting, drainage, irrigation, playing surfaces and spectator amenities. By investing in these essential areas, we aim to provide better conditions and facilities for our sporting teams, ultimately benefiting the entire community by promoting active and healthy lifestyles.

Sustainability

Our Sustainability program is dedicated to supporting initiatives that contribute to the environmental wellbeing of our local community. In 2022/2023, we approved one project for funding totalling \$5,000 to support a solar upgrade project.

This project is a significant step towards promoting sustainability and reducing our environmental footprint. By investing in solar upgrades, we aim to harness renewable energy sources and reduce our reliance on non-renewable power generation methods. This not only benefits the environment but also contributes to a more sustainable and energy-efficient community, aligning with our commitment to a greener future for Newcastle.



Community-created art – community grant funding program

Summary – approved Infrastructure Grant funding applications:

APPLICANT	STREAM	PROJECT	FUNDING AMOUNT
Shortland Hair Co	Façade Improvement	328a Sandgate Road, Shortland	\$4,532
Diana Zulumovski	Façade Improvement	318 Sandgate Road, Shortland	\$4,663
Newcastle and District Nursing Service	Façade Improvement	312 Sandgate Road, Shortland	\$2,440
J&C & S Little	Façade Improvement	25 Mitchell Street, Stockton	\$5,000
M&J Jones	Façade Improvement	21–23 Mitchell Street, Stockton	\$5,000
RT Signs	Façade Improvement	60 Mitchell Street, Stockton	\$4,213
Marie Hewitt	Façade Improvement	61A Mitchell Street, Stockton	\$3,939
J&C Lawrence	Façade Improvement	37 Mitchell Street, Stockton	\$5,000
Meddepop Unit Trust	Façade Improvement	41 Mitchell Street, Stockton	\$4,833
R&J Dean Superannuation Fund	Façade Improvement	66 Mitchell Street, Stockton	\$3,576
Naecop	Façade Improvement	44 Mitchell Street, Stockton	\$5,000
PPS Surf X Supply	Façade Improvement	68 Mitchell Street, Stockton	\$5,000
New Lambton Football Club	Recreation Facilities	Concrete Footpath	\$6,000
Newcastle Hill Tennis Club	Recreation Facilities	Clubhouse Refurbishment	\$8,000
Stockton Junior Cricket Club	Recreation Facilities	Synthetic Wicket Replacement	\$10,000
Newcastle Ultimate Inc	Recreation Facilities	Wallsend Brickworks Disc Golf	\$3,000
Stockton Junior Football Club	Recreation Facilities	Installation of Additional Light Pole for Corroba Oval	\$5,000
Newcastle Griffins Rugby Club Inc	Recreation Facilities	Heaton Park Benches	\$5,000
Mayfield United Soccer Football	Recreation Facilities	Remediation Works	\$10,000
Newcastle Junior Cricket Association	Recreation Facilities	Lewis Oval Redevelopment	\$8,000
Western Suburbs Cricket & Rugby League Football Clubs	Recreation Facilities	Harker Oval Permanent Electric Scoreboard	\$2,500
Cooks Hill United Football Club	Recreation Facilities	Purchase of Portable Goals	\$6,000
South Wallsend Junior Soccer Club	Recreation Facilities	Community Pathway at Walker Fields	\$7,500
Newcastle Cricket Zone	Recreation Facilities	Turf Installation on Cricket Match Wicket and Pitch Irrigation	\$10,000
NovaCare Community Services Ltd	Sustainability	Carrington Solar	\$5,000
TOTAL			\$139,196

Community Support Grants**Quick Response**

Our Quick Response funding program plays a crucial role in supporting community events, activities and programs that require smaller amounts of funding to achieve their objectives. In the 2022/2023 financial year, we proudly supported 23 projects, providing a total of \$88,920 in funding.

These projects encompass a wide range of activities that enhance the quality of life for our residents, foster community capacity-building, and contribute to the preservation and enhancement of the natural and built qualities of our city. We believe in the power of these initiatives to bring our community together, create positive experiences and make Newcastle an even better place to live and thrive.

Environment

Our Environment funding program is dedicated to supporting activities that have a positive impact on Newcastle's circular economy or environment or promote environmentally sustainable behaviour within the city. In 2022/2023, we proudly supported 3 projects, providing a total of \$56,272 in funding.

These projects encompass a variety of initiatives, including an innovative 'Shark Tank' pitch platform education program in schools, the development of native community gardens, and park rehabilitation efforts. These initiatives not only contribute to the betterment of our environment but also inspire and educate our community about the importance of sustainability and responsible environmental practices. We are committed to fostering a greener and more sustainable Newcastle for current and future generations to enjoy.

Social Inclusion

Our Social Inclusion grants program plays a vital role in fostering stronger and more inclusive communities in Newcastle. In 2022/2023, we proudly supported 10 activities with a total funding allocation of \$122,054.

These grants aim to enhance social connections, promote social inclusion and improve access to services and opportunities, particularly for the most vulnerable members of our community. By supporting these initiatives, we are actively working to create a city where everyone feels valued and connected and has the opportunity to participate fully in community life. We are dedicated to promoting social equity and inclusivity in Newcastle.

Arts, Culture and Heritage

Our grants program for Culture, Heritage and the Arts plays a crucial role in celebrating and preserving Newcastle's rich heritage and supporting our vibrant and diverse creative community. In 2022/2023, we proudly supported 6 activities with a total funding allocation of \$115,000.

These grants contribute to the cultural vitality of our city by supporting initiatives that promote, celebrate and showcase our local culture, heritage and artistic talents. By investing in these activities, we aim to enrich the cultural life of Newcastle, fostering creativity, preserving our heritage and ensuring that our community continues to thrive through its unique and diverse cultural expressions. We are committed to nurturing and promoting the arts and cultural heritage of Newcastle.

Summary – approved Community Support Grant funding applications:

APPLICANT	TYPE	PROJECT	AMOUNT
Alliance Française de Newcastle	Quick Response	Art Prize	\$2,600
SEDA College NSW Ltd	Quick Response	Indigenous and Disability Sports Clinic	\$4,000
Shaun Pollington (Shaunie P Music)	Quick Response	Newcastle Community Key Word Sign Projects	\$4,000
Purple Card Project Pty Ltd	Quick Response	This is Not Waste	\$4,000
Lisa Weir	Quick Response	She and the Sea Newcastle Women's Boardriders	\$3,900
The Share Shop – A Library of Things Inc	Quick Response	Sharing The Share Shop	\$4,000
CatholicCare Social Services	Quick Response	Hamilton South Community Hall 42 nd Anniversary Event	\$4,000
Refugees and Partners Inc (Zara's House)	Quick Response	Kids' Playground	\$4,000
Afghan Association of Hunter Inc	Quick Response	Community Language School	\$4,000
Naomi Dart	Quick Response	Café Sessions	\$4,000
Tibetan Children's School of Newcastle and Hunter Region Inc	Quick Response	Tibetan Community School Celebration Day	\$3,300
Newcastle Printmakers Workshop Inc	Quick Response	New Print 2022	\$4,000
Ashraf Abdelbaky	Quick Response	Newcastle Arab Youth Network Stage II	\$4,000
Nina Katzmariski	Quick Response	The Zine Project	\$4,000
University of Newcastle	Quick Response	The Handbook for Healing Landscapes	\$4,000
Ennia Jones	Quick Response	Splash of Colour Swimming	\$4,000
CONDA	Quick Response	Diversifying Our Stories	\$4,000
Elsa Licumba Pty Ltd	Quick Response	Belonging Workshops for International Students of CALD Background	\$3,120
Playstate Pty Ltd	Quick Response	NAIDOC Week 2023	\$4,000
Naomi Dart	Quick Response	New Composer Orchestra	\$4,000
CALD Connect Pty Ltd	Quick Response	Youth Social Saturday Soccer	\$4,000
CALD Connect Pty Ltd	Quick Response	Newcastle Eid al-Adha Festival	\$4,000
Newcastle Muslim Association Inc	Quick Response	New Prayer Mats for Mosque	\$4,000
David Sivyier (Feedback Organic)	Environment	Pitch: Propagate	\$20,000
Trustee for High Swan Dive Trust	Environment	Mary Street Reserve Native Community Garden and Park Rehabilitation	\$19,478
Uniting Adamstown Heights Preschool	Environment	Little Jarjuns Community Garden	\$16,794

APPLICANT	TYPE	PROJECT	AMOUNT
Jenny's Place Inc	Social Inclusion	Creating a Culturally Safe Space for Aboriginal and Torres Strait Islander Women Escaping Violence	\$9,780
University of Newcastle	Social Inclusion	Ngarrama: 25 January Reconciliation and Reflection	\$20,000
Got Your Back Sista	Social Inclusion	I Run for Her	\$5,000
Northern NSW Football	Social Inclusion	Multicultural Inclusion Program	\$8,904
Afghan Association of Hunter	Social Inclusion	Afghan Refugee Sports	\$10,000
Newcastle Meals on Wheels	Social Inclusion	Asset Upgrade	\$10,000
Kaimana Youth Services	Social Inclusion	Friday Night Lights	\$15,000
Fighting Chance Australia Ltd	Social Inclusion	Community Market Microbusiness for People with Disability	\$18,370
Ashraf Abdelbaky	Social Inclusion	Newy Refugee Band	\$15,000
University of Newcastle, Gender Research Network	Social Inclusion	16 Days of Activism to End Gender Violence Events 2022	\$10,000
The Octapod Association	Arts, Culture and Heritage	TiNA (This is Not Art)	\$11,500
Shared World Collective	Arts, Culture and Heritage	Afghan Women's Textile and Advocacy Initiative Newcastle	\$20,000
Curious Legends	Arts, Culture and Heritage	Flock Community Development Program	\$26,000
Flipside Dance Inc (Catapult Dance)*	Arts, Culture and Heritage	Activate Dance Program	\$25,000
Newcastle Music Festival Inc**	Arts, Culture and Heritage	Newcastle Music Festival	\$10,000
Newcastle Historic Reserve Land Manager (The Lock-Up)*	Arts, Culture and Heritage	The Lock-Up's REVIVE – New Work, New Events, New Experiences	\$22,500
TOTAL			\$382,246

* Second year of 3-year funding approval
 ** Second year of 2-year funding approval

Summary – approved Event Sponsorship funding applications:

EVENT	TYPE	START	FINISH	FUNDING AMOUNT
Australian Medical Students' Association Conference *	Business	4/07/2022	9/07/2022	\$3,000
RSL NSW State Congress and AGM	Business	30/10/2022	1/11/2022	\$20,000
The Quokkas	General	23/10/2022	23/10/2022	\$5,000
Central Districts Rowing Championships	General	27/11/2022	27/11/2022	\$5,000
Australian Water Polo League	General	1/12/2022	1/05/2022	\$5,000
Bikers for Kids Newcastle Toy Run	General	4/12/2022	4/12/2022	\$10,000
Newcastle Harbour Swim	General	26/01/2023	26/01/2023	\$6,000
King of Concrete	General	4/03/2023	4/03/2023	\$6,000
Combined Schools Anzac Service	General	14/04/2023	14/04/2023	\$8,500
Ship4Good	Major	1/09/2022	30/09/2022	\$10,000
Newkulele Festival	Major	9/09/2022	9/09/2022	\$5,000
Girls Day Out (2 events)	Major	8/10/2022	28/01/2023	\$10,000
Newcastle Junior and Newcastle District Cricket Associations (multiple events)	Major	15/10/2022	18/03/2023	\$15,000
Australian Skateboarding Community	Major	27/10/2022	30/10/2022	\$15,000
Junior Theatre Festival **	Major	28/10/2022	29/10/2022	\$5,000
National Jazz Convention	Major	26/12/2022	31/12/2022	\$15,000
NSW Band Championships	Major	7/04/2023	7/04/2023	\$10,000
Sailfest	Major	15/04/2023	16/04/2023	\$20,000
Port to Port	Major	25/05/2023	26/05/2023	\$10,000
Newcastle Comedy Festival	Major	26/05/2023	26/07/2023	\$20,000
Hockey NSW	Major	10/06/2023	12/06/2023	\$15,000
TOTAL				\$218,500

* Out-of-round application approved in 2021/2022

** Second year of 2-year sponsorship

Tourism and Economic Development Sponsorship Program

The Tourism and Economic Development Sponsorship (TEDS) Program is an annual initiative that provides sponsorships for activities aimed at driving innovation and vibrancy in Newcastle, promoting its unique offerings to both visitors and residents, and generating economic benefits in Newcastle through various avenues:

1. Enabling skills
2. Enabling innovation
3. City-shaping initiatives
4. Enabling a vibrant city.

Under the TEDS program, there are 2 main categories:

1. Tourism/Visitor Economy Sponsorship: This category supports activities that promote Newcastle as a premier Australian visitor destination. These activities highlight Newcastle's rich art, cultural and culinary scene, vibrant nightlife, and accessible nature-based and coastal experiences. In the 2022/2023 period, 3 activities received a total funding allocation of \$60,000.

2. Business Sponsorship: The Business Sponsorship category focuses on fostering local economic development. It supports activities that facilitate local skill development, attract highly skilled individuals to the city, promote local business growth and employment, and encourage innovation and investment. However, no applications were approved for funding in this category during the specified period.

Summary – approved Tourism and Economic Development Sponsorship funding applications:

APPLICANT	STREAM	PROJECT	FUNDING AMOUNT
IGN (Independent Galleries Newcastle)	Tourism/Visitor Economy	Advocating and Promoting Galleries in the Newcastle LGA	\$20,000
Hunter IF Limited	Tourism/Visitor Economy	Hunter Innovation Festival 2023	\$20,000
Good Eye Deer	Tourism/Visitor Economy	TV Series Development	\$20,000
TOTAL			\$60,000



Our performance

How we plan

The Integrated Planning and Reporting (IP&R) framework serves as a comprehensive planning and reporting system for CN, helping to align various plans and efforts towards a common vision for the community's future. The IP&R framework involves several key components:

Community Strategic Plan (10+ years): This long-term plan, known as *Newcastle 2040*, outlines the community's vision and aspirations for the future. The CSP was developed through extensive community engagement and adopted in 2022. The plan encompasses 4 themes identified as important to the community: Liveable Newcastle, Sustainable Newcastle, Creative Newcastle and Achieving Together.

Delivery Program (4 years): The Delivery Program is a 4-year plan that specifies actions and ongoing activities to achieve the objectives outlined in the CSP. It serves as a bridge between long-term vision and short-term operational planning.

Operational Plan (one year): The Operational Plan, which corresponds to the 2022/2023 period, details the specific actions, services and projects CN will undertake during the year. It is part of the broader 4-year Delivery Program and is reviewed annually to ensure alignment with the community's long-term goals.

In addition to these plans, Council is also required to have a 10-year *Resourcing Strategy*, which includes a *Long-Term Financial Plan*, *Asset Management Plan* and *Workforce Management Plan*. These plans are essential for ensuring that resources are effectively managed to support CN's objectives.

The IP&R framework emphasises community engagement and regular review to ensure that plans remain relevant and responsive to present and future needs. It provides a structured approach for CN to advocate for the community's vision and guide its actions and investments accordingly.



Our performance

Theme 1 Liveable Newcastle



The Memory Room

Our performance

The priorities and objectives in this theme include:

Priority 1.1 Enriched neighbourhoods and places

- 1.1.1 Great spaces
- 1.1.2 Well-designed places
- 1.1.3 Protected heritage places

Priority 1.2 Connected and fair communities

- 1.2.1 Connected communities
- 1.2.2 Inclusive communities
- 1.2.3 Equitable communities
- 1.2.4 Healthy communities

Priority 1.3 Safe, active and linked movement across the city

- 1.3.1 Connected cycleways and pedestrian networks
- 1.3.2 Road networks
- 1.3.3 Managed parking
- 1.3.4 Effective public transport

Priority 1.4 Innovative and connected city

- 1.4.1 Emerging technologies
- 1.4.2 Digital inclusion and social innovation

The services we provide in this theme include:

- Library services
- Digital services and innovation projects
- Open spaces
- Regulatory and compliance services
- Aquatic services
- Facility management and city presentation
- Parking services
- Development assessment
- Community facilities, programs and partnerships
- Transport, traffic and local roads
- Civil construction
- Building trades
- Fleet and plant maintenance
- Stormwater services

The assets we manage in this theme include:

- 1 holiday park
- 972km shared pathways
- 850km roads
- 250 smart poles
- 134 playgrounds
- 250 recreational parks
- 147 sporting grounds
- 127 transport shelters
- 17 off-leash dog areas
- 15 community halls and centres
- 2 ocean baths
- 5 inland swimming pools

The informing strategies include:

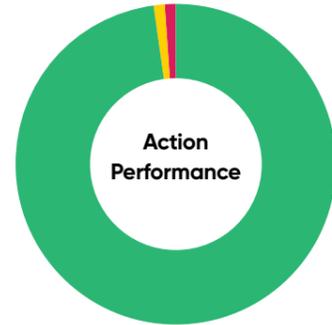
- Social Strategy 2023–2027
- Social Infrastructure Strategy (future draft)
- Local Strategic Planning Statement 2020–2040

The supporting strategies and plans include:

- Disability Inclusion Action Plan 2022–2026
- Cycling Plan 2021–2030
- Parking Plan 2021–2030
- Local Housing Strategy 2020–2040
- Heritage Strategy 2020–2030
- Strategic Sports Plan 2020–2030

Total actions 98%

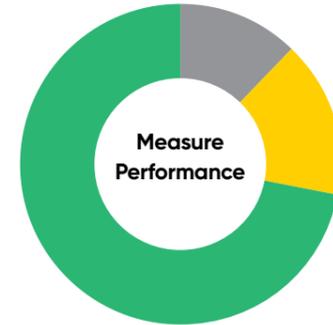
Actions completed or on track



● On Track 91 | 98%
● Monitor 1 | 1%
● Off Track 1 | 1%
● No Targets Set 0 | 0%

Total measures 72%

Measures completed or on track



● On Track 18 | 72%
● Monitor 4 | 16%
● Off Track 0 | 0%
● No Targets Set 3 | 12%

Performance against measures

1.1 Enriched neighbourhoods and places

MEASURE	TARGET	2021/22	2022/23
Level of community satisfaction with sporting facilities*	3.7	3.7	3.7
Level of community satisfaction with beaches and beach facilities	3.7	3.7	3.9
Level of community satisfaction with parks and recreational areas	3.7	3.7	3.8
Pool attendance	336,703 (2020/2021)	272,865	329,991
Beach usage**	N/A	N/A	853,484
Community sport bookings (Seasonal licences) (COVID/wet weather impacts in 2021/2022)	114 (2020/2021)	137 79 Casual licences	133 250 Casual licences

* Measure changed from sportsgrounds to sporting facilities in 2021/2022.

** Beach usage does not include Newcastle Ocean Baths as it has been closed since 14 March 2022.

Beach numbers are numbers on the beach and in the water. Includes Stockton, Nobbys, Newcastle, Bar, Dixon Park and Merewether Beaches and Merewether Ocean Baths.

1.2 Connected and fair communities

MEASURE	TARGET	2021/22	2022/23
Level of community satisfaction with libraries	4.0	4.0	3.9
Number of library loans	941,683	941,683	1,242,376
Number of Home Library Service items and members	213 members 23,015 items (2020/2021)	200 members 10,693 items	200 members 20,000 items
Number of awareness-raising initiatives specific to inclusion*	N/A	N/A	N/A
Attendance numbers at programs (libraries)**	54,964 (2020/2021)	16,207	29,593
Visits to physical service points (libraries)	263,495	271,047	394,550

* Data not yet available.

**Numbers have significantly changed due to COVID-19 and introduction of digital people counters.

1.3 Safe, active and linked movement across the city

MEASURE	TARGET	2021/22	2022/23
Level of community satisfaction with footpaths	2.9	2.9	3.0
Level of community satisfaction with roads	2.9	2.8	2.8
Distance of shared paths renewed	800m	0m	800m
Distance of roads renewed (Resurfaced local roads)	4.2km	11.1km	18.6km
Number of bike parking spaces within Local Centres*	N/A	N/A	N/A

* New measure, no data available.

1.4 Innovative and connected city

MEASURE	TARGET	2021/22	2022/23
Level of community satisfaction with the city's innovation	3.3	3.3	3.3
Level of customer satisfaction with webchat conversations*	N/A	N/A	N/A
Number of heritage collection items digitised	10,000 per annum	67,027 (2020/2021)	5,986
Number of Pay by Phone parking transactions	851,827	742,143	972,922
Number of webchat conversations	1,546	1,546	2,729
Number of e-Library loans	105,773	127,536	139,882

* Data no longer available due to changes in software.

Note: Community satisfaction measures relate to overall satisfaction with services and facilities by category (where 1 = very dissatisfied and 5 = very satisfied).

■ On Track
■ Monitor

How we performed



Libraries

2,412 events

29,593 attendees

Total members (Newcastle) 106,361 (2021/2022 – 104,130) >2.14%

34,361 new items added to the borrowing collection



Museum

520 events

363 free attendances

157 paid attendances



CN's lost animal page

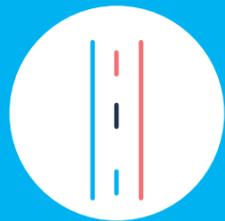
142 lost animals shared (62 dogs, 80 cats)

21,000 average post reach (8,000 above average)

133,300 total post engagements (1,600 on average per post)

6.73% average engagement rate for lost animal posts (4.1% account average)

7,278 post shares



Road networks

Resurfaced 18.6km of local roads

Undertook 483 hours of litter removal

Remediated 2,195 potholes through proactive programs and/or supported by community feedback

Upgraded 11 transport stops

Resurfaced 20,944 m² of regional roads

Built 24 new kerb ramps

Libraries delivered 2,412 events and programs to 29,593 people, ranging from First Nations story time for preschoolers to openings for exhibitions like Unabbreviated and SHRALP that brought in new audiences and highlighted community stories.

Achievements

The Memory Room

The Memory Room is a unique, impactful initiative that brings art and music therapists together with library staff to create a space that fosters meaningful connections and reduces social isolation, particularly for individuals dealing with dementia. This program draws upon collection items and exhibitions as tools for sparking conversations, laughter and emotional connections among participants.

The success of The Memory Room has been so profound within the community that the library is taking steps to share its approach with other public libraries. To facilitate this knowledge-sharing, the library is developing a toolkit that can be used by other libraries to replicate the success of The Memory Room in their own communities.

By creating such a toolkit, the library aims to extend the positive impact of The Memory Room model, enabling more individuals and communities to benefit from the therapeutic and social benefits it offers. This initiative demonstrates a commitment to not only serving its own community but also contributing to the broader library and dementia support network.

Home Library Service

The Home Library Service provided by CN is making a significant impact on the lives of over 200 home-bound members in the community. According to the results of this year's Home Library Service survey, an impressive 95% of its members expressed satisfaction with the service.

The Home Library Service plays a vital role in connecting individuals who may have limited mobility or difficulty accessing a physical library with a wide range of reading materials, movies and audio content. In the 2022/2023 period, this service delivered over 20,000 items to its members, marking an 80% increase compared to 2021/2022. This substantial increase underscores the growing demand for the Home Library Service and its success in meeting the diverse needs of its members.

Overall, the Home Library Service serves as a lifeline for those who may otherwise be isolated from library resources and the joy of reading, watching and listening to various forms of media. The high satisfaction rate and increased usage are clear indicators of the positive impact this service has on the community.

City Hall Progress Pride Flag

In response to a Lord Mayoral Minute, City Hall has proudly raised the Progress Pride Flag, symbolising support and recognition for the LGBTQIA+ community, a total of 85 times during the 2022/2023 financial year. This frequent display of the flag underscores the city's dedication to acknowledging and supporting important events and milestones within the LGBTQIA+ community. It serves as a visible sign of solidarity, diversity and inclusion, sending a powerful message of acceptance and equality to all residents and visitors.

Raising the Progress Pride Flag is a meaningful gesture that aligns with efforts to create an inclusive and welcoming environment for everyone, regardless of their sexual orientation or gender identity. It reflects the city's commitment to celebrating diversity and fostering a sense of belonging for all members of the LGBTQIA+ community in Newcastle.

Newcastle Libraries collection

The refurbishment of Wallsend Library and the post-COVID return of visitors to our physical libraries have contributed to the increased popularity of Newcastle Libraries' diverse collection for all ages. The community has eagerly embraced the opportunity to borrow materials from their local library branches once more.

In addition to the renewed interest in physical library materials, there has been a noticeable rise in the popularity of e-audiobooks. Our 24/7 free e-library has seen a significant 10% increase in downloads of e-audiobooks. This trend indicates that many library patrons are now enjoying the convenience, accessibility and flexibility of digital audiobooks.

Overall, this resurgence in library usage, both in physical and digital forms, reflects the ongoing importance of libraries as valuable community resources that cater to a wide range of interests and preferences. Whether through traditional printed books or digital audiobooks, Newcastle Libraries continue to provide diverse and engaging content to meet the needs of their patrons.

First Nations creatives

Newcastle Museum's FIRST exhibition offered a vibrant celebration of the immense talent and creativity of the city's diverse First Nations community. This exhibition served as a platform to showcase the artistic expressions of 16 First Nations creatives who share a connection to Newcastle and the broader Hunter region.

The artworks on display in FIRST spanned a wide range of mediums, including light projections, videos, paintings, glasswork and sculptures. By bringing together such a diverse array of artistic forms, this exhibition not only celebrated the cultural richness of the First Nations community, but also provided an opportunity for both locals and visitors to engage with and appreciate the unique perspectives and talents of these artists.

As well as highlighting the artistic contributions of First Nations people, FIRST also contributed to the broader cultural landscape of Newcastle by fostering a deeper understanding and appreciation of Indigenous art and creativity. Such exhibitions play an essential role in promoting cultural exchange and recognition within communities and beyond.

NAIDOC Week

During NAIDOC Week, the Newcastle Art Gallery and Newcastle Libraries collaborated to organise a series of engaging and educational activities to celebrate Aboriginal and Torres Strait Islander cultures. These activities were designed to be inclusive and family-friendly, making them accessible to both children and their families.

NAIDOC Week activities not only celebrate Aboriginal and Torres Strait Islander cultures but also promote cultural understanding and respect within the broader community. By offering interactive and educational experiences for all ages, these events contribute to fostering greater appreciation for Indigenous heritage and traditions.



FIRST exhibition, Newcastle Museum

Delivering Newcastle 2040 action performance

Priority 1.1 Enriched neighbourhoods and places

Objective 1.1.1 Great spaces

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Plan and deliver parks and recreation facilities that support inclusivity, health and wellbeing, safety and liveability	✓	✓	Community & Recreation	✓
Provide sportsgrounds to meet community needs that are maintained to appropriate standards	✓		Community & Recreation	✓
Maintain parks and public spaces to promote the wellbeing of the community	✓		Community & Recreation	✓
Provide aquatic facilities to meet community needs and industry requirements	✓	✓	Community & Recreation	✓
Support safe use of beaches and ocean baths through professional lifeguard services	✓		Community & Recreation	✓
Perform venue management functions for all library buildings and spaces, including but not limited to venue/room hire and associated deliverables		✓	Museum Archive Libraries & Learning	✓
Grow the library brand; develop and execute an annual library marketing plan; create and deliver engaging, original member and community communications and promotional campaigns		✓	Museum Archive Libraries & Learning	✓
Create and design new collection and community access initiatives to deliver high-quality, continuously improved member services and experiences	✓		Museum Archive Libraries & Learning	✓
Prepare updated Newcastle Development Control Plan	✓		Planning Transport & Regulation	✓
Undertake Social Impact Assessment on identified development as part of the Development Assessment process	✓		Community & Recreation	✓
Implement Social Infrastructure Strategy and plan for healthy and vibrant community centres		✓	Community & Recreation	✓
Maintain Blackbutt Reserve and wildlife exhibits to provide opportunities for community learning	✓		Environment & Sustainability	✓

Objective 1.1.2 Well-designed places

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Conduct regular inspection programs of food businesses, skin penetration premises and public swimming pools and monitor regulatory compliance for premises with water cooling systems (legionella)	✓		Planning Transport & Regulation	✓
Undertake investigations into alleged breaches of planning laws, fire safety and development consents. Promote awareness of policy, procedure and laws to encourage voluntary compliance	✓		Planning Transport & Regulation	✓
Undertake annual compliance inspections of registered and assisted boarding houses, as well as premises being used as unauthorised boarding houses, to ensure compliance with fire safety and planning legislation	✓		Planning Transport & Regulation	✓
Manage compliance with fire safety regulations through submissions of Annual Fire Safety Statements and the Fire Safety Education Program	✓		Planning Transport & Regulation	✓
Upgrade entry to Beresfield Community Children's Education Centre to make it more accessible to those with mobility needs	✓		Museum Archive Libraries & Learning	✓
Deliver library service and physical space improvements to remove community and inclusion barriers	✓	✓	Museum Archive Libraries & Learning	✓
Prioritise renewal and upgrade of infrastructure to meet identified levels of service	✓		Assets & Facilities	✓
Undertake building asset condition inspection and reporting to identify and implement maintenance action plans, asset standards gap analysis and long-term capital upgrade program	✓		Assets & Facilities	✓
Implement Property Portfolio Strategy to sustainably manage property assets		✓	Finance Property & Performance	✓
Manage urban encroachment around Summerhill Waste Management Centre		✓	Waste Services	✓
Provide a responsive, high-quality facilities management service across the organisation to meet service level standards	✓		Assets & Facilities	✓
Participate in government planning reform and implement changes required to internal processes		✓	Planning Transport & Regulation	✓
Implement a combustible cladding program in response to State Government audit		✓	Planning Transport & Regulation	✓
Deliver retaining wall program, including inspections, design and renewal implementation	✓		Assets & Facilities	✓
Apply crime prevention through environmental design principles for infrastructure projects	✓		Project Management Office	✓
Plan, design and implement remaining sections of Bathers Way	✓		Project Management Office	✓
Continue to deliver Local Centres Public Domain Program to foster new growth in urban centres		✓	Project Management Office	✓

Objective 1.1.3 Protected heritage places

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Review City Centre Heritage Conservation Area		✓	Planning Transport & Regulation	✓
Implement Heritage Strategy and continue to increase the local community's understanding and participation to conserve, enhance and celebrate Newcastle's heritage places		✓	Planning Transport & Regulation	✓

Priority 1.2 Connected and fair communities

Objective 1.2.1 Connected communities

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver informed community programs to connect participants to their community and/or build capacity to participate in community life	✓	✓	Community & Recreation	✓
Maintain and deliver community information and data sources to support community development		✓	Community & Recreation	✓
Drive campaigns, education and awareness-raising initiatives that support community inclusion, liveability and belonging		✓	Community & Recreation	✓

Objective 1.2.2 Inclusive communities

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Implement Aboriginal Engagement Strategy		✓	People & Culture	✓
Implement Reconciliation Action Plan		✓	People & Culture	✓
Implement identified actions within Disability Inclusion Action Plan		✓	Community & Recreation	✓
Facilitate Aboriginal Advisory Committee	✓		People & Culture	✓
Build on relationships with Local Area Land Councils	✓	✓	Planning Transport & Regulation	✓

Objective 1.2.3 Equitable communities

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Ensure museum programs are as accessible as possible to people of all abilities	✓		Museum Archive Libraries & Learning	✓
Deliver Lifelong Learning programs to foster adult or intergenerational literacies and learning	✓		Museum Archive Libraries & Learning	✓
Design and provide Watch, Read, Listen advisory services for libraries, allowing the community to choose a style that best suits them	✓		Museum Archive Libraries & Learning	✓
Implement accessibility improvements in all infrastructure projects	✓	✓	Assets & Facilities	✓
Prepare Affordable Housing Contribution Scheme		✓	Planning Transport & Regulation	✓
Coordinate fair and equitable licensing of public spaces with positive customer experience	✓		Media Engagement Economy & Corporate Affairs	✓
Undertake social research, analysis and advocacy that supports the community		✓	Community & Recreation	✓
Facilitate projects and programs that support and build capacity of the community sector		✓	Community & Recreation	✓
Deliver priority projects for Social Inclusion		✓	Community & Recreation	✓
Maintain public licences for companion animals, including providing microchipping services	✓		Planning Transport & Regulation	✓
Deliver and support Grants and Sponsorship Program up to \$1 million and build capacity within the community to write grant applications	✓	✓	Finance Property & Performance	✓
Administer Social Inclusion Grants and support grant administration across the organisation	✓		Finance Property & Performance	✓
Facilitate targeted partnerships that contribute to socio-economic inclusion outcomes for the people of Newcastle		✓	Community & Recreation	✓

Objective 1.2.4 Healthy communities

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Promote and encourage use of recreation parks and facilities for community health and wellbeing via website and other accessible channels	✓	✓	Community & Recreation	✓
Promote water safety awareness that supports community wellbeing and continue to develop and deliver initiatives to increase awareness	✓		Community & Recreation	✓
Facilitate community programs to meet the objectives of the Local Social Strategy		✓	Community & Recreation	✓
Provide animal management services that ensure pet owners can meet their responsibilities and that pets remain healthy, well-socialised and safe	✓		Planning Transport & Regulation	✓
Ensure an active presence in public spaces, particularly parks and beaches, to monitor and enforce regulations	✓		Planning Transport & Regulation	✓
Provide investigation and response to abandoned vehicles, public nuisance, footway/road obstructions, livestock, illegal signage and illegal dumping	✓		Planning Transport & Regulation	✓

Priority 1.3 Safe, active and linked movement across the city

Objective 1.3.1 Connected cycleways and pedestrian networks

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver improvements to existing infrastructure to accommodate better pedestrian connectivity across the LGA's network of footpaths, shared paths and cycleways	✓	✓	Civil Construction & Maintenance	✓
Complete Capital Works Program to enable a safe, active and linked pedestrian and cycle bridge network	✓	✓	Assets & Facilities	✓
Complete an audit of bike parking in the public domain and proactively provide bike parking at local centres and other attractors		✓	Planning Transport & Regulation	✓
Initiate and support events that encourage bike riding, such as National Ride2Work Day, NSW Bike Week, Biketober, local discovery rides		✓	Planning Transport & Regulation	✓
Upgrade, expand and connect cycling facilities (in accordance with the Safe System approach)		✓	Planning Transport & Regulation	✓
Develop a pedestrian plan that prioritises pedestrian infrastructure and connections at local centres and other attractors		✓	Planning Transport & Regulation	○*

* The development of the Pedestrian Plan (Walking & Mobility Plan) is ongoing with a target of early 2024 for delivery. Initial community engagement with a report on outcomes is complete. Engagement was conducted to resolve the title of the Plan to achieve inclusive outcomes. The GIS team is developing a Principal Pedestrian Network mapping tool to facilitate the revised identification of key projects.

Objective 1.3.2 Road networks

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver bridge program, including inspections, design and renewal implementation	✓		Assets & Facilities	✓
Manage infrastructure works programs for development of traffic and transport infrastructure	✓		Planning Transport & Regulation	✓
Develop road rehabilitation and resurfacing programs	✓		Assets & Facilities	✓
Deliver Capital Works Program for civil infrastructure renewal and replacement in line with client needs and nominated targets for roads and drainage assets, and proactively manage maintenance of existing road infrastructure	✓	✓	Civil Construction & Maintenance	✓
Ensure road bridges are designed and constructed to enable safe, active and linked movement across the city	✓		Assets & Facilities	✓
Schedule and deliver routine inspection program for road and civil infrastructure asset condition	✓		Assets & Facilities	✓
Provide traffic engineering services to ensure a safe, effective and compliant local road network	✓		Planning Transport & Regulation	✓
Manage usage of roadways to allow development across the city and overall road network to ensure public safety	✓		Planning Transport & Regulation	✓
Undertake forward planning based off data-driven projections to allow for effective investment in transport infrastructure in alignment with strategic goals	✓	✓	Planning Transport & Regulation	✓

Objective 1.3.3 Managed parking

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Manage paid parking areas, including equipment and signage, and undertake strategic approach to paid parking elements, rates and innovation in smart parking	✓		Planning Transport & Regulation	✓
Enforce legislative compliance for road- and vehicle-related matters, as delegated under the <i>Roads Act</i> and <i>Local Government Act</i>	✓		Planning Transport & Regulation	✓
Facilitate proactive patrols of key areas to increase safety and amenity in public spaces such as schools, beaches, events	✓		Planning Transport & Regulation	✓
Manage Residential Parking Policy through identified areas of high usage with restrictions in residential areas	✓	✓	Planning Transport & Regulation	✓
Manage paid parking assets, including cash handling and security for all cash-operated machines	✓		Planning Transport & Regulation	✓
Review regulatory signage in paid and restricted parking areas	✓		Planning Transport & Regulation	✓

Objective 1.3.4 Effective public transport

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Develop Transport Stop Renewal and Upgrade Program	✓	✓	Assets & Facilities	✓
Develop and promote traffic and transport safety, information and strategy, including coordination with transport stakeholders on strategic transport outcomes		✓	Planning Transport & Regulation	✓

Priority 1.4 Innovative and connected city

Objective 1.4.1 Emerging technologies

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Create opportunities to provide library members with a modern and intuitive borrowing experience	✓	✓	Museum Archive Libraries & Learning	✓
Deliver the contemporary Libraries Infrastructure Plan improvements for Libraries technologies, buildings and spaces		✓	Museum Archive Libraries & Learning	✓
Continue to mature and enhance the Spatial Digital Twin to include more of the city's natural, built and social environments to facilitate better planning, service delivery and outcomes for the city	✓	✓	Information Technology	✓
Scale deployment of envirosensing network to provide real-time and local data on the city and natural environment		✓	Environment & Sustainability	✓
Support city digital and data networks and platforms, including fibre optics, public Wi-Fi, IoT networks, supporting data platforms and apps		✓	Information Technology	✓
Deliver digital transformation of CN services by leading development of platforms and processes to maximise benefit of digital investments		✓	Information Technology	✓
Deliver business partnering excellence by building on a foundation of trust and recommending solutions that sustainably enable CN's strategic priorities		✓	Information Technology	✓
Continue to install smart city infrastructure appropriate to place to support efficiency, innovation and future city needs		✓	Environment & Sustainability	✓

Objective 1.4.2 Digital inclusion and social innovation

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Establish a fully resourced virtual library and seamless online membership experience	✓	✓	Museum Archive Libraries & Learning	✓
Develop innovative solutions to preserve, protect and present Newcastle's local history and heritage collection	✓		Museum Archive Libraries & Learning	✓
Continue to create and improve digital experiences such as Augmented Reality, Virtual Reality, Science, Technology, Engineering and Maths (STEM), and Robotics to provide inclusive access and exposure to current and future technologies		✓	Museum Archive Libraries & Learning	✓
Develop City Innovation Plan		✓	Media Engagement Economy & Corporate Affairs	○*

* The City Innovation Plan has been deferred due to a change in focus.

Challenges

Enriched neighbourhoods and places

Future challenges in this area include balancing the demand for open spaces with urban development, ensuring adequate green spaces and recreational areas in growing urban environments, and designing places that are both aesthetically pleasing and functional while accommodating population growth and changing needs.

Additionally, preserving the city (and particularly heritage places) can be challenging due to the need for maintenance and restoration, requiring careful planning and regulations to balance development with heritage preservation while ensuring designs remain relevant and sustainable over time.

Connected and fair communities

Ensuring connectivity in rapidly growing cities poses difficulties, as it necessitates expanding and maintaining infrastructure while considering environmental impacts. Additionally, achieving inclusivity requires addressing economic disparities and providing affordable housing, which requires a delicate balance between affordability, quality and sustainability.

Achieving equity also entails tackling systemic issues related to access to education, healthcare and economic opportunities, often necessitating ongoing policy adjustments and community engagement. Finally, promoting health in communities involves addressing concerns such as pollution, healthcare accessibility and lifestyle-related diseases, highlighting the importance of maintaining up-to-date and accessible healthcare infrastructure.

Safe, active and linked movement across the city

The expansion and maintenance of cycling and pedestrian infrastructure can encounter funding limitations and competition for road space. In terms of road networks, the ongoing challenge involves managing traffic congestion, minimising environmental impacts and accommodating urban growth.

Moreover, the task of striking a balance between parking availability, environmental considerations and efficient land use calls for innovative solutions. Lastly, enhancing public transport systems to meet growing demand, while also addressing environmental concerns and budget constraints, constitutes a long-term challenge.

Innovative and connected city

The challenges of creating an innovative and connected city encompass a multifaceted approach. Staying abreast of rapid technological advancements and ensuring equitable distribution while safeguarding privacy and security present an ongoing challenge.

Simultaneously, addressing the digital divide and promoting social innovation necessitates overcoming access barriers and fostering community participation in digital initiatives. Effectively addressing these challenges will demand strategic planning, active community involvement, and adaptability to the ever-evolving landscape of technology and innovation.

Statutory information

Contents:

Capital works program	Rates and charges
Companion animals	Swimming pools inspections
Developer contributions	Works on private land
Planning agreements	

Capital works program

PORTFOLIO/PROGRAM	CAPITALISED EXPENSE \$,000	OPERATIONAL EXPENSE \$,000	TOTAL \$,000
City Infrastructure – Assets & Facilities	26,836,335	10,687,389	37,523,724
Bridges	2,488,795	1,085,268	3,574,064
Buildings – Council Support Services	334,188	347,286	681,474
Fleet Replacement	4,148,109	16,895	4,165,004
Footpaths	585,124	804,308	1,389,433
Parking Infrastructure	218,980	603,082	822,062
Public Toilets	-	18,188	18,188
Retaining walls	90,929	370,003	460,932
Road Rehabilitation	3,529,273	1,873,048	5,402,321
Road Resurfacing	9,639,694	2,737,721	12,377,415
Roadside Furniture	782,214	414,350	1,196,565
Stormwater System	5,031,320	2,404,949	7,436,268
City Infrastructure – Revitalisation	3,411,016	3,398,563	6,809,579
City Centre	282,373	579,715	862,089
Coastal	1,082,708	880,209	1,962,916
Urban Centres	2,045,935	1,938,638	3,984,574
City Shaping	8,284,007	12,673,190	20,957,197
Citywide	5,504,999	12,220,381	17,725,379
Summerhill	2,779,008	452,809	3,231,817
Corporate Services	1,749,613	4,180,912	5,930,525
Core Systems Development & Maintenance	1,277,685	2,893,038	4,170,723
CX Strategy	-	682,807	682,807
Digital Enablement	471,928	536,106	1,008,034
Integrated Data & Systems	-	68,960	68,960



Hunter Street cycleways

Creative & Community Services	17,457,701	5,973,381	23,431,082
Aquatics	8,656,226	2,177,326	10,833,552
Art Gallery	-	140,828	140,828
Civic Venues / Civic Services	560,710	373,131	933,841
Community Buildings	20,265	205,339	225,604
Economic Development	-	518,097	518,097
Museum / Libraries / Historic Fort Scratchley	488,149	354,295	842,444
Recreation & Sport	7,751,905	2,184,812	9,936,717
Planning & Environment - Environment & Sustainability	2,881,797	7,097,882	9,979,679
Blackbutt Reserve	138,539	674	139,212
Bushland and Watercourses	1,305,765	1,776,561	3,082,326
Coast, Estuary and Wetlands	863,748	2,372,854	3,236,602
Flood Planning	-	132,892	132,892
Street and Park Trees	-	1,772,249	1,772,249
Sustainability & Climate	573,746	1,042,652	1,616,398
Planning & Environment - Transport	2,382,463	2,268,056	4,650,520
Cycleways	297,288	687,685	984,973
Local Area Traffic Management (LATM)	913,240	828,600	1,741,840
Pedestrian Access and Mobility Plan (PAMP)	1,171,935	751,772	1,923,707
Waste Services	4,653,354	3,896,248	8,549,603
Waste Management	4,653,354	3,896,248	8,549,603
Grand Total	67,656,287	50,175,621	117,831,908

Companion animals

Reg cl 217(1)(f) Companion Animals Guidelines

The information provided gives an overview of the responsibilities and activities of CN's Ranger team in Newcastle. Here's a summary of the key points:

Ranger Team: The Ranger team comprises 6 Rangers, a Senior Ranger and a Ranger dog named Bella. They work year-round to ensure the safety of pets and residents in Newcastle, operating in compliance with the guidelines of the *Companion Animals Act 1998*.

Pet Reunions: In the past year, Rangers successfully reunited 236 lost pets with their owners, showcasing their commitment to pet welfare and community service.

Patrols and Education: The team conducted 45 proactive patrols across the LGA, including hotspot locations and regulation of 18 off-leash parks and Bathers Way. During these patrols, they engage with dog owners, educate the community about responsible pet ownership, and foster positive interactions with residents. The presence of Ranger dog Bella has been particularly helpful in facilitating conversations with the community.

Enquiries and Investigations: Rangers responded to a total of 3,549 enquiries or investigations related to the *Companion Animal Act 1998*. This included addressing complaints related to dog attacks, dog- and cat-related enquiries, barking dogs and the regulation of dangerous, menacing and restricted dogs to ensure compliance with control requirements under the Act.

Animal Management Facility: Throughout the year, 841 pets were transported to CN's Animal Management Facility. Unclaimed animals were transferred to the RSPCA for adoption and rehoming.

Community Engagement: CN's companion animal funds have been used for various community events and education initiatives, including microchipping and lifetime registration events, school education programs, and care for animals in Ranger facilities.

Pet Registration and Contact Updates: A 3-year project aims to educate and encourage pet owners to use the NSW Pet Registry to claim their pets and update their contact details. Over 9,200 emails and letters were sent to pet owners in 2022-2023, reminding them of their obligations to lifetime register their pets.

In Newcastle LGA, there are approximately 46,868 companion animals up to the age of 14 years, including 15,154 cats and 31,714 dogs. Of these, 25,116 are currently microchipped and identified but not lifetime registered.

These efforts demonstrate the dedication of CN's Ranger team in ensuring responsible pet ownership, promoting pet safety and facilitating positive interactions with the community.

CN's lost animal page

New features have been added to CN's website to enhance the user experience and improve services related to lost and found pets. These additions include the following webpages:

Lost and Found Pages: These pages provide a dedicated platform for the community to search for lost animals that are currently in the care of the CN Animal Management Facility. This resource can help owners reunite with their lost pets.

Pets in Ranger Care: This page offers information about animals currently under the care of CN's Animal Rangers. It serves as another reference for owners who are looking for their missing pets.

Report a Stray Dog: This page is designed to facilitate the reporting of stray dogs in the community. It includes guidelines and a reporting form to inform the appropriate authorities about stray dog sightings.

Arranging an Appointment to Drop Off a Dog: This feature allows individuals to schedule appointments for dropping off a dog at the CN Animal Management Facility. It streamlines the process for those who need to surrender a dog.

Registering Your Pet as Missing/Lost: This page enables pet owners to formally register their pets as missing or lost. The information provided is forwarded to the Ranger team, who can then take appropriate action to locate the missing pet and update its status in accordance with relevant regulations.

These webpages reflect CN's commitment to assisting the community in dealing with lost and found pets while also promoting responsible pet ownership and compliance with animal welfare laws, such as the *Companion Animals Act 1998*. These online resources aim to make the process more efficient and accessible for residents in Newcastle.

Developer contributions

Section 7.11 contributions and Section 7.12 levies

Environmental Planning and Assessment Regulation

2021 div 4, Section 218A

CI 35A of the Regulation includes the following matters to be included in annual reports of councils for development contributions:

DEVELOPMENT CONTRIBUTIONS	2021/22	2022/23
Total contributions expended	\$5,370,339	\$5,875,762
Total contributions received	\$7,420,929	\$6,018,451

Acronyms:

CP – Contributions Plan

HSR – Hunter Street Revitalisation

LATM – Local Area Traffic Management

PDP – Public Domain Plan

PPN – Principal Pedestrian Network

Contributions Plan	Project description	Kind of public amenity or service	Monetary amount expended from development contributions	Contribution expended to date	Temporary borrowing	Project status	% of cost funded by contributions*
S7.12 Plan	Bathers Way – South Newcastle	Parks & playgrounds network embellishment	934,872	934,872	0	Underway	54%
S7.11 Plan	Bathers Way – King Edward Park	Parks & playgrounds network embellishment	146,643	146,643	0	Underway	100%
S7.12 Plan	Concept Masterplan – Foreshore Park	Parks & playgrounds network embellishment	17,891	17,891	0	Complete	100%
S7.12 Plan	Foreshore Park – All-Abilities Playground and Water Park	Parks & playgrounds network embellishment	455,528	455,528	0	Underway	100%
S7.11 Plan	Western Corridor Active Hub – Wallsend	Parks & playgrounds network embellishment	363,716	363,716	0	Complete	78%
S7.12 Plan	LATM – Traffic Modelling, Local Area Traffic Management	Local Area Traffic Management	15,135	15,135	0	Complete	100%
S7.12 Plan	LATM – Croudace Road at Garsdale Avenue – Traffic Control	Local Area Traffic Management	37,377	37,377	0	Underway	69%

Contributions Plan	Project description	Kind of public amenity or service	Monetary amount expended from development contributions	Contribution expended to date	Temporary borrowing	Project status	% of cost funded by contributions*
S7.11 & S7.12 Plan	LATM – Design and Construction of Traffic Calming Devices	Local Area Traffic Management	169,501	169,501	0	Complete	82%
S7.11 Plan	LATM – Design and Construction of Traffic Control Devices	Local Area Traffic Management	828	828	0	Complete	100%
S7.11 Plan	LATM – Memorial Drive, Bar Beach – Raised Pedestrian Crossing	Local Area Traffic Management	12,185	12,185	0	Underway	100%
S7.11 Plan	LATM – Glebe Rd & Park Ave, Adamstown – Traffic Control Sign	Local Area Traffic Management	99,451	99,451	0	Underway	25%
S7.12 Plan	PAMP/LATM Minor Works	Pedestrian accessibility and mobility network	6,367	6,367	0	Underway	100%
S7.12 Plan	PAMP – Beech Close to Weller Street Shared Path	Pedestrian accessibility and mobility network	3,810	3,810	0	Underway	100%
S7.12 Plan	PAMP – Program Support and Development of Principal	Pedestrian accessibility and mobility network	2,714	2,714	0	Complete	100%
S7.12 Plan	PAMP – Design and Construction – PPN Projects	Pedestrian accessibility and mobility network	37,789	37,789	0	Underway	100%
S7.12 Plan	PAMP – Design and Construction of Kerb Ramps	Pedestrian accessibility and mobility network	41,921	41,921	0	Complete	100%
S7.12 Plan	PAMP – Traise Street, Waratah – Footpath	Pedestrian accessibility and mobility network	18,158	18,158	0	Underway	100%
S7.11 & S7.12 Plan	PAMP – Bridge Street, Waratah – Raised Pedestrian Crossing	Pedestrian accessibility and mobility network	211,123	211,123	0	Complete	100%
S7.11 Plan	PAMP – Ruskin Street, Beresfield – Footpath	Pedestrian accessibility and mobility network	4,014	4,014	0	Underway	100%

Contributions Plan	Project description	Kind of public amenity or service	Monetary amount expended from development contributions	Contribution expended to date	Temporary borrowing	Project status	% of cost funded by contributions*
S7.11 Plan	PAMP – Hannah Street and Ranclaud Street, Wallsend – Footpath	Pedestrian accessibility and mobility network	9,867	9,867	0	Underway	100%
S7.11 Plan	PAMP – Wentworth Street, Wallsend – Footpath	Pedestrian accessibility and mobility network	1,276	1,276	0	Underway	100%
S7.11 Plan	PAMP – Delando Street, Waratah – Footpath	Pedestrian accessibility and mobility network	32	32	0	Underway	100%
S7.12 Plan	HSR – East End PDP – Stage 2 (Foreshore)	Town centres public domain improvements	30,647	30,647	0	Underway	100%
S7.12 Plan	HSR – East End PDP – Hunter St Mall	Town centres public domain improvements	594,628	594,628	0	Underway	100%
S7.12 Plan	HSR – Civic PDP	Town centres public domain improvements	50,588	50,588	0	Underway	100%
S7.12 Plan	HSR – West End PDP – Stage 2 (Cycleway)	Town centres public domain improvements	15,594	15,594	0	Complete	100%
S7.11 & S7.12 Plan	Local Centres – Orchardtown Rd New Lambton	Town centres public domain improvements	675,332	675,332	0	Underway	37%
S7.12 Plan	Georgetown Local Centre Renewal	Town centres public domain improvements	31,371	31,371	0	Underway	100%
S7.12 Plan	National Park Shared Paths	Cycleway network	1,701	1,701	0	Underway	100%
S7.12 Plan	CP – Mayfield Precinct – Feasibility Study & Concept Design	Cycleway network	71,839	71,839	0	Underway	100%
S7.12 Plan	CP – Lambton Park to Croudace St	Cycleway network	62,557	62,557	0	Underway	100%
S7.12 Plan	Throsby Creek Shared Pathway Renewal, Wickham to Maryville	Cycleway network	11,842	11,842	0	Underway	100%
S7.12 Plan	R6 Cycleway, Throsby Creek Pathway Renewal and Upgrade	Cycleway network	5,112	5,112	0	Underway	100%

Contributions Plan	Project description	Kind of public amenity or service	Monetary amount expended from development contributions	Contribution expended to date	Temporary borrowing	Project status	% of cost funded by contributions*
S7.12 Plan	East West Cycleway, Turton Rd to Wallarah Rd Improvement	Cycleway network	2,001	2,001	0	Underway	100%
S7.12 Plan	Fenced Off-Leash Dog Areas	Open space and recreation facilities embellishment	394,058	394,058	0	Complete	100%
S7.11 Plan	Wallsend Oval No. 1 – Upgrade to Floodlighting	Sporting grounds and recreation facilities network improvements	4,483	4,483	0	Complete	3%
S7.11 & S7.12 Plan	Smart City Infrastructure	Digital infrastructure	167,802	167,802	0	Complete	96%
S7.12 Plan	Station St Wickham – Footpath Construction	Pedestrian accessibility and mobility network	27,555	27,555	0	Underway	100%
S7.12 Plan	Passmore Oval Grandstand Upgrade*	Sporting grounds and recreation facilities network improvements	273,574	273,574	0	Underway	35%
S7.11 Western Corridor	Longworth Ave Wallsend – Road Renewal Design	Traffic and transport	19,696	19,696	0	Underway	82%
S7.11 Plan	Lugar Park – Upgrade to Amenities	Parks and playgrounds network embellishment	535,406	535,406	0	Underway	50%
S7.12 Plan	Transport Stop Upgrade	Bus shelters	16,372	16,372	0	Complete	6%
S7.11 Plan	Plan Preparation and Administration	Plan preparation and administration	44,408	44,408	0	Complete	100%
S7.4 Planning Agreements	Rail Corridor Maintenance	Rail corridor maintenance	25,000	25,000	0	Complete	100%
S7.4 Planning Agreements	Darby Plaza	Community space embellishment	224,000	224,000	0	Complete	100%

* = % of costs funded by contributions is interpreted as the % of the annual spend being from contributions rather than over the entire life of the project. Project status is classed as either underway or completed.

Planning agreements

Environmental Planning and Assessment Act 1979, s75(5)

The Planning Agreements (PA) in force 1 July 2022–30 June 2023 include:

1. 73–79 Railway Lane, Wickham Planning Agreement

Parties	CN and 22 Park Avenue Pty Ltd
Date of Execution	23/04/2021
Land to which the PA relates	Lot 110 DP 1018454 and Lot 11 DP 1106378, known as 73–79 Railway Lane, Wickham NSW
Description	Monetary contribution of \$955,000.00 with development

The Planning Agreement is executed and operating

2. 10 Dangar Street, Wickham Planning Agreement

Parties	CN and Dangar St Wickham Pty Ltd
Date of Execution	28/11/2022
Land to which the PA relates	Lot 1 DP 1197377, known as 10 Dangar Street, Wickham NSW
Description	Monetary contribution of \$1,587,976.50 for the provision of public amenities or infrastructure to support implementation of the Wickham Masterplan 2021

The Planning Agreement is executed and operating

3. 30 Vista Parade, Kotara Planning Agreement

Parties	CN and Trustees of the Roman Catholic Church for the Diocese of Maitland–Newcastle
Date of Execution	10/03/2023
Land to which the PA relates	Lot 12 and 131, DP 560852 and 262057, known as 30 and 31 Vista Parade, Kotara
Description	Works with redevelopment and expansion of St James' Primary School, Kotara: <ul style="list-style-type: none"> Road widening of Vista Parade and associated road works including the relocation and reinstatement of existing bus stops Construction of a roundabout and intersection upgrade work on the intersection of Princeton Avenue and Vista Parade Dedication of approximately 88.5m² of land to Council to widen Vista Parade

The Planning Agreement is executed and operating

4. 23 Merewether Street, Merewether Planning Agreement

Parties	CN, Health Care Lingard Pty Ltd and Northwest Healthcare Australian Property Limited
Date of Execution	9/05/2023
Land to which the PA relates	Lot 100 DP 1168197 & Lot 100 DP 1251777, known as Lingard Private Hospital
Description	Requires the following in association with the planning proposal for Lingard Private Hospital: <ul style="list-style-type: none"> A monetary contribution of \$1 million for upgrade of the Merewether Street and Lingard Street intersection Upgrade Tye Road, Merewether Street New footpaths and streetscape elements along western side of Lingard Street Embellish Townson Oval

The Planning Agreement is executed and operating

Definitions:

Executed means the planning agreement has been entered into and signed by General Manager (CEO) on behalf of Council and the Developer.

Operating means the planning agreement is active and requires the payment of monetary contributions, dedication of land or provision of material public benefits.

Note: When all obligations of the planning agreement have been met by the developer, the Planning Agreement is considered 'concluded'.

CN has developed a new online development contributions register that is updated every 24 hours and captures 5 years' worth of relevant application information. It can be found on our [website](#).

Rates and charges

(General) Regulation 2005 (Reg), cl 132

The total rates and charges written off for 2022/2023 was \$1,164,664.

Additionally, CN supports community housing providers, charities, religious bodies, schools and more by providing rates exemptions in the amount of approximately \$99 million annually.

Swimming pools inspections

Swimming Pools Act 1992 (SP Act), s 22F(2)

Swimming Pools Regulation 2018

(SP Reg) cl 23

Section 22F – Inspections carried out by local authority

(1) A local authority may charge the owner of premises a fee for carrying out an inspection under this Division being a fee that is no greater than the maximum fee (if any) prescribed by the regulations, but it may not charge a separate fee for issuing a certificate of compliance.

(2) A local authority that is a council must include in its annual report under Section 428 of the Local Government Act 1993 such information (if any) in relation to inspections under this Division as is prescribed by the regulations.

(3) An inspection by a local authority is to be conducted by an authorised officer and entry on to premises to carry out such an inspection is to be in accordance with Part 3.

Swimming Pools Regulation 1998

Clause 18BC – Council reporting requirements for inspections

For the purposes of Section 22F (2) of the Act, a local authority that is a council must include in its annual report under Section 428 of the Local Government Act 1993 the number of inspections under Division 5 of Part 2 of the Act that:

- (a) were inspections of tourist and visitor accommodation; or
- (b) were inspections of premises on which there are more than 2 dwellings; or
- (c) resulted in the council issuing:
 - (i) a certificate of compliance under Section 22D of the Act; or
 - (ii) a certificate of non-compliance under clause 18BA of this Regulation.

During 2022/2023 the following inspections were made:

Total inspections for (a) and (b) = 142

Total inspections for (c) (i) and (ii) = 106

Total inspections overall = 248

Works on private land

Reg cl 217(1)(a4) & Act s 67, 67(2)(b)

No resolutions were made concerning work carried out on private land during 2022/2023.

Theme 2 Sustainable Newcastle



The priorities and objectives in this theme include:

2.1 Action on climate change

- 2.1.1 Towards net zero emissions
- 2.1.2 Know and share our climate risk
- 2.1.3 Resilient urban and natural areas

2.2 Nature-based solutions

- 2.2.1 Regenerate natural systems
- 2.2.2 Expand the urban forest
- 2.2.3 Achieve a water-sensitive city

2.3 Circular economy

- 2.3.1 Design out waste
- 2.3.2 Localised supply chain and sustainable procurement

The services we provide in this theme include:

- Sustainability programs
- Natural area/bushland services
- Waste collections
- Waste disposal and landfill (landfill operations)
- Resource recovery and recycling
- Waste education programs
- Commercial and internal waste
- Innovation and futures
- Strategic planning
- City greening

The assets we manage in this theme include:

- 81km waterways
- 113,048 street & park trees
- 91 bushland parcels
- 65 wetlands
- 5.7km tracks and trails
- 2 ocean baths
- 3.5km coastal cliff line
- 10 beaches
- 8.7km river walls
- 3.7km sea walls
- 14km coastline
- 1 waste & resource recovery centre
- 1 solar farm
- 14,500 solar panels



Summerhill Solar Farm

Our performance

The informing strategies include:

- Environment Strategy
- Sustainable Waste Strategy

Climate Change Risk and Resilience Plan

On Our Bikes Cycling Plan

Urban Forest Action Plan

Water-Sensitive City Action Plan

The supporting strategies and plans include:

- Cycling Plan 2021–2030
- Climate Action Plan 2021–2025
- Local Strategic Planning Statement 2020–2040
- Stockton Coastal Management Program 2020
- Newcastle Transport Strategy

Blue Green Grid Action Plan

Extended Stockton Coastal Management Program (future draft)

Newcastle Southern Beaches Coastal Management Program (future draft)

Hunter Estuary Coastal Management Program (future draft)

Overall action and measure performance

Total actions

88%

Actions completed or on track

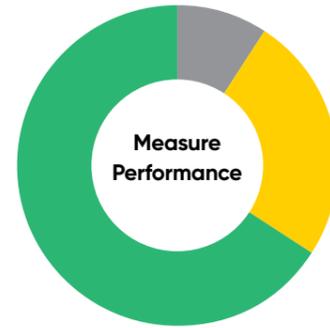


On Track	21	88%
Monitor	3	12%
Off Track	0	0%
No Targets Set	0	0%

Total measures

66%

Measures completed or on track



On Track	8	66%
Monitor	3	25%
Off Track	0	0%
No Targets Set	1	9%

Performance against measures

2.1 Action on climate change

MEASURE	BASELINE/TARGET	2021/22	2022/23
Level of community satisfaction with climate action	3.2 Greater than 3	2.9	3.0
Installed lighting to be LED (Ausgrid LED streetlight rollout in Newcastle LGA)	5,000 (2020/2021) 100% of all installed lighting to be LED by 2025	N/A	13,393 (93.3%) 13,393 out of 14,348 lights
CN reduction in electricity use	20.8% progress to date Target: 30% reduction by 2025	6,661,069kWh (2020)	4,210,630kWh (2022)
Number of EV chargers available to the community	4 public EV charging sites (7 chargers, 11 charging bays) All key sites throughout the city	5 public EV charging sites (15 chargers)	5 public EV charging sites (16 chargers)

2.2 Nature-based solutions

MEASURE	BASELINE/TARGET	2021/22	2022/23
Level of community satisfaction with wetlands and estuary	3.6 Greater than 3.5	3.6	3.6
Level of community satisfaction with bushland and waterways	3.5 Greater than 3.5	3.4	3.5
Tree vacancies identified in the Tree Asset Management System (TAMS)	63,000 vacant tree spots at 31/01/2022 (TAMS) Reducing by effective 500 p.a. 85% of vacancies to be planted by 2045 100% of vacancies to be planted by 2060 (TAMS)	63,000	N/A*
Number of plants used in urban forest planting (Number of plants used in CN's natural asset regeneration projects)	75,300 (4 areas per annum)	75,300	76,628
Level of community satisfaction with greening and tree preservation	3.4 Greater than 3.5	3.1	3.2

* Data is currently on hold due to changes in CN systems.

2.3 Circular economy

MEASURE	BASELINE	2021/22	2022/23
Level of community satisfaction with green waste collection	3.8	3.8	3.7
Tonnes of recyclables recovered (Recyclables recovered include general household recyclables and green waste)	31,928 tonnes (2020/2021)	29,164 tonnes	25,624 tonnes
Tonnes of municipal waste material landfilled (2020/2021)	52,344 tonnes	40,478 tonnes	37,882 tonnes

Note: Community satisfaction measures relate to overall satisfaction with services and facilities by category (where 1 = very dissatisfied and 5 = very satisfied).

On Track
Monitor

How we performed



In 2022, the CN-owned EV charger network was used over 60,000 times, providing 95,000kWh of renewable energy charging. We powered approximately 550,000km of travel or 14 trips around the earth.

Through the Street and Park Tree Replacement Program, a total of 1,849 trees were planted in 2022/2023 in Hamilton, Mayfield, Lambton, Waratah and Elmore Vale, with 198 residents choosing the tree species to be planted outside their property.

CN regenerated 145 hectares of priority bushland parcels in Fletcher, Adamstown, Merewether, Kotara, Waratah, Elmore Vale, Blackbutt Reserve and Jesmond. As well as improving the health and resilience of our bushland, this regeneration aids in protecting our endangered ecological communities, such as Themeda grassland, coastal saltmarsh and littoral rainforest, as well as the threatened Grey-headed Flying-fox. We planted 76,628 native plants in our revegetated sites.

Community planting events at Warabrook Wetlands Reserve and Lambton Park, as well as our National Tree Day event at Mayfield East, engaged 200 primary school students and over 270 residents, with over 6,000 natives planted, including trees and understorey.

The Street Garden Program approved 42 street garden applications in 2022/2023.

Natural Connection events on native birds, insects, coastal biodiversity, vegetation communities and native plants attracted 720 participants, with our newsletter growing to 1,383 subscribers.



The delivery of our invasive species program involved inspections of 587 urban properties, 12 peri-urban properties and 6 rural properties, in addition to 416 kilometres of high-risk weed pathways and 578 high-risk sites. These inspections resulted in 30 areas treated for aquatic weeds, 25 areas treated for Chinese violet and 150 hectares treated for Pampas grass.

A 700m-long avenue of 70 native trees stretching along the creek side of Maryland Drive, Maryland, was planted to create a living legacy in honour of Queen Elizabeth II.

The urban canopy cover over CN land was 22% over the road reserve and 25% over open space.

CN installed 25 infiltration pits and 18 rain gardens in 2022/2023.

City Greening Services received 3,331 tree-related customer requests and completed 12,805 street and park tree maintenance work orders.

We maintained 14 hectares of Asset Protection Zones on CN land.

Our 18 Landcare, Coastcare and Dunecare groups, comprising over 150 volunteers, dedicated over 4,500 hours to natural areas restoration activities in 2022/2023.

We completed 200 lineal metres of dune fencing.



What we recycled

WHAT WE RECYCLED (TONNES)	2018/19	2019/20	2020/21	2021/22	2022/23
Total collected for recycling*	22,113	49,431	39,543	39,412	37,358
Compost	15,665	17,270	23,017	20,932	22,140
Scrap metal	855	1,321	1,661	1,725	1,631
Wood waste	869	540	415	487	453
Household items for reuse	131	103	106	94	92
Household problem waste	96	159	162	177	130
Paper and cardboard	289	103	134	127	95
Tyres	N/A	N/A	N/A	202	46
Mattresses	N/A	N/A	N/A	36	198
E-waste	N/A	191	197	241	209
Sandstone*	N/A	985	260	0	0
Virgin excavated natural materials (aggregate)*	N/A	14,922	644	6,681	0
Solar panels	N/A	N/A	N/A	N/A	12

* Material excavated on site and sold

When organics waste materials are landfilled, landfill gas is produced. At Summerhill Waste Management Centre, our partner LMS Energy has installed a gas collection network and a power generation plant that produces electricity from landfill gas to power about 3,500 homes.



Achievements

Organics Processing Facility

CN is planning to build an Organics Processing Facility (OPF). The OPF will be capable of processing up to tens of thousands of tonnes per annum of food and garden organics into high-quality compost. All parts of the composting process, including delivery, intensive processing in tunnels, maturation, storage and loading, will be undertaken in a fully enclosed environment. Potential odour from the OPF will be carefully managed through an active odour control system, which ensures that air is continuously drawn from the facility to keep it under a constant state of negative air pressure. The exhaust air passes through chemical scrubbers and biofilter beds to reduce odour before being allowed to discharge.

The mature compost can be used in agriculture, landscaping, home gardens and on playing fields to enhance soil structure, add nutrients and improve water holding capacity. Returning compost to soil is closing the cycle and creating a circular economy.

Once the OPF is operational, CN will extend the garden collection service to permit the inclusion of food waste in the green-lid bin. During 2022/2023, an Environmental Impact Statement for the OPF site was completed to accompany the DA, which was lodged in March 2023. Detailed engineering designs and earthworks plans have been finalised. The OPF is one of 4 city-shaping projects. Both the MRF and OPF will be connected to the 5MW solar farm located at Summerhill to reduce the environmental footprint of the facilities

Offshore wind farm

Newcastle has welcomed the prospect of unlocking billions of dollars of investment and hundreds of local jobs after the Federal Government opened a consultation into establishing Australia's second offshore wind zone off the coast of Newcastle. The announcement was made by Climate Change and Energy Minister Chris Bowen during a visit to Newcastle.

The proposed offshore wind farm in Newcastle presents a transformative opportunity with far-reaching benefits. From an environmental perspective, it offers clean, renewable energy generation, reducing greenhouse gas emissions, improving air quality and contributing to marine ecosystem preservation. On the social front, this project promises job creation, community investment, enhanced energy security, and opportunities for education and research. Economically, it can stimulate growth, generate revenue for governments and create a new industry sector, all while fostering infrastructure development and skills enhancement.

In essence, the offshore wind farm aligns with our commitment to sustainability and community wellbeing, representing a promising venture with substantial positive impacts.

Former Astra Street landfill remediation

CN's commitment to environmental preservation and sustainable development is exemplified in the 2022/2023 Budget, which allocates \$18.6 million to remediate the former Astra Street landfill. This significant investment aims to protect the Ramsar-listed Hunter Wetlands and enhance environmental management in the area. The Astra Street landfill, which operated from 1974 to 1995, is a critical focus of this effort and is part of a larger \$132 million capital works program encompassing 4 city-shaping projects. This initiative underscores CN's dedication to safeguarding natural ecosystems and fostering a sustainable future for the community.

Tree planting

Trees play a vital role in enhancing our urban environment, and at CN, we understand their significance. With over 113,000 street and park trees under our care, we prioritise their wellbeing and the safety of our community. In the 2022/2023 fiscal year, we committed \$1.81 million to nurture our urban forest. This investment included initiatives such as understorey planting to support street verge gardens as per your requests. Additionally, our tree replacement planting program resulted in the planting of 2,000 trees throughout Newcastle.

We recognise that trees not only beautify our city but also contribute to cooling, carbon sequestration, wildlife habitat, and maintaining clean air and water. This underscores our commitment to fostering a greener and more sustainable urban landscape for all.

Newcastle's sustainable waste future

CN invited school students to share their visions for a circular economy as part of an art competition launched to promote sustainability and resource recovery. The winning entries are showcased on two waste collection trucks and numerous public bins across the city, with the art competition designed to encourage conversations around repairing, recycling and reusing resources.

Curby Program

We're one of the first councils in Australia to take part in the Curby Program, which is run in conjunction with Australian recyclers iQRenew and CurbCycle. Newcastle households who apply to participate will receive special yellow bags to sort their soft plastics into before placing them in their yellow kerbside recycling bin. The yellow bags are sent to a special processing plant to be turned into a new material, which can be reused to make low-carbon cement, new plastic products and plastic film.

Towards net zero emissions

A food organics and disposable coffee cup recycling system has been introduced at our City Administration Centre and we have removed single-use water bottles and plastics. We have also added e-bikes for staff at our City Administration Centre and the Newcastle Museum to reduce car use and emissions. Our sustainability data management and reporting platform was updated to ensure we accurately measure and report on our performance. CN participated in local and regional community emission reduction programs, including Business Hunter's energy transition program and the Hunter Joint Organisation's Hunter Net Zero Network.

In partnership with the NSW Government and UON, we installed a local air quality sensor network at our coastal and inland swimming pools and the Callaghan University campus, to aid our understanding of the sources of air pollution in our city as well as the local weather conditions at our swimming pools.

Regenerating our natural systems

We continued to monitor groundwater in low-lying areas to track long-term trends and inform future investments to protect infrastructure and private property. We rehabilitated the inland cliff line at Braye Park Reserve, Waratah West, across a 500m frontage. We conducted a bushfire risk assessment for the Jesmond Bushland, including developing a decision support tool and bushfire management plan, and maintained 14ha of Asset Protection Zones on CN land.



Lambton Park Planting, St Therese's Primary School

Delivering Newcastle 2040 action performance

2.1 Action on climate change

2.1.1 Towards net zero emissions

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Continue implementation of CN-owned solar PV (photovoltaic) and battery systems at operational and community sites		✓	Environment & Sustainability	✓
Develop transition plan to zero-emissions vehicles for entire fleet and continue replacement of fleet with Electric Vehicles (EV)		✓	Environment & Sustainability	○*
Continue roll-out of CN sites and public EV charging networks		✓	Environment & Sustainability	✓
Continue to expand and utilise energy usage and utility monitoring and reporting		✓	Environment & Sustainability	✓

* A report has been prepared outlining a pathway, and the associated costs, for CN to electrify its vehicles, plant and equipment by 2030. This report will inform the development of a Vehicle, Plant and Equipment Transition Plan in 2023/2024.

2.1.2 Know and share our climate risk

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Monitor sea level rise and groundwater behaviour in low-lying suburbs	✓		Environment & Sustainability	✓
Deliver environmental asset condition assessment and planning across the city	✓		Environment & Sustainability	✓

2.1.3 Resilient urban and natural areas

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Implement Living Streets Tree Replacement Program to maintain and replenish our urban forest and maintain our street, reserve and public land trees, ensuring the health of our trees and safety of the community	✓	✓	Environment & Sustainability	✓
Develop Climate Risk and Resilience Action Plan, including a climate risk analysis, to support CN and community adaptation		✓	Environment & Sustainability	○*
Deliver and implement flood planning across the city	✓	✓	Environment & Sustainability	✓
Deliver technical advice, natural asset planning and quality standards to ensure resilient urban and natural areas now and into the future	✓	✓	Environment & Sustainability	✓

* Preliminary work has been completed to inform the development of a Climate Risk and Resilience Action Plan in 2023/2024.

2.2 Nature-based solutions

2.2.1 Regenerate natural systems

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Proactively monitor and regulate activities to minimise environmental impact, including implementing Business Pollution Prevention Program and Erosion and Sediment Control Program	✓		Planning Transport & Regulation	✓
Manage contaminated land information and seek appropriate remediation through development application process	✓		Planning Transport & Regulation	✓
Maintain city and coastline assets to a high standard of cleanliness for our community and visitors	✓		Planning Transport & Regulation	✓
Deliver projects that maintain and enhance the natural environment	✓	✓	Environment & Sustainability	✓
Provide investigation and response to tree removals, overgrown land, littering and nuisance birds	✓		Planning Transport & Regulation	✓

2.2.2 Expand the urban forest

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Provide sustainable infrastructure to support parkland and recreational facilities by construction of new assets and renewal of existing assets		✓	Community & Recreation	✓
Deliver projects that protect and enhance Newcastle's urban forest and grow community stewardship		✓	Environment & Sustainability	✓

2.2.3 Achieve a water-sensitive city

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver and implement stormwater and water quality planning and improvement across the city	✓		Assets & Facilities	✓
Irrigation and passive tree watering to ensure vitality of the urban forest and increase stormwater capture	✓		Environment & Sustainability	✓

2.3 Circular economy

2.3.1 Design out waste

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Develop Circular Economy Action Plan		✓	Environment & Sustainability	○*
Implement core infrastructure to transition site to a Resource Recovery Hub		✓	Waste Services	✓

*The Newcastle Environment Strategy will focus on delivering a sustainable procurement program, in conjunction with Our Sustainable Waste Strategy. The development of a Circular Economy Action Plan will be the focus in future years.

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Ensure works program will incorporate local suppliers and sustainable procurement where financially responsible	✓		Finance Property & Performance	✓
Source and showcase products that highlight local producers and stories	✓		Media Engagement Economy & Corporate Affairs	✓
Develop and implement food philosophy, working towards 85% of menu items being from within the catchment of the Hunter Joint Organisation	✓		Civic Services	✓

Challenges

Governments at all levels, business, industry and the community have essential, complementary and differentiated roles in mitigating and adapting to the impacts of climate change. Reaching net zero emissions will involve unprecedented, transformative and collaborative change.

Changing climate

Our changing climate involves a number of challenges, including:

Increasing temperatures: By 2030, maximum temperatures in the Hunter are projected to rise by 0.7°C and to continue to rise by 2°C by 2070.

Extreme heat: The Hunter is projected to experience an average of 5 more days above 35°C per year by 2030 and 14 more days above 35°C per year by 2070.

Rainfall: By 2070, annual rainfall is projected to increase across most of the Hunter. Increases are seen across the region during summer and autumn. There are also increases across most of the region during spring.

Sea levels: A sea level rise of between 0.21m and 1.06m is projected for the central NSW coast, which includes the Newcastle LGA, by 2100. A total of 50,774 properties could be exposed to tidal inundation across NSW if sea levels rise by 1m.

At-risk assets: By the year 2100, under a high emissions climate scenario, nearly 100,000 properties in the LGA (almost 20% of properties) will be at risk from the effects of climate change. Almost 9,000 properties in the LGA will be at 'high risk'.

Severe fire weather: By 2039, severe fire weather is projected to increase across the Hunter in summer and spring.

Transforming our industries and economy

Pathways limiting global warming to 1.5°C with no or limited overshoot will require rapid, far-reaching and in some cases unprecedented transitions in energy, land, urban, building and transport infrastructure, as well as industrial systems. The lion's share of emissions cuts needs to occur this decade if we are to avoid catastrophic climate change.

Newcastle, as the world's largest coal port, is uniquely positioned to harness the opportunities associated with a rapid transition away from fossil fuel-based industries and towards a low-carbon economy, and to become an international leader in renewable energy and associated industries. However, this transition will require significant capital investment and an adaptation of skills, infrastructure and services.

Environmental management

We are continuing to secure funding for the increasing costs associated with our coastal and flood risk management programs. We are preparing for the projected increases in the frequency and severity of weather events associated with a changing climate.

We must plan for a trajectory of declining numbers and the increasing age of participants in the Landcare community volunteer program. We continue to secure appropriate funding for natural asset renewal and maintenance and the increased project costs generated by a changing climate.

Adoption of nature-based solutions over traditional solutions often encounters resistance due to the increased time and resources required to design, review, construct and maintain the assets. With trials and testing of new forms of nature-based alternatives, it is easier to determine their performance, their effects on asset design life, and the way nature-based solutions impact the surrounding infrastructure.

Managing the urban forest under changing climate conditions requires adaptive, flexible management. Our urban forest replacement program must meet the increasing losses of our ageing public tree population, as well as the impacts of increasing infill and greenfield development and the loss of private trees.



Wharf Road EV chargers

Statutory information

Contents:

[Environmental upgrade agreements](#)

[Stormwater levies and charges](#)

Environmental upgrade agreements

Act s 54P(1)

There were no environmental upgrade agreements entered into by CN during 2022/2023.

Stormwater levies and charges

Regulation cl217(1)(e)

In 2022/2023, CN received a total of \$2.06 million in Stormwater Management Service Charge (SMSC) funds. CN also dedicated the annual baseline amount of \$640,000. These 2 funding sources explicitly allocated \$2.70 million to eligible stormwater projects.

The Stormwater Portfolio commenced with 23 drainage projects, 21 of which were eligible to have the SMSC applied. The program was adjusted throughout the year to accommodate projects carrying over from the previous financial year, resulting in 3 projects being removed from the program.

CN's final Stormwater Portfolio investment totalled \$7.44 million, consisting of 22 eligible SMSC projects valued at \$7.35 million. The Stormwater System Program implemented 14 construction projects (7 completed); 5 projects progressed through planning and design; and city-wide environmental protection services were performed.

CN's total stormwater asset renewal, upgrade or creation across the capital works program totalled 1,842m of pipes (619m relined), 97 pits, 25m of swales, 4 headwalls and 28 stormwater quality improvement devices.

NOTABLE PROJECTS 2022/23	OUTCOME
City-wide trenchless pipe relining program	619m of pipelines were successfully relined around the city, extending the remaining life and improving flow efficiencies of the assets.
Various headwalls – rehabilitation	2 deteriorated headwalls at Cottonwood Chase and Featherwood Way, Fletcher were rehabilitated using natural channel principles.
Smith Street, Merewether – drainage improvements	Construction works were completed to improve overland flows during large storm events. 245m of new drainage was installed.
Glebe Road, The Junction – drainage renewal	Construction works were completed for the renewal and upgrade of stormwater assets. 335m of new drainage was installed to improve drainage capacity in the street.
Buchanan Street, Merewether – drainage construct rehab	Construction works were completed for the renewal and upgrade of stormwater assets. 257m of new drainage was installed to improve drainage capacity in the street. These works complement the previously completed Kilgour Avenue and Patrick Street stormwater projects.
Water quality device rehabilitation	Stormwater quality devices were rehabilitated at Nobbys Beach, Newcastle East; Fryar Crescent, Wallsend; Hideaway Circuit, Fletcher; and Jetty Parade, Fletcher. These assets will continue to protect the downstream receiving waters.
University Drive, Waratah catchment rehab – construction of shared pedestrian/cycleway bridge	Construction works progressed for the replacement of an existing culvert with a shared path bridge to mitigate blockage and flooding of Boatman Creek. The remainder of the project will be completed in 2023/2024.
Creeks and waterways – inspect erosion and sediment control	232 construction sites were proactively inspected for erosion and sediment control compliance. 36 sites were proactively audited by the Business Pollution Prevention Program. 109 reactive requests relating to pollution matters were resolved.

Theme 3 Creative Newcastle



The priorities and objectives in this theme include:

3.1 Vibrant and creative city

- 3.1.1 Vibrant events
- 3.1.2 Bold and challenging programs
- 3.1.3 Tourism and visitor economy
- 3.1.4 Vibrant night-time economy

3.2 Opportunities in jobs, learning and innovation

- 3.2.1 Inclusive opportunities
- 3.2.2 Skilled people and businesses
- 3.2.3 Innovative people and businesses

3.3 Celebrating culture

- 3.3.1 Nurture cultural and creative practitioners
- 3.3.2 Promote Newcastle as a major art and cultural destination
- 3.3.3 Culture in everyday life

3.4 City-shaping partnerships

- 3.4.1 Optimise city opportunities
- 3.4.2 Advocacy and partnerships

The services we provide in this theme include:

- Art Gallery
- Museum
- Civic Theatre and Playhouse
- Visitor Information Centre
- Newcastle Venues
- Libraries and Learning
- Marketing
- Childcare
- City events
- Tourism
- Economic development
- Business development

The assets we manage in this theme include:

- 176 public art, fountains and monuments
- 1 airport
- 1 Art Gallery
- 41 cultural spaces
- 150 public Wi-Fi network access points
- 1 Civic Theatre and Playhouse
- 1 City Hall
- 1 Digital Library
- 1 Museum



Uncle Amos Simon delights young library visitors with his yidaki (didgeridoo) skills.

Our performance

The informing strategies include:

Economic Development Strategy 2021–2030

The supporting plans include:

Destination Management Plan 2021–2025

Cultural Precinct Masterplan 2022

Overall action and measure performance

Total actions

100%

Actions completed or on track

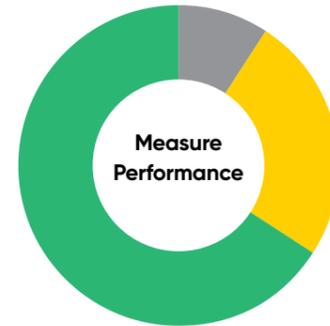


On Track	37	100%
Monitor	0	0%
Off Track	0	0%
No Targets Set	0	0%

Total measures

60%

Measures completed or on track



On Track	13	60%
Monitor	6	30%
Off Track	0	0%
No Targets Set	1	10%

Performance against measures

3.1 Vibrant and creative city

MEASURE	BASELINE/TARGET	2021/22	2022/23
Level of community satisfaction with promotion of tourism	3.4	3.4	3.7
Level of community satisfaction with entertainment and events	3.7	3.7	3.6
Growth in business tourism	\$219 million (2019)	N/A	\$349 million
Number of social media followers across all CN platforms	285,846 (Q1 2022) Increase by 5%	334,496	318,352
Number of events delivered	252 (2021/2022) Increase by 10%	347	381
Events low-major and categorised as confirmed, filming or completed are used for this measure			
Number of event licences processed	462 processed 240 actioned	380	505
Civic Theatre and City Hall attendance	101,259	109,905	203,725
Social media reach on the CN corporate channel	225,259 (Q1 2022 only)	N/A Reporting on LI not available	3,687,000 (CN FB + LI, organic and paid)*

* CN Corporate Facebook (CN FB), LinkedIn (LI)

3.2 Opportunities in jobs, learning and innovation

MEASURE	BASELINE/TARGET	2021/22	2022/23
Level of community satisfaction with economic development	3.5 Greater than 3.5	3.2	3.2
Number of Newskills training projects and number of participants*	N/A	10 projects	N/A
Number of users of Landing Pad startups/scaleups considering relocation to Newcastle*	N/A	26	44

* These programs have finished, and we are no longer capturing this data.

3.3 Celebrating culture

MEASURE	BASELINE	2021/22	2022/23
Level of community satisfaction with Art Gallery and programs	3.6	3.6	3.5
Level of community satisfaction with Civic venues	3.8	3.8	3.7
Level of community satisfaction with Museum	3.7	3.7	3.5
Art Gallery outreach program attendance* (onsite and offsite engagement)	N/A	N/A	9,659
Number of Museum ticketed attendees	105,745 (2020/2021)	114,428	203,328
Number of artists celebrated in Art Gallery programming* (includes all artists in all aspects of programming, from in-gallery exhibitions to offsite events and projects)	N/A	N/A	316

* New measure due to closure of Art Gallery for expansion works

3.4 City-shaping partnerships

MEASURE	BASELINE	2021/22	2022/23
Level of community satisfaction with management of residential development	2.7	2.7	2.8
Number of DAs determined	1,645 (2020/2021)	1,617	1,393
Reduction in backlog of undetermined DAs	410	409	353

Note: Community satisfaction measures relate to overall satisfaction with services and facilities by category (where 1 = very dissatisfied and 5 = very satisfied).

On Track
Monitor

How we performed



Tourism

Website # of users: 429,000

Facebook: Followers: 318,352 across all CN platforms Reach: 13,120,000

Instagram: Followers: 39,000 Reach: 2,500,000



Seek Off Beat

The marketing campaign was launched August 2022 and ran for 6 weeks, followed by an always-on approach until July 2023.

19.6 million impressions

2.9 million video views

1.3 million completed video views

51,000 leads to the Visit Newcastle website



Civic Theatre

Live performance

Total venue hires: 196

- Civic Theatre: 89
- Playhouse: 67
- Concert Hall: 40

Performances available for sale: 1,895 (up 6.2% from last year)

Customers transacted: 48,104 (up 41.8% from last year)

Number of paid tickets: 174,505 (up 105.5% from last year)

Number of bookings: 73,626 (up 47.1% from last year)



Newcastle Libraries

Visitation: 602,984 (2021–2022: 362,219) >66%

Total members: 106,361 (2021–2022: 104,130) >2.14%

Home Library circulation: 51,521 (2021–2022: 10,693) >380%

34,361 new items added to the borrowing collection

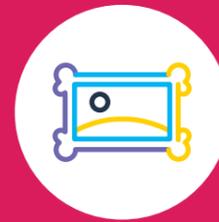


City Hall

City Hall function centre hires: 151 (excl. live performances)

Total people through City Hall: 136,761 (Vemcount)

Fort Scratchley function centre hires: 132



Art Gallery

NAIDOC Week workshops delivered to over 120 children

132,402 visitors from around Australia viewed works from the Newcastle Art Gallery collection on loan to galleries around Australia

4,000 visitors in 10 days – TITAN ARUM, Newcastle Art Gallery x Justin Shoulder for New Annual festival 2022

The Youth to Collection (Y2C) video series has had over 16,500 views across our digital platform and social media

The Y2C digital platform has had over 15,000 visits

The Gallery delivered Art Incursion programming to over 3,600 students from schools within a 25km radius of Newcastle CBD

The Civic Theatre secured a season of the major international musical *Come from Away* in February and March 2023. This Tony and Olivier Award-winning musical tells the true story of thousands of stranded passengers and the small town in Newfoundland, Canada that welcomed them following the terrorist attacks on 11 September 2001. This spectacular Broadway theatre production was a major coup for the city.

21,276 Tickets sold (excl. comps)

1.1m Total impressions

230+ Press articles generated

28% Tickets purchased by regional NSW

Valuation delivers multimillion-dollar boost to Newcastle Art Gallery collection

Newcastle Art Gallery's collection has been independently valued at \$126 million, an increase of \$11 million since key works were last reviewed. The \$126 million value means the collection is now the most valuable of any gallery in Australia not located in a capital city.



Thousands of budding scientists fill Newcastle Museum for the Hunter Science Festival.

Achievements

Hunter Science Festival celebrating National Science Week

Newcastle Museum played host to the Hunter Science Festival during National Science Week, attracting thousands of aspiring scientists and future tech enthusiasts. A total of 4,215 individuals engaged in exciting hands-on science discovery activities. The event also featured captivating displays and demonstrations by UON and the Hunter Medical Research Institute (HMRI).

International Women's Day 2023: 'We Are'

To mark International Women's Day 2023, Newcastle Gallery proudly showcased the 'We Are' project in collaboration with the WHIP Collective (Women of the Hunter In Photography). This initiative featured the inspiring work of 12 local female and non-binary photographers and was displayed on the Laman Street flags for 6 weeks.

The portrait series celebrated Hunter creatives and aimed to promote diversity, inclusion and the vibrant talent within our community. The project received widespread acclaim, with thousands of residents and visitors engaging with the exhibition both in person and on social media.

Sea Monsters: Prehistoric Ocean Predators

Newcastle Museum proudly presented its largest-ever exhibition, 'Sea Monsters: Prehistoric Ocean Predators' in the spring 2022 school holidays. This groundbreaking exhibition offered a unique and immersive experience for visitors of all ages, marking the first time 'Sea Monsters' had been displayed in Australia outside of a capital city.

Presented in partnership with the Australian National Maritime Museum and Queensland Museum Network, the exhibition showcased a fascinating array of life-sized replicas, including a massive 13m Elasmosaurus and a formidable 9m Prognathodon, illustrating the immense size of these ancient marine reptiles. Real fossils dating back millions of years, such as a 1.4m Kronosaurus jaw and a 5m fish that swallowed another whole, provided tangible connections to the distant past.



Julie Baird, Director Museum Archive Libraries & Learning, opening the exhibition.

Elton John concert

Elton John's electrifying performances at McDonald Jones Stadium in January 2023 marked a historic moment in Newcastle's entertainment scene, serving as the first major event announced under the groundbreaking partnership between CN and Venues NSW. This concert, part of the *Farewell Yellow Brick Road* tour, was a momentous occasion as it was Elton John's debut performance in Newcastle, drawing in a capacity crowd of 30,000 enthusiastic locals and visitors on each of the 2 nights. The tour significantly boosted the local visitor economy by injecting over \$5.8 million.

The success of this event was a testament to the strong collaboration between Venues NSW, CN, and event organisers Michael Chugg and Frontier Touring. Of the 50,000+ tickets sold for the 2 performances, 10,859 were snapped up by out-of-town visitors, including 2,556 from interstate and over 120 international attendees. This achievement exemplified the remarkable outcomes that can be achieved through strategic major events partnerships.

Night Galleries

CN's innovative approach to night-time crime prevention, the Night Galleries, received a glow-up for Sydney WorldPride with a local queer community organisation partnering with the Newcastle Art Gallery to curate a selection of sounds, artworks and augmented reality that spoke to the dichotomy of the visible and invisible queer experience.

The Night Galleries have been a recognised success. UON project partners were awarded \$1 million to deliver a proof of concept to reinvent the Night Galleries as part of the NSW Government Safer Public Spaces for Women and Girls Smart City Innovation Challenge. The project also received the 2022 Good Design Award: Product Design – Commercial and Industrial, and was a finalist for the 2022 Hunter Manufacturing Awards' Excellence in Product Design award.



Night Galleries at Pacific Park, Newcastle

City entices entrepreneurs to Newcastle

Australian and international innovators were welcomed to enjoy a 3-month membership at the 'Landing Pad', a collaborative workspace situated within UON's I2N Hub. This unique opportunity provided access to cutting-edge smart city infrastructure, a valuable investor network and the chance to collaborate with academic experts.

The Landing Pad emerged as a result of a joint effort between CN and UON, aimed at establishing a shared workspace catering to immigrant scaleups and skilled professionals in the tech industry.

Imagine Newcastle

CN launched our first-ever digital prospectus, Imagine Newcastle, in September 2022. This resource gives people the confidence to move to invest or study in Newcastle. The site movetonewcastle.com.au responds to the skills and labour shortage in the local economy and demonstrates CN's leadership in attracting and retaining talent to our city.

Imagine Newcastle is a key deliverable in CN's *Economic Development Strategy* adopted in 2021, which takes a transformative approach to economic development and advocates for a people-centred and place-led approach, recognising that the success of the local economy is built on the talent, skills and ingenuity of our people. These skills lead to innovation, creativity and, ultimately, the formation of new jobs and investment.

Newcastle Art Gallery

While the Gallery's physical doors were temporarily closed throughout the reporting period, a remarkable 132,402 members of the public had the opportunity to engage with artworks from the Newcastle Art Gallery collection, as these pieces were featured in exhibitions across NSW, ACT and NT. The collection boasted contributions from 3 esteemed women artists: Cressida Campbell, Valerie Strong and Jacqueline Hick.

Throughout this period, the Gallery team dedicated themselves to advancing the professional development of local creative practitioners. This support took shape through regular studio visits, presentations at community events and educational institutions, and mentorship provided via local arts organisations. Additionally, the Gallery played a vital role in facilitating the annual IGN Art Fair 2023, which involved the collaboration of 20 galleries throughout the city.

A notable project during this time was the Youth to Collection (Y2C) Project, spearheaded by the Youth Advisory Group. This initiative showcased works by emerging artists alongside pieces from the Gallery's collection through 4 unified platforms, including a highly successful launch event. The project fostered the creation of 'by-youth, for-youth' content, encouraging meaningful dialogue between Newcastle's emerging artists and the Gallery's collection. The Y2C digital platform, a centrepiece of the project, garnered over 15,000 visits.

Civic Theatre

The Civic Theatre forged partnerships with Tantrum Youth Arts, Newcastle University Choir and the Junior Theatre Festival. Through these collaborations, the Civic Theatre aimed to engage and nurture local performers and young individuals, offering them creative avenues for personal and professional growth. These organisations, although rooted in the local community, garnered recognition on a national and international scale.

Furthermore, the Civic Theatre maintained its commitment to collaboration by working alongside internal CN partners to curate live performance programming for various special weeks, including Seniors Week with the Senior Comedy Festival, NAIDOC Week with *Wash My Soul in the River's Flow*, and a Pride Week screening of *Xanadu*.

Newcastle Museum and Libraries

Newcastle Museum and Libraries developed, delivered and hosted 13 exhibitions across the network, concentrated at Newcastle Museum and City Library. This ambitious program amplified the voices of diverse communities, celebrated the significant cultural collections held by the city, and shared stories for and about the people of Newcastle.

Gould – Treasures of the Hunter showcased the rare, beautiful and much-loved volumes of Gould's *Birds of Australia* held in Newcastle Libraries' Rare Book Collection.

Sea Monsters: Prehistoric Ocean Predators combined real fossils from millions of years ago, replica skeletons and interactive exhibits for a successful summer exhibition period. The profits from this ticketed exhibition were invested in caring for the city's Cultural Collections and telling local stories through the Museum Archive Libraries & Learning (MALL) exhibition program.

1X4, Newcastle Museum's award-winning 2020 exhibition, continued its tour of regional venues, being displayed at venues in Lilydale, Deniliquin and Tamworth.

Children at Wallsend Library were delighted to share story time with Uncle Amos Simon. Uncle Amos shares stories of Awabakal and Gathang language and culture through song, dance, puppets, guitar and yidaki (didgeridoo). Awabakal language is embedded in children's events through songs and rhymes.

The Museum also celebrated the opening of Unabbreviated with a record-breaking participation of 375 individuals, including queer scholars, musicians and artists, making it one of the Museum's most significant openings. Simultaneously, the low-key opening of SHRALP welcomed the skating community inside, fostering a sense of connection to the Museum's past and its relevance to the present.



Cr Carol Duncan, Director Museum Archive Libraries and Learning Julie Baird and curator Jim Turvey at the opening of SHRALP.

Delivering Newcastle 2040 action performance

3.1 Vibrant and creative city

3.1.1 Vibrant events

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver Event Sponsorship Program	✓		Media Engagement Economy & Corporate Affairs	✓
Deliver Major Events Program by identifying and attracting major events to Newcastle	✓	✓	Media Engagement Economy & Corporate Affairs	✓

3.1.2 Bold and challenging programs

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Attract exhibitions to Newcastle Museum, including travelling and community exhibitions	✓		Museum Archive Libraries & Learning	✓
Deliver programs that create stronger and more creative communities and support expressions of culture, identity and community pride	✓	✓	Museum Archive Libraries & Learning	✓
Develop ambitious programming and events that attract local, regional, state and national audiences	✓	✓	Art Gallery	✓
Present the best of international, national and local live performances across a broad arts spectrum that increases ticket sales and optimises financial returns, including through use of a range of commercial models	✓	✓	Civic Services	✓
Deliver Major Events Program, including New Annual and New Year's Eve	✓	✓	Media Engagement Economy & Corporate Affairs	✓

3.1.3 Tourism and visitor economy

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Lead development of local visitor economy	✓	✓	Media Engagement Economy & Corporate Affairs	✓
Develop, drive and implement key destination strategic plans and actions, including Destination Management Plan		✓	Media Engagement Economy & Corporate Affairs	✓
Maintain destination digital consumer assets, including Visit Newcastle website and Business Events website, as well as print promotions such as City Guide, self-guided itineraries and maps	✓	✓	Media Engagement Economy & Corporate Affairs	✓
Promote Newcastle as a destination for business, association and professional conferences and events through dedicated business events and promotional activities		✓	Media Engagement Economy & Corporate Affairs	✓
Provide additional support to tourism industry and visitors during large-scale events		✓	Media Engagement Economy & Corporate Affairs	✓
Support tourism industry and other stakeholders to enhance visitor experience in Newcastle		✓	Media Engagement Economy & Corporate Affairs	✓
Develop Visitor Services Strategy		✓	Media Engagement Economy & Corporate Affairs	✓
Increase visitation engagement with What's ON website through communications and marketing	✓	✓	Media Engagement Economy & Corporate Affairs	✓

3.1.4 Vibrant night-time economy

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver place activation and continue to develop and advocate for strategic policy and planning to enable, enhance and support night-time economy and live music		✓	Media Engagement Economy & Corporate Affairs	✓
Support projects to understand, increase and enhance venue diversity at night		✓	Media Engagement Economy & Corporate Affairs	✓
Develop clear assessment and approval pathways to facilitate outdoor trading and night-time economy		✓	Planning Transport & Regulation	✓

3.2 Opportunities in jobs, learning and innovation

3.2.1 Inclusive opportunities

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver digital inclusion programs to increase participants' confidence in using digital technology and navigating the online environment		✓	Museum Archive Libraries & Learning	✓
Deliver programs whose primary purpose relates to early literacy and/or early childhood and parents' educational learning	✓	✓	Museum Archive Libraries & Learning	✓
Deliver quality early education services that meet the National Quality Framework	✓		Museum Archive Libraries & Learning	✓
Design and deliver member-responsive, diverse, entertaining, educational library collections through high-quality acquisition, discovery and access activities	✓		Museum Archive Libraries & Learning	✓

3.2.2 Skilled people and businesses

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver economic and workforce development programs to improve employment and productivity outcomes		✓	Museum Archive Libraries & Learning	✓
Implement the New Move community program and leverage to drive engagement, talent attraction and advocacy		✓	Media Engagement Economy & Corporate Affairs	✓

3.2.3 Innovative people and businesses

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver programming that supports attraction and development of startup/scaleup businesses		✓	Media Engagement Economy & Corporate Affairs	✓
Deliver public programs to sustain and grow innovation ecosystem to include Newihub, IQ events and festivals		✓	Media Engagement Economy & Corporate Affairs	✓

3.3 Celebrating culture

3.3.1 Nurture cultural and creative practitioners

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Support development of local artists and cultural practitioners through collaborations and professional mentoring	✓	✓	Art Gallery	✓

3.3.2 Promote Newcastle as a major art and cultural destination

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Promote Fort Scratchley as a distinct and significant cultural tourism destination		✓	Museum Archive Libraries & Learning	✓
Develop ambitious exhibition projects that attract local, regional, state and national audiences		✓	Museum Archive Libraries & Learning	✓
Deliver NewSkills program, aimed at providing support for training initiatives that address skills gaps and areas of economic transformation		✓	Media Engagement Economy & Corporate Affairs	✓

3.3.3 Culture in everyday life

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Maintain a balance of Museum audience engagement targeted to a breadth of audience demographics	✓		Museum Archive Libraries & Learning	✓
Utilise digital platforms to improve access to Art Gallery and collections	✓	✓	Art Gallery	✓
Present an accessible and inclusive range of community, learning and participation events and free or low-cost activities to build new audiences and greater engagement with cultural activities, including through creative strategic partnerships	✓	✓	Civic Services	✓

3.4 City-shaping partnerships

3.4.1 Optimise city opportunities

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Develop and maintain a digital platform aimed at raising the profile of Newcastle's economic development opportunities		✓	Media Engagement Economy & Corporate Affairs	✓
Prepare draft Broadmeadow Place Strategy		✓	Planning Transport & Regulation	✓
Continue to support development of Newcastle Airport's expansion and establishment of new national and international routes	✓	✓	Media Engagement Economy & Corporate Affairs	✓

3.4.2 Advocacy and partnerships

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Develop and implement rolling 12-month Government Relations Roadmap that articulates forthcoming advocacy actions		✓	Media Engagement Economy & Corporate Affairs	✓

Challenges

Event planning and support

Balancing the planning and execution of events to enhance community wellbeing, social inclusion and city promotion requires careful coordination and resources. Ensuring that events cater to diverse audiences and contribute positively to the city's image can be a challenge.

Programming excellence

Delivering accessible, nationally significant programming and events that enrich people's experiences of cultural objects, performances, collections and exhibitions necessitates ongoing creativity and resource allocation. Maintaining the quality and relevance of these programs over time is essential.

Tourism promotion

Promoting Newcastle as a premier Australian visitor and events destination is a multifaceted challenge. It involves not only showcasing the city's rich cultural and culinary scene but also ensuring accessibility to nature-based and coastal experiences. Competing with other destinations for tourists' attention is an ongoing concern.

Night-time economy

Supporting a creative, vibrant and safe nightlife that caters to a diverse audience poses challenges related to security, infrastructure and regulatory measures. Balancing the economic benefits of a lively night-time scene with the need for safety and inclusivity is a complex undertaking.

Inclusive participation

Ensuring equal opportunities for all members of the community, particularly the most vulnerable, to engage in learning, training and employment initiatives can be challenging. Overcoming barriers such as access, resources and social disparities is essential.

Skills development

Growing the local skills base and attracting talent, both domestic and international, requires concerted efforts. Encouraging local businesses to adopt inclusive practices and establish a skills-based labour market can be a complex endeavour. Research undertaken for the Economic Development Strategy highlighted local population challenges with below-average post-school education, low migration growth and diversity, significant sunset industry and the loss of skilled young professionals.

Innovation cultivation

Fostering innovation within the business and industry sectors involves challenges related to promoting a culture of innovation, facilitating entrepreneurship and supporting the transformation of ideas into successful businesses. This necessitates collaboration and resources to nurture a thriving innovation ecosystem.

Supporting cultural practitioners

Nurturing arts and cultural practitioners to provide engaging and meaningful experiences for their audiences can be a challenge. This involves providing resources, opportunities and support to enable practitioners to thrive.

Enhancing reputation

Promoting Newcastle as a major arts and cultural destination and attracting visitors requires significant efforts in marketing, infrastructure and cultural programming. Building a nationally significant platform for arts, culture, festivals and expression demands substantial resources.

Cultural integration

Facilitating the integration of culture into everyday life involves addressing accessibility, diversity and local relevance. Ensuring that creative ideas flourish and that communities are immersed in culture can be a complex endeavour, requiring community engagement and the celebration of cultural heritage and diversity.

Art Gallery temporary closure

Due to the closure of the Art Gallery building, finding a single suitable venue for such a wide variety of programs proved difficult. Securing spaces presented logistical challenges that required particular attention to planning and risk assessments. Various community venues were utilised, requiring clear communication with audiences to ensure the link to the Newcastle Art Gallery was recognised.

Optimising growth opportunities

The challenge lies in identifying, optimising and effectively utilising both current and future growth opportunities. This involves strategic planning, resource allocation and infrastructure development to support city-shaping initiatives.

Civic Theatre, Hunter Street



Theme 4 Achieving Together



The priorities and objectives in this theme include:

4.1 Inclusive and integrated planning

- 4.1.1 Financial sustainability
- 4.1.2 Integrated planning and reporting
- 4.1.3 Aligned and engaged workforce

4.2 Trust and transparency

- 4.2.1 Genuine engagement
- 4.2.2 Shared information and celebration of success
- 4.2.3 Trusted customer experience

4.3 Collaborative and innovative approach

- 4.3.1 Collaborative organisation
- 4.3.2 Innovation and continuous improvement
- 4.3.3 Data-driven decision-making and insights

The services we provide in this theme include:

<u>Procurement and contracts</u>	<u>Customer experience</u>
<u>Corporate planning and performance</u>	<u>Payroll</u>
<u>Corporate finance</u>	<u>Workforce development</u>
<u>Rates and debt management</u>	<u>Talent diversity and inclusion</u>
<u>Legal services</u>	<u>Work health and safety support and recovery</u>
<u>Governance</u>	<u>Safety and wellbeing</u>
<u>Records and information</u>	<u>Emergency management</u>
<u>Audit and risk</u>	<u>Leadership</u>
<u>Information technology</u>	<u>Property services</u>
<u>Media and stakeholder relations</u>	

The assets in this theme include:

<u>1,300 CN staff</u>	<u>12 Councillors and 1 Lord Mayor</u>
<u>7 informing strategies within N2040</u>	<u>1 Guraki Aboriginal Advisory Committee</u>
<u>Strategic Advisory Committees</u>	<u>1 Newcastle Youth Council</u>
<u>169,317 residents</u>	<u>1 Audit and Risk Committee</u>
<u>304 volunteers</u>	
<u>1 Customer Service Centre</u>	
<u>1 Have Your Say engagement site</u>	



Footpath construction

Our performance

The informing strategies include:

- Customer Experience Strategy 2020–2025 (internal)
- Resourcing Newcastle 2040
- Long-Term Financial Plan 2022/2023–2031/2032
- Workforce Development Strategic Plan 2022–2026
- Asset Management Strategy 2022–2032

The supporting strategies and plans include:

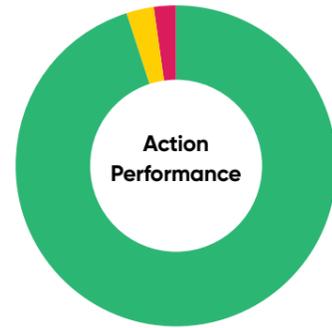
- Inclusion, Diversity & Equity Strategy 2023–2027
- Disability Inclusion Action Plan 2022–2026
- Aboriginal Employment Strategy 2022–2025
- Reconciliation Action Plan 2021–2024

Overall action and measure performance

Total actions

95%

Actions completed or on track

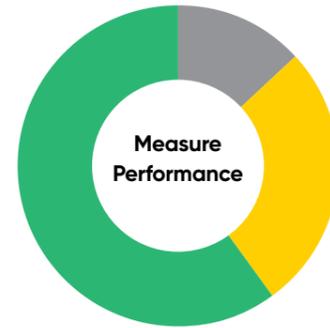


On Track	101	95%
Monitor	3	3%
Off Track	2	2%
No Targets Set	0	0%

Total measures

60%

Measures completed or on track



On Track	9	60%
Monitor	4	27%
Off Track	0	0%
No Targets Set	2	13%

Performance against measures

4.1 Inclusive and integrated planning

MEASURE	BASELINE/TARGET	2021/22	2022/23
Level of community satisfaction with CN's overall performance	3.7 (2020/2021) Greater than 3.5	3.4	3.5
Level of community satisfaction with CN's long-term planning and vision for the city	3.3 Greater than 3	3.0	3.1
Employee first year turnover rate	12.50%	6.1%	3.9%
Indigenous workforce representation	4% 3% (2020/2021)	3%	2.9%
Workplace engagement score	7.2 (2020/2021)	7	7.2

4.2 Trust and transparency

MEASURE	BASELINE	2021/22	2022/23
Level of community satisfaction with CN's response to community needs	3.4	3.0	2.9
CN website visitors per month	334,496	334,496	429,000
Number of council resolutions completed and resolved	191 (2020/2021)	138	150
Number of compliments and complaints determined at CN	288 compliments 122 complaints	154 compliments 49 complaints	257 compliments 36 complaints

4.3 Collaborative and innovative approach

MEASURE	BASELINE	2021/22	2022/23
Level of community satisfaction with involvement in council decision-making	2.7	2.7	2.8
Number and value of approved community grants*	\$585,110 50 projects (2020/2021)	\$531,720 89 projects	\$521,442 67 projects
Number of processes completed within Promapp**	N/A	N/A	N/A
Number of staff trained in process mapping**	N/A	N/A	N/A

* This includes core Community Support Grant funding only.

** No data available for these measures as CN is in the process of reviewing our process mapping software.

On Track
Monitor

Achievements

Community Engagement Strategy

Our *Community Engagement Strategy* is a framework for how we will work together with the community to develop our plans, policies, programs and key activities. For detailed insights into how we intend to plan, design and execute engagement activities, including the tools and methods at our disposal, please refer to the finalised [Community Engagement Strategy](#).

Digitisation of processes saving time and trees

In our commitment to modernise and streamline operations, CN has made significant strides in transitioning from paper-based processes to digital solutions during the past year. Notably, we successfully digitised timesheets and implemented automated invoice payments, 2 processes that were traditionally reliant on paper and accounted for substantial annual paper usage equivalent to 12 tonnes.

Furthermore, to enhance community convenience and optimise our internal processes, CN is actively shifting customer request forms to online platforms. This transition not only benefits the community by providing easier access but also contributes to saving valuable time for our dedicated CN staff.

Third consecutive gold for annual report

CN continues to set a high standard for communicating achievements against our Operational Plan to the community. For the third year running, CN's annual report has won gold in the 2023 Australasian Reporting Awards (ARA) for demonstrating overall excellence in annual reporting.

The Awards provide all organisations that produce an annual report an opportunity to benchmark their reports against the ARA criteria, which is based on world best practice. Reporting – the annual report especially – is an essential mechanism of accountability, a vital element in the governance process.

Enterprise Agreement paving the way for the rest of NSW

A raft of progressive leave provisions and enhancements featured in CN's Enterprise Agreement 2023 is being extended to local government employees across NSW. Up to 20 days of paid leave will be accessible to all NSW local government employees in domestic violence situations, along with Miscarriage Leave and a range of other initiatives offering employees greater support and flexibility if the proposed Local Government (State) Award 2023 is endorsed on 1 July 2024.

Returned service people will also be recognised by being granted paid leave to attend Remembrance Day and Anzac Day, while apprentices and trainees will be given a leg-up with 100% of their tool allowance covered.

Citizenship ceremony leading change and celebrating diversity

CN welcomed 200 new Australian citizens at its first citizenship ceremony for 2023 at the Civic Theatre. In a historic first, the ceremony was held on 25 January following changes by the Federal Government to allow councils to hold the mandated annual ceremony 'on or around' 26 January.

CN prides itself on social and cultural inclusivity and is pleased to embrace and facilitate this change for the community. The ceremony featured traditional performances and a Welcome to Country by the Deadly Callaghan Yidaki Group and celebrated Newcastle's rich multicultural community, with 53 birth countries represented, from Brazil to Norway to Vietnam.

Delivering Newcastle 2040 action performance

4.1 Inclusive and integrated planning

4.1.1 Financial sustainability

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Ensure management of budget is compliant with policy, legislation, risk tolerance and corporate strategies	✓		Finance Property & Performance	✓
Ensure rates and charges for the financial year are levied and collected in accordance with relevant legislation, while also incorporating rates assistance provisions	✓		Finance Property & Performance	✓
Provide effective management of investment portfolio to maximise return within our policy and risk framework		✓	Finance Property & Performance	✓
Ensure timely and accurate management of accounts payable, stores and logistics, purchasing procedures and financial authorisations to provide both internal and external customers with a high level of service	✓		Finance Property & Performance	✓

4.1.2 Integrated planning and reporting

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Continue integration of service asset planning with corporate systems including Camms Risk, Camms Strategy and Service Planning	✓	✓	Assets & Facilities	✓
Build awareness across councillors and the community around our long-term planning and integrating Newcastle 2040's vision and priorities into all that we do		✓	Finance Property & Performance	✓
Develop Delivering Newcastle 2040 and quarterly reports through inclusive, integrated planning and reporting and collaboration across the organisation	✓	✓	Finance Property & Performance	✓
Build awareness and capabilities around IPR and strategic planning with a corporate online hub		✓	Finance Property & Performance	✓

4.1.3 Aligned and engaged workforce

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Continue to develop a culture underpinned by safety, where our employees feel their wellbeing is valued and their safety is CN's first consideration	✓	✓	People & Culture	✓
Partner to enhance the lens of safety in CN culture	✓		People & Culture	✓
Implement Recovery at Work Program to foster a healthy environment for return to work following lost time injury	✓		People & Culture	✓
Continue to implement Health and Wellbeing Strategy with a focus on psychosocial risk management	✓	✓	People & Culture	✓
Continue to mature enterprise risk management culture and framework to enhance decision-making in supporting delivery of CN's vision, purpose and objectives	✓	✓	Legal & Governance	✓
Implement approved salary system review that includes a progression framework, job evaluation tools and recognition of critical roles in collaboration with parties to the CN Enterprise Agreement (2019)		✓	People & Culture	✓
Implement Remuneration Governance Framework		✓	People & Culture	✓
Review, analyse and recommend appropriate activities and strategies for employee value proposition, focusing on attraction and retention		✓	People & Culture	✓
Review, analyse and implement improved activities to build CN's reputation as an employer of choice		✓	People & Culture	✓
Implement Inclusion, Diversity and Equity Strategy (2022–2025)		✓	People & Culture	✓
Review Full Time Employee (FTE) requirements and critical roles annually as part of the corporate planning process	✓	✓	People & Culture	✓
Review true vacancies regularly to offer opportunities and flexible options for critical emerging and development roles	✓	✓	People & Culture	✓

4.2 Trust and transparency

4.2.1 Genuine engagement

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Develop engagement and communication strategy for Broadmeadow Place Strategy		✓	Planning Transport & Regulation	✓
Develop and implement Engagement and Culture Strategy		✓	People & Culture	✓
Enhance and build trust with effective communications and genuine community engagement	✓	✓	Media Engagement Economy & Corporate Affairs	✓
Establish community engagement at the forefront of project planning	✓	✓	Media Engagement Economy & Corporate Affairs	✓
Conduct genuine community engagement for project plans and strategy	✓		Media Engagement Economy & Corporate Affairs	✓
Expand engagement with the community through improved use of digital platforms and communication regarding CN projects	✓	✓	Media Engagement Economy & Corporate Affairs	✓
Develop targeted engagement strategies to ensure feedback from hard-to-reach groups is incorporated in decision-making	✓	✓	Media Engagement Economy & Corporate Affairs	✓

4.2.2 Shared information and celebration of success

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Celebrate our achievements through our Annual Report	✓	✓	Finance Property & Performance	✓
Provide important and relevant updates to stakeholders regarding development, planning and regulations	✓	✓	Planning Transport & Regulation	✓
Implement Leadership Capability Framework		✓	People & Culture	○*
Deliver on-budget centralised marketing programs, including for major events, key projects, CN facilities and corporate marketing	✓	✓	Media Engagement Economy & Corporate Affairs	✓
Establish creative services including graphic design and digital content production as an internal service	✓		Media Engagement Economy & Corporate Affairs	✓
Manage integrity of CN's brand	✓		Media Engagement Economy & Corporate Affairs	✓
Develop and implement communications campaigns using a range of channels and media to reach community and stakeholders with key information	✓		Media Engagement Economy & Corporate Affairs	✓
Provide strategic communications support, including delivering effective communication plans and products to promote activities and services	✓	✓	Media Engagement Economy & Corporate Affairs	✓
Use a range of methods and channels to ensure broad reach	✓		Media Engagement Economy & Corporate Affairs	✓
Process applications for access to information within statutory timeframe in accordance with GIPA Act	✓		Legal & Governance	✓
Proactively publish information on CN's website and improve efficient release of information	✓		Legal & Governance	✓
Ensure compliance with obligations under the Privacy Act and Privacy Management Plan	✓		Legal & Governance	✓

* Focus groups have been conducted with Senior Leaders. External research into contemporary leadership skills required by leaders now and into the future has been conducted and documented. Capability themes and leadership personas have been created in consultation with leaders throughout the business.

4.2.3 Trusted customer experience

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Create and maintain high level of customer satisfaction through all services provided at the Museum	✓		Museum Archive Libraries & Learning	✓
Continue to provide high-quality, responsive customer service delivery to the community via phone, digital and counter channels	✓	✓	Customer Experience	✓
Provide regular and meaningful communications to both internal and external customers around customer experience improvement initiatives and customer satisfaction/success indicators	✓		Customer Experience	✓
Provide exceptional visitor experience for all customers – audience, artists, touring parties, CN staff	✓		Civic Services	✓
Implement and manage Voice of the Customer Program	✓		Customer Experience	✓
Embed customer-centric ways of working and continue to grow service delivery capabilities to manage customer expectations and deliver what we promise		✓	Customer Experience	✓
Improve customer experience and staff engagement	✓		Planning Transport & Regulation	✓
Improve stakeholder relationships within CN and review common processes to improve customer experience	✓	✓	Planning Transport & Regulation	✓
Deliver complaints-handling management and reporting	✓		Customer Experience	✓
Develop Social Media Style Guide that aligns with Corporate Brand Strategy	✓	✓	Media and Stakeholder Relations	✓
Develop and deliver Digital Marketing Strategy to increase online profile and presence		✓	Media Engagement Economy & Corporate Affairs	✓
Oversee corporate website content, including homepage curation and coordination of the editor/champion network	✓		Media Engagement Economy & Corporate Affairs	✓
Manage surrendered and lost animals in CN facility, with active engagement to find owners or rehome	✓		Planning Transport & Regulation	✓
Provide legal representation in litigated matters	✓		Legal & Governance	✓
Conduct monthly collection management record auditing	✓		Museum Archive Libraries & Learning	✓
Build a framework for health monitoring across whole employee life cycle	✓		People & Culture	✓
Develop another targeted approach to hazardous manual handling	✓		People & Culture	✓
Maintain CN's delegation and authorisations register	✓		Legal & Governance	✓
Ensure insurance program appropriately protects CN's risk exposure, achieves value for money and claims are managed in a timely manner	✓		Legal & Governance	✓
Adopt and maintain audit committee in accordance with statutory obligations and recognised best practice	✓		Legal & Governance	✓
Implement best practice improvements to corporate governance framework	✓		Legal & Governance	✓
Create awareness and manage CN's Code of Conduct as a core component of Ethical Framework	✓		Legal & Governance	✓

Maintain Policy Framework	✓	Legal & Governance	✓
Maintain Legislative Compliance Framework	✓	Legal & Governance	✓
Facilitate councillor professional development and councillors understanding their obligations as elected representatives	✓	Legal & Governance	✓
Continue optimisation of Human Resource Information System	✓	People & Culture	✓
Develop and implement information security operations to manage/audit IT governance and meet legislation and regulatory compliance requirements	✓	Information Technology	✓
Maintain support for operational practices to manage all customer and business interactions	✓	Planning Transport & Regulation	✓

4.3 Collaborative and innovative approach

4.3.1 Collaborative organisation

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Provide timely and considered legal advice to internal stakeholders to protect legal risk	✓		Legal & Governance	✓
Contribute to a collaborative organisation through face-to-face interactions and identifying opportunities for adding value within CN	✓		Information Technology	✓
Facilitate Leadership Development Program		✓	People & Culture	○*
Support internal stakeholders to enable efficient and effective delivery of works in the community		✓	Civil Construction & Maintenance	✓
Provide timely and considered legal advice to internal stakeholders to protect legal risk	✓		Legal & Governance	✓
Actively listen to our community to improve service delivery and programming at the Museum	✓		Museum Archive Libraries & Learning	✓
Enhance relationships within and external to CN to promote the Museum		✓	Museum Archive Libraries & Learning	✓
Provide timely and considered contract advice to internal stakeholders to protect legal risk	✓		Legal & Governance	✓
Maintain a records management program	✓		Legal & Governance	✓
Continue to deliver revised Privacy Management Plan	✓		Legal & Governance	✓

* This project depends on the capabilities identified in the Leadership Capability Framework. The Leadership Capability Framework blueprint is currently being socialised within the business for comment. This blueprint will lead to forming a Strategic Leadership Capability framework that will ensure leaders can deliver Newcastle 2040. The programs required from this framework will be introduced in 2024.

While the framework is being developed, many leaders across the business have been participating in leadership development through the Blueprint Leadership and Cultural Leadership programs with Leadership and Performance Partners.

4.3.2 Innovation and continuous improvement

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Develop and implement Business Excellence Framework and Continuous Improvement Program		✓	Finance Property & Performance	✓
Foster a culture of quality and continuous improvement, facilitated through an ongoing commitment to training and mentoring	✓		Civil Construction & Maintenance	✓
Encourage innovative thought and process, striving for best practice approaches, solutions, systems and deliverables	✓		Media Engagement Economy & Corporate Affairs	○*
Improve processing times for development and related applications and align with performance indicators	✓		Planning Transport & Regulation	✓
Optimise landfill operations		✓	Waste Services	✓
Improve Summerhill Waste Management Centre accessibility		✓	Waste Services	✓
Implement IT changes to improve efficiencies and assist with development assessment and compliance business operations		✓	Planning Transport & Regulation	✓
Develop and deliver internal programming to build capacity and apply technologies and innovation practices	✓	✓	Media Engagement Economy & Corporate Affairs	○*
Drive cost savings and improved customer service levels through growth in use of electronic rates emailing platform		✓	Finance Property & Performance	✓
Review current processes and procedures with development assessment and compliance matters and identify opportunities to streamline and improve		✓	Planning Transport & Regulation	✓
Consistently apply the right method and channel for delivering value to CN through flexible delivery	✓		Information Technology	✓
Maintain operational fleet and plant to provide cost-effective, safe, fit-for-purpose, legislatively compliant assets that support the needs of internal customers in their delivery of services to the community	✓		Civil Construction & Maintenance	✓
Provide value to CN by constantly searching for ways to improve and refine fleet assets through strategic planning, data-driven decision-making and alignment with CN's sustainability goals and vision, as well as all applicable legislation		✓	Assets & Facilities	✓
Revise and embed CN's crisis and emergency management capabilities	✓		Legal & Governance	✓
Develop and implement Continuous Improvement Program relating to key functions in development assessment		✓	Planning Transport & Regulation	✓
Deliver annual internal audit program in accordance with Office of Local Government guidelines	✓		Legal & Governance	✓
Implement revised Corruption Prevention Framework	✓		Legal & Governance	✓
Develop Employee Listening Strategy		✓	People & Culture	✓
Identify and action process improvements to increase interaction with customers across all Transport and Compliance avenues	✓	✓	Planning Transport & Regulation	✓
Review, confirm and map all active processes across Transport and Compliance to maximise operational efficiencies	✓	✓	Planning Transport & Regulation	✓
Continue to resource and deliver business support outcomes while identifying and actioning efficiency improvements	✓	✓	Planning Transport & Regulation	✓

* This Action is deferred due to a shift in focus.

4.3.3 Data-driven decision-making and insights

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver needs-based data architecture that directly links to CN's priorities, objectives and governance requirements		✓	Information Technology	✓
Deliver Shared Data Framework and leverage open and shared data for organisational and city innovation	✓	✓	Media Engagement Economy & Corporate Affairs	✓
Develop customer satisfaction survey to gauge user feedback on IT service and identify opportunities for improvement		✓	Information Technology	○*
Establish a data analytics service under City Intelligence Program, aimed at providing evidence-based insights to the business community	✓	✓	Media Engagement Economy & Corporate Affairs	✓
Enable data-trusted single source of truth that is clean, comprehensive, governed and accessible		✓	Information Technology	✓
Implement Performance and Development Framework	✓	✓	People & Culture	✓
Consolidate and enhance geospatial capabilities to support service delivery, increase operational efficiency and improve decision-making	✓	✓	Information Technology	✓
Implement and establish measures for marketing and business development strategy and key campaigns for the Civic Venues		✓	Civic Services	✓
Create a data-led organisation where business intelligence actively informs decision-making and future strategy development		✓	Information Technology	✓

* The IT Engagement Survey is still being designed, with a view to being released before the end of 2023.

Challenges

Financial sustainability

Achieving inclusive and integrated planning involves several challenges. Firstly, there is the need to make sound financial decisions aligned with CN's risk management framework and long-term planning, ensuring the sustainable management of assets and revenue streams while meeting community expectations. Secondly, it requires a holistic approach to planning that reflects community needs and aspirations, identifying and delivering services sustainably. Lastly, planning for a future workforce that is highly skilled and engaged is crucial, along with creating a positive employee experience championing equity, diversity and inclusion.

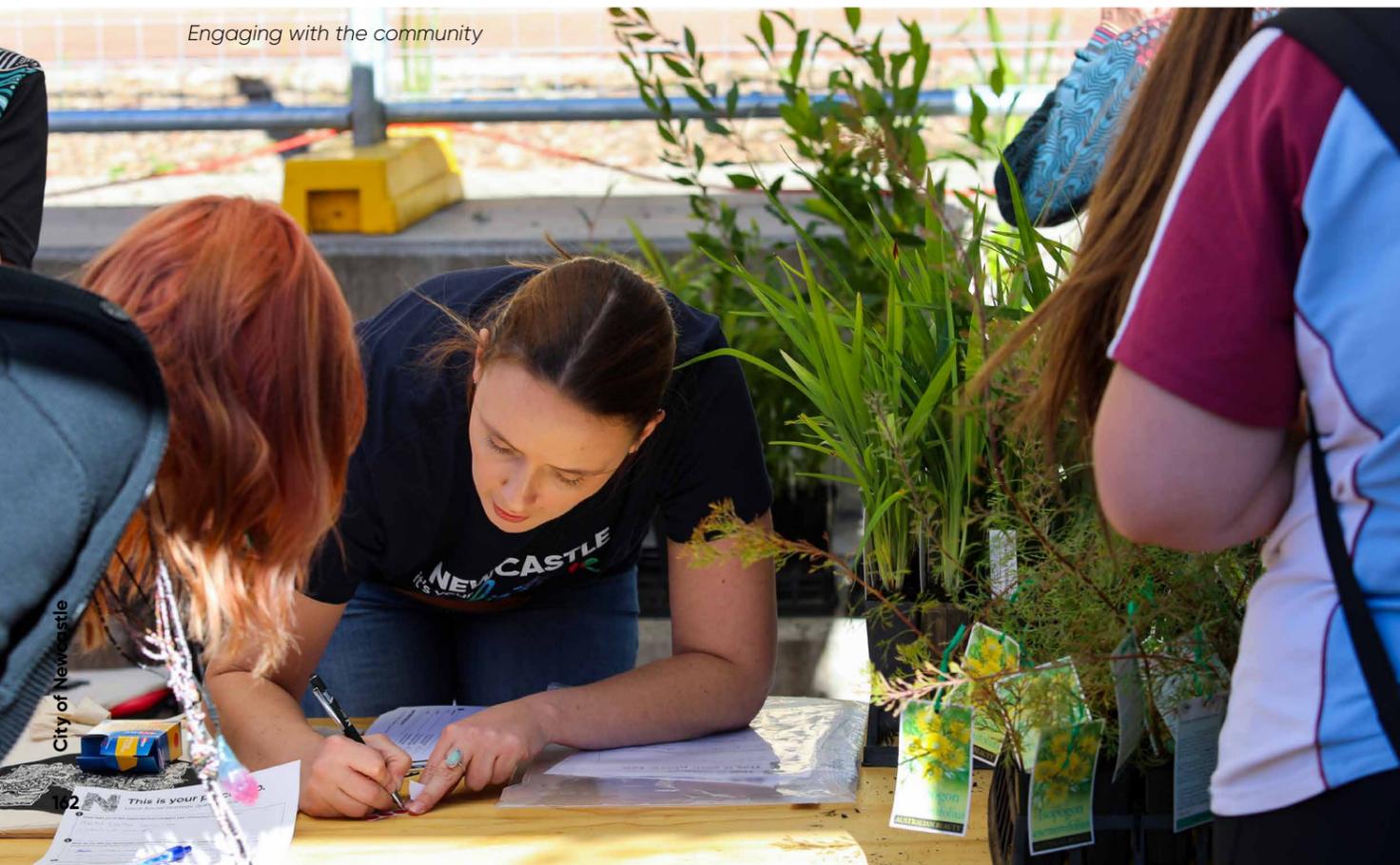
Trust and transparency

The challenges associated with achieving trust and transparency with our community include the need to encourage genuine and representative community engagement while overcoming participation barriers, sustaining long-term commitment and balancing inclusivity with efficiency. Sharing clear, timely and relevant information with the community requires effective management of communication channels and maintaining transparency. Additionally, building trust in the customer experience involves meeting diverse customer needs, ensuring consistency across physical and digital channels, addressing data privacy concerns and continuously improving services based on feedback.

Collaborative organisation

The challenges in achieving collaborative and innovative approaches include fostering a culture of collaboration that encourages empathy, understanding and a willingness to assist both customers and colleagues. Promoting innovation and continuous improvement requires overcoming resistance to change, ensuring resources are allocated for innovative initiatives and maintaining momentum for improvement efforts. Harnessing the potential of data-driven decision-making and insights involves addressing data quality and privacy concerns, building the necessary technological infrastructure, and ensuring that data is effectively used to inform strategic decisions while maintaining transparency and consistency.

Engaging with the community



Statutory information

Contents:

Partnerships	Modern slavery
Contracts awarded	Remuneration
Anti-slavery	

Partnerships in which Council held a controlling interest

Regulation cl 217(1)(a7)(a8)

Newcastle Airport

CN is proud to jointly own Newcastle Airport Pty Ltd (a company limited by shares) with Port Stephens Council (PSC), making us the largest Australian airport remaining in public ownership, with any distribution returned to the communities it serves.

The airport is serviced by all the major domestic airlines that provide services to the major destinations along the east coast of Australia. It significantly contributes to the domestic and international growth of business and tourism to our region and surrounds.

In May 2021, the Federal Government announced \$66 million in funding for upgrading the airport's runway to international standards. Further to this, in April 2022, the Federal Government announced that Newcastle Airport will receive \$55 million in funding to significantly expand and upgrade its international passenger terminal.

The airport is governed by a Board of Directors comprising both independent and shareholder-nominated directors, including our Lord Mayor and CEO.

CN and PSC hold a Head Lease agreement with the Department of Defence for 28 hectares of land to the south of Williamstown RAAF Base. An agreement also exists with RAAF to provide landing and take-off rights, services and use of airport infrastructure.

Statewide Mutual

CN is a member of Statewide Mutual (the Mutual). The Mutual started in 1993 as a joint venture with 96 members forming a 'self-insurance mutual' covering public liability and professional indemnity insurance. Membership has now expanded to 113 member councils.

The Mutual is a discretionary mutual providing cover and innovative practices to the management of Local Government Insurance to its member councils' major insurable risk. Using this model, the Mutual ensures the protection of members through stable premiums, cost containment and spread of risk.

Hunter Joint Organisation Group Entities

The Hunter Joint Organisation, and its group entities, are the hub for local government collaboration, strengthening our communities by being the local voice on regional strategic issues in the Hunter and delivering tailored local government solutions. For over 60 years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing. Participating councils include: Cessnock City Council, Dungog Shire Council, Lake Macquarie City Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council, Upper Hunter Shire Council.

There are 5 key entities that operate as part of the current enterprise offering:

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

Arrow Collaborative Services Limited (and its wholly owned subsidiaries **Hunter Councils Legal Services Limited** and **Arrow Collaborative Communications**):

Companies limited by guarantee under the *Corporations Act 2001* and established to improve the quality and efficiency of local government services throughout the Hunter Region. These organisations offer tailored local government services through 3 divisions – Local Government Legal, GoodChat TV and Regional Procurement – and the Hunter JO Policy and Programs Division (which delivers on the strategic priorities of the Hunter JO, including the Hunter and Central Coast Regional Environment Program, on behalf of both Hunter JO member councils and Central Coast Council).

Hunter Councils Incorporated: An incorporated association under the *Associations Incorporation Act 2009* that holds property assets for the Hunter JO group.

CN has representation on each entity's board, and shares ownership and governance of the entities with the other 9 councils of the Hunter Region.

Engaging with the community



Contracts awarded

Reg cl 217(1) (a2)(i),(ii)

During the 2022/2023 financial year we awarded contracts/work valued over \$150,000, as detailed in the following table:

CONTRACTOR NAME	DESCRIPTION OF GOODS, WORKS OR SERVICE	CONTRACT SUM OR ESTIMATE* (EX. GST)	CONTRACT SUM OR ESTIMATE* (INCL. GST)
Hansen Yuncken Pty Ltd	Newcastle Art Gallery Expansion – Construction	\$43,840,386	\$48,224,425
Daracon Contractors Pty Ltd	Astra Street Landfill Capping & Environmental Management Works	\$28,028,464	\$30,831,311
Port Stephens Council	Waste Disposal at Summerhill – Port Stephens Council (4 years)	\$23,037,520* (income to CN)	\$25,341,272* (income to CN)
Cleanaway – Northern NSW	Waste Disposal at Summerhill – Cleanaway (2 years)	\$7,281,900* (income to CN)	\$8,010,090* (income to CN)
Kingston Building Australia Pty Ltd	Darling Street Oval – Grandstand	\$3,957,589	\$4,353,348
Awarded to a panel of 3 companies	Electrical and Communication Services (3 years)	\$3,627,273*	\$3,990,000*
Liebherr Australia Pty Ltd	Purchase of Heavy Plant for Summerhill	\$2,848,090	\$3,132,899
Cerak Constructions Pty Ltd	Passmore Oval – Construction of New Grandstand	\$2,216,717	\$2,438,389
Precise Build Pty Ltd	Lambton Pool Grandstand Upgrade	\$1,929,270	\$2,122,197
Shell Energy Retail Pty Ltd	Electricity Supply to Small Sites (4 years)	\$1,900,000*	\$2,090,000*
Liebherr Australia Pty Ltd	Supply of New Landfill Compactor	\$1,440,721	\$1,584,793
Ironbuilt Infrastructure Pty Ltd	Replace 2 x Leachate Pits at Summerhill	\$1,228,821	\$1,351,703
Telstra	Teletrac Navman – 4G Telematics Solution	\$1,003,553*	\$1,103,908*
RTC Construction NSW Pty Limited	Lugar Park Amenities Building Upgrade	\$983,644	\$1,082,009
Daracon Contractors Pty Ltd	Bathers Way, South Newcastle Beach, Phase 1 Works	\$909,091	\$1,000,000
Hyperion Technology Pty Ltd	TCS Installation – Chinchin and Clyde Street, Islington	\$776,618	\$854,280
Awarded to a panel of 4 companies	Structural Engineering Advice and Design Panel (2 years)	\$774,372*	\$851,810*
Northrop Consulting Engineers Pty Ltd	East End Remaining Stages – Principal Design Consultant	\$765,127	\$841,640
GHD Pty Ltd (Newcastle)	Bathers Way, King Edward Park – Architectural Design Services	\$750,568	\$825,625
Awarded to a panel of 3 companies	Technology One Professional Services Panel (2 years)	\$741,818*	\$816,000*
Water Art Australia Pty Ltd	Specialised Plumbing Services (3 years)	\$681,818*	\$750,000*
Arup Australia Pty Ltd	Astra Street – Design Construction Support	\$594,905	\$654,396
Canvas Events Marketing PR Pty Ltd	Event Management Services – Air Show	\$572,727	\$630,000
Inter-Chillers Pty Ltd	Newcastle City Hall Fire Damper Upgrade Works	\$520,565	\$572,622
Awarded to a panel of 3 companies	IT Project Management Services Panel (2 years)	\$500,000*	\$550,000*

CONTRACTOR NAME	DESCRIPTION OF GOODS, WORKS OR SERVICE	CONTRACT SUM OR ESTIMATE* (EX. GST)	CONTRACT SUM OR ESTIMATE* (INCL. GST)
Walkom Constructions Pty Ltd	Perkins Street Retaining Wall Stabilisation and Upgrade	\$488,118	\$536,930
Awarded to a panel of 4 companies	Road Pavement Rejuvenation Services Panel (2 years)	\$454,545*	\$500,000*
Awarded to a panel of 2 companies	Stormwater Conduit Cleaning, Inspection and Repair (2 years)	\$454,545*	\$500,000*
GHD Pty Ltd (Newcastle)	Summerhill Internal Site Access Road Upgrade Design	\$441,946	\$486,141
Awarded to a panel of 4 companies	Provision of Legal Services Panel (1 year)	\$440,000*	\$484,000*
Karen McGaffin	Newcastle Airport Partnership – Company Secretary Services (3 years)	\$436,364	\$480,000
Greenstar Water Solutions Pty Ltd	Foreshore Park Irrigation Early Works	\$395,502	\$435,052
Fenworx Pty Ltd	Deep Lift Pavement Reconstruction – Croudace Road, Elmore Vale	\$383,675	\$422,043
Dept of Regional NSW – Primary Industries	Claremont Reserve Emergency Headwall and Creek Repair	\$360,494	\$396,543
Fortec Australia Pty Ltd	Chinchin Street Works	\$357,523	\$393,275
Ironbuilt Infrastructure Pty Ltd	Completion Works for B&D Leachate Upgrade	\$343,529	\$377,882
HCB Solar	Operation and Maintenance for Summerhill Solar Farm (3 years)	\$338,182	\$372,000
Awarded to a panel of 3 companies	Cyber Security Services Panel (2 years)	\$318,000*	\$350,000*
Service Quality Pty Ltd	Ivanti Software Subscription and Services (3 years)	\$292,801	\$322,081
Place Design Group Pty Ltd	Civic Public Domain Plan	\$281,735	\$309,909
Mothership Events Pty Ltd	Event Management Services – New Year's Eve 2023	\$260,000	\$286,000
AAPT Ltd	Fibre Optic Relocation – University Drive	\$239,760	\$263,736
Awarded to a panel of 2 companies	Concrete Grinding Services Panel (2 years)	\$227,273*	\$250,000*
Awarded to a panel of 6 companies	Arboriculture Technical Services Panel (2 years)	\$227,273*	\$250,000*
BG&E Pty Ltd	Bridge Replacement Design – Hunter Street Bridge over Cottage Creek	\$227,090	\$249,799
Douglas Partners Pty Ltd	Newcastle Art Gallery Expansion – Grouting Verification Services	\$225,312	\$247,843
DATA#3 Limited	Microsoft Azure Cloud Services (3 years)	\$225,000*	\$247,500*
Ethos Urban	Provision of Affordable & Diverse Housing	\$221,930	\$244,123
Mott MacDonald Australia Pty Limited	Hunter Street Cycleway Stage 2 Design	\$216,074	\$237,681
Newcastle Street Furniture	Honeysuckle Jetty Replacement	\$214,582	\$236,040
Engenicom Pty Ltd	Engage Project Management Services	\$214,500	\$235,950
Spero Civil Pty Ltd	Lexington Parade Footpath	\$212,128	\$233,341
Dannenberg Civil Pty Ltd	Platt Street Reconstruction	\$211,946	\$233,141
HP PPS Australia Pty Ltd	Provision of PC Equipment	\$210,563	\$231,620
Dannenberg Civil Pty Ltd	Maryland Drive – Subsoil Drainage	\$201,605	\$221,765

CONTRACTOR NAME	DESCRIPTION OF GOODS, WORKS OR SERVICE	CONTRACT SUM OR ESTIMATE* (EX. GST)	CONTRACT SUM OR ESTIMATE* (INCL. GST)
Galaxy 42 Pty Ltd	ePlanning DA v2 API Implementation	\$201,215	\$221,337
Awarded to a panel of 4 companies	Road Line Marking Services Panel (2 years)	\$200,000*	\$220,000*
Collaborative Construction Solutions Pty Ltd	Construction of Footings & Landscape	\$195,043	\$214,547
National Pump & Energy Pty Ltd	Dredge Summerhill Leachate Pond	\$183,400	\$201,740
Fortec Australia Pty Ltd	Newcastle Beach Subway Repair	\$183,377	\$201,715
Efficiency Leaders	AP Automation Solution (3 years)	\$181,308	\$199,439
Scavenger Supplies Pty Ltd	Orchardtown Road Shared Path	\$180,630	\$198,693
Reino International Pty Ltd	Licence Plate Recognition System (2 years)	\$178,725	\$196,598
GHD Pty Ltd (Newcastle)	Access Road REF & EIS Integration	\$178,621	\$196,483
Fabranamics Pty Ltd	Wallsend Active Hub Public Toilet	\$174,665	\$192,131
AAM Pty Ltd	Geocortex & VertiGIS Software Enterprise Licence Agreement (3 years)	\$173,250	\$190,575
GHD Pty Ltd (Newcastle)	Utilities Assessment Summerhill	\$169,722	\$186,694
Jacob Harwood Productions Pty Ltd	Civic Theatre Lighting	\$169,360	\$186,296
Parmenter Jear Builders Pty Ltd	Kurraka Oval Drainage Works	\$161,430	\$177,573
Plantabox Pty Ltd	Modular Decking & Seating – Darby Street	\$159,944	\$175,938
Parmenter Jear Builders Pty Ltd	Dixon Park Paving	\$156,890	\$172,579
ACOR Consultants Pty Ltd	Design Smith Park Sport Fields	\$156,170	\$171,787

Note: * means the amount is an estimate with some estimates based on historical expenditure.

Anti-slavery

Act s 428(4)(c)

CN has not had any issues raised by the Anti-slavery Commissioner during 2022/2023 concerning the operations of the Council.

Modern slavery

Act s 428(4)(d)

CN has included the following statement in its Procurement Policy:

CN will ensure it complies with its obligations under the Commonwealth Modern Slavery Act 2018 and any other modern slavery legislation that may come into effect. CN will undertake ongoing due diligence to minimise or eliminate the risk of modern slavery occurring in its supply chain. As part of its due diligence, CN will undertake an annual risk assessment of all CN suppliers. CN will not participate in any procurement with a supplier that is found to be engaging in modern slavery.

In addition, CN's Statement of Business Ethics was updated in April 2022 to include the following:

Suppliers and contractors must comply with the requirements under the Modern Slavery Amendment Act 2021 (Cth) and all related legislation including the Modern Slavery Act 2018 (NSW). Council will not participate in any procurement with a supplier or contractor that is found to be engaging in modern slavery.

Remuneration

Chief Executive Officer (CEO) and senior officers

Reg cl 217(1)(b)(i), (ii), (iii), (iv), (v)

Reg cl 217(1)(c)(i), (ii), (iii), (iv), (v)

During the 2022/2023 financial year, CN's senior officers comprised:

Chief Executive Officer (CEO)

Director and Interim Manager Waste Services

Executive Director City Infrastructure

Executive Manager Assets & Facilities

Executive Manager Civil Construction & Maintenance

Executive Manager Project Management Office

Executive Director Corporate Services and Chief Financial Officer (CFO)

Executive Manager Customer Experience

Executive Manager Legal & Governance

Executive Manager Finance Property & Performance and Deputy CFO

Executive Manager People & Culture

Chief Information Officer

Executive Director Creative & Community Services

Executive Manager Civic Services

Director Art Gallery

Director Museum Archive Libraries & Learning

Executive Manager Community & Recreation

Executive Manager Media Engagement Economy & Corporate Affairs

Executive Director Planning & Environment

Executive Manager Environment & Sustainability

Executive Manager Planning Transport & Regulation

CEO:	\$513,076 (including superannuation)
Senior officers x 20:	\$4,666,955 (including superannuation)
Total	\$5,180,031
Fringe benefits tax for non-cash benefits:	\$31,159

Fringe benefits tax (FBT) includes costs associated with parking, entertainment expenses, senior executive services relocation expenses and FBT associated with motor vehicle private usage.

All figures stated are in line with relevant legislation that requires the following components to be reported:

- (i) The total of the values of the salary components of their packages
- (ii) Total amount of any bonus payments, performance payments or other payments made to the CEO that do not form part of the salary component of the CEO
- (iii) Total amount payable by Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the CEO may be a contributor
- (iv) Total value of any non-cash benefits for which the CEO may elect under the package
- (v) Total amount payable by Council by way of fringe benefits tax for any such non-cash benefits.



Our organisation

Organisation structure



Chief Executive Officer
Jeremy Bath

Executive Director & Manager Waste Services



Alissa Jones

Executive Director Planning & Environment



Michelle Bisson

Planning, Transport & Regulation

Environment & Sustainability

Executive Director City Infrastructure



Joanne Rigby

Assets & Facilities

Civil Construction & Maintenance

Project Management Office

Executive Director Corporate Services



David Clarke

Finance, Property & Performance

Information Technology

Legal & Governance

Customer Experience

People & Culture

Executive Director Creative & Community



Lynn Duffy (acting)

Media, Engagement, Economy & Corporate Affairs

Museum Archive Libraries & Learning

Community & Recreation

Civic Services

Art Gallery

Our leadership team

The Chief Executive Officer (CEO) and the Executive Directors of the 4 Directorates make up our executive leadership team. The CEO is responsible for the day-to-day management of the departments, overall operation of the organisation and ensuring the implementation of Council decisions. The Executive Directors assist the CEO in the development of long-term strategic plans and their delivery, while ensuring the organisation is meeting its obligations.

Jeremy Bath
Chief Executive Officer

Communication, Journalism and Media Studies from UON

Jeremy joined CN as CEO in 2017. Born in Newcastle, but having spent most of his career in Sydney, Jeremy returned home in 2013 to work with Hunter Water. During his four years with the State-Owned Corporation, Jeremy was promoted to the Executive Leadership Team and then ultimately appointed as the interim CEO for 12 months by the NSW Government. In 2017 he accepted the role of CEO of City of Newcastle, where he has overseen a significant reshaping of the organisation into one focused on partnering with other levels of government as well as the private sector and community.

Jeremy spearheaded the move to CN's Administration Centre at 12 Stewart Avenue, which is home to NSW's first Digital Library, as well as its award-winning mobile Council Chamber and best-in-state Emergency Operations Centre. Jeremy has brought a strong financial discipline to the organisation, delivering operational surpluses in all year unaffected by the pandemic.

Our capital works program has increased by \$80 million to \$137 million under his leadership, while growing our total assets to \$2.3 billion. Jeremy also sits on the Board of Newcastle Airport, and its property arm, Greater Newcastle Aerotropolis Pty Ltd.

Joanne Rigby
Executive Director City Infrastructure

Tertiary qualifications in engineering, Master of Business Administration

Since 2017 Joanne has held roles in the senior leadership team at CN, driving the delivery of successive record capital works programs. With significant budget, people, operational and strategic responsibilities, Joanne has been leading the Infrastructure Directorate since May 2021.

Joanne is an infrastructure professional with 30 years' experience working in a variety of roles within local government. Joanne worked in infrastructure design and delivery and then as an Asset Engineer before progressing to leading and mentoring a team to deliver CN's stormwater services.

Areas of responsibility include Assets & Facilities, Civil Construction & Maintenance and Project Management.

David Clarke
Executive Director Corporate Services

Environmental qualifications from UON, Graduate of the Australian Institute of Company Directors (GAICD)

David joined CN in August 2018 and has 25 years' experience working with communities, stakeholders and governments, including 17 years as CEO and Director in local and state government.

As Executive Director, David is leading the transformation of CN's enabling services to support the organisation and city to succeed, focusing on strengthening organisational capability and financial sustainability.

Areas of responsibility include Finance, Property & Performance, Legal & Governance, Information Technology, Customer Experience and People & Culture.

Lynn Duffy
Executive Director Creative & Community Services

Bachelor of Arts – English/Political Science from University of New Hampshire, Accredited Human Synergistics practitioner

Before joining CN in 2019, Lynn held senior roles in the fields of corporate planning and strategy, organisational culture and leadership development.

Lynn has a 22-year background in local government and is committed to making a positive difference for the community, playing an integral role in CN's response to COVID-19 through her people-first approach.

Areas of responsibility include Media, Engagement & Corporate Affairs, Museum Archive Libraries & Learning, Community & Recreation, Civic Services and Newcastle Art Gallery.

Michelle Bisson
Executive Director Planning & Environment

Graduate of the Australian Institute of Company Directors (GAICD) 2022, Diploma of Government (Management) 2018, Graduate Diploma in Urban and Regional Planning from University of Sydney, member of Planning Institute of Australia

Michelle joined CN in 2018, bringing with her a wealth of local and state government experience in the field of town planning.

As CN's Executive Director Planning & Environment, Michelle is leading the transformation of CN's environmental and planning portfolio, guiding the future development of the city and enhancing our sustainable environment.

Areas of responsibility include Planning, Transport & Regulation and Environment & Sustainability.

Alissa Jones
Executive Director and Interim Manager Waste Services

Tertiary qualifications in Commerce with a double major in Finance and Financial Accounting from UON, Certificate IV in Frontline Management, Emerging Leadership Program through Work Smart Australia, Local Government Leadership short course through University of Technology Sydney, Project Management qualifications through the Australian Institute of Management, Certified Practising Accountant (CPA), member of CPA Australia, Member of the Institute of Company Directors (MAICD)

Alissa was appointed as CN's CFO in 2018 and was a finalist in the 2019 Ministers' Awards for Women in NSW Local Government, receiving a Highly Commended Award for Women in a Non-Traditional Role due to her appointment as first female CFO for CN.

Areas of responsibility include strategic oversight and management of Summerhill, including landfill operations, environmental compliance and commercial collections.



Our services

- Library services
- Digital services and innovation projects
- Open spaces
- Regulatory and compliance services
- Aquatic services
- Facility management and city presentation
- Parking services
- Development assessment
- Community facilities, programs and partnerships
- Transport, traffic and local roads
- Civil construction
- Building trades
- Fleet and plant maintenance
- Stormwater services
- Sustainability programs
- Natural area/bushland services
- Waste collections
- Waste disposal and landfill (landfill operations)
- Resource recovery and recycling
- Waste education programs
- Commercial and internal waste
- Innovation and futures
- Strategic planning
- City greening
- Art Gallery
- Museum
- Civic Theatre and Playhouse
- Visitor Information Centre
- Newcastle Venues
- Libraries and Learning
- Marketing
- Childcare
- City events
- Tourism
- Economic development
- Business development
- Procurement and contracts
- Corporate planning and performance
- Corporate finance
- Rates and debt management
- Legal services
- Governance
- Records and information
- Audit and risk
- Information technology
- Media and stakeholder relations
- Customer experience
- Payroll
- Workforce development
- Talent diversity and inclusion
- Work health and safety support and recovery
- Safety and wellbeing
- Emergency management
- Leadership
- Property services

Our people

CN employs over 1,300 staff and is responsible for providing services and facilities to more than 169,000 people living in Newcastle.

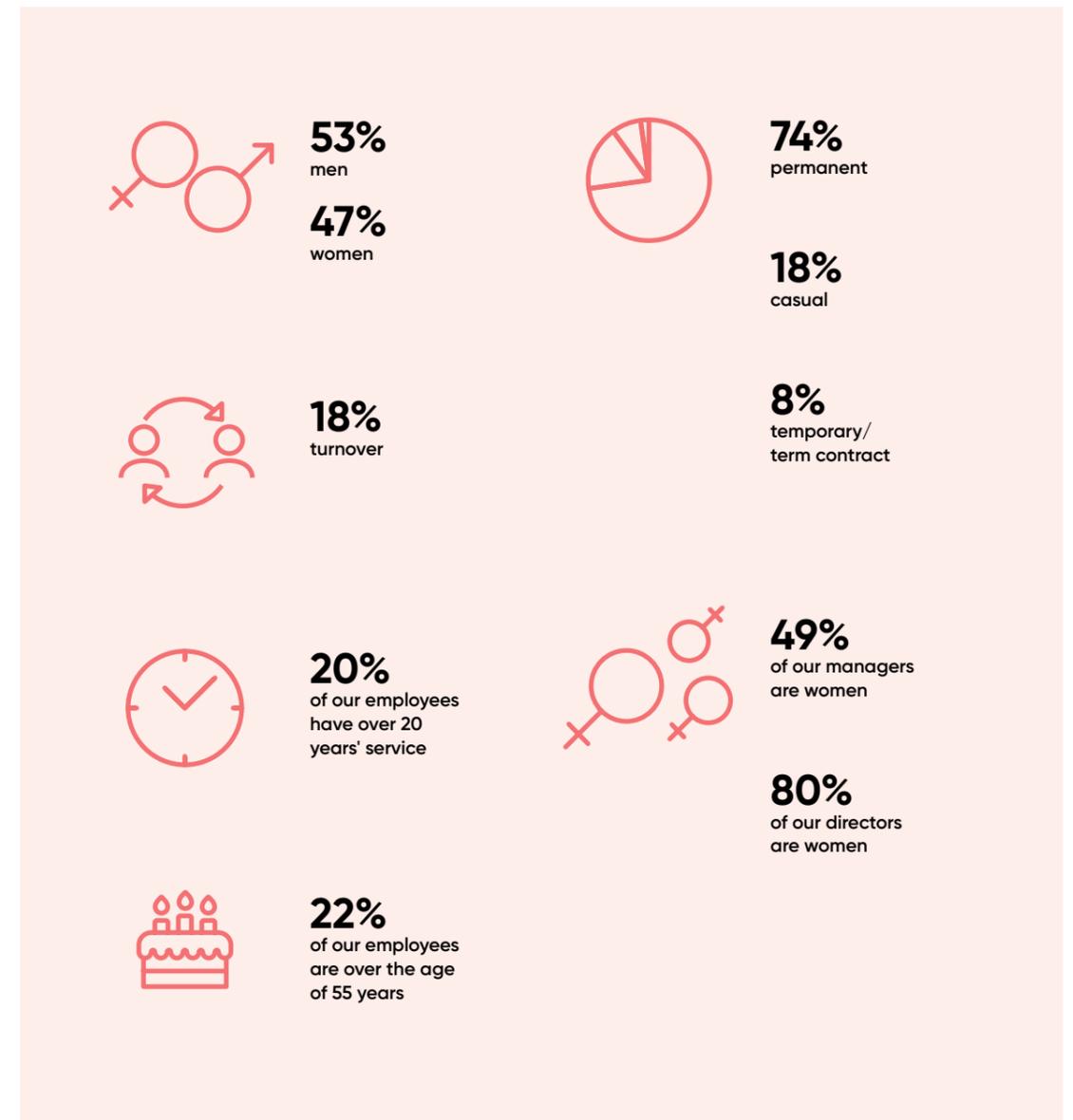


CN administration building, 12 Stewart Avenue

Our workforce

Our workforce consists of more than 1,300 employees, with the majority being permanent staff (full-time and part-time). Approximately one-quarter of our staff are employed on a casual, temporary or fixed-term basis or are participating in tertiary/vocational education programs.

Our employee base is supplemented by contract employees and external labour hire, which fluctuates in accordance with short-term work-based demand. This approach allows flexibility to meet periods of peak demand while protecting ongoing job security for our employees. Over-reliance on this type of labour can present challenges, and ongoing viability and utilisation is reviewed regularly.



CN leading the way

Women increasingly feature among the leadership ranks of companies. Here at CN, during 2022/2023, 80% of our Executive Leadership Team (ELT) is made up of women.

When it comes to our wider leadership team, the percentage of women in leadership roles sits at 49%. Our workforce comprises 47% women; 8 of our 12 councillors are women, as is our Lord Mayor.

Workforce Development Strategic Plan

The Workforce Development Strategic Plan (WDSP) delineates our key workforce priorities and strategic steps, aiming to facilitate CN in realising its vision, objectives and societal achievements via its most invaluable asset: its personnel. This plan articulates our strategy for proactively adapting to evolving community needs and addressing the unfolding hurdles encountered by our workforce.

Crafted throughout 2021 and 2022, our strategy was shaped through comprehensive dialogues with crucial partners, meticulous scrutiny of both internal and external workforce statistics, and a thoughtful assessment of the prospects and trials at the local, national and global levels.

Our plan

Our aspiration is to establish ourselves as a preferred employer through the enhancement of our organisational culture, investment in our workforce's capabilities, cultivation of the CN brand, readiness for the future through technological advancements and novel work methods, and the preservation of financial viability within approved resource allocations.

Projected prospects for our workforce in the upcoming 4 years encompass:

Expanding our approach to employee feedback and engagement

Enhancing awareness of diversity and inclusion

Implementing measures for a secure and healthy work environment

Amplifying leadership proficiency.

This strategy builds upon prior workforce planning and resourcing approaches and is grounded in 4 key strategic priorities that intend to:

Strengthen workplace culture

Build the capabilities of our people so they can grow and excel

Build our employer brand to be an employer of choice

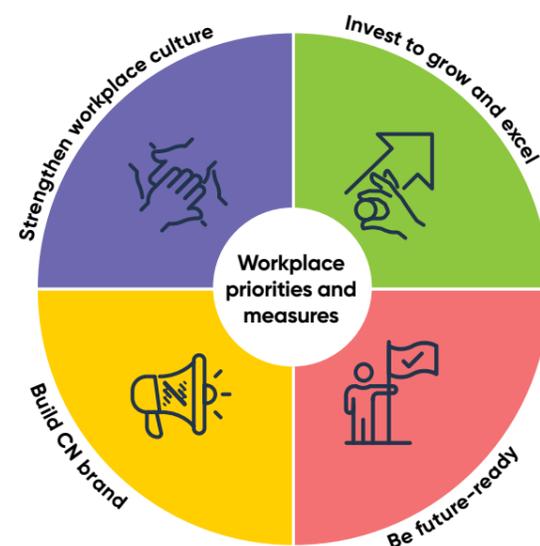
Adapt and evolve to be future-ready.

Anticipated challenges for our workforce in the coming 4 years consist of:

Attracting and retaining exceptional talent during the period of substantial career reassessment and shifting workforce expectations

Nurturing digital literacy proficiencies

Enhancing skills and knowledge as roles and responsibilities undergo transformation.



Learning and development opportunities

Creating learning and development opportunities for our people is a key contributor to our WDSP. Our people operate in a complex environment, delivering diverse services and projects to our community. As technologies evolve and community expectations change, flexibility and upskilling our workforce will allow us to continue to deliver on our commitments to our community.

Our people continue to be offered an annual performance development plan with their leader in order to identify and prioritise learning needs and development opportunities to assist with the achievement of personal and organisational goals. The outputs of these conversations form the basis of our annual learning calendar of programs designed to meet these needs.

In addition to formal learning opportunities, we offer secondment opportunities, project work, acting in higher roles, networking events and Lunch & Learns.

During 2022/2023 we continued our ongoing leadership skillset program, Blueprint, to grow the capability of our existing and emerging leaders, with another 2 cohorts successfully completing the program.

Our customer experience training, designed to embed TRuST principles into our service delivery, continued to be popular with 45 sessions held during 2022/2023.

We continued to build content for our innovative Ed TV learning tool, including contemporary videos, learning activities and podcasts, to be accessed by our employees any time.

We continued the CN My Tech program – delivered by TAFE NSW, this fully funded program enabled outdoor employees to improve their digital literacy and communication skills. We were successful in obtaining funding for a number of short courses in Microsoft Excel, Outlook and Word to assist in the digital skills uplift of our people.

We put the spotlight on employee governance once again to ensure our employees remain current on their knowledge of local governance requirements, including Code of Conduct, Records and Information, Privacy, Public Interest Disclosure, and Bullying and Harassment.

Apprentices, trainees, undergraduates and graduates

This year we were pleased to engage 6 trainee and apprentice positions, undergraduate development and assessment, and a People & Culture graduate, raising our total apprentice, trainee, undergraduate and graduate positions to 51.

The position types offered included:

Civil Construction

Business Services – Customer Experience

Greenkeeping

Horticulture

Painting & Decorating

Trainee Environmental Officer.

Organisational culture

CN continued to invest in activities to enhance our organisational culture and increase employee engagement. These activities included:

Continuation of our culture change (Blue Bus) workshops with 18 Blue Bus sessions since June 2022

Completion of our annual employee engagement survey by 1,023 respondents, generating over 13,000 comments. This year we achieved our 2026 workforce development target engagement score of 7.2; our leaders drove communication and action planning, making grassroots action plans focused on what is important to our people

Developed a Coaching Framework that encompasses formal and informal coaching moments

Designed and implemented an organisation structure that enables the successful achievement of our strategic objectives and operational delivery plans

Built leadership capability and supported our leaders as they transitioned to our new organisation structure

Piloted a people-focused Change Management program and toolkit to enable leaders to support teams through periods of change

Commenced research and analysis to enable the creation of a Leadership Capability framework and Leadership Academy

Continuation of our reward and recognition program and the Blue Bus Shout Out app

Completion of Myers-Briggs Type Indicator profiles to increase self-awareness, understand individual and team strengths and improve team synergy, leading to higher performance

Integrated performance development plans and salary progression processes, including automation of the Salary Progression Application component, and an education series to support employees with the new transition

As part of the organisation-wide Customer Experience Transformation, delivered training to upskill our people in techniques and customer-specific behaviours related to positions and accountabilities at CN.

Inclusion, Diversity & Equity

Reg cl 217(1)(a9)

Our supporting strategies and plans include:

Aboriginal Employment Strategy (2022–2025)

Reconciliation Action Plan (2021–2024)

Disability Inclusion Action Plan (2022–2026)

Inclusion, Diversity & Equity Strategy (2023–2027)

We are here to serve our community, which is made up of people with diverse experiences and perspectives. CN is committed to making inclusion, diversity and equity in the workplace a priority, and to providing workplace flexibility and equal employment opportunities to all our employees. We want to create an inclusive workplace culture where everyone feels respected, safe and valued so they can be themselves and fully contribute their opinions and perspectives to the success of the organisation. We value diversity of thought, and we focus on equity in the workplace.

We launched our first *Inclusion, Diversity & Equity (IDE) Strategy 2023–2027*. The *IDE Strategy* outlines the steps we will take over the next 4 years to embed inclusion into our workplace culture. We want CN to be an employer of choice and a great place to work for everyone, as well as being representative of the rich and diverse needs of the Newcastle community.

Our strategic pillars under the *IDE Strategy* are:

Inclusive and welcoming workplace culture

Inclusive leadership

Diverse and representative workforce.

Our focus areas under the *IDE Strategy* are:

Aboriginal and Torres Strait Islander engagement

Accessibility

Cultural and linguistic diversity

Gender equity

LGBTQIA+ inclusion.

The following IDE initiatives were implemented or initiated across CN:

Launched our *IDE Strategy 2023–2027*, based on the results of an organisational audit conducted in 2021

Launched an ongoing communication campaign to raise awareness about IDE across the organisation, including regular NovoNews items around Days of Significance, a monthly Lunch & Learn series, and videos featuring employees with lived experience sharing their stories

Organised events on Days of Significance to raise awareness about people with diverse lived experiences, including International Women's Day, Harmony Day and IDAHOBIT

Launched Gender Equity, CALD and LGBTQIA+ Inclusion Staff Networks

Recorded videos of Executive Champions to show visible support for IDE from a leadership level

Reviewed CN's new *Enterprise Agreement 2023* to ensure we applied inclusive language throughout the document

Continued to collaborate with Community Development team to work through actions identified in the DIAP

Conducted pilot training sessions on inclusive language with various teams

Commenced partnerships/memberships with Diversity Council Australia and Australian Network on Disability

Added diversity factors to our procurement system for vendor selection

Launched our new Workplace Discrimination, Harassment and Bullying Policy and Procedure, replacing the outdated Equal Employment Opportunity Policy

Conducted ongoing information and engagement sessions to increase awareness and encourage involvement in IDE across the organisation

Conducted mini training series with Level 4/5 Managers on key IDE concepts, inclusive language, bias and bystander action.

The following Aboriginal Engagement initiatives were implemented or initiated by People & Culture across CN (note that COVID-19 restrictions had an impact on the implementation of some initiatives):

Maintained Aboriginal employment at CN at 2.9%, equal to the NSW state percentage of Aboriginal and Torres Strait Islander peoples	Continued to build on the Aboriginal Employee Network by providing fortnightly catch-ups in person and via Teams
Delivered Aboriginal cultural education information sessions on Aboriginal cultural practices and protocols to 95 CN employees	Held an Aboriginal-themed Lunch & Learn during National Reconciliation Week, where attendees were introduced to a local Aboriginal didgeridoo player who shared his knowledge and skills
Held events such as the live performance of <i>The Sapphires</i> at the Civic Theatre and a First Nations Comedy Festival at the Civic Playhouse as part of NAIDOC Week celebrations; partnered with UON to deliver Ngarrama, a vigil and celebration of Aboriginal and Torres Strait Islander culture held at King Edward Park on Australia/Survival Day Eve	Purchased a table at UON Reconciliation Ball, which was attended by councillor and staff representatives
Created a Diversity and Inclusion Scholarship program with the Hunter TAFE Foundation	Held NAIDOC Morning Tea competition where Directorates and teams came together to talk about NAIDOC Week and its significance and compete to win prizes
Improved CN procurement guidelines to increase the number of Aboriginal businesses participating in CN contracts and the tendering process	Collaborated with the RAP Relationship Pillar Working Group and the Civic Theatre to bring some of the east coast's leading First Nations comics, including Andy Saunders, Dane Simpson and Derrick Vale, together to share their talents as part of Reconciliation Week celebrations in a box office sell-out performance.
Increased supplier diversity by engaging with more Aboriginal and Torres Strait Islander businesses across CN	

Work Health & Safety

The past 12 months have seen several key initiatives rolled out across CN, aimed at promoting a safe workplace, developing Work Health and Safety (WHS) best practice and improving staff wellbeing.

We focused on delivering the following initiatives:

Continued implementation of the Safety and Wellbeing Partnering model to build organisational capability and support a safe work environment for all
Introduction of the Focus Topic Program to manage critical risks
Inception of the Safety Raffle to cascade desirable safety behaviour through immediate recognition of positive safety contributions
Introduction of the Psychological Hazard Identification Checklist to assist leaders to proactively manage psychosocial risks
Commenced a full system review and update to enhance CN's WHS Management System in 2022, with an expected completion date of December 2023.

Our WHS performance in 2022/2023 is reflected as follows:

Continued top-tier exemplar performance for workers compensation, as assessed by an external agency
One SafeWork NSW improvement notice issued
Lost time injury rate decrease from 6.61 (2021/2022) to 3.78 (2022/2023), a decrease of 42.81%
Lost time injury frequency rate decrease from 27.37 (2021/2022) to 16.13 (2022/2023), a decrease of 40.07%
Lost time injuries decrease from 72 (2021/2022) to 40 (2022/2023), a decrease of 44.44%
Total injuries decreased from 152 (2021/2022) to 134 (2021/2022), a decrease of 11.84%.

Wellbeing

The following initiatives were undertaken throughout 2022/2023 as part of our focus on improving staff wellbeing:

Continued implementation of the <i>Health and Wellbeing Strategy</i>
Implementation of the Mental Health Ambassador Program to facilitate early intervention, focused on improving psychosocial wellbeing
Participated in STEPtember, promoting the physiological and psychological benefits of exercise
Participated in Everyone Has a Story, a Hunter Industries health initiative aimed at breaking down mental health barriers
Delivery of mental health and critical incident training for managers
Introduction of Wellness Wednesday, providing yoga for staff and an opportunity to improve mindfulness.

Labour Statistics

Reg cl 217

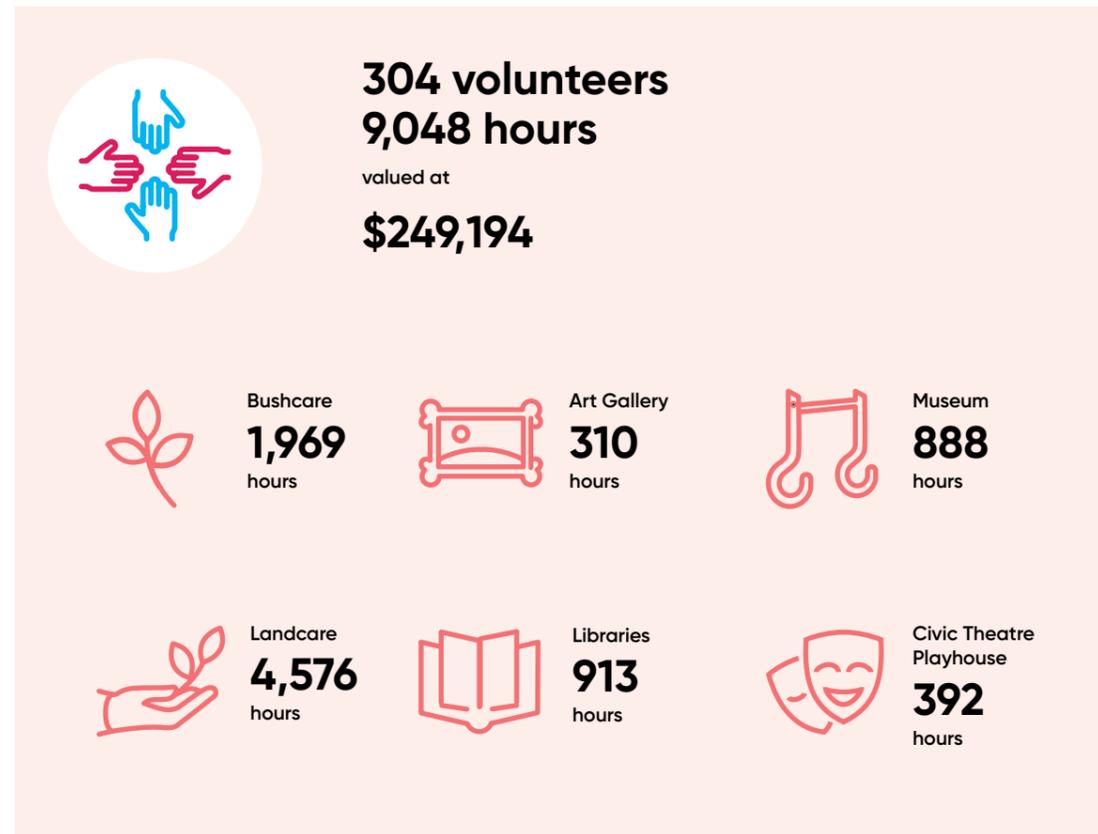
The below table provides a breakdown of the number of persons who performed paid work for CN on Wednesday 23 November 2022.

DESCRIPTION	NUMBER
Number of persons directly employed by the Council:	
On a permanent full-time basis	919
On a permanent part-time basis	113
On a casual basis	250
Under a fixed-term contract	77
Number of persons employed by the Council who are 'senior staff' for the purposes of the Local Government Act 1993	20
Number of persons engaged by the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	49
Number of persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	23

Our volunteers

CN volunteers continue to provide an invaluable resource for our community. They contribute to the natural areas and increase cultural and community connections that make Newcastle a wonderful place to live.

During 2022/2023, our volunteers contributed 9,048 hours to a broad range of programs. You will find Newcastle volunteers maintaining our local bush and coastal reserves, supporting events, and helping the public at our Libraries, Museum, Playhouse and Art Gallery.



Celebrating achievements

Our employee reward and recognition program celebrates employee performance, demonstration of values and contributions to CN success. Over the past year, over 800 vouchers were awarded to recognise outstanding individual and team achievements. Additionally, the monthly CEO CREW Award celebrates a peer-nominated employee for demonstrating one or more of CN's CREW values.

To thank staff for their commitment to CN through the challenging impacts of COVID-19 and celebrate the return to regular office-based work, lunch and breakfast events were held at the end of the year, providing staff with an opportunity to enjoy a meal and entertainment while connecting with workmates.

Awards

The following awards were won by CN during 2022/2023:

DESCRIPTION	AWARD	PROJECT
Australasian Reporting Awards 2023	Gold Excellence in Reporting Award	2022/2023 Annual Report
LG Professionals Local Government Excellence Award	Customer Experience	TRuST Principles TRuST Award
National Economic Development Awards for Excellence	Finalists, Economic Development Marketing and Promotion Award	Imagine Newcastle
National Economic Development Awards for Excellence	Finalists, Economic Development Recovery & Resilience Award	Lean in Newy app
Tourism Award	NSW Top Tourism Town Award 2023 (population >5,000 residents) by Business NSW	Reimagined destination brand



Deborah Moldrich, Executive Manager Customer and Transformation receiving Award for Customer Experience



CN Administration Centre, 12 Stewart Avenue

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Our governance

Democratic governance

Council Wards

The Newcastle LGA is divided into 4 wards, with each ward represented by 3 councillors who are elected for a 4-year term.

Ward 1

Carrington
Cooks Hill (part)
Islington
Maryville
Mayfield
Mayfield East
Mayfield West
Newcastle
Newcastle East
Newcastle West (part)
Stockton
The Hill
Tighes Hill
Warabrook
Wickham

Ward 2

Adamstown
Adamstown Heights
Bar Beach
Broadmeadow
Cooks Hill (part)
Hamilton
Hamilton East
Hamilton South
Kotara (part)
Merewether
Merewether Heights
Newcastle West (part)
The Junction

Ward 3

Birmingham Gardens
Callaghan
Georgetown
Jesmond
Hamilton North
Kotara (part)
Lambton
New Lambton
New Lambton Heights
North Lambton
Rankin Park
Wallsend (part)
Waratah
Waratah West

Ward 4

Beresfield
Black Hill
Elmore Vale
Fletcher
Hexham
Lenaghan
Maryland
Minmi
Sandgate
Shortland
Tarro
Wallsend (part)



Role of Councillors

Governing body

A popularly elected Lord Mayor and 12 councillors make up the elected Council. The people who live or own property in CN's LGA are eligible to vote for who they want to be on Council.

CN's councillors are responsible for electing the Deputy Lord Mayor from among the councillors. Councillor Declan Clausen was elected as Deputy Lord Mayor for the term of Council 2021–2024.

Council elections are held every 4 years in NSW; however, due to COVID-19, elections were postponed and the current councillors were voted into office on 4 December 2021.

Our councillors

Under the *Local Government Act 1993*, councillors have a responsibility to:

Be an active and contributing member of the governing body

Make considered and well-informed decisions as a member of the governing body

Participate in the development of the IPR framework

Represent the collective interests of residents, ratepayers and the local community

Facilitate communication between the local community and the governing body

Uphold and represent accurately the policies and decisions of the governing body

Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

A councillor represents residents and ratepayers, provides leadership and guidance to the community, and facilitates communication between the community and CN.

Our Councillors

Cr Nuatali Nelmes Lord Mayor (Labor)

Lord Mayor Nuatali Nelmes is the 14th Lord Mayor of Newcastle and has served for 8 years, returning for a third consecutive term as the Lord Mayor of Newcastle following a general election held on 4 December 2021.

The Lord Mayor previously served as a councillor for 6 years from 2008.

The Lord Mayor holds a Bachelor of Business with a double major in Industrial Relations/Human Resource Management and Marketing from UON, and is a Graduate of the Australian Institute of Company Directors and the Harvard Bloomberg Leadership Initiative. She worked in small business and recruitment before being elected to Council in 2008.

During her time as a councillor she also worked on community climate adaptation programs with the United Workers Union. The Lord Mayor has continued to build on her first-term success that delivered progressive financial sustainability while protecting local jobs and services, creating momentum for positive change through consistent hard work, stability and collaboration.

Lord Mayor Nuatali Nelmes has ensured that CN has:

Shifted to 100% renewable energy from 1 January 2020 (reducing our carbon footprint by 77%)

Delivered a 15,000-panel, 5MW CN-owned solar farm at Summerhill, which is slashing our electricity bills and saving ratepayers

Avoided austerity and secured our city's financial sustainability without cutting local jobs and services

Responded promptly to the COVID-19 global pandemic, with a targeted, locally led Community and Economic Resilience Package and \$116 million record stimulus infrastructure program

Leveraged the record development investment into our city to deliver positive outcomes for all Novocastrians

Committed Newcastle as a Welcome City that embraces diversity in all its forms

Saved Blackbutt Reserve and delivered a complete upgrade and Adventure Playground

Created more apprenticeships and traineeships and invested in fit-for-purpose facilities for our staff

Delivered more than \$6.5 million in playground upgrades

Invested in flood mitigation in Wallsend, including a commitment of more than \$20 million to rebuild vital infrastructure

Developed a long-term strategy to combat decades of erosion at Stockton

Delivered the first new library in over 14 years

Committed to the United Nations SDGs

Built partnerships with our community, business and governments locally, nationally and internationally.

Since 2014, the Lord Mayor has used the now-strong financial position to ensure that CN has invested in programs and projects that are important to the people of Newcastle, including:

\$105 million into our local buildings, structures and places

\$65 million into improving our waste management services

\$77 million into upgrading our stormwater network and on environmental initiatives like our Street and Park Tree Planting Program

\$10 million into city centre revitalisation

\$13 million into upgrading our cycleways

\$30 million on coastal revitalisation, including the delivery of our iconic Bathers Way shared path.

The Lord Mayor represents Newcastle on the ICLEI – Local Governments for Sustainability Oceania Regional Executive Committee and is the chair of the Global Covenant of Mayors Oceania committee. Statewide, the Lord Mayor was also elected as a Regional Director for Local Government NSW in December 2021. Regionally, the Lord Mayor is Chair of the Hunter JO Standing Committee for the Greater Newcastle Metropolitan Plan Implementation and is a Board Member for Newcastle Airport, Greater Newcastle Aerotropolis and associated partnership boards.

The Lord Mayor is also chair of CN's Asset Advisory Committee and previously served on the Board of the Hunter Westpac Rescue Helicopter for 4 years, as well as on the Boards of Northern Settlement Services and the Hunter Writers Centre.

The Lord Mayor is the youngest Lord Mayor of Newcastle and only the second female Lord Mayor after popular 1970s-era mayor Joy Cummings. The Lord Mayor was raised and educated in Newcastle, is married with 3 children and has enjoyed a representative sporting career in basketball.

WARD 1 COUNCILLORS

Cr Declan Clausen Deputy Lord Mayor (Labor)

Declan Clausen was first elected to Council at a by-election in 2015 and is a representative of the Australian Labor Party. He has served continuously as Deputy Lord Mayor since September 2017 and has been re-elected to serve for the duration of the current Council term. Declan is an energetic and committed Novocastrian who is passionate about sustainability, equality and the development of the city.

He holds a Masters in Sustainable Urban Development with Merit from the University of Oxford (UK) and a Bachelor of Engineering (Environmental) with Honours I from UON, is a Graduate of the Australian Institute of Company Directors, and has completed the Bloomberg Harvard City Leadership Initiative at Harvard University. Outside of his role at CN, Declan is the Executive Officer at Hunter Water Corporation, and a Non-Executive Director of Active Super.

Membership on CN Committees:

Chairperson, Strategy and Innovation Advisory Committee

Deputy Chairperson, Asset Advisory Committee

Alternate Member, Audit and Risk Committee

Membership on External Committees:

Non-Executive Director, Newcastle Art Gallery Foundation

Cr Dr John Mackenzie (Greens)

Dr John Mackenzie is a policy research consultant with over 15 years' experience in academic, government and consulting roles. He brings to Council expertise in social research, impact assessment, community engagement and evaluation.

John has worked around the country on policy initiatives that bring communities together to find solutions to complex, divisive and intractable natural resource management problems, such as water allocation in the Murray Darling Basin and Indigenous water rights in Cape York and the Kimberley.

Membership on CN Committees:

Member, Audit and Risk Committee

Member, Liveable Cities Advisory Committee

Member, Public Art Advisory Committee

Membership on External Committees:

Member, Hunter and Central Coast Joint Regional Planning Panel

Cr John Church (Independent)

John Church was first elected to Council in 2017 and was elected for a second consecutive term in December 2021. He is a born-and-bred Novocastrian with a career background in media and small business and holds a Master of Business Administration. John is married to Lynne with 3 children and is passionate about this city and community.

Membership on CN Committees:

Member, Liveable Cities Advisory Committee

WARD 2 COUNCILLORS

Cr Carol Duncan (Labor)

Carol Duncan MAICD JP is an experienced media and local government professional with extensive broadcast journalism experience across Australia. She is also a casual academic in the School of Humanities, Social Sciences and Creative Industries at UON.

A resident of Newcastle since 1993, Carol has served on the HMRI and Newcastle Art Gallery Foundations and is the founder of the Lost Newcastle community history group of some 70,000 members. She is committed to the continued development of Newcastle as a city of opportunity for health, education, arts and culture.

Membership on CN Committees:

Chair, Community and Culture Advisory Committee

Chair, Public Art Advisory Committee

Member, Audit and Risk Committee

Membership on External Committees:

Member, NSW Public Libraries Association

Alternate Member, Hunter and Central Coast Regional Planning Panel

Member, Newcastle Live Music Taskforce

Advisory Board Member, 2NURFM

Cr Jenny Barrie (Liberal)

Jenny Barrie has owned and operated businesses as a Company Director for over 25 years and is employed as the Site Manager at Electrodry Storage Solutions. Her expertise is in small business and community economic development, having worked with Business Chamber of Commerce groups and the not-for-profit sector for over 15 years. She was the President of the Hunter Business Lions Club for 4 years.

Jenny has worked in the charity sector for over 3 years, raised funds for homeless services with Hunter CEOs for the annual Vinnies CEO Sleepout, and is passionate about community safety. She is the former Treasurer of the Figtree Community Garden Association and was a member of the Newcastle Music Festival Committee for 7 years.

Jenny is a proud mother of 2 adult children and grandmother to 4 beautiful grandchildren, all of whom give her valuable insight and life experience to be able to perform her councillor duties with a depth of understanding and compassion.

Membership on CN Committees:

Member, Community and Culture Advisory Committee

Member, Asset Advisory Committee

Cr Charlotte McCabe (Greens)

Charlotte McCabe is a primary school teacher and community organiser. She has worked closely with several community groups in Newcastle on issues such as coal dust and coal terminal issues, offshore gas, protecting urban character, improving street safety and improving federal environmental laws. She has been the community spokesperson for the Protect Our Coast Alliance and the Tighes Hill Community Group.

Charlotte is passionate about positioning Newcastle and the Hunter as a global leader in the clean, sustainable industries of the future.

Membership on CN Committees:

Deputy Chair, Strategy and Innovation Advisory Committee

Member, Guraki Aboriginal Advisory Committee

Member, Youth Council Advisory Committee

Membership on External Committees:

Alternate Member, Hunter and Central Coast Regional Planning Panel

WARD 3 COUNCILLORS

Cr Peta Winney-Baartz (Labor)

Peta Winney-Baartz was first elected to Council in 2017. She is a proud Novocastrian, raising her 4 children locally. Peta is an educator with over 25 years' experience in the family/youth sector. She sits on the Board of Hunter Homeless Connect and is passionate about helping people, working closely with many local organisations and advocating for all. Peta is particularly driven to engage young people and make sure they are heard.

Membership on CN Committees:

Chair, Infrastructure Advisory Committee

Member, Guraki Aboriginal Advisory Committee

Member, Public Art Advisory Committee

Chair, Sports Infrastructure Working Party

Membership on External Committees:

Member, Fort Scratchley Historical Society Incorporated

Member, Hunter and Central Coast Regional Planning Panel

Member, Hunter Sports Centre Incorporated

Alternate Member, Newcastle City Traffic Committee

Cr Margaret Wood (Labor)

Margaret Wood was first elected to Council in December 2021. She moved with her partner and children to Newcastle in 1995 and has lived in Ward 3 for 28 years. Margaret worked in various roles for the Legal Aid Commission and the state government before ceasing full-time work in 2016. She continues to do voluntary work, using her past experience as a carer to provide input into carer-related projects. Margaret is passionate about making our city an inclusive and accessible place for everyone.

Membership on CN Committees:

Deputy Chair, Community and Culture Advisory Committee

Co-Chair, Access Inclusion Advisory Committee

Membership on External Committees:

Alternate Member, Hunter and Central Coast Regional Planning Panel

Cr Katrina Wark (Liberal)

Katrina Wark was first elected to Council in 2021.

Membership on CN Committees:

Member, Infrastructure Advisory committee

Member, Access Inclusion Advisory Committee

WARD 4 COUNCILLORS

Cr Deahnna Richardson (Labor)

Deahnna Richardson is a proud Wiradjuri woman who was born on Wiradjuri Country and has lived on Awabakal and Worimi Country since 2005. She is the first Aboriginal woman ever elected to Council. Deahnna is passionate about ensuring that First Nations voices are heard and included in our community. She believes in fairness, justice and equality and is committed to ensuring that the communities in Ward 4 are vibrant, thriving and inclusive, with amenities and infrastructure that meet their needs.

Deahnna holds a Bachelor of Laws, a Bachelor of Commerce with a major in Economics and a Diploma of Legal Practice from UON. She was admitted as a solicitor by the Supreme Court of NSW in 2017, is currently employed as a NSW public servant and is a Public Service Association delegate to Hunter Workers. She lives in Wallsend with her partner Beau and their 3 children.

Membership on CN Committees:

Deputy Chair, Infrastructure Advisory Committee

Member, Guraki Aboriginal Advisory Committee

Member, Youth Council Advisory Committee

Membership on External Committees:

Member, Newcastle City Traffic Committee

Cr Dr Elizabeth Adamczyk (Labor)

Dr Liz Adamczyk is committed to the leadership and continued development of Newcastle as an inclusive, caring and healthy city. Liz is a lecturer and researcher in geography and planning with expertise in social, economic and environmental justice. She has worked in the non-profit sector to tackle homelessness and disadvantage and in local government to increase environmental sustainability. She is a passionate musician inspired by Newcastle's diverse and unique performance spaces.

Liz holds a Bachelor of Science (Architecture), a Bachelor of Development Studies (Urban and Regional Development, Hons 1 and the University Medal) and a PhD in Human Geography, from the University of Newcastle. Her expertise has been sought for the Community Housing Industry Association Affordable Housing Conference, at UON's Master of Architecture fifth-year studio as an urban researcher, as plenary speaker at the State of Australian Cities Conference, and as a unionist for the Job Insecurity Senate Select Committee and at Hunter Workers and Australian Council of Trade Unions Secure Jobs forums.

Liz lives in Wallsend and will continue to work with her communities to pursue opportunities to ensure amenity and accessibility across our city, and particularly in Ward 4.

Membership on CN Committees:

Deputy Chair, Liveable Cities Advisory Committee

Member, Access Inclusion Advisory Committee

Chair, Affordable Housing Working Party

Chair, Development Control Plan Working Party

Membership on External Committees:

Alternate Member, Hunter and Central Coast Regional Planning Panel

Member, Hunter Water Customer and Community Advisory Group

Executive Member, Hunter Workers

Member, Hunter Workers Women's Committee

Member, Newcastle Branch Committee, National Tertiary Education Union

Member, Macquarie University Planning Accreditation Committee

Cr Callum Pull (Liberal)

Callum Pull was first elected to Council in December 2021 and became Newcastle's youngest ever councillor. Callum represents Ward 4, which includes Beresfield, Tarro, Kooragang Island and the city's western suburbs. He is a proud member of the Liberal Party of Australia, and believes in the founding principles of Menzies' Liberal Party. Callum is committed to building a fair society and a strong and diverse economy that harbours new industries and creates new opportunities for generations to come. He is currently studying a Bachelor of Communication at UON.

Membership on CN Committees:

Member, Strategy and Innovation Advisory Committee

Member, Youth Council Advisory Committee

Alternate Member, Audit and Risk Committee

Membership on External Committees:

Alternate Member, Hunter and Central Coast Regional Planning Panel

Alternate Member, Hunter Water Customer and Community Advisory Group

Council and committee meetings

Council meetings

The elected Council conducts its business at open and publicly advertised meetings (details are available on CN's website), generally held on the third and fourth Tuesdays of the month. Meetings are live-streamed and accessible via the CN website. Business papers and minutes are also available on the [website](#).

In addition, when members of the public have raised issues or concerns in respect of a DA that is to be determined by the elected Council at a DA Committee, they, and the applicant for the DA, may be provided with an invitation to personally address the elected Council.

Council meetings are conducted in accordance with an adopted Code of Meeting Practice. The elected Council publicly exhibited and adopted an updated Code of Meeting Practice in June 2022. The Code of Meeting Practice applies to Council Meetings, Extraordinary Council Meetings and Committee of Council Meetings. The object of the Code is to provide for the convening and conduct of meetings.

The Code of Meeting Practice covers:

Reminding councillors of their oath or affirmation of office, and of their obligations under the Act and CN's Codes of Conduct to disclose and appropriately manage conflicts of interest

Adopting and publicly advertising the dates and times of Council meetings

Provision of notice of Council meetings and means by which councillors can add items to the Council meeting agenda

The timeframes and form for the issuing of agendas and business papers by the CEO to councillors and the public

Approval of minutes at the next Council meeting and the signing of minutes by the Lord Mayor

Quorum at meetings and voting on items of business, including the requirement to vote by division and record the voting by individual councillors on planning matters

The attendance of the public at meetings, except where meetings must be closed to the public in accordance with the Act.

Public participation in Council meetings

Meetings known as Public Voice and Public Briefings provide an opportunity for members of the public to present their concerns or views on matters of strategic significance and within the decision-making powers of Council. Having such a dedicated meeting means councillors have time to engage with and ask questions to ensure they understand the matters prior to voting on them; these sessions are conducted in accordance with CN's Public Voice and Public Briefing Policy.

Councillor attendance at meetings

Ordinary Council Meetings are generally held once a month, and Council encourages the community to participate in city decision-making. Meeting dates and business papers are available on the CN website. Council meetings are streamed live on the night and available for viewing following the meeting.

The following provides a summary of attendance for each councillor for Council meetings held during 2022/2023.

Councillor	No. Ordinary		No. Committees		No. Extraordinary *		Total Meetings	
	Absent	Attended	Absent	Attended	Absent	Attended	Absent	Attended
	11		18		3		32	
Cr Adamczyk	0	11	0	18	0	3	0	32
Cr Barrie	0	11	0	18	0	3	0	32
Cr Church	4	7	0	18	1	2	5	27
Cr Clausen	0	11	0	18	0	3	0	32
Cr Duncan	0	11	0	18	0	3	0	32
Cr Mackenzie	1	10	2	16	0	3	3	29
Cr McCabe	1	10	0	18	1	2	2	30
Cr Nelmes	1	10	1	17	1	2	3	29
Cr Pull	0	11	0	18	0	3	0	32
Cr Richardson	0	11	0	18	0	3	0	32
Cr Wark	1	10	1	17	0	3	2	30
Cr Winney-Baartz	0	11	0	18	0	3	0	32
Cr Wood	1	10	1	17	0	3	2	30

* Including Council meetings and Committee meetings

* Multiple Committee Meetings are held on the one meeting night. The Lord Mayor, Councillor Nelmes and Councillor Mackenzie are recorded as being absent from 3 meetings, however were only absent from 2 meeting nights.

Corporate governance

Good corporate governance is one of the cornerstones of any good business and is key to CN meeting its objectives of trust and transparency.

At CN, we are proud of our strong corporate governance framework, which has existed in a formal way for over 12 years. We are focused on continuous improvement and maturing our frameworks to continue to meet legislative requirements as well as community expectations.

Our corporate governance framework

CN'S CORPORATE GOVERNANCE LIGHTHOUSE

CN's Governance Lighthouse principles are based on the ASX Corporate Governance Principles and Recommendations and the Audit Office of New South Wales model.

CN has adapted these to suit our functions and to ensure our corporate governance is of the highest standard.

Key Stakeholder Rights

17. Key stakeholder management program

We focus our customer experiences to create a smart, liveable, sustainable global city that is customer-centric.

We regularly review and update opportunities for significant and meaningful citizen engagement based on equity, inclusion and connection. We recognise that this is an important part of local democracy, fostering community cohesion, pride of place and participation in civic life.

We are developing a Local Social Strategy to continue to guide future access to information to keep the community informed, and to engage with the community on key issues and matters of significance in the LGA. We continue to promote open and transparent governance and our key functions, policies and practices are published on CN's website.

See more information about our proactive release program on page 213, committees on page 196, Public Voice sessions on page 197 and community engagement on page 214.

Risk Management

16. CEO and management sign-off of internal controls

15. Risk management program

Our enterprise risk management framework is integral to CN providing assurance that we are operating effectively and efficiently. Our senior leaders provide oversight and guidance in mitigating our strategic risks and managing our operational risks and control measures at the first line. Our internal Governance and Risk (Executive) Committee provides second-line assurance and reports to an Independent Audit and Risk Committee.

Our Enterprise Risk Management Policy sets out our commitment to creating a positive organisational culture that promotes risk management acceptance, communication and management of appropriate risk throughout the organisation. Our approach to risk is integrated into the organisation's core business and embedded within planning and decision-making processes.

See more information about CN's enterprise risk management on page 204.

Remuneration

14. Remuneration is fair and responsible

Our organisational structure and roles and responsibilities are linked to delivering CN's strategic objectives.

We ensure that our remuneration for the CEO and senior officers is fair and reasonable and we disclose total remuneration in our annual report. The remuneration structure meets all legislative requirements and follows best practice in local government.

In February 2023 the elected Council unanimously endorsed our CEO's performance through a process overseen by a CEO Performance Review Panel, independent assessment and annual performance reviews with the outcomes publicly reported in open council.

See more information about senior staff remuneration on page 169.

Disclosure

13. Continuous Disclosure

12. Annual Report

We embrace the opportunity to engage with our community to ensure our planning and reporting is informed, relevant and responsive to community needs. Our strong IPR program not only meets legislative requirements but provides snapshot and ongoing reports on the progress of principal activities detailed in our Delivery Program. These activities contribute, in the long term, to our CSP.

Our traffic light system promotes transparent disclosure of positive and negative information to demonstrate significant changes to the organisation. Key reporting is published on our website and includes:

- Council meetings, including Executive Monthly Performance Reports
- Quarterly performance reports and financial review
- Six-monthly performance reports
- Annual reports
- General Purpose Financial Statements
- End of Term reports

Corporate Reporting

11. CEO and CFO sign-off of financial reports

10. Internal and external audit

9. Audit and Risk Committee

CN's robust financial governance framework includes financial management policies and budget guidelines to support appropriate financial planning and management. This ensures delivery of organisational and community services and long-term financial sustainability.

Our monthly reporting to the elected Council and the community includes income, operating and capital statements, debtors' reports, works programs, Councillor expenses and investment compliance.

Our financial records are overseen by our independent Audit and Risk Committee and include public presentation of the General Purpose Financial Statements detailing audited financial positions that the elected Council receive and adopt, complying with appropriate accounting standards.

We have no findings identified in the audit by the Audit Office of NSW.

Our internal audit function recognises CN's commitment to continuous improvement, and we are sector leaders in assurance mapping.

CN's independent Audit and Risk Committee facilitates and responds constructively to reviews, findings and recommendations, and has overseen improvements to corrective actions holding the organisation to account for performance and conformance.

See more information about our financial reporting and internal audit on page 206.

Ethics	Legislative compliance is a critical component of CN's corporate governance framework. This provides assurance that CN is meeting its obligations and managing legislative compliance risks effectively.
8. Compliance framework	
7. Fraud and corruption control framework	We are leaders in our Corruption Prevention Framework, expanding on the Audit Office Fraud Control Improvement Kit and the Australian Standards to ensure a comprehensive system that guides all corruption prevention management activities. This incorporates our Fraud and Corruption Prevention Policy, Fraud and Corruption Control Plan, Fraud Risk Register and reporting on fraud or corruption, including our Public Interest Disclosures Policy.
6. Ethical framework	In addition, our Ethical Behaviour Framework ensures public confidence in the integrity of CN through our Codes of Conduct, Disclosures of Interests of Designated Persons, management of conflicts of interests, and gifts and benefits disclosures. See more information about our corporate governance framework on page 198.
Structure	CN's Strategic Advisory Committees and Standing Committees align with CN's strategic objectives and provide broad opportunities for community and stakeholder engagement, enabling greater diversity of input into matters on which the elected Council will be making decisions. See more information about our Strategic Advisory Committees on page 203 and our Audit and Risk Committee on page 206.
5. Key governance committees	
Management and Oversight	Our community is made up of people with diverse experiences and perspectives, and our inaugural <i>Inclusion, Diversity and Equity Strategy</i> is a significant step to improving our culture. Along with our <i>Disability Inclusion Action Plan</i> and programs such as Count Us In Newcastle, CN is committed to further enhancing access and inclusion for the benefit of our entire community.
4. Diversity policy	
3. Clear accountability and delegations	
2. Regular reporting against plans	We regularly report against our achievements and other plans as part of our continuous disclosure and updates on progress against our Delivery Program.
1. Leadership and strategic and business plans	Our <i>Newcastle 2040 CSP</i> , 4-year Delivery Program, annual Operational Plan, and supporting strategies and plans are developed with community input and accessible on our website. <i>Delivering Newcastle 2040 2022/2023</i> guides our leadership and decision-making. Our Ethical Behaviour Framework, including the appropriate authorisation to perform a function or exercise decision-making powers, supports our evidence-based decision-making, safeguarding our processes and behaviours to ensure we deliver, acting in an ethical way and meeting community expectations of probity, accountability and transparency. See more information about <i>Delivering Newcastle 2040 2023/2024</i> on page 94.

Codes of Conduct

CN's Codes of Conduct are based on the Office of Local Government's Model Code of Conduct and include:

Code of Conduct for Councillors

Code of Conduct for Staff

Code of Conduct for Council Committee Members, Delegates of Council and Council Advisors

Procedure for the Administration of the Code of Conduct.

Some key elements of the Codes include:

Gifts and Benefits: A gift or a benefit is something offered to, or received by, a councillor, employee or volunteer for their personal use. Councillors may accept token gifts up to the value of \$100 and staff up to the value of \$50 and within reason. All offers of gifts and benefits are declared and captured in CN's Gifts and Benefits Register, and were reported to CN's Governance and Risk (Executive) Committee in March 2023 as part of CN's corporate governance framework.

Conflicts of Interests: A conflict of interest exists where a reasonable and informed person could perceive that a councillor or staff member may be influenced by a private interest when carrying out their public duty. Conflicts of interests are categorised as:

- Pecuniary conflicts of interests, which arise where a CN staff member is reasonably likely to make or lose money because of a decision the staff member might make in the course of their duties
- Non-pecuniary conflicts of interests, which commonly arise out of family or personal relationships or through an association a CN staff member, or someone close to them, may have, through involvement in a sporting, social or other kind of group or association.

All conflict of interest declarations are captured in CN's Conflicts of Interest Register, and were reported to CN's Governance and Risk (Executive) Committee in March 2023. Councillors' conflicts of interest are published on CN's website.

Disclosure of Interest Returns: Councillors, Audit and Risk Committee members and staff identified as designated persons complete a disclosure of interest within 3 months of employment or a change to an interest, as well as annually. Councillors, Audit and Risk Committee and ELT disclosures of interest returns are published on [CN's website](#).

CN reports annually to the Office of Local Government on complaints received and managed under the Code of Conduct for councillors.

Corruption Prevention Framework

CN's Corruption Prevention Framework outlines CN's commitment to preventing fraud and corruption. Fraud and corruption are interrelated and represent the misuse of public office for private gain. The prevention of fraud and corruption requires that all councillors, staff, volunteers and contractors act ethically, appropriately and in accordance with the respective [Code of Conduct](#).

CN's Corruption Prevention Framework is based on the NSW Fraud Improvement Kit and aligns with the Australian Standards on Fraud and Corruption Control (AS8001-2008). Our framework includes a Fraud and Corruption Prevention Policy, Fraud and Corruption Control Plan, Fraud Risk Register, reporting of fraud and corruption, and training and awareness.

In June 2022, CN's CEO approved our current Fraud and Corruption Control Plan 2022–2024, which contains a total of 70 actions in areas such as information technology, training and awareness, third party risk assessments, and review of templates and procedures to capture risks. Updates on the implementation of the actions were reported to the Governance and Risk (Executive) Committee and the Audit and Risk Committee in June 2023 as part of CN's corporate governance framework.

Reports of wrongdoing – Public Interest Disclosures

CN has a Public Interest Disclosures (Internal Reporting) Policy, developed in accordance with the *Public Interest Disclosures Act 1994 (PID Act)*. The *PID Act* sets out the system under which people working within the NSW public sector can make reports about the wrongdoing of other workers in the NSW public sector (such as all CN officials).

During 2022/2023, the following disclosures were made under the Policy:

Number of public officials who made Public Interest Disclosures	0
Number of Public Interest Disclosures received	0
Of Public Interest Disclosures received, the number primarily about:	
Corrupt conduct	0
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Number of Public Interest Disclosures finalised	N/A

The Public Interest Disclosures (Internal Reporting) Policy:

Incorporates the relevant provisions of the *PID Act* and the NSW Ombudsman's Model Internal Reporting Policy – Public Interest Disclosures 2013

Encourages and facilitates the disclosure of wrongdoing by providing a framework for receiving, assessing and dealing with disclosures of wrongdoing in accordance with the *PID Act* and ensuring CN complies with the *PID Act*

Clearly defines the roles and responsibilities of the CEO, Lord Mayor, Disclosures Coordinator, Disclosures Officers and CN Officials

Identifies Disclosures Officers from diverse work areas and locations across the organisation who support people making a disclosure.

Legislative compliance

Legislative compliance means understanding the legislation, regulations, industry standards and codes that apply to CN and using a framework to make sure CN is complying with these obligations. CN's reporting obligations are led by the Office of Local Government's Calendar of Compliance and Reporting Obligations.

Policy Framework

CN's Policy Framework aims to assist the organisation with meeting compliance in accordance with legislative and regulatory requirements, and empowers CN to carry out efficient and effective decision-making.

Our policies are reviewed within 12 months of each Council term for elected Council-adopted policies, and within 3 years for CEO-adopted policies.

Advisory Committees

CN's Strategic Advisory Committees are an essential part of our corporate governance. Each committee has clear objectives and alignment to CN's CSP. These objectives are documented and published in a Terms of Reference document (available on [CN's website](#) along with minutes and other relevant information about the committees).

The committees are led and chaired by councillors (as listed in their bios from page 190), and include community and stakeholder members with relevant experience and skills. They provide an opportunity for consultation and expert advice prior to a matter being considered by the elected Council.

Throughout 2022/2023, CN's Strategic Advisory Committees included:

Community and Culture Advisory Committee

Infrastructure Advisory Committee

Liveable Cities Advisory Committee

Strategy and Innovation Advisory Committee.

In addition, CN has a number of ongoing advisory committees, known as Standing Committees, including:

Access and Inclusion Advisory Committee

Asset Advisory Committee

Guraki Aboriginal Advisory Committee

Public Art Advisory Committee

Newcastle Youth Council.

Advisory Committees submit annual reports to the elected Council, which are available on [CN's website](#).

Enterprise Risk Management

CN is committed to good corporate governance and fostering risk management identification, acceptance, communication and management of risks throughout the organisation.

CN's Enterprise Risk Management (ERM) and governance frameworks are the totality of systems, structures, policies, processes and people within CN that identify, measure, monitor, report and control or mitigate internal and external sources of risk. An effective and structured ERM framework empowers CN to achieve its objectives and embed risk management in strategic and operational processes. This in turn provides a framework for:

- Empowering management to allocate resources commensurate with risk appetite, and in doing so focusing effort on high value-add activities
- Encouraging staff to understand the implications of risk as well as the opportunities risk can present
- Councillors and staff at CN making informed decisions based on appropriate risk assessments and established risk appetite
- CN staff applying risk management to their day-to-day work activities
- Risks being identified, prioritised and managed in a structured manner
- Compliance with relevant legislation and the Australian Standards ISO 31000:2019.

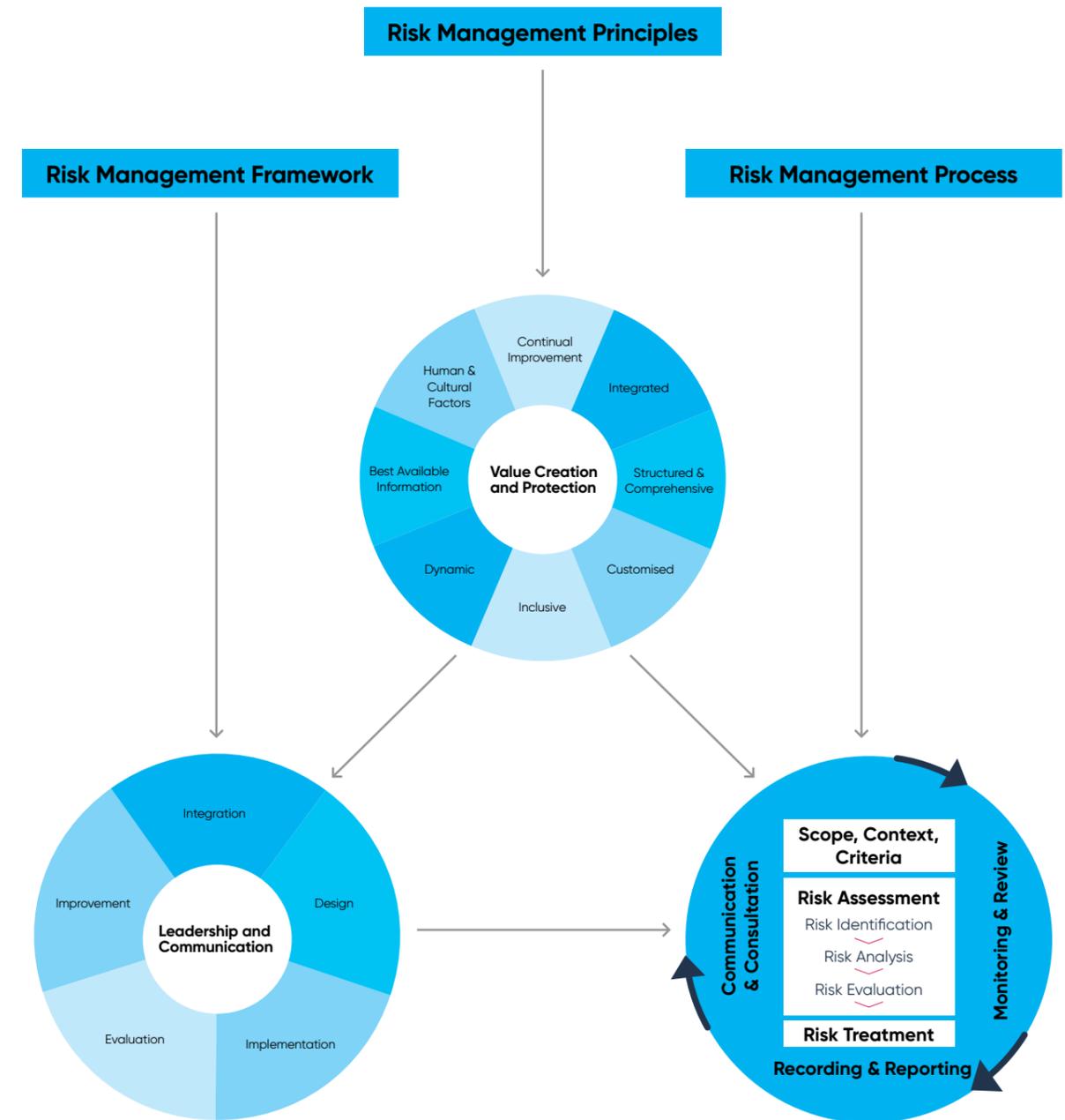
CN's approach to risk management is aligned to the Australian Standards for Risk Management. The 3 key components within the standard for managing risk are:

Principles that need to be satisfied before risk management is effective

A framework that integrates the principles for managing risk into the organisation's overall governance, strategy and planning, management, reporting processes, policies, values and culture

An effective process that can be applied across CN to its many areas and management levels, as well as to specific functions, projects and activities.

The interrelationship between the 3 components is illustrated in the below diagram.



Beresfield, overlooking Swimming Centre and Bowling Club

Internal Audit

Effective Audit and Risk Committees are critical in local government to help deliver trust and confidence in financial reporting and risk management. In the past 12 months, CN's independent Audit and Risk Committee has focused its efforts on ensuring the right balance of risk, trust and opportunity as we build a strong foundation for governance priorities of the future.

The Audit and Risk Committee provides independent assurance and oversight on:

CN's control framework, including the effectiveness of controls

Risk management, recognising that this is an integral part of CN

Reviews that assess the effectiveness of CN's policies, guidelines and controls

External accountability, including reviewing CN's financial governance and reporting legislative compliance

The *Forward Internal Audit Plan* to ensure it considers the broader risk management plan

Fraud and corruption – receiving and reviewing CN's *Fraud and Corruption Control Plan*.

As of 30 June 2023, members of the committee include:

Stephen Coates (Independent Member and Chair)

Vivek Chopra (Independent Member)

Greg McKenna (Independent Member)

Cr Carol Duncan (Councillor Member)

Cr Dr John Mackenzie (Councillor Member).

As per best practice, the CEO is invited to all committee meetings. Other attendees include the Director Governance and CFO, Manager Legal, Manager Finance, Audit Coordinator, Risk and Audit Manager and the Audit Office of NSW, as well as representatives from both our internal and external audit providers.

Internal audit is a key contributor to ensuring CN undertakes continuous reviews of the effectiveness of its risk management framework, internal controls and governance processes. The reviews are undertaken in collaboration with service units to add value and improve CN's operations. During 2022/2023, CN outsourced 50% of internal audits and managed the remainder in-house. Outsourcing internal audits ensures a high level of independence and autonomy from CN's management and enables specialised knowledge and skills to be procured to conduct audits.

The reviews assess the effectiveness of CN's policies, guidelines and controls. Action items to develop and improve the associated governance, risk management and control processes are established and agreed. The implementation of these agreed audit actions is monitored by CN's Audit Coordinator and regularly reported to the committee.

Over the past 12 months, internal audit has reviewed and provided assurances and recommended control efficiency improvements across the following diverse functions and operations of CN:

AUDIT	COMPLETED BY
1. RMS Drives 2021/2022	CN
2. Project Management	Prosperity
3. Summerhill Waste Levy Audit	Centium
4. Summerhill Environmental Compliance	Centium
5. Credit Card Management/Payment Card Industry Data Security Standard	CN
6. National Heavy Vehicle Accreditation Scheme	CN
7. Summerhill Debtors Management (in progress 30 June 2023)	CN
8. Employee Performance and Recruitment (in progress 30 June 2023)	Centium

Accountability and Leadership

The administrative body

The Administration is organised into 4 Directorates, each with a range of responsibilities.

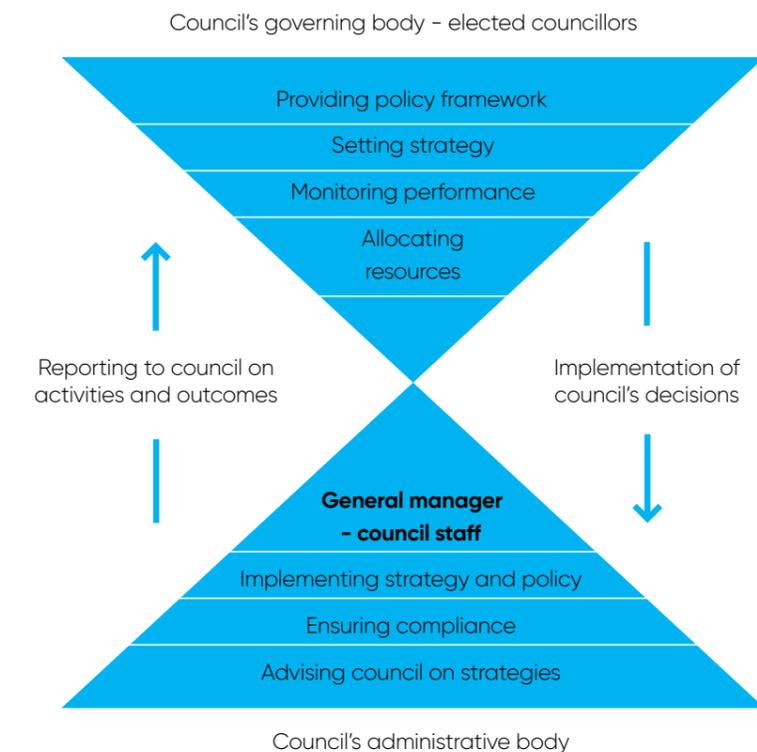
The CEO leads the administrative arm of CN. Reporting to the elected Council, the CEO is responsible for the efficient and effective operation of CN, and for overseeing CN's staff to enact the decisions of the elected Council.

Two voices; one vision - The Elected Council and The Administration

Council's structure requires the elected members and the administrative body to have a strong and interconnected working relationship to successfully deliver the vision of the community. CN is proud of its achievements in 2022/2023, and at the heart of this is the effective working relationship led by CN's Lord Mayor, Deputy Lord Mayor and CEO.

Legislative context and operating environment

A council's structure



Local councils work within the laws established by the NSW Parliament. The *Local Government Act 1993 (LG Act)* provides a legislative framework that gives councils broad powers to plan for and provide local community services and facilities. Local councils are expected to provide effective representation, leadership, planning and decision-making, including by managing their land and assets to best meet the current and future needs of the community. The *LG Act* is administered by the Minister for Local Government through the Office of Local Government.

In addition, local councils are entrusted to undertake functions and exercise powers under a range of laws, regulations and policies. Examples include:

Regulatory powers regarding the health and safety of land and premises under the *LG Act*

Building and development controls under the *Environmental Planning and Assessment Act 1979*

Environmental protection under the *Protection of the Environment Operations Act 1997*

Support for emergency management under the *State Emergency and Rescue Management Act 1989*

Animal control under both the *Companion Animals Act 1998* and the *Impounding Act 1993*

Provision, maintenance and management of roads under the *Roads Act 1993*

Protection of public health under the *Public Health Act 2010*.

Local councils are required to carry out their functions and exercise their powers in accordance with the *LG Act* and associated regulations. They are also subject to a Model Code of Conduct, which sets out standards of proper and ethical behaviour for councillors and staff of local councils and requires each council to adopt a code of conduct that incorporates the provisions of the Model Code.

Statutory information

Councillor fees and expenses

Regulation cl217(1)(a1)

Councils are required to provide facilities to assist councillors to carry out their duties. CN has adopted a Councillor Expenses and Facilities Policy that outlines the circumstances where CN will reimburse or pay for a councillor's expenses to support their civic duties.

The following councillor expenses are the combined total for the Lord Mayor and 12 councillors.

The reporting of these expenses is in line with the *Local Government (General) Regulation 2021*.

FINANCIAL YEAR 2022/2023	
Councillor fees	\$613,329
Official business	\$6,011
Overseas visits (for official business)	-
Professional development	\$54,349
Australian Institute of Company Directors course fees	\$10,340
Annual conference	\$25,152
Council meeting expenses	\$36,023
Incidental expenses	\$1,818
Communication devices	\$1,842
Communication expenses	\$11,056
Accompanying person	\$227
Carer expenses	\$987
Other office supplies and facilities	\$2,716
Total	\$763,851



Overseas visits

Regulation cl 217(1)(a)

No overseas travel was undertaken during 2022/2023.

Councillor professional development

Regulation cl 186

Under section 232 of the *Local Government Act*, councillors have a responsibility 'to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor'.

CN supports the training, education and ongoing professional development of the Lord Mayor and councillors to ensure they develop and maintain the knowledge and skills required to undertake their roles and responsibilities effectively. Each councillor has the opportunity via a survey conducted each Council term to indicate their individual requirements for professional development.

In 2022/2023, councillors participated in professional development through:

21 workshop evenings, held from July 2022 to 30 June 2023, covering a variety of topics including but not limited to development and environment planning, financial sustainability and community strategic planning updates

A pilot councillor mentoring program where experienced returning councillors acted as mentors for newly elected councillors. All councillors participated in the program, with the exception of Councillors John Church and Callum Pull

Enrolment in professional development courses.

The below table lists the number of monthly councillor workshops and additional professional development courses attended by councillors:

Councillor	Workshops		Additional individual training or other activities
	Absent	Attended	
	19		
Cr Adamczyk	0	19	6
Cr Barrie	1	18	4
Cr Church	11	8	1
Cr Clausen	0	19	5
Cr Duncan	1	18	3
Cr Mackenzie	3	16	4
Cr McCabe	2	17	5
Cr Nelmes	3	16	4
Cr Pull	2	17	2
Cr Richardson	0	19	5
Cr Wark	5	14	9
Cr Winney-Baartz	3	16	4
Cr Wood	3	16	3

Legal proceedings

Regulation cl 217:1:a3

Expenses incurred

General legal matters

During 2022/2023, the total of legal expenses in relation to legal proceedings incurred by CN for general matters was \$413,854.69.

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

Amount expended undertaking litigation: \$413,854.69

Amount received by Council in settlement of costs claims: Nil.

Debt recovery

Legal costs expended undertaking litigation to recover overdue rates and charges were \$183,700.40. The amount of legal costs recovered by CN within 2022/2023 was \$110,345.04. The balance of legal costs not recovered to date will be recovered in a subsequent year based on agreed payment arrangements.

Workers Compensation

Legal costs expended undertaking litigation to recover workers compensation payments were \$122,135.63 (excluding GST).

Summary or result of legal proceedings – general legal matters

Local Court

Prosecutions and appeals

Legal proceedings in the Local Court include prosecutions by CN, usually concerning failure to obtain or comply with orders or development approvals issued by CN. Areas of prosecution range from unauthorised works to failure to comply with animal control orders or clean-up notices. Defendants may appeal any decisions made by the Local Court in relation to prosecutions. It can also include proceedings commenced against CN in criminal or other jurisdictions of the Local Court.

All legal proceedings to recover both overdue sundry debts and rates and charges were instigated in the Local Court. CN commenced action in 242 instances. Of these, 100 required further legal action to resolve the outstanding debt. Resolution was by immediate payment of the debt or by an agreed payment arrangement based on the personal circumstances of the debtor.

Prosecutions: In 2022/2023, CN did not commence any Local Court prosecutions.

In addition, there were 2 Local Court prosecutions against CN. These matters are yet to be finalised.

Appeals: There were no appeals lodged with the Local Court.

Court elected penalty notices

Legal proceedings in the Local Court also include enforcement of penalty notices. Court elected parking penalty notices are dealt with by the police prosecutors (except in special circumstances where CN may deal with a matter directly, for example, if the defendant is a Police Officer). For all other court elected penalty notices, CN's Legal Services Unit will review and determine whether the matter should proceed in the Local Court or whether the penalty notice will be withdrawn.

In 2022/2023, CN was involved in 3 cases:

One matter yet to be finalised

One matter in which the Defendant was found guilty with no conviction recorded

One matter in which the Defendant was found guilty and fined \$250.

Supreme Court

Judicial Review

Judicial Review is concerned with the legality of decision-making. This includes a request to the Supreme Court to review whether CN acted within the legal boundaries of its powers and functions.

In 2022/2023, CN was not involved in any Judicial Reviews.

Contractual Dispute

Contractual disputes are those between CN and other parties to a contract over performance of obligations under the contract.

CN was involved in one litigated contractual dispute matter in 2022/2023 – the proceedings were dismissed.

Land and Environment Court

Class 1 appeals

Class 1 appeals in the Land and Environment Court are related to environmental planning and protection appeals. This includes appeals on the merits only against refusals, or deemed refusals, of development consents or conditions of development consents.

Nineteen Class 1 appeals were ongoing in the Land and Environment Court against CN in 2022/2023.

In 4 matters the appeal was upheld.

4 matters were discontinued.

In 11 matters the proceedings are yet to be finalised.

Class 3 appeals

Class 3 appeals can involve compensation claims, valuation disputes and other miscellaneous appeals that do not fall within other categories of Class 1, 2 or 3.

One Class 3 appeal was ongoing in the Land and Environment Court against CN in 2022/2023. The appeal was upheld.

NSW Civil and Administrative Tribunal (NCAT)

Administrative Review

NCAT reviews administrative decisions made by government agencies. The decisions of CN and agencies we interact with may be subject to review by NCAT. Reviewable decisions include those relating to privacy, personal information and access to government information.

CN was involved in 2 NCAT matters in 2022/2023 with respect to CN decisions under the *GIPA Act*. Both applications were dismissed because the applicant withdrew the application.

Information Management

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

Government Information (Public Access) Regulation 2018, cl 8, Schedule 2

CN recognises that the information we hold is one of our most important assets. Quality information is essential for accountability and transparency, to support evidence-based decision-making and to provide better customer service.

Management of official information at CN is regulated by the State Records Act 1998 (NSW), and the State Records Authority of NSW conducts an annual mandatory assessment of all public offices to measure compliance with the Act.

The latest assessment saw CN improve its compliance result from 2.92 in 2022 to 3.16 in 2023. Last year's Local Government average rating was 2.63 (this year's comparison figures are not yet available).

CN achieves or exceeds the baseline compliance rating score of 3 out of 5 in 15 of the 19 categories. In the 4 other categories, the survey identified the need for a formal *Records and Information Management Strategy* and an improvement in 'information quality'. The strategy, now completed and adopted, identifies CN's information management goals and actions for the next 5 years.

An established program to digitise hard-copy information continues, and significant progress was made during the past year. Digital information allows CN staff easier and faster access to the information they need to carry out their duties and ultimately deliver services to customers.

Proactive release of information

CN recognises that the proactive release of information is best practice.

CN undertook a number of initiatives as part of the review of its proactive release program for the reporting period, including:

Increased use of social media to share information and interact with our community, including a social media campaign, with video, promoting dedicated CN customer channels and 'Report It' self-service options

Improvements to web forms and increase of e-services with forms (3 new digital self-service forms implemented for Rates Change of Address, Direct Debit and Pensioner Concession processes), applications, enquiries and payment available through our website

DA Fee Estimate Calculator implemented on CN website to provide customers with instant and convenient access to estimate their DA costs

Enhancements made to chatbot service to provide customers with information and direct to relevant online services

Web content uplifted so key call driver pages are easily accessible, including Pets and Animals, Parking, Rates, Claims, Report Local Issues, Contact Us/Get In Touch

Various e-newsletters covering a range of areas, including Newcastle Business People newsletter, providing bimonthly data insights, news and upcoming events, as well as opportunities to help businesses grow; Community Sector News, for subscribers and applicants who have lodged more than one DA in the last 3 years; Food Safety, sent to food businesses; Natural Connections, concerning events for rehabilitating our environments; information about Newcastle 500 Supercars event; companion animal registration information; fire safety, legislative and process updates

Updates provided after each Council meeting via website and social media channels, collating items on the agenda; social media posts provided during the meeting as decisions are made

Dedicated Wickham Fire Emergency section on CN's website to provide timely and accurate updates

Community engagement and public exhibitions for feedback on CN's dedicated Have Your Say webpage, including:

- CN's strategies and plans such as *Delivering Newcastle 2040 (2023–2024)* including our Delivery Program 2022–2026, *Local Social Strategy*, *Social Infrastructure Strategy*, *Community Engagement Strategy*, *Our Sustainable Waste Strategy*, *Broadmeadow Place Strategy*, *Inland Pools Strategy 2043*, *Draft Newcastle Environment Strategy* and *Draft Throsby, Styx and Cottage Creek Flood Study*
- Parks, recreation and public spaces projects and plans (*Harbour Foreshore Masterplan*, Gregson Park Playspace concept design, *Maryland Adamstown Park Masterplan*, *Smith Park Masterplan*, *Crown Land Plan of Management*)
- Coastal management and planning (Stockton CMP, Southern Beaches CMP, Hunter Estuary CMP, Newcastle Ocean Baths upgrade)
- CN facilities, services and programs, including surveys to measure customer satisfaction and/or to assist with reporting to the community (2023 Annual Community Satisfaction Survey, 2023 Australian Liveability Census, Civic Theatre Visitor Experience Survey)
- Traffic and Transport consultation related to Principal Pedestrian Network and Pedestrian Access and Mobility Plan projects such as footpaths and pedestrian crossings, Local Area Traffic Management projects, cycleways projects, and other traffic and parking projects
- Newcastle City Centre and Newcastle East Heritage Conservation Area Review, Newcastle 500 Community Consultation Strategy and Community Survey

City events – program updates about New Annual cultural festival as well as major events and business conferences hosted in Newcastle: NAIDOC Week, Youth Week, Seniors Week, International Day for People With a Disability, Count Us In Festival, Citizenship ceremonies, Newcastle Museum and Newcastle Libraries exhibitions and events, International Women's Day, WorldPride, Newcastle Citizen of the Year awards, New Year's Eve event, World Cup live sites, Freeman of the City event, Keys to the City event, National Carers Week, National Volunteers Week and Lord Mayor's Prayer Breakfast

Promotion of Open Space projects and plans: *Harbour Foreshore Masterplan* including all-abilities playspace and water play area; Gregson Park playspace and masterplan; Newcastle Ocean Baths upgrade; South Newcastle Beach Bathers Way project; Wallsend Active Hub; Bathers Way King Edward Park upgrade; No.1 Sportsground reopening; new and renovated facilities (such as inland pools, playgrounds, dog parks, sporting facilities); dedicated letterbox drops to nearby residents and businesses

Tourism – release of information about initiatives and actions in the *Destination Management Plan*; development, launch and awareness of new destination brand Newcastle – Seek Off Beat and accompanying assets and campaign activity results; use of social media platforms to increase and alter target audience perceptions of Newcastle, drive direct bookings to industry through conversion campaign activity and promote the 5 experience pillars of Newcastle; use of the consumer visitor website visitnewcastle.com.au as the primary call to action

Trees – information online and new webforms to facilitate street tree selection

Landcare volunteer promotional and community engagement events delivered as part of environment education program, including National Tree Day at the Bull and Tourle Street Reserve

Environmental rehabilitation – Stockton foreshore rehabilitation works and sand scraping activities, onsite signage and letterbox distribution on proposed works

Information about funding programs – Economic Development, Art and Community Grants, Environment and Sustainability Infrastructure Grants and Sponsorships, Special Business Rate program, Locally Made and Played, New Annual Made New, infrastructure and event funding

Planning, Transport & Regulation – Development Activity Map recording the location and details of all DAs and Complying Development Certificates determined from an interactive map; online Development Contributions Register relating to approved development; exhibitions on proposed legislative changes and important planning documentation; Public Notices for designated, integrated and nominated integrated development, outdoor trading applications and road naming proposals

Transport planning including consultation related to development of the Principal Pedestrian Network and Walking & Mobility Plan, Traffic Management projects (Cooks Hill, Wickham), Pedestrian Access and Mobility Plan projects (pedestrian crossings in Birmingham Gardens, Merewether, Lambton, major footpath connections in Elmore Vale), Local Area Traffic Management projects (Cooks Hill), cycleways projects (cycling connections in Shortland, Tarro, Kotara, Lambton), Parking Plan projects (Newcastle, Hamilton, Cooks Hill) and various other traffic and parking projects across the city

Map showing EV chargers throughout the city

Projects:

- East End Stage 9 – via Projects and Works webpage
- Ironbark Creek Stage 5B Rehabilitation – via Projects and Works webpage
- Newcastle Art Gallery – via Projects and Works webpage
- Adamstown Traffic Control Signals – via Projects and Works webpage
- Lambton Pool Grandstand Replacement – via Projects and Works webpage
- Lugar Park Amenities Building Upgrade – via Projects and Works webpage
- Passmore Oval Construction of new Grandstand – via Projects and Works webpage
- Perkins Street Retaining Wall Stabilisation – via Projects and Works webpage
- Wallsend Active Hub, Stage 1 and 2 – via Projects and Works webpage
- Stockton Buried Structures – via Projects and Works webpage
- Darling Street Oval – via Projects and Works webpage
- Boscawen Street Bridge – via Projects and Works webpage
- Cottage Creek Bridge – via Projects and Works webpage
- Darby Street, Streets as Shared Spaces Trial – community consultation, competitions and media releases
- Blackbutt Village, Orchardtown Road Local Centre – community survey, project status updates and Projects and Works webpage
- Shortland Local Centre – opening media event and podcast
- Mitchell Street, Stockton Local Centre – opening media event
- Newcastle Ocean Baths Stage 1 and 2 – Community Reference Group, community consultation, CN Stage 2 planning survey and Projects and Works webpage
- Bathers Way, King Edward Park – media release, Community Reference Group expression of interest, Guraki Aboriginal Advisory Committee (Art Installation) and Projects and Works webpage

Pools – increase in information available on CN's website relevant to management of pools, with a specific page dedicated to Lambton War Memorial Swimming Centre

Art Gallery – exhibition, programming, collection information and Art Gallery expansion updates released via e-newsletter, website and social media; surveys to capture data from outreach programming and support the Hall and Partners audience research; Youth to Collection website featuring works from Newcastle Art Gallery's collection and local emerging artists; Conversations from the Collection podcast celebrating stories from artists within the Gallery's collection; video content that highlights Gallery programs, the collection or the expansion project; hard copy collateral to support our Art Incursions and promote other Gallery programming

Civic services – the Civic Theatre website detailing all coming attractions and forthcoming performances and events; technical and booking information published online to enable ticket purchases and information for venue hirers; customer surveys conducted to capture data from our audience; growing social media channels with Instagram and Facebook; newsletter and preshow communications sent to customers and hirers.

During the reporting period, CN:

1. Received a total of 56 formal access applications (including withdrawn applications but not invalid applications)
2. Refused a total of one access application because the information requested was information referred to in Schedule 1 of the *GIPA Act*. Of those applications, one was refused in full, and zero were refused in part.

Statistical information about access applications – Clause 8(d) and Schedule 2

TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Media	0	0	0	0	0	0	0	1	1
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	4	6	0	2	0	1	0	2	15
Not-for-profit organisations or community groups	2	3	1	0	1	0	0	0	7
Members of the public (application by legal representative)	3	5	0	3	0	0	0	2	13
Members of the public (other)	6	8	0	0	0	5	0	0	19
Total	15	22	1	5	1	6	0	5	55

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

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Personal information applications*	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	13	20	1	4	1	6	0	4	49
Access applications that are partly personal information applications and partly other	2	2	0	1	0	0	0	1	6
Total	15	22	1	5	1	6	0	5	55

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

TABLE C: INVALID APPLICATIONS

Reason for invalidity	Number of applications
Application does not comply with formal requirements (Section 41 of the Act)	60
Application is for excluded information of the agency (Section 43 of the Act)	0
Application contravenes restraint order (Section 110 of the Act)	0
Total number of invalid applications received	60
Invalid applications that subsequently became valid applications	51

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

TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 OF THE ACT

	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT

	Number of occasions when application not successful
Responsible and effective government	5
Law enforcement and security	1
Individual rights, judicial processes and natural justice	18
Business interests of agencies and other persons	5
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	29

TABLE F: TIMELINESS*

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	39
Decided after 35 days (by agreement with applicant)	5
Not decided within time (deemed refusal)	3
Total	47

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

TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)

	Decision varied	Decision upheld	Total
Internal review	0	1	1
Review by Information Commissioner	1	0	1
Internal review following recommendation under Section 93 of Act	0	1	1
Review by NCAT	0	0	0
Total	1	2	3

TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)

Number of applications for review	
Applications by access applicants	4
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)	0
Total	4

TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES UNDER DIVISION 2 OF PART 4 OF THE ACT (BY TYPE OF TRANSFER)

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	1
Total	1



Jesmond Community Centre



Wallsend

Our financial information

Contents:

[Performance measures](#)

[Strategic asset management](#)

[Special rate variation](#)

[Audited financial statements](#)

[Newcastle Airport](#)

Performance Measures

These key metrics are used to evaluate our overall financial condition and were also used as a basis for assessing us as financially fit for the future.

Operating performance ratio



3.69%

OLG Target >0%

Own source operating revenue ratio



85.79%

OLG Target >60%

Unrestricted current ratio



1.99x

OLG Target >1.5x

Debt service cover ratio



3.38x

OLG Target >2x

Rates and annual charges outstanding



3.44%

OLG Target <10%

Cash expense cover ratio



6.49 months

OLG Target +3mths

Operating performance ratio

This ratio measures CN's achievement of containing operating expenditure within operating revenue. It is important to distinguish that this ratio focuses on operating performance. Capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded.

Own source operating revenue ratio

This ratio measures fiscal flexibility and the degree of reliance on external funding sources such as operating grants and contributions. CN's financial flexibility improves the higher the level of its own source revenue.

Unrestricted current ratio

The unrestricted current ratio measures CN's ability to meet its obligations (current liabilities) using current assets.

Debt services ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Rates and annual charges outstanding

This ratio assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.

Cash expenses cover ratio

This liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.

Strategic asset management



\$2.5 billion
infrastructure and natural
asset portfolio



27
Service Asset Plans

CN provides, owns and manages a wide portfolio of public infrastructure. Our *Service Asset Management Plan 2022–2032* (SAMP) is a 10-year strategic planning document for CN's extensive asset portfolio. The SAMP includes a summary of the asset management practices such as community consultation, levels of service, risk management, demand management and continuous improvement when managing an asset from acquisition to disposal. Our asset management planning aligns with *Newcastle 2040* themes, priorities and objectives. It informs our Operational Plan and Delivery Program, as well as supporting the management of our long-term asset renewal, new and upgrade planning, and funding requirements.

CN currently manages over \$2.5 billion of assets to deliver 27 core asset-based services to our residential and business communities. CN's assets include roads, footpaths, buildings, drainage, waste management, parks and natural assets. In addition to these assets, our services are supported by information technology, fleet and plant. Our assets support a wide and diverse range of services, including, but not limited to:

Administrative services (including DAs and compliance services)

Community, arts and cultural facilities and programs

Customer service

Environmental management

Libraries and learning

Parks and recreation (including sporting facilities, aquatic services and natural areas)

Strategy and innovation

Tourism and economic development

Traffic and transport

Urban water cycle management (including flood mitigation and protection)

Waste services.

Community services rely on well-planned, well-built and well-maintained infrastructure, which is achieved through planned asset management. Our operational asset plans ensure appropriate standards for maintenance and renewal of assets, detailing status and resource requirements. The following 12 service asset management principles guided our 2022/2023 planning and delivery process.

Key strategic principles

1. Service delivery expectations will be aligned with available funding so that the sustainable management of all required supporting assets is achieved.
2. Levels of funding required to achieve a sustainable capital works program will be identified and the implications of different funding levels on levels of service will be assessed.
3. A community consultation process consisting of service outputs, service levels and sustainable service costs will be developed and implemented.
4. Service Asset Plans will forecast demand and its effects on service delivery.
5. Resources will be adjusted and building capacity invested in to deliver works programs.
6. Future organisational structures should focus on services provided rather than traditional approaches of grouping similar business units.
7. Maintenance required to minimise life cycle cost is fully funded and reportable by service.

8. Renewal required to reduce and maintain the infrastructure backlog is fully funded and reportable by service.
9. New services and/or assets will only be approved where the full life cycle cost of doing so has been evaluated and appropriate supporting budget allocations made.
10. Assets will be disposed of if they are not required to support service delivery.
11. Asset data and service information will be captured and improved.
12. Planning for future delivery of services will incorporate environmental sustainability.

Our asset management goals are to proactively manage our assets from a lowest whole-of-life cost perspective in accordance with recognised industry practice, while meeting agreed levels of service and continuing to improve our asset management systems. The level of service is determined by the current quality, functionality, capacity, utilisation, location, accessibility and environmental performance of each of the services. CN's current average levels of service are represented using a general 1–5 star rating system, as shown in the table below.

STAR RATING	GENERAL STANDARD OF KEY SERVICE ATTRIBUTES
★☆☆☆☆	Basic quality standard. Low community usage, limited functionality.
★★☆☆☆	Average quality standard and presentation. Moderate community usage and functionality.
★★★☆☆	Good quality standard and presentation. Medium–high community usage. Fit for purpose. Maintained and presented in good condition.
★★★★☆	Very good quality standard. High community usage, functionality and capacity. Maintained and presented in very good condition. Services LGA community and beyond.
★★★★★	Excellent quality standard. Very high community usage, functionality and capacity. Maintained and presented in excellent condition. High profile; delivers important economic benefits and services beyond the LGA and regional community.

Table 1: Star rating system

Our levels of service are defined using customer and technical performance measures. Customer performance measures describe attributes of the service from a customer viewpoint: how the customer receives or experiences the service. Technical levels of service support customer measures and are used internally to measure the performance of the service.

A summary of our service star ratings (2022/2023) is shown below:

Asset-Based Service	Current LOS	Asset-Based Service	Current LOS	Asset-Based Service	Current LOS	Asset-Based Service	Current LOS
 Art Gallery	★★★★☆	 Community Centres and Halls	★★★★☆	 Recreation – Aquatic Services	★★★★☆	 Public Domain Elements	★★★★☆
 Bushland, Watercourses and Public Trees	★★★★☆	 Coast, Estuary and Wetlands	★★★★☆	 Recreation – Open Spaces	★★★★☆	 Roads	★★★★☆
 Caravan Park	★★★★☆	 Information Technology	★★★★☆	 Stormwater Drainage, Water Quality and Flood	★★★★☆	 Waste Management	★★★★☆
 Cemeteries	★★★★☆	 Libraries and Learning	★★★★☆	 Depot Operations	★★★★☆		
 City Innovation and Sustainability	★★★★☆	 Museum	★★★★☆	 Fleet and Plant	★★★★☆		
 City Hall and Venues	★★★★☆	 Property – Community Portfolio	★★★★☆	 Bridges and Structures	★★★★☆		
 Civic Theatre	★★★★☆	 Property – Investment Portfolio	★★★★☆	 Car Parking	★★★★☆		
 Visitor Information Centre	★★★★☆	 Public Art, Monuments and Memorials	★★★★☆	 Footpaths and Cycleways	★★★★☆		

Special rate variation

2015 SRV

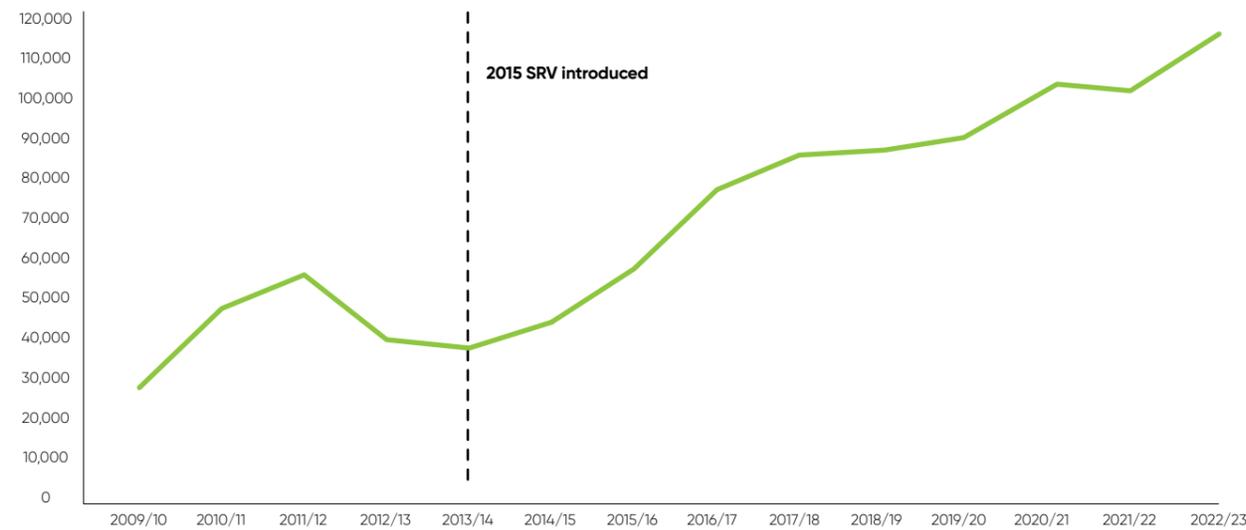
The 2015 SRV was approved by the Independent Pricing and Regulatory Tribunal (IPART) in May 2015. The vast majority of funds are used for the purpose of renewing infrastructure and revitalisation projects, with a portion of the funds allocated to operating expenses.

Our strong financial sustainability and SRV 2015 have played a significant role in our recovery from COVID-19. These foundations allowed us to support our community and local business through this uncertain time and assisted in facilitating a successful return to operating surplus in 2022/2023. The fifth and final year of the 2015 SRV was 2020/2021.

IPART determination

IPART's determination has enabled CN to achieve financial sustainability, maintain and enhance existing services, and fund a program of asset renewal and some new capital expenditure.

Works program (\$'000)



Funds have been applied to maintain and enhance existing services and associated assets, of which a total of \$5 million has been spent in 2022/2023 and nearly \$52 million has been spent since the introduction of the 2015 SRV.

PROJECT	2016–2023 (\$,000) ACTUAL
Increased operating expenditure	6,345
Restoration/renewal of City Hall	14,643
Road/footpath renewals	5,054
Total asset renewal	19,697
Online DA tracking system	-
Road and pedestrian traffic improvements	12,097
Accelerated Hunter Street revitalisation	3,482
Accelerated Blackbutt Reserve upgrade	2,256
Implement Cycling Strategy and Action Plan	7,830
Newcastle revitalisation projects	284
Total asset upgrades	25,949
Total expenditure	51,991

Audited financial statements

See separate document [here](#).

Newcastle Airport

Key milestones

July 2022

Newcastle Airport leads business and government delegation to Singapore to showcase our region on an international stage and strengthen ties.

August 2022

Two leading Defence industry small-to-medium enterprises set up office in the Newcastle Airport precinct: Daronmont Technologies and PLEXSYS Australia.

Qantas increases the number of direct flights from Newcastle to Adelaide from 3 to 4.

September 2022

Enabling works for the new international passenger terminal commence, including upgrades to existing car park and utilities and construction of new premium covered car park.

October 2022

The Federal Government confirms \$55 million in funding for the upgrade and expansion of international terminal in the October budget.

Newcastle Airport attends Routes World Tradeshow in Las Vegas, USA. Meetings are held with international airlines from Asia, Middle East, North America and Pacific region.

Lockheed Martin Australia announces plans to invest \$74 million into the establishment of a national integrated air and missile defence ecosystem at Williamstown.

December 2022

Newcastle Airport experiences busiest Christmas holiday period since 2019, and the start of the COVID-19 pandemic.

January 2023

Bonza flights to the Sunshine Coast and Whitsundays go on sale.

February 2023

Newcastle Airport signs a new energy purchase agreement with Flow Power, a leading Australian renewable energy retailer, to prepare an energy plan that will see the airport achieve its target of 100% renewable energy 7 years ahead of schedule.

Newcastle Airport attends Routes Asia Tradeshow in Chiang Mai, Thailand. Meetings are held with international airlines from Asia-Pacific specific countries including Indonesia, Singapore, Malaysia, Vietnam, South Korea, Philippines, Fiji and New Zealand.

March 2023

Newcastle Airport wins the Best WHS Management System award at the prestigious 2023 Hunter Safety Awards.

Bonza's inaugural flights to the Sunshine Coast and Whitsundays take off.

April 2023

Newcastle Airport signs \$240 million debt facility agreement, to fund expansion plan with Commonwealth Bank as sole financier.

Contract to upgrade Newcastle Airport Terminal awarded.

May 2023

Newcastle Airport achieves Level 4 Airport Carbon Accreditation by Airports Council International, only the second airport in Australia to do this.

Newcastle Airport attends the Australian Tourism Exchange on the Gold Coast. Meetings are held with Australian-based managers of international and domestic airlines from countries including Singapore, New Zealand, USA, Vanuatu, Indonesia, Japan, South Korea and the Philippines.

June 2023

Jetstar's Newcastle-to-Cairns season commences for the third year in a row.

New car parking online booking and licence plate recognition system is launched.

Newcastle Airport generated 191.1 tonnes of waste in 2022/2023, of which 153.7 tonnes (80%) were diverted from landfill.

In 2022/2023, 31 roles were recruited to support our continued growth.

July 2023

New premium covered car park opens, providing a first-class undercover parking experience right in front of the terminal. It includes 6 EV charging stations for passengers to use, and its roof also supports a large bank of solar panels designed to provide more than 30% of the airport's power needs.

Prime Minister Anthony Albanese officially turns the first sod on the terminal expansion project.



Group financial performance

Total revenue 2022/2023

\$37 million

\$1 million total profit in 2022/2023 – back to profitability following COVID-19 period

\$95 million invested in capital expenditure in the last 5 years (FY2019–FY2023)

\$83,000 invested in sponsorship to support the community

Director attendance

The CEO and Lord Mayor attended Board Meetings for Newcastle Airport Pty Limited held during the year ended 30 June 2023, as follows:

Nominee Director	BOARD MEETINGS	
	Eligible	Attended
Jeremy Bath	9	9
Nuatali Nelmes	9	8

Legislative checklist

REQUIREMENT	ACT REFERENCE	SECTION	PAGE NO.
CN's achievements in implementing its delivery program	Local Government Act 1993 (Act) s 428(1)	Our performance	96-164
CN's achievements in implementing CSP over the previous 4 years	Act s 428(2)	N/A	N/A
CN's audited financial reports	Act s 428(4)(a)	Our financial information	227
Statement detailing the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner	Act s 428(4)(c)	Our performance	168
Statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery withing the meaning of the <i>Modern Slavery Act 2018</i>	Act s 428(4)(d)	Our performance	168
Environmental upgrade agreements entered into by CN	Reg cl 186	Our performance	133
Report on activities funded via a SRV of general income	Special Rate Variation Guidelines 7.1	Our financial information	226
Amount of rates and charges written off during year	Local Government (General) Regulation 2011 (Reg), cl 132	Our performance	119
Information about councillor induction training and ongoing professional development	Reg cl 186	Our governance	210
Details, including purpose of overseas visits by councillors, CN staff or other persons representing CN	Reg cl 217(1)(a)	Our governance	210
Payment of expenses of and the provision of facilities to councillors in relation to their civic functions	Reg cl 217(1)(a1) (i), (ii), (iii), (iii a), (iv), (v), (vi), (vii), (viii)	Our governance	209
Contracts awarded	Reg cl 217(1)(a2) (i), (ii)	Our performance	166
Amounts incurred by CN in relation to legal proceedings	Reg cl 217(1)(a3)	Our governance	211
Resolutions made concerning work carried out on private land	Reg cl 217(1)(a4) & Act s 67, 67(2)(b)	Our performance	119
Total amount contributed or otherwise granted to financially assist others	Reg cl 217(1)(a5) & Act s 356	Various	27,39,82
External bodies that exercised functions delegated by CN	Reg cl 217(1)(a6)	Our performance	164
Partnerships in which CN held a controlling interest (including whether or not incorporated)	Reg cl 217(1)(a7) Reg cl 217(1)(a8)	Our performance	164
Equal Employment Opportunity management plan implementation	Reg cl 217(1)(a9)	Our organisation	180-181
Total remuneration package of CEO and senior staff	Reg cl 217(1)(b)(i), (ii), (iii), (iv), (v) & Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v)	Our performance	169
Statement of total number of persons who performed paid work on Wednesday 23 November 2022	Reg cl 217 (1)(d) (i),(ii),(iii),(iv)	Our organisation	183

REQUIREMENT	ACT REFERENCE	SECTION	PAGE NO.
Statement detailing stormwater management services provided	Reg cl 217(1)(e)	Various	51, 133,
Statement detailing coastal protection services provided	Reg cl 217(1)(e1)	N/A	N/A
Activities in relation to <i>Companion Animals Act 1988</i> and the <i>Companion Animal Regulation 2018</i>	Reg cl 217(1)(f) Companion Animals Guidelines	Our performance	113
Report on certain proposed capital works projects where a capital expenditure review has been submitted	OLG Capital Expenditure Guidelines	Our performance	111
Compliance with the <i>Carers Recognition Act 2010</i>	Carers Recognition Act 2010, s 8(2)	N/A	N/A
Implementation of CN's <i>Disability Inclusion Action Plan</i>	Disability Inclusion Act 2014, s 13(1)	Various	78, 81, 180
Particulars of compliance with and effect of planning agreements in force during the year	Environmental Planning & Assessment Act 1979, s 7.5(5)	Our performance	118
Disclosure of how development contributions and development levies have been used or expended under each contributions plan	Environment Planning and Assessment Regulation 2021 cl 218A(1)	Our performance	114-117
Details for projects for which contributions or levies have been used	Reg 218A (2)(a),(b),(c),(d),(e),(f),(g)	Our performance	114-117
Total value of all contributions and levies received and expended during the year	Reg 218A(3)(a),(b)	Our performance	114-117
Recovery and threat abatement plans	Environment Planning and Assessment Regulation 2000, cl 35A	N/A	N/A
Details of inspections of private swimming pools	Swimming Pools Act 1992 (SP Act), s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl 23	Our performance	119
Information included on government information public access activity	Government Information (Public Access) Act 2009, s 125(1) Government Information (Public Access) Regulation 2018, cl 8, Schedule 2	Our governance	213-218
Information included on public interest disclosure activity	Public Interest Disclosures Act 1994, s 31 & Public Interest Disclosures Regulation 2011, cl 4	Our governance	202
Work Health and Safety	NAT V3	Our organisation	182

Glossary

ABS Australian Bureau of Statistics

ADVOCACY The act of speaking or arguing in favour of something, such as a cause, idea or policy. In the context of the Strategic Priorities it refers to another sphere of government or organisation delivering a service or outcome for the city.

AIAC Access Inclusion Advisory Committee

AMP Asset Management Plan

AMS Asset Management Strategy

ASX Australian Securities Exchange Ltd

BENCHMARKING A process of comparing performance with standards achieved in a comparable environment with the aim of improving performance.

BIODIVERSITY The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.

CBD Central Business District

CDC Complying Development Certificate

CEO Chief Executive Officer

CMP Coastal Management Program

CO₂-e Carbon Dioxide Equivalent

COMMUNITY LAND Land classified as community land must be kept for use by the general community. All community land must be regulated by a Plan of Management, which may apply to one or more areas of land.

CN City of Newcastle

CREW Cooperation, Respect, Excellence and Wellbeing

CROWN LAND Land that is owned by the NSW Government but managed on its behalf by Council.

CSC Customer Service Centre

CX Customer Experience

DA Development Application

DELIVERY PROGRAM A strategic document with a minimum 4-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes. (Note: this is a legislative requirement.)

DIAP Disability Inclusion Action Plan

ELT CN's Executive Leadership Team is led by the CEO and comprises 5 Directorates: Waste Services, Planning & Environment, City Infrastructure, Corporate Services and Creative & Community Services.

ERM Enterprise Risk Management

EV Electric Vehicles

FBT Fringe Benefits Tax

FINANCIAL YEAR The financial year we are reporting on in this annual report is the period from 1 July 2022 to 30 June 2023.

FTE Full-time equivalent. In relation to staff numbers this refers to a figure that is based on the wages for full-time staff.

GIPA The Government Information (Public Access) Act 2009 (NSW), or GIPA Act, replaced freedom of information legislation.

GST Goods and Services Tax

HSR Hunter Street Revitalisation

IDE Inclusion, Diversity & Equity

IPART Independent Pricing and Regulatory Tribunal

IPR Integrated Planning and Reporting

KWH Kilowatt hour

LATM Local Area Traffic Management

LGA Local Government Area

LGBTQIA+ Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual

LTFP Long-Term Financial Plan

MW Megawatt

NAIDOC National Aborigines and Islanders Day Observance Committee

NCAT NSW Civil and Administrative Tribunal

NEWCASTLE 2040 COMMUNITY STRATEGIC PLAN (CSP) The integrated CSP provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community.

OLG Office of Local Government NSW

OPERATIONAL PLAN A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the CSP. (Note: this is a legislative requirement.)

PAMP Pedestrian Accessibility and Mobility Plan

PARTNERING A structured approach to working together with other parties to achieve a mutually beneficial outcome.

PDP Public Domain Plan

PERFORMANCE The results of activities and progress in achieving the desired outcomes over a given period of time.

PID Act Public Interest Disclosures Act 1994

PPN Principal Pedestrian Network

PSC Port Stephens Council

RAAF Royal Australian Air Force

RAP Reconciliation Action Plan

RATE PEGGING The percentage limit by which a council may increase the total income it will receive

from rates. The percentage is set each year by the NSW Minister for Local Government.

RISK MANAGEMENT A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

RSPCA Royal Society for the Prevention of Cruelty to Animals

SDGs Sustainable Development Goals

SSD State Significant Development

SRV Special Rate Variation

SUSTAINABLE DEVELOPMENT Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.

SUMMERHILL Summerhill Waste Management Centre

TAFE Technical and Further Education

TARGET A goal to be reached by a specific date, which may be higher than the forecasted performance. It aims to continually improve performance.

TRuST Transparent, Respectful, You, Simple, Timely

UN United Nations

WDSP Workforce Development Strategic Plan

WHS Work Health and Safety

newcastle.nsw.gov.au