

Annual Report

2020/2021



City of
Newcastle

Contents

Welcome

Acknowledgement of Country	4
About Our Annual Report	6
Message From Our Lord Mayor	10
Message From Our Chief Executive Officer	11
City Features	12
Integrated Planning and Reporting Framework	14
Vision and Strategic Directions	15

Our Highlights

2020/2021 Highlights	18
Year In Review	20
Our Path To Reconciliation	22
Community Financial Report	24
Covid-19	28

Our City

People, Economy and Environment	33
Newcastle at a Glance	34
Major Events We Delivered or Supported	36
Supporting Our Visitor Economy	37

Our Strategic Role

We Provide/We Manage	41
Our Stakeholders	42
Governing Our City	44
Council Structure	44
Elected Members	46
Supporting Our Community	58
Grants and Sponsorship	64
Engagement	66
Customer Experience	70

Our Organisation

Organisation Structure	75
Organisational Vision	76
Our Workforce	78
Workforce Management Plan	79
Organisational Culture	82
Diversity and Inclusion	83

Our Performance

Strategic Directions	90
Integrated and Accessible Transport	90
Protected Environment	98
Vibrant, Safe and Active Public Places	112
Inclusive Community	124
Smart and Innovative	146
Open and Collaborative Leadership	156

Our Statutory Reporting

Governance	172
Finances	188
Asset Management Planning	196
Special Rate Variation	198
Contractors/Works Awarded	202
Legislative Checklist	205
Glossary	207

Attachments

Audited Financial Statements
End of Term Report

Enquiries

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Welcome

Bennelong, Bangarra, Newcastle Civic Theatre

Acknowledgement of Country

City of Newcastle acknowledges that we operate on the grounds of the traditional country of the Awabakal and Worimi peoples.

We recognise and respect their cultural heritage, beliefs and continuing relationship with the land, and that they are the proud survivors of more than two hundred years of dispossession.

City of Newcastle reiterates its commitment to address disadvantages and attain justice for the Aboriginal and Torres Strait Islander peoples of this community.



About our annual report

The report outlines City of Newcastle's (CN's) performance of our Community Strategic Plan (CSP), *Newcastle 2030*, and achievement of the *2020/21 Our Budget*. The annual report also presents CN's audited financial statements for the year ended 30 June 2021.

The report provides an insight into the strategic future and key actions in 2020/2021 for each of the city's seven strategic directions, demonstrating our commitment to deliver on our 2030 vision.

The annual report is CN's primary tool for reporting to our community and stakeholders on service delivery and financial performance and is a vital part of our overall governance framework and commitment to transparency and accountability.

In addition to meeting our legislative obligations, the objectives of this report are to:

communicate our vision and strategic directions to the community

instil community confidence in our ability to show strong leadership and deliver on our promises

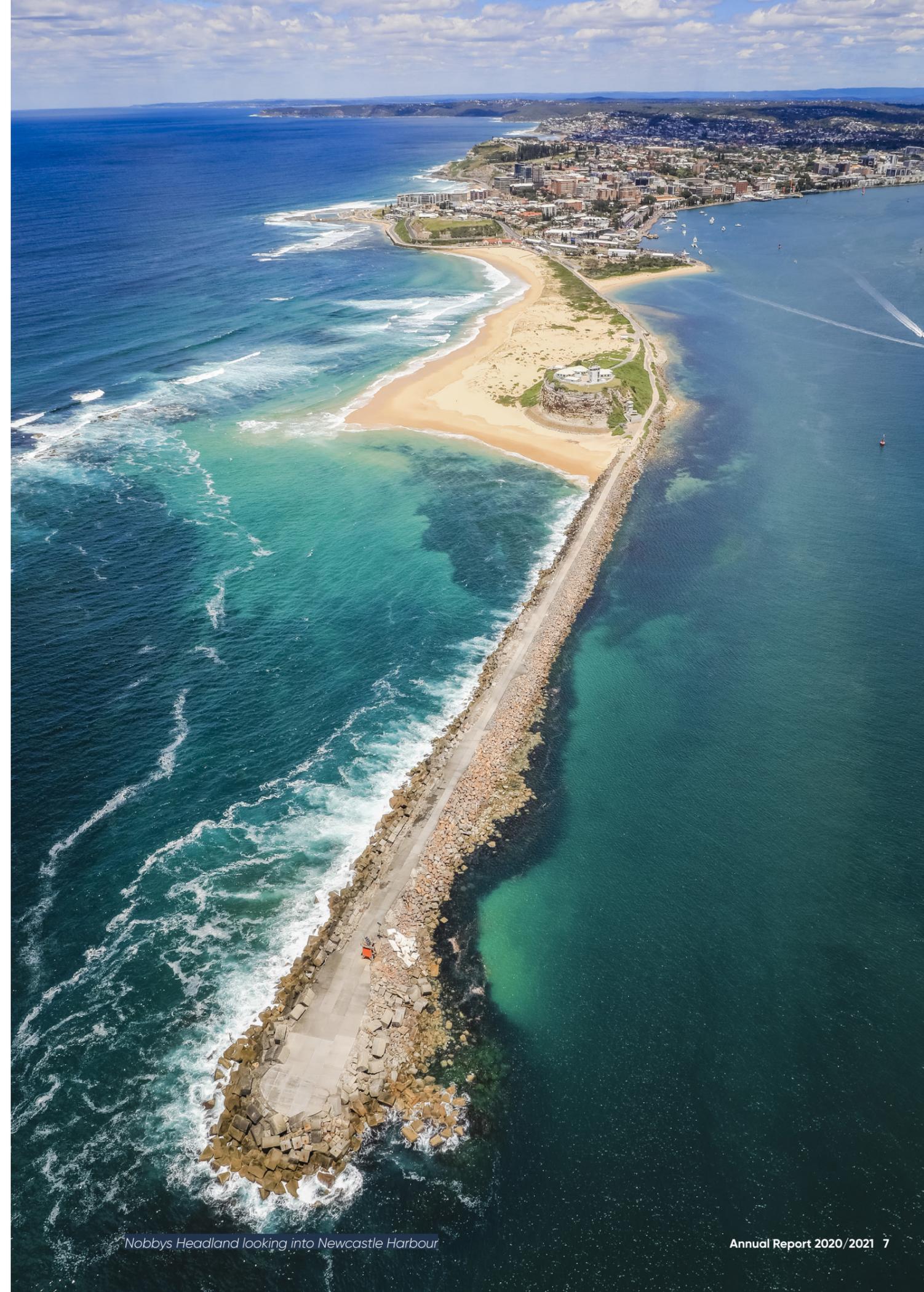
demonstrate our commitment to good governance as an accountable and transparent local government

promote CN to investors locally, and with our international neighbours and partners

build confidence and satisfaction in the partnerships that are being created with other levels of government, community groups, local business and industry leaders through key projects and services

recognise the achievements of our organisation

position CN as an employer of choice.



Nobbys Headland looking into Newcastle Harbour

Sustainable Development Goals

We are committed to contributing towards the achievement of the United Nations Sustainable Development Goals (SDGs). We have adopted the SDGs and New Urban Agenda as cornerstones for our planning.

In September 2015, Australia was one of 193 countries to commit to the SDGs. These goals provide a global roadmap for all countries to work towards a better world for current and future generations.

To ensure we continue to support our community's vision for a smart, liveable and sustainable global city, it is important that we apply this global framework.

These global goals are significant and will take time to achieve; however, it is important to recognise the steps we are taking to progress these goals. This is our second year reporting against the SDGs and it is our intention to continually improve our methods of reporting to help us achieve these global standards.



SDG focus areas

The table below illustrates some key initiatives undertaken by CN during the 2020/2021 financial year that supported progress in the achievement of the SDGs.



We are working with cities around the world to take action.

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 business and academics.

We are making SDG 11 real in our city.

We are working on an indicator framework for SDG 11 alignment.

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



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.

We have a significant role to play in the region as a city leader.

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



We work top down and bottom up.

We chair the SDG High Level Collaborative.

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

We have a significant role to play in the region as a leader.

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



A message from our Lord Mayor

While 2020 may have been the year we thought was like no other, 2021 has shown us these challenges are still ever-present in our lives.

But through it all, the ups and the downs, one thing as continued to shine through. Our Novocastrian spirit.

Collectively, we've shown we are a city that is resilient in times of crisis. In a time when isolation and distance became part of our everyday, we showed that togetherness, community strength and solidarity will get us through whatever is ahead of us.

To keep our city moving and ensure no one was left behind, Council was quick to endorse a COVID-19 Community and Economic Resilience Package (CERP) in March last year. We delivered a targeted program with hardship measures for ratepayers, support for small businesses, assistance for local charities and families in need, and job saving investment into local infrastructure projects that created 700 much needed local jobs.

Council continued to lead the way with the adoption of our Climate Action Plan with a net zero commitment for our operations by 2025. This progressive Council has focused on improving our natural environment and taking real action on climate change while promoting local jobs and diversifying our economy. This has included delivering a solar farm and a new recycling centre at the Summerhill Waste Management Centre, as well as investing more than \$4 million in new street trees during the current Council term, and leading the City to become the first council in NSW to use 100% renewable energy in its operations.

This year, a record capital works program has seen \$103 million invested in projects across the Newcastle Local Government Area. This surpasses the previous year's record investment by more than 10%.

These projects are fundamental to enhancing the way our communities live, work and play. Key projects delivered in the last 12 months include:

Renewal of Joslin Street, Kotara, local centre: \$2 million

Renewal of Llewellyn Street, Merewether, local centre: \$2 million

Playground upgrades: \$1.3 million

Bathers Way upgrade, South Newcastle Beach: \$5 million

National Park redevelopment: \$5 million

Street lighting upgrades: \$5 million

Merewether to city centre cycleway: \$2.4 million

Council also finalised construction on a new \$1.2 million inclusive, all-abilities playground at Stevenson Park. The project was delivered as part of a major renewal of the 13-hectare community and sporting precinct, which is used year-round by sporting groups and is a highly valued open space for local residents.

Finally, it's important to acknowledge the incredible people who work tirelessly to make this amazing city what it is. Thank you to the majority of Councillors for their collaboration and leadership, and our dedicated staff and volunteers for their passion and commitment to an inclusive and sustainable future helping make our city the greatest place to live and work in the world.

Councillor Nuatali Nelmes
Lord Mayor of Newcastle



A message from our Chief Executive Officer

Just as it dominated the daily news cycle during the past year, COVID-19 is also the unavoidable headline in the City of Newcastle's (CN) 2020/21 Annual Report.

Despite lowering our revenue forecasts by \$11.5m for the Adopted Budget in recognition of the pandemic, revenue fell a further \$8.5m throughout the financial year. A \$20 million hit to forecast income is one that many councils would not be able to absorb. Fortunately, many years of responsible financial management meant that City of Newcastle was able to call upon its savings to ensure that programs and services were still delivered, and no jobs were lost.

In a decision that was contrarian to the majority of local councils in NSW, CN made a deliberate decision not to conserve cash but instead to significantly expand its infrastructure program by more than \$20 million or 25% of the draft capital works program, to help limit the local economic impact of COVID-19 related restrictions.

When the pandemic was declared last year, CN moved quickly to deliver social, economic and well-being outcomes that would support our community through the impacts that were still to come. The result was our \$5.5 million Community and Economic Resilience Package (CERP), which was earlier this year formally acknowledged as the best response from a local government anywhere in NSW. It was one of many awards our staff would receive throughout the year.

A survey of the community indicated strong support for our response to the pandemic, with 88% believing that CN has a role to play in responding to the economic impact of the pandemic.

Seventy percent of the community agreed that the COVID-19 CERP helped our city get through last year's national recession, while 74% indicated that CN's response met or exceeded their expectations

One of the most surprising elements of the pandemic was the significant boost in development applications (DA) that were lodged with the city last year. The rise can at least be partly explained by the various state and federal stimulus programs that provided grants of up to \$25,000 for those undertaking home renovations.

The number of DAs lodged in 2020/21 was 1,494. This is a 23% increase on the previous year's 1,219. Importantly the number of DAs determined also lifted to a record high of 1,645, which was a 15% increase on the previous year.

And perhaps most importantly of all given the customer centric focus of our organisation, community satisfaction last year rose to an all-time high of 3.7 (out of 5), a 9% improvement, and the fourth time out of the past five years customer satisfaction with CN has risen.

I thank our councillors, staff and stakeholders for their efforts to ensure Newcastle's growth and development continues in a way that benefits our entire community. In what has been a year quite literally like no other, we have not only looked after our city but also each other.

I could not be prouder of our effort to lift our city to its rightful place as one of the most sort after cities in Australia, to call home.

Jeremy Bath
Chief Executive Officer

City features



66,250
rateable properties



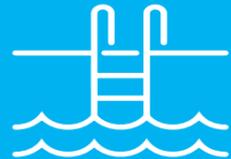
972km
of pathways



850km
of roads



147
sporting grounds and ovals



7
ocean baths and aquatic centres



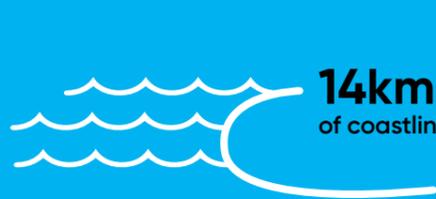
125
playgrounds



11
libraries



8
community centres



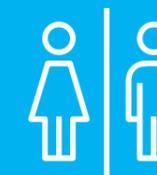
14km
of coastline



6
main beaches



4
major cultural centres



37
public amenities

Integrated planning and reporting framework

CN's Integrated Planning and Reporting (IPR) Framework is underpinned by our Community Strategic Plan, Newcastle 2030. This annual report evaluates what we did against the CSP. The CSP is delivered through seven strategic directions.

The IPR framework outlined below ensures that long-term plans supported by financial, asset and workforce management inform our strategic directions and deliverables each year. Deliverables are outlined in the annual Operational Plan (*Our Budget 2020/2021*), which connects actions to budgets. The five organisational departments – Governance, Strategy and Engagement, People and Culture, Infrastructure and Property, and City Wide Services – put these plans into operation through internal department service plans. Quarterly reporting against the operational plan ensures progress is monitored and challenges are responded to in a timely manner. Quarterly reports also inform the preparation of the annual report.



Vision and strategic directions

By 2030, Newcastle will be a smart, liveable and sustainable global city.



Our highlights



2020/2021 highlights



129,120
calls made to CN
119,892 calls (2019/2020)



\$102.4m
works program expenditure



2,727
webchats with
91% customer satisfaction rating
6,539 webchats (2019/2020)



\$22.6m
unrestricted cash reserves



Determined Development Applications
1,645
with a value of
\$1.14b
1,174 DAs approved
\$590m value (2019/2020)



Pools
336,703
attendees
304,012 people (2019/2020)



Civic Theatre
92,260
attendees
35,075 (2019/2020)
133,291 (2018/2019)



263,567 tonnes
into Summerhill Waste Management Centre
228,066 tonnes (2019/2020)



Art Gallery
53,476
attendees
60,384 (2019/2020)
74,566 (2018/2019)



39,543
tonnes recycled
49,431 tonnes (2019/2020)



Museum
105,745
attendees
97,375 (2019/2020)



Summerhill Solar Farm
6,909 MWh
electricity generated,
equivalent of powering
1,378 Newcastle houses

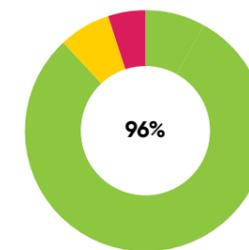


Library
263,495
attendees

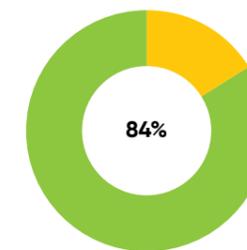


Electricity converted from landfill gas by two 1.1MW generators
17,929 kWh
equivalent of powering
3,575 Newcastle houses

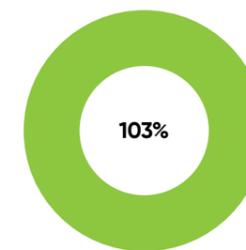
Total initiatives
232
initiatives completed or on track



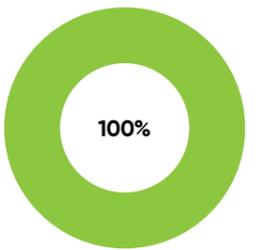
Total resolutions
226
resolutions completed



Total operating expenditure
\$344,867
YTD Actual ('000)



Total operating income
\$312,405
YTD Actual ('000)



Off track On track Monitor

Active Resolutions Completed Resolutions

Budget \$335,778 Actual \$344,867

Budget \$313,056 Actual \$312,405

Budget as at fourth quarter 2020/2021

Works program highlights



Roads and transport
\$26.8m



Recreation parks, sporting facilities and open space
\$11m



Environment
\$8.3m



Information technology
\$6.5m



Smart and economic development
\$8.3m



Fleet replacement
\$4.5m



Stormwater
\$8m



City and coastal revitalisation
\$14.1m



Cultural facilities
\$4.2m



Libraries
\$2.1m



Buildings and structures
\$2.8m



Waste
\$5.8m

Year in review

Capital investment

A record capital works program has seen \$103 million invested in projects across the Newcastle Local Government Area (LGA) in the past 12 months. This surpasses the previous year's record investment by \$10 million.

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

Key projects delivered in the past 12 months include:

Renewal of Joslin Street, Kotara, local centre: \$2 million

Renewal of Llewellyn Street, Merewether, local centre: \$2 million

Playground upgrades: \$1.3 million

Bathers Way upgrade, South Newcastle Beach: \$5 million

National Park redevelopment: \$5 million

Street lighting upgrades: \$5 million

Merewether to city centre cycleway: \$2.4 million

In addition, the Summerhill Waste Management Centre Cell 09, Stage 2 project was completed.

The delivery of our capital works program over the past 12 months is a great achievement for our organisation, especially considering the additional challenges of COVID-19. It is a result that deserves to be celebrated.

Here is a closer look at a few of our major projects.

New local centre for Merewether

CN delivered a \$2 million upgrade of Llewellyn Street, Merewether, ahead of schedule and to budget, creating a safe, attractive space for the community to shop and enjoy.

The upgrade includes new street furniture and landscaping, alongside a range of pedestrian safety improvements including three new raised crossings, kerb extensions to reduce road crossing distances and upgraded footpaths.

The Llewellyn Street upgrade was delivered as part of CN's local centre program, which is delivering upgrades to suburban centres across the LGA. Projects include the recently completed upgrade at Joslin Street, Kotara, the upgrade underway at Mitchell Street, Stockton, and upgrades due for delivery later this year at Shortland and James Street Plaza, Hamilton.

Works on the next stage of Wallsend and Orchardtown Road local centres are scheduled to commence construction in 2021/2022.

New playgrounds in Mayfield and New Lambton

The Mayfield and New Lambton communities celebrated the official opening of two upgraded playgrounds as part of CN's annual playground improvement program.

As part of the upgrade, the former Novocastrian Park playground in New Lambton was replaced with new features catering to a range of age groups, including a rope climber, swings and a slide.

The newly upgraded Dangar Park playground was expanded to include a new climbing frame and rocker and a new larger swing set to replace the set that was damaged during storms in 2020. These improvements will also cater to a broader age range of children.

Newcastle has 125 playgrounds across the LGA and has an ongoing program of upgrading and renewing any ageing facilities.

Road reconstruction projects

Cardiff Road, New Lambton Heights – Lookout Road to Marshall Street – ongoing maintenance

Elizabeth Cook Drive, Rankin Park – Chollerford Drive to Grandview Road – replace deteriorated road pavement

King Street, Newcastle – Perkins Street to Wolfe Street – replace deteriorated road pavement

Pebblestone Street, Fletcher – Waterside Drive to Wedgetail Street – rehabilitation of deteriorated road pavement

Wentworth Street, Wallsend – Minmi Road to Richardson Street – replacement of failed road pavement on bus route

Yangan Drive, Beresfield – Stage 1 & 2, Weakleys Drive to Birraba Avenue – rehabilitation of deteriorated road pavement to support industry efficiency

Railway and Albert Streets, Wickham – roundabout construction.

Shared pathway reconstruction

Warabrook Wetland Reserve, Stage 1 – replacement of deteriorated asphalt pathway with concrete.

Footpath construction

Crest Road, Wallsend – Newcastle Road to Victory Parade – footpath to support access

Steel River Estate – footpaths Stage 1, footpath construction.

Our path to reconciliation

CN is committed to reconciliation which is expressed through its Reconciliation Action Plan. With the guidance of the internal Reconciliation Action Plan working group, CN is achieving positive inroads on the path to reconciliation.

Programs included:

Dance residency with emerging Indigenous dancer Jesse Murray in partnership with Catapult Dance

Tastes of the Bush featuring local Aboriginal dancers, artists and musicians

Teen masterclass workshops with Aboriginal artist Michelle Napanangka Earl

Last Fridays featuring Indigenous artists Nicole Monks and Wanjun Carpenter.

WARWAR: The Art of Torres Strait

WARWAR, a landmark exhibition for Newcastle and the Hunter region was hosted by the Art Gallery.

The exhibition showcased Torres Strait Islander art and celebrated their culture with unique programming developed in collaboration with the local community. Curated by nationally recognised Torres Strait Islander artist and curator Brian Robinson, the exhibition presented over 130 works of art drawn from Newcastle's collection as well as key loans from local, state and national institutions, artists and private collections.

Due to the significance of the exhibition, WARWAR was originally scheduled for 2020 but postponed due to COVID-19. Four years in the planning, WARWAR was specifically timed to coincide with significant dates including Mabo Day, Reconciliation Day, 'Coming of the Light' and NAIDOC Week. Bespoke events were programmed for each date.

One highlight was the raising of the Torres Strait Islander Flag for the first time in a special ceremony the week before the exhibition opened. The flag now flies permanently outside of City Hall.

VOID: Aboriginal artistic practice

The Void exhibition, hosted by the Art Gallery, brought together contemporary Aboriginal artistic practice from across the country and exposed local audiences to high-calibre national artists. Curated by Emily McDaniel, an educator and writer from the Kalari clan of the Wiradjuri nation, the exhibition was presented nationally by Museums & Galleries of NSW.

The Art Gallery held 34 events that featured local Indigenous practitioners.



Featured artwork by Rod Smith

Rod Smith is a Newcastle born and bred Aboriginal man, his family moved from Anaiwan country of New England in the late 1950s and worked on the railway, creating Smith General Contractors. He has a long cultural connection with music, dance and the arts.



Libraries held 5 Indigenous programs with 542 participants.



Voices of First Nations youth

As part of Youth Week 2021, locally based Yolngu artists and industry professionals the Illume Girls partnered with CN to successfully deliver a new program titled *Tiddas in Muloobinba* – the first program of its kind in Newcastle.

Delivered over three days (16–18 April), the program provided an intensive musical and cultural mentoring opportunity for seven aspiring First Nations women aged between 14 and 25.

The project culminated in a public performance at the Civic Playhouse on Sunday 18 April, attended by over 60 people.

The success of this program has generated interest and recognition among the community and has laid a solid foundation for supporting ensembles of aspiring local young First Nations artists in Newcastle.

Programming for 2022 onwards is currently underway with local Indigenous groups and organisations.

Award-winning podcast series: Newcastle's First Storytellers

A podcast series exploring the storytelling traditions of our local First Nations communities was launched as part of CN's NAIDOC Week celebrations.

Produced in conjunction with Newcastle Libraries in support of this year's NAIDOC Week theme, Newcastle's First Storytellers: Always Was, Always Will Be, highlights our region's rich Indigenous culture and history.

The podcast provided the perfect opportunity to showcase the region's rich cultural history and long tradition of Indigenous storytelling. The series includes five compelling episodes, which can be accessed by searching for 'Newcastle Libraries REAL' on your favourite podcast app.



The Museum collaborated with the community 370 times with 42 Indigenous organisations and participants.

More events

Dr Donna Meehan, Stolen Generation survivor, Podcast of the Year

Rising from the Embers - Land and Cultural Festival at University of Newcastle

Hunter TAFE Aboriginal Scholarship

Lord Mayor's Ladies' Luncheon, Reconciliation Week, Fort Scratchley Function Centre

Screening of Aboriginal documentary film *Jandamarra's War* at the Playhouse for CN staff

VOID exhibition and CN Aboriginal Employee Network Afternoon Tea at Newcastle Art Gallery

Lord Mayor's Podcast - *Shaping Newcastle's Future*, speaking with five Aboriginal women about what they want for Newcastle's future

Increased Aboriginal employment from 2.3% to 3.4%

Delivered Aboriginal cultural capacity training in partnership with Speaking in Colour to 60 employees



Community financial report

CN spent \$345 million this year to provide services and facilities to more than 167,300 residents. We managed \$2 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 gallery programs and waste facilities.

The following information aims to provide a brief summary of our 2020/2021 financial statements.

Finance summary

The COVID-19 global pandemic had an impact on CN's operating budget, reducing income by \$20m, and resulting in a \$4.4m deficit (inc grants and contributions for capital purposes). In the same financial year though, CN invested \$5.5m into a Community & Economic Resilience Package to support the pandemic recovery and delivered a \$102.4m works program.



\$46m

received in grants and subsidies



\$193m

raised in rates



We invested

\$102.4m

in new and updated infrastructure



Including

\$32.7m

in the renewal of the city's infrastructure assets



CN achieved a

perfect scorecard

from the Auditor-General for NSW



\$4.4m

operating deficit

(including grants and contributions received for capital purposes)



\$8.7m

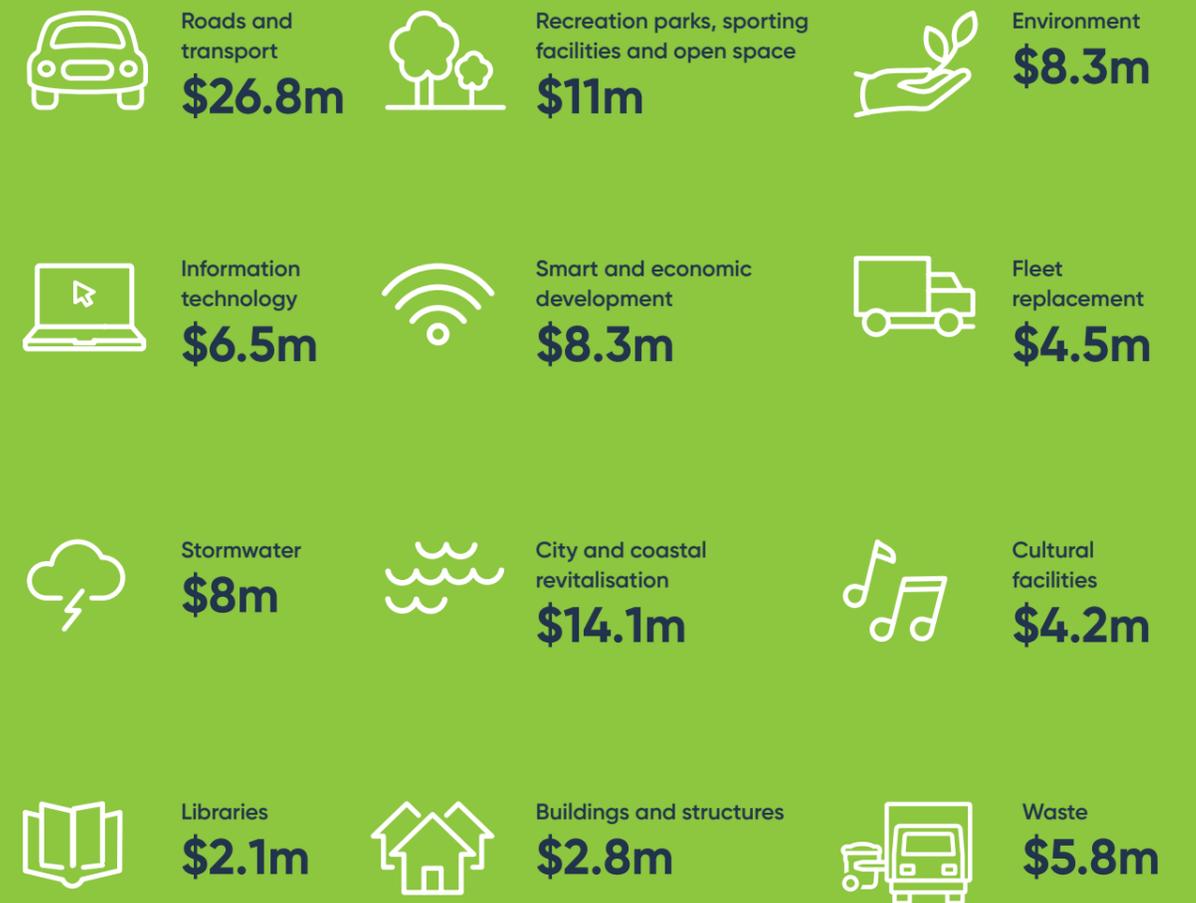
interest and investment income

Expenditure by strategic direction



- Integrated and Accessible Transport: \$51,946
- Protected Environment: \$91,465
- Vibrant, Safe and Active Public Places: \$76,683
- Inclusive Community: \$7,577
- Smart and Innovative: \$28,075
- Liveable Built Environment: \$9,991
- Open and Collaborative Leadership: \$79,130

\$102.4 million in capital works expenditure



Our response to COVID-19

Supporting our staff

COVID-19 Recovery Plan

Our response was built on the following principles:

Safety: keep our workplace healthy, safe, compliant and virus-free

People first: strengthen and support wellbeing, culture and engagement

New normal: embed our learnings and new ways of working

Agreed organisational priorities: the Executive Leadership Team (ELT) will set priority outcomes and initiatives

COVID-19 Learning and Innovation Review (staff survey)

COVID-19 Safe Plans were developed as services resumed throughout June and July 2020.

Employee Wellbeing Pack was originally launched in May 2020 and relaunched in June 2021 to reflect the ongoing impacts of COVID-19 on the health and wellbeing of our people.

Service changes

CN services and facilities were closed in March 2020 following Public Health Orders from the NSW Government, reopening with restrictions from July 2020. Many began to close again from August 2021 due to the Delta variant.



Community survey

88% believed CN has a role to play in responding to the economic impact of the pandemic

58% were supportive of CN creating stimulus work in response to the economic impact of the pandemic

70% agreed that the COVID-19 Community & Economic Resilience Package (CERP) will help our city get through this period

74% indicated that the CN's response met or exceeded their expectations

Community and Economic Resilience Package



Financial hardship interest-free deferred rates

761 payment plans
\$1.25m value



Rent relief (50%)
\$732,000

in rent reductions over a six-month period

60 local businesses and community organisations



\$100,000 e-Library expansion

46% of subscribers using the e-Library more frequently during lockdown

82% feel they would continue use in the future



WINNER

COVID-19 Community & Economic Resilience Package

Special Project Initiative Award, Local Government Awards 2021



\$800,000 Community Grant Program



Lean in Newy launched

3,850+ downloads
7,556 challenge participants

City Taskforce

17 key city leaders

\$500,000 in funding including the following programs and initiatives:

- Advocacy
- Unified voice to NSW and Federal Governments
- Industry Response Program
- Small Business Recovery Centre
- Hometown Holiday
- Live-streaming local music
- Local makers and traders online platform
- Greater Newcastle Youth Employment Charter



Indicates where a program or project performance has been impacted by COVID-19.

Our city



Our people, our city

Newcastle is Australia's seventh-largest city. Over the past decade the population of Newcastle has surged with significant growth in its western corridor.

The city offers a remarkable and diverse natural environment, from coastal headlands and beaches to wetlands, mangrove forests, steep ridges and rainforest gullies. This diversity presents significant challenges for CN in terms of maintaining this environment and the broad range of workforce skills required to do so.

We have survived earthquakes, superstorms and the closure of major industries and we continue to grow and change.

Novocastrians are a proud community who have been shaped by their heritage.

For thousands of years, the land around the mouth of the Hunter River we now know as Newcastle has been nurtured and protected by local Traditional Custodians, the Worimi and Awabakal peoples. They call this place Muloobinba and the river, the Coquun.

From the Traditional Custodians to European settlement, our culture is shaped collectively by our history as a penal settlement and the birthplace of the Australian coal industry. Ships, convicts and coal: these early and difficult beginnings have made us what we are today – a loyal, welcoming and diverse community.



Unity in Diversity World Food and Music Festival

People, economy and environment

People



Population	Median age	Homeless	Overseas born
171,307	37	802	13.9%
Aboriginal or Torres Strait Islander	Languages other than English spoken	Average household size	Profound or severe disability
3.5%	10%	2.5	5.9%

Economy



Local jobs	Local businesses	Development application value	Unemployment rate
102,800	14,312	\$809 million	5.3%
People with internet connection	Gross regional product	Residents with formal qualification	Annual visitors
80.85%	\$18.2b	65,000	5 million

Environment



Air quality	1 solar farm	Creeks	Sand dunes
Good	14,500 panels	607	4.5km
Tracks and trails	Wetlands	Bushland parcels	Coastal cliff lines
57.8km	65	88	21

Source: REMPLAN, ID profile

Newcastle at a glance



Source: planning.nsw.gov.au

Population



171,307 Newcastle
199,700 by 2041

608,700 Greater Newcastle
699,200 by 2041

Transport



How we travel:
78% car
12% on foot
5% bus

percentage of all trips regardless of reason



Why we travel:
23% commuting to/from work
20% social/recreation
14% shopping



416,000 ferry passenger trips in one year



732,000 people used our light rail



69,019 dwellings



850km of roads



187km² land area



1 ferry crossing
Queens Wharf–Stockton



2.7km light rail
with 6 stations



127 transport shelters



365 cafes and restaurants

52 suburbs



88 bushland parcels



98,221 street and park trees



6 main beaches



14km of coastline



57.5km tracks and trails

Major events we delivered or supported

September

Surfing the Spectrum

October

Jets W-League Season

Tour de Cure 2020

Bloody Long Walk

Junior Theatre Festival

November

Newcastle Comedy Festival

Tri Nations Rugby Internationals

Girls Day Out

Central District Rowing

December

New Year's Eve Celebrations

T20 Bash - Newcastle District Cricket

January

Beach 5s Rugby

Australia Day

Celebration of Cricket

February

New Annual Arts Festival

Oceania Paratriathlon

Hunter Hurricanes water Polo

March

A-League Double Header

Count Us In 2020

Newcastle Show

Harmony day

Tour De Cure 2021

April

World Surf League Newcastle Cup

SailFest (incl. Sailing Champions League)

Food Month

New Run

By Hook by Cook

AON Rugby 7s

Combined Schools ANZAC

May

Australian Boardriders Battle

June

Newcastle Comedy Festival

Love Lambton 150 Years



Tri Nations Rugby Internationals



New Annual festival



World Surf League Newcastle Cup

Supporting our visitor economy



Our visitor economy is worth: **\$998 million economic output**
5.1 million total visitors

Data source: Remplan



CN opened its new **Visitor Information Centre in 2020**

with 14,800 visitors



Adoption of Economic Development Strategy

Adopted by Council in May 2021, the 10-year Strategy, will play a critical role in guiding Newcastle's COVID-19 economic recovery.



Tourism mentoring program

CN invested almost \$400,000 in training programs designed to help locals make the most of Newcastle's emerging economic opportunities.



Adoption of Destination Management Plan

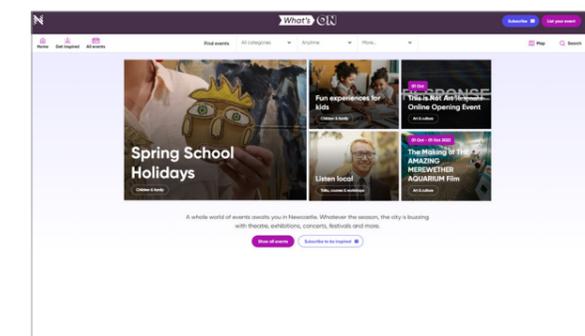
Adopted by Council in March 2021. The Plan identifies key strategies and actions to develop Newcastle's visitor economy and tourism marketing opportunities.

15 Newcastle businesses have been supported by CN to develop and promote new products and experiences to a wider market under its Product Mentoring Development Program.

Visit Newcastle website



What's On website



Our visitor economy was impacted by COVID-19 restrictions.

Our strategic role



We provide



Waste management and recycling



Lifeguard patrols at our pools, beaches and ocean pools



Pet registration and animal control



Parking operations and enforcement



Strategic and urban planning



Regulatory and environmental services



Tourism and economic development



Childcare



Deliver major events program and assessing event licence applications



Community and cultural facilities and programs



Assessing development applications



Community engagement about plans, services and facilities

We manage



850km of roads



79km of creeks



88 bushland parcels



98,221 street and park trees



125 playgrounds



972km of pathways



6 main beaches



7 ocean baths and aquatic centres



147 sporting grounds



15 grandstands



9 skate facilities

Our stakeholders

At CN, we have a diverse group of stakeholders that we engage with in many ways, depending on their needs. Community and stakeholder engagement is also an integral part of our service. Our goal is that the community helps to inform the services we provide and the work we deliver.

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 vibrance 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

Governing our city

CN has two parts, but one shared voice: the elected Council and Administration.

A popularly elected Lord Mayor and 12 councillors make up the elected body of CN.

Elected Council

The Newcastle LGA is divided into four wards, with each ward represented by three councillors who are elected for a four-year term.

Under the *Local Government Act 1993*, councillors have a responsibility to:

- participate in the determination of the budget
- play a key role in the creation and review of our policies, objectives and criteria relating to the regulatory functions
- review our performance and the delivery of services, management plans and revenue policies.

A councillor represents residents and ratepayers, provides leadership and guidance to the community, and facilitates communication between the community and the organisation. Council meets every second, third and fourth Tuesday of the month from February to November and as required in December.

The Administration

The Administration is organised into five groups, each with a range of responsibilities. The five groups include: City Wide Services, Governance, Infrastructure and Property, People and Culture, and Strategy and Engagement. Our organisation structure can be viewed in more detail on page 75.

The Chief Executive Officer (CEO) leads the administrative arm of CN and is responsible for the efficient and effective operation of the business and ensuring that the decisions of the elected Council are implemented.

The CEO reports to the elected Council.

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)



Elected Council



Cr Nuatali Nelmes
Lord Mayor (Labor)

Lord Mayor Nuatali Nelmes has served for six years, returned for a second consecutive term as the Lord Mayor of Newcastle following a general election held on 9 September 2017.

Nuatali previously served as a Councillor for six years from 2008.

Nuatali holds a Bachelor of Business with a double major in Industrial Relations/Human Resource Management and Marketing from the University of Newcastle, 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.

As a councillor, she also worked on community climate adaptation programs with the United Workers Union. Nuatali 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.

Nuatali represents Newcastle on the ICLEI – Local Governments for Sustainability Oceania Regional Executive Committee and is Chair of the Global Covenant of Mayors for Climate & Energy Oceania Committee. Regionally, Nuatali is Chair of the Hunter Joint Organisation Standing Committee for the

Greater Newcastle Metropolitan Plan Implementation, and a Board Member for Newcastle Airport, Greater Newcastle Aerotropolis and associated Partnership Boards.

Nuatali is also Chair of City of Newcastle's Asset Advisory Committee and previously served on the Board of the Hunter Westpac Rescue Helicopter for four years, as well as on the Board of Northern Settlement Services and the Hunter Writers Centre.

Nuatali is Newcastle's second female Lord Mayor, after popular 1970s-era mayor Joy Cummings, and she is the youngest Lord Mayor of Newcastle. Nuatali was raised and educated in Newcastle; she is married with three children and has enjoyed a representative sporting career in basketball.



Cr Emma White
(Labor)

Emma White was first elected in 2017. Emma has a Bachelor of Business (Human Resources/Industrial Relations).

Emma's experience includes 17 years as an advocate and representative for public services and public service jobs, and workers' rights and conditions.

Membership on advisory committees

Guraki Aboriginal Advisory Committee

Infrastructure Advisory Committee

Membership on external committees

Building Better Cities Housing Management and Development Committee

Northern Settlement Services Management Committee (alternate)



Cr John Mackenzie
(Greens)

John Mackenzie was first elected in 2017.

John is a policy research consultant with over fifteen years' experience in academic, government and consulting roles.

John 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 advisory committees

Liveable Cities Advisory Committee

Membership on CN committees

Audit and Risk Committee

Public Art Reference Group (working party)

Membership on external committees

Building Better Cities Housing Management and Development Committee

Hunter and Central Coast Joint Regional Planning Panel

Newcastle Bush Fire Coordinating Committee



Cr John Church
(Independent)

John Church was first elected in 2017.

John is a born-and-bred Novocastrian with a career background in media and small business.

John holds a Masters of Business Administration and is a member of the Australian Institute of Company Directors.

John is a member of the Salvation Army Red Shield Committee and Advisory Board.

John is passionate about this city and community.

Membership on advisory committees

Liveable Cities Advisory Committee

Membership on external committees

Building Better Cities Housing Management and Development Committee



Cr Carol Duncan
(Labor)

Carol Duncan was first elected in 2017.

Carol is an experienced media professional with a broadcast career of 30 years, during which she has worked in many Australian capital cities.

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 over 55,000 members.

Carol has been recognised by the Walkley Foundation, the NSW Premier's Office and the NSW Cancer Council for her work as a journalist. She is also a member of the Australian Institute of Company Directors.

She is committed to the continued development of Newcastle as a city of opportunity for health, education, arts and culture.

Membership on advisory committees

Access and Inclusion Advisory Committee

Community and Culture Advisory Committee

Membership on external committees

Northern Settlement Services Management Committee



Cr Kath Elliott
(Independent)

Kath Elliott was first elected in 2017.

Kath is a businesswoman and board director with more than 30 years of experience in strategic communications management in a wide range of industry sectors.

Kath is a facilitator, mediator and independent chair of community consultative committees. She is a board director for charitable organisations and a graduate of the Australian Institute of Company Directors.

Membership on advisory committees

Community and Culture Advisory Committee



Cr Brad Luke
(Liberal)

Brad Luke was first elected in 2008. Brad is a Certified Financial Planner and member of the Australian Institute of Company Directors.

Membership on advisory committees

Asset Advisory Committee

Strategy and Innovation Advisory Committee

Membership on external committees

Hunter and Central Coast Joint Regional Planning Panel (alternate)



Cr Declan Clausen
Deputy Lord Mayor (Labor)

Declan Clausen was elected to Council at a by-election in 2015 and elected for a second term in September 2017.

Declan was elected to the role of Deputy Lord Mayor in September 2017 and re-elected in August 2018 and August 2020.

Declan holds a BEng (Hons 1) from the University of Newcastle and has completed a MSc in Sustainable Urban Development at the University of Oxford.

He additionally holds qualifications as a graduate of the Australian Institute of Company Directors, a Certificate IV in Leadership and Management, and has completed the Bloomberg Harvard City Leadership Initiative at the Harvard Business School and Kennedy School of Government.

Declan is particularly interested in sustainability and environmental conservation, urban amenity and planning, and CN's Smart City program.

Membership on advisory committees

Strategy and Innovation Advisory Committee

Asset Advisory Committee

Membership on external committees

Newcastle Art Gallery Foundation Board

NSW Public Libraries Association



Cr Andrea Rufo
(Independent)

Andrea Rufo was first elected to Council in 2012, and returned in September 2017 for a second term.

He has been recognised by both local and NSW Government for his contribution to community welfare and fundraising for breast cancer research. He was also recognised by the Federal Government and awarded the Order of Australia Medal in 2013.

Andrea was presented with the Order of the Star of Italy (Order of Knighthood) by the President of Italy for outstanding contribution to the Italian community in Newcastle and the Hunter.

Membership on advisory committees

Access and Inclusion Advisory

Community and Culture Advisory Committee

Guraki Aboriginal Advisory Committee

Membership on external committees

Fort Scratchley Historical Society Incorporated (alternate)



Cr Peta Winney-Baartz
(Labor)

Peta Winney-Baartz was first elected to Council in 2017. She is a proud Novocastrian, raising her four children locally.

Peta is an educator with over 25 years of experience in the family and youth sectors.

She is passionate about helping people, and particularly driven to engage young people and make sure they are heard.

Peta works closely with many local organisations and advocates for all.

Membership on advisory committees

Guraki Aboriginal Advisory Committee

Liveable Cities Advisory Committee

Public Art Reference Group

Youth Council

Membership on external committees

Hunter and Central Coast Joint Regional Planning Panel

Fort Scratchley Historical Society Incorporated

Hunter Region Sports Centre Administration Committee Incorporated

Newcastle City Traffic Committee

Hunter Homeless Connect



Cr Jason Dunn
(Labor)

Jason Dunn was first elected in 2012.

He is a solicitor.

Jason held the position of Deputy Lord Mayor from September 2012 to September 2014.

Membership on external committees

Hunter Water Corporation Consultative Forum



Cr Matthew Byrne
(Labor)

Matthew Byrne was first elected to Council in 2017. Matthew is a registered nurse and solicitor.

Membership on advisory committees

Access and Inclusion Advisory Committee

Strategy and Innovation Advisory Committee

Membership on CN committees

Audit and Risk Committee

Membership on external committees

Hunter and Central Coast Joint Regional Planning Panel (alternate)

Lower Hunter Councils Transport Group



Cr Allan Robinson

Allan Robinson was first elected in 2012.

Membership on advisory committees

Infrastructure Advisory Committee



Joslin Street local centre upgrade, Kotara

Our Governance Framework

Good governance creates community confidence in CN. Our Governance Framework and Open and Transparent Governance Strategy are integral to good governance at CN.

CN's Governance Framework comprises our Code of Conduct, Public Interest Disclosures Policy, Corruption Prevention Framework, Enterprise Risk Management Framework, Delegations Management System, and Policy Framework, ensuring that CN is well governed and that:

we achieve our intended purpose as a local government organisation

we are compliant with all relevant laws, codes and ethics

our processes and behaviours ensure that we deliver and act in an ethical way

we meet community expectations of probity, accountability and transparency.

Our governance objectives

OBJECTIVE 1: Integrated, sustainable long-term planning for Newcastle and the region

CN is committed to fairness in decision-making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Key outcomes

- Our plans set out how we lead our city and are fit for purpose and our community.
- We undertake comprehensive planning and reporting.
- We ensure our financial sustainability and report on remuneration of our CEO, Lord Mayor and councillor fees, expenses and facilities.
- We ensure critical decision-making documents are readily available with clear and direct lines of communication to the Lord Mayor and councillors.

OBJECTIVE 2: Considered decision-making based on collaborative, transparent and accountable leadership

CN is committed to an ethical, transparent and accountable approach to doing business. CN is also committed to collaborative leadership to promote efficient and effective decision-making.

Collaborative leadership and good governance are underpinned by the principle that the councillors, the Lord Mayor, the CEO and staff have different and clearly defined roles and responsibilities that enable effective relationships as an essential element of good governance.

Key outcomes

- We have clearly defined roles and responsibilities between the Lord Mayor and councillors, and the CEO and staff.
- Our elected Council has an active role in determining the organisational structure to ensure CN is best placed to meet our goals and objectives.
- We continue to develop our ethical culture, attitudes, behaviours and mindsets through our Code of Conduct and ongoing training and development for staff.
- The Lord Mayor, CEO and staff have appropriate delegations and authorisations to support effective decision making, in line with legislation.
- We have clear and up to date policies and guidelines to ensure CN staff are empowered to make effective and evidence-based decisions.

OBJECTIVE 3: Active citizen engagement on local planning and decision-making processes and a shared responsibility for achieving goals

CN is committed to citizen engagement, recognising that this is an important part of local democracy, fostering community cohesion, pride of place and participation in civic life.

CN takes an open and transparent approach to all of its activities and ensures the delivery of efficient and effective decisions, facilities and services that meet the community's expectations on a financially sustainable basis.

CN acknowledges it is accountable to the community and is committed to improving community engagement by proactively making information available to keep the community informed, and engaging with the community on key issues and matters of significance in the LGA.

Key outcomes

- We are committed to improving access to information through a proactive release program and actively committed to protecting privacy.
- We ensure open and transparent disclosures including conflicts of interest, financial interests, contracts register and register of planning decisions.
- We continuously seek community input into decision-making and participation on community issues.
- We continue to offer members of the public opportunities to directly present to councillors in public open sessions about Development Applications or issues of strategic significance under CN's Public Voice and Public Briefing Policy.

OBJECTIVE 4: A local government organisation of excellence

A well-functioning local government is a key element in helping the community achieve the objectives of the Community Strategic Plan (CSP). The organisation is committed to the principles of continuous improvement in order to increase the efficiency and effectiveness of service delivery on a financially sustainable basis.

CN encourages a positive workplace culture and promotes a strong governance framework. CN has a number of overarching policy and procedure documents supporting good governance and providing appropriate guidance to support CN as an organisation of excellence.

Key outcomes

- We have a strong governance framework and lead the sector in our strategies.
- We have an active program to identify, manage and address wrongdoing through our Fraud and Corruption Control Plan, Public Interest Disclosure Policy, Enterprise Risk Management Framework, internal and external audit programs.
- We are accountable for public money and deliver high levels of service, governance, quality professional conduct and compliance with professional standards and legislative requirements.

Note: our strategies and actions align with the ASX Corporate Governance Principles and Recommendations.

Council meetings

The elected Council conducts its business at open and publicly advertised meetings, generally held from 6pm on the third and fourth Tuesdays of the month. Meetings are live-streamed and accessible via the CN website.

CN makes its business papers and minutes available to the public on our website. Where members of the public have issues or concerns of strategic significance they wish to present to councillors, they may apply under Council's Public Voice Policy to address the elected Council in open session.

Where members of the public have issues or concerns in respect of a Development Application that is to go before the elected Council at a Development Applications Committee, they, and the applicant for the DA, will be provided with an invitation to address the elected Council in a Public Voice session.

The objective of the Public Voice Policy is to provide members of the community with the opportunity to address councillors on matters within its decision-making powers.

Code of Meeting Practice

The elected Council adopted an updated Code of Meeting Practice in September 2019. 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 covers:

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

Councillors declaring and managing conflicts of interest at Council meetings.

Advisory committees

Advisory committees are an opportunity for members of the public and other key community stakeholders to provide guidance and make recommendations to the elected Council within a particular area of expertise as set out in the Committee Charters. The advisory committees include representatives from the community, stakeholders and councillors who come together to discuss key Council issues.

CN's advisory committees include:

Infrastructure Advisory Committee

Strategy and Innovation Advisory Committee

Community and Culture Advisory Committee

Liveable Cities Advisory Committee

Access and Inclusion Committee

Guraki Aboriginal Advisory Committee

Youth Council.

In addition, CN also has an Asset Advisory Committee, an Audit and Risk Committee, and a Public Art Reference Group to provide advice, inform decision-making and make recommendations to the elected Council.

Business Improvement Associations

In this financial year, CN continued its support for a network of Business Improvement Associations (BIAs) throughout the city, to each manage \$100,000 expenditure budgets aimed at the development, promotion and beautification of their local business precincts. BIAs were active in the following precincts:

Hamilton

Mayfield

Newcastle

Wallsend.

In July 2019, a new scheme was introduced, designed to increase investment in projects to benefit business and improve accountability. The additional special rates were distributed via contestable funding programs for each business precinct.

Code of Conduct

CN has adopted Codes of Conduct (Codes) that apply to staff, councillors, Council committee members, delegates of Council and Council advisors. These are based on the Model Code of Conduct for Local Councils in NSW, which has been prescribed under the *Local Government (General) Regulation 2021*.

The Codes represent the highest level of CN policy and are a key component of our Governance Framework. They set the minimum standards of conduct and assist CN officials to:

Understand and comply with the standards of conduct that are expected of them

Fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence

Act in a way that enhances public confidence in local government

CN reports annually to the Office of Local Government on complaints received and managed under the Code of Conduct for councillors.

Public Interest Disclosures Act 1994, s31 Regulation 2011, cl 4

CN has an internal reporting Public Interest Disclosure Policy (Policy) which is 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 2020/2021, the following disclosures were made under the Policy:

Number of public officials who made Public Interest Disclosures	1
Number of Public Interest Disclosures received	1
Of Public Interest Disclosures received, the number primarily about:	
– Corrupt conduct	1
– Maladministration	0
– Serious and substantial waste	0
– Government information contravention	0
Number of Public Interest Disclosures finalised	1

Details on how CN met its obligations in 2020/2021

The 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 29 Disclosures Officers from diverse work areas and locations across the organisation who support people making a disclosure

Aligns with the strategic direction of Open and Collaborative Leadership in CN's Community Strategic Plan. In particular, it achieves action 4.4: 'Council takes steps to ensure it appropriately identifies and manages serious wrong-doing', as set out in the Open and Transparent Governance Strategy.

Our Chief Executive Officer has acted to ensure staff are aware of the Policy by:

Arranging for representatives from the NSW Ombudsman to attend and provide training to Public Interest Disclosure Officers and other staff at least every two years

Ensuring in house-training is provided to staff by way of a new eLearning module

Making our Policy and supporting documentation, including a factsheet and frequently asked questions, available to staff on the intranet

Arranging for regular messages containing Public Interest Disclosure Information to staff via our staff e-newsletter

Creating awareness about the Policy and the protections available under the PID Act for people who make a disclosure

Incorporating information about the Policy to new staff as part of its induction program.

Risk Management

Risk management is an integral part of CN and provides assurance to our employees and to the community that we are operating effectively and efficiently.

CN has a robust Enterprise Risk Management (ERM) Framework that is currently being matured with a continuous improvement focus. CN's ERM is the totality of systems, structures, policies, processes and people within CN that identify, measure, monitor, report and control or mitigate all internal and external sources of risk.

CN's ERM Framework promotes risk management at all levels of the organisation and in doing so further develops CN's strong risk culture. This supports delivery of CN's vision and purpose and meets our objective to ensure risk management is positively and seamlessly integrated into CN's culture, resulting in the continual and proactive application and assessment of risk.

Overall, CN's evolving ERM framework maturity has allowed CN to:

Align risk management with our strategic plan, enabling clear visibility to achieve our vision, goals and objectives

Assess the effectiveness of the internal control Framework and identify where new and enhanced internal controls are necessary

Reduce the cost of risk monitoring and reporting

Complete an assurance mapping process across the organisation, focusing on key controls to assess the level of risk associated with key processes

Embed a risk-aware and accountable culture throughout the organisation

CN is on an exciting risk management journey where true value-add and organisational efficiencies are realised, enabling CN to meet community expectations.

Internal Audit

Effective Audit and Risk Committees are critical in local government to help deliver trust and confidence in financial reporting and risk management. CN'S Audit and Risk Committee has focused its efforts in the past 12 months 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 - CN recognises that risk management is an integral part of any organisation

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.

As at 30 June 2021, members of the Committee include:

Stephen Coates (Independent Member and Chair)

Stephen Horne (Independent Member)

Greg McKenna (Independent Member)

Cr Matthew Byrne (Councillor Member)

Cr John Mackenzie (Councillor Member).

As per best practice, the CEO is invited to all Committee meetings. Other attendees include the Director Governance, Manager Legal, Manager Finance, Audit Coordinator, Risk and Audit Manager and 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 2020/2021 CN outsourced 45% 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 are monitored by CN's Audit Coordinator and regularly reported to the Committee.

In the past 12 months, the audit function reviewed, provided assurances and recommended control and efficiency improvements across the following diverse operations:

Audit	Completed by:
Roads and Maritime Services drives 2019/2020	CN
Cash Handling	CN
Payment Card Industry Data Security Standard Review	CN
Rates Management	Centium
Treasury Investment Management	Centium
Overtime Assurance	Centium
Fleet Management	Centium
IT Governance and Strategy	Technology / Governance Services
National Heavy Vehicle Accreditation Scheme	CN
Contract Compliance x 2	CN

Supporting our community

CN aspires to make Newcastle a socially just and inclusive city – a place for everyone. We deliver a range of programs in partnership with our community to empower it to take collective action on social issues that are important to the community. We also conduct and commission research so that CN has a sound understanding of the community's needs and priorities. This research informs key strategies and plans that guide our city's future.

Supporting our community through targeted programs

We design, enable and deliver a range of programs to make Newcastle a place for everyone. Here's a selection of key highlights across 2020/2021.

Programs for people with a disability

CN was the first LGA in NSW to develop a Disability Inclusion Action Plan (DIAP) under the new legislation. Our initial DIAP (2016–2019) was broad and ambitious and has played an important transformative role for CN. Our DIAP has achieved significant progress in multiple areas across the organisation. In total, 55 of the 57 actions have been completed or progressed towards completion whilst two require further refinement or additional work to be delivered. CN facilitates an Access and Inclusion Advisory Committee, consisting of people with lived experience of disabilities, carers of people with disabilities and representatives of disability service providers and advocacy groups. The advisory committee has provided valuable input into the drafting and development of the next iteration of CN's DIAP.

CN is acting at all levels to ensure Newcastle is known as an inclusive city, led by an inclusive organisation. CN is working to ensure that our employment practices promote opportunities for people with disabilities, our events are inclusive, our staff disability-aware, and our public facilities and amenities are accessible so that all people are considered.

Count Us In

CN's Count Us In disability inclusion program was held again in March 2021 and continues the development from the first month-long program initiated in 2019. Unfortunately, COVID-19 prevented the program being held in 2020. This year events ranged from an accessible arts display by Awabakal Disability Services at the Newcastle Visitor

Information Centre, inclusive salsa dance classes, staff and community disability awareness training, goalball at City Hall and a karaoke night, to an inclusive sports day for 300 young people with disabilities, held at Newcastle Basketball Stadium in partnership with Sport NSW, Variety and a range of schools. Whilst the events and activities engaged nearly 1,000 participants over the month, an additional benefit of the program is promotion of the positive contribution made to the community by people with disabilities.

Programs for young people

Over the past year, Newcastle's young people have faced significant disruption to their lives as the community moves into the second year of a global pandemic. Amid these challenges, our young people have continued to adapt and engage meaningfully with a range of supportive programs, events and initiatives, both in person and online.

Youth Entrepreneur Bootcamp

The Hunter Futurepreneurs Program successfully delivered its first Youth Entrepreneurs Bootcamp between 7–9 April 2021, with support from CN. The bootcamp was attended by 14 people aged between 15 and 25 wanting to set up their own business and gain key employment and enterprise skills. As part of the workshop, participants created a business solution to a real-world problem with the help of the bootcamp facilitator and each other. On 22 April, participants then pitched their idea to a panel of local business experts at the launch of the Newcastle Innovation Festival. The winner and

finalists of the pitch included projects such as aged care social support and innovative environmental engineering concepts. Those undertaking the bootcamp will continue to benefit through the Newcastle Youth Entrepreneurs Network, where they will continue to connect with mentors, coaches, innovators and each other.

Youth Week 2021

Following the unfortunate cancellation of events the previous year due to COVID-19, Youth Week 2021 was highly successful, with multiple large events being held across the LGA. CN supported three grant applicants to run events including a youth artisan market and arts workshops in Cooks Hill, Waratah and Jesmond. CN also ran a number of public events including *Tiddas in Muloobinba* and Youth Week Out West. Youth Week Out West, an outdoor festival at Wallsend Skate Park, featured live music, amateur skateboarding demonstrations, food and prizes. This event attracted more than 100 people over the course of the day and provided an opportunity to engage with a youth audience for the CN Local Social Strategy.

Youth Industry Partnership Program

Over the past year CN has accelerated its commitment to expanding career opportunities for Newcastle's youth through the establishment of the Greater Newcastle Youth Employment Charter. The charter was an initiative of the COVID-19 City Taskforce and developed in response to high youth unemployment rates. CN and Career Links joined forces to establish the Newcastle Youth Industry Partnership Program (YIPP). The program's focus is to build partnerships with industry, schools and support services to expand real-world employment and workplace learning opportunities for young people. Since April 2021 a range of new programs have been developed to provide mentoring, workplace learning, transition support and information-sharing interventions to help build employability skills and wellbeing for vulnerable young people, aged 15 to 25 years.

Youth Council

Despite the challenges created by COVID-19, the Newcastle Youth Council Advisory Committee has seen an increase in membership over the past year. The committee has provided feedback on various CN projects and members of the Youth Council have also been elected to represent our LGA on regional bodies such as the Committee for the Hunter and Youth Parliament.

Youth Mock Council

Youth Mock Council is an annual event facilitated by the Newcastle Youth Council. It aims to engage local high school students in the processes of local government decision-making. Over two days, students participate in workshops run by CN councillors, hear from keynote speakers and form 'committees' to write mock Notices of Motion (NOMs). The event culminates in participants presenting their Notices of Motion in a mock session that follows the format of an Ordinary Council Meeting. This year saw the greatest number of students participate in the program in its history. Cr Clausen, Cr Winney-Baartz and Cr Mackenzie participated in the program and students developed NOMs on subjects including separated cycleways, a public safety app and community pantries. The mock NOMs were included in an official Motion brought to the June Council meeting.



Count Us In disability awareness training



Programs have been impacted by COVID-19.

Programs for seniors

CN supports seniors in many ways. Our libraries, museum, seniors centres, grants programs and other actions reinforce our commitment to ensure Newcastle is an inclusive community for people as they age. CN promoted the NSW Seniors Festival Program in 2020/2021 and developed a resource highlighting local events for seniors. CN worked in cooperation with the Hunter Multicultural Communities at Waratah and during the Seniors Festival launched a pop-up library for the culturally and linguistically diverse community (CALD). CN also launched My Community Directory, which is now the location to find all things community services in Newcastle.

Supporting our community through collaborative partnerships

Newcastle Interagency Network

Newcastle Community Services Interagency continued to meet in 2020/2021 on a quarterly basis, and also held two meetings in collaboration with Lake Macquarie City Council Interagency. The meetings provided opportunity to hear from groups like Newcastle PCYC, Newcastle Community Legal Centre, homelessness support service providers, Neighbourhood Centres and a wide range of other organisations delivering community services in Newcastle.

CN provided two programs of sector training focused on Trauma-Informed Care via the Blue Knot Foundation to help build the capacity of the sector to deliver in response to COVID-19 stressors. Over 50 service providers attended the training, improving our ability to deliver more effective services.

CN continues to provide valuable resources to the sector and the community via My Community Directory. This platform on the CN website allows the community to a wide range of supports across Newcastle whilst also providing services with the opportunity to promote their activities and events.

Community grants

In 2020, CN repositioned the Make Your Place community grants to Boost Your Place community grants in response to COVID-19. This allowed for online projects to be eligible for funding with an emphasis on creating or re-establishing social connections during this difficult time. The community was also able to vote online for their preferred project via the MOZ (Massive Online Zoom), which proved extremely popular, showcasing short videos made by each applicant about their project.

Lean In Newy points were awarded to communities and applicants for attending the MOZ, voting and projects receiving the highest votes; 398 people voted through Lean In Newy.

16 Boost Your Place grants were awarded.

\$58,660 of CN community grant funding was allocated to Boost Your Place projects.

The community itself also contributed, via in-kind or other, an estimated \$170,000+ to the 16 projects in addition to the CN grant funding.

Boost Your Place Community Grant recipients included:

Maryville Community and Throsby Friends – Planet A – Creating 'green spots' throughout Throsby Creek suburbs.

Speak Up Stand Up Newcastle! – A wall mural at Maitland Road, Islington, curated by professional street artists UP&UP and co-created by a collective of Newcastle creatives with a disability. This art piece symbolises and celebrates the creative skills and talent of people with a disability.

Newy Cross Cultural Connections – Creating a welcoming online space and holding workshop sessions where young migrants and non-migrants living in Newcastle can come together with guest speakers and have an inclusive conversation, sharing their stories on the complexities of cultural transition, cultural identities and living in a foreign land.

West End Community Garden – Connecting within the WestEnd Apartments and beyond to community and businesses through establishing a rooftop community garden and potting station.

Newy with Kids Family Scavenger Hunts – Six family scavenger hunts created online and downloadable for locations including Newcastle East, Honeysuckle, Civic Park, Blackbutt Reserve, Stockton Foreshore, Wallsend Brickworks Park and inside Newcastle Museum.

TRANSform Newy – An online and offline place-building initiative to improve community and business understanding of trans and gender-diverse people and their daily lives, aimed at improving gender equality in physical spaces.

Stairway to Wellness – A mural project in King Street designed and led by students from Cooks Hill Campus and facilitated by professional street artists

Community Stories of Strength – Stories of Strength builds on the sense of community in the inner-city neighbourhood. Locals will be asked: 'What is the one thing you learnt about yourself and your neighbourhood during COVID-19?'. These will be recorded as 2–3 minute videos and shown in an exhibition in one of Newcastle's libraries.

Circles of Strength – Textile art pieces will be created by an open community art support group, accessible and free to all. The group will interpret, using textiles, the stories recorded in the Stories of Strength project.

Voices of Hamilton South – This project will enable sharing and recording of stories of resilience and strength. It will support residents of the Hamilton South Housing community to rebuild their reputation one story at a time. Videos will be transposed into a series of print publications, *Hamilton South Community Shines*.

Mural 101 – Professional artist, Nick Fintan, worked with students from Cooks Hill Campus to create Mural 101, a resource kit for aspiring artists. The project also created an actual mural at 65 Railway Street, Merewether, reflecting the soul of the suburb in a contemporary style.

Heart Works – A series of six comedy workshops for emerging female comedians, run by a selection of established local and national female comedians. The workshops culminated in a curated ticketed performance in a COVID-safe environment.

Cooks Hill Kids magazine – a magazine for young people sharing Cooks Hill-related stories, games, activities and crafts, as well as a treasure hunt with clues throughout the magazine. Prizes will be available from Cooks Hill and Darby Street businesses.

Next Thursday at Eight – The Merry Mellows provide an opportunity for senior women to connect once a week to create a dramatic performance for the entertainment of community groups and to raise funds for chosen charities. There are also opportunities for developing skills in design for programs, flyers, sets, choreography, musical production and direction.

Together with the Mud Crab – Creation of mud crab murals on storage containers located at Throsby Creek, production of a video, and holding a 'come and try' paddling day to engage people, no matter what age or ability, to create lifelong friendships through the sport of paddling around Throsby Creek and feeling proud of the region they live in.

Merewether Community Garden – The garden in Mitchell Park provides important passive recreation and outdoor relief for improved mental health and wellbeing and assisting to maintain connections, especially considering the environment created by COVID-19. This project will expand the gardens activities and provide options for local food waste composting.



16 projects



Rapid Response Community Grants – Hamilton

Six community organisations received rapid relief funding in June 2021 to assist with food security in Hamilton, particularly around Hamilton Station Park. This was a collaborative approach, strengthening support for the vulnerable and newly vulnerable in our community, facilitated by CN in conjunction with the Hamilton Business Improvement Association, delivered by Reach Homeless Service Newcastle, Hunter Homeless Connect, Grainery Care Foodbank, Hamilton SDA Pantry, Hamilton Uniting Church and Newcastle Men's Shed Hamilton. A total of \$31,500 in support funding was made available by CN to enable the following initiatives:

- Food vouchers from the local Hamilton IGA and other locations
- Healthy 'breakfast in a bag' organised by Reach and distributed by Suspension Café
- Availability of the Hunter Homeless Connect Service Directory in business and accessible locations across Hamilton
- Increase in pre-prepared healthy meals and referral assistance from Grainery Care
- Supply of fresh local food and extension of operating hours at Hamilton SDA Pantry
- Hamilton Uniting Church organised the Shoebox project, providing emergency support items, food vouchers and non-perishable food in a shoebox in collaboration with Hamilton Men's Shed, who are also trialling a non-perishable food pantry at the shopfront on Beaumont Street.

Supporting our community through research

Demographic profiles

To inform the development of our new Local Social Strategy, seven demographic profiles of key population groups in our community were developed. These profiles included:

- Young people
- Older people
- LGBTQIA+
- Homeless
- Culturally and Linguistically Diverse
- ATSI communities
- People with a disability

Social network analysis

CN commissioned a report to help determine how best to support the network of organisations that currently provide local services to people of culturally and linguistically diverse (CALD) backgrounds. Ultimately, three levels of the CALD service-delivery network were analysed as part of this project.

The core network of 13 service providers whose primary business is to deliver services to CALD communities.

The General CALD Service Network (GCSN), comprising 36 government and non-government organisations that participated in the research and service Newcastle's CALD community.

The Broad CALD Network (BCN), comprising a wider array of organisations (74 in total), including those identified by research participants that did not participate in the research.

Key highlights of the report included:

The network maps highlight an overall level of connectivity, which is a positive feature for the CALD sector and a solid indicator of cooperative working relationships.

The sector comprises a mature network that has relationships at a functional level, providing similar but largely not overlapping services, suggesting little duplication, which again is an indicator of an effective network.

The CALD service sector faces a number of key issues. In particular, respondents highlighted housing, employment and financial insecurity as particularly pressing issues. In many cases, CALD services are left filling the gap in meeting these needs. Domestic and family abuse was also raised as an issue, along with under-staffed and under-resourced community service providers.

Supporting the community through strategy development

Local Social Strategy

CN launched a three-pronged community engagement approach to inform the forthcoming Local Social Strategy. The engagement included the Your Place digital campaign, online survey and face-to-face/virtual community workshops.

The Your Place digital storytelling campaign was launched in May 2021 and featured videos of seven Novocastrians sharing how they make Newcastle their place, with a particular focus on community connection and inclusion. The videos were supported by a microsite and online survey.

Through the end of the 2020/2021 financial year, the microsite had 8,013 total unique visitors and 20,465 visits (meaning some people visited the site more than once). The seven different videos have received 183,397 views and 625 shares. The online survey has seen 1,616 submissions and a further 400 hardcopy surveys have been completed. Of the surveys completed, 13% were Aboriginal and/or Torres Strait Islander People, 11% were people living with disability and 18% identified as having a diverse gender and/or sexuality. Furthermore, 11 face-to-face/virtual community workshops were held. The majority of these sessions were co-designed and delivered in partnership with local not-for-profit organisations, advocacy groups and community groups.

The Local Social Strategy will be presented to Council in 2021/2022 following consideration of the Community Strategic Plan.

Social Infrastructure Strategy

CN is in the final stages of developing a new Social Infrastructure Strategy (SIS) for the city. The strategy aims to ensure that our future decision-making and investment in social infrastructure is clear, fair, equitable and based on evidence. We have completed an audit of Newcastle's social infrastructure, a needs assessment and have undertaken community engagement. The Social Infrastructure Strategy will be considered by Council in 2021/2022 following the adoption of the CSP.

In 2020/2021, engagement to inform the SIS was completed with the broader community and internal/external stakeholders, including CN teams, government agencies, the University of Newcastle and local community service organisations. The engagement included 213 community survey respondents, 301 social pinpoint contributions, 34 service provider survey respondents, seven interviews with external agencies and five interviews with internal CN teams.



WallSEND Skate Park Youth Week - Engagement for the Local Social Strategy

Grants and sponsorship

Events sponsorship program

CN funded a range of events under the banner of the Events Sponsorship Program (ESP). A total of 25 events were initially sponsored to the value of \$260,500, with one ultimately being canceled as a direct result of COVID-19. The events included:

Wildfires Shute Shield
Surfing the Spectrum
Newcastle Walking and Cycling Conference
Newcastle Jets W League
Tour de Cure 20
Bloody Long Walk
Junior Theatre Festival
Girls Day Out
Newcastle Comedy Festival 20
Central Districts Rowing
T20 Bash
Celebration of Cricket
Hunter Hurricanes
Olive Tree
Newcastle Show
Harmony Day
A-League Double Header
Tour De Cure '21
Sailfest
By Hook or By Cook (Newcastle Seafood Festival)
New Run
AON Rugby 7s
Combined Schools ANZAC
Newcastle Comedy Festival 21

In addition to the ESP, we also sponsored other events to the value of \$347,500, with one postponed due to COVID-19:

Tri Nations Rugby
Beach 5s
Oceania Para Tri3
Surfing WSL
Academy Games
Sailing Championships
Australian Boardrider Battle
Tall Poppy

National Youth Week grants

In April 2021, CN matched funding from the NSW Government Department of Communities & Justice to the total of \$9,000 to contribute to local Youth Week events.

\$3,000 was distributed in grants to the following events:

Young Artisan Marketplace
Aero-Soul Activism
JNC Art Express
The remaining \$6,000 was spent delivering two highly successful CN-run events:
Tiddas In Muloonbinba
Youth Week Out West

Placemaking

Under this program, we contributed \$58,660 to 16 projects/events:

Merewether Community Garden
Performance of 'Next Thursday at Eight' by the Merry Mellows
TRANSform Newy
Nick Fintan Merewether Mural
Speak Up Stand Up Hunter!
Stairway to Wellness
Community Stories of Strength
Coming Together for the Mud Crab
West Community Garden
Voices of Hamilton South
Circles of strength
Newy with Kids Family Scavenger Hunts
Newy Cross Cultural Connections
Cooks Hill Kids Magazine
Maryville Community & Throsby Friends - Planet A
Heart Works

Arts and Cultural Grants

CN provided support for arts and cultural organisations in Newcastle with a total of \$167,732 across four significant projects.

Catapult Dance Choreographic Hub
Octapod Association
Tantrum Youth Arts
The Lock-Up

New Moves

\$300,000 across 30 applications

Count Us In

\$20,670 across 16 applications

New Skills

\$392,959 across seven applications

Boost Arts and Culture Program

\$93,700 across eight applications

Boost Arts and Culture Program – Artist Fees

\$10,175 across four applications

Live Music

\$37,080 across 2 Rounds and 27 applications

Covid City Taskforce

\$695,867 across five applications



Programs have been impacted by COVID-19.

Engagement

Involving the community in local planning and decision-making is at the heart of what we do. That's why we deliver an expanded community engagement program as part of our commitment to open and collaborative leadership.

We sought opinions and ideas from the community across a range of topics in 2020/2021 from parks, playgrounds, beaches and ocean baths to events, heritage, climate action, cycling and more.

To adapt to the rapidly changing COVID-19 situation, our engagement approaches involved a mix of face-to-face and online engagement tools to capture community feedback as appropriate. The information from these activities has been used to help shape CN strategies and initiatives in line with community wants and needs.

In the past year, we achieved record levels of community input into CN plans, projects and activities. We heard from over 20,000 community members across more than 30 projects, including:

Strategies and plans – over 5,600 people provided feedback on:

- Community Strategic Plan, Newcastle 2040
- Heritage Strategy
- Social Infrastructure Strategy
- Economic Development Strategy
- Local Housing Strategy
- Climate Action Plan
- Newcastle After Dark (Community survey, Patron survey, Resident survey)

Infrastructure and capital works – over 2,500 people shared their opinions on:

- Local centre upgrades (Shortland local area centre, Mitchell Street upgrade, James Street Plaza lighting options)
- Wallsend Masterplan
- Throsby, Styx and Cottage Creek Flood Study
- Harbour to Cathedral corridor

Transport – over 270 people gave their views on:

- Wallsend proposed parking changes
- Cycling and Parking Plans
- Walking and cycling on Wharf Road (Foreshore Masterplan).

Parks and recreation – almost 5,400 people had their say on:

- Lambton off-leash dog areas
- National Park Plan of Management
- Gregson Park Masterplan
- Foreshore Masterplan (preliminary concept)
- Wallsend Active Hub.

Coastal – over 980 people provided feedback on:

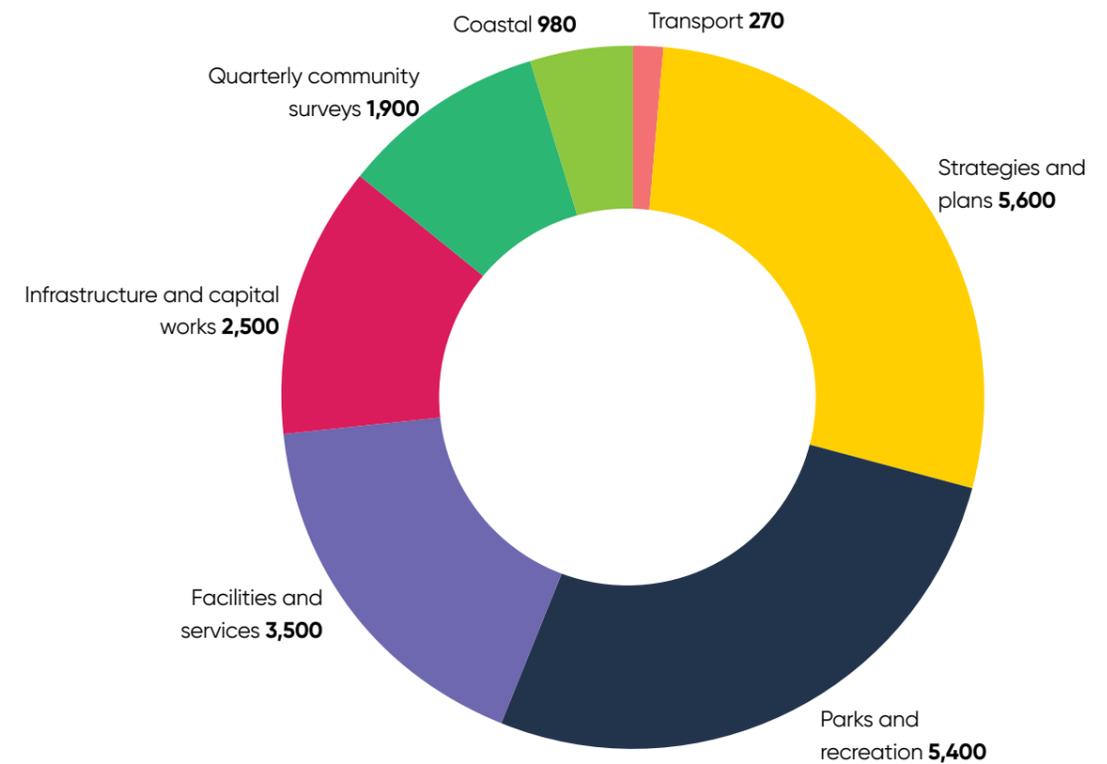
- Love Our Coast
- Stockton coastal management options
- Newcastle Ocean Baths.

Facilities and services – over 3,500 people shared their experiences with:

- Library satisfaction/infrastructure survey
- Customer service satisfaction survey
- New Annual event evaluation
- Museum satisfaction survey
- Visitor Information Centre satisfaction survey
- Waste services survey.

1,900 people gave their views and feedback on a range of CN priorities and projects in our Quarterly Community Surveys.

Breakdown of engagement by topic



Number of people who provided feedback on plans, projects and activities:

20,300 people (2020/2021)
12,500 people (2019/2020)

How people had their say:

- 27** Surveys or polls
- 18** Information sessions or workshops
- 10** Interactive online map or ideas wall
- 6** Calls for submissions
- 6** Community reference group meetings or focus groups

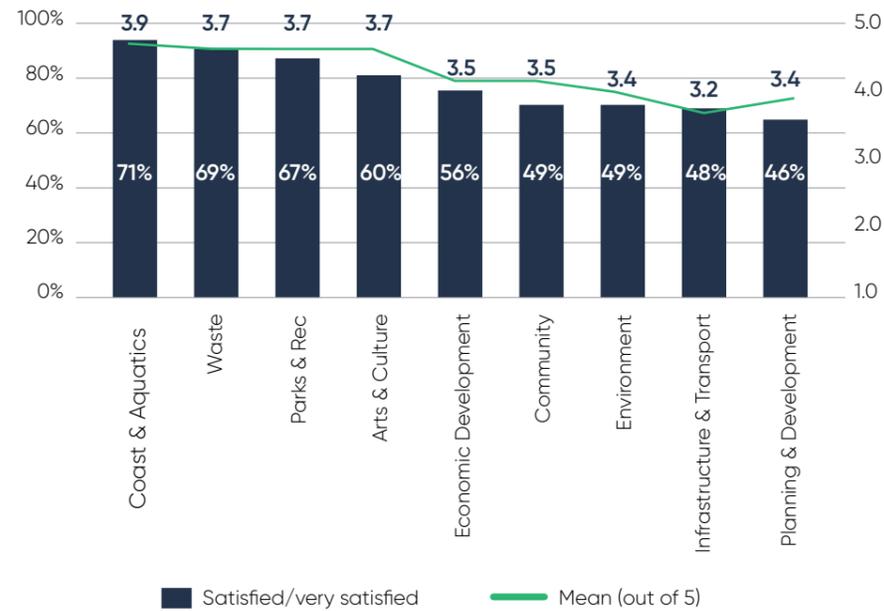
Visits to Have Your Say webpages:

72,272 (2020/2021)
46,382 (2019/2020)

Quarterly Community Survey

More than 1,900 people participated in the surveys, which are conducted every three months and help inform CN's decision-making and service provision. Here is a summary of overall satisfaction with services and facilities by category and strategic theme, with a mean score out of five. The full report with detailed results is available on our website.

Overall satisfaction with services and facilities by categories



Inclusive community – Arts and Culture

Library services and programs	3.9
Civic Services including Civic Theatre, City Hall and Visitor Information Centre	3.8
Entertainment and events	3.7
Museum and programs	3.7
Art Gallery and programs	3.7
Public art and monuments	3.6

Inclusive community – Community

Informing the community about CN activities and services	3.6
Community halls and centres	3.6
Responses to community needs	3.4
Cemeteries	3.6
Community involvement in Council decision-making	3.2

Smart and innovative – Economic Development

Promotion of Newcastle (tourism)	3.6
City innovation	3.5
Economic development	3.5

Integrated transport – Infrastructure and Transport

Street and commercial area cleansing	3.4
Public domain – e.g. bus stop, street furniture	3.4
Regulating traffic flow on our local roads	3.3
Footpaths	3.3
Local neighbourhood roads	3.2
Cycling facilities	3.4
Parking in the Newcastle CBD	2.6

Vibrant, safe and active public places – Coastal and Aquatics

Beaches and beach facilities	4.0
Swimming pools	3.8
Ocean baths and facilities	3.8

Vibrant, safe and active public places – Parks and Recreation

Sporting facilities	3.8
Parks and recreation areas (including public parks, skate parks and dog parks)	3.7
Playground equipment available	3.7
Public amenities	3.3

Liveable built environment – Planning and Development

Heritage conservation	3.6
Long-term planning and vision for the city	3.3
Management of residential development	3.2
Flood planning	3.3

Protected environment – Waste

Garbage collection and disposal	3.7
Green waste collection	3.7
Recycling services and programs	3.7

Protected environment – Environment

City's bushland and waterways	3.5
City's wetlands and estuary	3.6
Environmental programs	3.5
Greening and tree preservation	3.4
Climate actions	3.2
Environmental monitoring and protection	3.3
Stormwater drainage	3.3

Customer experience

Providing a quality customer experience is a priority at CN and with results like 76% satisfaction with face-to-face contact at our Customer Service Centre (CSC), we know we are doing a good job.

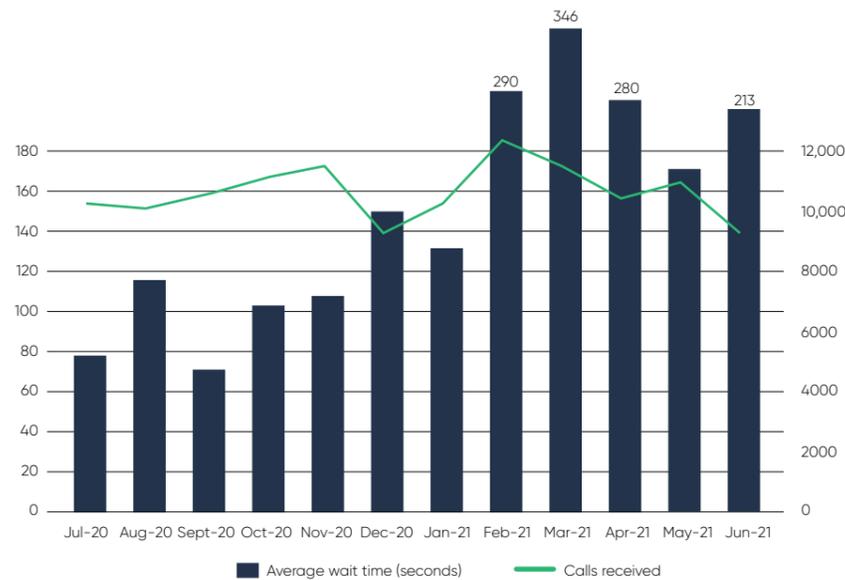
The CSC closed its doors on 26 March 2020 and moved to phone and online only as a precautionary measure due to COVID-19. The CSC played a key role in supporting the community and providing vital information about COVID-19 changes to services and facilities, which is reflected in the increase in online webchats, requests and calls during the counter closure period. Our counter service reopened in September 2020 following the completed construction of the new Digital Library, Mobile Council Chamber and Customer Service Centre on level one of our City Administration Centre at 12 Stewart Avenue, Newcastle West.

Phone performance

Overall calls
129,120

Average wait time (seconds)
172

Satisfaction rating
73%



From December 2019, calls received regarding waste are being handled directly by the Waste Services Team.



Webchats
2,727
Satisfaction rating
91%



Visits to counter
3,034



Applications processed
11,943

Customer requests

Total requests
59,990

Resolved on first call
53%



288
compliments received
(total for CN)



122
complaints received
(total for CN)

The Customer Service Centre was impacted by COVID-19 restrictions during 2020/2021.

Counter visits



*counter service opened in September 2020.

NSW's most digitally advanced library and customer service centre opens

The most digitally advanced library in NSW opened in September 2020 on level one of CN's new City Administration Centre in Newcastle West.

The Digital Library offers visitors a range of state-of-the-art digital technologies, including a podcasting studio and a 4.5m x 1.6m interactive digital wall, which tells the story of local suburbs and displays videos promoting the city, Google Earth, various live streams and a host of other learning materials.

The Digital Library also includes an industrial 3D printer, a programmable robot, and the second digital multimedia 'Magic Box' anywhere in the world, which provides a hands-free way of reading the more than 400,000 items in CN's Heritage Collections, including about 1,500 rare books.

The process of borrowing and returning an item is also fully automated, allowing library staff to dedicate time to enabling digital learning rather than being behind a desk. Large touchscreens offer up digitised copies of more than 6,000 newspapers and magazines from 123 countries around the world. The library has been designed so that the space can be quickly converted to a Council Chamber for the twice-monthly evening meeting of the Elected Council.



Customer Service Centre and Digital Library

Our organisation



CN employs over 1,300 staff and is responsible for providing services and facilities to more than 171,000 people

Organisation structure



Chief Executive Officer
Jeremy Bath

City Wide Services	Information Technology	Governance	Infrastructure and Property	People and Culture	Strategy and Engagement
					
Alissa Jones	Ken Liddell (interim)	David Clarke	Joanne Rigby (interim)	Fiona Leatham	Kathleen Hyland (interim)
Art Gallery	Information Technology	Finance	Depot Operations	Safety and Wellbeing	Major Events and Corporate Affairs
Museum		Legal	Assets and Projects	Workforce Development	Community, Strategy and Innovation
Civic Services		Regulatory, Planning and Assessment	Civil Construction and Maintenance	Strategic Partnering	Customer Experience
Libraries and Learning		Transport and Compliance	Property and Facilities		
Waste Services					
Parks and Recreation					

Organisational vision



Our values

Our values, Cooperation, Respect, Excellence and Wellbeing (CREW) guide the day-to-day activities and behaviour of our staff and underpin the culture of our organisation.

Our values were reviewed and updated in 2019 to ensure that they remain reflective of the culture and the way in which we work and behave, as individuals and as an organisation.



Cooperation

We work together as an organisation, helping and supporting each other



Respect

We respect diverse views and opinions and act with integrity



Excellence

We strive for quality and improvement in everything we do



Wellbeing

We develop a safe and supportive environment

Our people first

As an employer CN prides itself on providing opportunities for staff to be part of a high-performing, dynamic and progressive team and establish fulfilling careers.

Our workforce is as diverse as it is skilled and closely represents the cultural diversity of our community.

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.



56% male
44% female



more than
1,300 employees



18%
of our employees have
over 20 years' service



33%
of our employees are over
the age of 55 years



10%
turnover



71% permanent
17% casual
12% temporary/term contract

Workforce Management Plan



Our people play an essential role in the successful delivery of our services to our community. The 2018-2022 Workforce Management Plan is the key human resources plan for CN to deliver and support our Newcastle 2030 CSP.

Our plan

During the Workforce Management Plan's four years, we are seeking to transform into a smart, people-centric organisation as we deliver improved service levels in a way that is sustainable and within approved budgetary and resource allocations. Identified challenges for our workforce over the next four years include:

- our ageing workforce
- encouraging diversity across the organisation
- reducing our staff turnover
- emerging technology
- building on internal leadership capability
- attracting and retaining talented staff, particularly younger workers and those employed in critical and emerging roles.

This plan builds on earlier workforce planning and resourcing strategies and is underpinned by four strategic priorities, which aim to:

- attract and retain a high-quality, committed workforce
- invest in the capabilities of our people
- facilitate a culture of Cooperation, Respect, Excellence and Wellbeing
- plan for our future workforce needs.

Our Workforce Management Plan outlines how we aim to recruit, train, manage and develop our people through actions supporting our strategic directions for Newcastle and our organisation.

We are currently developing our Workforce Management Plan for the period 2022-2026. This includes analysing our workforce profile and people data and scoping our stakeholder engagement to identify future strategic workforce requirements that continue to build capability, meet our strategic deliverables and support our Newcastle 2040 CSP.

People are the foundation of everything we do at CN

Learning and development opportunities

The capability of our workforce is instrumental in CN's capacity to deliver exceptional customer experiences and a substantial program of work for our community.

Learning opportunities at CN encompass a variety of different programs and activities designed to meet the diverse needs of our workforce. Our ethos is that not all learning happens in a classroom. Based on this ethos, this year we have moved to increase ways to share knowledge and experiences, including opportunities for participation in projects, focus groups, collaboration through the use of Microsoft Teams and 'lunch and learns'.

We continued our focus on growing leadership capabilities for both existing and emerging leaders, delivering two leadership skill sets designed to improve leadership effectiveness to 21 employees, and supporting two employees to embark on the UON Women in Master Business Administration program and one employee to complete the Australian Institute of Company Directors course.

The disruption caused by COVID-19 amplified the importance of building digital literacy skills throughout our workforce. To achieve this, we rolled out the following digital learning programs:

CN My Tech – delivered by TAFE NSW, this fully funded program enabled 91 employees to improve their digital literacy and communication skills, with a further 60 identified to complete the program next year.

Digital online learning programs including the full suite of Microsoft Office 365 learning programs, Microsoft Teams, Power BI and Cyber Security.

Apprentices, trainees, undergraduates and graduates

This year we were pleased to engage 17 trainee and apprentice positions and one IT graduate, raising our total apprentice, trainee, undergraduate, and graduate positions to 44.

The position types offered included:

Library & information services

Painter

Plumber

Civil construction

Horticulture

Greenkeeper

Heavy vehicle mechanic

Spatial information services

Information technology

CN leading the way

Women increasingly feature among the leadership ranks of companies. Here at CN, 57% of our ELT is female.

When it comes to our wider leadership team, the percentage of female leaders increases to 57%. Our workforce comprises 44% women and we also have a female Lord Mayor.

Women at CN

44% of our workforce is female

53% of our Managers are female

67% of our Directors are female



Organisational culture

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

The continuation of our culture change (Blue Bus) workshops

Embedding of our CREW values in new employee inductions

The collection of employee feedback through the CN engagement survey and the development of tailored action plans for each work area

Effective internal communication

Continuation of our reward and recognition program

A culture program with our Parks & Recreation team to identify the ideal culture for employees to feel valued and easily perform at their best

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

Creation of Performance Development Plans for over 88% of our workforce

Completion of the Human Synergistics Lifestyle Inventory (LSI 1 and LSI 2) by the CN leadership team.

CREW stands for our values – cooperation, respect, excellence and wellbeing



Cooperation | Respect | Excellence | Wellbeing

Diversity and inclusion

We are here to serve our community which is made up of people with diverse experiences and perspectives. CN is committed to making diversity and inclusion 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.

Our supporting strategies and plans

Equal Employment Opportunities Management Plan (2018–2021)

Aboriginal Employment Strategy (2018–2021)

Reconciliation Action Plan (2018–2021)

Disability Inclusion Action Plan (2021–2025)

CN acknowledges that there are some groups in our community which have traditionally experienced systemic barriers and disadvantages in the workplace. While our main focus has been engagement with our Aboriginal and Torres Strait Islander community and staff, we aim to create an accessible and inclusive work environment for all employees. Our diversity and inclusion efforts take into consideration the additional challenges faced by culturally and linguistically diverse people, LGBTIQ+ people, women and people with disability.

The following diversity and inclusion initiatives were implemented or initiated across CN, noting that COVID-19 restrictions had an impact on the implementation of some of the initiatives.

Commissioned an audit into the organisation's maturity in terms of diversity and inclusion to develop a roadmap

Implement the Veterans Employment Program that forms part of CN's merit-based recruitment process.

Increased Aboriginal employment from 2.3% to 3.4%

Delivered Aboriginal cultural capacity training in partnership with Speaking in Colour to 60 employees across three workshops

Attended three career expos to promote CN as an employer of choice

Organised an internal NAIDOC Week event at the Works Depot with over 250 staff in attendance

Unveiling of a mural at the Works Depot by local Aboriginal artist Jasmine Craciun and BBQ afterwards

Provided three scholarships to Aboriginal vocational education students studying at TAFE Newcastle campus.

Participated in Awabakal Fun Day as part of NAIDOC Week celebrations

Incorporated CN procurement guidelines process to increase the number of Aboriginal businesses participating in CN contracts and the tendering process

Established an internal Aboriginal Employee Network

Worked to enrol existing Aboriginal staff in development training courses to increase their capabilities to enhance their career progression.

Our volunteers

CN volunteers continue to provide an invaluable resource for our community and have contributed not only to our general service offerings, but to the cultural and community connections that make Newcastle a wonderful place to live.

During 2020/2021, our volunteers contributed more than 7,737 hours to a broad range of programs. You will find Newcastle volunteers maintaining our local bush reserves, supporting events and helping the public at our Libraries, Museum, Playhouse and Art Gallery. Unfortunately, due to COVID-19 restrictions most of our volunteer programs were on hold for the first six months of 2020/2021. This has led to a 59% reduction on last year's contributed hours.



304 volunteers
7,737 hours



Bush Care
3,350
hours



Museum
410
hours



General
400
hours



Art Gallery
699
hours



Landcare
1,975
hours



NewCREW
189
hours



Playhouse
212
hours



Libraries
502
hours

Celebrating achievements

We celebrated achievement by gifting 1,207 vouchers

A total of 1,207 gift vouchers have been distributed to staff in the 2020/2021 financial year, actively recognising and rewarding staff and teams for excellence in performance, service and delivered outcomes to our internal and external customers. Similarly, individual CN staff have been recognised for demonstrating our CREW values cooperation, respect, excellence and wellbeing - to their colleagues and community members.

The innovation of digital vouchers has ensured CN can continue to acknowledge and recognise remote-working staff, ensuring COVID-19 restrictions do not affect CN's ability to reward and thank staff for going over and above their business functions to provide excellent high quality services to the community.

Awards

The following awards were won by CN during 2020/2021:

Description	Award	Project
Australasian Reporting Awards 2020	Gold Excellence in Reporting Award	2019/2020 Annual Report
Level 1 – Museums and Galleries National Awards 2021	National MAGNA 2021 & Temporary or Travelling Exhibition	1x4 exhibition
Level A – Museums Australasia Multimedia and Publication Design Awards 2021	Program Website	On Stillness Temporary or Travelling Exhibition – Level 1 1x4 exhibition
Local Government NSW Awards	Projects over \$1.5m	Customer Service, Digital Library and Council Chamber, Civic and Community Hub
Local Government NSW Awards	Special Project Initiative Award	COVID-19 Community & Economic Resilience Package
2021 Dr Helen Proudfoot, Women in Planning	2021 Dr Helen Proudfoot, Women in Planning Award	Michelle Bisson, Manager Regulatory, Planning and Assessment
City of Newcastle Lifeguard courageous service recognised	Australian Professional Ocean Lifeguard Association (APOLA) Meritorious Service Award	City of Newcastle Lifeguard Mick Body for courageous service

Work health and safety

The past 12 months have seen a number of key initiatives rolled out across CN, aimed at promoting a safe workplace and developing Work Health and Safety (WHS) best practice.

Safety

Implemented Safety and Wellbeing Partnering model

Commenced a holistic health monitoring review and the development of a new framework

People-led, safety-focused continued response to COVID-19

Enhanced safety reporting for leaders

CN achieved top tier exemplary performance for workers compensation, as assessed by an external agency.

To enhance CN's WHS Management System, the following WHS Management System documents underwent major or minor review for compliance with the WHS Act, WHS Regulation, Codes of Practice and/or Australian Standards or via WHS Audits.

Zero Policy (P)

One System Procedures (SP)

11 Operating Procedures (OP)

58 Forms (FM)

Four Registers (RG)

32 Competency Assessments (CA)

11 Training Packages (TP)

Four Workers Compensation Documents (CD)

Opportunities identified to enhance the WHS system were monitored through the mySafety Incident and Hazard Corrective Action System, and as a result the WHS system is continually reviewed to ensure it meets CN's legislative compliance. In summary, CN's WHS performance for the 2020/2021 financial year recorded:

Zero Improvement Notices or Prosecutions

Lost Time Injury Rate (LTIR): 50% increase from 2.06 (2019/2020) to 3.09 (2020/2021)

Lost Time Injury Frequency Rate (LTIFR): 50.91% increase from 8.80 (2019/2020) to 13.28 (2020/2021)

Lost Time Injuries: 57.14% increase from 21 (2019/2020) to 33 (2020/2021)

Total Injuries: 11.81% increase from 127 (2019/2020) to 142 (2020/2021)

Positive Performance Indicators results	%	Status
Corrective actions (21 November 2015 to current month)	76.73%	○
Incidents entered < 1 day (month)	91.89%	✓
Workplace inspections (month)	91.52%	✓
Workplace inspections entered into our record management system (month)	100%	✓
Systems or compliance audits (month)	100%	✓
Training attendance (month)	91.54%	✓
Group overall performance	93.21%	✓

○ Indicator status off track

✓ Indicator status on track

Wellbeing

Implemented the Health and Wellbeing Strategy with the first iteration of initiatives in 2021

Financial Wellbeing series delivered

Launched Mindarma, an online adaptive resilience program for all employees

Spark speaker series continued with Alex McKinnon discussing tackling challenge and attacking adversity with determination



Our performance





Integrated and Accessible Transport

Transport networks and services will be well connected and convenient. Walking, cycling and public transport will be viable options for the majority of our trips.

Community objectives

- 1.1 Effective and integrated public transport
- 1.2 Linked networks of cycle and pedestrian paths
- 1.3 Safe, reliable and efficient road and parking networks



Highlights of Integrated and Accessible Transport

We look after



127
transport shelters
plus 200 stops with seats only

850km of roads
including 70km of state roads
and 44km of regional roads



We maintained
1.6km of
concrete footpath

851,827
Pay by phone
parking transactions

compared to 634,382 in
2019/2020, an increase of 35%

We repaired
105 regional potholes
394 local potholes

We resurfaced
41 streets and laneways

Supporting our strategic directions

Our strategies and plans

On Our Bikes - Cycling Plan - 2021-2030

On the Streets Plan - Parking Plan 2021-2030

2021-2030 Connecting Newcastle 2017

Disability Inclusion Action Plan 2016-2019

What we did

10-year vision for cycling and parking in city gets the green light

Our aspiration for safer and more connected cycleways and a parking plan that supports Newcastle's growing population was adopted by Council in February.

Making the most efficient use of Newcastle's public streetscapes remains the aim of CN's Parking Plan, which addresses how to best manage parking demand now and into the future, with the flexibility to adapt to transport trends as Newcastle continues to grow.

Feedback from the community after reviewing the draft Cycling Plan indicated strong support towards separating cyclists and pedestrians to increase safety, in addition to education and campaign promotion around the correct use of shared spaces between motorists and cyclists, to address concerns around various behaviours.

Shortland Local Centre upgrade and traffic improvements

CN has developed the draft Shortland Local Centre Public Domain and Traffic Plan. As well as a reduced speed limit, the plan includes construction of a pedestrian refuge and speed cushions to reduce driver speeds and create safer crossings for pedestrians.

The plan was placed on public exhibition from 22 February to 21 March 2021, seeking feedback on proposed changes including implementation of a 40km/h high pedestrian activity area. Exhibition feedback indicates broad community support for the proposals, with a high level of support for a light traffic thoroughfare.



Our achievements

- ✓ Regional roads resurfacing 1.9km
- ✓ Local roads resurfacing 4.2km
- ✓ Local roads surface rejuvenation 14km
- ✓ Maintained 1.6km of concrete footpath
- ✓ Repaired 394 local road potholes
- ✓ Seven transport stop upgrades
- ✓ Footpath replacement 0.3km
- ✓ Rejuvenation works undertaken on 117 streets
- ✓ Pavement rehabilitation and replacement for five streets
- ✓ Repaired 105 regional road potholes
- ✓ Undertook 1,758 hours of litter removal
- ✓ Resurfacing of 41 streets and laneways
- ✓ Kerb and gutter replacement 0.26km

Honeysuckle Drive pop-up cycleway



CN partnered with Transport for NSW to create a temporary cycleway along Honeysuckle Drive to improve connectivity between Steel Street and Worth Place while major construction projects are completed in the area.

The cycleway was delivered as part of Transport for NSW's roadside public spaces trial to improve access for pedestrians and cyclists during the COVID-19 pandemic.

The bi-directional cycleway is around 250 metres long and provides a vital connection between the existing off-road shared paths east of Steel Street, along the harbour foreshore.

A reduced speed limit of 30km/h was trialled from Hannell Street along Honeysuckle Drive, Wharf Road and Shortland Esplanade to the Watt Street intersection to further improve pedestrian and cyclist safety along this popular route.

northern side of Coane Street, between Watkins and John Parade. This will include new and upgraded raised crossings for pedestrians and cyclists and associated intersection improvements.

This 1.1-kilometre, \$3.1 million project will also significantly improve stormwater drainage systems and capture water for reuse in new garden beds. Construction of this link was brought forward as part of CN's record \$100 million COVID-19 stimulus capital works budget in recognition of residents' new-found love for cycling during lockdown.

Airport runway upgrade

CN has welcomed news that the Federal Government has committed \$66 million towards Newcastle Airport's runway upgrade as part of the recent Federal Budget announcement.

The airport project is a key part of the Greater Newcastle Metropolitan Plan and is expected to create 4,500 jobs and generate an estimated \$12.7 billion in economic benefits through international airfreight, industrial expansion and stimulation of the visitor economy.

Newcastle Airport plays a key role in our city's ongoing transition from a great regional centre to an emerging global city, connecting our local communities with family, friends and colleagues across the nation and around the globe.

Upgrading the runway to international standard will allow us to build on the attractiveness of this region as an international destination, while also providing direct connections around the world for local travellers.

Newcastle Airport is jointly owned by CN and Port Stephens Council, with the runway upgrade a top priority for the adjoining LGA.

The upgrade aligns with a key outcome of the Greater Newcastle Metropolitan Plan – to grow the airport and aerospace and defence precinct at Williamtown – as well as the NSW Government's decision to create a special aviation precinct.

New lease of life for Church Walk Park footpath



CN delivered footpath upgrade works to the heritage-listed Church Walk Park, established in 1924 on the hillside overlooking Civic Park to the east.

Innovative solutions were found, including the use of motorised wheelbarrows to navigate the narrow, steep paths. Close to 50 tonnes of asphalt concrete were placed over two days, with consideration given to the delicate retaining walls and ensuring that the upgrade works respected the historical significance of the site.

Construction underway on first leg of City Centre to Merewether cycleway

CN started construction on the first stage of a cycleway linking the City Centre to Merewether Beach.

The first stage is the Merewether to The Junction project, which is a 2.5m wide, bi-directional path along the eastern side of Watkins Street and the

Total Initiatives 74%

Of Initiatives completed or on track



Monitor	2	13%
On Track	11	74%
Off Track	2	13%
No Targets Set	0	0%

Total Key Performance Indicators 100%

Of KPIs completed or on track



Monitor	0	0%
On Track	3	100%
Off Track	0	0%
No Targets Set	0	0%

1.1 Effective and integrated public transport

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
1.1.1 Support implementation of the Regional Transport Strategy			
Liaise and partner with government agencies to facilitate optimum transport outcomes for Newcastle	Work collaboratively to progress transport actions in the Greater Newcastle Future Transport Plan 2056	Transport and Compliance	✓
1.1.2 Advocate for public transport improvements			
Advocate to the State and Federal Government for improved transport outcomes for Newcastle	Work collaboratively to progress transport actions in the Greater Newcastle Future Transport Plan 2056	Transport and Compliance	✓
1.1.3 Plan and deliver accessible local infrastructure improvements for public transport			
Improve equity of access to public transport, through upgrading of transport stops to meet the disability standards for accessible public transport	Implement the Transport Stops Program including the renewal and upgrades of bus shelters and seating to comply with Federal Government legislation	Assets and Projects	✓

1.2 Linked networks of cycle and pedestrian paths

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
1.2.1 Continue to upgrade and extend cycle and pedestrian networks			
Develop a network of safe, linked cycle and pedestrian paths integrated with key destinations and green space	Complete review of the Newcastle Cycling Strategy and Action Plan	Transport and Compliance	✓
	Finalise concept design and environmental assessment of the sections of Richmond Vale Rail Trail in the Newcastle LGA	Transport and Compliance	○
	Prepare a walking strategy, pedestrian network and associated works program	Transport and Compliance	○
	Complete the 2020/21 Cycleways Program	Transport and Compliance	○

1.3 Safe, reliable and efficient road and parking networks

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
1.3.1 Ensure safe road networks through effective planning and maintenance			
Improve the safety, quality and amenity of local roads through increased road reconstruction, resurfacing and line marking programs	Develop the Roads Reconstruction and Resurfacing Program	Assets and Projects	✓
	Deliver bridges inspection programs and design and implement bridge renewal	Assets and Projects	✓
	Implement programs for repairs to defects on roads, kerb and gutter, footpaths, nature strips and medians, and stormwater drainage	Civil Construction and Maintenance	✓
	Develop and implement the Roads Resurfacing Program and Road Renewal Works Program, including roads, kerb and gutter, footpaths and stormwater drainage	Civil Construction and Maintenance	✓
	Improve safety for all road users, through implementation of Pedestrian Access and Mobility Plan Program	Transport and Compliance	○

1.3.2 Ensure community and business needs for adequate and accessible parking are prioritised

Implement parking management strategies in high traffic areas to achieve safety and turnover of spaces	Enforce the parking provisions of the NSW Road Rules to achieve traffic and pedestrian safety and to encourage increased turnover of parking spaces	Transport and Compliance	✓
Improve way-finding signage in commercial centres to assist drivers to locate available parking in a timely manner	Install parking infrastructure that supports the use of available technology and smart parking initiatives	Transport and Compliance	✓
1.3.3 Implement technology solutions to improve transport infrastructure and experiences, and encourage mobility innovation			
Introduce technology to provide greater access to parking payment options and information	Increase usage of the pay by phone application	Transport and Compliance	✓

Key Performance Indicators

Quarterly indicators	Results
Increase the number of users for the parking app (from 18,000)	✓
Annual measures	Results
Maintain ★★★ community satisfaction levels for streets and commercial area cleaning **	✓
Maintain ★★★ service level for our roads	✓
Maintain ★★★ service level for car parking	✓
Maintain ★★★ service level for our pathways	✓
Maintain ★★★ service level for our bridges and structures	✓
Community who agree cycling facilities are well maintained	✓
Community who are satisfied with the condition of footpaths	✓
Community who agree cycle routes are well-connected	✓

** Survey question wasn't asked due to COVID-19, 2018/19 data has been used.



Protected Environment

Our unique environment will be understood, maintained and protected.

Community objectives

- 2.1 Greater efficiency in the use of resources
- 2.2 Our unique natural environment is maintained, enhanced and connected
- 2.3 Environment and climate change risks and impacts are understood and managed



3 GOOD HEALTH AND WELL-BEING 	6 CLEAN WATER AND SANITATION 	7 AFFORDABLE AND CLEAN ENERGY 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	



World Environment Planting Day in the rain, June 2021, Islington Park

Highlights of Protected Environment



Supporting our strategic directions

Our strategies and plans

Newcastle Environmental Management Strategy 2013

Climate Action Plan 2021-2025

Smart City Strategy 2017-2021

Throsby Creek Action Plan 2017

Urban Water Cycle Policy 2019

Coastal Zone Management Plan Stockton 2020

Hunter Estuary Coastal Zone Management Plan 2017

What we did

Construction of the second stage of our Cell 9 landfill project

With Newcastle to grow to around 187,000 residents by 2030, CN invested \$24 million into the construction of a new landfill cell at Summerhill Waste Management Centre. The Cell 9 project will cater for the city's waste disposal needs for the next 10 years and is complemented by the work of the Resource Recovery Centre, which has already diverted more than 3,100 tonnes of recyclable product from landfill in its first 12 months of operation. This will be further supported in coming years by the construction of an Organics Processing Facility at Summerhill, which will not only process our garden organics but also food waste.

The new landfill cell will take almost three million cubic metres of waste materials that are unable to be recycled, with 700,000m³, or the equivalent of 280 Olympic swimming pools, of earth and rock excavated during its construction. The excavated rock and soil is being reused on site. We also installed a 64,000m² geosynthetic lining system to protect the environment. The geosynthetic liner prevents any movement of waste materials and liquid into the surrounding environment and captures any run-off from the waste, which is then pumped to our water treatment ponds.



Our achievements

- ✓ Adoption of Climate Action Plan 2021-2025
- ✓ 39,543 tonnes recycled
- ✓ 1,517 environmental health inspections conducted
- ✓ 900 fixed food premises inspections conducted
- ✓ 1,528 environmental health requests received
- ✓ 1,121 COVID-19 compliance inspections conducted
- ✓ 1,918 trees planted in various streets across the city
- ✓ 88 contaminated land records entered and 190 updated, totalling 3,152
- ✓ 55 businesses inspected and provided with best practice environmental advice as part of CN's Business Pollution Prevention Program (BPPP)
- ✓ Over 340 building sites (YTD) proactively monitored across the city for erosion and sediment control compliance
- ✓ 1,700 replacement plants
- ✓ Completed canopy and UHI mapping for Newcastle
- ✓ Adoption of Newcastle Street Garden Initiative
- ✓ 13,773 bulk waste collections
- ✓ 22 new Landcare volunteers inducted to CN



Construction of the second stage of our Cell 9 landfill project

CN sets its five-year climate plan

CN recently adopted the 2025 Climate Action Plan, which is our roadmap to reduce emissions and to move our city to a low-carbon economy. The Action Plan was placed on exhibition in August 2020 and received an overwhelmingly positive response. CN is committed to leading by example, building strong relationships and delivering important initiatives such as becoming the first local government in NSW to move to 100% renewable electricity.

CN intends to transition to a fleet of electric vehicles, build operational resilience through additional renewables and battery storage, and switch all city lighting to LED over the next five years under a new Climate Action Plan.

The Plan covers both our operations and Newcastle as a whole to accelerate emission reduction across the city through a suite of sensible and prudent actions and initiatives. Working collaboratively with other progressive organisations, the Plan takes advantage of the economic opportunities that arise from a clean-energy and low-emissions industry landscape.

The Climate Action Plan replaces the 2020 Carbon and Water Management Action Plan (CWMAP).



 <p>Construction of a five-megawatt solar farm</p>	 <p>Significant street light LED upgrades</p>	 <p>More than half a megawatt in rooftop solar panels on CN facilities</p>	 <p>Agreement to 100% renewables</p>
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COVID-19 causes massive increase in household rubbish volumes

The surge in people continuing to work from home following last year's COVID-19 restrictions generated an extra 850 garbage trucks of waste since July last year.

A review of the rubbish collected by CN shows total general waste (red bins) tonnage has jumped by more than 8%, while recyclable waste (yellow bins) is up 2% and green waste collections are up 21%.

Kerbside bulk waste collections also rose by 3%, following a 19% spike in 2019/2020, when Newcastle first went into lockdown to combat the spread of COVID-19.

The increase in people working from home as well as surging home food deliveries generated almost 37,000 tonnes of domestic, bulk and green waste this financial year. This is an increase of more than 5,000 tonnes, or around 850 truckloads, compared to the same period last year.

A report by Infrastructure Australia has confirmed that domestic waste volumes have increased nationally by 20%, the largest single-year rise ever. The report highlights soaring food waste levels and sizeable increases in paper and plastic packaging waste on the back of panic buying, takeaway food deliveries and increased online shopping. Single-use product waste has also risen as a direct result of COVID-19.

Bulk waste levels have also jumped as community members have used the lockdown periods to undertake clean-ups and carry out DIY projects around their homes, while green waste tonnages recorded a dramatic increase as a break in drought conditions and increased rain periods created ideal growing conditions.

CN praised for drought response efforts

CN's water-saving action has gained attention, with Hunter Water reporting a 20% reduction in consumption during recent Level 1 and 2 Water Restrictions, saving in excess of 80 megalitres of precious water and an estimated \$220,000.

Initiatives included minimising irrigation practices at sporting fields, parks and Blackbutt Reserve, installing new rainwater tanks, using surface water catchment ponds at Summerhill Waste Management Centre, and auditing water use at inland pools.

In addition, CN implemented efficiency strategies such as temporarily ceasing the water-intensive annual planting regime at King Edward Park, and installing smart water meters at key sites across the city that track water usage in real time and help identify leaks.

CN is currently installing new sand pipe infrastructure near Summerhill to access dam and non-potable water for washing down trucks and dust suppression. We will continue to use leak detection measures, improve irrigation practices, use nozzles, limit travelling irrigators, avoid daytime watering where possible, and increase staff awareness of water usage to change behaviours.

Community Waste Subsidy Program

CN's Waste Subsidy Program supports community efforts to maintain the vibrancy of our community. We do this through the provision of assistance to projects which celebrate success, express cultural values, protect our natural environment, and increases the capacity of our population to cope with adversity. The Waste Subsidy Program provides CN support for legally constituted, not-for-profit community organisations and charities structured to support Newcastle residents and who help contribute positively to the delivery of CN's priorities and community expectations. In 2020/21 CN supported eight organisations to the total value of \$42,000.

The Environment Program invested \$8.3m in the protection and enhancement of CN's natural environmental assets during 2020-2021. The program has successfully delivered across the following three sub-programs.

Bushland and watercourse

CN delivered 19 projects despite substantial weather setbacks during the year. Approximately 170,000 plants were used to revegetate 13 sites, with 7 ha fully revegetated from grass to urban forest. CN successfully delivered 86 ha of bushland regeneration efforts, removing weeds and dumped rubbish, with the Wentworth Creek project at Fletcher being a rehabilitation highlight including community support for fencing, mulching, placing of log barrels, weed removal and planting. Over 100 metres of our urban creeklines were repaired using natural channel design including Maryland Creek and Kaiyutibbin Creek as well as three high priority rehabilitation sites at Jarvis Close, Grandview Road and Cardiff Road, Elmore Vale, in the Ironbark catchment. Community involvement in monitoring the health of our waterways occurred through participation in waterbug sampling training and community riparian planting events including Islington Park Planting Day.

Coast, estuary and wetland

Works included delivery of the suite of required activities for the Stockton Coastal Management Program delivery, as well as priority works across the southern coast and our varied wetland assets that surround the internationally significant Hunter River estuary. These works included the construction of the emergency rock bag structure (360m) at Barrie Crescent, Stockton, response to eight significant emergency erosion weather events, repairs to beach accessways and dune fencing (150m), successful grant applications to investigate sand sources from local areas for beach nourishment at Stockton, cliffline investigations at Merewether and Newcastle South to ensure ongoing safety of recreational users and works across 1,050m of coastline and foreshore, as well as informing the current development of Coastal Management Programs for the whole of the Newcastle coastline. CN wetlands are significant sites holding endangered ecological communities that received successful regeneration efforts resulting in 1,070m² of wetland fringes rehabilitation based on management activities informed through drone monitoring and assessment.

Urban forest

This sub-program covers all public street and park trees and recorded 1,926 street trees planted, involving more than 1,500 residents choosing street tree species. There were 3,794 maintenance activities delivered for trees that are in their six year establishment maintenance period. The Living Streets initiative delivered highly successful whole-of-street community planting as requested by residents at Wilkinson Street, Mayfield, and Henderson and Oxford Streets, New Lambton. Record numbers of residents were involved in these excellent community-building events, with overwhelming support and gratitude to CN for delivering this innovative program. The highly successful World Environment Day Planting events created new areas of urban forest in Jesmond. Planting sites from The Hill to Jesmond and Elmore Vale delivered on the highly successful partnership between CN and the Greater Bank, as they celebrated their 75th year with a planting program installing 20,000 plants across the city. CN also championed street garden inclusions in roadway related projects, delivering more than 400m² of street gardens in Merewether, Hamilton, Broadmeadow, New Lambton and Newcastle.



World Environment Planting Day in the rain – Sunday 26 June 2021– Islington Park, Islington



The Barrie Crescent, Stockton rock bag emergency protection structure under construction, June 2021

Stormwater projects

In financial year 2020/2021 City of Newcastle (CN) received a total of \$2.04M Stormwater Management Service Charge (SMSC) funds. CN also dedicated the annual baseline amount \$640,000. These two funding sources explicitly allocated \$2.68M to eligible stormwater projects.

During the year, CN conducted an extensive Stormwater program which included 34 projects dedicated to stormwater drainage and flood planning resulting in total program expenditure of \$799M. Of these 34 projects, 27 were eligible to have the SMSC applied. The total expenditure on the eligible SMSC projects totalled \$7.65M for the 2020–2021 financial year. The year concluded with a total of three more projects than originally budgeted. This is a result of four projects carrying over from the previous financial year, three projects commencing early, and 4 projects being deferred due to resourcing.

CN's total Stormwater Portfolio investment in the 2020/2021 financial year delivered a wide range of stormwater activities, including:

Asset renewal and creation, with approximately 3,405m of pipelines, 223m of culverts, 180m of swales, 172 pits (including 45 infiltration pits), 63 pit upgrades, 13 headwalls and 14 stormwater quality improvement devices (SQID).

Trenchless technology used to renew 1,687m of pipelines.

Stormwater program projects successfully completed at:

- Council Street, Cooks Hill
- Kilgour Avenue, Merewether
- Beaumont Street, Islington
- Ayrshire Street, Sandgate
- Schroder Avenue, Waratah
- Power, George and Phoebe Streets, Islington
- Watkins Street, Merewether
- Denison Street, Hamilton East
- Cleary Street, Hamilton
- Mitchell Street, Stockton
- Tully Street, Carrington
- Unnamed Lane between Fullerton Street and Roxburgh Street Stockton
- Unnamed Lane between Crown Street and

- King Street Stockton
- Unnamed Lane between Queen Street and Maitland Street, Stockton
- Unnamed Lane between Cardigan Street and Pembroke Street, Stockton
- Nesca Park, The Hill detention basin modelling Hamilton Catchment Study.
- Approximately 340 proactive erosion and sediment control inspections performed
- Approximately 55 Business Pollution Prevention Program audits performed
- Approximately 166 reactive environmental protection inspections performed
- The actual expenditure also reflects the investment in future construction works through planning and design, which has commenced in a number of catchments including Waratah West, Bar Beach, central Hamilton and Cooks Hill. As these projects progress, construction works will be scheduled accordingly
- In addition to the SMSC/Stormwater System Program delivery, CN also conducted the 2020/2021 Flood Program, which delivered multiple monitoring, investigation and interagency collaboration projects. Some key highlights include:
- Commencement of the Throsby, Styx and Cottage Creek Flood Study update
- The ongoing delivery of CN's citywide LGA flash flood alert system
- Delivery of CN's Low Lying Land Strategy
- Improved flood safety community education
- Hunter River house pad infill study
- Flood management improvements through land acquisition and building demolition in Nelson Street, Wallsend.

CN brings the compost revolution to the family home

Newcastle households have been given the opportunity to take up home composting and reduce the amount of food waste going to landfill.

Residents were offered a 75% discount off the recommended retail price as well as free shipping of selected composting, worm farming and bokashi fermenting products.

Newcastle LGA residents were able to purchase a home composting system from the Compost Revolution website at the subsidised price and delivered to their door free of charge.

Before making their purchase, residents needed to complete a simple training program either online or in person to ensure they choose the right home composting program for their household and learn how to compost successfully.

Community tree planting greens city

The community joined with CN in celebration of World Environment Day by planting 5,500 native grasses, groundcovers, shrubs and trees in Jesmond to restore Newcastle's urban ecosystems.

The 2021 United Nations World Environment Day theme of 'Ecosystem Restoration' has been acknowledged with community activities planned to enhance Newcastle's urban forest.

CN has invested more than \$1.3 million in caring for and restoring Newcastle's bushland, creeks, wetlands, coast and estuary ecosystems so far this year and has committed \$1.5 million in next year's budget.

Over the last four years CN has invested \$6 million in caring for our bushland, watercourse and wetland assets through design and delivery of on-ground habitat restoration works. In addition, CN invested \$4.2 million in the street and park tree replacement planting program.

CN cares for a wonderful array of natural ecosystems including 79 kilometres of creeks, 506 hectares of bushland, 65 wetlands, nine coastal rock platforms, 19 hectares of sand dunes along our 10 beaches, and over 90,000 street and park trees.

The urban forest planting events are another example of CN's commitment to becoming an International Council for Local Environmental Initiatives (ICLEI) City with Nature, recognising and enhancing the value of our natural surrounds, as well as our efforts to be a global local government leader in sustainability.

What we recycled

What we recycled (tonnes)	2018/19	2019/20	2020/21
Total collected for recycling*	22,113	49,431	39,543
Compost	15,665	17,270	23,017
Scrap metal	855	1,321	1,661
Wood waste	869	540	415
Household items for reuse	131	103	106
Household problem waste	96	159	162
Paper and cardboard	289	103	134
e-waste	n/a	191	197
Sandstone	n/a	985	260
Virgin excavated natural materials	n/a	14,922	644

* total includes kerbside commingled recycling (13,396 for 2020/21).

How we performed

Total Initiatives 100%

Of Initiatives completed or on track



● Monitor	0 0%
● On Track	19 100%
● Off Track	0 0%
● No Targets Set	0 0%

Total Key Performance Indicators 100%

Of KPIs completed or on track



● Monitor	0 0%
● On Track	3 100%
● Off Track	0 0%
● No Targets Set	0 0%

2.1 Greater efficiency in the use of resources

Delivery Program Objective	Operational Plan Action 2020/2021	Responsibility	Status
2.1.1 Improve waste minimisation and recycling practices in homes, workplaces, development sites and public places			
Develop internal waste management programs that reduce waste and increase recycling within CN	Develop a waste strategy for CN	Waste Services	✓
Improve public place waste and recycling services that raise awareness of waste and increase resource recovery	Ensure recycling services can be maintained, manage the current and emerging impacts of political changes of external bodies and organisations	Waste Services	✓
Improve and increase recycling infrastructure at Summerhill Waste Management Centre to increase resource recovery	Launch opening of new regional resource recovery centre facility and increase recycling to establish benchmark performance for future years	Waste Services	✓

2.1.2 Investigate and implement renewable energy technologies

Increase the percentage of CN's electricity sourced from low carbon energy sources	Construct the mid-scale (5MW) Summerhill Solar Farm project to offset CN energy use and greenhouse emissions	Corporate and Community Planning	✓
Develop projects to implement battery storage and smart grid technologies	Establish No.2 Sportsground as the trial site for smart grid and smart city energy technologies	Corporate and Community Planning	✓

2.1.3 Encourage energy and resource efficiency initiatives

Pilot and deploy technologies that improve energy and resource sustainability across CN and the broader community	Install private street lighting network throughout utilising LED technology and smart lighting controls	Corporate and Community Planning	✓
	Develop and implement an organics facility	Waste Services	✓

2.2 Our unique natural environment is maintained, enhanced and connected

Delivery Program Objective	Operational Plan Action 2020/2021	Responsibility	Status
2.2.1 Facilitate and advocate for protection and rehabilitation of natural areas			
Continue to implement the Urban Forest Policy to achieve an expanded and sustainable canopy cover through our streets and parks	Maintain our street, reserve, and public land trees to ensure the health of our trees and safety of the community	Civil Construction and Maintenance	✓
	Implement the living streets tree replacement program to maintain and replenish our urban forest	Civil Construction and Maintenance	✓
Promote and control environmentally sustainable business practices and on-site wastewater system operation	Proactively monitor and regulate activities to minimise environmental impact, including implementing CN's business pollution prevention program and erosion and sediment control program	Regulatory, Planning and Assessment	✓
Ensure development takes place in accordance with the requirements of environmental planning	Manage contaminated land information and seek appropriate remediation through the development application process	Regulatory, Planning and Assessment	✓
	Commence rehabilitation of the former Astra St landfill site	Waste Services	✓

Ensure priority natural environment areas are maintained and improved	Deliver environmental improvement projects and maintenance along the coastline	Assets and Projects	✓
	Deliver projects that maintain and enhance the natural environment including delivery of the Blackbutt Reserve Plan of Management	Assets and Projects	✓

2.2.2 Encourage and support active community participation in local environmental projects

Opportunities for community involvement are incorporated in the delivery of natural environment areas maintenance and improvement projects	Deliver the natural connections and living streets community education initiatives in co-ordination with the delivery of key environment, stormwater and road projects	Assets and Projects	✓
	Support volunteer involvement in the delivery of natural environment programs (e.g. Landcare)	Parks and Recreation	✓

2.3 Environment and climate change risks and impacts are understood and managed

Delivery Program Objective	Operational Plan Action 2020/2021	Responsibility	Status
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2.3.1 Ensure decisions and policy response to climate change remains current and reflects community needs

Keep the community involved in the development of climate change adaption measures consistent with the adopted plans	Monitor sea level rise and ground water behaviour in low lying suburbs	Assets and Projects	✓
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2.3.2 Build community readiness by engaging the community in risk management processes

Support individuals to prepare, respond and recover from emergency events	Co-ordinate prevention, preparedness, response and recovery activities in accordance with legislation and emergency plan responsibilities	Legal	✓
	To formalise an Integrated Emergency Management Capability and Capacity Development Framework to enhance CN's capacity to effectively prevent, prepare for, respond to, and recover from significant emergency events impacting the communities of Newcastle	Legal	✓

Key Performance Indicators

Quarterly indicators	Results
Maintain Landcare hours and programs	✓
Level of satisfaction with bins in Newcastle ★★★ (reported from September survey)	✓
Annual measures	Results
Reduction of 5% in waste landfill	✓
Improve aesthetic and cleanliness of our city above ★★☆☆ streets and public areas	✓
Improve aesthetic and cleanliness of our city above ★★☆☆ public parks	✓
Improve aesthetic and cleanliness of our city above ★★☆☆ beaches and beach facilities	✓
Improve aesthetic and cleanliness of our city above ★★☆☆ Ocean baths and facilities	✓
Increase usage of community recycling centre	✓
40% waste diversion rate for municipal collection	✓
Plant over 1,000 trees a year	✓



Vibrant, Safe and Active Public Places

A city of great public places and neighbourhoods promoting people's happiness and wellbeing.

Community objectives

- 3.1 Public places that provide for diverse activity and strengthen our social connections
- 3.2 Culture, heritage and place are valued, shared and celebrated
- 3.3 Safe and activated places that are used by people day and night



Unity in Diversity world food and music festival

Highlights of Vibrant, Safe and Active Public Places

Libraries

263,495

Library visits to service points



913 programs held by Libraries

54,964

total attendance



769,329

Library loans



8,999

attendance at City Hall

Art Gallery

53,476

visits to the Art Gallery



6,410

Art Gallery e-News subscribers

Museum



105,745

Museum visitors

2,347 program attendance

43,351 digital visitors

Civic Theatre



92,260

ticketed attendees

Swimming pool visitation



Over 330,000
people
visited our
pools during
2020/2021

Supporting our strategic directions

Our strategies and plans

Strategic Sports Plan 2020

Events Plan 2016-2019

Newcastle After Dark Strategy 2018-2021

Disability Inclusion Action Plan 2016-2019

Dogs in Open Spaces Strategy 2019

Outdoor Exercise Facility Strategy 2018

Newcastle Libraries Strategy 2019-2029

What we did

New community basketball courts

CN has opened two new basketball courts near the corner of National Park and Parry Streets to activate the formerly unused corner of National Park.

The new basketball courts replace the long-defunct tennis facilities and sit alongside the recently opened greenspace where the former bowling club building previously stood.

National Park is one of Newcastle's largest and oldest sportsgrounds and open space reserves, covering over 20 hectares, and is currently home to a range of community facilities including sportsgrounds, netball courts an athletics track and a high school.



Our achievements

- ✓ Newcastle Libraries delivered 913 program sessions with 54,964 participants
- ✓ Newcastle Museum undertook 470 programs and exhibitions
- ✓ The Civic Theatre and Playhouse ticketed 92,260 attendees
- ✓ Over 1,517 Environmental Health inspections conducted
- ✓ 79% of respondents are very satisfied or satisfied with playgrounds
- ✓ 73% of respondents are very satisfied or satisfied with inland pools
- ✓ One new playground, four renewed and two upgraded across the city
- ✓ Completed water safety education program online in 2020 due to COVID-19 to 50 primary schools in the LGA
- ✓ Libraries delivered 62 outreach programs with 3,086 participants utilising the Street Lab Library pop up
- ✓ 922 fixed food premises inspected with 93% receiving 3 or more star rating
- ✓ 15 Major events delivered or supported
- ✓ Event sponsorship provided across four categories – general events, major events, regional sport events and business events
- ✓ Launch of cultural festival New Annual
- ✓ Processed 240 event licences to activate the city

Launch of new flagship cultural festival

Newcastle's inaugural New Annual festival was held 12–21 February 2021, attracting over 30,000 people to more than 50 events and activities across the city in a showcase of Newcastle's arts and cultural community.



Involving more than 500 artists and 250 staff, crew and volunteers, the festival delivered an economic and confidence boost to the local arts sector and community, cementing Newcastle's status as a hub of creativity and culture.

More than 28 ticketed COVID-19 Safe sessions and hands-on workshops were sold out during New Annual, with tickets being snapped up at an increased rate as the festival progressed.

During the 10-day festival, several events needed to add more sessions as word-of-mouth spread, including Fingers Crossed Creative, whose eclectic and enchanting Intergalacular Sci-fi Spectacular made a dramatic impression at The Hangar in Civic Park.

In acknowledgment of CN's respect for Newcastle's First Nations people, the Pavilion of Sand in Wheeler Place was a central hub for the duration of New Annual, passing on local Aboriginal cultural learnings about weaving, dance and traditional net making in what Guraki Advisory Committee Luke Russell said was an important element of the festival.

Over 30,000 people attended

NEW ANNUAL

City of Newcastle's Festival



Pavillion of Sand – New Annual festival



Acquist dance performance by Catapult Dance at the New Annual festival

Plenty of laughs at Newcastle’s home of comedy

The Civic Theatre delivered plenty of laughs at the country’s favourite comedy convoys – Melbourne International Comedy Festival Roadshow and the Sydney Comedy Festival Showcase – which featured some of the hottest acts from their respective festivals to regional locations across Australia.

Taree comedian and The Block favourite Andy Saunders came to the city for the Melbourne Roadshow alongside regular Triple J guest and The Project correspondent Sam Taunton.

The Civic Comedy Club provided another outlet for homegrown humour in the style of New York’s famed Comedy Cellar, where you never know just who will turn up for an unexpected night of hilarity.

In its new permanent location, in the Banquet Room at City Hall, the Civic Comedy Club delivers cabaret-style dining, drinks brought to your table and the intimate type of entertainment that makes for a perfect night out. This local initiative re-opened the Civic Theatre immediately following COVID-19 restrictions in 2020, and then returned for a one-off show as part of the New Annual festival, and has proved hugely popular.

CN provided support for the Newcastle Comedy Festival through its Event Sponsorship Program.

Record \$1 million grants and sponsorships round

Community and sporting groups, businesses, tourism and event operators were invited to apply for almost \$1 million of community grants and sponsorship funding from CN.

Applications were invited for projects and initiatives to activate public places, enhance community wellbeing and strengthen the city’s reputation as a tourism, business and events destination.

The announcement followed CN’s endorsement of new Community Grants and Sponsorships policies, redesigned to make applying easier following consultation with the community.

Event sponsorship was provided across four categories – General Events, Major Events, Regional Sport Events and Business Events – with additional funding offered through the Tourism/Visitor Economy Sponsorship and the Economic Sponsorship programs.

Library programs and partnerships

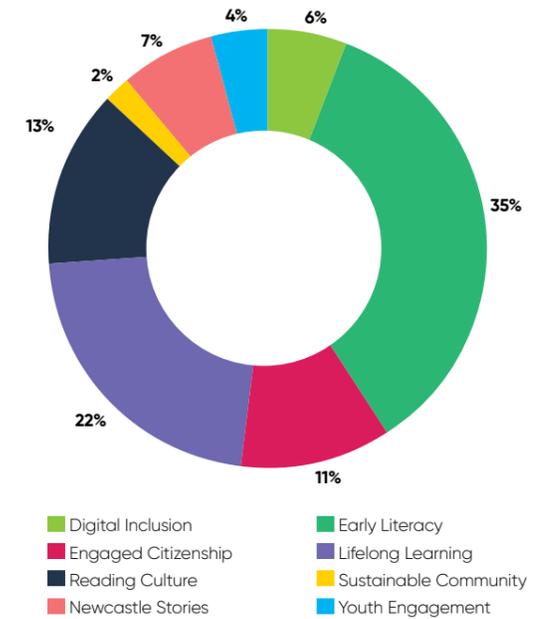
Libraries utilised a hybrid delivery model with a mix of face-to-face onsite programs at Stewart Avenue Library, Newcastle Library and Wallsend Library, as well as livestreamed programs from the Stewart Avenue Library and Newcastle Library, and pre-recorded programs published online.

The team delivered:

799 sessions of face-to-face programs with a total audience of 24,563 people

102 sessions of online programs with a total audience of 17,701 people.

Percentage of audience by outcome area



Art Gallery programs and partnerships

In 2020/2021 the Art Gallery was accepted into multi-year funding with Create NSW for the very first time, a credit to the strength and diversity of the programming.

Developing strong digital content

Drawing on skills learnt from the COVID-19 shutdown, the gallery team has continued to deliver strong digital programming while returning to face-to-face programming. Highlights included:

WE CAN BE HEROES: a backstage pass – a live Q&A series featuring Australian musicians Ben Gillies (Silverchair), Christa Hughes (Machine Gun Fellatio), Jack Moffitt (The Preatures), Mo’ju (F.K.A. Mojo Juju) in conversation with artists. The project pulled 6,500 views on Instagram with viewers tuning in across the globe from places such as Dublin, USA, UK and Mexico.

The Art Gallery released an exhibition trailer for *WARWAR: The Art of Torres Strait*, as well as a long-form video that attracted over 21,000 views on Facebook and Instagram combined.

During Youth Week the Gallery’s Youth Advisory Team developed a series of artist interviews with three emerging artists, Annika Thurbon, Nick Barlow and Alessia Sakoff. The project accumulated 19,900 views across Facebook and Instagram.

National media

Newcastle Art Gallery gained significant national media attention across 2020, including NITV, ABC Artworks TV, ABC News, *Daily Telegraph*, ABC Radio, Art Almanac, Art Guide, Artist Profile and Arts Hub, as well as strong local media support from the *Newcastle Herald*, NBN, *ABC Newcastle*, *Newcastle Weekly*, *Newcastle Live* and *Intouch*.

Youth Advisory Group

Record interest was received for membership of Newcastle Art Gallery Youth Advisory Group, with 29 EOIs submitted (compared to six the previous year).

Kilgour Prize

The Kilgour Prize strengthened its reputation as one of Australia’s major art prizes with a record 476 entries, the highest number of artist entries received since the inaugural competition in 2006.

Other programming highlights:

Paul Dempsey – presented in partnership with *New Annual*, sold out in under three minutes

Last Fridays featuring Grinspoon frontman Phil Jamieson

Live-streamed events including *IGN Art Fair 2020* and *Last Fridays*.

How we performed

Total Initiatives 100%

Of Initiatives completed or on track



Monitor	0	0%
On Track	35	100%
Off Track	0	0%
No Targets Set	0	0%

Total Key Performance Indicators 100%

Of KPIs completed or on track



Monitor	0	0%
On Track	11	100%
Off Track	0	0%
No Targets Set	0	0%

3.1 Public places that provide for diverse activity and strengthen our social connections

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
3.1.1 Provide quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs			
Ensure spaces and facilities are multi-functional, and adaptable to changing needs	Undertake plans of management and masterplans to reflect the current community needs	Parks and Recreation	✓
Ensure that recreation facilities provide opportunities for the full range of age groups and abilities	Deliver projects that support whole of community use and incorporate universal design principles	Parks and Recreation	✓
Upgrade and enhance our Parkland and Recreational facilities	Provide sustainable infrastructure to support our parkland and recreational facilities by construction of new assets and renewal of existing assets	Civil Construction and Maintenance	✓
	Deliver at least two playground improvement projects throughout the city	Parks and Recreation	✓
	Provide outdoor exercise facilities that will benefit the community and contribute to activating open spaces	Parks and Recreation	✓
	Deliver one fenced off-leash area in accordance with the Dogs in Open Space Plan	Parks and Recreation	✓
	Provide aquatic facilities to meet community needs and industry requirements	Parks and Recreation	✓

Implement the recommendations from the Sports Facilities Strategic Plan	Parks and Recreation	✓
Support safe use of beaches through lifesaving services	Parks and Recreation	✓
Maintain our parks and public spaces to ensure the health and safety of the community	Parks and Recreation	✓

3.1.2 Enhance our beaches and coastal areas through upgraded facilities

Continue to support and deliver on our special rate variation project 'Coastal Revitalisation'	Plan and design for the implementation of the Bathers Way at King Edward Park	Assets and Projects	✓
	Construction of the Bathers Way and skate facilities at South Newcastle	Assets and Projects	✓
Upgrade and enhance our beaches and coastal area facilities	Ensure our ocean baths, beaches and coastal facilities are clean and inviting	Property and Facilities	✓

3.1.3 Plan, co-ordinate and deliver cultural and community infrastructure and programs

Develop and deliver a range of community events and programs in partnership to enhance social connections	Continue to work towards a fully resourced virtual library and seamless online membership experience	Libraries and Learning	✓
	Provide library services where people gather through pop-up facilities and co-location	Libraries and Learning	✓
	Idea Matters - develop a concept to foster active citizenship	Libraries and Learning	✓
	Incorporate online learning with range of learning products into the online Learning Hub	Libraries and Learning	✓
Ensure Newcastle audiences have access to a diverse range of exhibitions and works of high quality	Maintain a balance of Museum audience engagement targeted to a breadth of audience demographics	Museum	✓
	Enhance relationships within and external to CN to promote our Museum	Museum	✓
	Develop ambitious exhibition projects that attract local, regional, state and national audiences	Art Gallery	✓
Partner with Newcastle's small to medium not for profit arts and cultural organisations in growing arts and culture in the city	Maintain a balance of programming for Civic Services targeted to a breadth of audience demographics including works of new and emerging thinking, forms and technology	Civic Services	✓
	Establish up to five programming partnerships of up to three-year terms with key programming deliverables for the city	Civic Services	✓
Ensure our buildings are multi-functional and support whole of community use	Ensure our community and CN buildings are clean, inviting, damage and graffiti free	Property and Facilities	✓

3.2 Culture, heritage and place are valued, shared and celebrated

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
3.2.1 Celebrate Newcastle's history, cultural heritage and cultural diversity			
Grow the city's identity via its collections of art and artefacts, local history and architecture	Maintain a balance of programming for the Art Gallery, targeted to a breadth of audience demographics	Art Gallery	✓
	Build the city's identity through the Art Gallery's significant collection of works of art	Art Gallery	✓
	Secure and preserve Newcastle's stories, heritage and history collections	Libraries and Learning	✓
3.2.2 Increase collaboration with artists and practitioners in the cultural sector			
Promote the Newcastle Library's Local History and Heritage Collections through a range of exhibitions, partnerships and programs	Present shows that feature local stories and cultural identity across the city	Civic Services	✓
	Tell the stories of Newcastle through a variety of mediums and technologies in collaboration with the community	Museum	✓
Expose local stories, both historic and contemporary, through cultural programming and build Newcastle's cultural identity	Present Art Gallery exhibition projects and programs that feature local artists and their stories	Art Gallery	✓

3.3 Safe and activated places that are used by people day and night

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
3.3.1 Collaborate with local groups and services to address crime and safety			
Provide CN facilities that are safe, welcoming and inclusive	Continue to partner and fund on the ground initiatives including Walk Smart and Salvation Army Streetsafe Program	Corporate and Community Planning	✓
Protect, promote and control the risk to public health associated with local business activities	Conduct regular inspection programs of food businesses, skin penetration premises, public swimming pools and monitor regulatory compliance for premises with water cooling systems (legionella)	Regulatory, Planning and Assessment	✓
Develop public places that are safe, welcoming and inclusive	Deliver park improvement projects that integrate safer by design principles	Parks and Recreation	✓
3.3.2 Plan for a night-time economy, characterised by creativity, vibrancy and safety, that contributes to cultural and economic revitalisation			
Implement policy and strategic initiatives to encourage more diverse night-time venues	Implement the Newcastle After Dark Strategy	Corporate and Community Planning	✓
	Apply crime prevention through environmental design principles for all new and replacement infrastructure	Assets and Projects	✓
	Implement the Live Music Strategy	Corporate and Community Planning	✓

Key Performance Indicators

Annual measures	Results
Increase the annual attendance at Libraries, Art Gallery, Museum and Civic Services by 5%	✓
Maintain a community (%) that feel overall safe in Newcastle LGA (Target 74%) **	✓
Community (%) who agree the upgrades to coastal facilities have enhanced our beaches and coastal areas (Target 87%) **	✓
Improve community satisfaction above ★★★ maintenance of public parks	✓
Improve community satisfaction above ★★★ condition of ocean baths and facilities	✓
Improve community satisfaction above ★★★ playground and equipment available	✓
Improve community satisfaction above ★★★ shade provided in parks and playgrounds	✓

** Survey question wasn't asked due to COVID-19, 2018/19 data has been used.



Inclusive Community

A thriving community where diversity is embraced, everyone is valued and everyone has the opportunity to contribute and belong.

Community objectives

- 4.1 A welcoming community that cares and looks after each other
- 4.2 Active and healthy communities with physical, mental and spiritual wellbeing



1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION
10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS



Joseph Popov, a CN's Access Inclusion Advisory Committee Member attending a Count Us In Newcastle event.

Highlights of Inclusive Community



Count Us In

Newcastle's second disability inclusive month-long festival

LinkedIn Learning delivered

9,057 videos to

1,755 participants



21,500 items were delivered with Home Library Service to

277 members

769,329 Library loans

Attendance at Libraries

54,964



Attendance at the Museum

105,745



Attendance at the Art Gallery

53,476

Number of educational/public programs held at the Art Gallery



Supporting our strategic directions

Our strategies and plans

Disability Inclusion Action Plan 2016-2019

Newcastle Libraries Strategy 2019-2029

Aboriginal Employment Strategy 2018-2021

What we did

Seed library harvests new community partnership

One of the unexpected outcomes of the COVID-19 pandemic has been a national surge in the number of people growing their own fresh herbs and vegetables at home.

Newcastle Libraries has helped cultivate this trend further by offering a variety of free seeds that residents can 'borrow' from the library to plant in their own gardens.

Residents were encouraged to share in the fruits of each other's labour by returning seeds from their own harvest to the library in order to help re-stock and expand the collection.

Locals were encouraged to subscribe to the Newcastle Seed Library newsletter for free seed saving tips, while tutorials on the Newcastle Libraries website and regular free seed saving workshops have helped them build skills and confidence to grow from seed.

City puts Indigenous storytelling in spotlight for NAIDOC Week

A podcast series exploring the storytelling traditions of our local Aboriginal communities was launched as part of CN's NAIDOC Week celebrations.

Produced through the City's Libraries in support of this year's NAIDOC Week theme, *Newcastle's First Storytellers: Always Was, Always Will Be*, highlighted our region's rich Indigenous culture and history.

The podcast series includes five compelling episodes, which can be accessed by searching for 'Newcastle Libraries REAL' on your favourite podcast app.



Our achievements

- ✓ Home library service delivered over 25,000 items to our community
- ✓ Our companion animal officers conducted a total of 980 proactive patrols throughout the LGA
- ✓ Museum held 169 programs targeted to people over 25 and 271 to people under 25
- ✓ Home Library service delivered to 277 members
- ✓ Libraries held five programs designed for an Indigenous audience with 542 participants
- ✓ Six guided tours held at the Art Gallery for people with a disability
- ✓ Civic Theatre held 43 youth-focused programs
- ✓ Libraries delivered 62 outreach programs with 3,086 participants utilising the new Street Lab Library pop up.
- ✓ Digital literacy support provided to around 408 people
- ✓ Held 118 digital inclusion sessions with 3,440 attendees
- ✓ LinkedIn online learning provided a growing library of over 3,000 courses including over 130,000 tutorials
- ✓ Provided LinkedIn Learning with 913 program sessions and 54,964 participants
- ✓ 6,410 subscribers to Art Gallery e-News
- ✓ Libraries delivered 102 online programs with 17,101 participants
- ✓ Held 409 early literacy sessions with 19,322 attendees
- ✓ 222,469 companion animals identified living in Newcastle LGA

National Innovation Games

The City of Newcastle National Innovation Games *Inclusion 365: Navigating Physical and Digital Worlds* was held in May 2021 at City Hall.

The games focused on innovative solutions to improve disability inclusion in Newcastle and consisted of around ten teams involving people with a lived experience of disability, not for profit organisations, associations, advocacy groups, small businesses, emerging talent, advisers and experts. The teams were led by a dedicated Facilitator, with their own lived experience of disability or relevant professional or research expertise in disability inclusion.

The teams collaborated to develop practical, scalable and impactful solutions to large-scale issues and challenges. In the process, participants gained invaluable experience in problem-solving, innovation, design thinking, understanding virtual platforms and pitching, key skills for the modern workplace.

Emerging talent included tertiary students from universities, especially the University of Newcastle, TAFEs, registered training organisations and PhD candidates. The teams learnt simple innovation methods to develop practical solutions all within a single day.



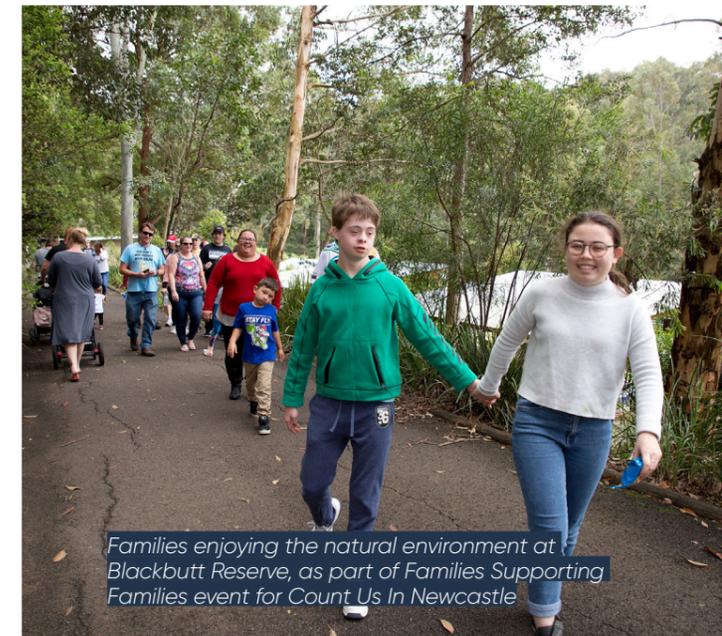
Engagement for the Local Social Strategy at the Multicultural Festival

City celebrates disability inclusion at Count Us In festival

With over 30 events and activities across the city, CN's Count Us In Newcastle festival was a celebration of Newcastle's inclusiveness and accessibility.

The month-long festival, delivered in partnership with local businesses and community groups, highlighted the city's disability-inclusive community. A suite of curated events and activities in the festival program included a goalball day facilitated by former Australian Paralympians, immersive art and dance experiences, and activations focused on education and awareness, exploring topics such as discrimination in the workplace.

Diversity was reflected in the broad range of activities offered by the festival program, which have been curated to establish Newcastle as an inclusive community for people living with a disability and their families, carers and friends.



Families enjoying the natural environment at Blackbutt Reserve, as part of Families Supporting Families event for Count Us In Newcastle

New \$1.2 million inclusive playground at Stevenson Park delivered in partnership with community



Mayfield West is home to the city's newest all-abilities playground with the opening of a \$1.2 million active space at Stevenson Park.

The project was delivered by CN as part of a major renewal of the 13-hectare community and sporting precinct, which is used year-round by sporting groups and is a highly valued open space for local residents.

The Stevenson Park Masterplan was developed to activate the park and create a vibrant and inclusive space for residents and visitors. Over time this will provide more car parking, a fenced off-leash area for dogs, new footpath connections and upgrades to existing sporting infrastructure.

Stage one involved replacing an existing playground with a larger, upgraded all-abilities space, which was positioned in the most suitable section of the park with greater shade coverage.

The playground features a variety of equipment such as swings, birds nest basket, climbing apparatus, in-ground trampoline, slide, basketball hoop and handball court; the upgrade also included the installation of shade shelters, seating, a drinking fountain and a barbecue.

Early literacy program facilitates connections with culture

Storytime sessions at Newcastle Libraries helped introduce Newcastle families to Indigenous perspectives on early learning.

Newcastle Libraries collaborated with Rainbow Crow Cultural Collective on an innovative program that transformed its popular Storytime and Babytime sessions into an Aboriginal-led early literacy program.

The free Wayapa Babytime and Storytime programs were delivered by qualified Aboriginal Health Practitioner and Cultural Consultant Sarah Corrigan, with around 20 families taking part in the booked-out trial that ran at the City Library during March 2021 and Wallsend Library in April 2021.

Wayapa is an earth, mind, body and spirit practice that promotes wellbeing. It is based on ancient Indigenous knowledge about living in harmony with the environment and connection with the world's oldest living continuous culture.

Wayapa Babytime provided an opportunity for carers to slow down and connect inwards with themselves, their baby and the environment, while Wayapa Storytime uses storytelling, movement and nature-based craft to introduce children to Aboriginal-based earth mindfulness, promoting sustainability, connection and community.

City's four-legged residents to benefit from further off-leash area improvements

Improvements to the popular off-leash area located in Islington Park, located at 2 Park Road Tighes Hill, commenced to increase safety for local pooches and enhance usability of the park.

The work includes improvements to fencing and the addition of seating, shade, landscaping, dog drinking water facilities, garbage bins and new park signage.

These upgrades were identified in the Dogs in Open Space Plan, a 10-year strategy for the provision, improvement and management of dog off-leash areas throughout Newcastle.

With over 84,000 dogs registered in our city, it's important that there are a variety of safe off-leash options for our furry friends to run free and socialise with other pets.

Since adopting the Dogs in Open Space Plan in 2019, CN has delivered a popular new fully fenced off-leash area in North Lambton, and is looking at further opportunities to upgrade off-leash areas.

In addition to the works planned for the Islington Park off-leash area, CN is currently undertaking planning work for a fully fenced off-leash area in Maryland and exploring the potential for a fenced dog park in the Adamstown area.

Paws on patrol

Two-year-old golden retriever Bella has joined CN Rangers for patrols along Bathers Way between Merewether and Bar beaches.

She also accompanies her colleagues around Lambton Park and visits the popular fenced off-leash dog park at Acacia Avenue Reserve, North Lambton, which was opened in 2019 following community feedback on the CN's Dogs in Open Space Plan.

Newcastle has one of the highest rates of dog ownership in the state, with more than 44,300 registered canines in the LGA. Bella's presence has been well received by both the four-legged friends she meets and their non-canine companions, giving her fellow Rangers more opportunities to engage with the pet owners.



Bella the Ranger Dog

We love animals

Our Ranger Team use a variety of community-focused education and regulatory initiatives to carry out their responsibilities in accordance with the guidelines of the *Companion Animals Act 1998* (NSW).

Newcastle has one of the largest pet ownership areas in the state with just over 220,000 companion animals, and we continue to grow. Rangers reunited 257 pets with their owners this year and conducted a total of 980 proactive patrols throughout the LGA, including hotspot locations and regulation of our off-leash parks and Bathers Way.

Our regulatory actions involved responding to and investigating complaints regarding dog attacks, nuisance dogs and cats, barking dogs; and the regulation of declared dangerous, menacing and restricted dogs to ensure dog owners are complying with the control requirements under the Act. There were 289 dog attacks reported to CN during the 2020/2021 financial year.

This year, 120 pets were transported to CN's animal management facility. If seized animals are not claimed by their owners, the animals are then transferred into the care of a rehoming organisation for adoption. CN also works with Hunter Animal Watch, located in Hamilton. Hunter Animal watch works with members of the community to desex their pets, unfortunately they were unable to run education days during 2020/2021 due to COVID-19 restrictions.

During the COVID-19 pandemic, ranger services provided 24/7 coverage to the LGA, responding to 480 companion animal-related requests and conducting 490 proactive patrols of CN's parks and reserves including Bathers Way.

CN offers 18 designated off-leash areas to Newcastle LGA residents with five more planned over the next three years under CN's Dogs in Open Spaces Strategy 2018. Approximately \$100m was spent on CN animal facility upgrades and education regarding off-leash areas, dog attacks and seized animals; \$5,000 of funding was spent on companion animal management.



CN's lost animal page on facebook



During 2020/2021,
24 lost animals have been on our facebook page
 (14 dogs and 10 cats)
 with an average reach of
37,458 people per post
 and a combined reach of
898,992 people
 the total engagement score was
28,234 (comments, shares, likes, etc)
 and
6,079 people shared the content to their personal networks
20/24 animals were reunited with their owners.

How we performed

Total Initiatives 100%

Of Initiatives completed or on track



Total Key Performance Indicators 100%

Of KPIs completed or on track



4.1 A welcoming community that cares and looks after each other

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
4.1.1 Acknowledge and respect local Aboriginal history, cultural heritage and peoples			
Deliver CN's Aboriginal Heritage Management Strategy	Facilitate the Guraki Aboriginal Advisory Committee to provide advice to CN on matters relating to culture and heritage	Corporate and Community Planning	✓
Increase engagement with local Aboriginal community	Develop and facilitate opportunities of workshops with local groups e.g. Wollotuka	Civic Services	✓
	Utilisation of Aboriginal science and collection in Supernova – Inclusion of Aboriginal knowledge and stories in the museum	Museum	✓

4.1.2 Support initiatives and facilities that encourage social inclusion and community connections

Support and encourage programs and events by community groups and not for profit groups	Collaborate with community groups and events management staff to facilitate bookings of sports fields and facilities	Parks and Recreation	✓
	Advocate and liaise with groups in relation to community building bookings and events	Property and Facilities	✓
	Continue the rewards and recognition program for CN volunteers	Civic Services	✓
	Develop a Social Infrastructure Strategy that provides for the funding, planning and delivery of social infrastructure in a strategic and coordinated way, particularly in the context of a growing and increasingly diverse population	Corporate and Community Planning	✓
Ensure open space and facilities are multi-functional and support whole of community use	Upgrades to community facilities to improve accessibility	Property and Facilities	✓
Deliver the Disability Inclusion Action Plan	Facilitate 'Count Us In' inclusive festival	Corporate and Community Planning	✓
	Develop and implement two disability awareness and education activities for staff	Corporate and Community Planning	✓

4.1.3 Improve, promote and facilitate equitable access to services and facilities

Deliver the Disability Inclusion Action Plan	Prepare and endorse the Disability Inclusion Action Plan 2021-2025	Corporate and Community Planning	✓
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4.2 Active and healthy communities with physical, mental and spiritual wellbeing

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
4.2.1 Ensure people of all abilities can enjoy our public places and spaces			
Ensure that a variety of parklands and recreational facilities are provided, accessible and distributed equitably across the city	Deliver recreational facility improvements throughout the city – playgrounds, outdoor courts, sportsgrounds, exercise equipment and dog off-leash areas	Parks and Recreation	✓
New or renewed infrastructure will be delivered in accordance with Disability Standards where practical	Continuously upgrade CN assets to meet the requirements of the Disability Discrimination Act	Assets and Projects	✓

4.2.2 Improve access to formal and informal lifelong learning opportunities, facilities and services

Increase focus on young people (16-30 yrs)	Actively invest in programming and communications targeted to young people	Civic Services	✓
Develop and deliver community programs, partnerships, information and learning programs designed to create wide opportunities for all	Target lifelong learning resources and programs to improve skills in financial literacies; health literacies; living sustainably and promoting wellbeing	Libraries and Learning	✓
	Measure the impact of early childhood activities for libraries and childcare	Libraries and Learning	✓
	Continue and expand the adult learning volunteer program	Libraries and Learning	✓
	Target lifelong learning for community governance workshops to support CN and community volunteer organisations	Libraries and Learning	✓
	Actively develop public programs targeted to a breadth of audience demographics	Art Gallery	✓
	Actively invest in education and exhibitions programs within the Museum, engaging with identified groups	Museum	✓

4.2.3 Promote recreation, health and wellbeing programs

Support and encourage use of recreation and leisure opportunities	Raise public awareness of water safety issues through a targeted education program	Parks and Recreation	✓
Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals	Continue the existing Responsible Pet Ownership program, to have three to four community events per year in collaboration with RSPCA and other stakeholders	Transport and Compliance	✓

Key Performance Indicators

Quarterly indicators	Results
Volunteer satisfaction with programs	✓
Annual measures	Results
Deliver a minimum of four targeted lifelong learning resources and programs	✓
Increase the number of education and exhibition programs with identified groups	✓
Maintain the number of community projects funded annually through grants and sponsorship programs	✓
Community (%) who feel welcomed/ connected with your local community **	✓
Community (%) who agree Newcastle's Civic Theatre, Art Gallery, Libraries and Museum facilities play a primary role in the development and promotion of culture in Newcastle **	✓
Complete the agreed number of public engagements with responsible pet ownership events	✓

** Survey question wasn't asked due to COVID-19, 2018/19 data has been used.



A critter encounter at Blackbutt Reserve for families attending a Count Us In Newcastle event hosted by Families Supporting Families.



Liveable Built Environment

An attractive city that is built around people and reflects our sense of identity.

Community objectives

- 5.1 A built environment that maintains and enhances our sense of identity
- 5.2 Mixed-use urban villages supported by integrated transport networks
- 5.3 Greater diversity of quality housing for current and future community needs
- 5.4 Sustainable infrastructure to support a liveable environment



Highlights of Liveable Built Environment

730 Heritage listings

8 Heritage conservation areas

33 Archaeological areas and structures



Mean net determination times for Development Applications (DAs)

42 days



Average number of DAs received per month

137



No. of DAs and value of works

Approved	1,309	\$807 million
Determined	1,645	\$1.14 billion



Average value of DAs approved per month

\$67 million

Supporting our strategic directions

Our strategies and plans

Local Strategic Planning Statement

Heritage Strategy 2020-2030

Aboriginal Heritage Management Strategy 2018

Newcastle Local Housing Strategy 2020

Local Environmental Plan

Development Control Plan

What we did

Heritage Strategy gets a tick from community and Council

CN is better placed to protect, promote and restore Newcastle's 700 heritage items, eight heritage conservation areas and 23 archaeological sites following the adoption of an updated Heritage Strategy.

The Heritage Strategy 2020-2030 was endorsed by Council on 27 October 2020 and sets the vision, objectives and measurable outcomes to protect and promote heritage in Newcastle as well as providing a framework for managing the city's historic assets.

The draft Heritage Strategy was placed on public exhibition from 15 June to 27 July 2020. Fifty-five written and online submissions were received from the community and organisations such as the National Trust.

Bird's-eye view of Development Applications

It's now much easier to find information on Development Applications (DAs) using our new interactive online map. Click on the Development Map link on our home page newcastle.nsw.gov.au

You can use the map to find information regarding current DAs, modifications, reviews and Complying Development Certificate's, as well as all development determinations made in the past 12 months. Locations are marked on a Google Earth-style map, with a pin showing properties, street names, suburbs and local landmarks.

The coloured markers represent applications on exhibition (yellow), pending (blue), approved (green) or refused (red) in the past 12 months. The pins contain hyperlinks to the traditional application tracker where you can view application details and documents.

Our achievements

- ✓ Appointment of Urban Design Review Panel
- ✓ Heritage Strategy adopted by Council
- ✓ Local Housing Strategy adopted by Council
- ✓ LSPS adopted by Council
- ✓ 1,309 Development Applications approved
- ✓ DA lodgements up 22%
- ✓ DA determinations up 15%
- ✓ DA net assessment times fell by 25% to 42 days
- ✓ 1,040 mandatory construction inspections conducted
- ✓ 361 flood certificates issued
- ✓ 162 subdivision certificates issued
- ✓ 887 new rateable properties created
- ✓ 1,517 environmental health inspections completed
- ✓ 922 fixed food premises inspected
- ✓ 1,121 COVID-19 compliance inspections in relation to food, skin penetration, public pools and boarding houses
- ✓ City Hall sandstone restoration now complete

Local Housing Strategy (LHS)

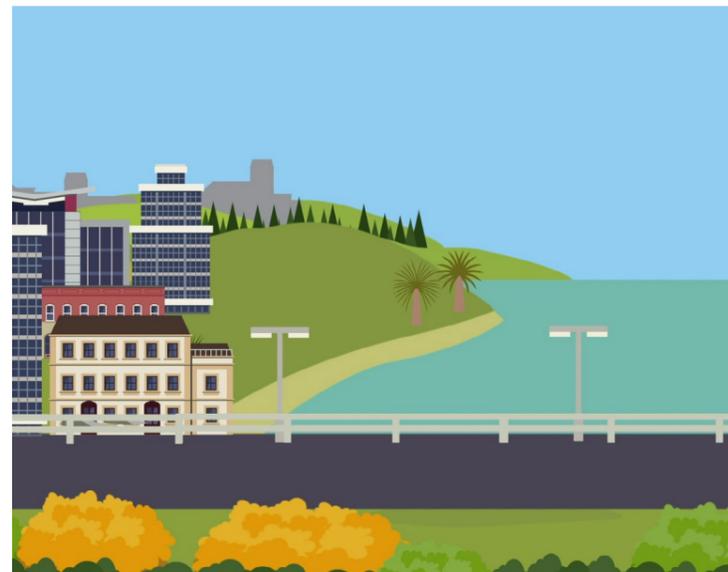
Council adopted the LHS at its meeting in November 2020.

The LHS provides CN's 20-year vision and sets up a planning framework for the supply of affordable, accessible and sustainable housing.

The LHS is a key component of the suite of land use planning strategies that guide development in Newcastle. It is our local response to the housing actions contained within NSW government planning documents.

Housing in Newcastle continues to evolve and change from the workers' cottages of the pre-war era of the 1800s to the beachside homes and garden suburbs of the 1940s and 50s, through to our newer suburbs in the west with larger houses built on larger lots.

The LHS sets the framework for the provision of housing across the Newcastle LGA over the next 20 years. It ensures that new housing respects existing and desired local character and encourages all types of housing to promote affordability, accessibility and sustainability. The Department of Planning, Industry and Environment has also recognised and endorsed our LHS.



Stills from housing game House We Built CN created with UON

Local Centre upgrades

Through our Local Centres Public Domain Program we are delivering upgrades to commercial centres across the city.

These upgrades improve pedestrian safety as well as the look and feel of the area through new roads and footpaths, tree planting, and new street furniture.

Construction at Joslin Street, Kotara, and Llewellyn Street, Merewether, was completed in March 2021. Design is underway at Blackbutt Village on Orchardtown Road, New Lambton, and Mitchell Street, Stockton. In Wallsend we are delivering a range of upgrades, with improvements at the intersection of Cowper Street and Kokera Street.



Newcastle Ocean Baths' pools set for upgrade

We're progressing with the much-needed upgrade to the 98-year-old Newcastle Ocean Baths.

The community has provided feedback about what's important to them as we undertake these essential upgrades to Newcastle Ocean Baths' pools, like retaining the iconic boardwalk, maintaining the historic sand bottom, and improving accessibility.

Community consultation and assessments continue for the upper concourse and pavilion section of the project.

Gregson Park Masterplan engagement

CN is developing a masterplan to guide future improvements to Gregson Park. We recently engaged with key stakeholders and over 800 members of the community, who suggested what they'd like to see there in the future. This included improvements to amenities and playspace, retention of fig trees and European heritage items, Indigenous cultural interpretation, upgraded footpaths, open grass areas, community gardens and areas for events and pop-up activities. We're using this information to help develop the draft masterplan, which we'll seek community feedback on early next year.

Council Street, Cooks Hill, unveiled after \$6 million overhaul

CN completed a \$6 million upgrade of Council Street with 8,000 new street plants, 18 new trees, additional parking spaces, public art and stormwater improvements at the heart of Cooks Hill's eat street.

The project included replacing aged underground drainage with a new stormwater drain almost three metres wide, taking rainwater from the local area to Cottage Creek.

Improved traffic management flow has also been created by removing the roadblock on Council Street to allow one-way traffic to flow through, enhancing the functionality of the street for motorists, pedestrians and facilitating more active modes of transport with a cycleway.

The new traffic arrangements will improve safety by discouraging illegal U-turns at the Darby Street and Council Street intersection, and significantly reducing the street crossing distances for pedestrians, while delivering seven additional parking spaces.

Completion of Newcastle City Hall restoration

In June 2021, Australia's Head of State joined Newcastle officials, key project stakeholders and esteemed guests in marking the completion of the exterior restoration works to Newcastle City Hall.

His Excellency General the Honourable David Hurley AC DSC (Retd), Governor-General of the Commonwealth of Australia, and Her Excellency Mrs Linda Hurley attended the civic ceremony, which included a commemorative plaque unveiling and performances by the Australian Army Band Newcastle, the Marching Koalas youth marching band and the University of Newcastle Choir.

CN invested \$20 million in the project, completed in stages under the Newcastle City Hall Conservation Management Plan adopted by Council in 2008, including works to the clock tower and the building's iconic sandstone facade to preserve this important piece of history for many years to come.

Originally opened in 1929, Newcastle City Hall is a rich part of our city's history and one of our most unique and prestigious buildings, setting the scene for many special events such as weddings and school formals.

How we performed

Total Initiatives

100%

Of Initiatives completed or on track



● Monitor	0 0%
● On Track	18 100%
● Off Track	0 0%
● No Targets Set	0 0%

Total Key Performance Indicators

100%

Of KPIs completed or on track



● Monitor	0 0%
● On Track	12 100%
● Off Track	0 0%
● No Targets Set	0 0%

5.1 A built environment that maintains and enhances our sense of identity

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
5.1.1 Protect, support and promote our unique built and cultural heritage			
Ensure compliance with environmental planning regulations	Undertake investigations into alleged breaches of planning laws, fire safety and development consents. Promote awareness of policy, procedure and laws to encourage voluntary compliance	Regulatory, Planning and Assessment	✓
Ensure we protect and maintain our unique built and cultural heritage infrastructure	City Hall restoration - restore the Northern façade of City Hall, along with the remaining western façade	Assets and Projects	✓
	Increase community access and use of Civic Theatre, Playhouse and City Hall	Civic Services	✓
	Maintain interiors and facilities of City Hall and Civic Theatre	Civic Services	✓
	Operate selected CN venues as venue hire, balancing community access and revenue generation to offset venue operational costs	Civic Services	✓

5.1.2 Ensure our suburbs are preserved, enhanced and promoted, while also creating opportunities for growth

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
The land use pattern will reinforce mixed use centres, educational nodes, opportunities for technology-based businesses, supported by integrated transport	Implement the Local Strategic Planning Statement as required in the Environmental Planning and Assessment Act 1979	Regulatory, Planning and Assessment	✓

5.1.3 Facilitate well designed and appropriate scale development that complements Newcastle's unique character

Protect and enhance heritage buildings, streetscapes, views and key features, as well as, encouraging building innovation	In the assessment of development applications ensure development is consistent with the principles in CN's Local Strategic Planning Statement, including ensuring development addresses public spaces and is scaled for the pedestrian to provide vibrant and activated public spaces	Regulatory, Planning and Assessment	✓
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5.2 Mixed-use urban villages supported by integrated transport networks

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
5.2.1 Plan for concentrated growth around transport and activity nodes			
Implement the recommendations of CN's Parking Study and Parking Management Action Plan	Provide improved access and management of on-street parking spaces across Newcastle consistent with CN's adopted Parking Management Framework	Transport and Compliance	✓
	Implement the recommendations of CN's Permit Parking Guidelines, consolidating control of all CN's parking permits into one management area	Transport and Compliance	✓
Promote integrated, sustainable, long-term planning for Newcastle	Implement the priority actions in the Greater Newcastle Metropolitan Plan 2036	Regulatory, Planning and Assessment	✓
	Implement the actions in the Wickham Masterplan to deliver on the vision to create a diverse and dynamic mixed-use neighbourhood	Regulatory, Planning and Assessment	✓

5.2.2 Plan for an urban environment that promotes active and healthy communities

Implement the actions from the Live Music Strategy	Investigate options for planning controls for governing noise	Regulatory, Planning and Assessment	✓
Raise fire safety awareness of all property owners and managers, tenants and business operators	Promote and encourage voluntary compliance with fire safety regulations through submissions of Annual Fire Safety Statements and through the Fire Safety Statement Program	Regulatory, Planning and Assessment	✓

5.3 Greater diversity of quality housing for current and future community needs

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
5.3.1 Ensure sufficient housing diversity to meet community needs, including affordable and adaptable housing options			
Promote fire safety in medium to high density boarding houses	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	Regulatory, Planning and Assessment	✓
Ensure sufficient housing capacity for our future population	CN to participate in the Urban Development Program established by the Department of Planning and Environment to monitor delivery of housing in the Lower Hunter	Regulatory, Planning and Assessment	✓
Facilitate affordable living	Implement CN Affordable Living Plan	Regulatory, Planning and Assessment	✓

5.4 Sustainable infrastructure to support a liveable environment

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
5.4.1 Advocate for implementation of energy and resource efficiencies in new developments			
Improve energy and resource efficiency in new developments	Use strategy documents in the Development Control Plan to guide new developments which set minimum planning requirements	Regulatory, Planning and Assessment	✓
5.4.2 Plan, provide and manage infrastructure that continues to meet community needs			
Implement best practice asset management to deliver sustainable services	Prioritise renewal of infrastructure to deliver desired levels of service	Assets and Projects	✓

Key Performance Indicators

Annual measures	Results
Community (%) who agree there is a good mix of housing types (large and small single dwellings, apartments, units in their local suburb)	✓
Community (%) who are satisfied with the quality of heritage conservation (Target 56%)	✓
Proportion (%) of houses within 800m of a public transport stop (delayed due to COVID-19) **	✓
% of development applications notified in accordance with the Development Control Plan	✓
% of development applications that have information available on the web site, that complies with the GIPA	✓
80% of food premises satisfactory on first food inspection for the year	✓
Community (%) who agree there is sufficient land available for different types of businesses to establish and grow	✓



Joslin Street local centre upgrade, Kotara.



Smart and Innovative

A leader in smart innovations with a prosperous, diverse and resilient economy.

Community objectives

- 6.1 A vibrant, diverse and resilient green economy built on educational excellence and research
- 6.2 A culture that supports and encourages innovation and creativity at all levels
- 6.3 A thriving city that attracts people to live, work, invest and visit



4 QUALITY EDUCATION 	6 CLEAN WATER AND SANITATION 	7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	17 PARTNERSHIPS FOR THE GOALS



Highlights of Smart and Innovative

 **3,850**
Lean In Newy downloads

2,603
Newcastle Libraries REAL
podcast series downloads 

Total combined
followers 
255,799

20,300 people provided
feedback on plans, projects and
activities

 **72,272**
visits to our
Have You Say page 

Launch of the Digital Library

59,105 people through the door

141 podcast room bookings

43 tours (not including school holidays or school groups)

15 school holiday programs

13 afterhours literary, history and innovation events

15 school groups (including home schooling and specialised workshops).

Rooftop solar

800 KW of Solar PV installed

across **16** key CN sites

additional **100** Kilowatts being installed

battery storage systems installed at **5** sites

 **Summerhill Solar Farm**

5 Megawatt Solar PV system

14,500 panels

Generated **6,909 MWh**



We sourced 100% of our electricity from renewable sources

 **3** E-Transit Hubs with a total of 11 electric vehicle charge points

Supporting our strategic directions

Our strategies and plans

Smart City Strategy 2017–2021

Economic Development Strategy 2021–2025

Events Plan 2016–2019

Destination Management Plan 2021–2025

Newcastle Libraries Strategy 2019–2023

What we did

NSW's most digitally advanced library

The most digitally advanced library in NSW opened in September 2021 on level one of CN's new Customer Service Centre in Newcastle West.

The Digital Library offers visitors a range of state-of-the-art digital technologies, including a podcasting studio and a 4.5m x 1.6m interactive digital wall, which tells the story of local suburbs and displays videos promoting the city, Google Earth, various live streams and a host of other learning materials.

The Digital Library also includes an industrial 3D printer, a programmable robot, and only the second digital multimedia 'Magic Box' anywhere in the world, which provides a hands-free way of reading the more than 400,000 items in the City's Heritage Collections, including about 1,500 rare books.

The process of borrowing and returning an item is also fully automated, allowing library staff to dedicate time to enabling digital learning rather than being behind a desk. Large touch screens offer up digitised copies of more than 6,000 newspapers and magazines from 123 countries around the world. The Library has been designed so that the space can be quickly converted to a Council Chamber for the twice-monthly evening meeting of councillors.

Our achievements

- ✓ Economic Development Strategy adopted by Council
- ✓ Connect to free wi-fi at 60 of the city's 150 smart poles
- ✓ A network of enviro-sensors have been installed to monitor air quality, temperature and humidity, providing real-time data to understand issues such as urban heat island effects
- ✓ 28 events sponsored by CN to activate our city
- ✓ Undertook SDG project with Newcastle Youth Council to produce a podcast series 'Tomorrow's Future Today - Youth Action for the Sustainable Development Goals'
- ✓ The Museum engaged 422,430 people via digital platform
- ✓ There were 853,943 EasyPark transactions in 2020/21 compared to 634,382 in 2019/20 representing an increase of 35%
- ✓ Libraries launched Heritage Collection Digitisation Lab equipped with a digitisation robot
- ✓ Libraries launched New Magic Box and Storywall technologies to interpret heritage collections
- ✓ Launch of What's On Website
- ✓ CN invested almost \$400,000 in training programs to help 15 local businesses through CN's tourism mentoring program

Lean In Newy app launched

The Lean In Newy app was launched 3 June 2020, it allows everyday people to help local businesses struggling through the COVID-19 pandemic.

Lean In Newy connects organisations that need support with people wanting to help, while providing added encouragement through discounts redeemable at local businesses. If a charity requests help for a service, a person can nominate themselves to fulfil that request. In return, they receive reward points that are redeemable at participating stores to purchase an item. The app had 3,850 downloads and 7,556 challenge participations in the period July to June 2021.

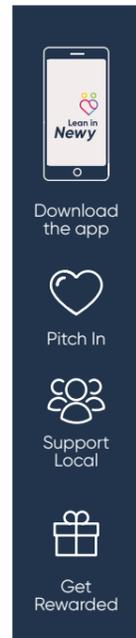
City launches first one-stop shop for grant funding

CN is making it easier for the community to access more than 1,000 grant funding opportunities through a new online service, Newcastle Grant Finder.

Newcastle Grant Finder provides a comprehensive listing of funding opportunities available to local businesses, community groups, sporting clubs, not-for-profits and individuals.

Newcastle Grant Finder identifies funding opportunities in the area from state and federal governments and agencies, not just those provided by CN, presenting a one-stop search tool with self-service functionality for users to track, bundle, save and create alerts.

Newcastle Grant Finder is the first online service of its kind in Newcastle and will see more funding flow to worthy causes as part of CN's digital transformation to make its services more efficient and effective for the community.



Launch of New Move and 10,000 Reasons campaign

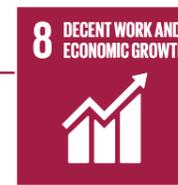
CN is incentivising talented and community-minded Australians to relocate to the city with a \$10,000 grant available for up to 30 innovative and accomplished entrepreneurs.

New Move was launched as an economic development initiative to attract people from Australia's capital cities to relocate and invest in Newcastle, with independent economic modelling estimating the program could create up to 75 new jobs and \$25 million in local economic output.

The New Move program is targeted at a metropolitan audience and provided 30 successful applicants, who met the eligibility criteria, with a \$10,000 relocation grant to be spent within the Newcastle LGA, in addition to a tailored program of ongoing networking opportunities and support.

The New Move program is funded by CN within its existing economic development budget and was supported by a unanimous resolution of Council in December 2020.

Unlike previous regional relocation grants offered by other levels of government, New Move is highly targeted and includes ongoing networking to ensure new residents have the best opportunity to deliver economic and social returns to the city.



Launch of Dedicated Veterans Employment Program

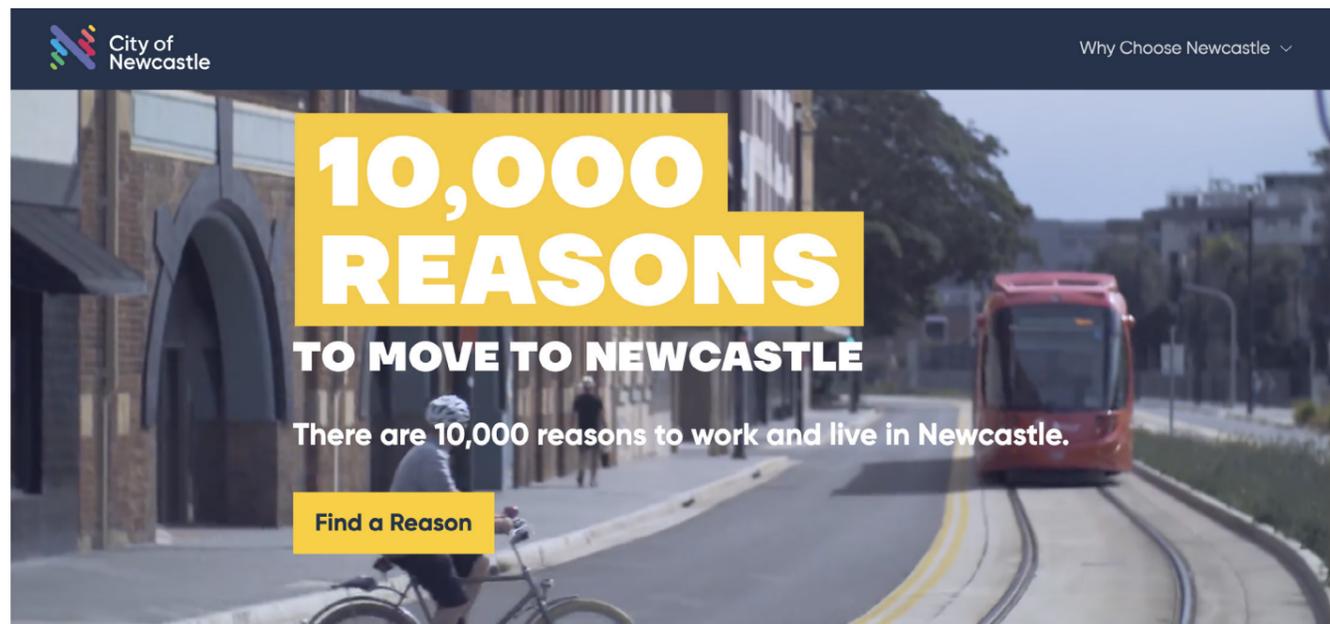
A dedicated program aimed at supporting veterans to pursue a career in local government was launched by CN in April 2021.

The CN Veterans Employment Program, developed in collaboration with the NSW Office for Veterans Affairs and United Services Union, provides dedicated advice and guidance to both veterans and employing managers about matching skill sets, supporting veterans through the recruitment process, and providing tailored feedback to ex-service personnel.

Resources include a detailed 'rank to grade guide', aimed at helping veterans and hiring managers understand how Australian Defence Force skills and experience align with local government jobs, a dedicated guide to preparing job applications and resources to assist through the recruitment process.

CN has an enormously diverse workforce, catering to a wide range of skills and backgrounds, making local government a great career opportunity for ex-service personnel, no matter their rank or experience.

The Office for Veterans Affairs, working closely with CN, will provide strong support and assistance throughout the entire recruitment process.



How we performed

Total Initiatives

100%

Of Initiatives completed or on track



Total Key Performance Indicators

100%

Of KPIs completed or on track



6.1 A vibrant diverse and resilient green economy built on educational excellence and research

Delivery Program objective	Operational Plan action 2020/2021	Responsibility	Status
6.1.1 Recognise and strengthen Newcastle's role as a regional capital and hub for industry, education, health, business, personal, tourism, port and logistics services	Embrace digital platforms to broaden audiences for culture	Invest in digital platforms to broaden and deepen audience engagement in the Art Gallery	Art Gallery ✓
		Invest in digital platforms to broaden and deepen audience engagement in the Museum	Museum ✓
Promote the lifestyle and cultural values of Newcastle as a place to work, invest and live	Develop an opportunities prospectus to promote Newcastle as the perfect business and lifestyle location nationally and internationally	Major Events and Corporate Affairs	✓
	Participate in the United Nations Compact City Partnership program	Corporate and Community Planning	✓

6.1.2 Attract new business and employment opportunities

Continue to work with the NSW Government to promote revitalisation of the city centre and attract new investment, business and jobs	Gather and analyse economic and industry information to identify gaps and business opportunities	Corporate and Community Planning	✓
Strengthen the existing commercial, activity, service and employment centres	Continue to deliver the Local Centres Public Domain Program to foster new growth in local centres	Assets and Projects	✓

6.2 A culture that supports and encourages innovation and creativity at all levels

Delivery Program objective	Operational Plan action 2020/2021	Responsibility	Status
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6.2.1 Support and advocate for innovation in business, research activities, education and creative industries

Increase support for, and engagement with, local artists, innovative thinkers, academic creatives and cultural practitioners	Support development of artists and practitioners through mentoring and professional placements	Art Gallery	✓
	Establish program for tertiary students in cultural disciplines and professional practitioners, to view ticketed programming at reduced prices	Museum	✓
	Develop a specific Library IT Infrastructure Plan	Libraries and Learning	✓
	Support and encourage innovation and creativity at all levels	Libraries and Learning	✓
	E-Smart Library that fosters digital Citizenship	Libraries and Learning	✓
Continue to facilitate innovative ecosystem development projects	Support the strategic development of the regional incubator collaborative project and the iQ series of events	Corporate and Community Planning	✓

6.2.2 Support and advocate for the small business sector

Continue to build on and promote Newcastle's advantages in education, health, energy research and smart city initiatives	Deliver the Newcastle Living Lab Framework to promote technology innovation trials and research	Corporate and Community Planning	✓
	Continue to expand smart city infrastructure including smart poles, wi-fi and sensor networks	Corporate and Community Planning	✓
	Deliver a range of digital platforms that can collect, analyse and present data including portal, app, dashboard and city intelligence platform	Corporate and Community Planning	✓

6.3 A thriving city that attracts people to live, work, invest and visit

Delivery Program objective	Operational Plan action 2020/2021	Responsibility	Status
6.3.1 Facilitate events and festivals that attract visitors and support the local economy			
Maintain a diverse program of events to appeal to a broad audience that build on Newcastle's assets	Deliver the annual CN Event Sponsorship Program	Major Events and Corporate Affairs	✓
	Support events via provision of Visitor Services to increase visitor nights and expenditure	Civic Services	✓
	Support industry through training opportunities and increase visitor experience	Civic Services	✓
Build cultural tourism by presenting events that celebrate the city and contribute to its identity	Develop local stories in our Art Gallery and build Newcastle's cultural identity	Art Gallery	✓
	Tell the stories of Newcastle through a variety of mediums and technologies in collaboration with other CN units and community	Museum	✓
6.3.2 Work with the tourism sector to further develop Newcastle as a visitor and event destination			
Implement the Destination Management Plan	CN to continue its leadership role in developing the visitor economy	Major Events and Corporate Affairs	✓
Continue to work on researching and promoting sector infrastructure issues, including accommodation, and conference facilities	Maintain the visitor website as well as print promotions such as maps and self-guided tours	Major Events and Corporate Affairs	✓
Utilise economic and business information to track city and key industry trends	Investigate the visitor services model	Major Events and Corporate Affairs	✓
Continue to identify signature events and experiences for the Newcastle community and our visitors	Promote Newcastle as a destination for business, association and professional conferences and events	Major Events and Corporate Affairs	✓
6.3.3 Work with businesses, planners and government at all levels to facilitate key infrastructure to support business growth			
Work with our community, business sector and government to identify and facilitate key infrastructure projects	Continue to support the development of Newcastle Airport and expansion of national and international routes	Major Events and Corporate Affairs	✓
6.3.4 Foster a collaborative approach to continue city centre renewal			
Revitalisation of our city centre to provide the standard of facilities necessary to attract people to live, work and play in Newcastle	Deliver economic development and activation projects across the city	Corporate and Community Planning	✓

Key Performance Indicators

Annual measures	Results
Increase the number of visitors to Newcastle *	✓
Maintain economic values of grants provided by the Events Sponsorship Program *	✓
Increase the number of visitors to visitnewcastle.com.au	✓
Maintain the number of major events held in Newcastle *	✓
Improve awareness of CN's new brand	✓

*These indicators have not been considered due to COVID-19



Open and Collaborative Leadership

A strong local democracy with an actively engaged community and effective partnerships.

Community objectives

- 7.1 Integrated, sustainable long-term planning for Newcastle and the Hunter region
- 7.2 Considered decision-making based on collaborative, transparent and accountable leadership
- 7.3 Active citizen engagement in local planning and decision-making processes and a shared responsibility for achieving our goals
- 7.4 A local government organisation of excellence



5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS 			



Highlights of Open and Collaborative Leadership



3,034

visitors to our customer counter

2,727

webchats



91%

customer satisfaction with webchat conversations

33 engagement projects



72,272

visitors to our engagement site

launched 'Whats on' Website with over **169k** visits since March 2021



1,900

people participated in our quarterly community surveys

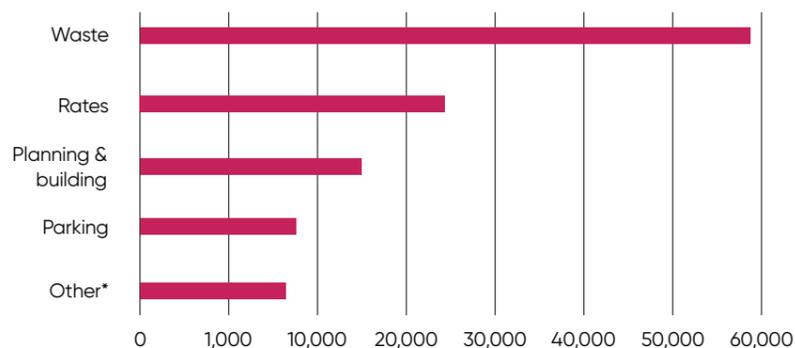
CN's website approx **85k** visits per month



129,120

calls made to CN

Top reasons why customers contacted CN



* includes; roads, planning certificates (generally required when selling a property), animals, trees, public health and traffic.

Supporting our strategic directions

Our strategies and plans

Customer Experience Strategy 2020- 2025

Open and Transparent Governance Strategy 2017

Information and Communication Technology Strategic Plan 2018-2020

Asset Management Strategy 2018-2027

Aboriginal Employment Strategy 2013-2017

Long-Term Financial Plan 2018-2027

Workforce Management Plan 2018-2022

What we did

City supports accredited training for COVID-19 affected workers

Newcastle small business workers had access to free accredited online training as part of a CN initiative delivered through TAFE NSW, the University of Newcastle and Novaskill.

The training packages included a focus on customer behaviour, digital and social media marketing, management and finance, and were part of the CN response to the economic impact of COVID-19.

Training on business innovation and growth, community engagement, and leadership skills was also covered within the 14 online programs offered.

Newcastle's business community has been hit hard by the pandemic and the prolonged period of slower economic activity that has followed.

The training was targeted at providing local businesses and their staff with an ongoing benefit during the recovery phase and beyond, as the economy returns to a 'new normal' state.

Our achievements

- ✓ 172 seconds average wait time for the customer call centre
- ✓ Delivery of five Economic Development Sponsorships and 16 Boost Your Place projects
- ✓ Held 17 community placemaking sessions at Beresfield, Hamilton and Hunter Street (Mall)
- ✓ The 2019/2020 Annual Report won gold at the Australasian Reporting Awards
- ✓ 27 Service Asset Plans completed, capturing community service expectations
- ✓ Received 2,727 webchat conversations and an average 91% customer satisfaction rating
- ✓ Engaged with over 20,300 people on 33 projects
- ✓ Celebrated achievement by gifting 1,207 vouchers to staff
- ✓ Received 97% positive responses from visitors to Customer Service Centre
- ✓ Had an increase of visits from 46,382 to 72,272 in 2020/21 on the Have Your say page
- ✓ ELT endorsed CN's first Customer Experience Strategy and prioritised funding for an implementation program
- ✓ 99% customer satisfaction rating for level one experience

CN continues to provide high-quality customer service to the community

Following the forced closure of our counter service from late March 2020 as a result of COVID-19, face-to-face services resumed in September 2020 from the new service at Stewart Avenue with our team assisting 224 customers in the first four weeks of operations.

A survey kiosk was implemented to capture customer feedback on their experience and interaction in the Customer Service Centre and Digital Library with 99.1% positive responses.

Phone services continued as normal throughout the pandemic with 129,120 calls received during 2020/2021. Customer Service Officers provided critical public health information and updates to the community on changes to services and facilities. Continuity across all customer service requests and application registrations was successfully maintained via phone and digital channels without any impact to service quality. Where required, applications were revised to allow for phone submissions for those members of the community who either were not comfortable with or did not have access to digital channels.

Council holds first meeting in new chamber

CN marked a milestone with the first Ordinary Council Meeting held at the new chambers at the City Administration Centre in October 2020.

The meeting was the first held at a location outside of City Hall and, due to COVID-19 safety precautions, it utilised a hybrid format with councillors having the option to attend the Chamber in person or log in to the meeting remotely via video conferencing.

Remote participants were visible and audible to the participants in the chamber via two large ceiling-mounted screens and a speaker system.

CN commended for rapid response to COVID-19

CN's timely and targeted response to COVID-19 has been praised as best practice crisis leadership, delivering clear and measurable benefits to the community and local business.

An independent assessment by the Hunter Research Foundation (HRF) Centre at the University of Newcastle reported that CN 'acted quickly and decisively' in developing its Community & Economic Resilience Package (CERP), which was announced on 20 March last year, almost two weeks before New South Wales went into lockdown.

The \$5.5 million package was unanimously endorsed by councillors on 24 March, a week before the Federal Government announced its own rescue package for workers with the JobKeeper program.

Commissioned by CN, the HRF Centre report said the 'well-rounded' nature of the package was one of its key strengths, giving careful consideration to those most likely to be affected by the pandemic including vulnerable populations, the unemployed and small business.

Upstanding Novocastrians honoured at award ceremony

Australia's first recognised Indigenous surgeon and a passionate advocate for health equality, Associate Professor Kelvin Kong, was honoured as CN's Citizen of the Year 2021.

As one of only three Indigenous surgeons in the country, Dr Kong is passionate about addressing the disparity in health outcomes between Indigenous and non-Indigenous children. Each year, he spends time working in remote Australian communities, providing access to quality healthcare that would otherwise be limited or unavailable.

Professional netballer Samantha Poolman was awarded Newcastle's Young Citizen of the Year 2021.

Samantha was recognised for her contributions to women and girls in sport, representing Newcastle in the Giants netball team at the sport's most elite level. She is also an ambassador for the Confident Girls Foundation, inspiring and empowering a new generation of young netballers.

This year CN also awarded a Senior Citizen of the Year accolade to Jaci Lappin, CEO of Carrington Bowling Club, for her dedication to providing a safe, inclusive space for the community to gather, enriching the city's vibrant social tapestry through a range of community activities. This became even more significant at the height of the COVID-19 pandemic when social isolation was prevalent.

Taking out Community Group of the Year 2021, Hamilton Business Association was recognised for its commitment to the betterment of the Hamilton community, and the Association's renewed sense of purpose to attract people to the Beaumont Street precinct and surrounds.

Hamilton Business Association continues to work closely with CN during the COVID-19 pandemic to ensure the community's safety, a partnership from which the Live Spots initiative was born, helping local musicians recover from the pandemic's economic impact.



City calls on the community to shape 2040 vision

The services and facilities required in 2040 are being explored as CN prepares a new Community Strategic Plan on behalf of the community.

The new CSP, Newcastle 2040, identifies the community's main priorities and aspirations for the future. It is important that residents, ratepayers, businesses and community groups from across Newcastle work with CN in planning for the next decade and beyond.

CN has undertaken face-to-face and online engagement asking the community to consider what they want in the Newcastle 2040 CSP.

The current Community Strategic Plan, Newcastle 2030, was developed in 2010, when the iPhone 4 was the latest technology and Eminem was at the top of Australia's music charts. A lot has changed and there are new and emerging megatrends that must be considered.

CN looks forward to listening to and learning from the community and has received ideas from school students to seniors and everyone in between.



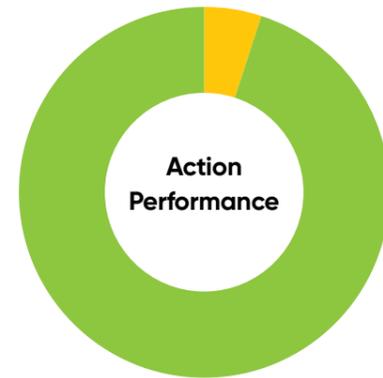
4,800+
people
engaged
during
35+ events
and
activities

How we performed

Total Initiatives

93%

Of Initiatives completed or on track



Monitor	5	7%
On Track	73	93%
Off Track	0	0%
No Targets Set	0	0%

Total Key Performance Indicators

100%

Of KPIs completed or on track



Monitor	0	0%
On Track	7	100%
Off Track	0	0%
No Targets Set	0	0%

7.1 Integrated, sustainable long-term planning for Newcastle and the region

Delivery Program objective	Operational Plan action 2020/2021	Responsibility	Status
7.1.1 Encourage and support long term planning for Newcastle, including implementation, resourcing, monitoring and reporting			
Implement the Integrated Planning and Reporting framework	Develop and deliver a three-year Delivery Program detailing the objectives which are aligned with achieving our CSP	Corporate and Community Planning	✓
	Adopt an Operational Plan that clearly details and shows accountability for the actions taken to achieve the Delivery Program and CSP	Corporate and Community Planning	✓
	Develop Resourcing Strategies that support our Delivery Program and Operational Plan	Corporate and Community Planning	✓
	Development of a risk-based management approach to managing the Waste Services Unit	Waste Services	✓

7.1.2 Ensure long-term financial sustainability through short, medium- and long-term financial planning

Review and incorporate the financial strategies underpinning all short- and medium- term plans into the Long-Term Financial Plan	Ensure the management of CN's budget allocation and funding alternatives are compliant with our policy and relevant legislation to ensure the long-term financial sustainability of the organisation	Finance	✓
	Co-ordinate and update CN's 10 years Long Term Financial Plan	Finance	✓
	Improve investment performance of CN's reserves funds within agreed risk	Finance	✓
Effectively and efficiently manage financial operations, systems and information	Manage, monitor and review CN's financial performance in accordance with the Financial Reporting Framework	Finance	✓
	Ensure the rates and charges for the financial year are levied and collected in accordance with relevant legislation, whilst also incorporating rates assistance provisions	Finance	✓
	Ensure timely and accurate management of accounts payable, logistics, purchasing and financial authorisations to provide both internal and external customers with a high level of service	Finance	✓

7.2 Considered decision-making based on collaborative, transparent and accountable leadership

Delivery Program objective	Operational Plan action 2020/2021	Responsibility	Status
7.2.1 Conduct Council business in an open, transparent and accountable manner			
Maintain a strong ethical culture and high standard of conduct	Councillors, the CEO and CN's senior staff are expected to demonstrate, through both their words and actions, commitment to the Code of Conduct	Legal	✓
	Education and training for both councillors and staff to ensure they appropriately understand their governance obligations	Legal	✓

Provide open and accessible government information as well as a commitment to the protection of privacy	Processing all formal access applications within the statutory timeframes and in compliance with the Government Information Public Access Act	Legal	✓
	Proactively publishing more information on CN's website than is legally required and improve efficient release of information	Legal	✓
	Ensure CN meets the highest level of public disclosure regarding all dealings with officials while also meeting its obligations under the relevant privacy legislation and CN's Privacy Management Plan	Legal	✓

7.2.2 Provide timely and effective advocacy and leadership on key community issues

Provide a clear line of communications between members of the public and councillors	Release business papers to members of the public in advance of Council meetings	Legal	✓
	Keep councillors' contact details available and updated so the public can email or speak to councillors about issues scheduled to go before the elected Council prior to a Council meeting	Legal	✓

7.2.3 Establish collaborative relationships and advocate for local needs with all stakeholders

Develop partnerships and networking with community, government and business	Develop partnerships and networking with community, government and business	Corporate and Community Planning	✓
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7.3 Active community engagement in local planning and decision-making processes and a shared responsibility for achieving our goals

Delivery Program objective	Operational Plan action 2020/2021	Responsibility	Status
7.3.1 Provide opportunities for genuine engagement with the community to inform CN's decision-making			
Increase opportunities for community input into CN's decision-making processes	Review internal business processes to ensure all projects with high community impact receive appropriate community engagement	Major Events and Corporate Affairs	✓
Increase profile of community engagement as an integrated function of CN	Review the Community Engagement Policy 2013 for consideration by elected Council	Major Events and Corporate Affairs	✓

Increase engagement with hard to reach groups	Develop targeted engagement strategies to ensure feedback from hard to reach groups is incorporated in CN decision-making	Major Events and Corporate Affairs	✓
Build capacity of the organisation to be able to involve community in decision making	Promotion of community engagement toolkit throughout 2019	Major Events and Corporate Affairs	✓

7.3.2 An informed community through clear and consistent communications

Improve reputation and trust	Implement a Corporate Brand Strategy	Major Events and Corporate Affairs	✓
Provide accessible and inclusive communications	Use a range of methods and channels to ensure broad reach	Major Events and Corporate Affairs	✓
	Utilise options to increase accessibility such as translator services	Major Events and Corporate Affairs	✓
	Implement guidelines for accessible, clear and easy to read graphic design and publishing	Major Events and Corporate Affairs	✓
	Review web content to comply with Web Content Accessibility 2.0 guidelines	Major Events and Corporate Affairs	✓
Increase CN's digital and social media profile and encourage information sharing online	Develop a Social Media Style Guide that aligns with Corporate Brand Strategy	Major Events and Corporate Affairs	✓
	Produce regular print and electronic communications to inform community about CN activities, events and projects	Major Events and Corporate Affairs	✓
	Advise, implement and deliver effective communication plans and products to promote activities and services	Major Events and Corporate Affairs	✓
Enhance digital platforms	Conduct website audit on corporate website www.newcastle.nsw.gov.au to review and improve content	Major Events and Corporate Affairs	✓
Deliver open access information related to development to the public in a clear and concise manner	Prepare a Community Participation Plan to: - Increase the information made available to the public - Provide a mechanism for the public to be informed of development - Publicly notify development applications in accordance with the plan	Regulatory, Planning and Assessment	✓

7.4 A local government organisation of excellence

Delivery Program objective	Operational Plan action 2020/2021	Responsibility	Status
7.4.1 continuous improvement in services delivery based on accountability, transparency and good Governance			
Develop a culture of continuous improvement across CN	Promote continuous improvement across CN's services to increase the efficiency and effectiveness of service delivery	Corporate and Community Planning	✓
	Deliver a business improvement model for the Waste Service Unit to review and prioritise key business improvement initiatives	Waste Services	✓
Promote an organisation that eliminates or minimises risk	Maintain and adopt a risk management framework and risk management committee to appropriately identify and manage our risks	Legal	✓
	Deliver an Environmental Improvement Program to address audit and environmental risks	Waste Services	✓
Provide the community with easy to understand and meaningful information about performance of CN	Provide the community with an annual report and six-monthly progress report on the Delivery Program achievements	Corporate and Community Planning	✓
Ensure accountability for public money and high-level services	Ensure external audits of our financial reports are carried out in accordance with accounting standards	Finance	✓
Effectively and efficiently manage Depot and Fleet operations, systems and information	Provide continued improvement, support and management of CN procedures required to manage the operational works depot and provide the facilities to support the services delivered to the community	Depot Operations	✓
	Managing the operational fleet and plant to provide safe, fit for purpose and legislatively compliant assets	Depot Operations	✓
7.4.2 Provide services that deliver on sustainable community service expectations			
Ensure Asset Management Strategy and Plans capture community and service expectations	Integrate business practices with service reporting development of 20 Service Asset Plans	Corporate and Community Planning	✓

7.4.3 Provide the Community with responsive customer service

Provide our customers with simple and convenient ways to access and do business with CN	Ensure the community can access CN by phone, email and mail easily and without undue delays or effort	Customer Experience	✓
	Explore new channels for interaction with CN	Customer Experience	✓
	Review systems and processes to enable better communication with community members regarding the outcome of requests they have made	Customer Experience	✓
	Evaluate the potential for customer service improvements through a specialised call centre for waste enquiries	Waste Services	✓
Focus our customer service around the quality of service	Create and maintain a high level of customer satisfaction through all services provided at the Museum	Museum	✓
7.4.4 Maintain a high-quality workforce that is responsive to the needs of CN and the community			
Attract and retain a high quality, committed workforce	Create a positive induction/on boarding experience	People and Culture	✓
	Develop a Total Value Proposition	People and Culture	✓
	Develop and implement an improved salary system including progression framework and recognition of critical roles	People and Culture	○
	Develop and implement an improved performance and development system including recognition mechanism for high performers	People and Culture	○
	Improve employee access to flexible work arrangements	People and Culture	✓
	Relocation of the City Administrative Centre to a new high-performance Building	People and Culture	✓
	Review and update position descriptions to ensure role clarity and capacity to meet future demand	People and Culture	✓
	Review use of contingent labour to address short term needs and provide job security for permanent staff	People and Culture	✓

Invest in the capabilities of our People	Develop and implement a succession planning framework for critical (and emerging), roles and retirement planning	People and Culture	✓
	Develop and implement an improved performance and development framework including identification of career paths and access to development opportunities	People and Culture	○
	Develop and implement training to support the introduction of new and emerging technologies	People and Culture	✓
	Facilitate the introduction of mentoring arrangements	People and Culture	○
	Invest in leadership development for both current and future leaders	People and Culture	✓
Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing	Continued investment in activities to enhance our organisational culture and build courage, trust and pride	People and Culture	✓
	Implement our Diversity Management Plans, (Aboriginal and EEO Employment Strategy, Reconciliation Action Plan, Disability Access and Inclusion Plan) through integrated actions	People and Culture	✓
	Design and implement a health and wellbeing strategy	People and Culture	✓
	Continue to develop our safety culture	People and Culture	✓
Plan for our future workforce needs	Align annual vocational/tertiary program recruitment to critical roles and retirement trends identified in the Workforce Management Plan	People and Culture	✓
	Review FTE requirements and critical roles annually as part of the corporate planning process	People and Culture	○
	Develop and implement transition to retirement arrangements to facilitate knowledge transfer	People and Culture	✓
	Review true vacancies regularly to offer opportunities and flexible options for critical emerging and development roles	People and Culture	✓
Continue to develop our safety culture	Develop opportunities for improved return to work processes and collaborative inclusion	People and Culture	✓
	Develop opportunities for Work Health and Safety (WHS) mobility and ease of user access. Establish dynamic WHS statistical reporting	People and Culture	✓
	Ensure our mandatory training requirements are continuously met	People and Culture	✓

7.4.5 Support the community and the organisation through improved IT services that meet community needs

Focusing on delivering valuable services to the customer by driving seamless and effective customer engagement across multiple channels and changing into a regional information hub	Continue to meet the needs of our customers regarding our Apps and CN interfaces	Information Technology	✓
Establishing a sustainable, high performing organisation that leverages technology to enable a modern and agile workforce and translates data into actionable insights to optimise business operations	Next Generation Information and Communication Technology operating Model	Information Technology	✓
	Governance for information and Technology	Information Technology	✓
	Continue to be a Geographic Information Systems leader	Information Technology	✓
Setting a strong foundation in information and communication technology governance, weaving into all areas of CN as a reliable business partner and facilitating new opportunities for technology transformation	Data ownership and governance model	Information Technology	✓
	Review OneCouncil implementation	Information Technology	✓
	Establish integration framework	Information Technology	✓
Proactively identifying and exceeding customer expectations of the future through driving agility and connectivity, and ultimately supporting the evolution of Newcastle into one of the leading local governments nationally	Implement smart city technology foundation	Information Technology	✓

Key Performance Indicators

Annual measures	Results
Maintain in-person contact survey rating of 74% *	✓
Increase social media followers	✓
Community (%) who agree City News is informative in updating you about what CN is delivering in our city **	✓
Community (%) of awareness for CN's regular newsletters **	✓
Community (%) satisfied with CN's performance **	✓
Community (%) who agree that CN's information is easy to access from our website **	✓
Increase community awareness of Our Budget document	✓

* adjusted due to COVID-19.

** Survey question wasn't asked due to COVID-19, 2018/19 data has been used.

Our statutory reporting



Novocastrian Park playground replacement, New Lambton

Governance

Government Information (Public Access) Act (GIPA Act)

1. Review of proactive release program – Clause 8(a)

Under Section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Details of the review carried out by the agency under Section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review. CN undertook the following initiatives as part of the review of its proactive release program for the reporting period:

Increased use of social media to share information and interact with our community. Growth on our channels has continued with more than 80,000 followers on CN's Facebook, LinkedIn, Twitter accounts and more than 100,000 on its tourism channels (Visit Newcastle Facebook, Instagram)

Monitoring matters of public interest to review whether Council can proactively release information about the matter

Reviewing the information published on CN's website to ensure that the information is up to date, informative and relevant

COVID-19 information – dedicated section on CN's website to provide timely and accurate updates on CN's response to the pandemic, including changes to services and CN's Community & Economic Resilience Package

Community engagement and published public exhibitions for feedback on CN's dedicated Have Your Say webpage, including:

CN's strategies and plans including the Community Strategic Plan (Newcastle 2040, Economic Development Strategy, Destination Management Plan, Local Housing Strategy, Climate Action Plan, Newcastle After Dark Community, Patron and Resident surveys, Heritage Strategy, Social Infrastructure Strategy, Our Budget 2021/2022)

Infrastructure and capital works projects (Shortland Local Centre, Mitchell Street Stockton, James Street Plaza – lighting options, Wallsend Masterplan, Throsby, Styx and Cottage Creek Flood Study, Harbour to Cathedral corridor)

Parks and recreation projects and plans (Lambton off-leash dog areas, National Park Plan of Management, Gregson Park Masterplan, Harbour Foreshore Masterplan – Preliminary concept, Wallsend Active Hub)

Coastal management and planning (Love Our Coast survey regarding coastal visitation and values, Stockton Coastal Management options, Newcastle Ocean Baths Stage 1 upgrade)

CN facilities, services and programs, including surveys to measure customer satisfaction or to assist with reporting to the community. Survey topics in 2020/2021 included: Libraries and Library infrastructure; Customer Service; Newcastle Museum and Visitor Information Centre; Waste Services; and CN's new cultural event, New Annual

Transport planning including Wallsend proposed parking changes, Cycling and Parking Plans, walking and cycling on Wharf Road (Foreshore Masterplan), consultation related to development of Pedestrian Access and Mobility Plan projects, Local Area Traffic Management projects, cycleways projects (The Junction to Merewether cycleway, and other traffic and parking projects)

Informative messages about rates, waste and illegal dumping that play while customers are waiting or on hold on the telephone to our Customer Service Centre

Increase of e-services with forms, enquiries and payment available through our website

Reports – quarterly and six-monthly performance reports on our achievements, Annual Report 20/21 highlights, with a brief video and infographic

Executive monthly finance report to elected Council available online, which outlines our income and expenditure

Tourism – release of information about initiatives and actions in the Destination Management Plan, development and distribution of visitor information collateral and sharing of data and research to support of the visitor economy, use of social media to engage visitors with local history and science at Newcastle Museum and Fort Scratchley, promotion of Newcastle Venues (upcoming events, booking information), use of the visitor website (www.visitnewcastle.com.au)

City events – program updates about New Annual Cultural Festival as well as major events hosted in Newcastle, NAIDOC Week, Youth Week, Seniors Week, beach and water safety programs

Promotion of new, upgraded and renovated facilities (such as playgrounds, dog parks at North Lambton/Islington Park, sporting facilities – ground renovation works at Mitchell Park Merewether, No. 5 and No. 6 Sportsground, new basketball courts at National Park, No 1. Sportsground redevelopment) including dedicated letterbox drops to nearby residents and businesses

Trees – National Tree Day and Planting (Mayo Street Jesmond and King Edward Park), Stevenson Park Playground and channel construction and revegetation

Landcare volunteer promotional and engagement activities

Environmental rehabilitation – stormwater upgrades to improve quality of stormwater runoff and flood mitigation. Rehabilitation (Wentworth Creek Catchment Aboriginal Heritage site protection), Rehabilitation and Restoration project (Waterdragon Creek and Ironbark Creek channel rehabilitation and revegetation project)

Stockton – foreshore rehabilitation works and sandscraping activities, onsite signage, suburb-wide letterbox drops and onsite meetings with residents to share information about emergency erosion works and long-term planning through the Coastal Management Plan

Smart city and innovation initiatives – Newcastle City app, public events (such as the IQ series) and workshops

Information on CN's relocation to the new City Administration Centre at 12 Stewart Avenue with details of investment incorporated into CN's *City News* newsletter distributed to the LGA

Information about trials being conducted to change liquor licensing conditions in Newcastle

Information about funding programs – Economic, Art and Community Grants and Sponsorships

Fortnightly e-newsletter to the Community Services Sector covering Council and Community Sector News

Information about Newcastle 500 Supercars event

Updates are also provided after each council meeting via our website and social media channels summarising the items on the agenda, and tweets throughout the meeting as decisions are made.

2. Number of access applications received – Clause 8(b)

During the reporting period, CN received a total of 119 formal access applications (including withdrawn applications but not invalid applications).

3. Number of refused applications for Schedule 1 information – Clause 8(c)

During the reporting period, CN refused a total of one access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, zero were refused in full, and one was refused in part.

Statistical information about access applications – Clause 7(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	1	2	1	0	0	3	0	0	7
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	5	5	0	5	0	6	0	5	26
Not-for-profit organisations or community groups	4	1	0	0	0	1	0	0	6
Members of the public (application by legal representative)	9	3	0	0	0	0	0	3	15
Members of the public (other)	12	15	7	1	0	3	0	4	42
Total	31	26	8	6	0	13	0	12	96

*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	1	0	0	0	0	1
Access applications (other than personal information applications)	30	24	8	5	0	13	0	12	92
Access applications that are partly personal information applications and partly other	1	2	0	0	0	0	0	0	3
Total	31	26	8	6	0	13	0	12	96

*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).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (Section 41 of the Act)	82
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	82
Invalid applications that subsequently became valid applications	57

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	0
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

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

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

	Number of occasions when application not successful
Responsible and effective government	11
Law enforcement and security	0
Individual rights, judicial processes and natural justice	19
Business interests of agencies and other persons	12
Environment, culture, economy and general matters	1
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	43

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Table F: Timeliness*

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	75
Decided after 35 days (by agreement with applicant)	5
Not decided within time (deemed refusal)	4
Total	84

*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	2	3
Internal review following recommendation under Section 93 of Act	1	1	2
Review by Anti-Discrimination Tribunal (ADT)	0	0	0
Total	2	4	6

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	1
Applicant – initiated transfers	0
Total	1



Lord Mayor and councillor expenses

The following 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 2020/2021	\$
Member fees	516,320
Official business	1,206
Overseas visits (for official business)	–
Professional development	23,695*
Australian Institute of Company Directors course fees	1,650
Annual conference	5,022
Council meeting expenses	22,254
Communication devices	3,282
Communication expenses	13,298
Other office supplies and facilities	3,989
Total	590,716

*Not included in the Audited Financial Statements

Details and purpose of overseas visits by councillors, CN staff or other persons representing Council Regulation cl 217(1)(a)

No overseas travel undertaken.

Councillor professional development

Holding elected office is a role that carries with it significant responsibilities and councillors are entrusted with the responsibility to ensure that they hold and maintain the skills necessary to exercise their functions effectively on behalf of the community.

Councils are required to report on the participation of each councillor in a professional development program during the year. The costs of professional development activities are governed by the Councillor Expenses and Facilities Policy.

Councillors participate in professional development:

Through their attendance at monthly councillor workshops. A total of 22 workshop sessions were held in the 2020/2021 period and covered a variety of topics including, but not limited to, updates on planning laws/instruments, financial and corporate planning

Through their enrolment in professional development courses.

The below table lists the number of monthly councillor workshops and additional professional development courses attended by a councillor in 2020/2021:

Councillor	Councillors who participated in a professional development program	Monthly councillor workshops		Additional individual training or other activities
		Provided (number of events)	Participated in	
Cr Byrne	✓	22	21	–
Cr Church	✓	22	18	–
Cr Clausen	✓	22	21	–
Cr Duncan	✓	22	21	–
Cr Dunn	✓	22	5	–
Cr Elliott	✓	22	13	–
Cr Luke	✓	22	18	–
Cr Mackenzie	✓	22	22	–
Lord Mayor, Cr Nelmes	✓	22	17	–
Cr Robinson	✓	22	7	–
Cr Rufo	✓	22	15	–
Cr White	✓	22	20	–
Cr Winney-Bartz	✓	22	22	–

Councillor attendance at meetings

Councillor	No. Ordinary		No. Committees		No. Extraordinary (including Council meetings and Committee meetings)		Total meetings	
	11		23		3		37	
	Absent	Attended	Absent	Attended	Absent	Attended	Absent	Attended
Cr Byrne	0	11	0	23	0	3	0	37
Cr Church	0	11	2	21	1	2	3	34
Cr Clausen	0	11	0	23	0	3	0	37
Cr Duncan	0	11	0	23	0	3	0	37
Cr Dunn	1	10	15	8	1	2	17	20
Cr Elliott	1	10	3	20	1	2	5	32
Cr Luke	1	10	5	18	0	3	6	31
Cr Mackenzie	1	10	0	23	0	3	1	36
Lord Mayor, Cr Nelmes	0	11	3	20	0	3	3	34
Cr Robinson	3	8	1	22	0	3	4	33
Cr Rufo	1	10	5	18	0	3	6	31
Cr White	0	11	0	23	1	2	1	36
Cr Winney-Baartz	0	11	0	23	0	3	0	37

External functions delegated by Council Regulation cl 217(1)(a6)

CN does not have any current delegations in place to external bodies.

Partnerships in which council held a controlling interest Regulation cl 217(1)(a7)(a8)

Newcastle Airport Pty Ltd

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 and significantly contributes to the domestic and international growth of business and tourism to our region and surrounds.

In May 2021, the Federal Government announced funding for the upgrade to the airport's runway to international standards.

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 Department of Defence for 28 hectares of land to the south of RAAF Base, Williamtown. An agreement also exists with RAAF to provide landing and take-off rights, services, and use of airport infrastructure.

NSW Local Government Mutual Liability Scheme (Statewide)

CN is a member of the NSW Local Government Mutual Liability Scheme, started in 1993 as a joint venture with 96 members forming a 'self-insurance mutual' covering public liability and professional indemnity insurance.

Membership has expanded to include councils, the Local Government Association, the Local Government Shires Association, a rural Water Board and a Noxious Weed Eradication Board.

Over 18 years, Statewide has delivered many benefits including stable premiums and reduced premium outcomes for CN, as well as 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 sixty years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing.

Participating councils include; Cessnock City Council, Dungog Shire Council, Lake Macquarie City Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council, Upper Hunter Shire Council. There are four key entities that operate as part of the current enterprise offering:

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

Arrow Collaborative Services Limited (and its wholly owned subsidiary **Hunter Councils Legal Services Limited**) are companies limited by guarantee under the Corporations Act 2001 (Cth) and established to improve the quality and efficiency of local government services throughout the Hunter Region. These organisations offer tailored local government services through its five divisions; Local Government Training Institute, Local Government Legal, Regional Procurement, Screen Hunter (which, under delegation from member councils, licences film production on council owned and control land), and the Regional Policy & Programs Division (which delivers on the strategic priorities of the Hunter Joint Organisation, including the Hunter and Central Coast Regional Environment Program (HCCREMS), on behalf of both Hunter JO member councils and Central Coast Council).

Hunter Councils Incorporated an incorporated association under the Associations Incorporation Act 2009 (NSW) that holds property assets for the Hunter Joint Organisation group.

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

Environmental Planning and Assessment Act

Planning Agreements in force 1 July 2020–30 June 2021

1. Newcastle Urban Rail Transformation Program	
Parties	CN and Hunter Development Corporation
Date of Execution	24/04/2018
Land to which the PA relates	Lot 2 DP 1226145 Lot 2 DP 1226551 Lot4 DP 1226551 Lot 6 DP 1226551
Description	Embellishment of open space to create a new Civic Link, Darby Plaza and expanded Foreshore Park Dedication of the above-mentioned open space, including buildings within Maintenance and restoration of heritage buildings and facilitates adaptive reuse of Newcastle Station and Signal Box Remediation works to be carried out in accordance with a Remediation Action Plan Widening of Civic Lane Funding of an affordable housing project on a specified site with a fallback position of a minimum of 10% of total residential development as affordable housing. The Planning Agreement is executed and operating
2. 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	Proposed alterations and additions to an approved mixed use development (residential building and commercial premises) on the Land as described in Development Application DA2018/00773 lodged 25 July 2018. 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, and

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 to be concluded.

Legal proceedings

Regulation cl 217(1)(a3)

Expenses incurred

During 2020/2021 the total of legal expenses in relation to legal proceedings incurred by CN's Legal Service Unit was \$756,346.22. Of this, the monies expended undertaking litigation and the amounts paid in settlement of costs claims were:

Amount expended undertaking litigation: \$756,346.22

Amount received by Council in settlements of costs claims: \$5,000.00

Legal expenses covered by CN's insurer

CN holds insurance coverage for legal expenses in a number of matters. CN's insurer, through their legal panel, managed a number of Court matters on CN's behalf.

CN pays a deductible relevant to the insurance policy on each matter.

Local court

Prosecutions and appeals

Legal proceedings in the Local Court include prosecutions by Council, usually concerning failure to obtain or comply with orders or development approvals issued by Council. 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.

Prosecutions: There were no prosecutions lodged with the Local Court

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 should be withdrawn.

In 2020/2021, Council was involved in six cases where:

In three matters the offences were withdrawn

In one matter the Defendant was found not guilty

In one matter the Defendant entered a guilty plea and sought for the matter to be dealt with under the *Crimes (Sentencing Procedure) Act*, Section 10A – conviction with no further penalty. Fine imposed

One matter is yet to be finalised.

District Court

Refer to matters handled by CN's insurer.

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.

Refer to matters handled by CN's insurer.

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.

Thirteen Class 1 Appeals were ongoing in the Land and Environment Court against CN in 2020/2021.

Two matters were settled by a Section 34 Agreement between parties

In one matter the Appeal was dismissed

In one matter the Appeal was upheld

Seven matters were discontinued

In two matters the proceedings are yet to be finalised.

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 one NCAT matter in 2020/2021 which is yet to be finalised.

Swimming pools inspections

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.

In respect of the reporting requirements for our annual report for 2020/2021 financial year, please note the below figures.

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 two 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.

Total inspections for (a) and (b) = 9

Total inspections for c (i) and (ii) = 216

Total inspections overall = 216

Stormwater levies and charges Regulation cl217(1)(e)

In financial year 2020/2021 City of Newcastle (CN) received a total of \$2.04M Stormwater Management Service Charge (SMSC) funds. CN also dedicated the annual baseline amount \$640,000. These two funding sources explicitly allocated \$2.68M to eligible stormwater projects.

During the year, CN conducted an extensive Stormwater program which included 34 projects dedicated to stormwater drainage and flood planning resulting in total program expenditure of \$799M. Of these 34 projects, 27 were eligible to have the SMSC applied. The total expenditure on the eligible SMSC projects totalled \$7.65M for the 2020–2021 financial year. The year concluded with a total of 3 more projects than originally budgeted. This is a result of 4 projects carrying over from the previous financial year, 3 projects commencing early, and 4 projects being deferred due to resourcing.

Notable Projects 2020/2021	Outcome
City wide – trenchless technology drainage rehabilitation	This was a record year of trenchless rehabilitation with a total expenditure of \$898,327 and 1,687m of pipelined rehabilitated.
Council Street Cooks Hill – drainage rehabilitation	Long-term major works were concluded in FY20/21. The project delivers drainage upgrades and a new streetscape amenity to meet the requirements of a retail and residential precinct. Significant drainage renewals and upgrades have been achieved and will inform future delivery of downstream projects.
Kilgour Avenue Merewether – drainage construction	Construction works were successfully completed in FY20/21. The project delivered drainage improvements and renewal of road reserve infrastructure. Completion of this project has enabled works to be scheduled in Buchanan Street for FY21/22.
Watkins Street Merewether – stormwater design and construction	The stormwater portfolio has concluded its contribution towards integrated outcomes along the Junction to Merewether Cycleway Project. Industry best practice storage and infiltration will mitigate flooding in Frederick Street.
Ayrshire Street Sandgate – sediment control	Major construction works were completed for the installation of a gross pollutant trap. The project will reduce pollutant loads entering the SEPP14 Market Swamp wetland from the Sandgate Industrial Estate.
Various Headwalls – rehabilitation	Deteriorated headwalls were rehabilitated at Schroder Avenue Waratah and Tully Street Carrington.
Creeks and Waterways – inspect erosion and sediment control	340 construction sites proactively inspected for erosion & sediment (E&S) control compliance. 55 sites proactively audited by the Business Pollution Prevention Program (BPPP). 166 reactive requests resolved relating to pollution matters.
Drainage Management and Condition Survey	Increased rainfall resulted in unprecedented demand for reactive maintenance and CCTV of the CN stormwater network. The program more than tripled, resulting in many issues being identified and resolved.
Hamilton Catchment Study	The catchment study is complete. Flood mitigation recommendations include drainage upgrades under Donald Street and construction of a detention tank within Gregson Park. These recommendations are now being considered for implementation in the forward program.

Notable Projects 2020/2021	Outcome
Update existing flood studies to 2019 AR&R methodology	The Throsby, Styx and Cottage Creek Flood Study has commenced review. The project delivered an additional survey to support the study and has progressed to review and upgrade the existing model for the catchment.
Demolition of 63–65 Nelson Street Wallsend Building	This project has delivered the acquisition and demolition of 63–65 Nelson Street Wallsend. The building has been demolished to facilitate the upgrade to Nelson Street bridge, accommodate future channel widening and remove the building from hazardous flood flows.
Power Street Islington – stormwater construct, Stage 2	The majority of this project was completed in FY20/21. A long-standing drainage issue is now resolved through industry best practice storage and infiltration.
University Dr Waratah West – catchment rehabilitation	Investigations and design works continued in FY20/21 for the replacement of the existing culvert located under the cycleway. Construction has been deferred to late FY21/22 at the request of Hunter Water Corporation to mitigate risk associated with working near a critical trunk drainage pipeline.
Power St Islington – stormwater construct – Stage 2	The majority of this project was completed in FY20/21. A long standing drainage issue is now resolved through industry best practice storage and infiltration.
University Dr Waratah West – catchment rehabilitation	Investigations and design works continued in FY20/21 for the replacement of the existing culvert located under the cycleway. Construction has been deferred to late FY21/22 at the request of Hunter Water Corporation to mitigate risk associated with working near a critical trunk drainage pipeline.

Finances

Where did our money come from?

This year, our main source of income (other than rates) was from user charges and fees of \$76 million, down by \$11 million due to the impact of COVID-19 for the second year. The impact was felt across multiple areas of CN's services, including:

Reduced commercial waste volumes to the Summerhill Waste Management Centre

Loss of ticket sales from the closure of the Civic Theatre

Loss of bookings from the almost-complete closure of the Stockton Beach Holiday Park

Reduced Newcastle Airport dividend

Reduced income from investments

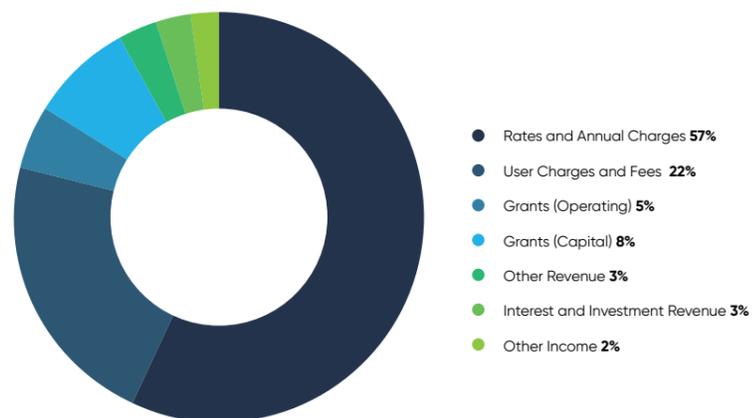
Reduced parking meter revenue

Reduced traffic infringements.

Income from rates and charges contributed \$193 million or 57% of total revenue.

Federal and State Government grants and contributions assist us to provide facilities and services in the community. This year we received \$46 million or 13% (including capital and operational).

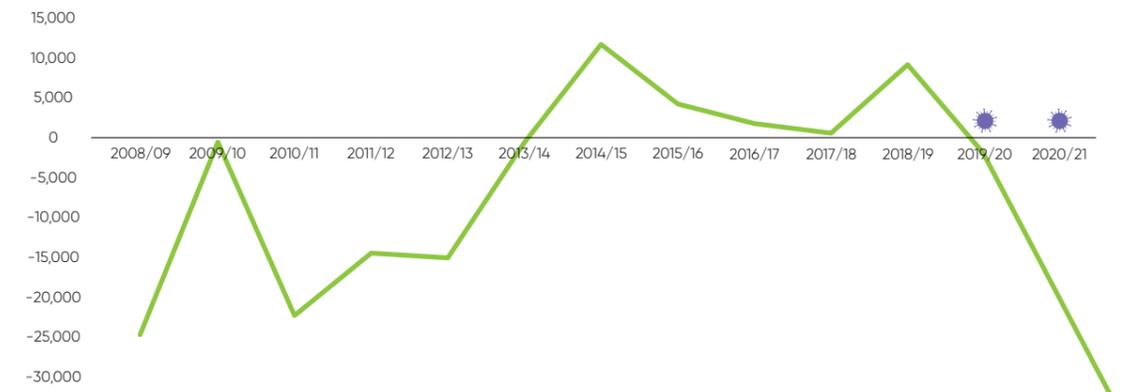
Total operating income
\$340 million



How does our financial performance compare with previous years?

Financial sustainability is one of the foundations of good government and this has been delivered over the last six years through prudent and progressive economic management. This foundation has allowed us to support our community and local businesses through this uncertain times.

Operating result before capital (\$'000)



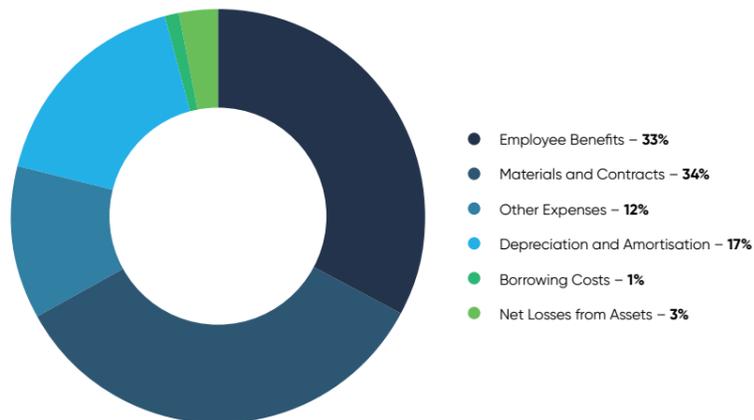
 Impacted by COVID-19

Where was the money spent?

Our total operating expenditure of \$345 million contributed towards our services to the community such as community and cultural facilities including libraries, Newcastle Art Gallery, Civic Theatre, The Playhouse, community centres, Newcastle Museum, waste management, parks, recreation, sporting and our beaches.

Our focus over the past year in response to COVID-19, was to support our community and local economy. We responded by approving a \$5.5 million community support program and our largest ever capital works program to create local jobs.

Total operating expense
\$305 million



We have been continually increasing our capital works expenditure over the past 10 years, a \$50 million increase from 2010/2011. Our goal is to balance infrastructure renewal with revitalisation projects to meet the higher community expectations that come with sustained growth.

We delivered a record \$103 million in capital works projects including:

Local Centre renewal of Joslin Street, Kotara Local centre renewal at Beresfield

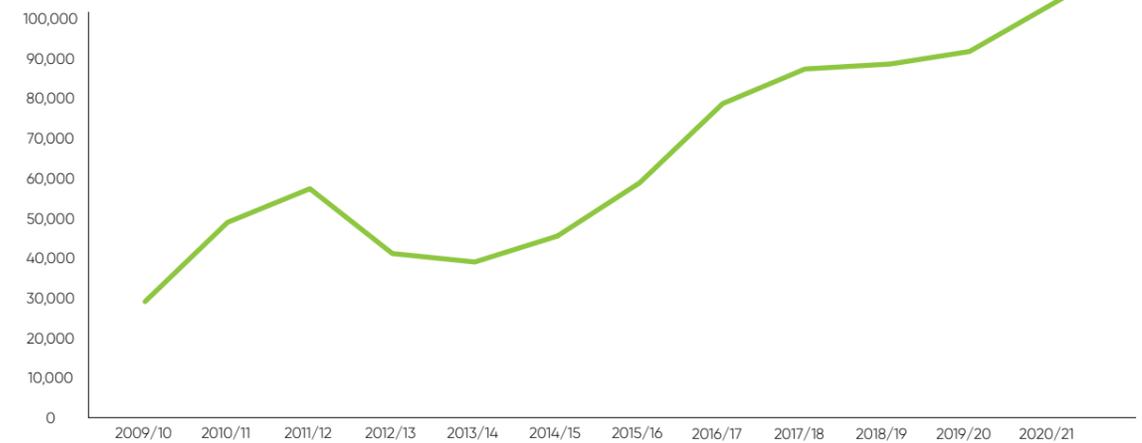
Local Centre renewal of Llewellyn Street, Merewether

Summerhill Waste Management Centre Cell 9 stage 2 upgrade

Smart city initiatives

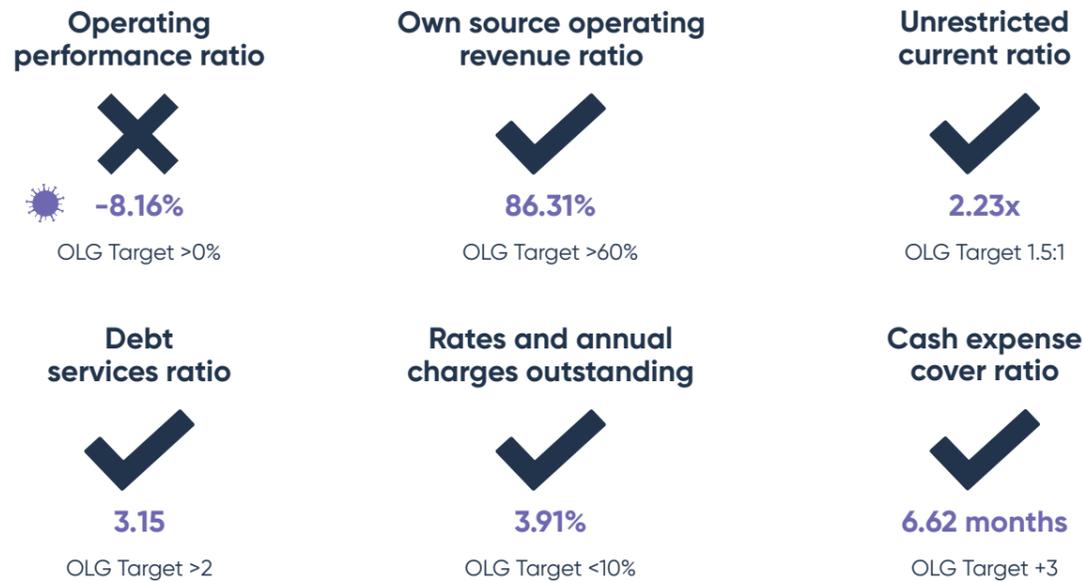
National Park redevelopment

Capital works program (\$'000)



Financial 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

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.

Long-Term Financial Plan (LTFP)

In accordance with the legislative obligations issued by the Office of Local Government's Integrated Planning and Reporting framework (IP&R), CN is required to have a Long-Term Financial Plan (LTFP).

The LTFP must include a financial forecast for a minimum of 10 years and be reviewed annually. The financial forecast is driven by strategic objectives, key metrics, assumptions and inputs as well as core information contained within the Community Strategic Plan (CSP), Asset Management Strategy (AMS) and Workforce Management Plan (WMP).

The LTFP must provide a minimum of three scenarios which includes forecasting based on a planned financial forecast, an optimistic financial forecast and a conservative financial forecast. Additionally, the LTFP must also encompass sensitivity analysis highlighting the factors and assumptions most likely to impact on the planned financial outcomes, as well as quantifying the methods of monitoring financial performance.

CN has a strong focus on achieving its financial goals and objectives. CN utilises the LTFP as a financial decision-making tool to identify financial and strategic opportunities. The LTFP also provides a sound basis for strategic decision-making, allowing for transparency in forecasting CN's financial decision-making and offering analysis of the cumulative financial impacts of CN's strategic and operational planning.

CN is committed to the principles of sound financial management as outlined in the *Local Government Act 1993*, Section 8B. These principles include:

Council spending should be responsible and sustainable, aligning revenue and expenses.

Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.

Councils should have effective financial and asset management, including sound policies and processes for performance management and reporting, asset maintenance and enhancement, funding decisions and risk management practices.

Councils should have regard to achieving intergenerational equity, including ensuring policy decisions are made after considering their financial effects on future generations and the current generation funding the cost of its services.

CN's 2020/2021 budget includes additional expenditure to support our community and to stimulate the region through the unprecedented economic and social impacts of COVID-19. The additional expenditure includes a boost to our capital works program and targeted financial hardship measures in the Community & Economic Resilience Package.

This increase in our capital works program, along with reductions in income across the city, forecast a deficit of \$22.7m for the 2020/2021 financial year. The economic impacts of COVID-19 are included in the LTFP with long periods of low CPI and reduced interest rates returns predicted.

Building on these core objectives, CN has identified further objectives required for financial sustainability.

Financial objectives

Maintain a net operating surplus	Each financial year, the budget has a net operating result before capital grants and contributions. This should be controlled through strong financial governance and budget management.
Renew and maintain assets within a sustainable range	CN's renewals program has been budgeted in line with depreciation and leaves only limited capacity for new asset priorities such as waste management projects and coastal revitalisation.
Maintain a strong cash and liquidity position	CN guarantees its financial stability by maintaining a strong cash position and maintaining reserves in line with internal policies. This assists with generating revenue and ensures we have sufficient assets to cover our liabilities.
Financial legacy	Ensure that every financial decision that is made, by both the Council and CN management, creates and safeguards the financial legacy of CN. A legacy of being prudent and responsible.

Works program summary

Portfolio/Program	Capitalised Expense \$,000	Operational Expense \$,000	Total \$,000
City Wide Services	17,347,641	5,614,466	22,962,107
Aquatic Centres	691,434	382,453	1,073,887
Art Gallery	2,198,747	390,026	2,588,773
Civic Venues / Civic Services	1,675,788	145,258	1,821,046
Libraries	1,705,412	443,880	2,149,292
Museum / Historic Fort Scratchley	991	-	991
Recreation Parks, Sporting Facilities and Open Spaces	7,316,466	2,172,879	9,489,345
Waste Management	3,758,802	2,079,971	5,838,773
Environment	3,433,310	4,869,539	8,302,849
Bushland and Watercourses	347,980	1,205,398	1,553,378
Coast, Estuary and Wetlands	3,085,329	2,372,541	5,457,871
Street and Park Trees	-	1,291,600	1,291,600
Fleet	4,515,074	14,445	4,529,520
Fleet Replacement	4,515,074	14,445	4,529,520
Information Technology	1,516,880	4,942,797	6,459,677
Core Systems Development & Maintenance	1,210,149	2,265,285	3,475,434
Digital Enablement	306,730	2,068,351	2,375,081
Integrated Data & Systems	-	609,161	609,161
Infrastructure & Property	1,263,344	1,539,792	2,803,136
Buildings – Council Support Services	189,146	627,219	816,365
Caravan Parks and Commercial Properties	-	126,080	126,080
Cemeteries	18,480	-	18,480
Community Buildings	430,194	443,378	873,572
Public Toilets	244,004	-	244,004
Retaining Walls	381,519	343,116	724,635
Priority Projects	8,901,266	5,275,894	14,177,161
Blackbutt Reserve	97,927	41,080	139,007
City Centre Revitalisation	427,552	1,141,966	1,569,518
Coastal Revitalisation	4,446,928	957,473	5,404,401
Urban Centre Revitalisation	3,928,859	3,135,376	7,064,235
Roads	10,800,588	9,675,887	20,476,475
Bridges	2,015,208	69,020	2,084,228
Footpaths	1,034,393	416,938	1,451,331
Road Rehabilitation	3,136,835	1,649,444	4,786,279
Road Resurfacing	4,501,801	1,653,316	6,155,116
Roadside Furniture	112,352	5,887,169	5,999,521

Portfolio/Program	Capitalised Expense \$,000	Operational Expense \$,000	Total \$,000
Stormwater	4,537,530	3,458,792	7,996,322
Flood Planning	-	300,900	300,900
Stormwater System	4,537,530	3,157,892	7,695,422
Strategic	1,792,938	6,591,438	8,384,376
CX Strategy	-	-	-
Economic Development	143,871	3,677,118	3,820,989
Smart City	1,649,067	2,788,252	4,437,319
Strategic Plans	-	126,068	126,068
Transport	3,893,315	2,400,456	6,293,772
Cycleways	2,171,681	1,040,107	3,211,788
Local Area Traffic Management (LATM)	179,059	69,793	248,852
Parking Infrastructure	-	190,394	190,394
Parking Meter Replacement	99,820	-	99,820
Pedestrian Access and Mobility Plan (PAMP)	1,442,755	1,100,162	2,542,918
Total Works Program	58,001,886	44,383,508	102,385,394

Total rates and charges written off Regulation cl 132(5)

The total rates and charges written off was \$1,212,897.

Asset management planning



\$2 billion
infrastructure portfolio



28
asset plans

Asset Management Planning has been strengthened through the delivery of a 10-year Asset Management Strategy and plans for 28 asset-based services. The Asset Management Policy, Strategy and Plans are integral documents in the Local Government Integrated Planning and Reporting Framework, informing the Long-Term Financial Plan and Workforce Management Plan.

Our asset management goals are to proactively manage our assets from a lowest whole-of-life cost perspective in accordance with recognised industry practice, whilst meeting agreed levels of service and continuing to improve our asset management systems.

To guide us forward, there are 12 key service asset management strategies emerging from the 2020/2021 planning process.

Key strategies

1. Service delivery expectations will be aligned with available funding so that the sustainable management of all required supporting assets is achieved.
2. Identify the levels of funding required to achieve a sustainable capital works program and assess the implications of different funding levels on levels of service.
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. Adjust resources and invest in building capacity 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 lifecycle 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 lifecycle 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.

We manage an infrastructure portfolio of \$2 billion and a natural asset portfolio of \$368 million to deliver 28 core asset-based services. The table below indicates the level of service, which is determined by the current quality, functionality, capacity, utilisation, location, accessibility and environmental performance of each of the services.

The desired level of service captures the balance between the services provided, the level of service the community expects and what the community is prepared to pay for.

Service	Current level of service	Service	Current level of service
Art Gallery	★★★★☆	Recreation – Inland Swim Centres	★★☆☆☆
Bushlands, Watercourses and Public Trees	★★★★☆	Recreation – Parks	★★★★☆
Caravan Park	★★★★☆	Recreation – Playgrounds	★★★★☆
Cemeteries	★★★★☆	Recreation – Sporting Facilities	★★★★☆
City Innovation and Sustainability	★★★★☆	Stormwater Drainage, Water Quality and Flood Planning	★★☆☆☆
Civic Venues	★★★★☆	Support Services – Depot Operations	★★★★☆
Coast, Estuary and Wetlands	★★★★☆	Support Services – Fleet and Plant	★★★★☆
Community Buildings	★★★★☆	Transport – Bridges and Structures	★★★★☆
Information Technology	★★★★☆	Transport – Car Parking	★★★★☆
Libraries and Learning	★★★★☆	Transport – Pathways	★★★★☆
Museum	★★★★☆	Transport – Public Domain Elements	★★★★☆
Property	★★★★☆	Transport – Roads	★★★★☆
Public Amenity	★★★★☆	Waste Management	★★★★☆
Public Art, Monuments and Memorials	★★☆☆☆		
Recreation – Beaches and Ocean Baths	★★★★☆		

City Innovation and Sustainability

City Innovation and Sustainability is a new initiative implementing infrastructure into the future. It currently reflects the progressive development of digital and technology assets. The foundation technologies and platforms are primarily in design, deployment and commissioning phases, with full potential yet to be realised for either organisational capability or community benefit. For example, progressive deployment of public wi-fi is linked to smart pole installation, hence the service is currently available in pockets. The final outcome is city centre and priority local centres coverage. Likewise, the city fibre network currently being deployed will soon link CN buildings and provide a digital communications backbone to the city. The services that can operate on this fibre network are yet to be deployed. The service is moving towards a 5-star service delivery rating that will accurately reflect the quality and leading-edge nature of the city's new embedded technology and data platforms.

Special Rate Variation (SRV) Section 508 (2) and 508A

2012 SRV

In 2012, CN successfully applied for a Section 508(2) special rate variation (SRV) of 5% above the rate cap for one year. The variation occurred in the 2012/2013 financial year, increasing the base rate charge. The 2012 SRV was granted for works of a capital nature for specific projects, such as the below:

Since its introduction in July 2012 the special rate has raised \$52.3 million, with \$7.3 million being raised this year. This revenue is placed in a restricted reserve to fund the projects outlined in the 2012 SRV application only.

Over \$10.3 million was spent this financial year on the top four priority projects with the majority of funding being used for coastal revitalisation and cycleways.

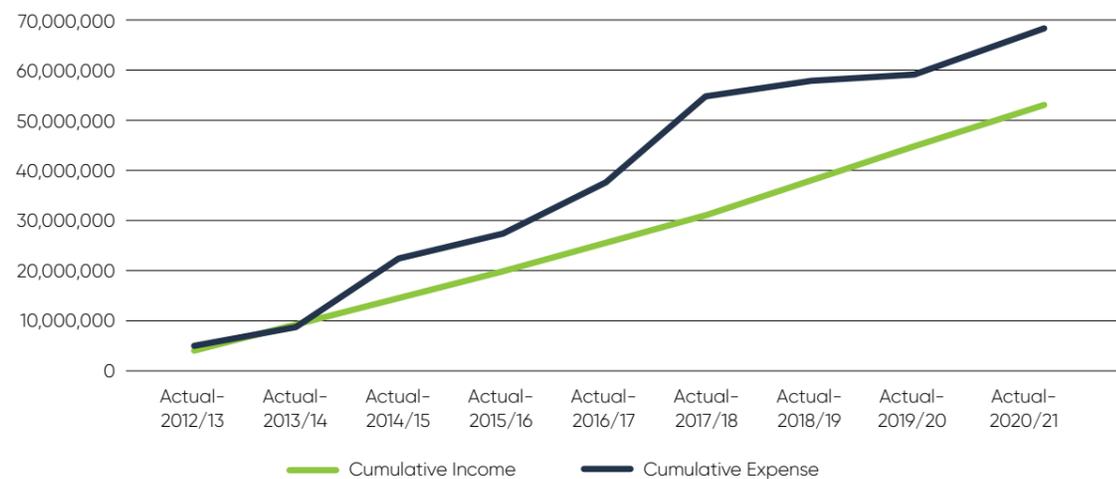
In total, \$69.5 million has been spent to date on these capital projects, which is \$17.2 million more than the SRV has raised.

2012 SRV priority projects

- City centre revitalisation
- Revitalising our coast
- Upgrading Blackbutt Reserve
- Providing new cycleways
- Improving our swimming pools
- Modernising our libraries
- Expanding our Art Gallery.

2012 SRV projects	Total spend to 30 June 2021 (\$'000)
	Actual
City centre revitalisation	7,514
Coastal revitalisation	51,749
Blackbutt Reserve	5,642
Cycleways	14,891
Total	79,796

2012 SRV Priority Projects



2015 SRV

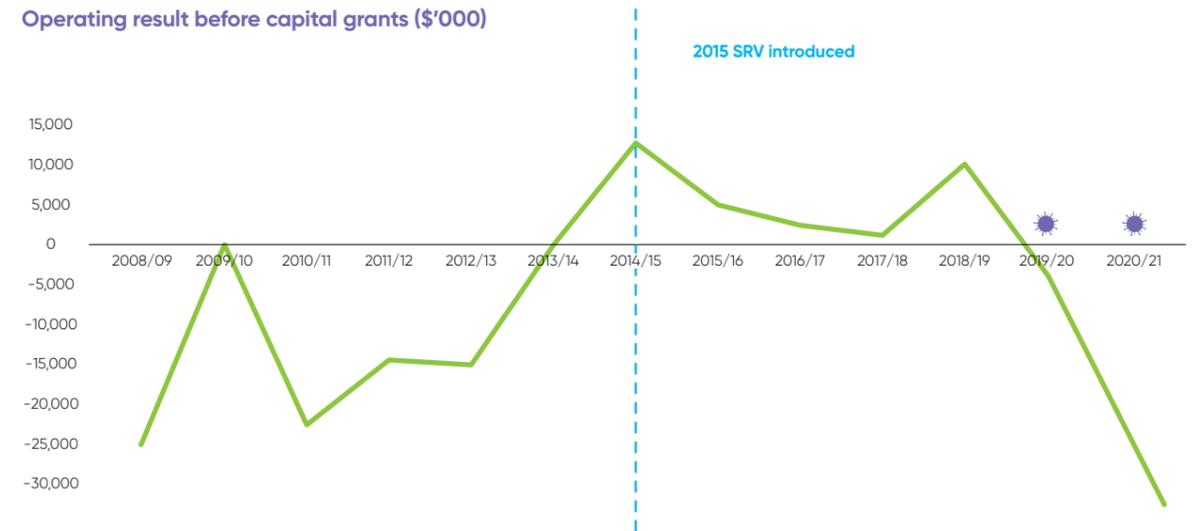
The 2015 SRV was approved by IPART in May 2015 and has raised \$154.8 million over the six years to 30 June 2021. These funds were used to maintain another year of financial sustainability and a balance of infrastructure renewal and revitalisation projects.

Our strong financial sustainability and SRV 2015 has 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. Even with the impact of COVID-19 we achieved a record capital works spend of \$102.4 million, all funded without borrowing.

IPART determination

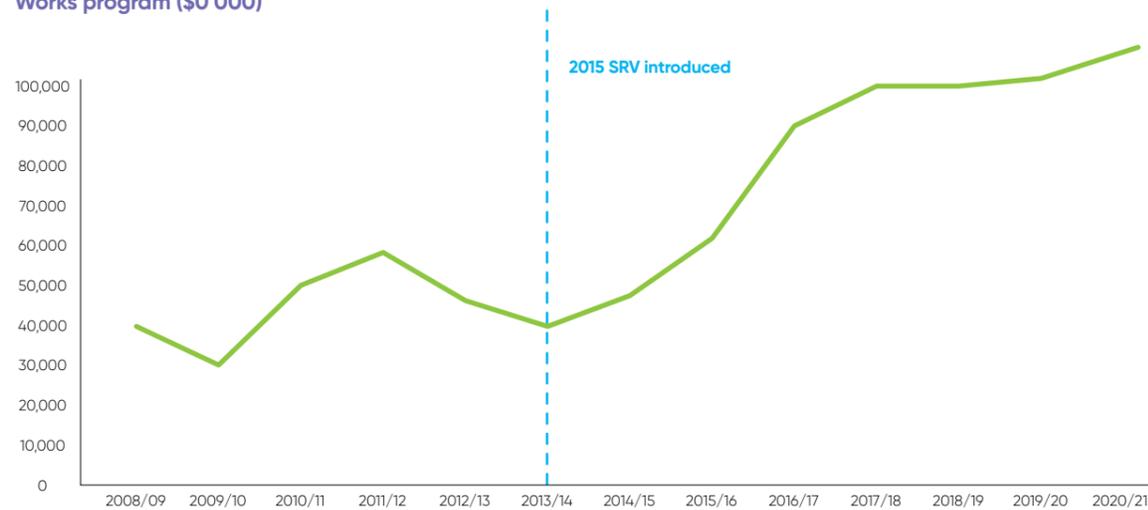
Our decision enables the council to achieve financial sustainability, maintain and enhance existing services, address infrastructure backlogs, and fund a program of asset renewal and some new capital expenditure.

Operating result before capital grants (\$'000)



Impacted by COVID-19

Works program (\$'000)



Funds have been applied to maintain and enhance existing services and associated assets of which a total of \$10.5 million has been spent in 2020/2021 and over \$40 million has been spent since the introduction of the 2015 SRV.

Project	2016-2021 (\$,000) Actual
Increased operating expenditure	5,205
Restoration/renewal of City Hall	16,006
Road/footpath renewals	4,102
Total Asset Renewal	20,108
Online DA tracking system	-
Road and pedestrian traffic improvements	11,102
Accelerated Hunter Street revitalisation	4,288
Accelerated Blackbutt Reserve	2,256
Implement Cycling Strategy and Action Plan	8,061
Newcastle revitalisation projects	284
Total Asset Upgrades	25,990
Total Expenditure	51,303

2020/2021 is our fifth and final year of the 2015 SRV.

Total remuneration for Chief Executive Officer (CEO) and senior officers

During the 2020/2021 financial year CN's senior officers comprised of:

Chief Executive Officer
Executive Office

Jeremy Bath

Governance	Strategy and Engagement	People and Culture	Infrastructure and Property	City Wide Services
Finance	Information Technology		Depot Operations	Civic Services
Legal	Major Events and Corporate Affairs		Assets and Projects	Libraries and Learning
Regulatory, Planning and Assessment	Community, Strategy and Innovation		Civil Construction and Maintenance	Parks and Recreation
Transport and Compliance	Customer Experience		Property and Facilities	Waste Services

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.

Chief Executive Officer:	\$467,156* (including superannuation)
Senior officers x 21:	\$4,693,272 (including superannuation)
	\$5,219,905
Fringe benefits tax for non-cash benefits:	\$33,157

*CEO sought and received permission to cash in a portion of his cumulative annual leave for the amount of \$59,477 (gross) which is excluded from the above total.

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

Contractors/Works Awarded Regulation cl 217(1)(a2)

During the 2020/2021 financial year we awarded contracts/work over \$150,000 as detailed in the following table:

Contractor name	Description of goods, works or service	Contract sum or estimate*
Barpa Construction Services	Organics Processing Facility – Summerhill Waste Management Centre – approvals and DA process – Portion 1	\$22,712,064
Central Waste Station Pty Ltd	Commercial Waste Disposal at SWMC (from Central Waste Station)	\$15,900,225
Lloyd Group Pty Ltd	Bathers Way at Shortland Esplanade Construction	\$14,377,285
JJ's Waste & Recycling Pty Ltd	Commercial Waste Disposal at SWMC (from JJ Richards)	\$11,508,750
Scape Constructions Pty Ltd	No. 1 Sportsground Upgrade	\$7,196,782
Ausgrid	LED Upgrade of Street Lights	\$5,500,000
Statewide Civil Pty Ltd	East End Stage 1 – Hunter Mall Redevelopment	\$5,067,348
Awarded to a panel of 4 companies	Tree Work Services (3 years)	\$4,356,000*
Awarded to a panel of 3 companies	Tree Planting & Tree Establishment Services	\$4,320,000*
DATA#3 Limited	Management of Microsoft Software Licensing	\$3,291,710
Daracon Contractors	University Drive Catchment Upgrade	\$3,189,926
Compass Housing Services Co Ltd	Building Better Cities Demonstration Housing Program	\$3,010,000
Awarded to a panel of 5 companies	Geo-technical investigation and design services (3 years)	\$2,250,000*
Local Land Services	Barrie Crescent Stockton – Construction of Temporary Rock Bag Structure	\$2,177,872
AECOM Australia Pty Ltd	SWMC – Provision of Environmental Services	\$1,948,804*
Certis Security Australia Pty Ltd	Provision of Security Services	\$1,895,378
Nexon Asia Pacific Pty Ltd	Call Centre Management & VOIP Solution	\$1,588,653
WSP Australia Pty Limited	City Intelligent Platform Implementation	\$1,511,897
Convic Pty Ltd	Shortland Esplanade Skate Park	\$1,507,000
Eire Constructions Pty Ltd	Mitchell Street Works, Stockton	\$1,440,736
GCM Enviro Pty Ltd	Supply 1 x Waste Compactor	\$1,366,191
RSPCA	Animal Management Services (2 years)	\$1,300,000*
Reino International Pty Ltd	Parking Meter Services (3 years)	\$1,244,509*
RXP Services Limited	Provision of CMS Solution	\$1,228,964
DCS Manufacturing	Supply 2 x Vacuum Trucks	\$1,210,000
Insituform Pacific Pty Ltd	City wide Trenchless Technology Rehabilitation Works (2 years)	\$1,186,029
Bluemont Pty Ltd	Supply of Rock Bags for Stockton	\$1,058,200
Awarded to a panel of 5 companies	Aboriculture Technical Services (4 years)	\$1,000,000*
Local Land Services (NSW Soil Conservation Service)	Stockton Beach Emergency Works Construction	\$891,187
Optus Billing Services	Provision of Mobile Device Services	\$872,985
Awarded to a panel of 3 companies	ICT Strategic Sourcing and Procurement Services (2 years)	\$700,000*
Rexel Holdings	Supply Light Fittings for Art Gallery	\$636,820
A Prince Consulting	Waste Audit Program	\$603,412

Contractor name	Description of goods, works or service	Contract sum or estimate*
Local Land Services (NSW Soil Conservation Service)	Kotara Park Creek Restoration	\$571,469
Local Land Services (NSW Soil Conservation Service)	Ballast Ground Stockton – Early works	\$559,431
GHD Pty Ltd (Newcastle)	Newcastle Ocean Baths Upgrade – Stage 1 Principal Design Consultant	\$550,447
Daracon Contractors	Installation of Smart City Infrastructure – Hunter Street (Union Street to Steel Street)	\$516,046
Kingston Building Australia Pty Ltd	Art Gallery Exhibition Walls Relining – Level 1	\$494,769
GHD Pty Ltd (Newcastle)	Summerhill Waste Centre Access Road – Civil Design	\$490,515
Collaborative Construction Solutions Pty Ltd	Kiosk Refurbishment	\$423,707
Australian Postal Corporation	Post Billpay Services (3 years)	\$400,000*
Daimler Trucks Newcastle	Supply 8 x Trucks	\$374,673
AECOM Australia Pty Ltd	Orchardtown Road New Lambton Local Centre – Detailed Design	\$353,710
Nexon Asia Pacific	Network Preparation for PCI Compliance	\$339,208
Mothership Events Pty Ltd	Event Management Services – NYE 2020 and Australia Day 2021	\$330,000
Awarded to a panel of 6 companies	CN Urban Design Review Panel (3 years)	\$323,100*
Daracon Contractors Pty Ltd	Installation of Smart City Infrastructure – Hunter Street (Stewart Avenue to Denison Street)	\$312,585
Bruce W Raffan Pty Ltd	Occupational Health Physician Services	\$302,016
Awarded to a panel of 8 companies	Geospatial Services Panel (2 years)	\$300,000*
Northrop Consulting Engineers Pty Ltd	East End Stage 2, 5, 9 – Principal Design Consultancy	\$291,007
Nelnet International Pty Ltd	Provision of a Centralised e-Payment Platform	\$258,099
Awarded to a panel of 5 companies	IT Data and Analytics (2 years)	\$250,000*
Mudbath & Co Pty Ltd	Digital Agency Services	\$249,999
Milleen Constructions Pty Ltd	Construct Retaining Walls New Lambton	\$249,934
Urbis Pty Ltd	Prepare Draft Broadmeadow Place Strategy	\$249,689
GHD Pty Ltd (Newcastle)	Project Management Support	\$249,176
Murphy's Remedial Builders Pty Ltd	Art Gallery Replacement Box Gutters	\$247,812
Awarded to a panel of 3 companies	IT Integration Services (2 years)	\$247,500*
Awarded to a panel of 2 companies	ServiceNow Software Development Services (2 years)	\$247,500*
Awarded to a panel of 5 companies	Cybersecurity IT Services (2 years)	\$247,500*
Arup Pty Ltd	Organics Processing Facility Design Peer Review	\$246,015
Umwelt (Australia) Pty Ltd	Green Newcastle Strategy	\$243,969
Knock Contractors Pty Ltd	Drainage Works, Power Street, Islington	\$221,545
Awarded to a panel of 2 companies	Code of Conduct Review Panel (3 years)	\$220,000*
Awarded to a panel of 2 companies	Digital Agency Services (2 years)	\$220,000*

Contractor name	Description of goods, works or service	Contract sum or estimate*
Awarded to a panel of 4 companies	Structural Engineer Advice and Design (2 years)	\$220,000*
Design Anthology	Night Spaces – Hedges	\$219,510
Webcoda	Software Support & Maintenance Services	\$217,800
Turfspec Pty Ltd	Irrigation & Drainage Works at Townson Oval	\$212,302
HCB Solar	Supply and Installation Energy Storage System – CAC	\$212,038
Single Cell Mobile Consulting	Provision of Contracts Management Software	\$207,350
Technology One Pty Ltd	Application Managed Services (AMS)	\$207,174
Local Land Services (NSW Soil Conservation Service)	Sygnna Close/Kaiyutibbin Creek Design & Construction, Elemore Vale	\$202,015
Awarded to a panel of 4 companies	Supply of Plants for Natural Areas Projects (12 months)	\$200,000*
Origin Energy Retail Limited	Supply of Natural Gas (4 years)	\$200,000*
Esri Australia Pty Limited	Hosted GIS Cloud Services	\$198,514
Hunter Development Corporation	Hunter River South Arm Sand Source Feasibility Study	\$198,000
SMEC Australia Pty Ltd	Master Plan Engineering – SWMC	\$198,000
Douglas Partners Pty Ltd	Geotechnical Investigation and Design – Newcastle Art Gallery Expansion	\$190,283
ASV Sales & Service Pty Ltd	Supply and Delivery of Front End Loader for the Depot Store	\$190,250
Taylor Built Constructions	Hudson Park Amenities Alterations & Upgrade	\$186,517
Hill PDA Pty Ltd	Stairway to Heaven Feasibility Analysis	\$184,800
BSMS Security	Cash in Transit Services	\$184,368
Ricardo Energy Environment & Planning	Strategy Consultation Engagement	\$181,500
University of Newcastle (UON Foundation)	Night Spaces – Art	\$178,200
Bolla Contracting Pty Ltd	Ayreshire Crescent, Sandgate	\$178,099
Newcastle Cut and Drill	SH23 Inner City Bypass Cross Stitching	\$176,000
Turfspec Pty Ltd	Nesbitt Park Resurfacing	\$174,130
Bluecoast Consulting Engineers	Stockton Coastal Management Program 2021	\$170,164
Pureablue	Supply & Install Toilet Block at Corroba Oval	\$169,915
Kone Elevators	City Hall Replacement Passenger Lift	\$168,685
Engineering Fabricators Newcastle	Supply and Install Backstop Fence at Wallsend	\$168,102
Mullane Construction Plumbing	Dixon Park Water Main Upgrade	\$162,701
Moduplay Group Pty Ltd	Stevenson Park Play Equipment Installation and Softball Surfacing	\$160,000
Awarded to a panel of 2 companies	Project Cost Estimation and Management for Capital Works (12 months)	\$160,000*
Forpark Australia	Gross Street Reserve Playground	\$159,500
Knock Contractors Pty Ltd	Curzon Road Retaining Walls	\$158,015

Contractor name	Description of goods, works or service	Contract sum or estimate*
Rhelm Pty Ltd	City East Flood Study	\$155,133
Aerometrex Pty Ltd	GIS Data Resupply Services	\$153,549
Dannenberg Civil Pty Ltd	Shared Footpath Rehab – Warabrook Wetlands Reserve	\$152,127
Robert Carr & Associates Pty Ltd (RCA)	Astra Street Landfill – Gas & Water Environmental Monitoring	\$150,363

Notes: * means the amount is an estimate with some estimates based on historical expenditure. All amounts are stated as GST inclusive.

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	88
CN's achievements in implementing the community strategic plan over the previous four years	Act s 428(2)	End of Term Report	N/A
CN's audited financial reports	Act s 428(4)(a)	Attachment	N/A
Environmental upgrade agreements entered into by the council	Reg cl 186	Our statutory reporting	182
Report on activities funded via a special rate variation of general income	Special Rate Variation Guidelines* 7.1	Our statutory reporting	198
Amount of rates and charges written off during year	Local Government (General) Regulation 2011 (Reg), cl 132	Our statutory reporting	195
Information about councillor induction training and ongoing professional development	Reg cl 186	Our strategic role	179
Details, including purpose of overseas visits by councillors, council staff or other persons representing council	Reg cl 217(1)(a)	Our statutory reporting	178
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 statutory reporting	178
Contracts awarded	Reg cl 217(1)(a2) (i), (ii)	Our statutory reporting	202
Amounts incurred by the council in relation to legal proceedings	Reg cl 217(1)(a3)	Our statutory reporting	183
Resolutions made concerning work carried out on private land	Reg cl 217(1)(a4) & Act s 67, 67(2)(b)	N/A	N/A
Total amount contributed or otherwise granted to financially assist others	Reg cl 217(1)(a5) & Act s 356	Our strategic role	64-65
External bodies that exercised functions delegated by council	Reg cl 217(1)(a6)	Our statutory reporting	180

Legislative checklist (continued)

Requirement	Act Reference	Section	Page no
Partnerships in which council held a controlling interest (including whether or not incorporated)	Reg cl 217(1)(a7) Reg cl 217(1)(a8)	Our statutory reporting	181
EEO management plan implementation	Reg cl 217(1)(a9)	Our organisation	83
Total remuneration package of the 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 statutory reporting	201
A statement detailing the stormwater management services provided	Reg cl 217(1)(e)	Our statutory reporting	186
A statement detailing the coastal protection services provided	Reg cl 217(1)(e1)	N/A	N/A
Activities in relation to Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018	Reg cl 217(1)(f) Companion Animals Guidelines*	Inclusive community	129
Report on certain proposed capital works projects where a capital expenditure review has been submitted	OLG Capital Expenditure Guidelines*	Our statutory reporting	194
Compliance with the <i>Carers Recognition Act 2010</i> (CR Act)	Carers Recognition Act 2010, s 8(2)	N/A	N/A
Implementation of council's Disability Inclusion Action Plan	Disability Inclusion Act 2014, s 13(1)	Various sections	60,64,83, 128,131
Particulars of compliance with and effect of planning agreements in force during the year	Environmental Planning & Assessment Act 1979, s 7.5(5)	Our statutory reporting	182
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 statutory reporting	185
Information included on government information public access (GIPA) activity	Government Information (Public Access) Act 2009, s 125(1) Government Information (Public Access) Regulation 2018, cl 8, Schedule 2	Our statutory reporting	170
Information included on public interest disclosure activity	Public Interest Disclosures Act 1994, s 31 & Public Interest Disclosures Regulation 2011, cl 4	Our strategic role	55
Work Health and Safety	NAT V3	Our organisation	86

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.

ARUP A multinational professional services firm which provides engineering, design, planning, project management and consulting services for all aspects of the built environment.

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.

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

CROWN LAND Crown land is land that is owned by the NSW Government but managed on its behalf by Council.

DA Development Application

DCP Development Control Plan

DELIVERY PROGRAM A strategic document with a minimum four-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes.
(Note: this is a legislative requirement.)

EEO Equal Employment Opportunity

ELT CN's Executive Leadership Team is led by the CEO and comprises five Directorates: Governance, Strategy and Engagement, People and Culture, Infrastructure and Property and City Wide Services.

FBT Fringe Benefits Tax

FINANCIAL YEAR The financial year we are reporting on in this annual report is the period from 1 July 2020 to 30 June 2021.

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.

IPART Independent Pricing and Regulatory Tribunal

LGA Local Government Area

NEWCASTLE 2030 COMMUNITY STRATEGIC PLAN

(CSP) This integrated Community Strategic Plan (CSP) provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community.

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 Community Strategic Plan.
(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.

PERFORMANCE The results of activities and progress in achieving the desired outcomes over a given period of time.

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

RMS Roads and Maritime Services

SEPP State Environmental Planning Policy

SRV Special Rating Variation

SUSTAINABLE DEVELOPMENT Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.

SDGs Sustainable Development Goals

TARGET A goal to be reached by a specific date which may be higher than the forecasted performance. It aims to continually improve performance.

UON University of Newcastle

newcastle.nsw.gov.au