

# Annual Report

2021/2022

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City of  
Newcastle

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## Enquiries

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# Acknowledgement of Country

**We all sit on Awabakal and Worimi land  
'Niirun Yalawa Awabakal dha Worimi burrai'**

City of Newcastle (CN) acknowledges its Local Government Area (LGA) sits within the Country of the Awabakal and Worimi peoples. We acknowledge that Country for Aboriginal peoples is an interconnected set of ancient relationships. We acknowledge the custodianship of the Awabakal and Worimi peoples and the care and stewardship they have performed in this place since time immemorial.

**Always was, always will be Aboriginal land  
'Wunyibu wunyibu warra wunyibu  
wunyibu kuumba Guuri burrai'**



# Overview





# About our annual report

This report outlines CN's progress on our Community Strategic Plan (CSP), *Newcastle 2030*, and achievement of *Our Budget 2021/2022*. It also presents CN's audited financial statements for the year ended 30 June 2022.

The annual report provides an insight into the strategic and key actions delivered in 2021/2022 against each of the city's 7 strategic directions, demonstrating our commitment to deliver on our 2030 vision.

The report is CN's primary tool for reporting to our community and stakeholders on service delivery and financial performance.

It is also a vital part of our overall governance framework and our 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
- Recognise the achievements of our staff and organisation on behalf of the community
- Demonstrate our commitment to good governance as an accountable and transparent local government
- Build confidence and satisfaction in the partnerships being created with other levels of government, community groups, local businesses and industry through key projects and services
- Position CN as an employer of choice.

This will be the final annual report relating to the *Newcastle 2030* CSP as CN transitions to *Newcastle 2040*, adopted in 2022.



**A message from our Lord Mayor**

The last 12 months have demonstrated, once again, the enduring resilience and strength of spirit embedded within our community.

From the lingering cloud of COVID-19 to the unprecedented wet weather caused by La Niña conditions, our city and our staff have been tried and tested but have risen to the challenges to succeed through adversity.

Together we have found new ways to build our community connections and better ways of responding to these uncertain times.

We expanded our Community and Economic Resilience Package by investing at least \$10 million in the local economy to help combat the economic and social impacts of the lockdown in August 2021 in response to the COVID-19 Delta strain. This package built on last year's \$5.5 million investment, providing targeted responses for our community, and raising confidence in the city's ability to rebound from the impacts of COVID-19, while also helping to create more than 100 new jobs in the LGA and increase total economic output by more than \$27 million.

Community was also at the heart of several long-term strategies and visions adopted by the Council in the past 12 months, which will help provide the framework for Newcastle as a liveable, sustainable, and inclusive global city.

The Disability Inclusion Action Plan 2022–2026 (DIAP) was unanimously adopted by the elected Council in February 2022. The DIAP acts as a roadmap to guide CN's actions and establish strategies to ensure we create an inclusive community for all people who live, visit and work in Newcastle.

In April 2022 Council also endorsed Newcastle's new Community Strategic Plan, *Newcastle 2040*, which provides an ambitious long-term vision for Newcastle. Shaped by more than 5,000 community members as part of extensive community consultation undertaken over 12 months, *Newcastle 2040* reflects the community's values and vision for Newcastle, and will guide CN's planning, projects, and policies in future years.

The shared vision in *Newcastle 2040* also includes a renewed commitment to the United Nations' Sustainable Development Goals, the macro blueprint for peace and prosperity that will continue to be championed by CN at a local level.

In line with the previous year's record investment, we delivered a \$100.6 million capital works program, investing in projects across Newcastle that are fundamental to enhancing the way our communities work and live, as well as ensuring we continue to be an attractive destination for visitors and investment.

In light of the challenges presented by the pandemic and the La Niña weather conditions, delivering these projects during the past 12 months has required an immense effort from CN staff and members of the community who play an active role in our projects throughout the public consultation process, and is an achievement to be congratulated.

Key projects delivered in the last 12 months include:

- Local Centre renewals at:
  - James Street Plaza, Hamilton
  - Joslin Street, Kotara
  - Llewellyn Street, Merewether
  - Shortland
  - Mitchell Street, Stockton
- East End Village Hunter Street Sub-Stage 1
- National Park basketball courts
- Watkins Street cycleway, The Junction to Merewether
- Dixon Park Surf Club upgrade
- Yangan Drive, Beresfield, road reconstruction
- Barrie Crescent, Stockton, protection structures
- Street and park tree replacement program
- Playground upgrades at Minmi Reserve, Kotara Park, and McCauley Park in Tarro
- No.1 Sportsground redevelopment.

We began work on several major projects, including the long-awaited revitalisation of the Newcastle Ocean Baths, which kicked off with Stage 1 works to improve the safety, water quality and accessibility of the much-loved community facility. The \$14.5 million first phase will focus on the pools, lower promenade and pumping system, addressing key issues identified through detailed community engagement and engineering advice.

In January, Newcastle Art Gallery closed its doors to allow for its long-awaited \$40 million expansion to commence following the announcement of a \$10

million grant from the Commonwealth and NSW Governments. The project will deliver an additional 1,600 m<sup>2</sup> of exhibition space with dedicated areas for the Gallery's significant \$126 million collection on the lower level, while the upper level will cater for a variety of temporary exhibitions showcasing local, national, and international artists. In addition, the project includes a new café and retail shop, multi-purpose and educational program space, and a secure international standard loading dock, extending the building's footprint east along Darby Street and Queen Street.

We also kicked off 2022 with a newly elected Council following the local government elections on 4 December 2021.

I'd like to thank Novocastrians for their trust and support upon my re-election as the Lord Mayor. It is an honour and a privilege to serve our local community in this important role. Seven new Councillors and 5 returning Councillors joined me to form the new 13-person Council, which includes 9 women for the first time in the city's 220-year history, and I look forward to us working in collaboration and leadership to continue transforming our city to make Newcastle an even better place to live.

**Councillor Nuatali Nelmes**  
Lord Mayor of Newcastle



### A message from our Chief Executive Officer

If there has been one constant the past few years, it has been adversity. If a global pandemic wasn't enough to test us, we've also survived record rainfall, an almost 3-month lockdown of our city, a shutdown of our local airport, 2 devastating inner-city fires, a brief recession and now rapid inflation and interest rates.

Yet through it all, local government has stood tall. In Newcastle, people turned to our Council and our staff to provide facilities and services to help them survive the pandemic, whether it be our walkways, our beaches, our parks or our sporting fields.

As dry as it may sound, this support for our community is only possible through years of prudent financial management at CN. Fortunately – and despite a \$10 million stimulus package in August 2021, when it became clear that our city was about to encounter a second and more deadly wave of COVID-19 – we have been able to deliver an operating surplus of \$4.6 million, including capital grants and contributions.

The Adopted Budget for 2021/2022 was, in some ways, a more difficult one to deliver than last year's COVID-19 stimulus budget. Many parts of our city have returned to normal, which means expenses have returned to pre-pandemic levels. However, the impacts of COVID-19 on our community have continued, and supply and cost issues remain.

Despite these challenges, CN continues to employ approximately 1,300 staff, making us one of not just the city's but the region's largest employers. We continue to invest in construction of new infrastructure projects at a record level and to improve the liveability of our city.

Significant levels of residential and commercial development also continue to unfold across our city, which is critical for the local economy, the local construction industry and local employment, especially among our younger people.

During the last 12 months, \$1.85 billion in new development was assessed by CN, with more than 1,650 Development Applications determined in addition to state significant developments. Remarkably, this is an increase of more than 25% on the period immediately before the pandemic struck in early 2020.

Despite the assessment pressures that come with this development activity, CN's Planning team has remained committed to improving and streamlining the DA pathway for applicants, with the number of DAs pending assessment reduced by 35%, while DA assessment times have also reduced by a third from 60 to 40 days.

In 2020, CN commenced work on a project called the Customer Experience Strategy. It means winning back the trust of our customers, not by saying yes, but by responding quickly and honestly; delivering bad news empathetically; and trying to solve a problem rather than being a part of it. Customer satisfaction has risen by 15% in response to this committed effort by our staff, while the number of complaints has fallen by 15%.

Working with the community is at the heart of what we do. This year, councillors unanimously voted to adopt the new Community Strategic Plan, *Newcastle 2040*, which provides the basis for the ongoing alignment of CN's decision-making processes, strategies and activities with the vision of the Newcastle community. Priorities and objectives in *Newcastle 2040* focus on 4 key themes: Liveable Newcastle, Sustainable Newcastle, Creative Newcastle and Achieving Together.

Council also adopted CN's action plan for achieving *Newcastle 2040: Delivering Newcastle 2040 and Resourcing Newcastle 2040* – our commitment to our community, action plan and roadmap for how we will implement and resource our community's vision. In addition, CN has realigned our organisation structure to ensure that these themes form the basis for everything we do.

Everything that was achieved during 2021/2022 was done off the backs of many: our staff, our ratepayers, our community and sporting groups, our volunteers and our councillors. I look forward to building further on the new ways of working that have made us a city able to respond to uncertain times.

Newcastle is a vibrant, character-filled city that has maintained supportive relationships throughout the adversities we have faced. As we move toward *Newcastle 2040*, the one constant is that our city will continue to grow and develop, while remaining a truly amazing place to call home.

**Jeremy Bath**  
Chief Executive Officer

# Our planning and reporting framework

CN's Integrated Planning and Reporting (IPR) framework underpins our CSP, *Newcastle 2030*.

The CSP is delivered through 7 strategic directions, and this annual report evaluates and reports what we have achieved in these areas during 2021/2022.

The IPR framework outlined below demonstrates how our vision and long-term plans, including financial, asset and workforce management plans, inform our strategic directions and deliverables each year. Deliverables are outlined in the annual operational plan (*Our Budget 2021/2022*), which connects actions to budgets. Quarterly reporting against the operational plan ensures progress is monitored and challenges are responded to in a timely manner.

In April 2022, CN adopted our new CSP, *Newcastle 2040*, which has 4 new strategic directions: Liveable, Sustainable, Creative and Achieving Together. This annual report is the last to evaluate against the *Newcastle 2030* CSP and its 7 strategic directions. The IPR framework below reflects the new suite of documents aligning to *Newcastle 2040*.



# Our vision and strategic directions

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

- 
**Integrated and Accessible Transport**
- 
**Protected Environment**
- 
**Vibrant, Safe and Active Public Places**
- 
**Inclusive Community**
- 
**Liveable Built Environment**
- 
**Smart and Innovative**
- 
**Open and Collaborative Leadership**

# Newcastle 2030 achievements

Act s 428(2)

Below is a summary of CN's achievements implementing *Newcastle 2030* over the previous 4 years. For more information on our achievements from 2017 to 2021, see our [End of Term Report \(EoTR\)](#).



## Integrated and Accessible Transport

- Cycling Plan adopted in 2021
- Cycling education campaign 2021
- Parking Plan adopted in 2021
- EasyPark parking app launched in 2018
- Tyrrell Street Bridge completed in 2020
- Newcastle Light Rail launched in 2019



## Protected Environment

- Summerhill Waste Management Centre – Landfill Cell Construction: Cell 9, Stage 2
- 5MW solar farm built in 2019
- Creek restorations rehabilitating 1,029 metres of urban watercourse
- Stockton Coastal Management Program developed in 2020
- Climate Action Plan 2020–2025 adopted in 2020
- Stormwater systems investment



## Vibrant, Safe and Active Public Places

- Fort Scratchley – raising of the flags
- New Annual Festival
- Off-leash dog parks
- Newcastle City Hall restoration
- Celebrated 90 years of Civic Theatre and City Hall
- Guraki Aboriginal Committee celebrated reconciliation efforts over 20 years
- New playgrounds completed:
  - Inclusive playground at Stevenson Park, Mayfield West
  - Brickworks Park, Wallsend playground
  - Rankin Park playground
  - New community basketball courts in Newcastle West
  - Stockton Active Hub
- Digital Library opened in 2020
- Strategic Sports Plan adopted in 2020



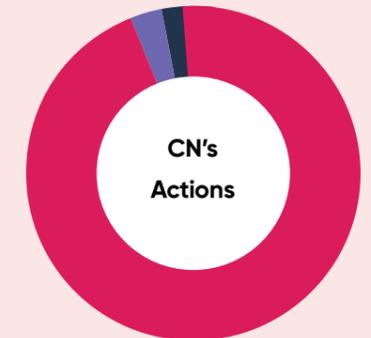
## Inclusive Community

- Dual-naming signage for 8 Aboriginal dual-named landforms
- Count Us In Festival held in 2019 and 2021
- Accessible website improvements
- Improved access to our beaches
- Diversity and inclusion celebrated at Storytime



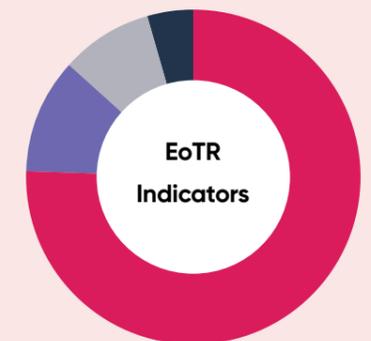
## Liveable Built Environment

- Creation of 2 new heritage conservation areas:
  - Glebe Road Federation Cottages
  - Hamilton Residential Precinct
- Repurposed Civic Railway Station to become new Visitor Information Centre
- West End Stage 2 Public Domain Plan commenced
- Wickham Masterplan adopted in 2020
- Local Housing Strategy adopted in 2020
- Local Centres Infrastructure Renewal Program commenced in 2016
- Newcastle Art Gallery expansion funding secured
- Local Strategic Planning Statement adopted in 2020



### Overall action achievement

- On track | 602 | 94%
- Monitor | 21 | 4%
- Off track | 18 | 2%



### Overall indicator achievement

- Towards | 34 | 76%
- Stable | 5 | 11%
- No data | 2 | 4%
- Away | 4 | 9%



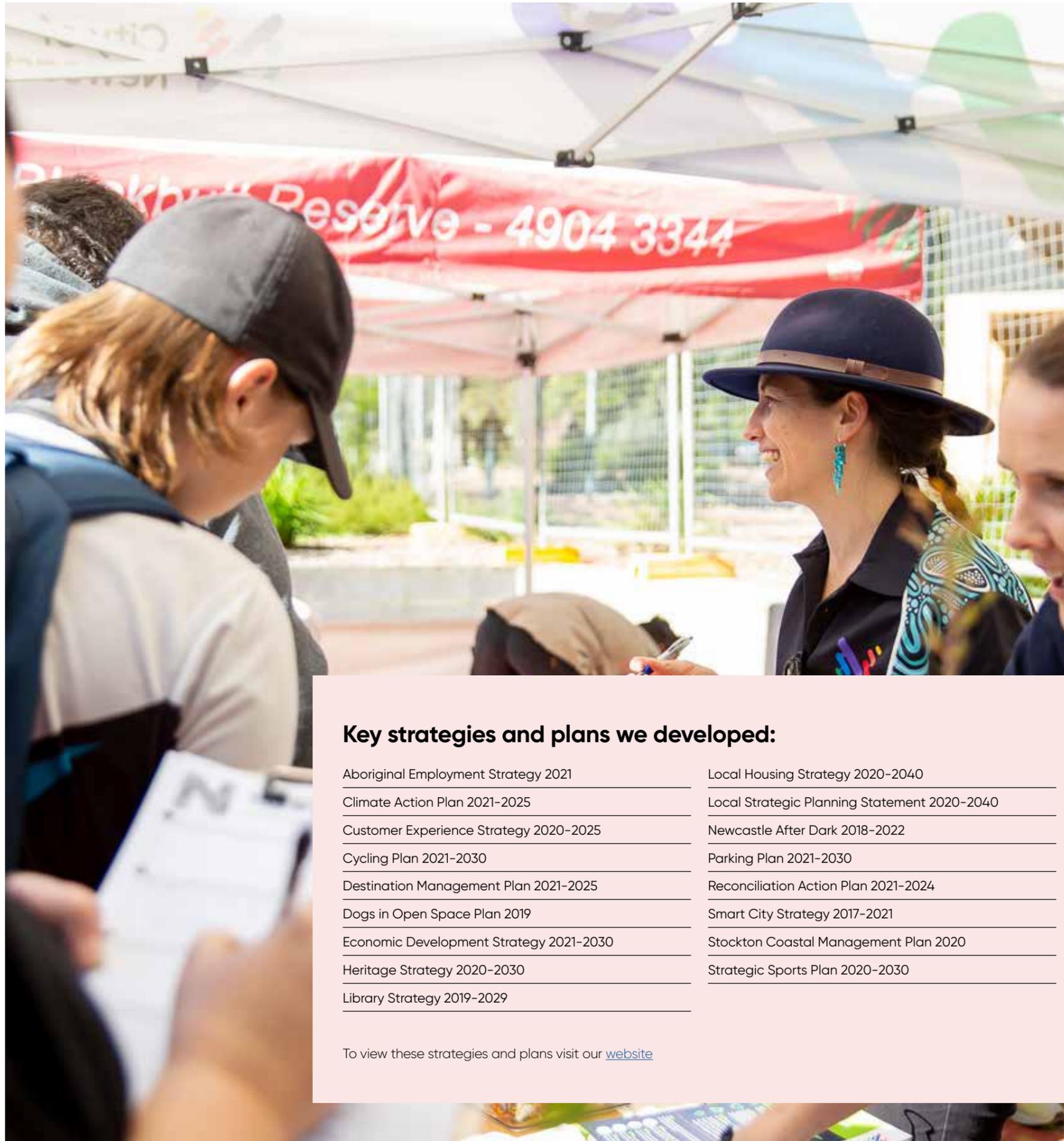
### Smart and Innovative

- Tourism Product Development Mentoring Program developed
- Economic Development Strategy adopted in 2021
- Community Economic Resilience Package to help Newcastle during COVID-19 adopted in 2020 and re-initiated again in 2021
- Award-winning 1x4 exhibition held at Newcastle Museum in 2020
- What's On website launched in 2021
- Remote workforce continued to adapt and flexibly provide services during COVID-19
- Newcastle Destination Management Plan adopted in 2021



### Open and Collaborative Leadership

- Financial Planning achieved financial sustainability
- Advisory committee framework aligned with CSP
- Expanded engagement program to integrate engagement into project planning
- CN Administration Centre relocated to 12 Stewart Avenue, enabling a collaborative and flexible workforce
- Unified corporate brand developed
- Digitisation of manual service requests for bins
- Customer Service Centre web chat introduced



#### Key strategies and plans we developed:

Aboriginal Employment Strategy 2021	Local Housing Strategy 2020-2040
Climate Action Plan 2021-2025	Local Strategic Planning Statement 2020-2040
Customer Experience Strategy 2020-2025	Newcastle After Dark 2018-2022
Cycling Plan 2021-2030	Parking Plan 2021-2030
Destination Management Plan 2021-2025	Reconciliation Action Plan 2021-2024
Dogs in Open Space Plan 2019	Smart City Strategy 2017-2021
Economic Development Strategy 2021-2030	Stockton Coastal Management Plan 2020
Heritage Strategy 2020-2030	Strategic Sports Plan 2020-2030
Library Strategy 2019-2029	

To view these strategies and plans visit our [website](#)

# Our global commitment

## Sustainable Development Goals

In September 2015, Australia was one of 193 countries to commit to the United Nations Sustainable Development Goals (SDGs). These goals provide a global roadmap for all countries to work towards a better world for current and future generations. We are committed to contributing to their achievement and have adopted the SDGs and New Urban Agenda as cornerstones for our planning.

The COVID-19 pandemic heavily impacted progress on achieving these goals around the world.

During the 2021/2022 financial year, CN renewed action towards the SDGs, considering and responding to the effects of COVID-19 on our community and beyond. We have now embedded the SDGs throughout *Newcastle 2040* to ensure action across CN moving forward.



CN supports the Sustainable Development Goals

In December 2021, we produced our first [Communication on Engagement](#) for publication on the UN Global Compact website, including a statement of continued support for the UN Global Compact and its 10 principles, and a measurement of outcomes.

Below are some other key initiatives undertaken by CN during the 2021/2022 financial year that supported progress in the achievement of the SDGs.



### Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable

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

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

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

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

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



### Goal 13. Take urgent action to combat climate change and its impacts

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

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

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

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

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

Consultation has begun on our new *Environment Strategy*.



### Goal 17. Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

We work top down and bottom up.

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

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

We are contributing to a regional set of indicators for SDG progress across the Hunter.

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

# What we did in 2021/2022

## Capital investment

The capital works program has seen \$100.6 million invested in projects across the Newcastle LGA in the past 12 months. This is in line with the previous year's record investment.

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

Key projects delivered in 2021/2022 include:

- Local Centre renewals:
  - James Street Plaza, Hamilton \$881,000
  - Shortland \$779,000
  - Mitchell Street, Stockton \$4.2 million
- East End Hunter Street Sub-Stage 1 \$7.3 million
- National Park Basketball Courts \$1.1 million
- Watkins Street Cycleway, The Junction to Merewether \$3.6 million
- Dixon Park Surf Club upgrade \$1 million
- Yangan Drive Beresfield, road reconstruction \$2.7 million
- Barrie Crescent Stockton, protection structures \$4.6 million
- Street and park tree replacement program \$1.4 million
- National Park Number 1, redevelopment \$8.6 million

The delivery of our \$100 million capital works program over the past 12 months is a great achievement for our organisation and the community, especially considering the additional challenges of COVID-19 and the number of weather-affected days during the year. It is a result that deserves to be celebrated.

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

### New local centres for Stockton and Shortland

CN delivered close to \$4 million in upgrades of Mitchell Street, Stockton; Shortland Local Centre; and James Street Plaza, Hamilton, creating safe, revitalised and attractive spaces for the community to shop and enjoy.

The upgrades include new street furniture and landscaping alongside a range of pedestrian safety improvements, upgraded footpaths and stormwater improvements.

These projects were delivered as part of CN's Local Centres Program, which is delivering upgrades to suburban centres across our city. Projects underway and upcoming for 2022/2023 include Orchardtown Road, New Lambton and continuing works on the next stage of the Wallsend Local Centre.

### New playgrounds for the city

We continued to renew playgrounds across the city as part of CN's annual playground improvement program.

Playgrounds delivered this year include:

- Gross Street Reserve, Tighes Hill
- Wallsend Pool Playground
- Mayfield Pool Playground
- McCauley Park, Tarro
- McInnes Street, Minmi
- Bernborough Reserve, Maryland
- Kotara Park, Kotara.

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

The Western Corridor Active Hub is nearing completion at Wallsend and will provide the community with expanded play space, multi-sports courts, fitness stations, pump track, climbing wall, seating and shelter.

### Road reconstruction projects

CN delivered \$6.8 million in road rehabilitation projects and a further \$6 million was spent on road resurfacing.

Road rehabilitation projects delivered this year include:

- Yangan Drive, Beresfield - road reconstruction
- Rosemont Street, Adamstown Heights - road renewal
- Allowah Street, Waratah - partial retaining wall, new road pavement construction, stormwater drainage, kerb and gutter and associated footpath
- Croudace Road, Elmore Vale - Garsdale Avenue to Cardiff Road - subsoil drainage
- Boundary Street, Kotara - road reconstruction
- Enterprise Drive, Beresfield - road reconstruction.

## Performance



**115,589**  
calls made to CN  
129,120 calls (2020/2021)



**\$100.6 million**  
works program  
expenditure



**1,546**  
webchats with 89% customer  
satisfaction rating  
2,727 webchats (2020/2021)



**\$48.5 million**  
received in grants and  
subsidies



Determined Development  
Applications  
**1,654**  
with a value of  
**\$706 million**  
1,392 DAs approved - \$636m value  
(2020/2021)



Pools  
**272,865**  
attendees  
336,703 (2020/2021)



Civic Theatre  
**95,952**  
attendees  
92,260 (2020/2021)



**71,714**  
tonnes into Summerhill Waste  
Management Centre  
263,567 tonnes (2020/2021)



**29,182**  
tonnes recycled  
39,543 tonnes (2020/2021)



Art Gallery  
**\$126 million**  
collection value



Summerhill Solar Farm  
**6,941 MWh**  
electricity generated,  
equivalent of powering  
1,384 Newcastle houses



Museum  
**114,428**  
attendees  
105,745 (2020/2021)

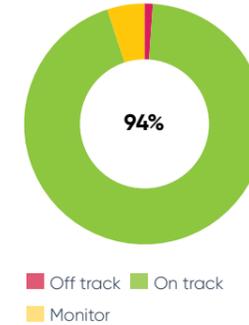


Electricity converted from landfill  
gas by 2 1.1MW generators  
**17,463 kWh**  
equivalent of powering  
3,575 Newcastle houses

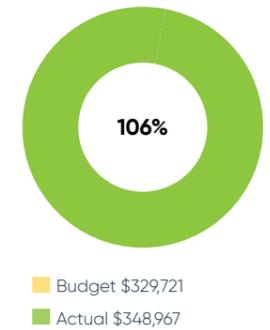


Library  
**271,047**  
attendees  
263,495 (2020/2021)

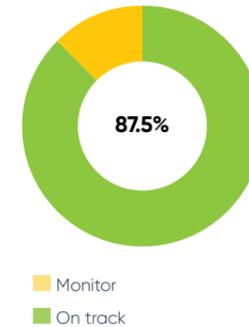
**Total initiatives**  
**255**  
initiatives  
completed  
or on track



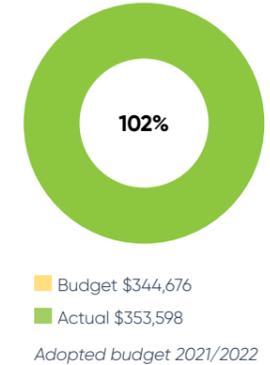
**Total operating expenditure**  
**\$348,967**  
YTD actual ('000)



**Total indicators**  
**40**  
resolutions  
completed



**Total operating income**  
**\$353,598**  
YTD actual ('000)



## Works program highlights



Roads and  
transport  
**\$28 million**



Recreation parks, sporting  
facilities and open space  
**\$8.8 million**



Environment  
**\$7 million**



Information  
technology  
**\$5.3 million**



Smart and economic  
development  
**\$4.4 million**



Fleet  
replacement  
**\$3.5 million**



Stormwater  
**\$4.9 million**



City and coastal  
revitalisation  
**\$15.3 million**



Cultural  
facilities  
**\$6.7 million**



Libraries  
**\$1.1 million**



Buildings and  
structures  
**\$1.5 million**



Waste  
**\$14.1 million**

## Highlights

### Integrated and Accessible Transport



#### New cycleways

CN finalised a 1.1km shared path along Watkins Street, Merewether, linking Glebe Road, The Junction, with Merewether Beach. The 2.5m-wide shared path is the first stage of the City Centre to Merewether Cycleway project. It features new and upgraded crossings, making it safer for pedestrians and cyclists, and upgrades to drainage.



#### New Local Centres for Stockton, Shortland and Hamilton

CN delivered close to \$4 million for the upgrade of Mitchell Street, Stockton; Shortland Local Centre; and James Street Plaza, Hamilton, creating safe, revitalised and attractive spaces for the community to shop and enjoy. The upgrades included new street furniture and landscaping, pedestrian safety improvements and upgraded footpaths, and stormwater improvements.



#### East End revitalisation – first phase

The long-term revitalisation of the Hunter Street Mall is a significant step closer, with work being finalised on the first stage of the East End Village project. The \$5 million first stage has seen new paving, service upgrades, street furniture, and increased ground cover and trees on Hunter Street at the block bound by Wolfe and Perkins Streets, and includes significant upgrades to stormwater and drainage, cycleways and footpaths.



#### New Lambton Local Centre

A new footpath connecting Blackbutt Village in New Lambton to Blackbutt's Richley Reserve along Freyberg Street has been completed as part of a \$3.7 million upgrade of the popular Local Centre. Construction is scheduled for overall completion in early 2024. The upgrade has been supported with a \$0.6 million grant from the NSW Government under Round 7 of the Resources for Regions program.

### Protected Environment



#### Improving our paperlite business

CN is part of the PrintReleaf program, which offsets the pages printed by CN to plant trees and reforest areas. This initiative aligns with CN's *Climate Action Plan* and provides benefit back to the community. Since joining the program in October 2020, we have had 360 trees planted on our behalf to offset the pages that CN employees printed during that 12-month period.



#### Electric future

CN's transition to a zero-emissions fleet is powering forward with the unveiling of its first electric truck. The medium rigid Hino truck is the only one of its kind in Newcastle and will replace a diesel vehicle currently being used by CN's Parks and Recreation team, reducing CN's carbon emissions by more than 20 tonnes each year.



#### Street tree planting

CN planted a total of 1,959 street and park trees. The community joined with CN in celebration of National Tree Day by planting 6,000 native grasses, groundcovers, shrubs and trees in Mayfield East to restore Newcastle's urban ecosystems. Our Local Centres and capital works projects have installed over 200 street trees in conjunction with native understorey plantings, which will ensure the health and vitality of our trees and our neighbourhood hubs.



#### Stockton Beach nourishment

Several studies have been completed in the past 12 months to identify sources of sand to maintain the health of the beach. Sand placement is progressing, with engineering placement plans and an environmental assessment in progress and due to be completed by the end of 2022.



#### Stormwater improvements

CN delivered the 2021/2022 Flood Program, including multiple monitoring, investigation and interagency collaboration projects. Some key highlights include:

- Continuation of the Throsby, Styx and Cottage Creek Flood Study Update
- Ongoing delivery of citywide LGA flash flood alert system
- Continuation of Low Lying Land Strategy
- Flood safety community education undertaken in partnership with the SES
- Continuation of the Hunter River house pad cumulative infill study.

200 m urban creek re-naturalised

118,157 native plants in the ground

38,000 m<sup>2</sup> of native revegetation delivered

1,959 street and park trees planted

Received and completed 7,500 tree maintenance activities

3,146 hours of Landcare volunteering

68.8 hectares of bushland regeneration activity delivered

## Vibrant, Safe and Active Public Places



### Autumn Alive

Autumn Alive was a month-long series of night-time activations leveraging the unique elements of the Newcastle CBD: our cultural institutions, night-time offerings, quality public domains and boutique makers and traders.

It focused on a series of anchor events across the city's cultural spine, with an outdoor cinema at Museum Park, an alfresco dining experience in Wheeler Place and activations along Hunter Street and Pacific Park.

The program involved 127 events and activations and was successful in attracting visitors, with Autumn Alive being the sole reason for visitation for over 70% of surveyed attendees.



### New playgrounds at our local pools

Two new playgrounds have been constructed at Mayfield and Wallsend Swimming Centres. Both playgrounds feature a variety of equipment, including swings and climbing frames.



### New basketball courts

More than \$10 million is being invested into facility upgrades at National Park, Newcastle's largest recreational reserve, with 4 new basketball courts the latest project to be completed.

The 30 competition netball courts at National Park were upgraded as part of a project being funded by Newcastle Netball Association and delivered with support from CN.



### No.1 Sportsground makeover – stage 1

The makeover includes a rebuilt playing surface with increased playing field size to achieve the standard required for first grade AFL and elite cricket matches, lighting upgrade to enable evening fixtures, a new sub-soil irrigation and drainage system, new player dugout benches, construction of 7 new cricket wickets, new sight screens, new oval perimeter fencing and additional bleacher seating to almost double seating from 400 to 790.

## Inclusive Community



### Disability Inclusion Action Plan 2022-2026

CN has reaffirmed its commitment to ensuring Newcastle is an inclusive community for all via an updated Disability Inclusion Action Plan 2022-2026 (DIAP). It is estimated that 30,000 Novocastrians are living with a disability and the DIAP acts as a roadmap to guide CN's actions. The DIAP was prepared in 2021/2022 and unanimously adopted by the elected Council in February 2022. To read more about our progress in implementing the DIAP, see page 128.



### Newcastle Art Gallery exhibition receives national recognition

A Newcastle Art Gallery exhibition that showcased works of art never before seen outside of the Torres Strait was announced as the winner of the Promoting Indigenous Recognition Award at the National Local Government Awards. Newcastle Art Gallery's *WARWAR: The Art of Torres Strait*, exhibition focused on Torres Strait Islander (TSI) culture and its launch coincided with the raising of the TSI flag at City Hall for the first time in the building's 92-year history.



### Women elected to Council

Nine women were elected to Council at the local government election held on 4 December 2021, for the first time in Newcastle's 220-year history, with Cr Nuatali Nelmes re-elected as Lord Mayor for a third consecutive term.



### Technology makes Lambton Library more accessible

The humble library card has been transformed into an after-hours key allowing access to Lambton Library for the city's more than 100,000 library members. The library reopened in March following an extensive renovation that has delivered modern and accessible facilities while also returning the building's original heritage character to the front façade. The OPEN+ technology enables members to use their library membership number and barcode to access Lambton Library and an onsite CCTV system maintains the safety of patrons during accessible hours.

## Liveable Built Environment



### James Street Plaza, Hamilton

The transformation of James Street Plaza, Hamilton was completed after 4 months of construction.

The rich history of Hamilton is reflected in artworks in the renewed plaza, informed by the research of local historian Ruth Cotton, author of *Hidden Hamilton*, and through collaboration with Newcastle Museum.



### Innovative cultural change and city planning excellence

CN's innovative approach to cultural change and city planning has been recognised at the Local Government NSW Planning Awards (LGNSW) and the 2021 Planning Institute Australia (PIA) NSW Awards for Planning Excellence.

CN's Regulatory, Planning and Assessment team was awarded a 'Special Acknowledgement' by LGNSW in the 'Cultural Change Innovation and Excellence' category for significantly reducing Development Application processing times to achieve quality urban design outcomes, while improving the customer experience. Bathers Way was also recognised with a Highly Commended Award at the PIA Planning Awards for the 'Great Place' category, nominated by CN. The winner was The Station, which was nominated by Hunter and Central Coast Development Corporation.

## Smart and Innovative



### Future Innovators Summit

The Future Innovators Summit (FIS) was held in Newcastle and for the first time in Australia in December 2021, following CN's investment in the art/science event. The FIS is part of an international series presented by Ars Electronica with collaborating cities around the world and was held in conjunction with related activities delivered through the University of Newcastle's FASTlab and local art technology studio Art Thinking.



### Raingardens keep waterways clean

CN is leading the trial and implementation of a new sustainable technology that improves cleanliness of stormwater runoff through an innovative filtration system used in raingardens. Raingardens are small garden beds located along the street, featuring soil and plants that slow down and filter pollution in stormwater so it doesn't harm waterways and beaches.



### NewSkills program

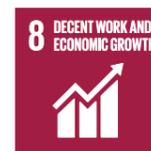
A new small business incubator program offered 15 Novocastrians the chance to take their business ideas to the next level. Delivered as part of CN's NewSkills training program, the intensive 12-week Side Hustle Bootcamp provided entrepreneurs with the opportunity to gain insight and develop their ideas into a viable business.



### Lean In Newy

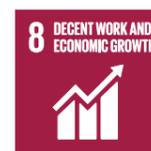
CN developed the Lean In Newy (LIN) app as part of the COVID-19 Recovery Package in April 2020. LIN was launched in June 2020, at the height of COVID-19 restrictions, with the objective of providing an economic stimulus direct to small business in times of COVID-19-related financial hardship. The app was designed around local community members undertaking challenges, with users then earning points that could be redeemed directly through vouchers at local businesses and charities.

## Open and Collaborative Leadership



### Newcastle recognised for innovative approach to economic development

CN's innovative approach to talent attraction and economic development was recognised at the 2021 National Economic Development Awards for Excellence. The recently adopted *Economic Development Strategy* was shortlisted as a finalist in the 'Strategic Thinking' category for its transformative and innovative vision and leadership towards economic development over the coming decade. The talent attraction and relocation program New Move was also shortlisted as a finalist in the marketing category for its novel '10,000 Reasons' promotional campaign to incentivise 30 skilled, community-minded individuals to relocate to Newcastle with a \$10,000 grant.



### Creating employment opportunities

CN welcomed 12 trainees, apprentices and graduates, creating employment opportunities for Newcastle's young people as part of its response to COVID-19. CN will begin recruiting for its annual intake of early career positions, with roles available across a range of sectors including business services, customer service, greenkeeping, horticulture, conservation, metal fabrication, carpentry, civil construction and human resources.



### A new vision - Newcastle 2040

Over a 12-month period, we engaged with more than 5,440 people to develop the CSP, *Newcastle 2040*. In April 2022, CN adopted the plan, which will guide the work we do until 2040. It will define our vision for Newcastle and highlight our key themes and priorities, flowing into our strategies and aligning throughout our planning and deliverable actions.

# Future plans

## Newcastle Art Gallery expansion

The Newcastle Art Gallery closed its doors in January 2022 to allow for its long-awaited \$40 million expansion project to occur. The project will deliver an additional 1,600m<sup>2</sup> of exhibition space with dedicated areas for the Gallery's significant collection on the lower level, while the upper level will

cater for a variety of temporary exhibitions, showcasing local, national and international artists. The project includes a new café and retail shop, a multi-purpose and educational program space, and a secure international standard loading dock.

## Final stage of East End revitalisation

CN, together with Iris Capital, has unveiled the winning designs of an architectural design competition to complete the \$880 million redevelopment of its award-winning East End development.

The winning design features 235 dwellings across 5 buildings, as well as 1,731m<sup>2</sup> of retail floorspace and approximately 300 parking spaces, with an estimated overall construction cost in excess of \$150 million. A Development Application for the site will be lodged by Iris Capital by the end of 2022.

## National Park redevelopment – No.1 Sportsground makeover – stage 2

A proposed major refurbishment of Newcastle's No.1 Sportsground grandstand will transform the facility into a modern venue able to cater for the needs of local, regional and elite-level sporting fixtures.

CN has applied for a \$5 million grant from the NSW Government to complete the project, which will increase the footprint of the existing grandstand with a two-storey addition at the rear of the building to provide upgraded amenities for players, officials and spectators.

Stage 1 works included increasing the size of the playing field to achieve the minimum standard required for a first grade AFL match, constructing 7 new cricket wickets and rebuilding the entire playing surface with a new sub-soil irrigation and drainage system.

The installation of 6 new 40-metre light poles has upgraded the lighting to 750 lux, with increased electrical conduit to allow for a further increase in lux level if required for televised night-time fixtures. New sight screens, player dugout benches and oval fencing will also improve the playing experience.

## Bathers Way, South Newcastle Beach

Bathers Way, South Newcastle is the stretch of Bathers Way from Shortland Esplanade to King Edward Park, also known as the Newcastle Beach Community Infrastructure Renewal Project. The project is part of CN's Coastal Revitalisation Program and is part funded by a \$5 million grant from the NSW Government's Restart NSW Resources for Regions program.

The project is designed to cater for a broad range of users by providing a wider accessible shared path, new kiosk and exercise equipment, a skate bowl and terrain park, improved beach access and accessible amenities, and places to sit and enjoy the views.

The wheelchair-accessible skate bowl and terrain park will complement the advanced-level facilities at Empire Park and have been designed to both withstand coastal impacts and minimise impacts to the surrounding environment.

Features of Bathers Way, South Newcastle will include:

- Construction of the Bathers Way shared path from Shortland Esplanade to King Edward Park
- Improved access to South Newcastle Beach and King Edward Park
- New skatepark and bowl
- Parking, landscaping, lighting and accessibility improvements
- New fitness equipment, shade, seating and viewing areas
- New café/kiosk and accessible amenities.

The Newcastle Coastal Revitalisation Master Plan and the Bathers Way Public Domain Plan project at South Newcastle is expected to be completed early in 2023.

## Newcastle Ocean Baths upgrade

The long-awaited revitalisation of the Newcastle Ocean Baths commenced in 2022 with Stage One works to improve the safety, water quality and accessibility of the much-loved community facility. The \$14.5 million first phase will focus on the pools,

lower promenade and pumping system, addressing key issues identified through detailed community engagement and engineering advice. The Ocean Baths will be closed for the duration of the work, which is expected to be completed by mid-2023.

## Orchardtown Road, New Lambton Local Centre upgrade

The upgrade of the popular local business centre is being delivered in 5 phases for a total duration of 20 months. Phases 1 and 2 have been completed; Phase 3 began in early August 2022 and is scheduled for completion by the end of this year. Phases 4 and 5 will be completed during 2023.

## Western Corridor Active Hub

Wallsend will soon be home to a new \$2 million recreation facility, with construction on the city's second Active Hub to be completed by the end of 2022. Wallsend Active Hub will transform Federal Park into a vibrant hive of active recreation opportunities including a new play space featuring equipment for a variety of ages, pump track for bikes, scooters and skateboards, multi-sports courts allowing for basketball and futsal, rebound wall, climbing wall and fitness stations. Wallsend Active Hub will cater for community members with accessibility requirements, with a new connecting pathway and an all-abilities spinning carousel in the play space. A barbecue area and toilets will also be delivered as part of Phase 2 in 2023.

## Foreshore Park

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

connected via a series of accessible paths, seating, gardens and lawns.

It will be developed in collaboration with Variety, the Children's Charity, who have provided \$50,000 towards the design phase of the playground. CN has also secured more than \$1 million from the NSW Government to assist with its construction, including \$730,000 from 2 rounds of the Newcastle Port Community Contribution Fund and \$300,000 from Everyone Can Play and the NSW Department of Planning, Industry and Environment.

# Our path to reconciliation

## CN acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land on which we live and work.

We understand the importance and significance of embracing reconciliation, fostering mutual respect, knowledge and understanding, and strengthening and maintaining relationships with the local Aboriginal and Torres Strait Islander community. CN is committed to reconciliation; we know our community is thriving where reconciliation is embraced, diversity is valued, and everyone can contribute and belong.

With the guidance of the internal Reconciliation Action Plan (RAP) Working Group, CN has delivered many Aboriginal and Torres Strait Islander events and programs. Programs, projects and events included:

### WARWAR: The Art of Torres Strait exhibition at the Art Gallery

*The Art of Torres Strait* was the most significant First Nations exhibition project in Newcastle Art Gallery's 64-year history, curated by First Nations artist/curator Brian Robinson and featuring 64 First Nations artists. *The Art of Torres Strait* won multiple categories at the Museums Australasia Multimedia and Publication Design Awards (Australian Museums and Galleries Association) and IMAGine awards (Museums and Galleries NSW). Despite the impact of the pandemic, during its 64-day run, 14,959 people visited *WARWAR*, and the exhibition's videos and virtual walkthrough had over 48,000 views on social media.

### Instrumental Cause (online video)

Receiving 11,690 visitors, *Instrumental Cause* was curated by First Nations curator Donna Biles Fernando from the Newcastle Art Gallery collection as a response to the Kilgour Prize 2021.

### Living Labels Museum Program

Living Labels linked our unique natural environment with one of the diverse collections of Newcastle Museum. In Museum Park people discovered living examples of trees and plants that have shaped and defined the place where we live. Inside the Museum, visitors traced how these trees weave their way through the objects and exhibitions.

### Ngarrama Australia Day Eve Vigil

CN supported Awabakal Corporation and the University of Newcastle to host Ngarrama, a free public event at King Edward Park to engage the community in meaningful reconciliation through truth-telling and historical acceptance. Inspired by Sydney's Vigil at Barangaroo, Ngarrama celebrated the rich culture of Aboriginal and Torres Strait Islander peoples. Ngarrama translates to 'to sit, listen and know'.

### Cooee Project

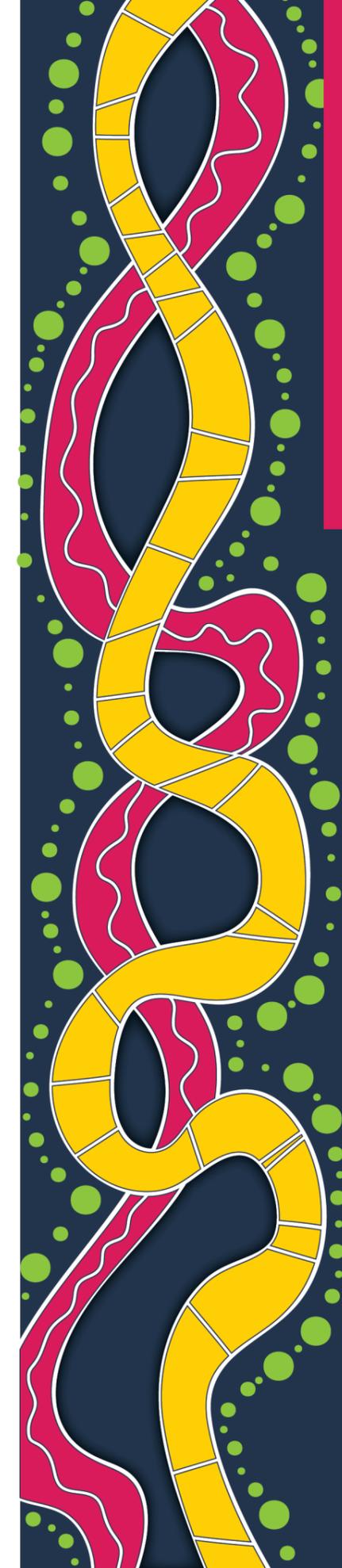
Locally based Yolngu artists and industry professionals, The ILLUME Girls, partnered with CN to deliver the Cooee Project. The program provided an intensive musical and cultural mentoring opportunity for Aboriginal and Torres Strait Islander women, culminating in a performance at the Awabakal NAIDOC Community Fun Day.

### Wayapa Toddler Time, Civic Park

This Newcastle Libraries program enabled toddlers to enjoy familiar games with an Indigenous twist. Each week the games linked to different areas of physical and social development. The program was presented by Sarah Corrigan, a proud Darkinjung woman and Aboriginal Health Practitioner.

### Reconciliation Week

- CN employees participated in the **RAPs in the Region Learning Circle**. Community businesses and organisations came together to learn about RAPs and how they can be used to drive meaningful social and economic change for Aboriginal and Torres Strait Islander people.
- CN employees also attended the **Looking Ahead Towards Reconciliation** lecture at the University of Newcastle. The discussion explored how we can make meaningful change in our workplaces and our communities, with a particular focus on the role of non-Aboriginal people in the reconciliation process.
- For the first time, CN had a table at the **University Reconciliation Ball** for Aboriginal employees and members of the Guraki Aboriginal Advisory Committee. The event was a celebration of Aboriginal and Torres Strait Islander peoples and culture.
- Reconciliation Week was acknowledged and celebrated with a **Reconciliation Morning Tea with the RAP Core Working Group**.



## NAIDOC Week

- CN held its **Inaugural NAIDOC Week Morning Tea competition**, where employees participated in a morning tea to acknowledge and celebrate NAIDOC Week.
- Civic Theatre offered free tickets to the **screening of Biraban and Threlkeld: Finding the Third Space**. *Biraban and Threlkeld* is the 17th film in the *Stories of Our Town* project, produced and made by local filmmaker Chit Chat von Loopin Stab along with Tony Whittaker of Carnivore Films. This was the first time this film was shown. A Q&A was hosted by Ward 2 Councillor Carol Duncan with some stars of the film after the screening.
- Civic Theatre offered free tickets to the **NAIDOC Week screening of Wash My Soul in the River's Flow**, Archie Roach and Ruby Hunter's profoundly moving story about being stolen as children, finding each other and returning to Country.
- CN participated in the **NAIDOC Week Awabakal Community Fun Day** and held 'Have a Cuppa with Council' in the main tent. CN employees ran the tent throughout the day, and over 2,000 people attended the event. CN was a major sponsor of this event and also sat on the Steering Committee.
- Libraries held a **NAIDOC Week workshop, Torres Strait Islander Storytelling & Art**, where local Torres Strait Islander artist Toby Cedar led an interactive storytelling and art workshop for children and families.
- CN hosted **Wayapa Wuurrk in Civic Park**. Sarah, a Darkinjung woman, introduced families to Wayapa Wuurrk, an Aboriginal wellness practice, through little yarns linking each Wayapa element to Aboriginal culture, sustainability and Country.
- Our libraries hosted **Uncle Perry Sharing Culture**, where people joined Uncle Perry, a proud Kamilaroi man, as he shared his knowledge of Aboriginal life and culture through yidaki (didgeridoo) playing and storytelling.
- Our libraries also ran the **NAIDOC All Ages Beanstack Challenge**, where children were encouraged to read books by Aboriginal and Torres Strait Islander authors and illustrators.
- CN created a **NAIDOC Week video** with employees from the RAP Core Working Group and councillors from the Guraki Aboriginal Advisory Committee discussing NAIDOC Week, its importance and what it means to them.

## More events

CN provided 3 Hunter TAFE Foundation Scholarships for Aboriginal and Torres Strait Islander students.

CN hosted over 30 Aboriginal employee events, ranging from fortnightly Teams catch-ups to formal events such as the Reconciliation Ball.

CN provided cultural information sessions on cultural protocols and practices to over 100 employees.

CN increased its membership to the RAP Working Group from 19 members to 35 members. CN created the RAP Core Working Group, a committee of 12, to support and direct the broader RAP Working Group.

CN contracted Aboriginal artists to create artworks for various strategies and reports.

CN created a video Acknowledgement of Country that is shown prior to Museum movie nights.

An Acknowledgement of Country has recently been introduced as the default on staff email signatures.

CN was granted the first Aboriginal Declared Place within the LGA at Rocky Knob.

The Art Gallery delivered 5 in-person and digital events that celebrated First Nations artists.

The Art Gallery acquired 10 new works by First Nations artists, including Jonathan Jones, Kyra Mancktelow, Janet Fieldhouse and Leon Puruntatameri.

In collaboration with the Awabakal Local Aboriginal Land Council, CN named 6 roads within the Newcastle LGA using traditional Aboriginal language: Koteliko Crescent, Pilapai Way, Tiraal Drive and Wollotuka Circuit (Fletcher); Porowei Way and Minyan Way (Kooragang).

## 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.*



# Community financial report

CN spent \$349 million this year to provide services and facilities to more than 167,300 residents. We managed \$1.91 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 provides a summary of our 2021/2022 financial statements.

## Finance summary



**\$48.5 million**  
received in grants  
and subsidies



**\$199 million**  
raised in rates



**\$5.0 million**  
earned on our interest and  
investment income



We invested  
**\$100.6 million**  
in new and updated  
infrastructure



Including  
**\$28.9 million**  
in the replacement  
and upgrading of the  
city's infrastructure



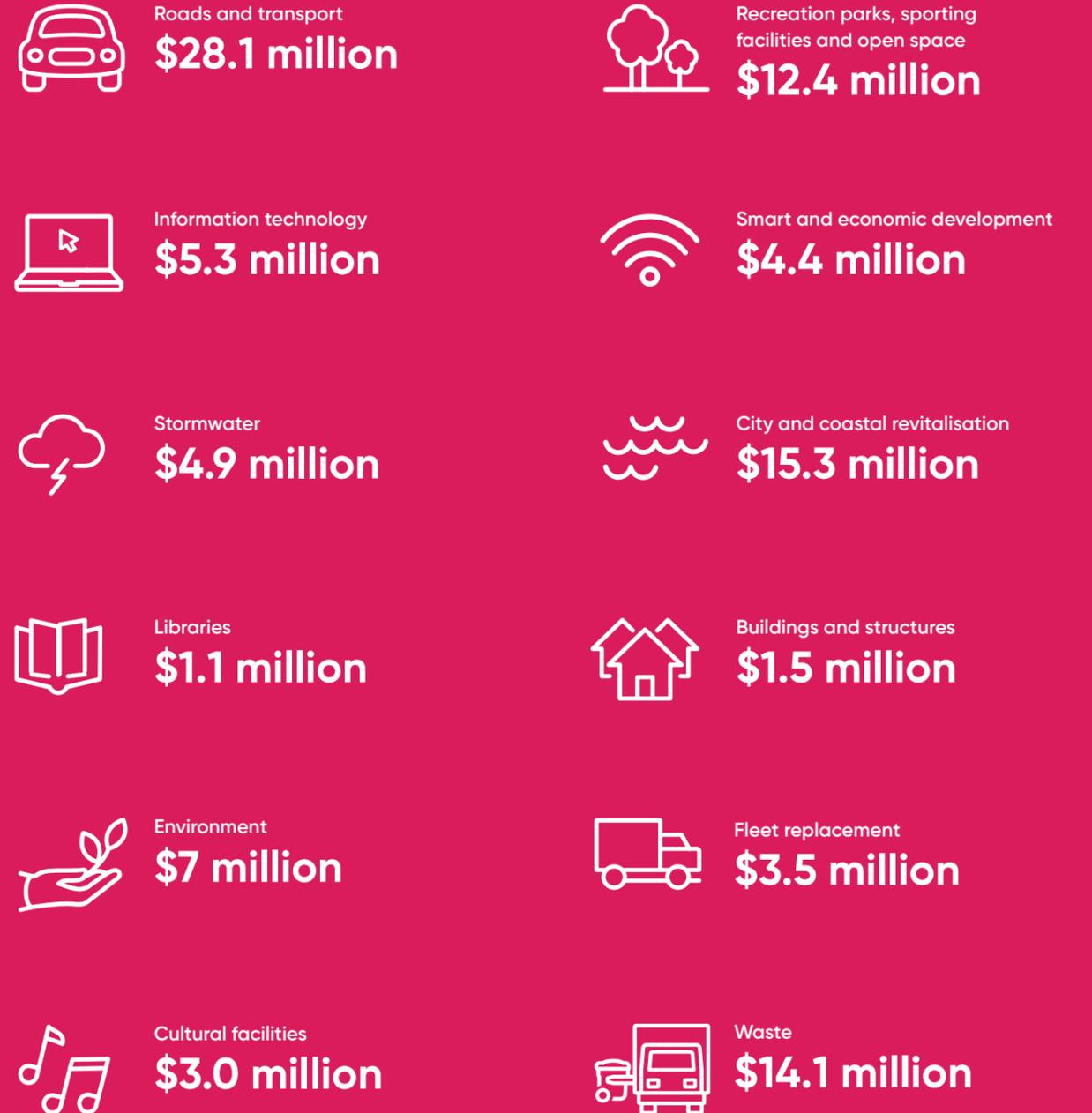
**\$4.6 million**  
surplus operating result from  
continuing operations

## Expenditure by strategic direction (\$'000)



- Integrated and Accessible Transport: \$51.35 million
- Protected Environment: \$89.95 million
- Vibrant, Safe and Active Public Places: \$100.15 million
- Inclusive Community: \$5.78 million
- Smart and Innovative: \$11.56 million
- Liveable Built Environment: \$9.49 million
- Open and Collaborative Leadership: \$80.69 million

## \$100.6 million in capital works expenditure



# Our response to COVID-19

## Supporting our staff

### COVID-19 Renewal Plan

CN's Renewal Plan was developed in April 2022 and supports a leader-led approach as we integrate the impacts of COVID-19 into what we do and how we do it for the short to medium term. It guides existing and new leaders and our people and is an integral part of CN's culture.

The Renewal Toolkit provides the practical elements to support staff and a 'flexibility within a framework' approach. It includes:

- Our Ways of Working – the principles and etiquettes for working at CN that are inclusive of our variety of workplaces
- CREW Values with a 'renewal' lens
- Collaboration Guide – to assist in deciding the best format for collaboration and other activities
- Blue Bus leadership, behaviours and culture – to guide how we work together to continually improve our workplace and culture
- COVID-19 risk assessment – applies to all workplaces and services and replaces the former COVIDSafe plans. Some services may have specific COVIDSafe plans or COVID risk assessments to address risks in their operations.

### Service changes

Due to the Delta variant, CN services and facilities closed from 5 August 2021. They reopened with restrictions on 10 October 2021.



## Community and Economic Resilience Package

CN announced an expansion of our Community and Economic Resilience Package in August 2021 in response to the economic and social impacts of the lockdown caused by the Delta strain. The package included:

### New Move

The New Move program attracted talent to Newcastle and injected stimulus into the local economy. Recipients received \$10,000 for relocating to Newcastle, free co-working space and a community program to help integrate into the local ecosystem.

### Supporting community organisations

CN supported community organisations by providing thousands of face masks, hand sanitisers, face shields and disinfectant wipes.

### Rapid Response Funding Community Sector COVID-19 Support

CN provided \$118,000 to 15 community organisations in response to the Delta outbreak to assist in the purchase of food packages and toiletries, as well as crisis accommodation, counselling and web connectivity.

### Community Recovery Support Grants

As part of the CN COVID-19 Community Economic Resilience Package 2.0, a grant round for Community Recovery was facilitated. Community Recovery Support Grants totalling \$60,000 resourced community-led responses to post-lockdown/ COVID-19 community recovery needs, specifically in the following 3 priority areas:

1. Foster Community Resilience
2. Reduce Poverty and Disadvantage
3. Trauma Recognition.

### Lean in Newy

10,150 downloads of the app resulting in 68,357 kindness actions.

Northern Settlement Services, Awabakal, CatholicCare Social Services Hunter Manning and NovaCare were awarded funding to deliver community recovery programs under this funding program.

### Increased works program

CN increased its works program by \$10 million during 2021/2022, which helped create more than 100 new jobs in Newcastle. In addition, it increased total economic output by more than \$27 million.

### NewSkills program

Funded training courses, workshops, self-paced learning, intensive programs and mentoring.



# Our community

**Contents:**

Our people, our city

Newcastle at a glance

Supporting our community

Grants and sponsorship

Major events

Supporting our visitor economy

Our engagement

Our community surveys

Customer experience

# 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 and eastern corridors.**

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.

**We have survived earthquakes, superstorms and the closure of major industries and yet still 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, hardworking and diverse community.



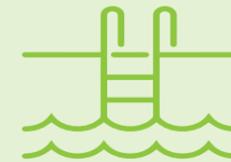
Bathers Way, Newcastle Beach



**66,250**  
rateable properties



**972km**  
of pathways



**7**  
ocean baths and  
aquatic centres



**134**  
playgrounds



**14km**  
of coastline



**6**  
main beaches



**850km**  
of roads



**147**  
sporting grounds  
and ovals



**11**  
libraries



**8**  
community centres



**4**  
major cultural centres



**37**  
public amenities

# Newcastle at a glance



## Our population

Newcastle population 2021

**171,307**

Population by 2041

**199,700**

Greater Newcastle population 2021

**608,700**

Population by 2041

**699,200**

### Median age

Newcastle	37	
NSW	38	

### Aboriginal and Torres Strait Islander population

Newcastle	3.5%	
NSW	2.9%	

### Born overseas

Newcastle	14%	
NSW	28%	

## Estimated annual population growth rate 1%

*Planning NSW Population Projections, forecast.id*

81km of watercourses

91 bushland parcels totalling 5.1 million m<sup>2</sup>

113,048 street and park trees

42 inland cliffs totalling 3.6km

5.7km bushland tracks and trails

21 coastal cliff lines totalling 3.5km

14km coastline

10 beaches

65 wetlands

33 community spaces (20 CN-owned)

41 cultural spaces (8 CN-owned)

## Live



52 suburbs

2.36 people average household size

78.4% internet access at home

30% of dwellings are medium or high density

29% of residents fully own their home;  
30.3% have a mortgage; 34.5% are renting;  
0.7% other and 5.5% not stated

40.5% domestic recycling rate

10.4kg waste and recycling generated per person per week

\$851,000 median house price (December 2021)

## Play



2 ocean baths

5 aquatic centres

6 patrolled beaches

8 lifeguard facilities

17 off-leash dog areas

4 outdoor exercise facilities

14 community gardens

14 libraries (11 CN-owned)

6 surf clubs

250 recreation parks

972km pathways

147 sporting grounds

63 sports venues

15 grandstands

13 BMX/skate parks

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

## Work



### Top 3 industry sectors by employment

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

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

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

### 102,800 jobs in Newcastle

50.1% live within LGA

\$1,398 (p/week) average household income

5.3% unemployment rate

### 14,150 businesses in Newcastle

30% of the Hunter's developed industrial space

80% of the Hunter's office space

## Invest



1 airport

1 holiday park

1 waste and resource recovery centre

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

62 primary and secondary education facilities

\$1.1 billion value of building approvals (2020-2021)

\$18.4 billion Gross Regional Product

4.63 million annual visitors (2019)

\$2 billion value of city-owned assets

\$46 million received in grants and subsidies (2020-2021)

11 tertiary education facilities

# 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 the people of Newcastle to take collective action on social issues that are important to them. 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.

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We design, enable and deliver a range of programs to make Newcastle a place for everyone. Here's a selection of highlights across 2021/2022:

## Communication, Training and Advocacy

An **e-newsletter** provides a conduit for CN to over 600 community service-related contacts. It's a platform to share positive stories, encourage better community connections and highlight information about CN services, community engagement, grants and events. The newsletter also promotes community sector service resources, events and training opportunities.

**My Community Directory** is an online platform enabling community members and organisations to post information and browse community services, activities and volunteer opportunities across Newcastle and beyond.

The **Newcastle Interagency** brings together community service providers to meet and discuss service news, sector issues, collaborations and research. In 2021/2022 the Newcastle Interagency met 4 times with over 240 people attending. One meeting specifically focused on services operating in the western corridor suburbs of Newcastle.

The **Disability Inclusion Action Plan 2022–2026 (DIAP)** was adopted by CN in February 2022. The 35 actions under the new DIAP have been developed in response to community feedback, including a formal public exhibition process, and in consultation with internal business units and people with lived experience to ensure effective actions will be delivered. To read more about our progress in implementing the DIAP, see page 128.

The **Access and Inclusion Advisory Committee (AIAC)** is an advisory committee to CN. An expression of interest seeking new membership was held in early 2022, with the new AIAC meeting in May 2022. The committee consists of 3 councillors, 3 organisational representatives of services related to disability and 4 community representatives, including people with lived experience of disability.

**Training courses** were delivered to CN staff to facilitate improved customer service and increase disability awareness. CN is now communicating with more content that includes Auslan interpretation and captioned videos, and is booking Auslan interpreters for community consultations. Further exploration of providing more Easy Read documents is underway. The *Newcastle 2040* CSP is also available in plain text, improving accessibility for those who are blind or prefer to use screen reader technology.

Training included:

- Auslan for more effective communication with members of the Deaf community
- Disability awareness
- Creating inclusive documents (CN graphic design team).

CN moved from being a pledge signatory of the **Racism Not Welcome** program to giving a clear visual message that Newcastle is a place for all people with the installation of localised Racism Not Welcome street signs across the community, including locations at Newcastle Beach, Beaumont Street, Darby Street and Maitland Road.

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## Supporting and enabling the vulnerable

The **Cooee Project** delivered 6 weeks of intensive cultural and artistic mentoring for young Aboriginal people aged between 12–24. This project was created and led by Yolngu artists The ILLUME Girls and supported by CN's Community Planning and Development (CP&D) team and Libraries. A series of workshops culminated in a performance program launched on 11 June 2022, leading into NAIDOC Week celebrations organised by Awabakal. The program was built on the success of a pilot program, Tiddas at Muloobinba, which launched in Youth Week 2021.

The **Youth Industry Partnership Program (YIPP)** was created in partnership with Career Links Newcastle (Mayfield branch). The YIPP leverages local industry, Greater Newcastle Youth Employment Charter partners, Committee for Hunter, local employers, schools and support services to facilitate access to programs and services to support young people's transition into employment or further education.

Modelled on the Three Pillars of Connection, the YIPP fosters interventions suitable for young people needing assistance. The focus is on school leavers and vulnerable groups not serviced by existing programs or funding.

Since commencement, the program has engaged over 100 young people in one-on-one career mentoring and enabled over 20 apprenticeship placements and 15 employment placements.

The **Youth Entrepreneur Hub (YEH)** is a collaborative initiative between CN and the federally funded Hunter Futurepreneurs program. Developed as part of CN's commitment to implementing objectives of the Greater Newcastle Youth Employment Charter, the program provides mentoring support and fosters the development of entrepreneurial skills in the region. YEH is being piloted from April to November 2022 and has a core group of young people aged 15–25 engaged in the program.

YEH program objectives include:

- Establish a safe and no-cost community of local young entrepreneurs aged 17–25
- Create a launchpad for ideas and confidence
- Enable access to real-world entrepreneurs and mentors for local young people
- Provide access to skills development to build and run your own business
- Provide access to pitch opportunities
- Build and grow networks beyond the boundaries of school.

**Understand, Learn and Act! against coercive control and family and domestic violence**

Educational material about family and domestic violence (F&DV), codesigned and developed with the support of CN, is translated into 7 different languages and English to WCAG (Web Content Accessibility Guidelines) 2.1 standard. The campaign utilises web, social and mainstream media and is also available in hard copy as A4 removable adhesive posters, for distribution and display online and in schools, businesses and public places across Newcastle. The material is mindful of all genders including non-specific, and has been created to convey contemporary and concise information to audiences most affected – young people, women and families.

[A hard-copy pocket-sized guide](#) identifying all elements of F&DV, how to take action and where to seek support is widely distributed to frontline sector access points and has also been translated into 7 different languages.

**Programs for seniors**

CN supports seniors in many ways. Our libraries, museum, senior centres, grants programs and the below initiatives reinforce our commitment to ensuring Newcastle is an inclusive community for people as they age.

**Seniors Festival 2022**

- CN engaged with over 500 people to promote multiple positive ageing messages during shopping centre-based community information sessions over 2 days at Jesmond and Wallsend.
- A Seniors Services Directory was developed and distributed to the general community, senior centres and community groups, with a foldout version distributed to all ratepayers.
- A Seniors Festival program of events was held, including collaboration with Civic Services on the Seniors Comedy Festival at City Hall.
- A Seniors Festival Mini Expo was held in collaboration with many local services, including Hunter Ageing Alliance.

- The Hunter Disability Expo at Newcastle Entertainment Centre, attended by thousands of people over the 2-day event. Staff from CN's Community Planning & Development (CP&D) and People and Culture teams were kept busy engaging with attendees, providing information on Count Us In and promoting CN as a potential employer.
- Social media and web content developed with people who have lived experience of disability speaking about what it means to be included. This was shared by third parties and assisted in promoting the message of inclusion broadly among the community.
- A small grants program supporting the following activities during Count Us In: inclusive arts workshops for the deaf; dietary, health and nutrition sessions; inclusive karaoke; accessible fishing sessions at the Shortland Wetlands; inclusive group drum sessions; and an inclusive disco held at Nobbys Surf Club.



*A Day in the Garden in collaboration with Hunter Multicultural Communities*

**A Day in the Garden in collaboration with Hunter Multicultural Communities**

Supported by CP&D as part of engagement to inform the *Local Social Strategy* and hosted by Hunter Multicultural Communities at Waratah, this event was attended by approximately 300 people of all ages and cultural backgrounds.

**Newcastle is Your Place Too**

This online codesigned workshop sought input from our local LGBTQIA+ community to inform CN's long-term community strategic planning. Participants included members of Newcastle Pride, ACON and TQBT (Trans Queer Brains Trust). Planning and running this workshop not only provided valuable knowledge sharing, but also revitalised a sense of trust and connection between the community and CN. There are now at least 2 non-binary members on the CN advisory committees.

**Life in Colour Art Prize and Virtual Exhibition**

This event was organised by ACON and supported by CN and Awabakal. Coinciding with IDAHOBIT (International Day Against Homophobia, Biphobia and Transphobia) 2022, the launch event, **Colour the Night**, provided a platform for creative local LGBTQIA+ people to express their stories through their artwork. Held at Fort Scratchley and attended by more than 200 people, this event's community and attendee feedback was overwhelmingly positive.

**Count Us In Newcastle**

The Count Us In disability inclusion festival included a wide range of activities and events over 16 days representing a diversity of disabilities and those engaged in creating a more inclusive Newcastle. CN worked in collaboration with Community Disability Alliance Hunter to coproduce many of the events and activities. The program included:

- A Business Breakfast hosted at City Hall, featuring high-profile speakers Natasha Beyersdorf and Paralympian Christie Dawes.
- A Disability Employment Forum held at Wallsend, bringing together stakeholders to increase employment and training opportunities for people with disabilities across our community.



### Housing Stress and Homelessness – Inclusive Conversation Series (July and November 2021)

CN delivered a series of inclusive and accessible full-day virtual conferencing experiences to community stakeholders engaging with identified, priority, community planning and development topic areas.

The first full day session was delivered on 21 July 2021, titled 'Unpacking Vulnerability', and the second, 'Housing Stress and Homelessness in Newcastle', was delivered on 29 November 2021. Throughout both days staff garnered valuable, evidence-based stakeholder experience from national and international leaders in Housing First projects and feedback to assist in forming CN's response to the homelessness and affordable housing crisis. Eighty local, state and international organisations actively participated in the Inclusive Conversations Series, with a total of 200 participants logging into the forum over the 2 days.

Outcomes from the Housing Stress and Homelessness Inclusive Conversation Series included:

- Presentation of international and local Housing First outcomes
- Identification of key gaps and data-driven approaches to responding to homelessness locally
- Creation of a platform for local community groups and providers to share stories, experiences and learnings and collectively design actions
- CN sharing data and information to the sector on policy positions in the housing affordability space.

### Business Improvement Associations (BIAs)

This financial year, CN continued its support for a network of 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 the 2021/2022 period, 30 projects, events and promotions shared about \$1.1 million in Special Business Rates contestable funding. Projects included a street mural festival, block party, augmented reality (AR) local history app, online retail marketing and promotion campaigns, music performance events, Christmas activations, an op shop trail and a food month.

BIAs have been an important vehicle for CN to connect with our local small businesses. Social media and promotion campaigns have become a focus.

Hamilton BIA was the winner of the 2021 CN Community Group of the Year.

In the past 2 years, about 40 business development and place activation projects have been funded through the Special Business Rates Program, with close to \$2 million distributed to local project organisers.

### Social Infrastructure Strategy

Social infrastructure relates to the grouping of places and spaces such as swimming centres, parks, outdoor spaces and bush reserves, libraries, art galleries, cultural and community centres. Throughout 2021/2022, CN undertook community planning research into Newcastle's social infrastructure needs now and for the next 20 years. This work included community engagement and preparation of a draft strategic framework for the planning, funding and delivery of these community assets into the future.

### Economic Development Strategy

The *Economic Development Strategy* (EDS) was unanimously adopted by CN in May 2021. The mission of the EDS is to empower, retain and attract people with skills of the future. The EDS targets 10-year outcomes for the Newcastle economy. These outcomes are achieved through 4-year delivery programs and one-year action plans. CN's Strategy & Innovation Advisory Committee provides important governance oversight for the EDS.

Key economic development achievements in 2021/2022 include:

#### New Move

New Move is an economic development program designed to accentuate COVID-19 migration trends by attracting talent to Newcastle as a vehicle to inject stimulus into the local economy. Recipients received \$10,000 for relocating to Newcastle, which could be used exclusively at local businesses, as well as free coworking space and a community program to help with integration into the local ecosystem.

The New Move program was delivered in 3 phases, which included:

- Awareness – '10,000 reasons to move to Newcastle' digital campaign (7.5 million impressions)
- Engagement – 500+ people expressed an interest to move to Newcastle, with 200+ attending a weekend-long orientation to the city that enabled talent to experience our community, innovativeness and lifestyle
- Action – 65 people submitted a pitch video about the contribution they could bring to the city, of which 30 were chosen as the 'New Move cohort'.

All New Movers have relocated to Newcastle, with many purchasing commercial property and employing local residents. The full economic contribution will be measured over the longer term. New Move raises awareness and resets the perception of Newcastle, showcasing the city as an economic hub driven by innovation and skills, supported by a vibrant, eclectic culture and modern infrastructure.

#### NewSkills

The NewSkills program responds to emerging skills gaps in the local workforce. CN funded skills development outputs (such as training courses, modules, online tools, materials and other resources) in 2 thematic groupings:

- Economy-wide functional skills gaps. This pertains to skills that are not industry-specific, but are in response to emerging skills requirements due to technological or socio-demographic trends. Examples include (but are not limited to):
  - Digitisation of customer interactions and business operations
  - Management
  - Energy efficiency
  - Improved inclusion of people living with disability.
- Industry-specific skills gaps. This pertains to skills applied in rapidly evolving industries that require workforce-related adaptation and innovation. Examples include (but are not limited to):
  - Tourism
  - Hospitality
  - Energy production and distribution.

NewSkills projects supported in 2021/2022 include:

- Springboard Digital Skills – Aimed at upskilling professionals with intermediate digital skills to enable small-medium enterprises to drive automation, business innovation and growth through technology.
- Level Up Learning in Newcastle – Microlearning platform to help deliver engaging and effective digital learning to Newcastle businesses.

## Supporting our community through strategy development

### Local Social Strategy

Through extensive creative and engaging consultation with the Newcastle community, we have researched and mapped a plan that sets out CN's aspirations for a socially just and inclusive city – a place for everyone. This research has guided community planning for CN and development of the draft *Local Social Strategy*. The top social issues reported can be grouped into 4 areas:

- **Inclusion** concerns refer to inequality of opportunity, particularly within employment and training, and discrimination against diverse groups.

- **Equity** concerns refer to rising living costs, housing unaffordability and insecurity, and inadequate access to transport, social infrastructure and services.
- **Connection** concerns refer to increasing social isolation and disconnection, as well as limited opportunity for participating in local decisions.
- **Health** concerns refer to health and wellbeing issues, mental ill-health, risk of violence, and safety in the community.



(L-R): Eat Your Water owner Liam Scanlan, Deputy Lord Mayor Declan Clausen, Cocoa Nib owner Aymee Slaviero and Savant Apothecary owner Kylie Myatt.

- CN Sustainnovation Challenge – Crowdsourcing innovative ideas and solutions from Newcastle’s high school, TAFE and university students to problems posed by CN’s teams, local businesses and community organisations from across the city.
- Workshops for small migrant- and refugee-run businesses – To help these businesses recover from the effects of COVID-19 and build resilience for future events. Mo Works, in collaboration with Hatch Quarter, developed a series of ongoing, hands-on and engaging workshops designed to guide groups of small businesses towards improving aspects of their marketing, communications, business recovery and innovation.
- Amplify Access – Through a dynamic 12-week program, businesses learned how to confidently transform the access, inclusion and culture of their service for people with disability with personalised support and simple, low-cost solutions.
- Tourism Product Development Mentoring Program 2021–2022 – Designed to help 10 local businesses elevate and optimise opportunities as the visitor economy returned across 2021 and 2022.
- Side Hustle Bootcamp – A 12-week intensive program for 15 Newcastle residents who had a great side hustle idea but were having trouble finding the time and courage to make it a reality.

**Night Galleries:**

- Part-funded by the NSW Department of Justice and Communities Fund, this project reimaged art galleries and the role and rights of art.
- Purpose-built light boxes were installed, which are interactive and apply smart city technology and create an activation to address the economic/social concern of attracting foot traffic. A sense of safety was achieved through non-standard lighting.

**Strategic Advocacy**

Advocacy in the local government setting is about winning support for a policy change or funding from key decision-makers, mostly State or Federal Government representatives. This can be achieved through relationship-building and demonstration of value through a strong evidence base; it requires clarity of purpose and consistency of message.

This can be driven by 3 main objectives:

1. Growth – To improve the liveability and attraction of Newcastle through targeted government investments
2. Equity – To ensure Newcastle receives equity in State and Federal Government decision-making based on population size and economic contribution

3. Accountability – To hold the State and Federal Government to account for their existing investment commitments in Newcastle and drive local opportunities wherever possible.

Key advocacy actions in 2021/2022 included Federal and State Government Budget submissions, Infrastructure Australia submissions, detailed research/policy development on identified key topics, active contribution to Gateway Cities Alliance and accountability events/support for local suppliers.

Advocacy priorities included:

1. Hunter Park/Broadmeadow – Identified Infrastructure Australia Priority. Ask: Implementation of forthcoming Business Case
2. Newcastle Airport – the need for an expanded airport terminal capable of meeting the forecast passenger demands created through the development of an international route
3. John Hunter Health and Innovation Precinct – Identified Infrastructure Australia Priority. Ask: Fund Stage 2 of the project, worth \$800 million
4. Implement National Urban Policy Framework – Recognise the strategic role second cities/gateway cities/next metros play in driving economic opportunities across Australia.

**City Analytics**

Research and data analytics programs are used to identify underlying local social and economic dynamics. CN has embedded evaluation into all of our programs.

**Innovation Ecosystem:**

NewiHub: This website and portal is a virtual ecosystem that makes it easy for innovators in our community to connect. Over 175 entrepreneurs and startups were listed in 2021/2022. The platform offers information on events and celebrates wins across the community. Recent additions help people connect with coworking spaces, incubators, and maker and fabrication spaces and equipment across the city.

**Female Founders Program:**

Delivered for CN by University of Newcastle’s Integrated Innovation Network (I2N). Nine women-led early-stage businesses were taken through a bespoke 12-week accelerator program.

(L-R): Councillor Carol Duncan, Deputy Lord Mayor Declan Clausen, Newcastle Art Gallery Director Lauretta Morton with Zana Kobayashi, also from the Gallery, at Night Galleries launch event



# Grants and sponsorships

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

## Grants Program

Following stakeholder engagement, CN's Grants Programs have been modernised to deliver better outcomes for the community. The following information is from the first funding round under the new policy.

There are 2 main programs: Community Support Grants and Infrastructure Grants. A detailed list of successful grant applicants, funding amounts and projects is provided on CN's [website](#) under 'Previous Grant Rounds'.

There are several streams under these programs, including:

### Infrastructure Grants

#### Façade Improvement Scheme

The Façade Improvement Scheme identifies 2 precincts each year to assist building owners, commercial operators and other stakeholders to improve their building façades to enhance our city's presentation. In the 2021/2022 financial year, Joslin Street Kotara and Llewellyn Street Merewether were given the opportunity to apply for funding. Four applications were supported with a total funding allocation of \$10,100 approved.

#### Recreation Facilities

Recreation grants provide funding to Newcastle sporting groups to assist with minor capital work projects. Eight applications were approved with a total funding allocation of \$47,050. This funding enabled the improvement of lighting, energy efficiency, irrigation and playing surfaces for the benefit of our sporting teams.

#### Sustainability

Sustainability funding targets capital purchases/ activities that enhance the environmental wellbeing of the local community. Three projects with total funding of \$15,000 were approved, including solar upgrades and a research project.

### Community Support Grants

#### Quick Response

Quick Response funding supports community events, activities and programs that require small amounts of funding to achieve their aims. These include activities that enhance residents' quality of life, provide community capacity-building, and protect and enhance the natural built qualities of the city. Twenty-seven projects were supported with a total of \$100,000.

#### Environment

Environment funding supports activities that improve Newcastle's environment or inspire environmentally sustainable behaviour in the city. Five projects with total funding of \$70,870 were supported, including a circular economy education program in schools; a circular economy leadership program; a seaside scavenger event; squirrel habitat education and protection; and a clean energy community engagement program.

#### Social Inclusion

Social inclusion grants support activities that strengthen our diverse communities by increasing connection, social inclusion and access for the most vulnerable in the community. Nine activities were supported with total funding of \$94,300.

#### Arts, Culture and Heritage

These grants support activities that promote and celebrate our rich heritage and our creative and diverse community, and contribute to the achievement of the city's desired outcomes for culture, heritage and the arts. Eight activities were supported with total funding of \$147,314.

## Other Grant Programs

### National Youth Week Grants

In April 2022, CN matched funding from the NSW Government Department of Communities and Justice to the total of \$12,278 to contribute to local Youth Week events. This was distributed in grants to the following events:

- Street Art Express
- Capture My Community
- Express Yourself While You Bop Til You Drop and Bowl
- Skateboarding to Health
- Live music event at the City Library branch
- Youth Literature Art Prize
- Other CN-led youth programs.

### Count Us In

\$20,000 was distributed across 16 activities. See page 52 for details.

### Locally Made and Played

\$46,000 was distributed across 2 rounds, 40 applications and over 150 events.

### Rapid Response

\$118,671 was distributed across 15 applications.

### Community Recovery Support Grants

As part of the CN COVID-19 Community Economic Resilience Package 2.0, a grant round for Community Recovery was facilitated. Community Recovery Support Grants totalling \$60,000 resourced community-led responses to post lockdown/COVID-19 community recovery needs, specifically in the following 3 priority areas:

1. Foster Community Resilience
2. Reduce Poverty and Disadvantage
3. Trauma Recognition.

Northern Settlement Services, Awabakal, CatholicCare Social Services Hunter Manning and NovaCare were awarded funding to deliver community recovery programs under this funding program.



Seaside Scavenger

# Major events we delivered or supported

## Events sponsorship program

CN funded a range of events under the banner of the Events Sponsorship Program (ESP). A total of 14 events were sponsored to the value of \$247,500:

- Junior Theatre Festival
- Jets W-League Season
- Newcastle Comedy Festival
- Hockey Regional Challenge
- NSW Fire Conference
- Bikers Toy Run
- Institute of Quarrying Australia National Conference
- Australian Water Polo League
- Girls Day Out
- Combined Schools Anzac Service
- Cross Harbour Swim
- King of Concrete
- Central Districts Rowing
- T20 Bash – District Cricket

In addition to the ESP, we also sponsored other events to the value of \$340,000:

- Beach Rugby
- Sailfest
- Australian Open Touch Football
- Australian Boardriders Battle
- CN Running Festival
- Surfest
- Matildas in Newcastle
- Newcastle Writers Festival
- Anzac Day – Dawn Service, March and Commemoration Service

## October

- Junior Theatre Festival
- Jets W-League Season

## December

- Bikers Toy Run
- Central Districts Rowing
- New Year's Eve Celebrations

## January

- Cross Harbour Swim
- Girls Day Out
- T20 Bash – District Cricket
- Beach Rugby

## February

- Australian Water Polo League
- Hockey Regional Challenge
- Australian Boardriders Battle
- Surfest

## March

- King of Concrete
- Institute of Quarrying Australia National Conference
- Sailfest

## April

- Newcastle Writers Festival
- Combined Schools ANZAC Service
- Australian Open Touch Football
- ANZAC Day - Dawn Service, March and Commemoration Service

## May

- Newcastle Comedy Festival
- NSW Fire Conference



Beach 5s Rugby



New Run



Australian Boardriders Battle

# Supporting our visitor economy



Our visitor economy is worth:

**\$998 million**  
economic output

**5.1 million** total visitors

Data source: REMPLAN

The Visitor Information Centre welcomed 9,047 visitors in 2021/2022 despite the lockdown of the city for more than two months and the continuing impact of the pandemic throughout the year.

## Destination Management Plan

The plan identifies key strategies and actions to develop Newcastle's visitor economy and tourism marketing opportunities. A key action has been to work with the business sector to increase the number of bookable visitor experiences on offer.

## Destination Positioning and Targeted Campaigns

CN invested in the development and deployment of a new tourism brand, tagline and campaign, which aims to increase awareness of the city's diverse mix of tourism offerings, driving both day and overnight visitation to Newcastle.

'Seek Off Beat' taps into the curiosity of potential visitors by encouraging them to look beyond their existing perceptions and discover a vibrant, sophisticated city with stimulating culture, history and coastal experiences.

## Visit Newcastle website



Visit Newcastle number of users

**232,579**

## What's On website

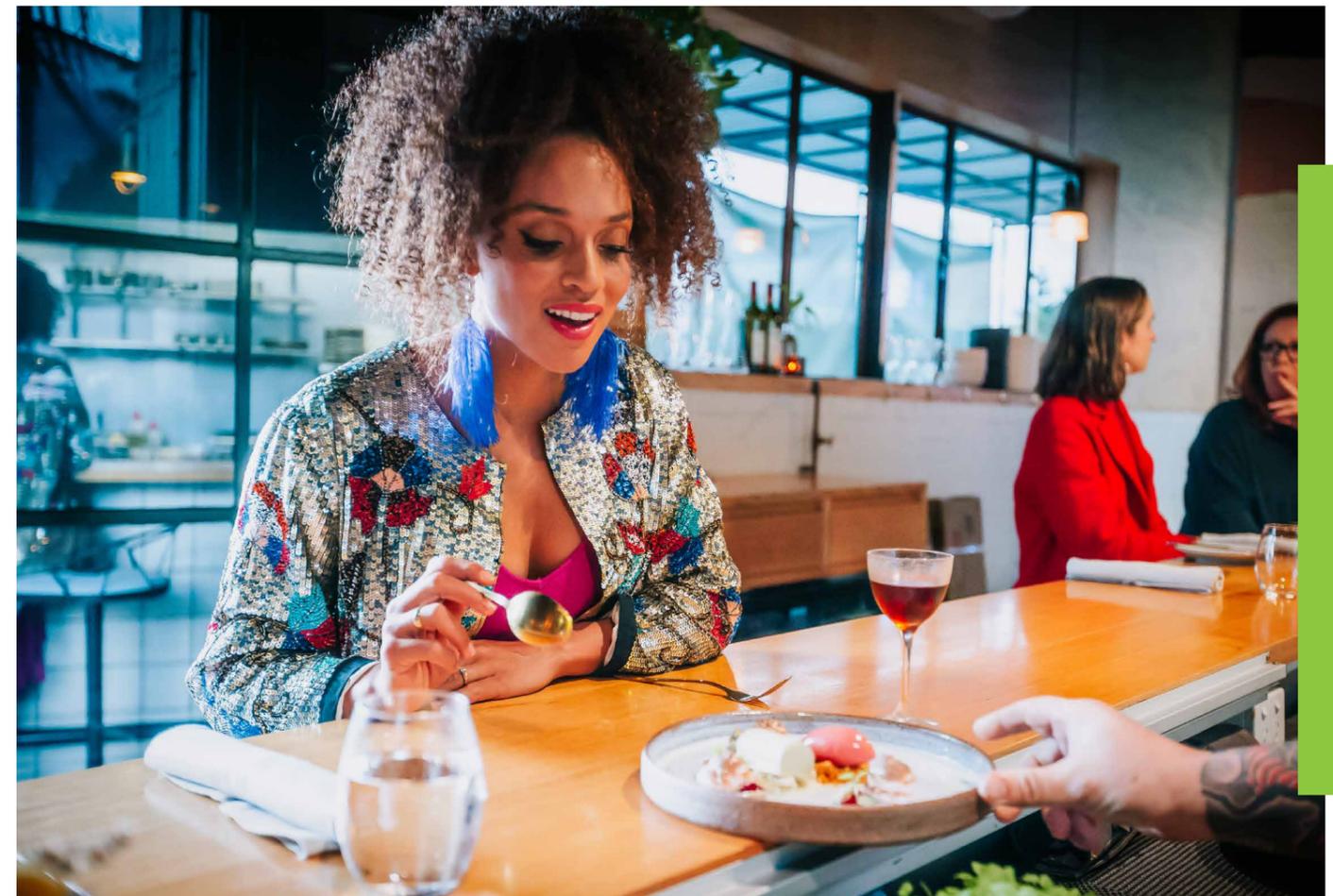


What's On visitors

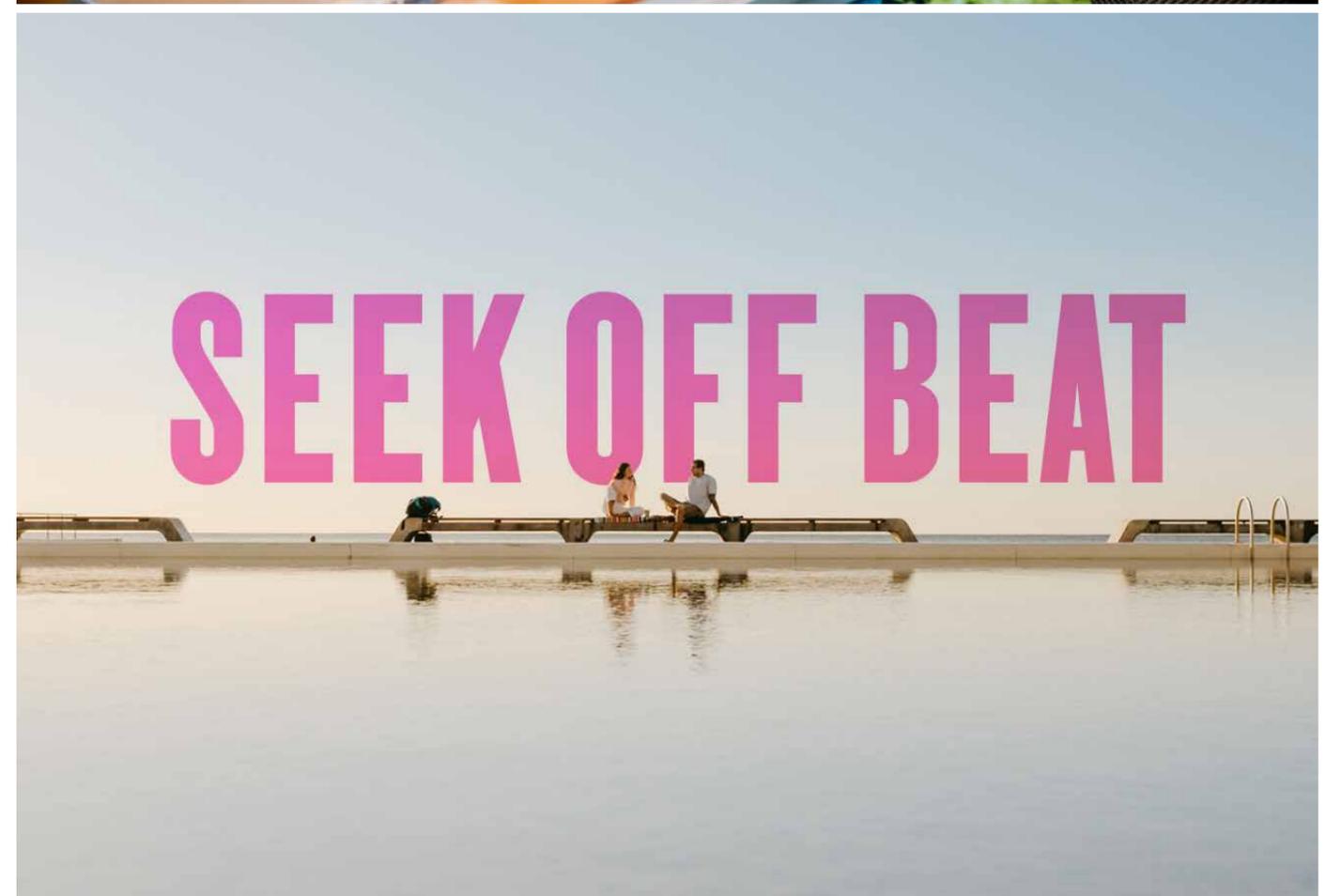
**131,734**

What's On email subscribers

**2,762**



Our community



Seek Off Beat campaign imagery

# Our engagement

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

We sought opinions and ideas from the community across a range of topics in 2021/2022, from parks and playgrounds to events, cycling, diversity and inclusion, climate action 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. The information from these activities has been used to shape CN strategies and initiatives in line with community wants and needs.

In the past year, we achieved high levels of community input into CN plans, projects and activities. We heard from nearly 10,000 community members across more than 22 projects, including:

## Strategies and plans – over 2,800 people provided feedback on:

- Newcastle 2040 (public exhibition)
- Delivering Newcastle 2040: Budget 2022–2023
- Local Social Strategy (early engagement)
- Environment Strategy (early engagement)
- Disability Inclusion Action Plan
- Newcastle After Dark (resident survey)

## Infrastructure and capital works – over 1,500 people shared their opinions on:

- Local Centre upgrades (Georgetown and Waratah early engagement)
- Darby Street, Streets as Shared Spaces trial (early engagement)
- Flood studies
- Local character statements (Kotara & Tighes Hill)

## Parks and recreation – over 480 people had their say on:

- Gregson Park (public exhibition)
- Tennis Strategy

## Transport – over 1,600 people gave their views on:

- Walking (behavioural survey)
- Mayfield cycling – Phase 1
- Shortland timed parking

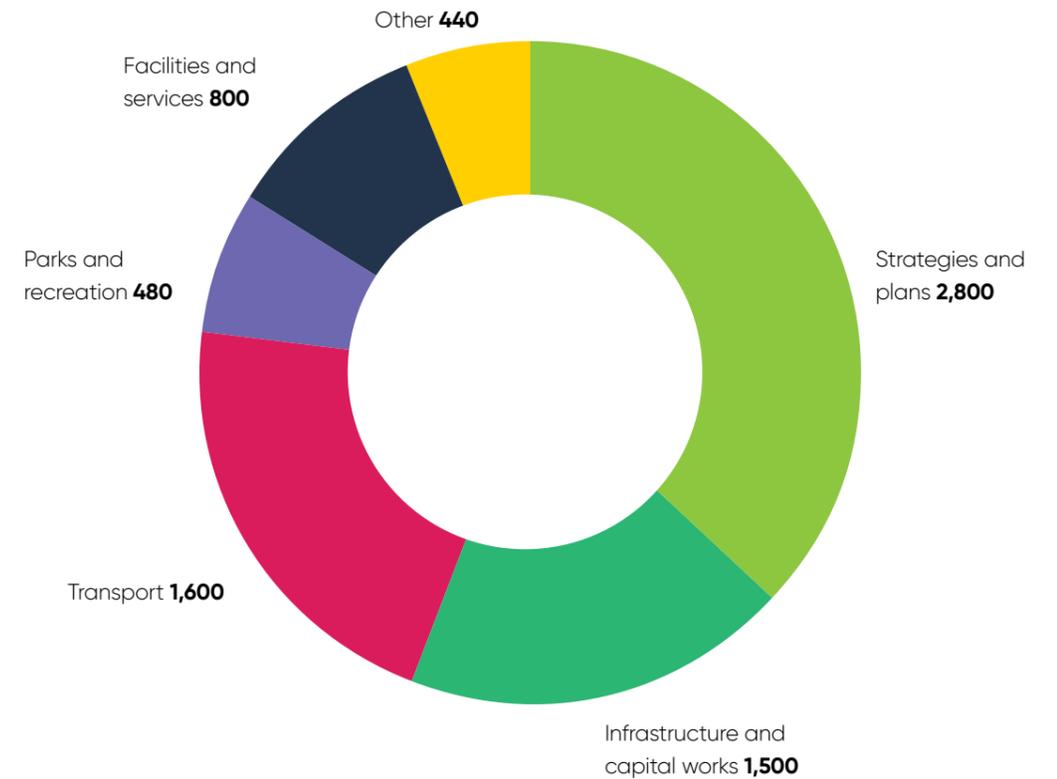
## Facilities and services – over 800 people shared their experiences with:

- Organics waste survey
- Summerhill materials recovery facility survey
- Museum satisfaction survey
- Civic Theatre (returning to the theatre post COVID-19 and outdoor dining)

## Other – over 440 people provided their thoughts on:

- Proposed alcohol regulated areas
- Public Art Reference Group
- Autumn Alive
- Digital corridor survey

Breakdown of engagement by topic



Engagement with the community

# Our community surveys

## Community satisfaction survey

1,270 people participated in these surveys, which are conducted every 6 months and help inform CN's decision-making and service provision. Below is a summary of overall satisfaction with services and facilities by category and strategic theme, with a mean score out of 5. The full report with detailed results is available on our [website](#).

### Overall satisfaction with services and facilities by categories (where 3 = Satisfied)

#### Inclusive Community – Arts and Culture

Library services and programs	4.0
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	3.5

#### Inclusive Community – Community

Informing the community about CN activities and services	3.3
Community halls and centres	3.3
Responses to community needs	3.0
Cemeteries	3.5
Community involvement in Council decision-making	2.7
Online services such as the website	3.5

#### Smart and Innovative – Economic Development

Promotion of Newcastle (tourism)	3.4
City innovation	3.3
Economic development	3.2

#### Integrated Transport – Infrastructure and Transport

Street and commercial area cleansing	3.0
Public domain – e.g. bus stop, street furniture	3.0
Regulating traffic flow on our local roads	2.8
Footpaths	2.9
Local neighbourhood roads	2.8
Cycling facilities	3.2
Parking in Newcastle CBD	1.9
Stormwater drainage	3.0

#### Vibrant, Safe and Active Public Places – Coastal and Aquatics

Beaches and beach facilities	3.7
Swimming pools	3.7
Ocean baths and facilities	3.6
Coastal management	3.3
Lifeguards	4.3

#### Vibrant, Safe and Active Public Places – Parks and Recreation

Sporting facilities	3.7
Parks and recreation areas (including public parks, skate parks and dog parks)	3.7
Playground equipment available	3.6
Public amenities	2.9

#### Liveable Built Environment – Planning and Development

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

#### Protected Environment – Waste

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

#### Protected Environment – Environment

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

1,270 people gave their views and feedback on a range of CN priorities and projects in our Quarterly Community Surveys.

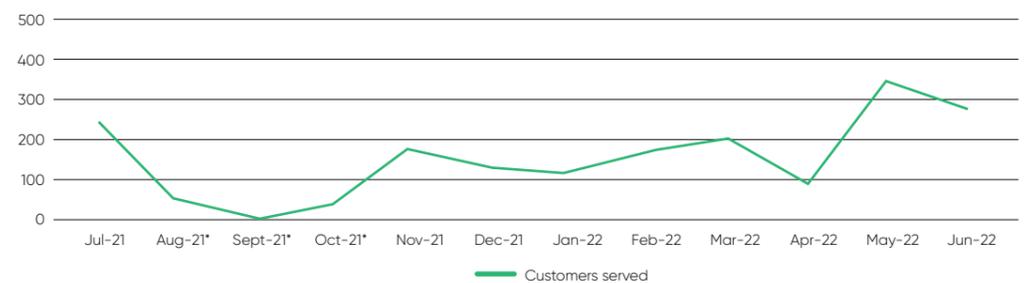
# Customer experience

Providing a trusted customer experience is a priority at CN, with high-quality service delivery provided by our Customer Service Centre (CSC) across phone, in-person and digital channels for over 118,000 customer interactions.

Supported by a comprehensive internal quality assurance program, which shows the CSC achieving an average call quality result of 71%, we commenced a post-interaction survey in April 2022 to find out what our customers thought about their phone experience with CN. The survey looks at overall satisfaction, ease of the interaction and our customers' experience with our friendly Customer Service Officers (CSO) in relation to key customer service skills including: understanding their needs; making them feel heard; and engaging in professional and respectful behaviours. With an average customer satisfaction result of 71%, ease of 76%, and a minimum 87%+ result for our CSOs' customer service skills, we know we are doing a good job.



### Counter visits



Counter service closed from 6 August 2021 to 25 October 2021 due to COVID-19 restrictions.

## Customer Experience Transformation Program

The Customer Experience (CX) Transformation is a 3-year program aimed at enhancing organisation-wide service delivery and capabilities to meet our customers' needs and deliver a consistent, trusted customer experience.

The key strategic priority for year one of the program was embedding a culture that encourages greater empathy and understanding in our work with colleagues and customers to achieve improved outcomes for our community.

Organisation-wide CX training was a key initiative delivered to achieve this customer-centric behaviour change. Our newly developed customer TRuST principles (Transparent, Respectful, You, Simple, Timely) formed the foundation of the training to establish a shared understanding for all CN staff on what matters most to our customers, and to set a guideline for what great customer experience looks like and what behaviours support it.

Significant work on the CN website was completed to the pages most visited by our customers, in order to enhance their digital customer experience, meet accessibility standards and empower them to do more on their own terms.

Work has also commenced to review and streamline internal processes relating to key CN services to add value to both the staff and customer experience. More work in this area is planned for the coming year as we progress towards building out our digital self-service capabilities.



*The Customer Service Centre was impacted by COVID-19 restrictions during 2021/2022. Counter service closed from 6 August 2021 to 25 October 2021.*



# Our organisation

## Contents:

- Structure
- Vision and values
- Our people
- Our volunteers
- Awards
- Work, health and safety
- Labour statistics
- We provide, we manage
- Our stakeholders

EV charging station

# 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					

# Our vision

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

-  Integrated and Accessible Transport
-  Protected Environment
-  Vibrant, Safe and Active Public Places
-  Inclusive Community
-  Liveable Built Environment
-  Smart and Innovative
-  Open and Collaborative Leadership

# 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 our culture and the way in which we work and behave, as individuals and as an organisation.

## CREW

### 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

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

## 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.



## CN leading the way

Women increasingly feature among the leadership ranks of companies. Here at CN, 71% of our Executive Leadership Team (ELT) is female.

When it comes to our wider leadership team, the percentage of female leaders sits at 49%. Our workforce comprises 46% women, 8 of our twelve Councillors are female and we also have a female Lord Mayor.

### Workforce Development Strategic Plan

Our *Workforce Development Strategic Plan* (WDSP) outlines our strategic workforce priorities and actions for the next 4 years (2022–2026) and aims to ensure our people have the ability to deliver the commitments and priorities detailed in our new CSP, *Newcastle 2040*.

We developed this plan during the 2021/2022 period through consultation with key stakeholders, analysis of internal and external workforce data, and consideration of the opportunities and challenges we face locally, nationally and internationally.

#### Our plan

During the next 4 years, we are seeking to become an employer of choice by strengthening our workplace culture; investing in the capability of our people; building the CN brand; ensuring we are future-ready by evolving and adapting to technological advances and new ways of working; and remaining financially sustainable within approved budgetary and resource allocations.

Identified opportunities for our workforce over the next 4 years include:

- Expanding our *Employee Listening Strategy*
- Increasing diversity and inclusion awareness
- Adopting strategies that lead to a safe and healthy workplace
- Increasing leadership capability.

Identified challenges for our workforce over the next 4 years include:

- Attracting and retaining top talent in the period of the great career reevaluation and changing workforce expectations

- Building digital literacy skills
  - Upskilling and reskilling our people as roles and positions change or evolve.
- This plan builds on earlier workforce planning and resourcing strategies and is underpinned by 4 strategic priorities, which aim to:
- Strengthen workplace culture
  - Build the capabilities of our people so they can grow and excel
  - Build our employer brand to be an employer of choice
  - Adapt and evolve to be future-ready.

#### Workforce priorities and measures



## Learning and development opportunities

The capability of our workforce remains instrumental in our capacity to deliver exceptional customer experiences and an ambitious program of work for our community.

Our new *Workforce Strategic Development Plan 2022–2026* underpins how important learning and development opportunities are to our success in delivering *Newcastle 2040*.

Each year, every CN employee is offered the opportunity to hold a development planning conversation with their leader to identify priority learning needs and growth opportunities to assist in the achievement of our organisation and individual goals. These conversations assist us in developing our learning calendar and determining the opportunities provided to our people.

Our ethos is that not all learning happens in a formal environment. We continue to provide opportunities for our people to share knowledge and experiences in different forums, including opportunities for participation in projects, secondments to other positions, acting in higher roles and collaboration using Microsoft Teams and 'lunch and learns'.

This year, we continued our focus on growing leadership capabilities for both existing and emerging leaders, delivering 2 leadership skillsets designed to improve leadership effectiveness to 22 employees.

We supported employees to undertake new CX training designed to embed TRuST principles into our service delivery, with over 800 people attending these sessions so far.

We developed EDTV, a new and innovative system designed to deliver cost-effective learnings and information to our people at scale. This system enables contemporary videos, learning activities and podcasts to be accessed by our employees at any time.

We continued the CN My Tech program – delivered by TAFE NSW, this fully funded program enabled 145 outdoor employees to improve their digital literacy and communication skills. We currently have a waitlist of participants interested in further digital programs.

To help our employees' mental health and wellbeing following the disruptive COVID years, we added online learning programs on mental health topics that are accessible at any time, and partnered with Lifeline to run Accidental Counselling workshops, with 75 employees completing this program this year.

We put the spotlight on employee governance to ensure our employees remain current on their knowledge of local governance requirements, including Code of Conduct, Records and Information, Privacy, Public Interest Disclosure, and Bullying and Harassment. Over 900 employees completed governance programs this year.

### Apprentices, trainees, undergraduates and graduates

This year we were pleased to engage 11 trainee and apprentice positions, undergraduate development and assessment, and a People & Culture graduate, raising our total apprentice, trainee, undergraduate and graduate positions to 43.

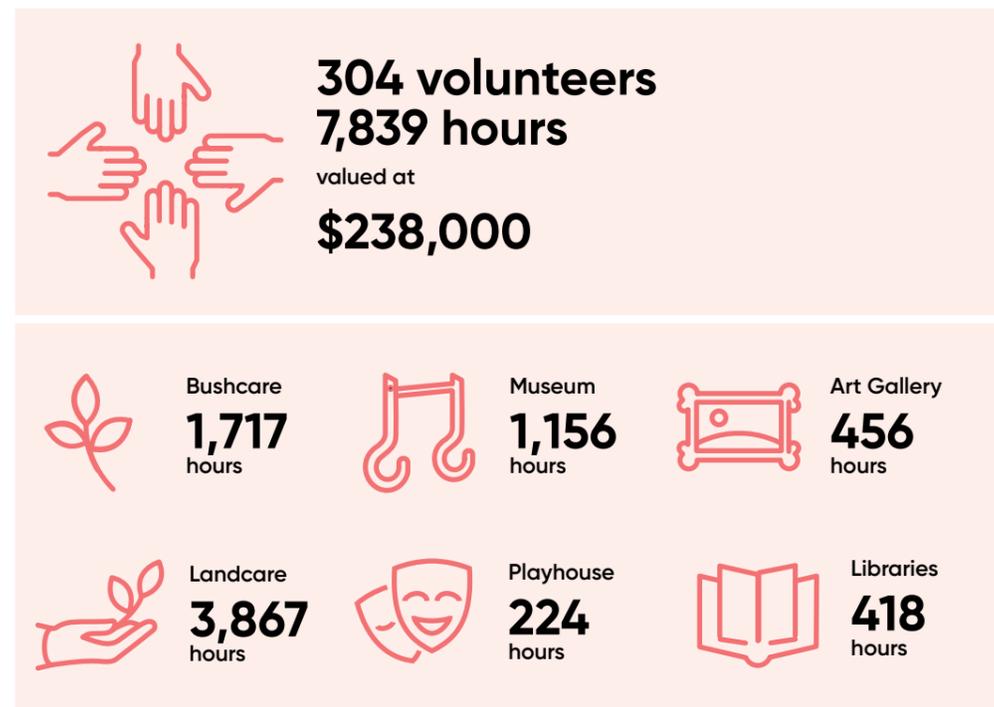
The position types offered included:

- Business services - legal
- Civil construction
- Business services – customer experience
- Greenkeeping
- Horticulture
- Metal fabrication
- Natural areas
- People and culture

## Our volunteers

CN volunteers continue to provide an invaluable resource for our community. They contribute to natural areas and increase cultural and community connections that make Newcastle a wonderful place to live.

During 2021/2022, our volunteers contributed more than 7,839 hours to a broad range of programs. You will find Newcastle volunteers maintaining our local bush and coastal reserves, supporting events and helping the public at our Libraries, Museum, Playhouse and Art Gallery. During Volunteer Week, we held a morning tea at Fort Scratchley attended by the CEO and Deputy Lord Mayor to thank our volunteers and celebrate their significant contribution.



## Organisational culture

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

- Continuation of our culture change (Blue Bus) workshops
- Embedding of our CREW values (Cooperation, Respect, Excellence and Wellbeing) in new employee inductions
- 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 and Recreation team to identify the ideal culture for employees to feel valued and easily perform at their best
- Completion of Myers–Briggs Type Indicator 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 Life Styles Inventory (LSI 1 and LSI 2) by the CN Leadership Team.

## Inclusion, Diversity & Equity

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We are here to serve our community, which is made up of people with diverse experiences and perspectives. CN is committed to making inclusion, diversity and equity in the workplace a priority, and to providing workplace flexibility and equal employment opportunities to all our employees. We want to create an inclusive workplace culture where everyone feels respected, safe and valued so they can be themselves and fully contribute their opinions and perspectives to the success of the organisation. We value diversity of thought, and we focus on equity in the workplace.

We are currently developing our first *Inclusion, Diversity & Equity (IDE) Strategy 2022–2026*, which is anticipated to be launched in late 2022. The *IDE Strategy* will outline the steps we will take over the next 4 years to embed inclusion into our workplace culture. We want CN to be an employer of choice and a great place to work for everyone, as well as being representative of the rich and diverse needs of the Newcastle community.

Our strategic pillars under the *IDE Strategy* are:

- Inclusive and welcoming workplace culture
- Inclusive leadership
- Diverse and representative workforce.

Our focus areas under the *IDE Strategy* are:

- Aboriginal and Torres Strait Islander engagement
- Accessibility
- Cultural and linguistic diversity
- Gender equity
- LGBTQIA+ inclusion.

### Our supporting strategies and plans

*Equal Employment Opportunities Management Plan (2018–2021)*

*Aboriginal Employment Strategy (2022–2025)*

*Reconciliation Action Plan (2021–2024)*

*Disability Inclusion Action Plan (2022–2026)*

The following IDE initiatives were implemented or initiated across CN (note that COVID-19 restrictions had an impact on the implementation of some of the initiatives):

- Commissioned and completed an audit into the organisation's maturity in terms of inclusion, diversity and equity, which included a list of recommendations to move to the next level of maturity
- Developed a draft *IDE Strategy 2022–2026* (anticipated to be launched in late 2022), based on the results of the audit
- Conducted a series of IDE information, training and engagement sessions to increase awareness and encourage involvement across the whole organisation
- Updated all information on the Careers section of the CN website to reflect our commitment to IDE, to ensure the use of inclusive language, and to encourage people from diverse backgrounds to apply for jobs (e.g. by encouraging people to reach out to the Talent Acquisition team to discuss potential adjustments to the recruitment process)
- Updated our corporate induction session to include a detailed introduction to IDE
- Incorporated IDE into our Talent Acquisition processes by updating our job ad templates and application-based questions
- Included specific IDE-related question in our annual Employee Engagement Survey to enable us to track progress over time
- Updated our corporate signature block to include a default Acknowledgement of Country and to provide people with the option of adding their personal pronouns to their signature
- Implemented the Veterans Employment Program that forms part of CN's merit-based recruitment process.

The following Aboriginal Engagement initiatives were implemented or initiated across CN (note that COVID-19 restrictions had an impact on the implementation of some of the initiatives):

- Maintained Aboriginal employment at CN at 2.9%, equal to the NSW state percentage of Aboriginal and Torres Strait Islander peoples
- Delivered Aboriginal cultural education information sessions on Aboriginal cultural practices and protocols to 95 CN employees
- Implemented the new *Reconciliation Action Plan 2021–2024*, where we have increased membership to the RAP Working Group and created a newly formed RAP Core Working Group
- Held an internal NAIDOC Week event, the inaugural NAIDOC Week Morning Tea competition, which was attended by over 100 CN employees
- Showcased the Aboriginal film *Wash My Soul in the River's Flow* at the Civic Theatre on the last day of NAIDOC Week to build further awareness and cultural education
- Partnered with Awabakal to deliver the Awabakal Community Day as part of NAIDOC Week Celebrations
- Held an internal Reconciliation Week afternoon tea with the RAP Core Working Group
- Partnered with the University of Newcastle to deliver Ngarrama, a vigil and celebration of Aboriginal and Torres Strait Islander culture held at King Edward Park on Australia Day Eve
- Provided 3 scholarships to Aboriginal vocational education students studying at TAFE Newcastle campus
- Improved CN procurement guidelines to increase the number of Aboriginal businesses participating in CN contracts and the tendering process
- Increased supplier diversity by engaging with more Aboriginal and Torres Strait Islander businesses across CN
- Increased levels of consultation and engagement across CN with the development of our new *Aboriginal Employment Strategy for 2022/2023*
- Provided multiple opportunities for the Aboriginal Employee Network to engage and connect, including lunchtime gatherings, formal events and regular fortnightly check-ins.

This forms part of our path to reconciliation. To read more, see page 34.

## Celebrating achievements

Our employee reward and recognition program celebrates employee performance, demonstration of values and contributions to CN success. Over the past year, over 800 vouchers were awarded to recognise outstanding individual and team achievements. Additionally, the monthly CEO CREW Award celebrates a peer-nominated employee for demonstrating one or more of CN's CREW values.

To thank staff for their commitment to CN through the challenging impacts of COVID and celebrate the return to regular office-based work, lunch and breakfast events were held at the end of the year, providing staff with an opportunity to enjoy a meal and entertainment while connecting with workmates.

## Awards

The following awards were won by CN during 2021/2022:

Description	Award	Project
Australasian Reporting Awards 2022	Gold Excellence in Reporting Award	2020/2021 Annual Report
LG Professionals Local Government Excellence Award	Customer Experience	Pets Of Newy
LG Professionals Local Government Excellence Award	Special Project Initiative Population < 200,000	New Move
LG Professionals Local Government Excellence Award	Innovative Leadership Population < 200,000	Opportunity Knocks
2022 Museums and Galleries National Awards (MAGNA)	Learning or Interpretation Initiative, Indigenous Project, and Temporary or Travelling Exhibition	WARWAR: The Art of Torres Strait
Public Service Medal	Queen's Birthday 2022 Honours for outstanding public service to the city during the COVID-19 pandemic	Fiona Leatham, Director People and Culture

## Work Health & Safety

The past 12 months have seen several key initiatives rolled out across CN, aimed at promoting a safe workplace, developing Work Health and Safety (WHS) best practice and improving staff wellbeing. We focused on delivering the following initiatives:

- Continued implementation of the Safety and Wellbeing Partnering model to build organisational capability and support a safe work environment for all
- Development of framework for employee health monitoring – pre-employment and periodic medical and workplace monitoring
- Ongoing safety-focused response to COVID-19 and transition to business as usual
- Rebranding of the Health and Safety Committee to support action on key safety themes
- Introduction of the Wellbeing Warrior category to the Safety and Wellbeing Innovation Awards
- Introduction of My Safety Wrap quarterly email to share important WHS updates.

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

- One policy
- 11 operating procedures
- 6 training packages
- 4 system procedures
- 49 forms
- One competency assessment
- 2 workers compensation documents

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.

Our WHS performance in 2021/2022 is reflected as follows:

- Top-tier exemplary performance for workers compensation, as assessed by an external agency
- Zero improvement notices or prosecutions
- Lost time injury rate increase from 3.74 (2020/2021) to 6.09 (2021/2022), an increase of 62.83%
- Lost time injury frequency rate increase from 16.10 (2020/2021) to 25.47 (2021/2022), an increase of 58.20%
- Lost time injuries increase from 40 (2020/2021) to 67 (2021/2022), an increase of 67.50%
- Total injuries increase from 145 (2020/2021) to 151 (2021/2022), an increase of 4.14%.

Positive Performance Indicators results (01/07/2021 to 30/06/2022)	%	Status
Corrective actions (27/11/15 to current month)	75.06%	✗
Incidents entered <= 1 days (month)	73.38%	✗
Workplace inspections (month)	96.39%	✓
Workplace inspections entered into ECM (month) on or before 15th month after	100.00%	✓
Systems or compliance audits (month) July 2021 to March 2022	90.00%	✓
Training attendance (month)	95.21%	✓
<b>Group overall performance</b>	<b>88.34%</b>	<b>✓</b>

## Wellbeing

The following initiatives were undertaken throughout 2021/2022 as part of our focus on improving staff wellbeing:

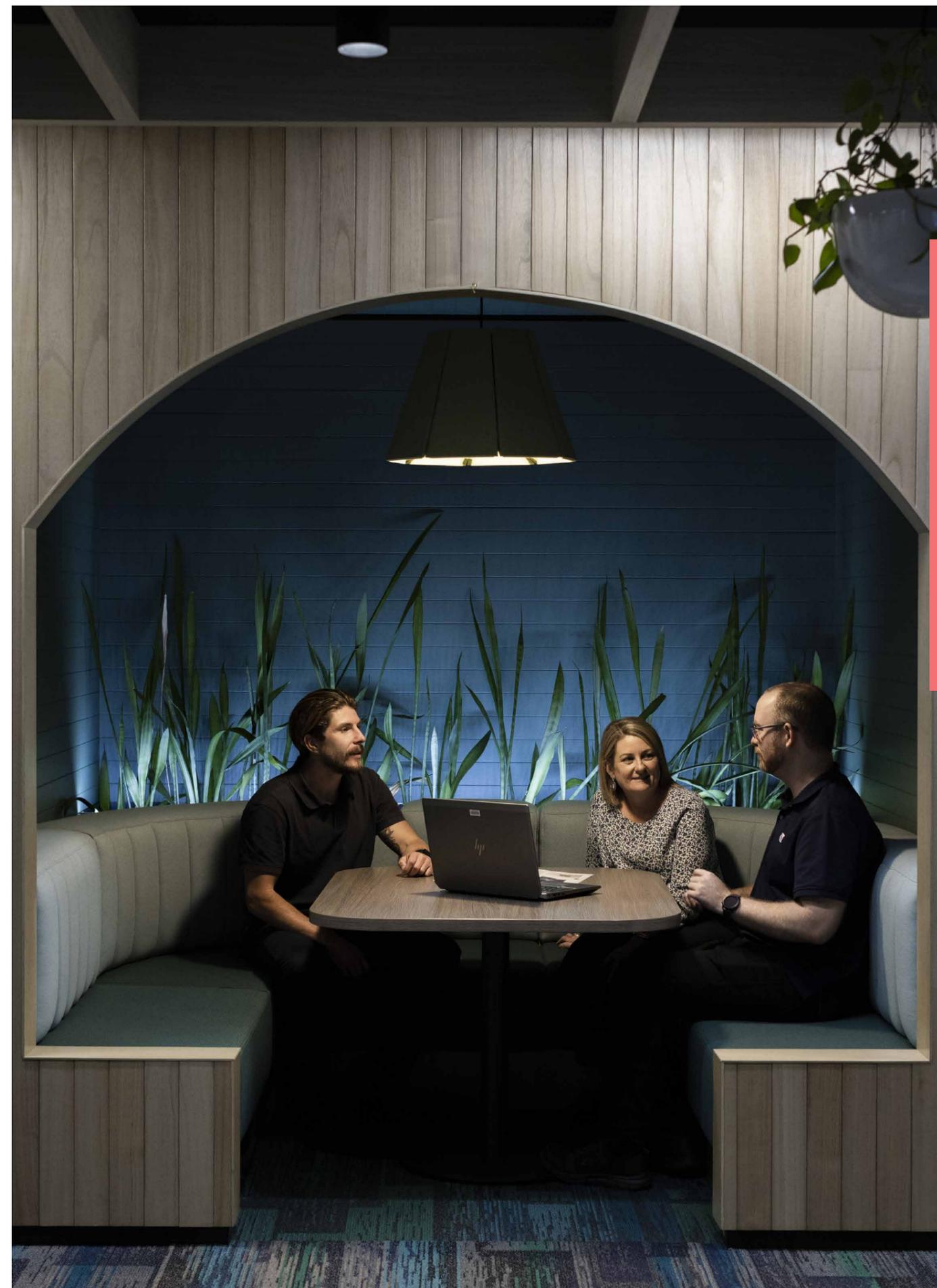
- Continued implementation of the *Health and Wellbeing Strategy*
- Chnrl app pilot program initiated to monitor psychological wellbeing and provide proactive support to employees and the organisation
- Continued use of Mindarma, an online adaptive resilience program for all employees
- Participated in Steptember, promoting the physiological and psychological benefits of exercise
- Participated in Everyone Has a Story, a Hunter Industries health initiative aimed at breaking down mental health barriers
- Mental health training for managers and the Leading Well program for CN's Leadership Team.

## Labour Statistics

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The below table provides a breakdown of the number of persons who performed paid work for CN on **Wednesday 25 May 2022**.

Description	Number
The number of persons directly employed by the council:	
On a permanent full-time basis	868
On a permanent part-time basis	112
On a casual basis	243
Under a fixed-term contract	69
The number of persons employed by the council who are 'senior staff' for the purposes of the Local Government Act 1993	19
The number of persons engaged by the council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	16
The number of persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	30



CN staff at 12 Stewart Avenue Council Administration Building

# 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



Major events program and assessment of event licence applications



Community and cultural facilities and programs



Assessment of 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, NovoNews (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, City News 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, City News 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

# Our performance

## Contents:

Integrated and accessible transport

Protected environment

Vibrant, safe and active public places

Inclusive community

Liveable built environment

Smart and innovative

Open and collaborative leadership

## Legislative requirements:

Companion Animals – page 127

Disability Inclusion Action Plan – page 128

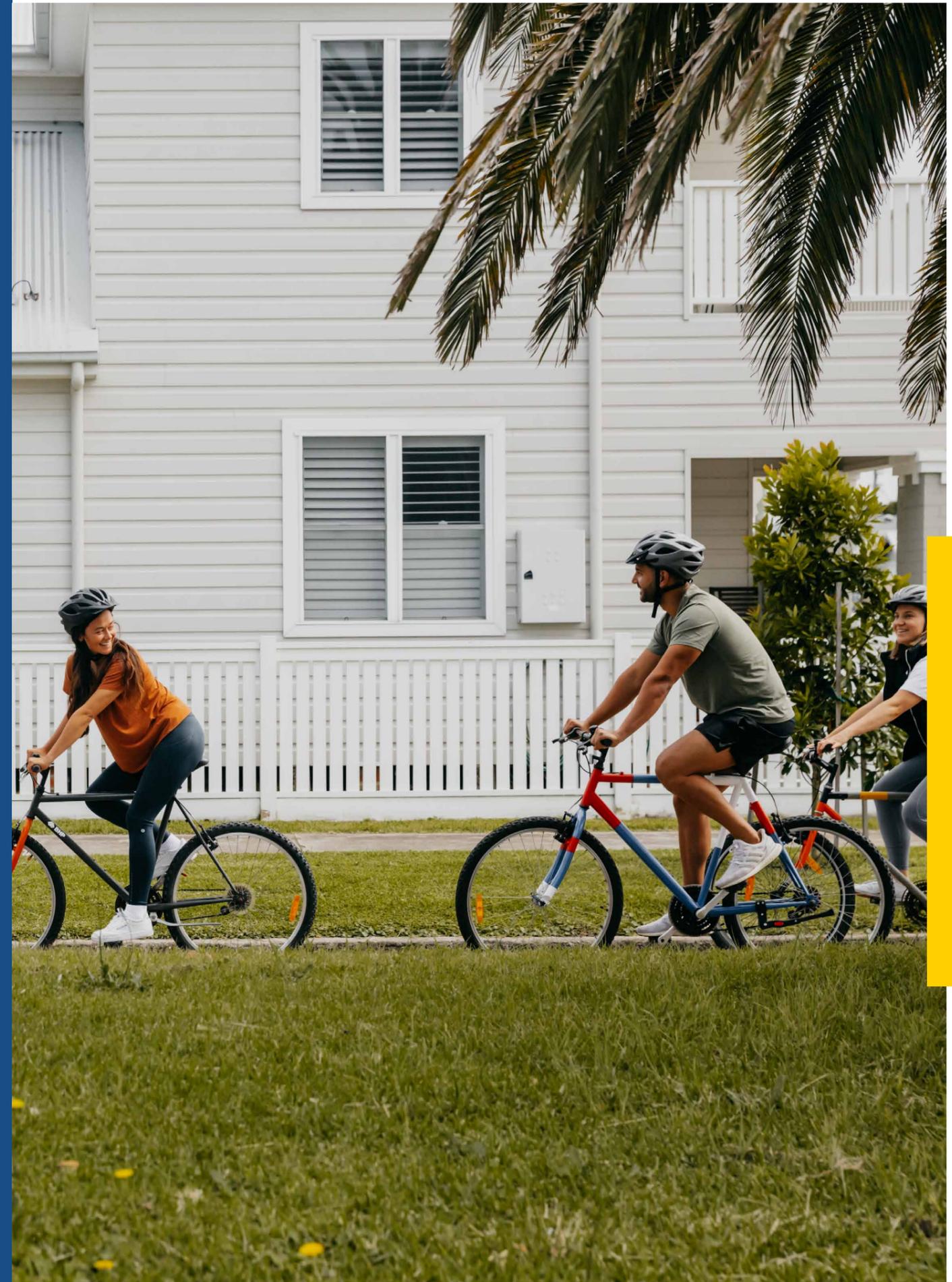


# Integrated and Accessible Transport

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



Our performance

## We look after



**972+ km**  
of pathways



**117**  
bridges



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



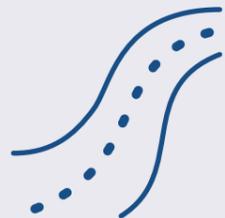
**127**  
transport shelters  
plus 200 stops with seats only

## We repaired



**173**  
regional road potholes  
**409**  
local potholes

## We resurfaced



**11.1km**  
local roads  
**1.4km**  
regional roads  
**39**  
streets and laneways

## We maintained



**1.6 km**  
of concrete footpath



**742,143**  
Pay by phone parking transactions  
compared to 851,827 in 2020/2021, a decrease of 12%

## We upgraded



**21**  
transport stops

## Strategies and plans

Cycling Plan - On Our Bikes 2021-2030

Parking Plan - On the Street 2021-2030

Disability Inclusion Action Plan 2021-2025

Newcastle Transport Strategy 2014

## How we performed

### Total Initiatives

**93%**

of initiatives completed or on track



### Total Key Performance Indicators

**57%**

of KPIs completed or on track



### 1.1 Effective and integrated public transport

Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
<b>1.1.1 Support implementation of the Regional Transport Strategy and advocate for public transport improvements</b>			
Collaborate with Transport for NSW to implement the Greater Newcastle Future Transport Plan	Advocate to and collaborate with Transport for NSW to progress actions in the Greater Newcastle Future Transport Plan	Transport and Compliance	✓
<b>1.1.2 Plan and deliver accessible local infrastructure improvements for public transport</b>			
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 2021/2022	Responsibility	Status
<b>1.2.1 Continue to upgrade and extend cycle and pedestrian networks</b>			
Provide cycle wayfinding and convenient bike parking	Install coherent and consistent bicycle wayfinding signage	Transport and Compliance	✓
	Undertake the investigation, design and construction projects listed in the 2021/2022 Cycleways Program	Transport and Compliance	✓
	Undertake feasibility studies to determine route alignments for key gaps in the network and sections requiring significant upgrade	Transport and Compliance	✓

## 1.3 Safe, reliable and efficient road and parking networks

Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
<b>1.3.1 Ensure safe road networks through effective planning and maintenance</b>			
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 bridge inspection programs and design and implement bridge renewal	Assets and Projects	✓
	Implement programs for repairs to defects on roads, kerbs and gutters, 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	✓
	Implement the 2021/2022 Pedestrian Access and Mobility Plan Program	Transport and Compliance	✓
<b>1.3.2 Ensure community and business needs for adequate and accessible parking are prioritised</b>			
Implement parking controls to support CN's strategic objectives	Review Newcastle Development Control Plan provisions relating to parking	Transport and Compliance	✓
	Review operational policies and procedures for special parking zones	Transport and Compliance	○
	Liaise with private parking operators and providers to offer better information about off-street availability. Guidance, compliance and other technology should incorporate both on- and off-street parking to ensure integrated comprehensive parking information is collected and relayed	Transport and Compliance	✓
<b>1.3.3 Implement technology solutions to improve transport infrastructure and experiences, and encourage mobility innovation</b>			
Make car parking easy with an easy-to-use parking app that allows users to pay for parking wherever they are	Continue to encourage use of the EasyPark mobile app	Transport and Compliance	✓

## Key Performance Indicators

Quarterly indicators	Results
Increase the number of users for the parking app	✓
<b>Annual measures</b>	
Volume and time of use on principal routes	✓
Proportion of responses from frequent cyclists in agreement that cycling conditions have become better in the last two years	✓
Satisfactory/optimal utilisation of parking spaces*	○
Increase community % who agree cycling facilities are well maintained**	○
Increase community % who are satisfied with condition of footpaths***	○
Increase community % who agree cycle routes are well connected	✓

\* Satisfaction with parking in the Newcastle CBD mean score has declined from 2.6 in 2021 to 1.9 in 2022 (29% in 2021, 10% in 2022) (Source: CN Community Satisfaction Survey July 2022)

\*\* Satisfaction with cycling facilities mean score has declined from 3.4 in 2021 to 3.2 in 2022 (49% in 2021, 42% in 2022) (Source: CN Community Satisfaction Survey July 2022)

\*\* 59% of respondents agree that Newcastle is a cycle-friendly city (Source: CN Liveability and Wellbeing Survey January 2022 baseline data)

\*\*\* satisfaction with footpaths mean score has declined from 3.3 in 2021 to 2.9 in 2022 (50% in 2021, 32% in 2022) (Source: CN Community Satisfaction Survey July 2022)



# Protected Environment

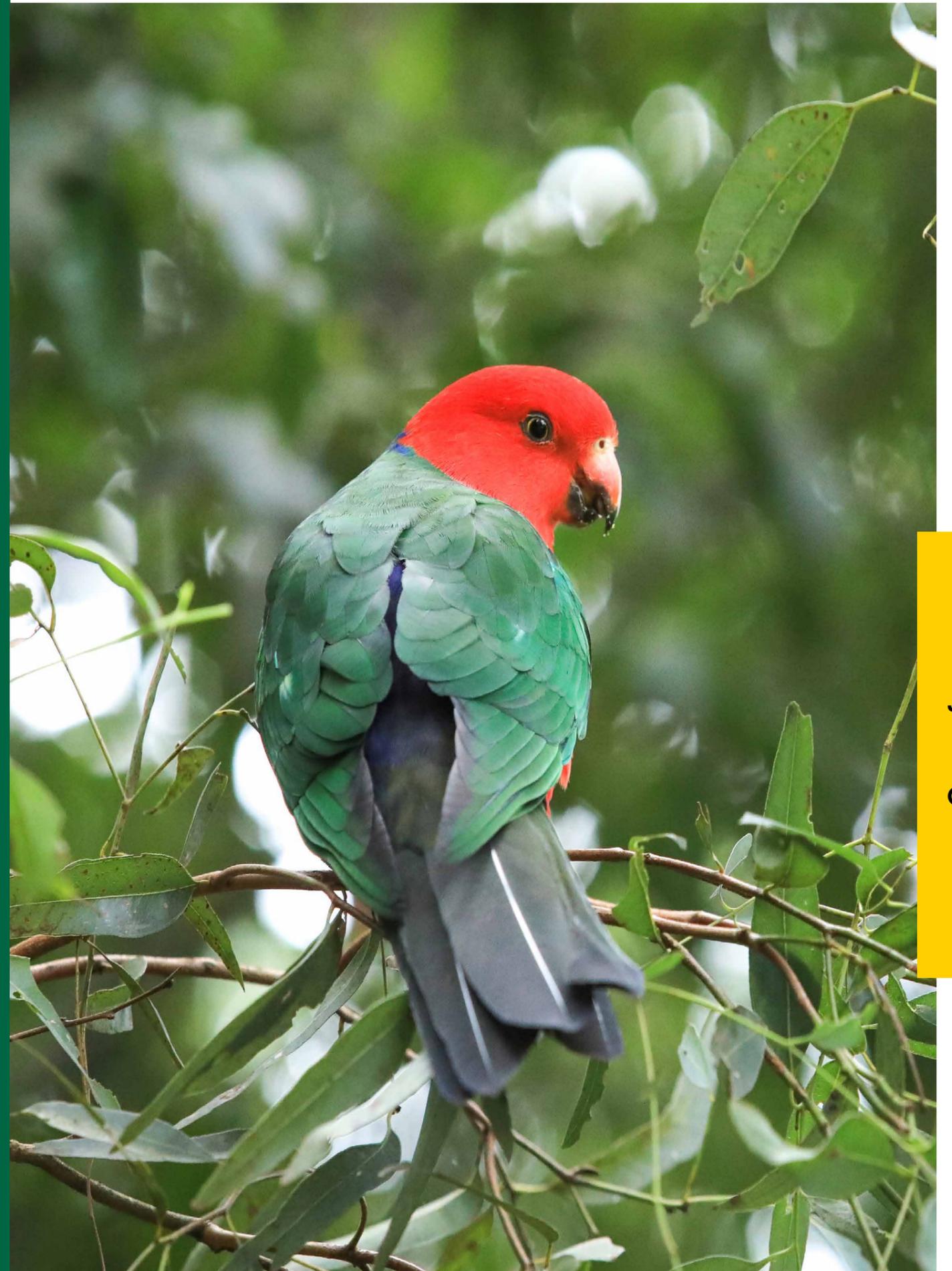
Our unique environment will be understood, maintained and protected.

## 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

## SUSTAINABLE DEVELOPMENT GOALS

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



Rosella

Our performance

### We look after



**607**  
Creeks

reaching a total of 79km



**4.5km**  
Sand dunes

**57.8km**  
Tracks and trails



**98,221**  
Street and park trees



**88**  
Bushland parcels



**64**  
Wetlands  
(198ha)

### We delivered



**10,332**  
bulk waste and illegal dumping collections made by CN's Collections Team



**71,714**  
tonnes waste collected

**29,182**  
tonnes waste recycled

### We managed



**44,774**  
calls received to the waste services call centre



**142,744**  
customers to Summerhill Waste Management Centre

### Resulting in



**17,463,634 kWh**  
energy generated from landfill gas generators



**41%**  
waste diversion rate

### 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

Hunter Estuary Coastal Zone Management Plan 2017

Stockton Coastal Management Plan 2020

### How we performed

#### Total Initiatives

**100%**

of initiatives completed or on track



Monitor	0   0%
On Track	22   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	5   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 2021/2022	Responsibility	Status
<b>2.1.1 Improve waste minimisation and recycling practices in homes, workplaces, development sites and public places</b>			
Develop internal waste management programs that reduce waste and increase recycling within CN	Develop a waste strategy for CN	Waste Services	✓
	Develop a business improvement model for waste to review and prioritise key business improvement initiatives	Waste Services	✓
Improve public place waste and recycling services that raise awareness of waste and increase resource recovery	Ensure recycling services can be maintained and manage the current and emerging impacts of external change	Waste Services	✓
	Ensure capacity is maintained at the Summerhill Waste Management Centre to manage the needs of the community	Waste Services	✓
<b>2.1.2 Investigate and implement renewable energy technologies</b>			
Develop projects to implement renewable energy and smart grid technologies	Utilise 100% renewable energy supply for CN operations	Community, Strategy and Innovation	✓
<b>2.1.3 Encourage energy and resource efficiency initiatives</b>			
Pilot and deploy technologies that improve energy and resource sustainability across CN and the broader community	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 2021/2022	Responsibility	Status
<b>2.2.1 Facilitate and advocate for protection and rehabilitation of natural areas</b>			
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	Assets and Projects	✓
	Deliver Coastal Management Program actions	Assets and Projects	✓
	Maintain and enhance the natural environment at Blackbutt Reserve	Parks and Recreation	✓
	Deliver improvements works across identified natural areas and reserves, including Blackbutt Reserve	Parks and Recreation	✓
Promote and control environmentally sustainable business practices and on-site wastewater system operation	Proactively monitor and regulate activities to minimise environmental impact, including implementing business pollution prevention program and erosion and sediment control program	Regulatory, Planning and Assessment	✓
Ensure development takes place in accordance with environmental planning requirements	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	✓
	Deliver an Environmental Improvement Program to address audit and environmental risks	Waste Services	✓
Continue to implement the Urban Forest Policy to achieve an expanded and sustainable canopy cover through our streets and parks	Implement the Living Streets Tree Replacement Program to maintain and replenish our urban forest	Civil Construction and Maintenance	✓
	Maintain our street, reserve and public land trees to ensure the health of our trees and safety of the community	Civil Construction and Maintenance	✓
<b>2.2.2 Encourage and support active community participation in local environmental projects</b>			
Opportunities for community involvement are incorporated in the delivery of natural environment areas maintenance and improvement projects	Deliver natural connections and living streets community education initiatives in coordination 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	✓
	Deliver stormwater quality improvement initiatives to protect the downstream natural environment	Assets and Projects	✓

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

Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
<b>2.3.1 Ensure decisions and policy response to climate change remain current and reflect community needs</b>			
Keep the community involved in the development of climate change adaptation measures consistent with the adopted plans	Monitor sea level rise and groundwater behaviour in low-lying suburbs	Assets and Projects	✓
<b>2.3.2 Support individuals and communities to prepare, respond and recover from emergency events</b>			
Coordinate prevention, preparedness, response and recovery activities for emergencies	Build on CN's emergency management framework to respond to and recover from a crisis or emergency with minimal impact to life, assets or environment	Legal	✓

## Key Performance Indicators

Quarterly indicators	Results
Level of satisfaction with bins in Newcastle (3 stars) (3.7 in 2021, 3.7 in 2022, 70% satisfied in 2021, 67% satisfied in 2022)	✓
Annual measures	Results
30% reduction in electricity use by 2025 (2020/2021 baseline 48,617GJ, 16% reduction in electricity use since 2020/2021)	✓
50% reduction in liquid fuel use by 2025 (CN reduced fuel usage between 2020/2021 and 2021/2022 by 16.10%)	✓
Increase usage of community recycling centre (Customers to Summerhill Waste Management Centre 138,606 in 2020/2021 and 142,744 in 2021/2022)	✓
Increase the number of trees planted (1,000+) (1,926 trees planted in 2020/2021 and 1,959 trees planted in 2021/2022)	✓

## Environmental upgrade agreements

Act s 54P(1)

There were no environmental upgrade agreements entered into by CN during 2021/2022.



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

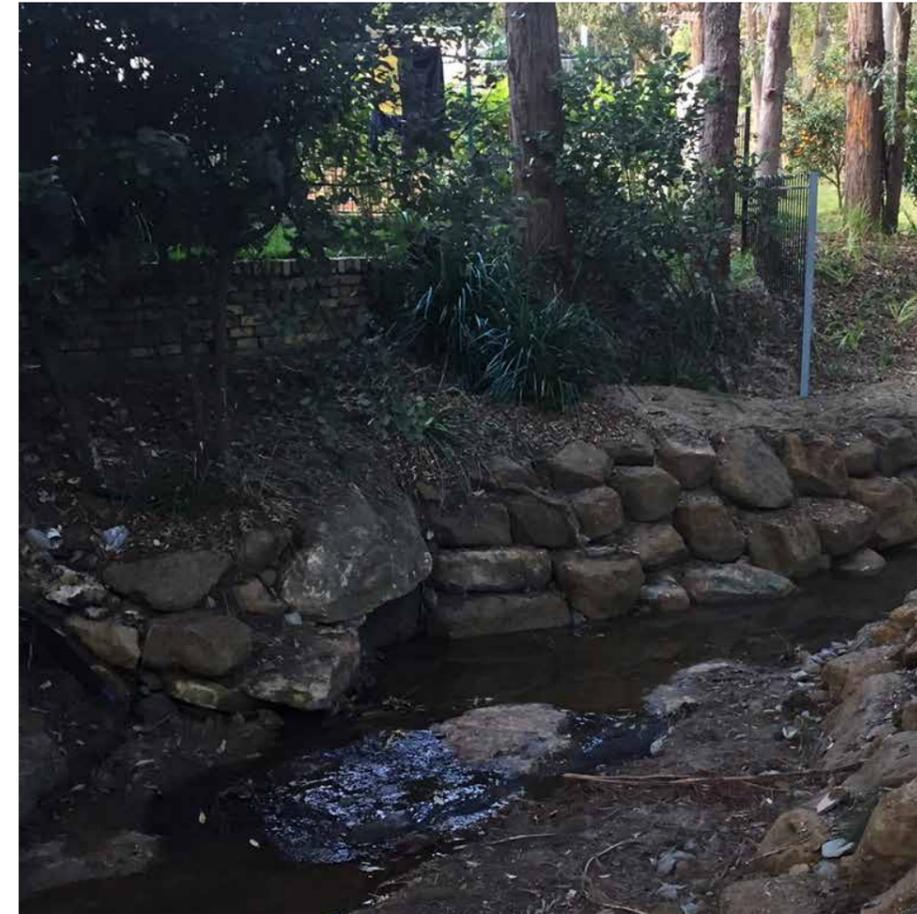
## The Environment Portfolio invested \$5.94m in the protection and enhancement of CN's natural environmental assets during 2021–2022. Successful highlights of the investment outcomes across 3 programs include:

### Bushland and Watercourse

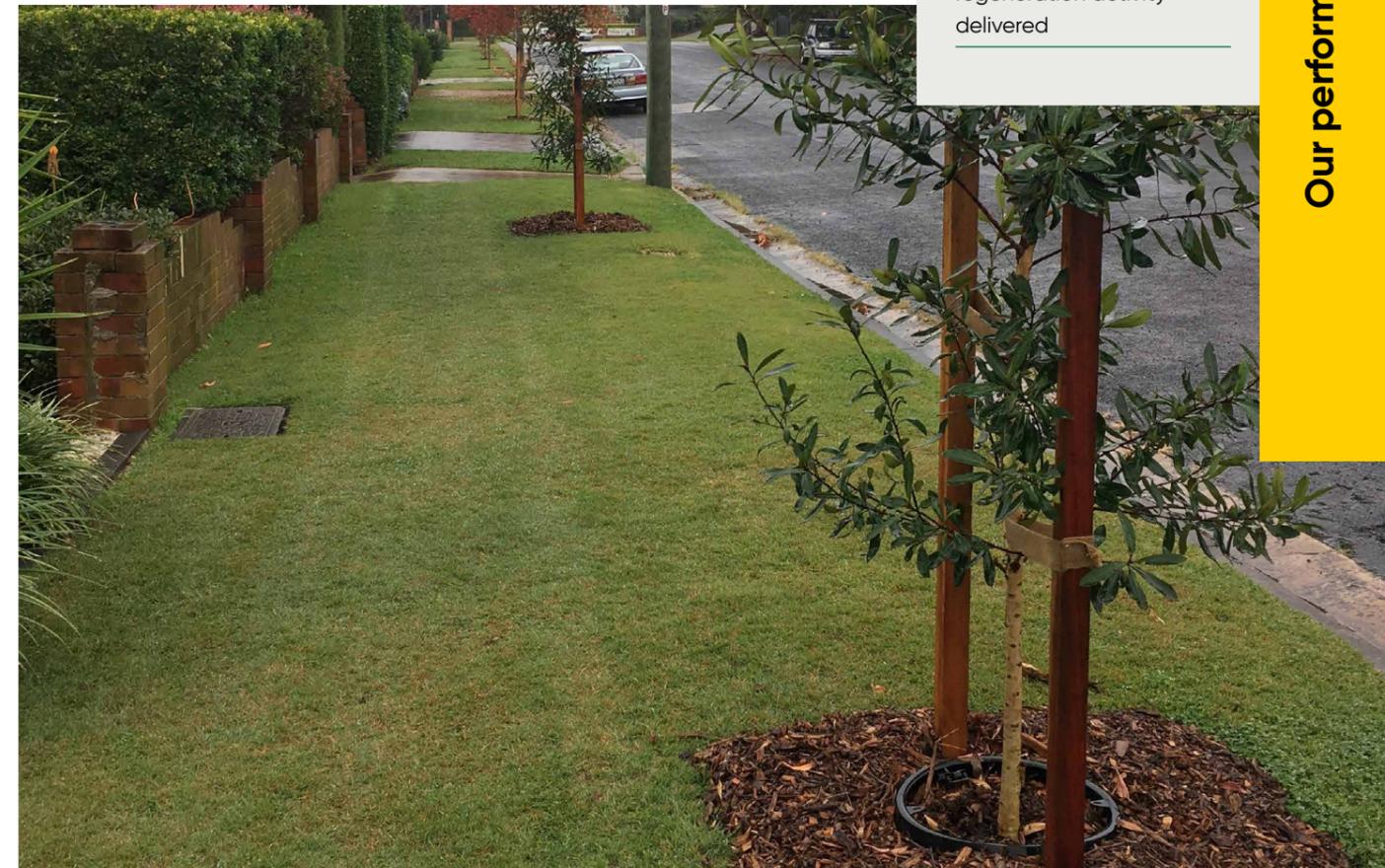
- Inland cliff line rehabilitation at Braye Park quarry, Waratah West, was successfully completed with positive outcomes for all local pistol and archery clubs
- Ironbark Creek Stage 5b rehabilitation works contract was started, with all neighbours and adjacent landholders included in development of project
- Priority creek rehabilitation was successfully completed, including works at Sygna Close, Rankin Park; Blackbutt Reserve creek headwaters; Nereida Close, Kotara; and Waterdragon Creek, Kotara
- Priority bushland reserves regeneration was completed in Jesmond bushland, off Dangerfield Drive, Elmore Vale (including Jesmond track stabilisation and repair work); Aries Way Reserve, Elmore Vale; and Charlotte Avenue Reserve, Adamstown
- Draft Newcastle Environment Strategy consultation was completed, involving a wide array of community and internal participants to inform the scheduled public exhibition and community engagement in 2022

### Coast, Estuary and Wetland

- Ahead of mass sand nourishment delivery at Stockton, actions to protect coastline included several campaigns of sand scraping and dune protection works, using straw bales in the dunes adjacent to Eames Ave and Corroba Oval that have effectively trapped sand
- Suitable rock was secured for 3 Stockton projects – Mitchell Street seawall repair, King Street breakwater repairs and Stockton SLSC seawall repairs
- Progress on Stockton and Southern Beaches Coastal Management Programs continues
- Severe weather events creating erosion and emergency management responses at Stockton and southern beaches have been a constant demand over 2021–2022, generating approximately \$500,000 in temporary works
- Stockton Buried Protection Structures (southern end of Mitchell Street seawall, Lexie's Café and Dalby Oval) included in Stockton CMP 2020 have been designed for delivery in 2022–2023
- Rock fall at Newcastle South has been repaired and review of the active cliff line area on Shortland Esplanade, Newcastle South has been contracted



Sygna Close Rankin Park, nature-based solutions in creek rehabilitation protecting properties and promoting biodiversity



Street tree planting

### Our achievements

- 200m urban creek re-naturalised
- 118,157 native plants in the ground
- 38,000m<sup>2</sup> of native revegetation delivered
- 1,959 street and park trees planted
- Approximately 7,500 tree work orders completed
- 3,146 hours of Landcare volunteering
- 68.8 hectares of bushland regeneration activity delivered

Our performance



National Tree Day Community Planting – Tourle Street Reserve, Mayfield East

### Urban Forest

- CN planted a total of 1,959 street and park trees
- The Street Tree Selection Manual – Species Matrix was reviewed and now accommodates species that address the impacts of climate change
- Our heritage park tree life extension investment in mulching and understorey planting is designed and underway
- The Street Garden Program trial has been promoted through the Green Our City competition
- The Tree Asset Management Plan 2022 was successfully completed, providing review of all current data captured for Newcastle's street and park tree network, and projecting the future activities needed to create a sustainable tree population

### Community tree planting greens city

The community joined with CN in celebration of National Tree Day by planting 6,000 native grasses, groundcovers, shrubs, and trees in Mayfield East to restore Newcastle's urban ecosystems.

Our local centres and capital works projects have installed over 200 street trees in conjunction with native understorey plantings that will ensure the health and vitality of our trees and our neighbourhood hubs.

CN cares for a wonderful array of natural ecosystems, including 79 kilometres of creeks, 506 hectares of bushland, 65 wetlands, 9 coastal rock platforms, 19 hectares of sand dunes along our 10 beaches, and over 100,000 street and park trees.

Landcare efforts invested 3,146 hours in the community stewardship of these wild places, over 1,000m<sup>2</sup> of sites across the city.

Inclusive action and advocacy in the protection and enhancement of our urban forest and natural areas are examples of CN's commitment to becoming an International Council for Local Environmental Initiatives 'City with Nature', recognising and enhancing the value of our natural surrounds, as well as our efforts to be a global and local government leader in sustainability.

### What we recycled

What we recycled (tonnes)	2018/19	2019/20	2020/21	2021/22
Total collected for recycling*	22,113	49,431	39,543	39,412
Compost	15,665	17,270	23,017	20,932
Scrap metal	855	1,321	1,661	1,725
Wood waste	869	540	415	487
Household items for reuse	131	103	106	94
Household problem waste	96	159	162	177
Paper and cardboard	289	103	134	127
Tyres	n/a	n/a	n/a	202
Mattresses	n/a	n/a	n/a	36
e-waste	n/a	191	197	241
Sandstone*	n/a	985	260	0
Virgin excavated natural materials (aggregate)*	n/a	14,922	644	6,681

\* Material excavated on site and sold



# 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

SUSTAINABLE DEVELOPMENT GOALS



Our performance

## We delivered

### Libraries



**271,047**  
Library visits  
to service points



**595**  
programs held  
by Libraries



**16,414**  
total attendance



**639,099**  
Library loans

### Art Gallery



This year Newcastle Art  
Gallery's collection was  
independently valued.  
The value of the collection  
increased by \$11 million to

**\$126** million

making the collection one of the most valuable of  
any Gallery in Australia not located in a capital city.

### Museum



**114,428**  
Museum visitors



**460**  
programs

### Civic Theatre



**95,952**  
ticketed attendees



**334,496**  
digital visitors

(Facebook & Instagram  
followers, website visits)



**11,852**  
attendance  
at City Hall



Over  
**272,865**  
people visited our pools  
during 2021/2022

## Strategies and plans

Strategic Sports Plan 2020

Events Plan 2016-2019

Newcastle Night-time Economic Strategy 2018-2021

Disability Inclusion Action Plan 2021-2025

Dogs in Open Space Strategy 2018

Outdoor Exercise Facilities Strategy 2018

Newcastle Libraries Strategy 2019-2029

Cultural Strategy 2016-2019

Safe City Plan 2017-2020

## How we performed

### Total Initiatives

**97%**

of initiatives completed  
or on track



Monitor	1   3%
On Track	33   97%
Off Track	0   0%
No Targets Set	0   0%

### Total Key Performance Indicators

**75%**

of KPIs completed  
or on track



Monitor	1   25%
On Track	3   75%
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 2021/2022	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 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	✓
	Provide open space facilities to meet community needs including playgrounds, outdoor and multipurpose courts, sportsgrounds, exercise equipment, dog off-leash areas	Parks and Recreation	✓
	Provide aquatic facilities to meet community needs and industry requirements	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	○
	Liaise with community and sporting clubs for open space bookings and events	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 Bathers Way at King Edward Park	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, coordinate and deliver cultural and community infrastructure and programs**

Develop and deliver a range of community events and programs in partnership to enhance social connections	Provide library services where people gather through pop-up facilities and colocation	Libraries and Learning	✓
	Attract exhibitions at Newcastle Museum including travelling exhibitions and community exhibitions	Museum	✓
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	✓
	Develop ambitious exhibition projects that attract local, regional, state and national audiences	Art Gallery	✓
Manage venues to meet community as well as financial objectives	Provide a range of public and educational programming in partnership with others, to meet community objectives	Civic Services	✓

Attract and/or present a diverse range of high-quality live performance work	Work proactively to achieve balanced programming – mix of genres, tell local stories, reflect the city's identity	Civic Services	✓
Maximise occupancy and attendance at venues	Provide diversified offerings to meet community and commercial needs. Provide quality of offerings, flexibility and service levels, value for money	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	✓
	Upgrade of Wallsend Library and updated layout	Libraries and Learning	✓
	Investigate opportunities to replace Library equipment to provide members with a modern and intuitive borrowing experience	Civic Services	✓
	Investigate opportunities for multi-modal online and self-service library hubs	Civic Services	✓

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

Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
<b>3.2.1 Celebrate Newcastle's history, cultural heritage and cultural diversity</b>			
Grow the city's identity via its collections of art and artefacts, local history and architecture	Actively develop public programs 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	✓
	Install robotic equipment and commence digitising materials	Libraries and Learning	✓
	Investigate opportunities to preserve and protect Newcastle's local history and heritage collection	Libraries and Learning	✓
	Highlight local stories told through exhibitions, digital platforms and media	Libraries and Learning	✓
<b>3.2.2 Increase collaboration with artists and practitioners in the cultural sector</b>			
Partner with local artists and organisations to grow arts and culture	Build on programming partnerships with professionals, education, youth, older people, people with disability, Indigenous culture, local and national practitioners	Civic Services	✓
Select and attract works of high calibre to Newcastle, build reputation of Newcastle in live performance sector	Present nationally recognised work, build local reputation nationally	Civic Services	✓
Expose local stories, both historic and contemporary, through cultural programming and build Newcastle's cultural identity	Present Art Gallery exhibitions and programs that feature local artists and their stories	Art Gallery	✓

## Key Performance Indicators

3.3 Safe and activated places that are used by people day and night			
Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
<b>3.3.1 Collaborate with local groups and services to address crime and safety</b>			
Provide CN facilities that are safe, welcoming and inclusive	Participate in community sector networks that work towards community safety across the LGA	Community, Strategy and Innovation	✓
Protect, promote and control the risk to public health associated with local business activities	Conduct regular inspection programs of food businesses, skin penetration premises and public swimming pools and monitor regulatory compliance for premises with water cooling systems (legionella)	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	✓
<b>3.3.2 Plan for a night-time economy characterised by creativity, vibrancy and safety, that contributes to cultural and economic revitalisation</b>			
Implement policy and strategic initiatives to encourage more diverse night-time venues	Apply crime prevention through environmental design principles for all new and replacement infrastructure	Assets and Projects	✓
	Support projects to increase and enhance venue diversity, support public space activation and plan for future initiatives	Community, Strategy and Innovation	✓

Annual measures	Results
Increase community (%) that feel overall safe in Newcastle LGA (Mean score of 4.07 and 77% strongly agree that they feel safe in their local neighbourhood) (Mean score of 3.53 and 53% strongly agree that they feel safe in the Newcastle CBD/city centre) Source: CN Liveability and Wellbeing Survey, 2022 (base data, first time survey was conducted)	✓
Increase community (%) who agree that upgrades to coastal facilities have enhanced our beaches and coastal areas (target 87%)*	○
Maintain community satisfaction with the following: (currently 3 stars) - Public parks (3.7 in 2021, 3.7 in 2022) - Ocean baths and facilities (3.8 in 2021, 3.6 in 2022) - Playground equipment available (3.7 in 2021, 3.6 in 2022) - Open spaces (3.7 in 2021, 3.7 in 2022) - Number of community events (3.7 in 2021, 3.7 in 2022) Source: CN Community Satisfaction Survey July 2022	✓
Increase promotion and awareness of the city's Indigenous cultural heritage	✓

\* Satisfaction with ocean baths and facilities mean score has declined from 3.8 in 2021 to 3.6 in 2022 (66% in 2021, 57% in 2022) (Source: CN Community Satisfaction Survey July 2022)

\* Satisfaction with beaches and beach facilities mean score has declined from 4.0 in 2021 to 3.7 in 2022 (77% in 2021, 60% in 2022) (Source: CN Community Satisfaction Survey July 2022)

### Upgrades to coastal facilities

Several issues have significantly affected community satisfaction with our ocean baths and facilities across 2021/2022. Water quality decreased at the baths due to higher attendance, temperature increases, poor ocean water quality and low pump efficiency. In addition, the baths were closed several times due to inclement weather events, sometimes unexpectedly. CN is responding to these issues as part of the upgrade project underway at Newcastle Ocean Baths through a significant investment of \$14.5 million in 2022/2023, including improved public domain spaces, shade, seating and lifeguard facilities. Further, Merewether Ocean Baths have since received new pumps to facilitate consistent water quality.

For further information, see our [website](#).



## Lambton Library refurbishment

In March 2022, major refurbishment was completed on Lambton Library to reclaim its former glory and provide Newcastle Libraries members with an improved and brand-new way of accessing library services. The library went from only being open to the public 11 hours per week to being open 7 days per week, 7am to 9pm.

Piloting new technology, library members over 16 can access the library building using their library card within these hours, providing more access to the community to borrow or return items; use the PC and printing services; or simply access the space for study or meetings.

Feedback from the community has been extremely positive and usage of the space has dramatically increased with over 9,900 visitors through the doors since reopening. Loans have increased by 62% and PC and Wi-Fi usage increased by 160%.

Several new programs and activities were launched as part of the reopening and have shown what a flexible community space the library now is.

Key highlights include:

- Newcastle Repair Café – an innovative Newcastle Libraries initiative, aligning with our focus on sustainability and the circular economy, featured a series of workshops aiming to teach skills to fix broken or damaged items instead of throwing them away. A pilot program was delivered monthly from March–June 2022, with 675 people attending across the 4 events
- Newcastle Seed Library – Following the successful launch of the Newcastle Seed Library at Wallsend Library in October 2020, additional outlets were established at the Digital Library (November 2021) and Lambton Library (March 2022). This initiative has been expanded due to its popularity with over 1,700 seed packets borrowed since the Seed Library first opened, as locals have embraced the opportunity to borrow seeds for free, teach children about the life cycle of plants and learn how to save seeds.
- Memory Room – a program tailored for people living with dementia and their families and carers is facilitated by an art therapist, holding workshops aiming to encourage conversation, laughter and connection. Two morning tea sessions were held at Lambton Library to promote the program and the memory kits are available for loan to library members.
- Lambton Library hosted the book launch of *Mila and Ivy* by local author Katrina McKelvey, which was well attended by families and school groups.
- The Tale Trail – an outdoor reading signage adventure trail in Lambton Park was also launched as part of the reopening.



Lambton Library reopening



Memory Room program



# 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

## SUSTAINABLE DEVELOPMENT GOALS

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



Our performance

## We delivered



### Count Us In

Newcastle's second disability inclusive month-long festival

## LinkedIn Learning

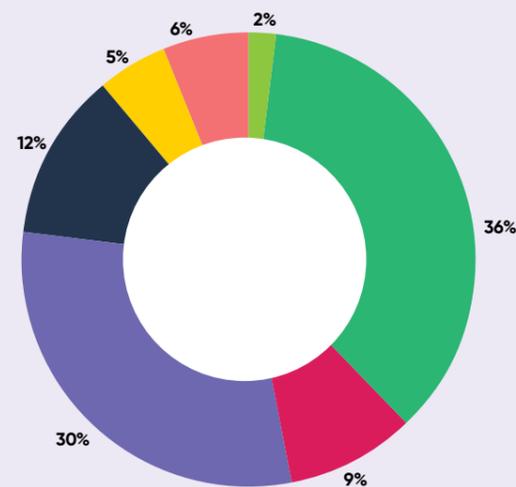


23,254  
videos to

1,676  
participants

## Programs at Libraries

Percentage of attendance by outcome area



- Digital inclusion - 2%
- Early literacy - 36%
- Informed and connected - 9%
- Lifelong learning - 30%
- Stronger and more creative - 12%
- Personal development - 5%
- Economic and workforce - 6%



17,958  
items were delivered with  
Home Library Service to

303  
members



552  
digital inclusion help  
sessions held



**Disability  
Inclusion Action  
Plan 2022-2026**  
adopted in February 2022

### Delivered training courses to staff in:

- Auslan for more effective communication
- Disability awareness
- Creative inclusive documents



**\$94,300**  
in grant funding for  
social inclusion  
activities

## Strategies and plans

Disability Inclusion Action Plan 2021-2025

Newcastle Libraries Strategy 2019-2029

Aboriginal Employment Strategy 2021

Aboriginal Heritage Management Strategy  
2018-2021

Reconciliation Action Plan 2018-2021

## How we performed

### Total Initiatives

**100%**

of initiatives completed  
or on track



Monitor	0   0%
On Track	30   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	7   100%
Off Track	0   0%
No Targets Set	0   0%

### 4.1 A welcoming community that cares and looks after each other

Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
<b>4.1.1 Acknowledge and respect local Aboriginal history, cultural heritage and peoples</b>			
Deliver Aboriginal Heritage Management Strategy	Facilitate 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	Support, develop and present work by Aboriginal and Torres Straight Islander people	Civic Services	✓

#### 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	Advocate and liaise with groups in relation to community building bookings and events	Property and Facilities	✓
	Develop Community Wellbeing Strategy (subject to name change)	Community, Strategy and Innovation	✓
	Continue Community Sector Network Analysis program to support the networks in their information share and collaborations	Community, Strategy and Innovation	✓
	Facilitate the western suburbs place-based community support program	Community, Strategy and Innovation	✓
	Facilitate the Youth Employment and Support Initiative under the Newcastle Youth Charter	Community, Strategy and Innovation	✓
	Facilitate the Access and Inclusion Advisory Committee to provide advice to CN on matters of inclusion and access, within both the business and the city	Community, Strategy and Innovation	✓
Represent and include people with disability in our storytelling and activities, and enable equal access to venues and programs	Support, develop and present work by people with disability, and groups that suffer social disconnection or disadvantage	Civic Services	✓
Ensure open spaces and facilities are multi-functional and support whole-of-community use	Upgrades to community facilities to improve accessibility	Property and Facilities	✓
Deliver Disability Inclusion Action Plan (DIAP) 2020-2024	Facilitate 'Count Us In' 2021-2022 Festival of Inclusion	Community, Strategy and Innovation	✓
	Deliver key strategic initiatives of the DIAP that progress CN as an inclusive business and deliver inclusion outcomes in the community	Community, Strategy and Innovation	✓
Expand the scope and audience of the Lean In Newy platform	Continue to provide capability for community members to support local charities, groups and businesses	Community, Strategy and Innovation	✓

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

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	Develop a Social Infrastructure Strategy	Community, Strategy and Innovation	✓
Provide equal access to all persons to venues	Maintain current access audits and plans, take action on issues of unequal access	Civic Services	✓

#### 4.2 Active and healthy communities with physical, mental and spiritual wellbeing

Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
<b>4.2.1 Ensure people of all abilities can enjoy our public places and spaces</b>			
Ensure that a variety of parklands and recreational facilities are provided, accessible and distributed equitably across the city	Deliver recreation projects that improve accessibility	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	✓
<b>4.2.2 Improve access to formal and informal lifelong learning opportunities, facilities and services</b>			
Increase engagement with young people	Actively invest in programming and communications targeted to young people including youth advisory	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 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 exhibition programs within the Museum, engaging with identified groups	Museum	✓
	Facilitate digital and face-to-face environments that increase the capacity, education and connections of the community sector and key community stakeholders in addressing barriers that inhibit social inclusion and community connections	Community, Strategy and Innovation	✓
	Support the Newcastle community sector with initiatives aimed at strategic development, collaborating, networking and information sharing	Community, Strategy and Innovation	✓
	Facilitate the 2021 Community Academy for clubs, groups, voluntary organisations	Community, Strategy and Innovation	✓

An integrated museum service providing opportunities for collaborative outcomes and strong stakeholder relationships	Enhance relationships within and external to CN to promote the Museum	Museum	✓
<b>4.2.3 Promote recreation, health and wellbeing programs</b>			
Support and encourage use of recreation and leisure opportunities	Provide website and social media updates to encourage use of recreation	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 and have 3-4 community events per year in collaboration with RSPCA and other stakeholders	Transport and Compliance	✓

## Key Performance Indicators

Annual measures	Results
Deliver a minimum of 4 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	✓
Increase the number of education and exhibition programs with identified groups	✓
Maintain the number of local Aboriginal stories on display in the Museum	✓
Inclusive training delivered in a targeted manner to CN staff and as part of employee inductions	✓
Increase the availability of accessible and adoptable housing	✓

## At CN, we love animals!

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

Our ranger team consists of 6 rangers and a senior ranger who work 365 days per year, keeping pets and residents around the city safe. They use a variety of community-focused education and regulatory initiatives to achieve their responsibilities in accordance with the guidelines of the *Companion Animals Act 1998*.

Newcastle LGA has one of the largest pet ownership areas in the state with just over 100,000 companion animals, and we continue to grow. Rangers reunited 180 pets with their owners this year and conducted a total of 120 proactive patrols throughout the LGA, including hotspot locations and regulation of our 18 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 *Companion Animals Act 1998*. This year there were 529 pets 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 the RSPCA for adoption and rehoming. There were 298 dog attacks reported to CN during the 2021/2022 financial year.

Ranger services provide 24/7 coverage to the LGA. Throughout the year, rangers responded to 350 companion animal-related requests and conducted 120 proactive patrols of CN's parks and reserves, including Bathers Way. During these proactive patrols, rangers have been trialling ranger dog 'Bella', a 2-year-old golden retriever, on foot patrols along Bathers Way and CN parks/reserves. It has been very well received within the community and a considerable amount of positive feedback has been given by members of the public.

Rangers and Bella attend Bathers Way for morning foot patrols from Merewether to Bar Beach most days, and afternoon park patrols are conducted with Bella 3 afternoons per week at Lambton Park and Acacia Avenue Reserve. During these patrols, rangers engage with dog owners and educate people about being responsible pet owners. Having Bella during patrols has resulted in people being more willing to engage and have a conversation with the ranger team.

CN's companion animal funds have been used for desexing and vaccinating unwanted pound animals for rehoming and placing advertisements on social media for lost pound animals.



Pets reunited  
**180**

Proactive patrols  
**120**



**529**  
pets transported to CN's animal management facility

**298**  
dog attacks



Rangers responded to  
**350**  
companion animal-related requests

There are some rare breeds Tatra Shepherd Dog, Spanodor, Russian Black Terrier, Dutch Shepherd, Bluetick Coonhound, Catahoula Leopard just to mention a few.

The most popular breeds include Maltese, Bull Terrier (Staffordshire), Labrador Retriever, Australian Kelpie, and Australian Cattle Dog.

# Our Disability Inclusion Action Plan 2021-2022

Disability Inclusion Act 2014, s 13(1)

In February 2022 Council adopted our Disability Inclusion Action Plan (DIAP) 2022-2026. CN's initial DIAP (2016-2019) included 57 actions across 18 objectives. We achieved significant progress in multiple areas across the organisation, with 55 of the 57 actions completed or progressing towards completion and the remaining 2 completed by means other than the DIAP. CN's DIAP 2022-2026 includes 35 actions across 13 objectives and 4 focus areas.

We have made the following progress against 4 focus areas:

## Positive attitudes and behaviours

- Hosted an open invitation meeting of the Access Inclusion Advisory Committee for the public to attend and meet the new Advisory Committee
- Delivered an Inclusive Conversations Forum on Unpacking Vulnerability in the Newcastle context, which was developed using an inclusive platform to enhance online accessibility
- Undertook Library services focused on disability inclusion training and planning
- Held public exhibition of Draft DIAP 2022-2026, including creating promotional videos with Auslan embedded within the video and a standalone version (Respective links: <https://youtu.be/2FdyqfRDdU> and <https://youtu.be/o57ogUUxraY>)
- Engaged members of the Access Inclusion Advisory Committee, people with lived experience of disabilities, employers, senior managers and disability service providers to promote the DIAP public exhibition period, comment on disability inclusion and promote inclusive events
- Worked with external stakeholders to assist, develop and support their DIAP actions
- Created a new community/voluntary services capacity-building program called NewConnects with a module on Access and Inclusion and held pilot sessions of the program for refinement. Full rollout in 2022/2023

## Liveable communities

- Delivered new accessible park infrastructure
- Improved our lift capability at City Hall
- Consulted with the Access Inclusion Advisory Committee regarding inclusive events
- Presented at the Accessible and Inclusive Tourism Conference for the Asia-Pacific regarding accessible tourism opportunities in Newcastle
- Planned for accessible and inclusive features to be delivered via New Annual, a significant cultural program
- Delivered inclusive programs via our Libraries, Museum, Art Gallery and other programs
- Delivered approximately \$7 million on Local Centre upgrades in the public domain to increase accessibility and hub connectivity
- Commenced community consultation and engagement related to the Principal Pedestrian Network, a mapped network of existing and future pedestrian routes that support activity and accessibility into and around key destinations such as neighbourhood and retail centres, schools, parks and transport stops
- Delivered West End Streetscape project, which includes increased accessibility features, completed East End Public Domain Project (Stage 1), including new shared paths, and commenced Newcastle Ocean Baths upgrade - delivered new, safer cycleway connectivity on Hunter Street West and Queens Wharf
- Continued working with Variety, the Children's charity, to develop the flagship Livvi's Place inclusive regional playground and waterplay area in Foreshore Park

- Provided a grants stream specifically related to social inclusion to encourage grant applications related to disability inclusion
- Provided a grants program via CN's Count Us In Program to assist small organisations and other individuals in hosting inclusive events and activities. Examples included accessible fishing at the Hunter Wetlands, inclusive drumming workshops, Families Supporting Families inclusive disco, health and nutrition workshops for people with disabilities and art workshops for the Deaf community

## Employment

- Developed an internal Disability Employment Network with a specific dedicated communication channel
- Commenced a monthly communication program to facilitate, inform and promote inclusion across the organisation
- Provided disability awareness and Auslan training for staff, flexible working arrangements and carer's leave provisions
- CN's People and Culture Staff, including those involved in recruitment and training, attended the Hunter Disability Expo 2022 and the Count Us In Newcastle Business Breakfast
- Supported the Art of Digital Storytelling program to enable people with disabilities to learn new digital skills for employment

## Systems and processes

- CN, via our Disability Inclusion Action Plan 2022-2026, is committed to WCAG 2.1 AA for website accessibility. This commitment will improve accessibility for 3 major groups: users with cognitive or learning disabilities, users with low vision and users with disabilities on mobile devices

- Our progress towards more accessible content relies on training more staff to create accessible content and ensure information and Communication Technology (ICT) systems procured by CN are considered in terms of accessibility for people with disabilities, for both staff and community
- Delivered resources and support on how to create inclusive content
- Established a Customer Experience team that is required to consider access and inclusion across its work program
- Provided Customer Service staff with training opportunities related to disability inclusion and accessing information
- Our newly adopted CSP, *Newcastle 2040*, includes an overlapping theme of inclusion, 'a place for everyone', that is interwoven across 4 themes
- Delivered the Disability Inclusion Action Plan 2022-2026 and the CSP *Newcastle 2040* in multiple formats, increasing accessibility



(L-R) Manager Community Planning and Development, Petria Jukes, Cr Margaret Wood, CN staff Susan Denholm and Steve Warham, staffing the CN stall at the Hunter Disability Expo, May 2022.

Our performance



# 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

## SUSTAINABLE DEVELOPMENT GOALS

<b>3</b> GOOD HEALTH AND WELL-BEING 	<b>4</b> QUALITY EDUCATION 	<b>7</b> AFFORDABLE AND CLEAN ENERGY 	<b>8</b> DECENT WORK AND ECONOMIC GROWTH 
<b>10</b> REDUCED INEQUALITIES 	<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	<b>17</b> PARTNERSHIPS FOR THE GOALS 	



Our performance

## We look after



**730**  
Heritage listings



**8**  
Heritage conservation areas



**33**  
Archaeological areas and structures

## We delivered



Mean net determination times for Development Applications (DAs)  
**46 days**



Average number of DAs received per month  
**129**



### No. of DAs and value of works

Approved	1,392	\$636 million
Determined	1,654	\$706 million



Average value of DAs approved per month  
**\$53 million**

## Strategies and plans

- Local Strategic Planning Statement 2020
- Heritage Strategy 2020-2030
- Aboriginal Heritage Management Strategy 2018-2021
- Affordable Living Plan 2018
- Local Housing Strategy 2020
- Local Environmental Plan 2012
- Development Control Plan

## How we performed

### Total Initiatives

**83%**  
of initiatives completed or on track



### Total Key Performance Indicators

**88%**  
of KPIs completed or on track



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

Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
<b>5.1.1 Protect, support and promote our unique built and cultural heritage</b>			
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	✓
Plan for and maintain quality and amenity of venues	Deliver Capital Works Program, forward planning, maintenance program and asset management for our Civic assets	Civic Services	✓
	Commence implementation of the Heritage Strategy for Newcastle	Regulatory, Planning and Assessment	✓
Make venues available to the public via programmed activities	Provide community access to our Civic venues through tours and open days	Civic Services	✓

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

The land use pattern will reinforce mixed-use centres, educational nodes, opportunities for technology-based businesses, supported by integrated transport *	Implement the actions identified for 2021/2022 in the Local Strategic Planning Statement*	Regulatory, Planning and Assessment	○
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\*Action wording has been adjusted to better reflect CN's service delivery.

**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 2021/2022	Responsibility	Status
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**5.2.1 Plan for concentrated growth around transport and activity nodes**

Improve safety and comfort of active transport networks	Advocate to the NSW Government for lower speed limits	Transport and Compliance	✓
Promote active transport	Provide information about our cycling infrastructure through website updates, publication of project information and hard copy and online publication of cycling maps	Transport and Compliance	○
	Initiate and support events that encourage bike riding, such as National Ride2Work Day, NSW Bike Week, Biketober, local discovery rides	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**

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

Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
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**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	✓
---------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------	---

Implement the actions identified for 2021/2022 in the Local Housing Strategy	Implement the actions identified for 2021/2022 in the Local Housing Strategy *	Regulatory, Planning and Assessment	○
Facilitate affordable living	Implement Affordable Living Plan	Regulatory, Planning and Assessment	✓

**5.4 Sustainable infrastructure to support a liveable environment**

Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
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**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	✓
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**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	✓
Continue to establish the city centre as a technology enabled innovation precinct	Installation of Smart City Infrastructure to support future city needs	Community, Strategy and Innovation	✓

\*Action wording has been adjusted to better reflect CN's service delivery.

**Key Performance Indicators**

Annual measures	Results
Diversify housing type and tenure across the LGA to provide for a range of housing needs	✓
Increase community (%) who are satisfied with the quality of heritage conservation (target 56%)*	○
Increase community % who agree there is a good mix of housing types (large and small single dwellings, apartments, units) in their local suburb **	✓
Proportion (%) of houses within 400m of a public transport stop (91% CN GIS data 2022)	✓
Increase % of Development Applications notified in accordance with the Development Control Plan	✓
Increase % of Development Applications that have information available on the website that complies with the GIPA	✓
80% of food premises satisfactory on first food inspection for the year	✓
Increase community (%) who agree there is sufficient land available for different types of businesses to establish and grow	✓

\* Satisfaction with heritage conservation has declined from 54% in 2021 to 40% in 2022 (Source: CN Community Satisfaction Survey July 2022)

\*\* 33% of respondents agree there are diverse housing options for everyone across Newcastle (Source: CN Liveability and Wellbeing Survey January 2022) (baseline data)



# Smart and Innovative

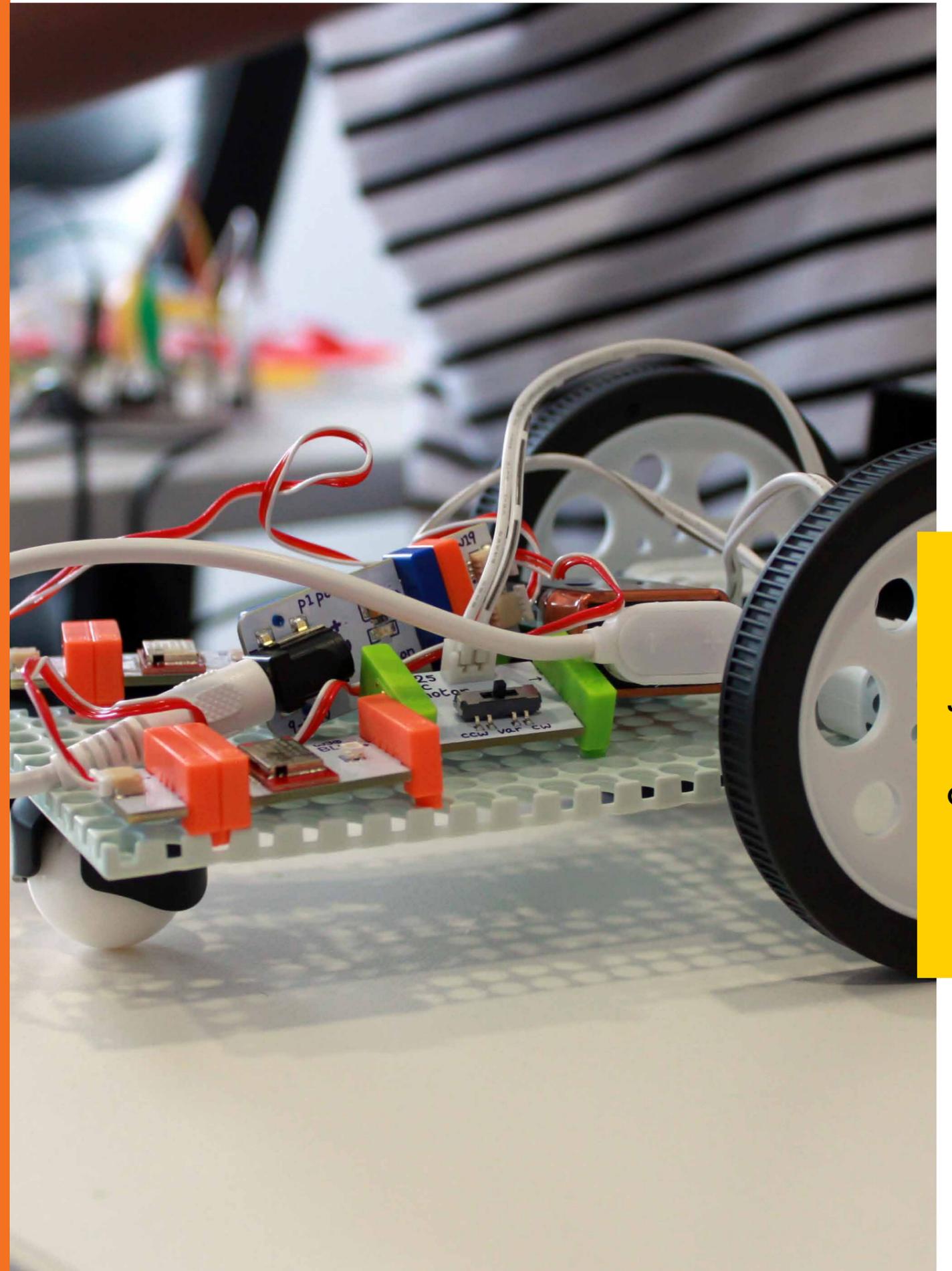
**A leader in smart innovations with a prosperous, diverse and resilient economy.**

### 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

## SUSTAINABLE DEVELOPMENT GOALS

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



**Our performance**

## What we did



Lean in Newy

**68,357+**  
kindness actions

**\$390k**  
local economic sales

**5,267**  
volunteer hours

**10,150+**  
app downloads

**\$95k**  
Council rebate funding

**153+**  
blood donations

**185+**  
local businesses

**760+**  
charity donations

**1,784**  
COVID/flu vaxxed



Download the App



Pitch In



Support Local



Get Rewarded

## Lambton Library



**9,900**  
visitors through the doors since reopening

Loans have increased by  
**62%**



PC and Wi-Fi usage increased by  
**160%**



## Summerhill Solar Farm

**5** megawatt solar PV system

**14,500** panels  
generated **6,941 MWh**

### Rooftop solar

**800** KW of solar PV installed across

**15** key CN sites

Additional **125** kilowatts proposed

Battery storage systems installed at **5** sites

## Strategies and plans

Smart City Strategy 2017-2021

Economic Development Strategy 2021-2030

Events Plan 2016-2019

Newcastle Destination Management Plan 2021-2025

Newcastle Libraries Strategy 2019-2029



**3** E-Transit Hubs  
with a total of **15** electric vehicle charge points

## How we performed

### Total Initiatives

**97%**

of initiatives completed or on track



Monitor	1	3%
On Track	32	97%
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	5	100%
Off Track	0	0%
No Targets Set	0	0%

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

Delivery Program Objective	Operational Plan Action 2021/2022	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	Utilise digital platforms to improve access to the Art Gallery and collection	Art Gallery	✓
Support a strategic approach to government relations advocacy that demonstrates the case for investment at each step	Develop policy statements and business cases	Community, Strategy and Innovation	✓
Promote the lifestyle and cultural values of Newcastle as a place to work, invest and live	Commence implementation of the Economic Development Strategy for Newcastle	Community, Strategy and Innovation	✓

### 6.1.2 Attract new business and employment opportunities

Deliver a training/skills program that supports the transition of skills in the Newcastle LGA. Deliver a campaign that highlights the breadth of economic opportunities available in Newcastle	Continued implementation of NewSkills program and New Move campaign	Community, Strategy and Innovation	✓
Strengthen existing commercial and activity centres, and 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 2021/2022	Responsibility	Status
<b>6.2.1 Support and advocate for innovation in business, research activities, education and creative industries</b>			
Increase support for and engagement with local artists and cultural practitioners	Support development of local artists and cultural practitioners through collaborations and professional mentoring	Art Gallery	✓
	Support the United Nations Sustainable Development Goals	Libraries and Learning	✓
	Promote informed citizenship and foster safe digital practices	Libraries and Learning	✓
Actively develop the local innovation ecosystem's capacity to nurture, retain and attract innovative entrepreneurs and enterprise to generate economic growth	Deliver programming that supports the incubation and acceleration of scaling innovative enterprise	Community, Strategy and Innovation	✓
	The Living Lab is established and CN is actively engaged with partners and internal stakeholders	Community, Strategy and Innovation	✓
Build capacity in understanding, engagement and interaction with innovation to enable communities and businesses at all levels to participate meaningfully in our future city and economy	Establish a community lab and innovation hub that provides and connects communities and business with the knowledge, tools and resources required to innovate	Community, Strategy and Innovation	○
Support the growth of the live music and creative industries sectors	Policy and planning to enable, enhance and support live music	Community, Strategy and Innovation	✓
<b>6.2.2 Support and advocate for the small business sector</b>			
Deliver a small business register that enables effective communication with all local businesses; enable and foster local business networks across all business precincts in Newcastle; provide internal and external stakeholders with strategic information regarding economic, industry and business activity	Establish and implement small business register; continue and strengthen role of Business Improvement Associations	Community, Strategy and Innovation	✓

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

Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
<b>6.3.1 Facilitate events and festivals that attract visitors and support the local economy</b>			
Maintain a diverse program of events to appeal to a broad audience that build on Newcastle's assets	Deliver Event Sponsorship Program	Major Events and Corporate Affairs	✓
	Deliver Major Events Program	Major Events and Corporate Affairs	✓
	Identify and attract major events	Major Events and Corporate Affairs	✓
	Deliver and support Grants and Sponsorship Program	Community, Strategy and Innovation	✓
	Build capacity within the community to write grant applications	Community, Strategy and Innovation	✓
Create highest sustainable level of activation possible in all venues	Deliver events and activations at all venues	Civic Services	✓
	Provide additional activation and support during large-scale events	Civic Services	✓
	Provide activation and support for tourism industry and local providers	Civic Services	✓
Build cultural tourism by presenting events that celebrate the city and contribute to its identity	Develop ambitious exhibitions that attract local, regional, state and national audiences	Art Gallery	✓
Increase promotion, awareness and attendance of events	Implement communications and marketing to increase visitation to our What's On website	Major Events and Corporate Affairs	✓
<b>6.3.2 Work with the tourism sector to further develop Newcastle as a visitor and event destination</b>			
Implement Destination Management Plan	Continue leadership role in developing the visitor economy	Major Events and Corporate Affairs	✓
	Continue leadership role in developing and implementing key strategic plans and actions including the Destination Management Plan	Major Events and Corporate Affairs	✓
	Continue to work with industry and state government to promote Newcastle as a leisure destination to out-of-region audiences through targeted research, campaigns and communications - intra and interstate to remain focus	Major Events and Corporate Affairs	✓

Continue to work on researching and promoting sector infrastructure issues, including accommodation and conference facilities	Maintain digital consumer assets including Visit Newcastle website and Business Events website as well as print promotions such as City Guide, self guided itineraries and maps	Major Events and Corporate Affairs	✓
Analysis of Fort Scratchley visitation figures and CRM	Collect visitation statistics to Fort Scratchley to assist in marketing as a distinct and significant cultural tourism destination	Museum	✓
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	✓
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 through dedicated business events promotional activities	Major Events and Corporate Affairs	✓
	Develop Visitor Services Strategy	Civic Services	✓
<b>6.3.3 Work with businesses, planners and government at all levels to facilitate key infrastructure to support business growth</b>			
A vibrant and growing local economy with increased diversification, employment opportunities and economic resilience; better-informed decision-making within CN and among external stakeholders	Establish and implement new datasets of relevant information related to economic activity and population profiles in Newcastle	Community, Strategy and Innovation	✓
Facilitating revitalisation projects that encourage improved facilities in our city and Local Centres	Deliver the East End and West End public domain plans including improvements at Foreshore and Pacific Park	Assets and Projects	✓



Newcastle Repair Cafe held at Lambton Library

## 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 *	-
15% increase in engagement at all innovation programs, events and meetups provided by the ecosystem throughout the city across a 4-year horizon	✓
10% growth in the number of enterprise scaling innovation for national and global markets across a 4-year horizon	✓
Investment into innovative enterprise increases by 2% year-on-year	✓
Local SMEs engaging with the innovation ecosystem increases by 2% year-on-year	✓

\* 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




Our performance

## What we did



**1,822**  
visitors to our  
customer counter



**1,546**  
webchats  
**89%**  
customer satisfaction  
with webchat  
conversations



**10,000**  
people provided  
feedback on plans,  
projects and activities

**34,014**  
visits to our Have Your  
Say page



**1,270**  
people participated in  
our quarterly community  
surveys

## CN's lost animal page on Facebook

During 2021/2022:



**20**  
lost animals have featured  
on our Facebook page  
(12 dogs and 8 cats)



There was an average  
reach of  
**32,400**  
people and average  
engagement rate of  
**2.66%** per post



**5,335**  
people shared the content  
to their personal networks,  
helping CN reunite

**9** animals with their owners  
and rehome/adopt **3** pets

## NEWCASTLE it's your future

A new Community Strategic Plan

### Newcastle 2040

Over 5,440 people and  
stakeholders across our community  
were involved in shaping our vision  
and priorities



**115,589**  
calls made to CN

## Strategies and plans

Newcastle 2040 (Community Strategic Plan)

Delivering Newcastle 2040

Resourcing Newcastle 2040

Customer Experience Strategy 2020-2025

Open and Transparent Governance Strategy 2017

Information and Communication Technology  
Strategic Plan 2018-2020

Asset Management Strategy 2022-2032

Aboriginal Employment Strategy 2022-2025

Long-Term Financial Plan 2022-2032

Workforce Development Strategic Plan 2022-2026

## How we performed

### Total Initiatives

**91%**

of initiatives completed  
or on track



● Monitor 8 | 8%  
● On Track 95 | 91%  
● Off Track 1 | 1%  
● No Targets Set 0 | 0%

### Total Key Performance Indicators

**100%**

of KPIs completed  
or on track



● Monitor 0 | 0%  
● On Track 4 | 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 2021/2022	Responsibility	Status
<b>7.1.1 Encourage and support long-term planning for Newcastle, including implementation, resourcing, monitoring and reporting</b>			
Implement the Integrated Planning and Reporting (IPR) framework	Provide extensive education and strategic framework related to the CSP to staff and newly elected councillors	Community, Strategy and Innovation	✓
	Complete CN's IPR requirements including quarterly reporting against the Operational Plan 2021/2022, development of the Operational Plan 2022/2023 and the Annual Report 2020/2021	Community, Strategy and Innovation	✓
	Complete CN's IPR requirements to develop a new Workforce Management Plan as required every 4 years	People and Culture	✓
Ensure strategy development is consistent across the organisation and is in line with our CSP priorities	Build awareness and capabilities around IPR and strategic planning with a corporate online hub and dashboard	Community, Strategy and Innovation	✓

**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 LTFP	Ensure the management of CN's budget allocation and funding alternatives is compliant with our policy, relevant legislation and corporate strategies to ensure the long-term financial sustainability of the organisation while delivering high-quality services and assets to the community	Finance	✓
	Ensure the management of CN's budget LTFP alternatives is compliant with our policy, relevant legislation and corporate strategies to ensure the long-term financial sustainability of the organisation while delivering high-quality services and assets to the community	Finance	✓
	Ensure management of CN's investment portfolio is prudent and compliant with our policy, relevant legislation and corporate strategies	Finance	✓
Effectively and efficiently manage financial operations, systems and information	Ensure the rates and charges for the financial year are levied and collected in accordance with relevant legislation, while 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 2021/2022	Responsibility	Status
<b>7.2.1 Conduct CN business in an open, transparent and accountable manner</b>			
CN's corporate governance, legislative compliance and policy framework is well understood and embedded into strategic objectives, empowering staff and the elected Council to make evidence-based decisions	Deliver a review of CN's governance framework	Legal	✓
	Implement a delegations management system at CN	Legal	✓
	Ensure staff understand their governance obligations	Legal	✓
	Deliver a revised fraud and corruption prevention framework	Legal	✓
	Implement a legislative compliance management tool	Legal	✓
	Complete Council-term review of policies and implement annual policy review program	Legal	✓
	Ensure councillors understand their obligations as elected representatives	Legal	✓
	Provide a clear line of communications between members of the public and councillors	Legal	✓

Provide open and accessible government information as well as a commitment to the protection of privacy	Deliver a revised Privacy Management framework	Legal	○
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**7.2.2 Provide timely and effective advocacy and leadership on key community issues**

Improve reputation and trust	Protect and enhance corporate reputation through media releases	Major Events and Corporate Affairs	✓
	Manage on-budget delivery of CN marketing programs including major events, project-specific, facilities and corporate marketing	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	✓
	Develop dedicated team of marketing professionals including internal graphic design service	Major Events and Corporate Affairs	✓
	Implement guidelines for accessible, clear and easy-to-read graphic design and publishing	Major Events and Corporate Affairs	✓

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

Develop partnerships and networking with community, government and business	Work with partners to further explore the United Nations Sustainable Development Goals and how they align to the Newcastle community	Community, Strategy and Innovation	✓
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**7.3 Active community engagement in local planning and decision-making**

Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
<b>7.3.1 Provide opportunities for genuine engagement with the community to inform CN's decision-making</b>			
Increase opportunities for community input into CN's decision-making processes	Conduct genuine community engagement for project plans and strategy	Major Events and Corporate Affairs	✓
	Develop targeted engagement strategies to ensure feedback from hard-to-reach groups is incorporated in CN decision-making	Major Events and Corporate Affairs	✓
Increase profile of community engagement as an integrated function of CN	Expand engagement with the community through improved use of digital platforms and communication regarding CN projects	Major Events and Corporate Affairs	✓
Increase engagement with hard-to-reach groups	Develop and implement communications campaigns using a range of channels and media to reach community and stakeholders with key information	Major Events and Corporate Affairs	✓
	Deliver an expanded engagement program for CN including increasing Have Your Say panel membership, education and awareness of key initiatives, and providing a range of opportunities for people to provide feedback through digital and traditional methods	Major Events and Corporate Affairs	✓

**7.3.2 An informed community through clear and consistent communications**

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	✓
	Develop and deliver digital marketing strategy to increase CN's online profile and presence	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	Oversee a website revamp project to improve customer service and access to CN information and news	Major Events and Corporate Affairs	✓
	Implementation of marketing strategic projects including Smart Cities campaign, launch of internal graphic design as costed service, establishment of What's On webpage	Major Events and Corporate Affairs	✓
Compliance with record-keeping standards and legislation, providing open and accessible government information and a commitment to the protection of privacy and confidentiality	Continue to develop a strong information/ records management culture	Legal	✓
	Deliver a revised records management program	Legal	✓
	Continue to deliver digitisation of hard copy records	Legal	✓
	Providing advice on the proactive publication of information	Legal	✓

**7.4 A local government organisation of excellence**

Delivery Program Objective	Operational Plan Action 2021/2022	Responsibility	Status
<b>7.4.1 Continuous improvement in service delivery based on accountability, transparency and good governance</b>			
Develop a culture of continuous improvement across CN	Develop and promote an organisational excellence framework to increase the efficiency and effectiveness of service delivery across the organisation	Community, Strategy and Innovation	✓
	Undertake a comprehensive review of all CN advertising expenditure and placement to identify and outline a framework for cost savings and improved processes	Major Events and Corporate Affairs	✓
Provide assurance to CN employees and the community that risks are identified and managed effectively to achieve organisational priorities and strategic objectives	Mature CN's Enterprise Risk Management framework and continue to embed into decision-making	Legal	✓

Provide assurance that risks are identified and managed effectively to achieve organisational priorities and strategic objectives	Continue to embed a risk-aware culture integrated with CN strategy	Legal	✓
	Implement and deliver an emerging risk program	Legal	✓
	Implement CN's revised Business Continuity framework and deliver the annual test of CN's Business Continuity Plans	Legal	✓
	Ensure CN's insurance coverage appropriately protects CN's risk exposures and claims are managed fairly and timely	Legal	✓
Embed legal processes into CN strategy and decision-making	Deliver an audit program aligned to strategic and key operational risks	Legal	✓
	Provision of high-quality and timely legal advice on high-risk matters aligned to CN's strategy	Legal	✓
Embed tendering and contracts management processes into CN strategy and decision-making	Provide high-quality and timely procurement advice supporting the delivery of CN's capital works projects and value for money to CN	Legal	✓
	Provide high-quality and timely legal advice on high-risk matters aligned to CN's strategy	Legal	✓
Ensure accountability for public money and high-level services	Provide high-quality and timely procurement advice and reduce legal risks associated with contracts management	Legal	✓
Effectively and efficiently manage depot and fleet operations, systems and information	Ensure external audits of our financial reports are carried out in accordance with accounting standards	Finance	✓
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	Manage the operational fleet and plant to provide safe, fit-for-purpose and legislatively compliant assets	Depot Operations	✓
	Manage the operational fleet and plant to provide safe, fit-for-purpose and legislatively compliant assets	Depot Operations	✓
Implement effective and efficient systems	Provide a Human Resource Information System (HRIS) that meets the business needs of the users by delivering comprehensive functionality, valuable reporting, increased efficiency and improved risk management, remaining relevant with a robust self-service function	People and Culture	✓
Provide assurance regarding risk management, governance and controls to CN and the Audit and Risk Committee, contributing to the achievement of strategic objectives	Deliver an audit program aligned to strategic and key operational risks	Legal	✓
Accurate digital collection management data and locational information	Conduct monthly collection management record auditing	Museum	✓
<b>7.4.2 Provide services that deliver on sustainable community service expectations</b>			
Ensure Asset Management Strategy and Plans capture community service expectations	Implement the Asset Management Plan	Community, Strategy and Innovation	✓

**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	Continue to provide high-quality customer service delivery to the community via phone and counter channels	Customer Experience	✓
	Evaluate and realign customer service team structure and resources to enable an outward-looking customer experience culture/focus	Customer Experience	✓
	Provide regular and meaningful communications around customer experience improvement initiatives and customer satisfaction/success indicators to both internal and external customers	Customer Experience	✓
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	✓
Transform the way we deliver services to flip the power from the organisation to the customer to build lifelong trust	Continue to provide accessible, high-quality customer service delivery to the community via phone, counter and digital channels	Customer Experience	✓
	Evaluate and realign customer-focused positions and resources to enable an outward, organisation-wide focus on customer experience	Customer Experience	✓
	Provide regular and meaningful communications around customer experience improvement initiatives and customer satisfaction/success indicators to both internal and external customers	Customer Experience	✓
	Build a culture of empathy and understanding for our internal and external customers while growing our service delivery capabilities	Customer Experience	✓

**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	Review, analyse and recommend appropriate activities and strategies for Employee Value Proposition focusing on attraction and retention	People and Culture	✓
	Complete salary system review which includes a progression framework, job evaluation tools and recognition of critical roles in collaboration with the parties to the City of Newcastle Enterprise Agreement (2019)	People and Culture	✓
	Review, analyse and implement improved activities to build CN's reputation as an employer of choice	People and Culture	○
Ensure cultural diversity in candidate and employee population	Implement Diversity and Inclusion Strategy by recommending appropriate activities and strategies for diversity and inclusion	People and Culture	✓
	Design of Aboriginal Engagement Strategy (AES) 2021-2024	People and Culture	✓

Invest in the capabilities of our people	Strengthen the role and effectiveness of leaders in supporting injured workers through education, empowerment and accountability for the important role our leaders play	People and Culture	✓
	Develop opportunities to enhance injured workers to recover in a sustainable way	People and Culture	✓
Review leadership and cultural programs in line with Culture Strategy, emerging leader competency and capabilities requirements	Research, design, develop and recommend Leadership Capability framework that clearly defines key competencies and behaviours at CN	People and Culture	✓
Establish an engaged workforce that delivers a unique employee experience, and makes people feel more connected to each other and to the vision and purpose of the organisation	Design an engagement and culture strategy that articulates the activities that will build engagement and culture aligned with CN's strategy and vision	People and Culture	✓
Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing	Implement the Health and Wellbeing Strategy through amplifying and embedding existing wellbeing initiatives and identifying opportunities and partnerships to enhance the breadth and efficacy of the wellbeing offerings	People and Culture	✓
	Develop opportunities for Work Health and Safety (WHS) system ease of user access. Enhance WHS reporting to inform key decisions in safety and wellbeing such as funding of wellbeing initiatives	People and Culture	✓
	Continue to develop a culture underpinned by safety where our employees feel their wellbeing is valued and their safety is CN's first consideration	People and Culture	✓
Develop an automated system for managers and employees to access, complete and manage centralised reporting of learning and professional development needs	Research, design, develop and recommend Performance and Development framework including integration with systems to automate processes and provide central online source of performance information	People and Culture	✓

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

Deliver simple and intuitive local government services that are fit for the digital age via outstanding customer and employee digital experiences	Commence delivery of the digital transformation of CN services via the Customer Service Management Platform, targeting high-impact services first	Information Technology	✓
	Establish a consistent and accessible user experience across primary CN digital channels (website and mobile apps)	Information Technology	✓
	Establish customer-focused digital government KPIs	Information Technology	✓
	Replace high-impact manual and inefficient processes with redesigned digital processes	Information Technology	✓
	Establish industry-standard development practices to provide governance and secure coding oversight to digital assets launched by CN	Information Technology	✓
	Embed change management into the delivery of IT projects	Information Technology	✓
Establish 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	Consolidate Geospatial Platform leveraging partners, managed services and hosting solutions	Information Technology	✓
	Deliver broader application of geospatial capabilities across CN, community and stakeholders	Information Technology	✓
	Enhance Digital Twin including Remotely Piloted Aerial System capabilities	Information Technology	✓
	Continue to be a geographic information systems leader through active participation in spatial communities	Information Technology	✓
Transform CN by delivering on strategically aligned digital priorities within the IT capital works program by providing IT product management and IT portfolio management within an agile environment	Continue to deliver IT product management across CN	Information Technology	✓
	Continue to deliver IT portfolio management across CN	Information Technology	✓
	Deliver agile capability across CN	Information Technology	✓
Set 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	✓
	Deliver security and governance upliftment	Information Technology	○
	Continue ICT strategic vision and direction	Information Technology	○
	Deliver ICT architectural design and technology sustainability	Information Technology	○
	Continue to provide customers with end-to-end service delivery, end user computing and service desk support	Information Technology	○

Proactively identify and exceed 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	○
	Define the enterprise data architecture framework and roll out across CN	Information Technology	✓
	Define and implement data governance, ownership and stewardship specific for CN. This will ensure our data assets are maintained at a high level of quality	Information Technology	○
	Build, maintain and enhance enterprise reporting, dashboards and analytics to allow for meaningful insights and evidence-based decision-making	Information Technology	✓
	Perform data analysis and provide recommendations to decision-makers	Information Technology	○
	Build and maintain the enterprise data platforms that support data management, reporting and dashboard	Information Technology	✓
	Continue to lead and champion the value of data and promote the correct use of CN data assets	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 about what CN is delivering in our city **	✓
Community (%) awareness of 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 Delivering Newcastle 2040 document	✓
Improve awareness of CN's brand	✓

\* No survey completed due to COVID-19

\*\* Survey question was not asked due to COVID-19; 2018/2019 data has been used



# Our governance

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Swimming pools inspections

Works on private land

Section 7.11 contributions and 7.12 levies

Planning agreements

# Our corporate governance framework

- Encourages robust and effective decision-making through processes, practices and policies
- Gives the community assurance that we are held to account in terms of the expenditure of public money
- Ensures clear lines of accountability
- Includes a robust risk management system.

Corporate governance is one of the cornerstones of any good business. At CN, we are proud of our strong corporate governance framework, which has existed in a formal way for over 10 years. We are focused on continuous improvement and maturing our framework to meet current requirements and community expectations.

## CN's Corporate Governance Lighthouse model

CN's Governance Lighthouse principles are based on the ASX Corporate Governance Principles and Recommendations and the Audit Office of New South Wales model.

CN has adapted these to our functions and activities to ensure our corporate governance is of the highest standard.

### Key Stakeholder Rights

17. Key stakeholder management program

We focus our customer experiences to create a smart, liveable and sustainable global city that is customer-centric.

We regularly review and update opportunities for significant and meaningful citizen engagement based on equity, inclusion and connection. We recognise that this is an important part of local democracy, fostering community cohesion, pride of place and participation in civic life.

We are developing a *Local Social Strategy* to continue to guide future access to information to keep the community informed and engage with the community on key issues and matters of significance in the LGA. We continue to promote open and transparent governance and our key functions, policies and practices are published on CN's website.

*See more information about our proactive release program on page 188, committees on page 175, Public Voice sessions on page 175 and community engagement on page 64.*

### Risk Management

16. CEO and management sign-off of internal controls

15. Risk management program

Our enterprise risk management framework is integral to CN, providing assurance that we are operating effectively and efficiently. Our senior leaders provide oversight and guidance in mitigating our strategic risks and managing our operational risks and control measures at the first line. Our internal Governance and Risk (Executive) Committee provides second-line assurance and reports to an Independent Audit and Risk Committee.

Our Enterprise Risk Management Policy sets out our commitment to creating a positive organisational culture that promotes risk management acceptance, communication and management of appropriate risk throughout the organisation. Our approach to risk is integrated into the organisation's core business and embedded within planning and decision-making processes.

*See more information about CN's enterprise risk management on page 184.*

### Remuneration

14. Remuneration is fair and responsible

Our organisational structure and roles and responsibilities are linked to delivering CN's strategic objectives.

We ensure that our remuneration for the CEO and senior officers is fair and reasonable and we disclose total remuneration in our annual report. The remuneration structure meets all legislative requirements and follows best practice in local government.

In February the elected Council unanimously endorsed our CEO's performance through a process that is overseen by a CEO Performance Review Panel, independent assessment, and receiving annual performance reviews with the outcomes publicly reported in open Council.

*See more information about senior staff remuneration on page 227.*

### Disclosure

13. Continuous disclosure

12. Annual report

We embrace the opportunity to engage with our community to ensure our planning and reporting is informed, relevant and responsive to community needs. Our strong integrated planning and reporting program not only meets legislative requirements but provides snapshot and ongoing reports on progress with respect to the principal activities detailed in our Delivery Program. These activities contribute, in the long term, to our CSP.

Our traffic light system promotes transparent disclosure of positive and negative information to demonstrate significant changes to the organisation. Key reporting is published on our website and includes:

- Council meetings including Executive Monthly Performance Reports
- Quarterly performance reports and financial review
- Six-monthly performance reports
- Annual reports
- General Purpose Financial Statements
- End of Term reports.

## Corporate Reporting

11. CEO and CFO sign-off of financial reports

10. Internal and external audit

9. Audit and Risk Committee

CN has a robust financial governance framework, including financial management policies and budget guidelines to support appropriate financial planning and management to ensure delivery of organisational and community service and long-term financial sustainability.

Our monthly reporting to the elected Council and the community includes income, operating and capital statements, debtor reports, works programs, councillor expenses and investment compliance.

Our financial records are overseen by our independent Audit and Risk Committee and include public presentation of the General Purpose Financial Statements detailing audited financial position, which the elected Council receives and adopts, complying with appropriate accounting standards.

We have no findings identified by the audit by the Audit Office of NSW.

Our internal audit function is recognition of the organisation's commitment to continuous improvement and we are sector leaders in assurance mapping.

CN's independent Audit and Risk Committee facilitates and responds constructively to reviews, findings and recommendations and has overseen improvements to corrective actions, holding the organisation to account for performance and conformance.

*See more information about our financial reporting on page 206 and more information about internal audit on page 186.*

## Ethics

8. Compliance framework

7. Fraud and corruption control framework

6. Ethical framework

Legislative compliance is a critical component of CN's corporate governance framework. This provides assurance that CN is meeting its obligations and managing legislative compliance risks effectively.

We are leaders in our Corruption Prevention Framework, expanding on the Audit Office Fraud Control Improvement Kit and the Australian Standards to ensure a comprehensive system that guides all corruption prevention management activities and incorporates our Fraud and Corruption Prevention Policy, Fraud and Corruption Control Plan, Fraud Risk Register and reporting on fraud or corruption, including our Public Interest Disclosures Policy.

In addition, our Ethical Behaviour Framework ensures public confidence in the integrity of CN through our Codes of Conduct, Disclosures of Interests of Designated Persons, management of conflicts of interest, and gifts and benefits disclosures.

*See more information about our Public Interest Disclosures on page 183, and more information about the Code of Conduct for Councillors on page 161.*

## Structure

5. Key governance committees

CN's strategic advisory committees and standing committees align with CN's strategic objectives and provide broad opportunities for community and stakeholder engagement for greater diversity of input into matters on which the elected Council will be making decisions.

*See more information about our committees on page 175 and our Audit and Risk Committee on page 186.*

## Management and Oversight

4. Diversity policy

3. Clear accountability and delegations

2. Regular reporting against plans

1. Leadership and strategic and business plans

Our community is made up of people with diverse experiences and perspectives and our inaugural Inclusion, Diversity and Equity Strategy is a significant step towards improving our culture. Along with our Disability Inclusion Action Plan and programs such as Count Us In Newcastle, CN is committed to further enhancing access and inclusion for the benefit of our entire community.

We regularly report on our achievements against this, and other plans, as part of our continuous disclosure and updates on progress against our Delivery Program.

Our *Newcastle 2030* CSP, 4-year Delivery Program, annual Operational Plan, supporting strategies and plans are developed with community input and accessible on our website.

*Our Budget 2021/2022* guides our leadership and decision-making. Our Ethical Behaviour Framework, including the appropriate authorisation to perform a function or exercise decision-making powers, supports our evidence-based decision-making, safeguarding our processes and behaviours to ensure we deliver and act in an ethical way and meet community expectations of probity, accountability and transparency.

*See more information about Our Budget 2021/2022 on page 14.*

## Code of Conduct

CN has adopted Codes of Conduct 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.

# Accountability and leadership

## Governing body

A popularly elected Lord Mayor and 12 councillors make up the elected Council. The people who live in or own property in CN's LGA are eligible to vote for who they want to be on Council.

CN's councillors are responsible for electing the Deputy Lord Mayor from among the councillors. Councillor Declan Clausen was elected as Deputy Lord Mayor for the term of Council 2021-2024.

Council elections are held every 4 years in NSW; however, due to COVID-19, elections were postponed and the current councillors were voted into office on 4 December 2021.

## Lord Mayor, Deputy Lord Mayor and councillors

December 2021 to June 2022



**Cr Nuatali Nelmes**  
Lord Mayor (Labor)



**Cr Declan Clausen**  
Deputy Lord Mayor (Labor)



**Cr John Mackenzie**  
(Greens)



**Cr John Church**  
(Independent)



**Cr Carol Duncan**  
(Labor)



**Cr Jenny Barrie**  
(Liberal)



**Cr Charlotte McCabe**  
(Greens)



**Cr Peta Winney-Baartz**  
(Labor)



**Cr Margaret Wood**  
(Labor)



**Cr Katrina Wark**  
(Liberal)



**Cr Deahna Richardson**  
(Labor)



**Cr Elizabeth Adamczyk**  
(Labor)



**Cr Callum Pull**  
(Liberal)

## Newcastle LGA – wards

The Newcastle LGA is divided into 4 wards, with each ward represented by 3 councillors who are elected for a 4-year term (this term will be shorter due to the 2021 election being delayed due to COVID-19).

### 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)

## Councillors who held office from July 2021 to December 2021

Council also thanks those councillors no longer holding office for their contributions to CN:

- Matthew Byrne (ALP) – 2017 to 2021
- Jason Dunn (ALP) – 2012 to 2021
- Kath Elliott (IND) – 2017 to 2021
- Brad Luke (LIB) – 2008 to 2021
- Allan Robinson (IND) – 2012 to 2021
- Andrea Rufo (IND) – 2012 to 2021
- Emma White (ALP) – 2017 to 2021





**Cr Nuatali Nelmes**  
Lord Mayor (Labor)

Lord Mayor Nuatali Nelmes is the 14th Lord Mayor of Newcastle and has served for 7 years, returning for a third consecutive term as the Lord Mayor of Newcastle following a general election held on 4 December 2021.

The Lord Mayor previously served as a councillor for 6 years from 2008.

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.

During her time as 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.

Lord Mayor Nuatali Nelmes has ensured that CN has:

- Shifted to 100% renewable energy from 1 January 2020 (reducing CN's carbon footprint by 77%)
- Delivered a 15,000-panel, 5MW City-owned solar farm at Summerhill Waste Management Centre, which is slashing our electricity bills and saving ratepayers
- Avoided austerity and secured our city's financial sustainability without cutting local jobs and services
- Responded promptly to the COVID-19 global pandemic with a targeted, locally led Community and Economic Resilience Package, and \$116 million record stimulus infrastructure program
- Leveraged the record development investment into our city to deliver positive outcomes for our all Novocastrians
- Committed Newcastle as a Welcome City that embraces diversity in all its forms
- Saved Blackbutt and delivered a complete upgrade and adventure playground
- Created more apprenticeships and traineeships and invested in fit-for-purpose facilities for our staff
- Delivered more than \$6.5 million in playground upgrades
- Invested in flood mitigation in Wallsend, including a commitment of more than \$20 million to rebuild vital infrastructure

- Developed a long-term strategy to combat decades of erosion at Stockton
- Delivered the first new library in over 14 years
- Committed to the United Nations Sustainable Development Goals
- Built partnerships with our community, business and governments locally, nationally and internationally.

Since 2014, Nuatali has used the now strong financial position to ensure that CN has invested in programs and projects that are important to the people of Newcastle, including:

- \$105 million into our local buildings, structures and places
- \$65 million into improving our waste management services
- \$77 million into upgrading our stormwater network and on environmental initiatives like our Street and Park Tree Planting Program
- \$10 million into city centre revitalisation
- \$13 million into upgrading our cycleways
- \$30 million on coastal revitalisation, including the delivery of our iconic Bathers Way shared path

Nuatali represents Newcastle on the ICLEI (Local Governments for Sustainability) Oceania Regional Executive Committee and is the chair of the Global Covenant of Mayors Oceania committee. Statewide, Nuatali was also elected as a Regional Director for Local Government NSW in December 2021. Regionally, Nuatali is Chair of the Hunter Joint Organisation Standing Committee for the Greater Newcastle Metropolitan Plan Implementation and is a Board Member for Newcastle Airport, Greater Newcastle Aerotropolis and associated partnership boards.

Nuatali is also chair of CNs Asset Advisory Committee and previously served on the Board of the Hunter Westpac Rescue Helicopter for 4 years as well as on the Board of Northern Settlement Services and the Hunter Writers Centre.

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



**Cr Declan Clausen**  
Deputy Lord Mayor (Labor)

Declan Clausen was first elected to Council at a by-election in 2015 and is a representative of the Australian Labor Party.

He has served continuously as the City's Deputy Lord Mayor since September 2017 and has been re-elected to serve for the duration of the current Council term.

Declan is an energetic and committed Novocastrian who is passionate about sustainability, equality and the development of the city.

He holds a Masters in Sustainable Urban Development with Merit from the University of Oxford (UK), a Bachelor of Engineering (Environmental) with Honours I from the University of Newcastle, is a Graduate of the Australian Institute of Company Directors, and has completed the Bloomberg Harvard City Leadership Initiative at Harvard University.

Outside of his role on Council, Declan is the Executive Officer at Hunter Water Corporation, and a Non-Executive Director of Active Super.

Years of service - 7.

#### Membership on CN Committees

Chairperson, Strategy and Innovation Advisory Committee

Deputy Chairperson, Asset Advisory Committee

Alternate Member, Audit and Risk Committee

#### Membership on External Committees

Non-Executive Director, Newcastle Art Gallery Foundation



**Cr John Mackenzie**  
(Greens)

Dr John Mackenzie is a policy research consultant with over 15 years' experience in academic, government and consulting roles.

He brings to Council expertise in social research, impact assessment, community engagement and evaluation.

John has worked around the country on policy initiatives that bring communities together to find solutions to complex, divisive and intractable natural resource management problems, such as water allocation in the Murray Darling Basin and Indigenous water rights in Cape York and the Kimberley.

Years of service - 3.

#### Membership on CN Committees

Member, Audit and Risk Committee

Member, Liveable Cities Advisory Committee

Member, Public Art Advisory Committee

#### Membership on External Committees

Member, Hunter and Central Coast Joint Regional Planning Panel



**Cr John Church**  
(Independent)

John Church was first elected to Council in 2017 and was elected for a second consecutive term in December 2021.

He is a born-and-bred Novocastrian with a career background in media and small business and holds a Masters in Business Administration.

John is married to Lynne with 3 children and is passionate about this city and community.

Years of service - 3.

#### Membership on CN Committees:

Member, Liveable Cities Advisory Committee

#### Membership on External Committees

Member, Salvation Army Red Shield Committee and Advisory Board

Member, Australian Institute of Company Directors



**Cr Carol Duncan**  
(Labor)

Carol Duncan is an experienced media and local government professional with extensive broadcast journalism experience across Australia, and a casual academic in the School of Humanities, Social Sciences and Creative Industries at the University of Newcastle.

A resident in Newcastle since 1993, Carol has served on the HMRI and Newcastle Art Gallery Foundations and is the founder of the Lost Newcastle community history group of some 70,000 members.

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.

Carol is a member of the NSW Public Libraries Association and an alternate member on the Hunter and Central Coast Regional Planning Panel.

**Membership on CN Committees**

Chair, Community and Culture Advisory Committee

Chair, Public Art Advisory Committee

Member, Audit and Risk Committee

**Membership on External Committees**

Member, NSW Public Libraries Association

Alternate Member, Hunter and Central Coast Regional Planning Panel



**Cr Jenny Barrie**  
(Liberal)

Jenny has owned and operated businesses as a Company Director for over 25 years and is employed as the Site Manager, Electrodry Storage Solutions. Her expertise is in small business and community economic development working with Business Chamber of Commerce groups and the NFP sector for over 15 years.

Jenny has worked in the charity sector for over 3 years, raising funds for homeless services with Hunter CEOs for the annual Vinnies CEO Sleepout, and is passionate about community safety.

Jenny is a proud mother of 2 adult children and grandmother of 4 beautiful grandchildren, all of whom give her valuable insight and life experience to be able to perform her councillor duties with a depth of understanding and compassion.

**Membership on CN Committees**

Member, Community and Culture Advisory Committee

Member, Asset Advisory Committee

**Membership on External Committees**

President, Hunter Business Lions Club

Treasurer, Figtree Community Garden Association

Member, Newcastle Music Festival Committee



**Cr Charlotte McCabe**  
(Greens)

Charlotte McCabe is a primary school teacher and community organiser.

She has worked closely with several community groups in Newcastle on issues such as coal dust and coal terminal issues, offshore gas, protecting urban character, improving street safety and improving federal environmental laws.

She has been the community spokesperson for Protect our Coast Alliance and for the Tighes Hill Community Group.

Charlotte is passionate about positioning Newcastle and the Hunter as a global leader in the clean, sustainable industries of the future.

**Membership on CN Committees:**

Deputy Chair, Strategy and Innovation Advisory Committee

Member, Guraki Aboriginal Advisory Committee

Member, Youth Council (Advisory Committee)



**Cr Peta Winney-Baartz**  
(Labor)

Peta Winney-Baartz was first elected in 2017.

Peta is a proud Novocastrian, raising her 4 children locally.

She is an educator with over 25 years' experience in the family/youth sector. Peta sits on the Board of Hunter Homeless Connect and is passionate about helping people.

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

Peta is particularly driven to engage young people and make sure they are heard.

Years of service - 5.

**Membership on CN Committees**

Chair, Infrastructure Advisory Committee

Member, Guraki Aboriginal Advisory Committee

Member, Public Art Advisory Committee

**Membership on External Committees**

Member, Fort Scratchley Historical Society Incorporated

Member, Hunter and Central Coast Regional Planning Panel

Member, Hunter Sports Centre Incorporated

Alternate Member, Newcastle City Traffic Committee



**Cr Margaret Wood**  
(Labor)

**Membership on CN Committees**

Deputy Chair, Community and Culture Advisory Committee

Co-Chair, Access Inclusion Advisory Committee



**Cr Katrina Wark**  
(Liberal)

**Membership on CN Committees**

Member, Infrastructure Advisory Committee

Member, Access Inclusion Advisory Committee



**Cr Deahna Richardson**  
(Labor)

Deahna Richardson is a proud Wiradjuri woman born on Wiradjuri Country, and has lived on Awabakal and Worimi Country since 2005. She is the first Aboriginal woman ever elected to the City of Newcastle Council.

Deahna is passionate about ensuring that First Nations voices are heard and included in our community.

She believes in fairness, justice and equality and is committed to ensuring that the communities in Ward 4 are vibrant, thriving and inclusive, with amenities and infrastructure that meet their needs.

Deahna holds a Bachelor of Laws, a Bachelor of Commerce with a major in Economics and a Diploma of Legal Practice from the University of Newcastle.

She was admitted as a solicitor by the Supreme Court of NSW in 2017 and is currently employed as a NSW public servant, and is a Public Service Association delegate to Hunter Workers.

Deahna lives in Wallsend with her partner Beau and their 2 children.

**Membership on CN Committees**

Deputy Chairperson, Infrastructure Advisory Committee

Member, Guraki Aboriginal Advisory Committee

Member, Youth Council (Advisory Committee)

**Membership on External Committees**

Member, Newcastle City Traffic Committee



**Cr Elizabeth Adamczyk**  
(Labor)

Dr Liz Adamczyk is committed to the leadership and continued development of Newcastle as an inclusive, caring and vibrant city.

Liz is a lecturer in Geography and Planning with expertise in social, economic and environmental justice. She has worked in the non-profit sector to tackle homelessness and disadvantage and in local government to increase environmental sustainability. She is a passionate musician inspired by Newcastle's diverse and unique performance spaces.

Liz holds a Bachelor of Science (Architecture), Bachelor of Development Studies (Urban and Regional Development) Honors 1, the University Medal, and a PhD (Human Geography).

Her expertise has been sought as a plenary speaker for SOAC, the Job Insecurity Senate Select Committee, and HW and ACTU Secure Jobs forums.

Liz lives in Wallsend and understands the ambitions and challenges residents face. She will fervently pursue opportunities to continue to increase amenity and accessibility across our city, particularly in Ward 4.

**Membership on CN Committees**

Member, Access Inclusion Advisory Committee

Deputy Chair, Liveable Cities Advisory Committee

Chair, Affordable Housing Working Party

**Membership on External Committees**

Hunter and Central Coast Regional Planning Panel

Alternate Member, Hunter Water Customer and Community Advisory Group

Australasian Cities Research Network (ACRN)

Executive, Hunter Workers (HW)

Hunter Workers Women's Committee (HWWC)

Newcastle Branch Committee, National Tertiary Education Union (NTEU)



**Cr Callum Pull**  
(Liberal)

Callum Pull was first elected to Council in December 2021 and became Newcastle's youngest ever Councillor.

Callum represents Ward 4 which includes Beresfield, Tarro, Kooragang Island and the city's western suburbs.

He is a proud member of the Liberal Party of Australia, and believes in the founding principles of Menzies' Liberal Party.

Callum is committed to building a fair society and a strong and diverse economy that harbours new industries and creates new opportunities for generations to come.

He is currently studying a Bachelor of Communication at the University of Newcastle.

**Membership on CN Committees**

Member, Strategy and Innovation Advisory Committee

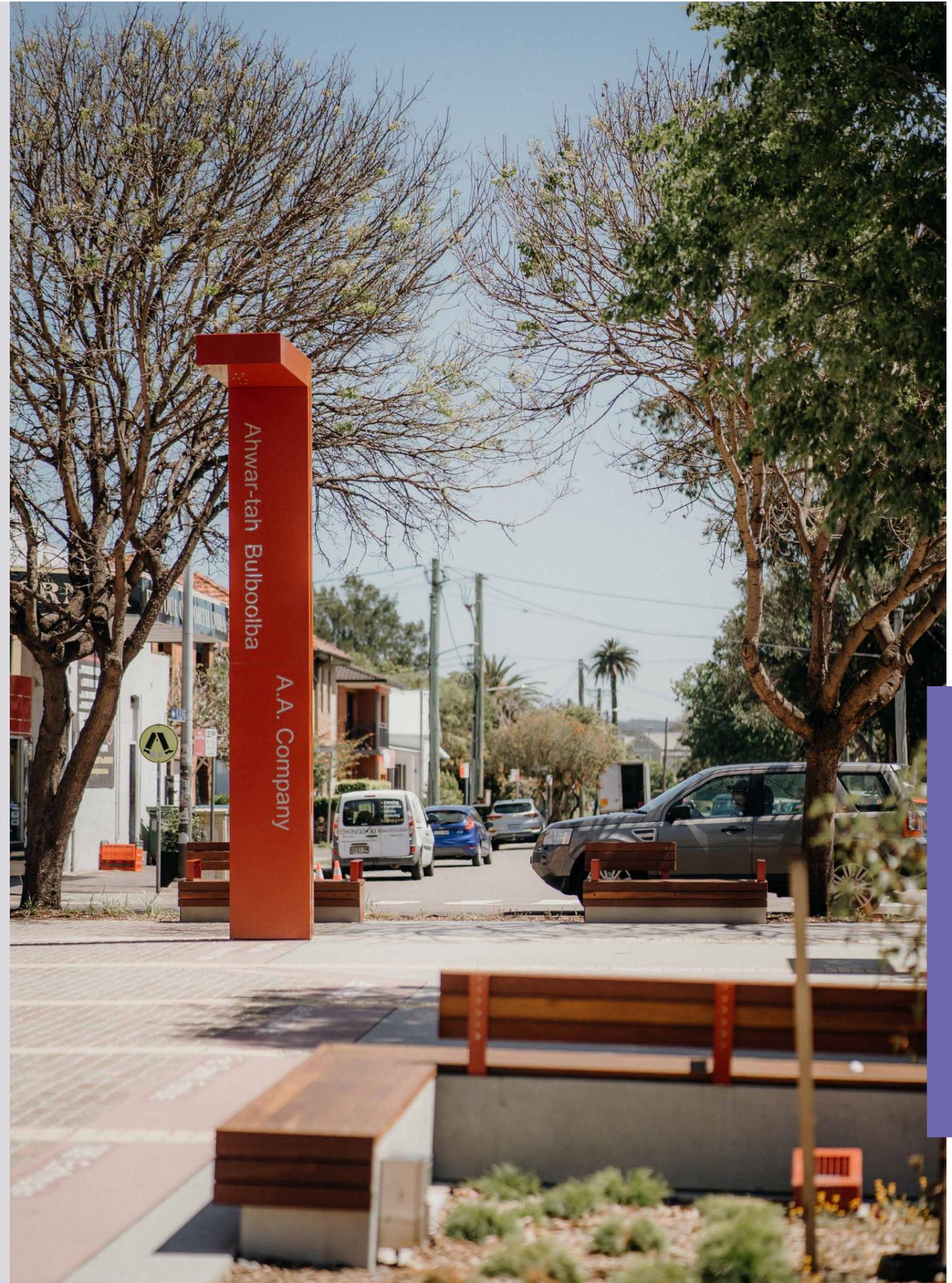
Member, Youth Council (Advisory Committee)

Alternate Member, Audit and Risk Committee

**Membership on External Committees**

Alternate Member, Hunter and Central Coast Regional Planning Panel

Alternate Member, Hunter Water Customer and Community Advisory Group



James Street Plaza, Hamilton Local Centre upgrade

## Role of Councillors

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

- Be an active and contributing member of the governing body
- Make considered and well-informed decisions as a member of the governing body
- Participate in the development of the IPR framework
- Represent the collective interests of residents, ratepayers and the local community
- Facilitate communication between the local community and the governing body
- Uphold and represent accurately the policies and decisions of the governing body
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

A councillor represents residents and ratepayers, provides leadership and guidance to the community, and facilitates communication between the community and CN.

## The administrative body

The Administration is organised into 5 Directorates, each with a range of responsibilities.

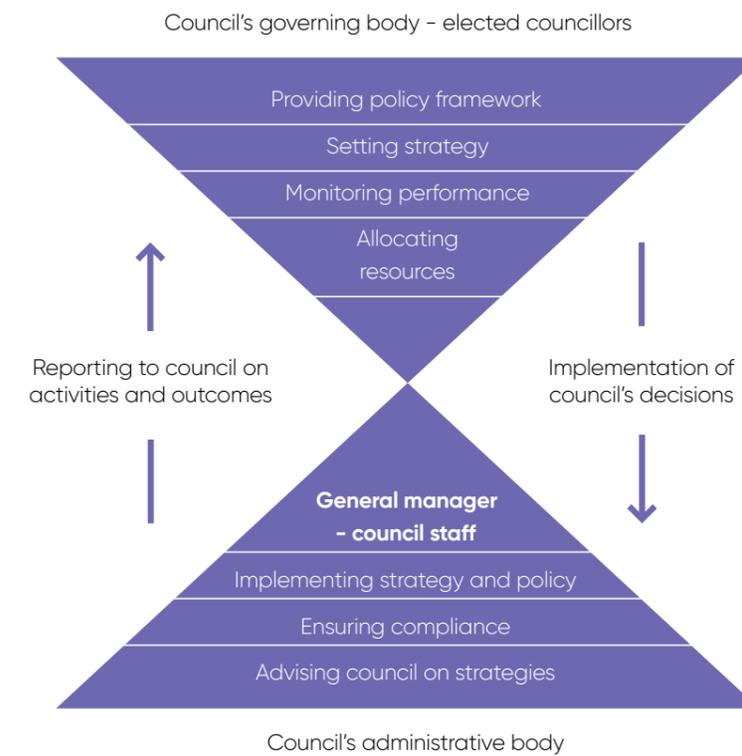
The Chief Executive Officer (CEO) leads the administrative arm of CN. Reporting to the elected Council, the CEO is responsible for the efficient and effective operation of CN, and for overseeing CN's staff to enact the decisions of the elected Council.

## Two voices; one vision

### The Elected Council and The Administration

Council's structure (as depicted below) requires the elected members and the administrative body to have a strong and interconnected working relationship to successfully deliver the vision of the community. CN is proud of its achievements in 2021/2022 and at the heart of this is the effective working relationship led by CN's Lord Mayor, Deputy Lord Mayor and CEO.

### A council's structure



## Council meetings

The elected Council conducts its business at open and publicly advertised meetings (details are available on CN's website), generally held on the third and fourth Tuesdays of the month. Meetings are live-streamed and accessible via the CN website. Business papers and minutes are also available on CN's website.

In addition, when members of the public have raised issues or concerns in respect of a Development Application that is to be determined by the elected Council at a Development Applications Committee, they, and the applicant for the DA, may be provided with an invitation to personally address the elected Council.

Council meetings are conducted in accordance with an adopted Code of Meeting Practice. The elected Council publicly exhibited and adopted an updated Code of Meeting Practice in June 2022. The Code of Meeting Practice applies to Council meetings, extraordinary Council meetings and Committee of Council meetings. The object of the Code is to provide for the convening and conduct of meetings.

The Code of Meeting Practice covers:

- Reminding councillors of their oath or affirmation of office, and of their obligations under the Act and CN's Codes of Conduct to disclose and appropriately manage conflicts of interest
- Adopting and publicly advertising the dates and times of Council meetings
- Provision of notice of Council meetings and means by which councillors can add items to the Council meeting agenda
- The timeframes and form for the issuing of agendas and business papers by the CEO to councillors and the public
- Approval of minutes at the next Council meeting and the signing of minutes by the Lord Mayor
- Quorum at meetings and voting on items of business, including the requirement to vote by division and record the voting by individual councillors on planning matters
- The attendance of the public at meetings, except where meetings must be closed to the public in accordance with the Act.

## Public participation in Council meetings

Meetings known as Public Voice and Public Briefings provide an opportunity for members of the public to present their concerns or views on matters of strategic significance and within the decision-making powers of Council. Being a dedicated meeting means councillors have time to engage with and ask questions to ensure they understand the matters prior to voting on them; these sessions are conducted in accordance with CN's Public Voice and Public Briefing Policy.

## Strategic Advisory Committees

Strategic Advisory Committees are an essential part of CN's corporate governance. Each committee has clear objectives and alignment to CN's CSP. These objectives are documented and published in a Terms of Reference document (available on CN's website along with minutes and other relevant information about the committees).

The Strategic Advisory Committees are led and chaired by councillors (as listed in their bios on pages 164-168) and have community and stakeholder members with experience and skills relevant to the committee.

The committees provide expert recommendations to the elected Council but these recommendations are still required to be approved by the elected Council at an ordinary Council meeting to be enacted.

Throughout 2021/2022, CN's Strategic Advisory Committees included:

- Community and Culture Advisory Committee
- Infrastructure Advisory Committee
- Liveable Cities Advisory Committee
- Strategy and Innovation Advisory Committee.

In addition, CN has a number of ongoing committees, known as standing committees, including:

- Access and Inclusion Advisory Committee
- Asset Advisory Committee
- Guraki Aboriginal Advisory Committee
- Public Art Advisory Committee
- Youth Council.

Strategic Advisory Committees submit annual reports to the elected Council each February reporting on the previous calendar year. These reports are available on the CN website.

### Councillor attendance at meetings

Regulation cl 217(1)(a1)

**July–December 2021** (includes provisions for those councillors who held office prior to the election held in December 2021. Note: Cr Byrne resigned effective from August 2021 and Cr Elliott was suspended from office by the Office of Local Government for leaking confidential materials for part of this period).

No. Ordinary	No. Committees		No. Extraordinary (including Council meetings and Committee meetings)		Total Meetings	
	Absent	Attended	Absent	Attended	Absent	Attended
5	8		2		15	
Councillor	Absent	Attended	Absent	Attended	Absent	Attended
Cr Byrne	0	1	0	1	0	3
Cr Church	0	5	0	8	0	15
Cr Clausen	0	5	0	8	0	15
Cr Duncan	0	5	0	8	1	14
Cr Dunn	0	4	1	7	2	13
Cr Elliott	0	4	2	3	2	9
Cr Luke	0	5	2	6	2	13
Cr Mackenzie	0	5	0	8	0	15
Lord Mayor, Cr Nelmes	0	5	0	8	1	14
Cr Robinson	1	4	0	8	1	13
Cr Rufo	1	4	2	6	3	12
Cr White	0	5	0	8	0	15
Cr Winney-Baartz	0	5	0	8	0	15

**January–June 2022** (includes provisions for those councillors elected in December 2021)

No. Ordinary	No. Committees		Total Meetings	
	Absent	Attended	Absent	Attended
6	8		14	
Councillor	Absent	Attended	Absent	Attended
Cr Adamczyk	0	6	0	8
Cr Barrie	0	6	0	8
Cr Church	0	6	2	6
Cr Clausen	0	6	0	8
Cr Duncan	0	6	0	8
Cr Mackenzie	0	6	0	8
Cr McCabe	0	6	2	6
Lord Mayor, Cr Nelmes	0	6	2	6
Cr Pull	0	6	0	8
Cr Richardson	0	6	0	8
Cr Wark	1	5	0	8
Cr Winney-Baartz	0	6	0	8
Cr Wood	0	6	0	8



## Councillor fees and expenses

Regulation cl 217(1)(a1)

Councils are required to provide facilities to assist councillors to carry out their duties. CN has adopted a Councillor Expenses and Facilities Policy, which outlines the circumstances where CN will reimburse or pay for a councillor's expenses to support their civic duties.

The following councillor expenses are the combined total for the Lord Mayor and 12 councillors. The reporting of these expenses is in line with the Local Government (General) Regulation 2021.

Financial Year 2021/2022	\$		Total
	July–December 2021 (includes provisions prior to the election held in December 2021)	January–June 2022 (includes provisions post-election held on 4 December 2021 and a change to councillor representation)	
Councillor fees	212,711	284,196	496,907
Official business	-	1,119	1,119
Overseas visits (for official business)	-	-	-
Professional development (incl. Councillor Induction Program)	-	15,006	15,006
Australian Institute of Company Directors course fees	-	-	-
Annual conference	-	14,111	14,111
Council meeting expenses *	5,874	19,614	25,488
Incidental expenses	235	604	839
Communication devices	-	44,401	44,401
Communication expenses	6,336	6,748	13,114
Accompanying person	-	68	68
Other office supplies and facilities	50	3,112	3,162
<b>Total</b>	<b>225,236</b>	<b>388,978</b>	<b>614,214</b>

\* Includes \$17,432 of costs not included in the audited financial statements, as these were provided in-house.

## Overseas visits

Regulation cl 217(1)(a)

No overseas travel was undertaken during 2021/2022.

# Councillor professional development

Regulation cl 186

Under section 232 of the *Local Government Act*, councillors have a responsibility 'to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor'.

In 2021/2022, CN coordinated:

- Pre-election candidate sessions – these are to ensure prospective candidates are aware of what will be expected of them if elected (these are not mandatory but are encouraged)
- Induction program – this aims to equip councillors with the information they need to perform their role effectively over the first few months and has a particular focus on building positive, collaborative relationships between councillors and with staff
- Councillors also participated in professional development through:
  - Eight workshop evenings July-December 2021 (former Council term) that covered a variety of topics including, but not limited to, updates on planning laws/instruments, financial and corporate planning
  - Nine workshop evenings were held from January-June 2022 (current Council term) that covered a variety of topics including, but not limited to, updates on planning laws/instruments, financial and corporate planning
  - Their enrolment in professional development courses.

A professional development program developed in conjunction with councillors has commenced, including a pilot councillor mentoring program where experienced returning councillors are acting as mentors for newly elected councillors. All councillors with the exception of Councillors John Church and Callum Pull are participating in the program.

The below tables list the number of monthly councillor workshops and additional professional development courses attended by councillors:

**July-December 2021** (includes provisions for those councillors who held office prior to the election held in December 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	✓	8	1	n/a
Cr Church	✓	8	0	n/a
Cr Clausen	✓	8	8	n/a
Cr Duncan	✓	8	8	n/a
Cr Dunn	✓	8	1	n/a
Cr Elliott	✓	8	5	n/a
Cr Luke	✓	8	7	n/a
Cr Mackenzie	✓	8	8	n/a
Lord Mayor, Cr Nelmes	✓	8	8	n/a
Cr Robinson	✓	8	1	n/a
Cr Rufo	✓	8	5	n/a
Cr White	✓	8	2	n/a
Cr Winney-Baartz	✓	8	8	n/a

January–June 2022 (includes provisions for those councillors elected in December 2021)

Councillor	Councillors who participated in a professional development program	Monthly councillor workshops		Councillor Induction Program (including In-house Councillor Induction Program activities)		Additional individual training or other activities (including external Councillor Induction Program activities)
		Provided (number of events)	Participated in	Provided (number of events)	Participated in	
Cr Adamczyk	✓	9	9	4	4	2
Cr Barrie	✓	9	9	4	4	1
Cr Church	✓	9	3	4	2	0
Cr Clausen	✓	9	9	4	4	1
Cr Duncan	✓	9	9	4	4	1
Cr Mackenzie	✓	9	8	4	4	1
Cr McCabe	✓	9	7	4	3	2
Lord Mayor, Cr Nelmes	✓	9	6	4	3	1
Cr Pull	✓	9	8	4	3	0
Cr Richardson	✓	9	9	4	4	3
Cr Wark	✓	9	7	4	4	2
Cr Winney-Baartz	✓	9	9	4	4	2
Cr Wood	✓	9	9	4	4	3

## Reports of wrongdoing – Public Interest Disclosures

Public Interest Disclosures Act 1994, s 31

Public Interest Disclosures Regulation 2011, cl 4

CN has an internal reporting Public Interest Disclosure 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 2021/2022, the following disclosures were made under the Policy:

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

Details on how CN met its obligations in 2021/2022:

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

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

- Ensuring in-house training is provided to staff by way of an eLearning module or face-to-face education sessions
- Making our Policy and supporting documentation, including a factsheet and frequently asked questions, available to staff on our 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.

## Enterprise Risk Management (ERM)

Risk management is an integral part of CN's governance and risk framework. It provides assurance to our employees and to the community, including:

- Acknowledging risk is inherent in all activities and processes
- Ensuring ERM is essential for the efficient and effective governance of the organisation in its delivery of services to the community
- Integrating risk management into decision-making processes improves our capacity to adapt to change and to achieve CN's long- and short-term objectives
- Minimising the effect of negative risk and optimising opportunities
- Accepting that we cannot eliminate risk but

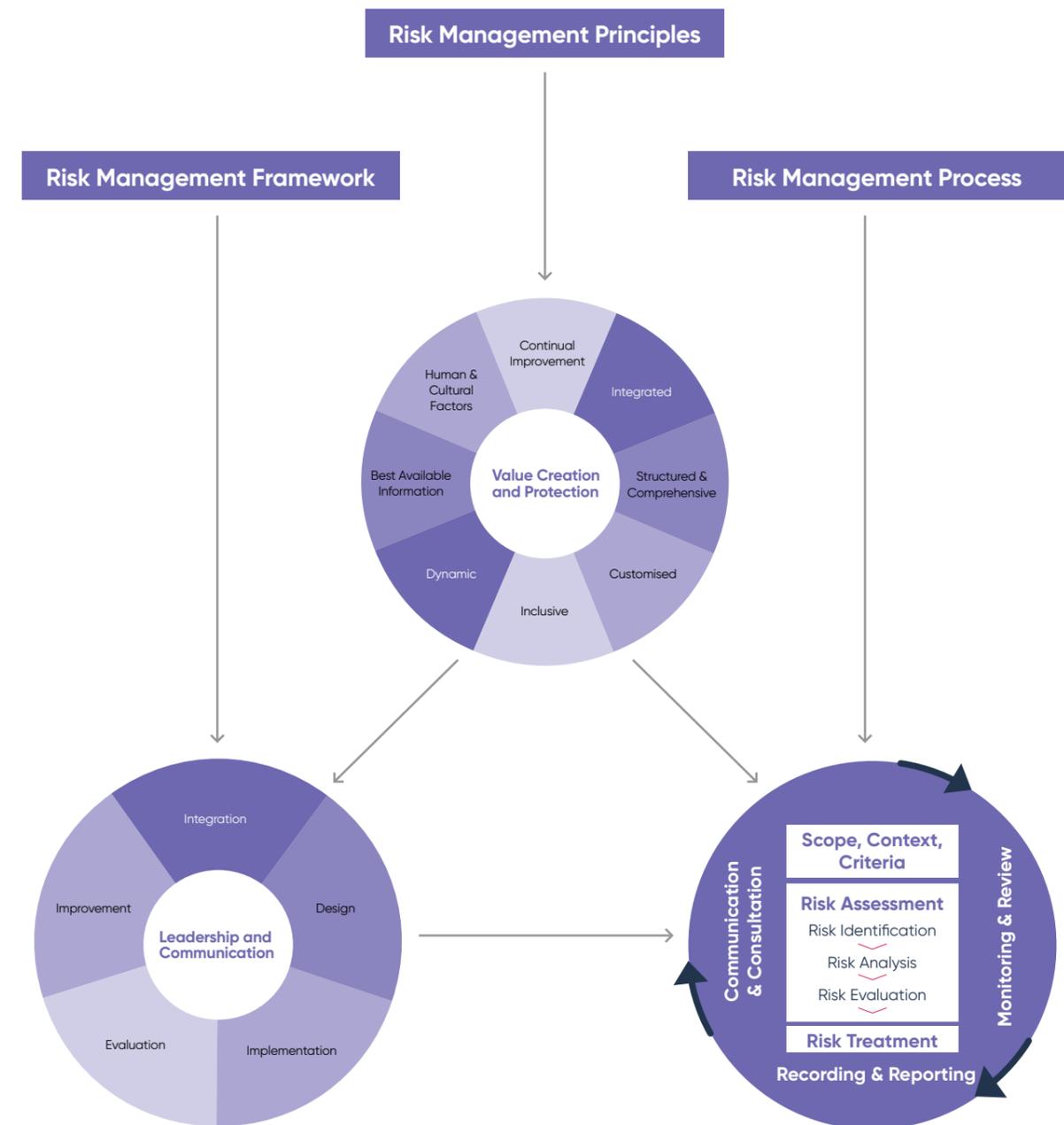
rather that we manage our risks within a documented and agreed risk appetite.

CN's approach to risk is aligned to the Australian Standards for Risk Management (as depicted in the diagram below), integrated into our core business and embedded within planning and decision-making processes.

CN has a strong risk culture to enable us to deliver our vision and purpose, with all staff being responsible for the proactive identification, escalation and management of risk.

Risk owners and managers are CN's first line of defence, as they own and manage the risks and are responsible for internal controls. CN's internal Governance and Risk (Executive) Committee functions as CN's second line, providing a governance and risk compliance and oversight

function on behalf of the CEO and Executive Leadership Team. Internal audit is CN's third line, providing an independent risk assurance function, reporting to an independent Audit and Risk Committee.



Our governance

## Internal audit

Effective Audit and Risk Committees are critical in local government to help deliver trust and confidence in financial reporting and risk management. In the past 12 months, CN's independent Audit and Risk Committee has focused its efforts on ensuring the right balance of risk, trust and opportunity as we build a strong foundation for governance priorities of the future.

The Audit and Risk Committee provides independent assurance and oversight on:

- CN's control framework, including the effectiveness of controls
- Risk management, recognising that this is an integral part of CN
- Reviews that assess the effectiveness of CN's policies, guidelines and controls
- External accountability, including reviewing CN's financial governance and reporting legislative compliance
- The Forward Internal Audit Plan to ensure it considers the broader risk management plan
- Fraud and corruption – receiving and reviewing CN's *Fraud and Corruption Control Plan*.

As at 30 June 2022, members of the committee include:

- Stephen Coates (Independent Member and Chair)
- Vivek Chopra (Independent Member)
- Greg McKenna (Independent Member)
- Cr Carol Duncan (Councillor Member)
- Cr John Mackenzie (Councillor Member).

As per best practice, the CEO is invited to all committee meetings. Other attendees include the Director Governance and Chief Financial Officer, Manager Legal, Manager Finance, Audit Coordinator, Risk and Audit Manager and the Audit Office of NSW, as well as representatives from both our internal and external audit providers.

Internal audit is a key contributor to ensuring CN undertakes continuous reviews of the effectiveness of its risk management framework, internal controls and governance processes. The reviews are undertaken in collaboration with Service Units to add value and improve CN's operations. During 2021/2022, 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 is 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 2020/2021	CN
Quality Assurance Assessment Internal Audit	Institute of Internal Auditors
Payment Card Industry Data Security Standard Reassessment	CN
Assurance Mapping	CN
Contract Compliance	CN
National Heavy Vehicle Accreditation Scheme	CN
Reserves Management	Centium
COVID-19 Grants Management	Prosperity
Purchasing and Procurement < \$250,000	CN
Project Management (in progress 30 June 2022)	Prosperity
Cloud-Based Systems and Outsourced Management Agreements IT (in progress 30 June 2022)	Centium

## Open and transparent access to information

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

Government Information (Public Access) Regulation 2018, cl 8, Schedule 2

### 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.

Under Section 7 (3) of the Act, the agency must provide details of the review and details of any information made publicly available 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.
- Various e-newsletters covering a range of areas including: the Community Sector News (for subscribers and applicants who have lodged more than one development application in the last 3 years); food safety sent to food businesses; 'Natural Connections' (rehabilitating our environments) and information about Newcastle 500 Supercars event
- An increase in information available on CN's website that is relevant to changed timeframes of works contracts and works that have been completed in our city
- COVID-19 information – dedicated section on CN's website to provide timely and accurate updates, Rapid Response Community Grants, Community Recovery Grants, and community distribution partnership of Personal Protective Equipment with Resilience NSW
- My Community Directory, hosted on CN website, a database and search engine of community contacts, services and activities
- Community engagement and published public exhibitions for feedback on CN's dedicated Have Your Say webpage, including:
  - CN's strategies and plans, including the *Newcastle 2040 CSP, Delivering Newcastle 2040 2022/2023, Fees and Charges 2021/2022,*

Annual Report 2020/2021, End of Term Report 2017/2021; updated CN's strategies on the website to include *Newcastle 2040* informing strategies and supporting strategies

- Parks, recreation and public spaces projects and plans (Lambton off-leash dog areas, National Park Plan of Management, Gregson Park Masterplan, Harbour Foreshore Masterplan – preliminary concept, Georgetown Local Centre, Kotara Local Character Study, Local Social Strategy, Newcastle After Dark – Phase 2 Trial)
- Coastal management and planning (Love Our Coast survey regarding coastal visitation and values, Stockton Coastal Management Plan, Newcastle Ocean Baths upgrade)
- CN facilities, services and programs, including surveys to measure customer satisfaction and /or to assist with reporting to the community
- 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
- Our customer service charter was placed on the CN website; this includes the addition of our customer TRuST principles
- Web content has been uplifted so key call driver pages are easily accessible including Pets and Animals, Parking and Contact Us
- 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 2021/2022 highlights, with a brief video and infographic

- 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 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) and use of the visitor website ([www.visitnewcastle.com.au](http://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 Open Space projects and plans: Islington Park off-leash area; Harbour Foreshore Masterplan concept; Dixon Park fencing of playground; various playgrounds across the LGA; new and renovated facilities (such as playgrounds, dog parks, sporting facilities), including dedicated letterbox drops to nearby residents and businesses
- Trees – Q&A in relation to street and park tree replacement planting
- Landcare volunteer promotional and community engagement events delivered as part of the environment education program
- Environmental rehabilitation – project planning information and community consultation for stormwater projects delivered over several platforms, such as CN webpage and social media
- Stockton – monthly updates to the website, Stockton Works update, 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 about funding programs – Economic, Art and Community Grants and Sponsorships

- Regulatory, Planning & Assessment – [Development Activity Map](#) recording the location and details of all DAs and Complying Development Certificates determined from an interactive map; [online Development Contributions Register](#) relating to approved development; exhibitions on proposed legislative changes and important planning documentation; Public Notices for designated, integrated and nominated integrated development, outdoor trading applications and road naming proposals
- Updates are also provided after each Council meeting via our website and social media channels collating items on the agenda and social media posts during the meeting as decisions are made
- Art Gallery – exhibition and program information and Art Gallery expansion updates released via website and social media, surveys to capture data from our outreach programming, social media channels have continued to grow with Instagram and Facebook
- Civic Services – operation of Civic Theatre website, which provides details of all coming attractions and forthcoming performance events of significance, launch event conducted digitally, technical and booking information published online for information of ticket purchasers and venue hirers.

### 2. Number of access applications received – Clause 8(b)

During the reporting period, CN received a total of 65 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 application because the information requested was information referred to in Schedule 1 of the GIPA Act. Of those applications, one was refused in full, and zero were refused in part.

Statistical information about access applications – Clause 8(d) and Schedule 2

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Media	0	1	0	0	0	0	0	0	<b>1</b>
Members of Parliament	0	0	0	0	0	0	0	0	<b>0</b>
Private sector business	8	7	1	2	0	2	0	1	<b>21</b>
Not-for-profit organisations or community groups	2	2	0	0	0	0	0	1	<b>5</b>
Members of the public (application by legal representative)	8	9	0	0	0	3	0	1	<b>21</b>
Members of the public (other)	7	13	2	1	0	5	0	0	<b>28</b>
<b>Total</b>	<b>25</b>	<b>32</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>3</b>	<b>76</b>

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

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Personal information applications**	0	0	0	0	0	0	0	0	<b>0</b>
Access applications (other than personal information applications)	23	26	3	3	0	10	0	3	<b>68</b>
Access applications that are partly personal information applications and partly other	2	6	0	0	0	0	0	0	<b>8</b>
<b>Total</b>	<b>25</b>	<b>32</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>3</b>	<b>76</b>

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

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

**Table C: Invalid applications**

Reason for invalidity	Number of applications
Application does not comply with formal requirements (Section 41 of the Act)	72
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	72
Invalid applications that subsequently became valid applications	64

**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	1
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

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

	Number of occasions when application not successful
Responsible and effective government	10
Law enforcement and security	3
Individual rights, judicial processes and natural justice	30
Business interests of agencies and other persons	10
Environment, culture, economy and general matters	1
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	54

**Table F: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	58
Decided after 35 days (by agreement with applicant)	12
Not decided within time (deemed refusal)	3
Total	73

**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	1	1	2
Review by Information Commissioner*	2	0	2
Internal review following recommendation under Section 93 of Act	0	2	2
Review by Anti-Discrimination Tribunal	0	1	1
Total	3	4	7

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

Number of applications for review	
Applications by access applicants	3
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)	1
Total	5

**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	4
Applicant – initiated transfers	0
Total	4

# External functions delegated by Council

Regulation cl 217(1)(a6)

CN does not have any current delegations in place to external bodies.

# Anti-slavery

Act s 428(4)(c)

CN has not had any issues raised by the Anti-slavery Commissioner during 2021/2022 concerning the operations of the Council.

# Modern Slavery Act

Act s 428(4)(d)

CN has included the following statement in its Procurement Policy:

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

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

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

# 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. It significantly contributes to the domestic and international growth of business and tourism to our region and surrounds.

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

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

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

## Statewide Mutual

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

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

## Hunter Joint Organisation Group Entities

The Hunter Joint Organisation and its group entities are the hub for local government collaboration, strengthening our communities by being the local voice on regional strategic issues in the Hunter and delivering tailored local government solutions. For over 60 years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing.

Participating councils include Cessnock City Council, Dungog Shire Council, Lake Macquarie City Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council and Upper Hunter Shire Council. There are 4 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 5 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 -controlled 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, on behalf of both Hunter Joint Organisation 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 9 councils of the Hunter region.

# Legislative context

Local councils work within the laws established by the NSW Parliament. The *Local Government Act 1993* provides a legislative framework that gives councils broad powers to plan for and provide local community services and facilities. The Act is administered by the Minister for Local Government through the Office of Local Government.

In addition, local councils are entrusted to undertake functions under a range of laws, regulations and policies. Examples include:

- Building and development controls under the *Environmental Planning and Assessment Act*
- Environmental protection under the *Protection of the Environment Operations Act*
- Support for emergency management under the *State Emergency and Rescue Management Act*
- Animal control under both the *Companion Animals Act 1998* and the *Impounding Act*
- The provision, maintenance and management of roads under the *Roads Act*.

# Legal proceedings

Regulation cl 217(1)(a3)

## Expenses incurred – general legal matters

During 2021/2022, the total legal expenses in relation to legal proceedings incurred by CN for general matters was \$318,179.82. The amount of legal costs recovered by Council within 2021/2022 was \$5,000.

NB: This section includes all of CN's legal proceedings except proceedings relating to specialised areas of workers compensation and debt recovery, which are listed separately below.

## 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.

## Summary or result of legal proceedings – general legal matters

### Local Court

#### Prosecutions and appeals

Legal proceedings in the Local Court include prosecutions by CN, usually concerning failure to obtain or comply with orders or development approvals issued by CN. Areas of prosecution range from unauthorised works to failure to comply with animal control orders or clean-up notices. Defendants may appeal any decisions made by the Local Court in relation to prosecutions.

**Prosecutions:** In 2021/2022 CN commenced one Local Court prosecution. This matter is yet to be finalised.

In addition, there were 4 Local Court prosecutions against CN. These matters are yet to be finalised.

**Appeals:** There were no appeals lodged with the Local Court.

## Court-elected penalty notices

Legal proceedings in the Local Court also include enforcement of penalty notices. Court-elected parking penalty notices are dealt with by the police prosecutors (except in special circumstances where CN may deal with a matter directly – for example, if the defendant is a Police Officer). For all other court-elected penalty notices, CN will review and determine whether the matter should proceed in the Local Court or whether the penalty notice should be withdrawn.

In 2021/2022, CN was involved in 5 cases where:

- In 2 matters the Defendant was fined
- In 2 matters the proceedings were dismissed by the Court
- In one matter the proceedings were withdrawn by CN.

## Supreme Court

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.

NIL

## Land and Environment Court

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.

Ten Class 1 appeals were ongoing in the Land and Environment Court against CN in 2021/2022:

- In 2 matters the appeal was upheld
- 3 matters were discontinued
- In 5 matters the proceedings are yet to be finalised.

# Swimming pools inspections

Swimming Pools Act 1992 (SP Act), s 22F(2)  
Swimming Pools Regulation 2018 (SP Reg) cl 23

## Section 22F – Inspections carried out by local authority

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

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

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

## Swimming Pools Regulation 1998

### Clause 18BC – Council reporting requirements for inspections

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

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

**Total inspections for (a) and (b) = 11**  
**Total inspections for (c) (i) and (ii) = 179**  
**Total inspections overall = 190**

# Works on private land

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

No resolutions were made concerning works carried out on private land during 2021/2022.

## 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 2021/2022, which is yet to be finalised.

## Expenses incurred – workers compensation

Legal costs expended undertaking litigation to recover workers' compensation payments were \$120,988.07 (excluding GST).

## Summary or result of legal proceedings – workers compensation

Workers compensation legal expenses included \$77,063.92 for legal preparation work and representation in 6 matters before the Personal Injury Commission (PIC), resulting in:

- 2 agreed settlements
- 2 determinations by the PIC (note: liability not in dispute, only level of impairment)
- One award in favour of CN
- One discontinued by other party.

Expenses also included \$43,924.15 for general legal advice on 21 individual workers compensation claims.

Other areas with legal proceedings expenditure included:

## Expenses incurred – debt recovery

Legal costs expended undertaking litigation to recover overdue rates and charges were \$118,640.40. The amount of legal costs recovered by CN within 2021/2022 was \$68,099.96. The balance of legal costs not recovered to date will be recovered in a subsequent year based on agreed payment arrangements.

## Summary or result of legal proceedings – debt recovery

### Local Court

All legal proceedings to recover both overdue sundry debts and rates and charges were instigated in the Local Court. CN commenced action in 146 instances. Of these, 55 required further legal action to resolve the outstanding debt. Resolution was by immediate payment of the debt or by an agreed payment arrangement based on the personal circumstances of the debtor.

# Section 7.11 contributions and Section 7.12 levies

Environmental Planning and Assessment Regulation

2021 div 4, Section 218A

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

- Total contributions expended: \$5,370,339
- Total contributions received: \$7,420,929.

Acronyms:

- CP – Contributions Plan
- CN – Cycleway Network
- HSR – Hunter Street Revitalisation
- LATM – Local Area Traffic Management
- PDP – Public Domain Plan
- PPN – Principal Pedestrian Network

CP	Project ID (as identified in the CP)	Project description	Kind of public amenity or service	Monetary amount expended from development contributions	Value of land dedication	Value of material public benefit provided	Contribution expended to date	Temporary borrowing	Project status	% of cost funded by contributions*
S712 Plan	s712-001	CN – JMaud Street – University to City Centre Cycleway	Cycleway network	40,532.00	–	–	40,532.00	0	Underway	100%
S711 & S712 Plan	OSR-003 & s712-005	HSR – Civic PDP	Town centres public domain improvements	11,581.71	–	–	11,581.71	0	Underway	100%
S712 Plan	s712-005	HSR – East End PDP – Stage 2 (Foreshore)	Town centres public domain improvements	72,774.62	–	–	72,774.62	0	Underway	100%
S712 Plan	s712-005	HSR – West End PDP – Stage 1 (Birdwood Park)	Town centres public domain improvements	4,412.56	–	–	4,412.56	0	Complete	100%
S711 Plan	s712-003	LATM – Albert, Greenway, Church and Grey Streets, Wickham – Entry Realignments	Local area traffic management	38,953.50	–	–	38,953.50	0	Complete	100%
S711 Plan	s712-003	LATM – Chinch St, Islington – Traffic Control Signals	Local area traffic management	27,340.22	–	–	27,340.22	0	Underway	100%
S711 & S712 Plan	s712-003	LATM – Coane at Frederick St, Merewether – Intersection Upgrade	Local area traffic management	18,020.53	–	–	18,020.53	0	Underway	100%
S712 Plan	s712-003	LATM – Design and Construction of Traffic Calming Devices – Cooks Hill	Local area traffic management	1,824.33	–	–	1,824.33	0	Underway	100%
S712 Plan	s712-003	LATM – Design and Construction of Traffic Calming Devices – Tighes Hill	Local area traffic management	1,640.77	–	–	1,640.77	0	Underway	100%
S712 Plan	s712-003	LATM – Design and Construction Traffic Control Devices – Priority Projects	Local area traffic management	3,405.67	–	–	3,405.67	0	Underway	100%
S712 Plan	s712-003	LATM – Glebe Road and Park Avenue, Adamstown – Traffic Control Signals	Local area traffic management	99,607.13	–	–	99,607.13	0	Underway	100%
S712 Plan	s712-003	LATM – Mawson Street, Shortland – Road Humps and Pedestrian Refuge	Local area traffic management	7,978.84	–	–	7,978.84	0	Complete	100%
S712 Plan	s712-003	LATM – National Park Street, Merewether – Raised Pedestrian Crossing	Local area traffic management	250.88	–	–	250.88	0	Complete	100%

CP	Project ID (as identified in the CP)	Project description	Kind of public amenity or service	Monetary amount expended from development contributions	Value of land dedication	Value of material public benefit provided	Contribution expended to date	Temporary borrowing	Project status	% of cost funded by contributions*
S712 Plan	s712-003	LATM – Parry Street and National Park Street Intersection, Newcastle West – Raised Crossings and Kerb Extensions	Local area traffic management	42,334.79	–	–	42,334.79	0	Underway	100%
S712 Plan	s712-003	LATM – Tauranga Road, New Lambton – Half Road Closure at Lambton Road	Local area traffic management	24.51	–	–	24.51	0	Underway	100%
S712 Plan	s712-003	LATM – Wood Street, Newcastle West – Intersection Improvements and One-Way Traffic	Local area traffic management	8,960.18	–	–	8,960.18	0	Underway	100%
S712 Plan	s712-005	Local Centre – Mitchell St Stockton Renewal	Town centres public domain improvements	1,295,880.00	–	–	1,295,880.00	0	Underway	43%
S712 Plan	s712-005	Local Centres – Joslin St Kotara	Town centres public domain improvements	11,555.12	–	–	11,555.12	0	Complete	100%
S712 Plan	s712-005	Local Centres – Llewellyn St Merewether	Town centres public domain improvements	9,630.13	–	–	9,630.13	0	Complete	100%
S712 Plan	s712-005	Local Centres – Orchardtown Rd New Lambton	Town centres public domain improvements	405,876.85	–	–	405,876.85	0	Underway	100%
S712 Plan	s712-005	Local Centres – Shortland	Town centres public domain improvements	52,000.00	–	–	52,000.00	0	Underway	7%
S712 Plan	s712-005	Local Centres – Wallsend	Town centres public domain improvements	93,637.85	–	–	93,637.85	0	Underway	100%
S712 Plan	s712-002	PAMP – Bridge Street, Waratah – Raised Pedestrian Crossing	Pedestrian accessibility and mobility network	14,922.97	–	–	14,922.97	0	Underway	100%
S712 Plan	s712-002	PAMP – Bruner Road, Broadmeadow – Raised Pedestrian Crossing	Pedestrian accessibility and mobility network	6,267.66	–	–	6,267.66	0	Complete	100%
S712 Plan	s712-002	PAMP – Christo Road, Waratah – Footpath	Pedestrian accessibility and mobility network	45,375.89	–	–	45,375.89	0	Complete	100%
S712 Plan	s712-002	PAMP – Denison Street, Hamilton – Kerb Ramps	Pedestrian accessibility and mobility network	195.00	–	–	195.00	0	Complete	100%
S712 Plan	s712-002	PAMP – Design and Construction – PPN Projects	Pedestrian accessibility and mobility network	21,380.96	–	–	21,380.96	0	Underway	100%
S712 Plan	s712-002	PAMP – Design and Construction of Kerb Ramps	Pedestrian accessibility and mobility network	12,167.98	–	–	12,167.98	0	Underway	100%

CP	Project ID (as identified in the CP)	Project description	Kind of public amenity or service	Monetary amount expended from development contributions	Value of land dedication	Value of material public benefit provided	Contribution expended to date	Temporary borrowing	Project status	% of cost funded by contributions*
S712 Plan	s712-002	PAMP – Frederick Street at Berner Street, Merewether – Raised Pedestrian Crossing	Pedestrian accessibility and mobility network	9,043.32	–	–	9,043.32	0	Underway	100%
S712 Plan	s712-002	PAMP – Hannell Street, Maryville – Footpath	Pedestrian accessibility and mobility network	47,529.83	–	–	47,529.83	0	Underway	100%
S712 Plan	s712-002	PAMP – Hawthorne Street, Beresfield – Footpath	Pedestrian accessibility and mobility network	28,704.83	–	–	28,704.83	0	Underway	100%
S712 Plan	s712-002	PAMP – Hobart Road, New Lambton – Intersection Upgrade at Wallarah Road	Pedestrian accessibility and mobility network	15,000.28	–	–	15,000.28	0	Complete	100%
S712 Plan	s712-002	PAMP – Jubilee Road, Elmore Vale – Footpath	Pedestrian accessibility and mobility network	879.35	–	–	879.35	0	Underway	100%
S712 Plan	s712-002	PAMP – Lexington Parade, Kotara – Footpath	Pedestrian accessibility and mobility network	826.37	–	–	826.37	0	Underway	100%
S712 Plan	s712-002	PAMP – Maryland Drive near Grange Avenue, Maryland – Pedestrian Refuge	Pedestrian accessibility and mobility network	216,996.60	–	–	216,996.60	0	Complete	100%
S712 Plan	s712-002	PAMP – McCaffrey Drive, Rankin Park – Footpath	Pedestrian accessibility and mobility network	22,946.12	–	–	22,946.12	0	Underway	100%
S712 Plan	s712-002	PAMP – Newcastle Road, Lambton – Footpath	Pedestrian accessibility and mobility network	193,856.18	–	–	193,856.18	0	Underway	100%
S712 Plan	s712-002	PAMP – Tourle Street at Maitland Road, Mayfield – Raised Pedestrian Crossing	Pedestrian accessibility and mobility network	872.73	–	–	872.73	0	Complete	100%
S712 Plan	s712-002	PAMP – Traise Street, Waratah – Footpath	Pedestrian accessibility and mobility network	6,322.02	–	–	6,322.02	0	Underway	100%
S712 Plan	s712-002	PAMP – Wallarah Road, New Lambton – Raised Pedestrian Crossing	Pedestrian accessibility and mobility network	4,031.54	–	–	4,031.54	0	Underway	100%
S712 Plan	s712-002	PAMP – Wilkinson Avenue, Birmingham Gardens – Raised Pedestrian Crossing	Pedestrian accessibility and mobility network	18,472.86	–	–	18,472.86	0	Underway	100%
S712 Plan	s712-002	PAMP – Young Road, Lambton – Pedestrian Refuges, Intersection Realignments and Kerb Ramps	Pedestrian accessibility and mobility network	13,079.19	–	–	13,079.19	0	Complete	100%

CP	Project ID (as identified in the CP)	Project description	Kind of public amenity or service	Monetary amount expended from development contributions	Value of land dedication	Value of material public benefit provided	Contribution expended to date	Temporary borrowing	Project status	% of cost funded by contributions*
S712 Plan	s712-002	PAMP/LATM Minor Works	Pedestrian accessibility and mobility network	3,075.88	–	–	3,075.88	0	Complete	100%
S711 Plan	OSR-001	Concept Masterplan – Foreshore Park	Parks & playgrounds network embellishment	25,935.71	–	–	25,935.71	0	Underway	100%
S711 Plan	OSR-002	Sportsgrounds – Floodlighting Renewal	Sporting grounds and recreation facilities network improvements	81,534.71	–	–	81,534.71	0	Complete	100%
S711 Western Corridor	S3	Western Corridor District Sport & Recreation Facility Master Plan	Social Infrastructure	109,090.90	–	–	109,090.90	0	Underway	100%
S712 Plan	s712-011	Art Gallery – Public Amenities Upgrade	Cultural spaces embellishment	1,163.58	–	–	1,163.58	0	Complete	100%
S712 Plan	s712-008	Fenced Off-Leash Dog Areas	Open space and recreation facilities embellishment	107,785.85	–	–	107,785.85	0	Complete	100%
S712 Plan	s712-007	Lambton Swimming Centre – Staged Facility Upgrade and Replacement	Leisure centre infrastructure	17,040.64	–	–	17,040.64	0	Underway	100%
S712 Plan	s712-005	Wickham Public Domain Plan	Town centres public domain improvements	204,469.59	–	–	204,469.59	0	Underway	100%
S712 Plan	s712-005	HSR – East End PDP (Hunter St Mall)	Town centres public domain improvements	1,866,776.70	–	–	1,866,776.70	0	Complete (Stage 1)	45%
S712 Plan	s712-004	Transport Stop Upgrade	Bus shelters	16,371.69	–	–	16,371.69	0	Complete	4%
S711 Plan	PA-001	Plan Preparation and Administration	Plan preparation and administration	10,000.00	–	–	10,000.00	0	Complete	4%

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

# Planning agreements

Environmental Planning and Assessment Act 1979, s75(5)

Planning Agreements (PA) in force 1 July 2021–30 June 2022:

## 1. Newcastle Urban Rail Transformation Program

<b>Parties</b>	CN and Hunter Development Corporation
<b>Date of Execution</b>	24/04/2018
<b>Land to which the PA relates</b>	Lot 2 DP 1226145 Lot 2 DP 1226551 Lot4 DP 1226551 Lot 6 DP 1226551
<b>Description</b>	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
<b>The Planning Agreement has been finalised</b>	

## 2. 73–79 Railway Lane Wickham Planning Agreement

<b>Parties</b>	CN and 22 Park Avenue Pty Ltd
<b>Date of Execution</b>	23/04/2021
<b>Land to which the PA relates</b>	Lot 110 DP 1018454 and Lot 11 DP 1106378, known as 73–79 Railway Lane, Wickham NSW
<b>Description</b>	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
<b>The Planning Agreement is executed and operating</b>	

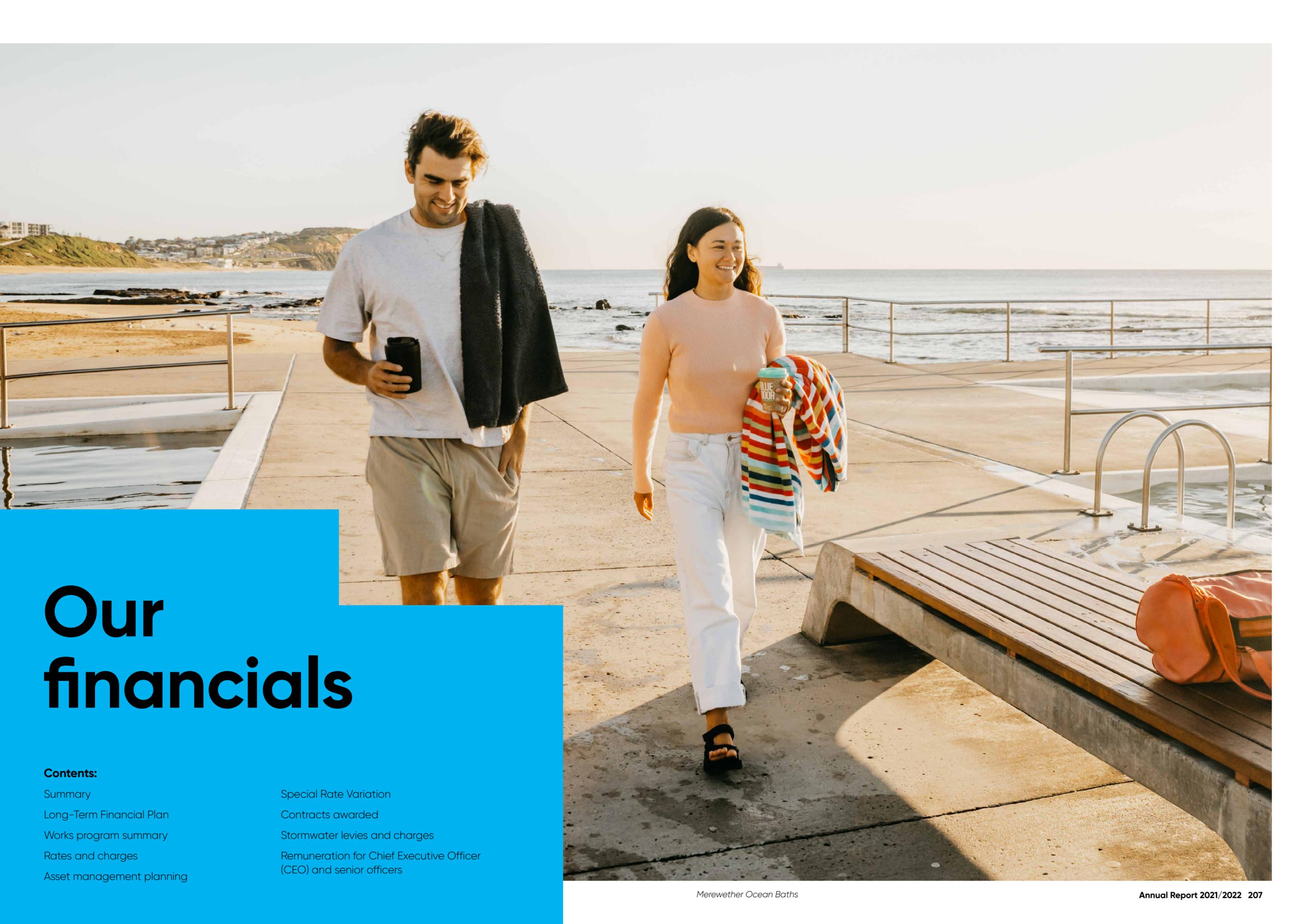
Definitions:

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

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

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

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



# Our financials

## Contents:

- Summary
- Long-Term Financial Plan
- Works program summary
- Rates and charges
- Asset management planning
- Special Rate Variation
- Contracts awarded
- Stormwater levies and charges
- Remuneration for Chief Executive Officer (CEO) and senior officers

# Summary

## Where did our money come from?

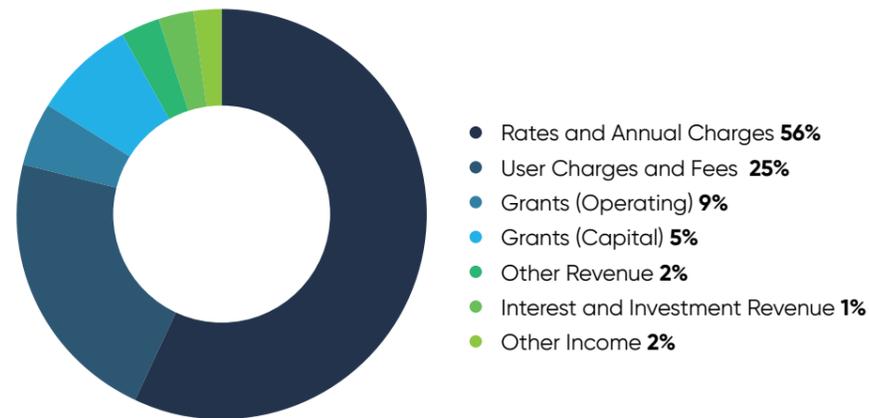
This year, our main source of income (other than rates) was from user charges and fees of \$88 million, down by \$7 million due to the impact of COVID-19 for the second year. The impact was felt across multiple areas of CN's services, including:

- Reduction in ticket sales from the Civic Theatre
- Reduced Newcastle Airport dividend
- Reduced income from investments
- Reduced parking meter revenue
- Reduced parking infringement notices.

Income from rates and charges contributed \$199 million or 56% of total revenue.

Federal and State Government grants and contributions assist us to provide facilities and services in the community. This year we received \$49 million or 14% of total income (including capital and operational).

**Total operating income**  
**\$354 million**

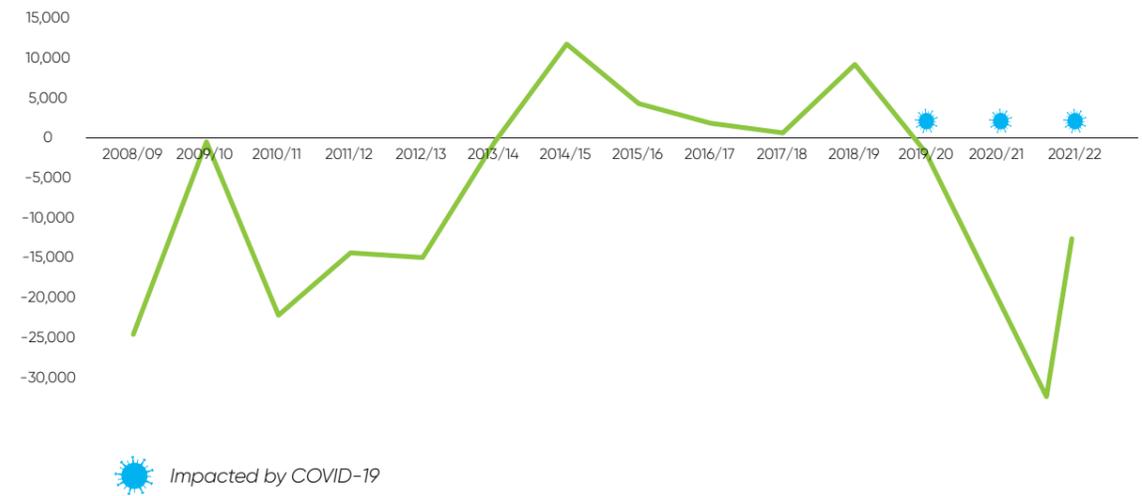


## How does our financial performance compare with previous years?

The financial result for 2021/2022 reflects the continued investment CN has made to support the community transition from the COVID-19 pandemic. In August 2021 the Council unanimously adopted a Lord Mayoral Minute to re-initiate CN's Community and Economic Resilience Package and boost the works program to \$100 million. This is estimated to have created 100 new jobs in the LGA and increased total economic output by more than \$27 million. The adopted budget for 2021/2022 was a surplus of \$1.2 million before these measures were implemented, forcing the budget into a savings-funded deficit.

Prior to COVID-19, CN had produced net operating surpluses for 6 consecutive financial years. This reflects a positive pattern of financial performance and CN's commitment to long-term financial sustainability, and ultimately provided the capacity to support the community through this unprecedented health emergency. The adopted budget for 2022/2023 is a return to surplus of \$1.3 million.

### Operating result before capital (\$'000)

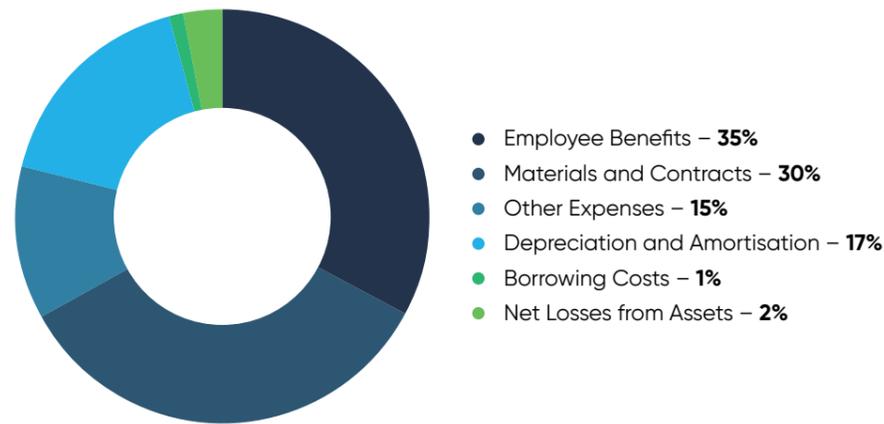


## Where was the money spent?

Our total operating expenditure of \$349 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.

**Total operating expenses**  
**\$349 million**



Expenditure on our capital works program has doubled over the past 11 years. Our goal is to balance infrastructure renewal with revitalisation projects to meet the higher community expectations that come with sustained growth.

We delivered \$100.6 million in capital works projects, including:

- Local Centre renewal of:
  - James Street Plaza, Hamilton
  - Joslin Street, Kotara
  - Llewellyn Street, Merewether
  - Shortland
- East End Hunter Street Sub-Stage 1
- National Park basketball courts
- Watkins Street Cycleway, The Junction to Merewether
- Dixon Park Surf Club upgrade
- Yangan Drive, Beresfield, road reconstruction
- Barrie Crescent, Stockton, protection structures
- Street tree planting
- National Park Number 1, redevelopment

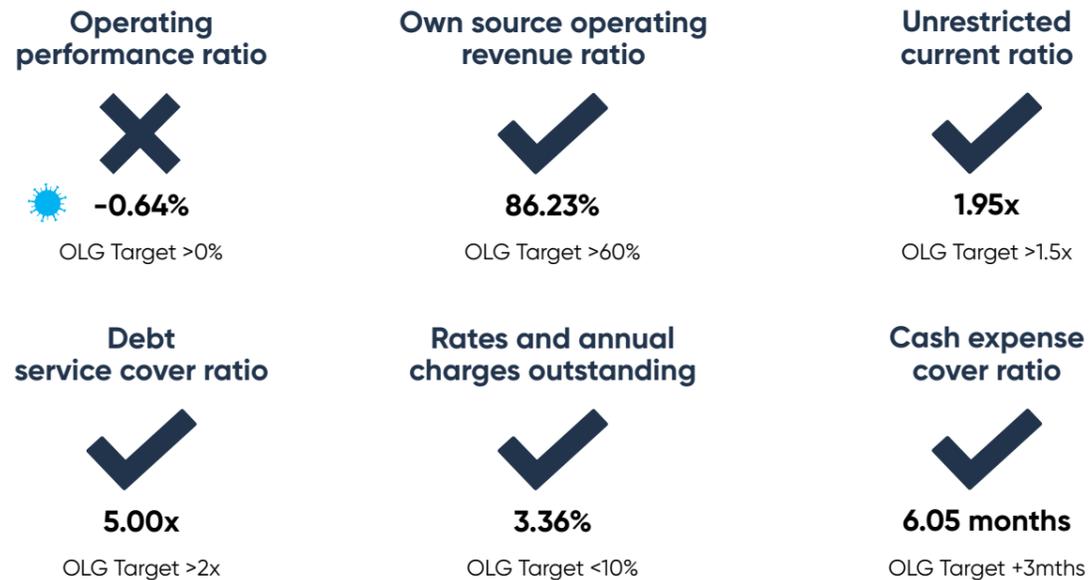
**Capital works program (\$'000)**



# Long-Term Financial Plan (LTFP)

## 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.



 Impacted by COVID-19

### 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.

The *Long-Term Financial Plan* (LTFP) is integral to CN's strategic planning process and commitment to evidence-based decision-making. It is one component of CN's *Resourcing Strategy* that underpins *Newcastle 2040*. The LTFP for 2022/2023 was adopted by Council in June 2022 to align with our CSP.

The LTFP outlines the financial implications of delivering the community's aspirations as contained in *Newcastle 2040*. It assesses the funds and resources required to meet community expectations and deliver upon CN's other strategic documents: *4-year Delivery Program*, *Operational Plan*, *Workforce Development Strategic Plan* (WDSP), *Asset Management Strategy* (AMS) and *Asset Management Plan* (AMP).

The LTFP ensures that CN maintains financial sustainability into the future and effectively mitigates financial impacts and challenges, including population growth and the changing needs across the city.

CN is committed to achieving our financial goals and objectives and utilises the LTFP as a financial decision-making tool to support those goals and objectives. It strengthens our ability to identify financial and strategic opportunities and provides transparency in forecasting CN's future financial sustainability based on the plans, strategies and initiatives endorsed by Council.

As a base, CN mandates and applies the principles of sound financial management as outlined in the *Local Government Act 1993* (Section 8B):

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure to benefit the local community.
- (c) 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.

(d) Councils should have regard for achieving intergenerational equity, including ensuring policy decisions are made after considering their financial effects on future generations and that the current generation funds the cost of its services.

A key focus of the 2021/2022 Budget was to continue the path of financial sustainability, deliver the many essential services expected of local government and invest \$90.4 million in our city through our capital works program, all while delivering a modest surplus for 2021/2022.

The LTFP has 4 objectives to ensure CN's financial sustainability:

### Maintain a net operating surplus

Each financial year, the budget has a net operating surplus before capital grants and contributions. This should be controlled through strong financial governance and budget management.

### Renew and maintain assets within a sustainable range

The funding allocated to the annual asset renewal program will be programmed to be aligned to the equivalent level of depreciation per asset class. Funding will also be applied to asset maintenance programs to the levels required in the Asset Management Plans.

### Maintain a strong cash and liquidity position

This also involves maintaining reserves in line with internal policies. This assists with generating revenue and ensures we have sufficient assets to cover liabilities.

### Financial legacy

We aim to ensure that considered financial decision-making creates and safeguards the financial legacy of CN. This legacy is founded on prudent and responsible fiscal management.

# Works program summary

OLG Capital Expenditure Guidelines

Portfolio/Program	Capitalised Expense \$,000	Operational Expense \$,000	Total \$,000
<b>City Wide Services</b>	<b>21,403,020</b>	<b>9,244,827</b>	<b>30,647,847</b>
Aquatic Centres	2,577,786	1,107,588	3,685,374
Art Gallery	1,581,445	563,496	2,144,941
Civic Venues/Civic Services	682,121	84,564	766,686
Libraries	771,652	368,423	1,140,075
Museum/Historic Fort Scratchley	32,099	28,976	61,075
Recreation Parks, Sporting Facilities and Open Spaces	4,220,277	4,531,423	8,751,701
Waste Management	11,537,639	2,560,356	14,097,994
<b>Environment</b>	<b>1,988,155</b>	<b>5,041,704</b>	<b>7,029,859</b>
Bushland and Watercourses	422,579	1,404,670	1,827,249
Coast, Estuary and Wetlands	1,565,576	2,030,422	3,595,998
Street and Park Trees		1,606,612	1,606,612
<b>Fleet</b>	<b>3,493,999</b>	<b>10,586</b>	<b>3,504,585</b>
Fleet Replacement	3,493,999	10,586	3,504,585
<b>Information Technology</b>	<b>111,891</b>	<b>5,138,595</b>	<b>5,250,486</b>
Core Systems Development & Maintenance	90,775	3,822,702	3,913,477
Digital Enablement	21,116	1,103,117	1,124,233
Integrated Data & Systems	–	212,776	212,776
<b>Infrastructure &amp; Property</b>	<b>527,865</b>	<b>996,473</b>	<b>1,524,338</b>
Buildings – Council Support Services	–	181,676	181,676
Caravan Parks and Commercial Properties		27	27
Community Buildings	189,796	341,513	531,310
Public Toilets	65,570	267,208	332,778
Retaining Walls	272,499	206,048	478,547
<b>Priority Projects</b>	<b>10,118,961</b>	<b>5,190,571</b>	<b>15,309,532</b>
Blackbutt Reserve	275,352	123,663	399,015
City Centre Revitalisation	2,924,725	2,391,533	5,316,258
Coastal Revitalisation	3,906,714	430,659	4,337,373
Urban Centre Revitalisation	3,012,170	2,244,715	5,256,885
<b>Roads</b>	<b>11,012,030</b>	<b>5,588,545</b>	<b>16,600,575</b>
Bridges	389,157	360,761	749,918
Footpaths	1,064,492	579,685	1,644,176
Road Rehabilitation	4,540,725	2,307,818	6,848,542
Road Resurfacing	4,371,416	2,115,666	6,487,082
Roadside Furniture	646,241	224,615	870,856

Portfolio/Program	Capitalised Expense \$,000	Operational Expense \$,000	Total \$,000
<b>Stormwater</b>	<b>3,065,987</b>	<b>1,802,968</b>	<b>4,868,955</b>
Flood Planning		147,846	147,846
Stormwater System	3,065,987	1,655,122	4,721,109
<b>Strategic</b>	<b>1,170,692</b>	<b>3,261,761</b>	<b>4,432,454</b>
CX Strategy		859,867	859,867
Economic Development	1,800	958,472	960,272
Smart City	1,168,892	1,129,920	2,298,812
Strategic Plans		313,502	313,502
<b>Transport</b>	<b>2,730,521</b>	<b>8,653,291</b>	<b>11,383,812</b>
Cycleways	1,195,178	801,345	1,996,523
Local Area Traffic Management (LATM)	410,510	220,237	630,747
Parking Infrastructure	214,767	6,927,989	7,142,756
Parking Meter Replacement	–	–	–
Pedestrian Access and Mobility Plan (PAMP)	910,066	703,720	1,613,786
<b>Grand Total</b>	<b>55,623,121</b>	<b>44,929,320</b>	<b>100,552,441</b>

## Rates and charges

(General) Regulation 2005 (Reg), cl 132

The total rates and charges written off for 2021/2022 was \$1,146,033.

# Asset management planning



**\$2.5 billion**  
infrastructure and natural  
asset portfolio



**27**  
Service Asset Plans

CN's asset management planning has been strengthened through the delivery of a 10-year Asset Management Strategy and plans for 27 asset-based services. The Asset Management Policy, Strategy and Plans are integral documents in the Local Government IPR framework, informing the LTFP and WDSP.

Our asset management goals are to proactively manage our assets from a lowest whole-of-life cost perspective in accordance with recognised industry practice, while meeting agreed levels of service and continuing to improve our asset management systems.

The following 12 service asset management principles guided our 2021/2022 planning and delivery process.

#### Key strategic principles

1. Service delivery expectations will be aligned with available funding so that the sustainable management of all required supporting assets is achieved.
2. 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.

CN manages over \$2.5 billion of built and natural assets to deliver 27 core asset-based services to the community. In addition to these assets, our services are supported by information technology, fleet and plant. Each asset contributes to meeting community needs, from park benches to our large local road network. Community services rely on well-planned, well-built and well-maintained infrastructure, which is achieved through planned asset management. The level of service is determined by the current quality, functionality, capacity, utilisation, location, accessibility and environmental performance of each of the services. CN's current average levels of service are represented using a general 1–5 star rating system, as shown in the table below.

Star rating	General Standard of Key Service Attributes
★☆☆☆☆	Basic quality standard. Low community usage, limited functionality.
★★☆☆☆	Average quality standard and presentation. Moderate community usage and functionality.
★★★☆☆	Good quality standard and presentation. Medium–high community usage. Fit for purpose. Maintained and presented in good condition.
★★★★☆	Very good quality standard. High community usage, functionality and capacity. Maintained and presented in very good condition. Services LGA community and beyond.
★★★★★	Excellent quality standard. Very high community usage, functionality and capacity. Maintained and presented in excellent condition. High profile; delivers important economic benefits and services beyond the LGA and regional community.

Table 1: Star rating system

Our levels of service are defined using customer and technical performance measures. Customer performance measures describe attributes of the service from a customer viewpoint: how the customer receives or experiences the service. Technical levels of service support customer measures and are used internally to measure the performance of the service. A summary of our service star ratings are shown below:

Asset-Based Service	Current LOS	Asset-Based Service	Current LOS	Asset-Based Service	Current LOS	Asset-Based Service	Current LOS
Art Gallery	★★★★☆	Community Centres and Halls	★★★★☆	Recreation – Aquatic Services	★★★★☆	Public Domain Elements	★★★★☆
Bushland, Watercourses and Public Trees	★★★★☆	Coast, Estuary and Wetlands	★★★★☆	Recreation – Open Spaces	★★★★☆	Roads	★★★★☆
Caravan Park	★★★★☆	Information Technology	★★★★☆	Stormwater Drainage, Water Quality and Flood	★★★★☆	Waste Management	★★★★☆
Cemeteries	★★★★☆	Libraries and Learning	★★★★☆	Depot Operations	★★★★☆		
City Innovation and Sustainability	★★★★☆	Museum	★★★★☆	Fleet and Plant	★★★★☆		
City Hall and Venues	★★★★☆	Property – Community Portfolio	★★★★☆	Bridges and Structures	★★★★☆		
Civic Theatre	★★★★☆	Property – Investment Portfolio	★★★★☆	Car Parking	★★★★☆		
Visitor Information Centre	★★★★☆	Public Art, Monuments and Memorials	★★★★☆	Footpaths and Cycleways	★★★★☆		

As part of our commitment to continuous improvement, a review of asset management planning was undertaken throughout 2021/2022. This resulted in the adoption of an updated asset management framework in 2022 that included new:

- [Asset Management Policy](#)
- [Asset Management Strategy](#)
- [Service Asset Management Plan](#).

# Special Rate Variation

Special Rate Variation Guidelines 7.1

## 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 \$59.7 million, with \$7.5 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 \$12 million was spent this financial year on the top 4 priority projects, with the majority of funding being used for Hunter Street and coastal revitalisation.

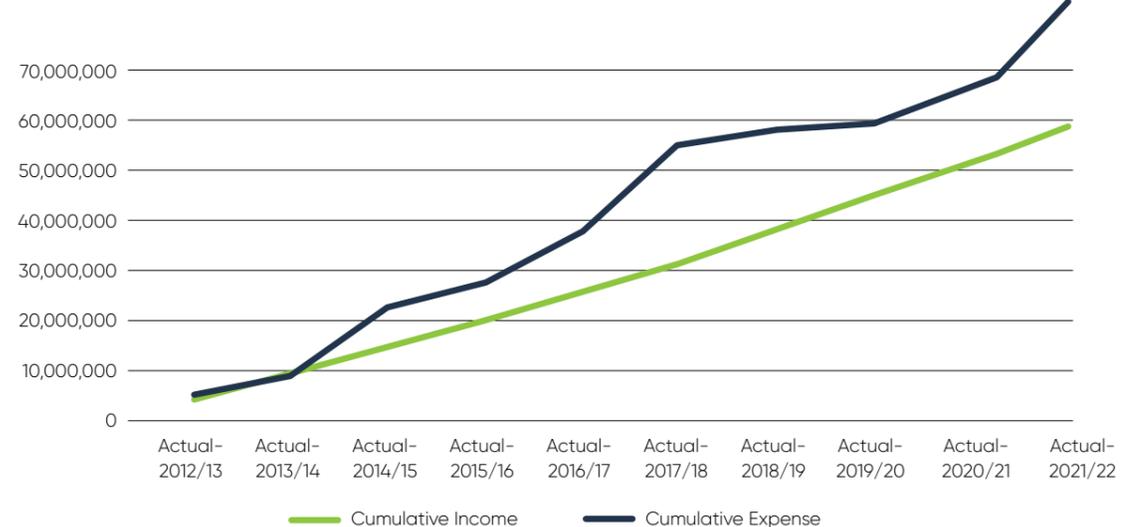
In total, \$84.9 million has been spent to date on these capital projects, which is \$25.2 million more than the SRV has raised.

## 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 2022 (\$'000)
	<b>Actual</b>
City centre revitalisation	10,763
Coastal revitalisation	50,683
Blackbutt Reserve	5,902
Cycleways	13,676
Other	3,473
<b>Total</b>	<b>84,497</b>

## 2012 SRV Priority Projects



### 2015 SRV

The 2015 SRV was approved by the Independent Pricing and Regulatory Tribunal (IPART) in May 2015 and has raised \$199.6 million over the 7 years to 30 June 2022. These funds were used to maintain another year of financial sustainability and a balance of infrastructure renewal and revitalisation projects.

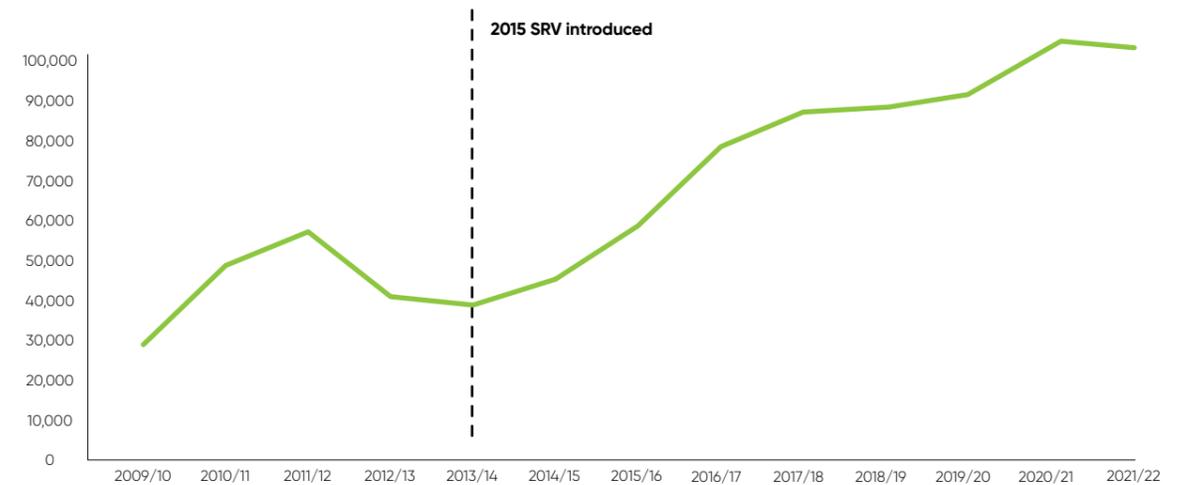
Our strong financial sustainability and SRV 2015 have played a significant role in our recovery from COVID-19. These foundations allowed us to support our community and local business through this uncertain time. Even with the impact of COVID-19, we achieved a capital works spend of \$100.6 million, all funded without borrowing.

2020/2021 was our fifth and final year of the 2015 SRV.

### IPART determination

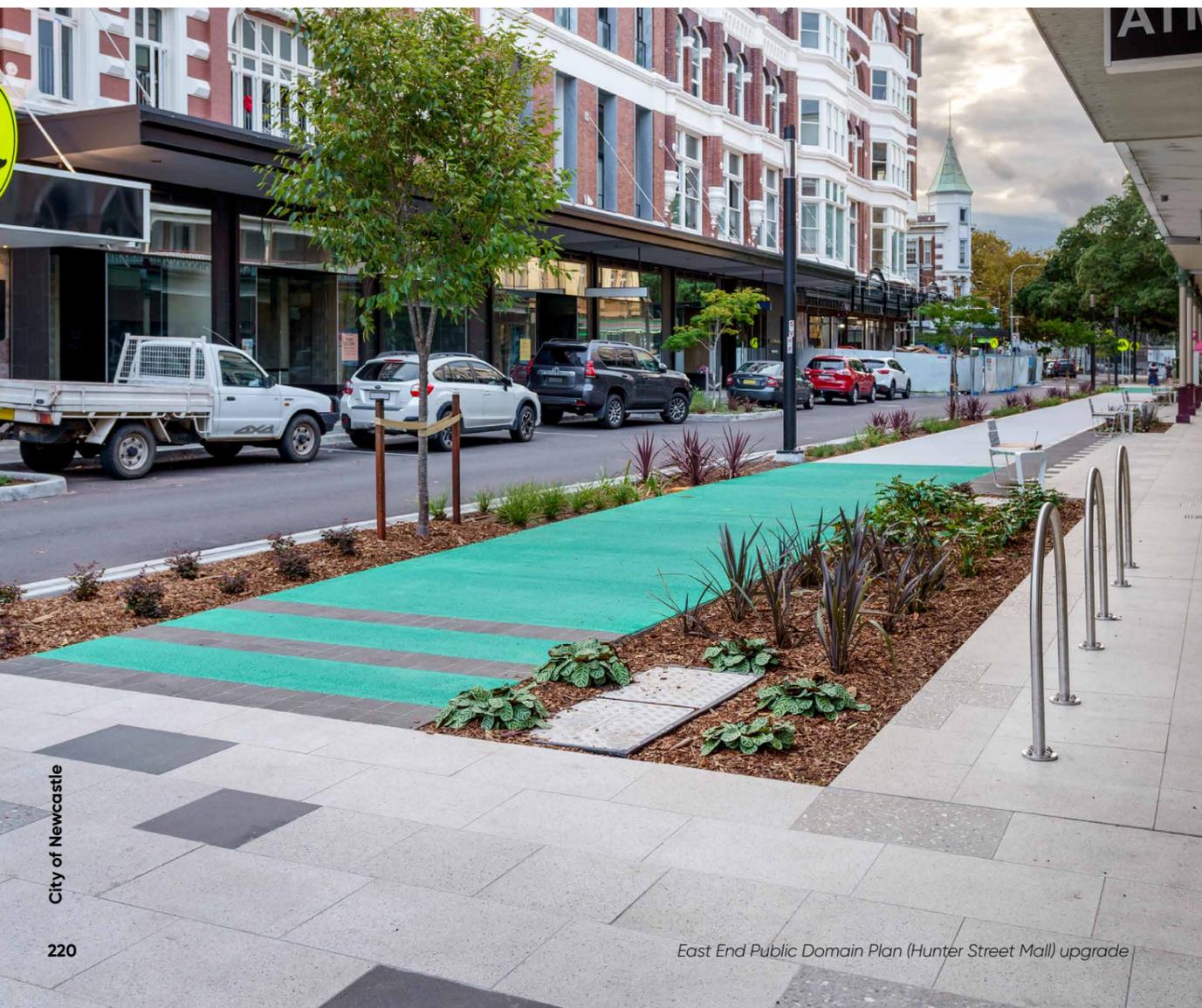
IPART's determination has enabled CN to achieve financial sustainability, maintain and enhance existing services, and fund a program of asset renewal and some new capital expenditure.

### Works program (\$0'000)



Funds have been applied to maintain and enhance existing services and associated assets, of which a total of \$10.9 million has been spent in 2021/2022 and over \$51 million has been spent since the introduction of the 2015 SRV.

Project	2016-2021 (\$,000) Actual
<b>Increased operating expenditure</b>	<b>5,472</b>
Restoration/renewal of City Hall	14,642
Road/footpath renewals	4,055
<b>Total asset renewal</b>	<b>18,697</b>
Online DA tracking system	-
Road and pedestrian traffic improvements	10,173
Accelerated Hunter Street revitalisation	3,215
Accelerated Blackbutt Reserve upgrade	2,256
Implement Cycling Strategy and Action Plan	6,845
Newcastle revitalisation projects	284
<b>Total asset upgrades</b>	<b>22,773</b>
<b>Total expenditure</b>	<b>41,470</b>



# Contracts Awarded

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

During the 2021/2022 financial year we awarded contracts/work valued over \$150,000, as detailed in the following table:

Contractor Name	Description of Goods, Works or Service	Contract Sum or Estimate* (ex. GST)	Contract Sum or Estimate* (inc. GST)
Lloyd Group Pty Ltd	Bathers Way at Shortland Esplanade Construction	\$14,246,515	\$15,671,166
Daracon Contractors Pty Ltd	Newcastle Ocean Baths Upgrade	\$12,987,952	\$14,286,747
Awarded to a panel of 4 companies	Heavy Road Patching & Repairs (2 years)	\$8,000,000*	\$8,800,000*
Awarded to a panel of 12 companies	Minor Civil Works (2 years)	\$6,000,000*	\$6,600,000*
Awarded to a panel of 6 companies	In-house Design Services Panel (3 years)	\$6,000,000*	\$6,600,000*
NSW Land and Housing Corporation	Provision of Social and Affordable Housing (LAHC)	\$5,005,325	\$5,505,858
Awarded to a panel of 39 companies	Hire of Trucks, Plant and Equipment (2 years)	\$4,700,000*	\$5,170,000*
Aqua Energy Group Pty Ltd	SWMC Leachate Collection System Upgrade	\$3,615,237	\$3,976,761
Awarded to a panel of 7 companies	Asphaltic Concrete Services (2 years)	\$3,000,000*	\$3,300,000*
Dept of Regional NSW – Primary Industries	Ironbark Creek Construction Stage 5B	\$2,332,842	\$2,566,126
Aqua Energy Group Pty Ltd	SWMC Emergency Leachate Capacity Upgrade – Capital Works	\$2,047,680	\$2,252,448
Awarded to a panel of 2 companies	Fire Protection, Testing and Repair Services (3 years)	\$1,500,000*	\$1,650,000*
ESRI Australia Pty Ltd	Esri Enterprise License Agreement (3 years)	\$1,446,855	\$1,591,540
Nexon Asia Pacific Pty Ltd	Provision of Network and Hosting Services	\$1,060,227	\$1,166,250
Smith & Tzannes Pty Ltd	Newcastle Art Gallery Expansion – Tender Documentation	\$905,180	\$995,698
Nexon Asia Pacific Pty Ltd	Provision of End-User Computer Services	\$869,200	\$956,120
Fortec Australia Pty Ltd	Bridge Repair – Yangan Drive, Beresfield	\$862,288	\$948,517
Environmental Earth Sciences International Pty Ltd	SWMC Environmental Monitoring Network Expansion	\$688,040	\$756,844
Eire Constructions Pty Ltd	Construction Works at Mitchell Street, Stockton	\$644,141	\$708,555
Ground Stabilisation Systems Pty Ltd	Braye Park Inland Cliffline Rehabilitation Works – Stage 1	\$638,085	\$701,893

Contractor Name	Description of Goods, Works or Service	Contract Sum or Estimate* (ex. GST)	Contract Sum or Estimate* (inc. GST)
Karuah East Quarry Pty Ltd	Rock Sourcing for Various Stockton Seawall Projects	\$600,000*	\$660,000*
Awarded to a panel of 5 companies	Supply of Sand and Rock Dust (2 years)	\$600,000*	\$660,000*
Awarded to a panel of 4 companies	Supply Precast Concrete Materials (2 years)	\$600,000*	\$660,000*
Awarded to a panel of 4 companies	Supply of Base and Subbase Materials (2 years)	\$600,000*	\$660,000*
Interflow Pty Ltd	Citywide Trenchless Technology Rehabilitation Works 2021–2022	\$581,263	\$639,389
Court Craft (Aust) Pty Ltd	Newcastle Netball Courts Resurfacing	\$569,394	\$626,333
Statewide Civil Pty Ltd	Allowah Street – Retaining Wall Works	\$554,527	\$609,980
A. Prince Consulting Pty Ltd	LGA Waste Audit Program (3 years)	\$551,818	\$607,000
Mott MacDonald Australia Pty Limited	Wickham Public Domain Plan – Urban Design	\$517,655	\$569,420
Technology One Pty Ltd	Application Managed Services	\$503,252	\$553,577
Statewide Civil Pty Ltd	Buchanan Street – Stormwater & Watermain Works	\$469,416	\$516,358
CA Technology P/L (CAMMS)	CAMMS Enterprise Software License	\$467,080	\$513,788
D&P Fencing Contractors	Supply Only and Supply & Installation of Road Safety Barriers (2 years)	\$454,545*	\$500,000*
Awarded to a panel of 3 companies	Traffic Management Services (3 years)	\$454,545*	\$500,000*
Dannenberg Civil Pty Ltd	Mitchell Street, Stockton – Queen Street & Crown Street Intersection Works	\$435,608	\$479,169
Macquarie Engineers Pty Ltd	SWMC Stormwater Ponds Discharge Controls – Installation	\$419,555	\$461,510
CountryTell Management Pty Ltd	Telecommunications Fixed Services (3 years)	\$409,031	\$449,934
Haskoning Australia Pty Ltd	Nelson Street & Boscawen Street Bridges – Design	\$408,091	\$448,900
Think Startup (T/A)	Customer Service Training	\$390,365	\$429,401
Audit Office of New South Wales	Financial Audit for 2020/2021	\$383,818	\$422,200
Bluefit Pty Ltd	Beresfield Swim Centre Turnstile Attendant/Cashier Services (2 years)	\$381,497	\$419,647
Stabilised Pavements of Australia Pty Ltd	Insitu Stabilisation Pavement at Enterprise Drive, Beresfield	\$377,422	\$415,164
Awarded to a panel of 3 companies	Road Pavement Crack Sealing Services (2 years)	\$363,636*	\$400,000*

# Stormwater levies and charges

Regulation cl 217(1)(e)

In 2021/2022, CN received a total of \$2.06 million in Stormwater Management Service Charge (SMSC) funds. CN also dedicated the annual baseline amount of \$640,000. These 2 funding sources explicitly allocated \$2.68 million to eligible stormwater projects.

The Stormwater Portfolio commenced with 33 drainage and flood planning projects, 27 of which were eligible to have the SMSC applied. The program was adjusted throughout the year to accommodate projects carrying over from the previous financial year, resulting in 7 projects being removed from the program.

CN's final Stormwater Portfolio investment totalled \$4.87 million, consisting of 30 eligible SMSC projects valued at \$4.74 million. The Stormwater System Program implemented 14 construction projects (9 completed), 7 projects progressed through planning and design, and citywide environmental protection services were performed.

CN's total stormwater asset renewal, upgrade or creation across the capital works program totalled 2,293m of pipes (556m relined), 143 pits (including 9 infiltration pits), 25m of swales, one headwall and 2 stormwater quality improvement devices (SQIDs).

Within the Stormwater Portfolio, CN also delivered the 2021/2022 Flood Program, which delivered multiple monitoring, investigation and interagency collaboration projects. Some key highlights include:

- Continuation of the Throsby, Styx and Cottage Creek Flood Study Update
- Ongoing delivery of citywide LGA flash flood alert system
- Continuation of Low Lying Land Strategy
- Flood safety community education undertaken in partnership with the SES
- Continuation of the Hunter River house pad cumulative infill study.

Contractor Name	Description of Goods, Works or Service	Contract Sum or Estimate* (ex. GST)	Contract Sum or Estimate* (inc. GST)
Awarded to a panel of 2 companies	Internal Audit (Outsourced Services) Panel (3 years)	\$360,000*	\$396,000*
SMEC Australia Pty Ltd	Construction QA and Environmental Consultant Works at SWMC	\$355,836	\$391,420
Australian Watersides and Leisure Pty Ltd	Lambton Pool Waterslide Replacement	\$353,770	\$389,147
Artwork Transport Pty Ltd	Art Gallery Expansion – Artwork Decanting	\$353,541	\$388,895
Telstra	Provision of Telecommunication Expense Management Solution	\$304,156	\$334,572
RTC Construction NSW Pty Limited	Alder Park Storage Facility	\$290,915	\$320,006
Skelcon Pty Ltd	City Hall Bar Refurbishment	\$277,999	\$305,799
Webcoda Pty Ltd	Webcoda Software Support and Maintenance Service (3 years)	\$264,142	\$290,556
Green Cloud Consulting Pty Ltd	OneCouncil Software – FIN/SCM Migration to CiA Version	\$255,000	\$280,500
Canvas Events Marketing PR Pty Ltd	Event Management Services – Various Events in 2021/2022	\$254,202	\$279,622
Innomate Pty Ltd	Audio Visual Software Works and Ancillary Services (1 year)	\$250,996	\$276,096
Awarded to a panel of 12 companies	Ecological Advice – Various Disciplines – Standing Offer Arrangement (3 years)	\$250,000*	\$275,000*
Urbis Pty Ltd	Prepare Draft Broadmeadow Place Strategy	\$238,590	\$262,449
The Missing Link Security Pty Ltd	Okta Software Licensing and Implementation Services (1 year)	\$236,304	\$259,934

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

Notable Projects 2021/2022	Outcome
Citywide Trenchless Pipe Relining Program	556m of pipelines were successfully relined around the city, extending the remaining life and improving flow efficiencies of the assets.
Various headwalls - rehabilitation	A deteriorated headwall and steep gully at Lookout Road New Lambton Heights were rehabilitated using natural channel principles to address scour issues and integrate into the surrounding landscape.
Church Street Newcastle drainage renewal	120m of drainage renewal and upgrades were completed, reducing blockage risk and maintenance demand.
Corlette Street The Junction Stage 2 drainage improvements	70m of drainage renewal and upgrades were completed, extending from the previously completed Stage 1 works and improving drainage capacity at the southern end of the street.
South Beaumont Street drainage renewal	70m of drainage renewal and upgrades were completed, reinstating a damaged system and avoiding tree impacts.
Howell Street Kotara culvert upgrade	24m of large-sized twin cell culverts were completed. The remainder of the project will be completed in 2022/2023.
Smith Street Merewether drainage improvements	Construction works commenced to improve overland flows during large storm events. The remainder of the project will be completed in 2022/2023. 184m of new drainage will be installed.
Glebe Road The Junction drainage renewal	Construction works commenced for the renewal and upgrade of stormwater assets. The remainder of the project will be completed in 2022/2023. 335m of new pipeline will be installed to improve drainage capacity in the street.
Buchanan St Merewether drainage construct rehab	Construction works commenced for the renewal and upgrade of stormwater assets. The remainder of the project will be completed in 2022/2023. 207m of new drainage will be installed to improve drainage capacity in the street. These works complement the previously completed Kilgour Avenue and Patrick Street stormwater projects.
University Drive Waratah catchment rehab - construction of shared pedestrian/cycleway bridge	Construction works commenced for the replacement of an existing culvert with a shared path bridge to mitigate blockage and flooding of Boatmans Creek. The remainder of the project will be completed in 2022/2023.
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 doubled, resulting in many issues being identified and resolved.
Creeks and waterways - inspect erosion and sediment control	338 construction sites were proactively inspected for erosion and sediment control compliance. 42 sites were proactively audited by the Business Pollution Prevention Program. 169 reactive requests relating to pollution matters were resolved.
Update existing flood studies to 2019 Australian Rainfall and Runoff (ARR) methodology	The Throsby, Styx and Cottage Creek Flood Study continued. The project delivered an additional survey of Waterdragon Creek to support the study and has developed an updated model using ARR 2019 methodology and 2021 Light Detection and Ranging technology. The model is currently in the calibration and validation phase.

# Remuneration

## Chief Executive Officer (CEO) and senior officers

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

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

During the 2021/2022 financial year, CN's senior officers comprised:

### Chief Executive Officer

City Wide Services	Governance	Infrastructure & Property	People & Culture	Strategy & Engagement
Art Gallery	Finance	Depot Operations		Major Events & Corporate Affairs
Museum	Legal	Assets & Projects		Community, Strategy & Innovation
Civic Services	Regulatory, Planning & Assessment	Civil Construction & Maintenance		Customer Experience
Libraries & Learning		Property & Facilities		Chief Information Officer
Waste Services				
Parks & Recreation				

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

- The total of the values of the salary components of their packages
- 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
- 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
- Total value of any non-cash benefits for which the CEO may elect under the package
- Total amount payable by Council by way of fringe benefits tax for any such non-cash benefits.

Chief Executive Officer:	\$495,375 (including superannuation)
Senior officers x 22:	\$4,948,291 (including superannuation)
<b>Total</b>	<b>\$5,443,666</b>
Fringe benefits tax for non-cash benefits:	\$33,267

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

# Newcastle Airport

## Key milestones

### September 2021

Replacement of airside lighting with LED, reducing the airport's electricity usage.

### October 2021

BAE Systems Australia sign 34-year lease extension and pre-commitment to expand presence at Astra Aerolab.

### November 2021

Qantas announces new direct route to Adelaide, commencing March 2022

Newcastle Airport named Major Airport of the Year 2021 by Australian Airports Association (AAA)

Victoria reopens border with NSW allowing for unrestricted travel between the states

Astra Aerolab stage 1 pocket parks commissioned including new picnic and exercise area, green space and seating, and preservation of Aboriginal Keeping Place

99kWh solar installed on the NTL Hangar, producing 3.9% of electricity needs in FY21/22 and reducing the airports carbon footprint by more than 75 tonnes.

### December 2021

Queensland reopens border for interstate travellers after being closed for five months

Flights to Brisbane and Gold Coast resume

Jetstar recommence direct seasonal service to Cairns.

### January 2022

Appointment of Principal Design Consultant (PDC) Cox Architecture for Terminal Expansion Project.

### February 2022

FlyPelican sign new lease at Newcastle Airport, bringing maintenance facility and base operations under one roof and creating 15 new jobs

Lee de Winton and Neil Hart appointed as new non-executive Directors

Bonza announce new direct routes between Newcastle and The Whitsundays and Sunshine Coast

The Hunter Global Summit brings together leaders to boost collaboration and advocacy across the region to capitalise on international opportunities arising from the airport's airfield upgrade

Leading defence contractor HENSOLDT Australia establish new office within Newcastle Airport aviation precinct.

### March 2022

\$100m debt facility secured to support the growth of the airport

First Qantas flight to Adelaide.

### April 2022

Deputy Prime Minister Barnaby Joyce announces \$55 million in funding for an upgraded and expanded terminal

Airport PAX return to pre-Covid numbers.

### May 2022

Ambassador team celebrates 14 years of service, coinciding with National Volunteer Week

Airport leaders visit Singapore to discuss the region's aspirations with key hub airlines.

### June 2022

Jetstar's second seasonal service to Cairns begins

Enabling works begin in Short Stay Car Park 2 to add extra parking spaces, the first step in Newcastle Airport's expansion

30 roles recruited in FY21/22, supporting our continued growth

12 months Lost Time Injury (LTI) free

NAPL generated 142.2 tonnes of waste in FY21/22, of which 86 tonnes (65.5%) were diverted from land fill.



## Financial performance

Total revenue FY2021/2022

**\$21,000,000**



■ 70% Passenger facilitation  
■ 30% Property and commercial activities

**\$0.2 million**

total profit in 2022FY - strong recovery from Covid-19 in last quarter

**\$44.5 million**

invested in capital expenditure in the last five years 2018-2022FY

**\$19.7 million**

dividends provided to shareholders since ownership of the Councils

**\$52,894**

spent on sponsorships to support community events and activities

## Director attendance

The CEO and Lord Mayor attended Board Meetings for Newcastle Airport Pty Limited (NAPL) held during the year ended 30 June 2022, as follows:

Nominee Director	Board Meetings	
	Eligible	Attended
Jeremy Bath	10	10
Nuatali Nelmes	10	9

## 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	92
CN's achievements in implementing CSP over the previous 4 years	Act s 428(2)	Overview	16
CN's audited financial reports	Act s 428(4)(a)	Our financials	attachment
Statement detailing the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner	Act s 428(4)(c)	Our governance	194
Statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery withing the meaning of the Modern Slavery Act 2018	Act s 428(4)(d)	Our governance	194
Environmental upgrade agreements entered into by CN	Reg cl 186	Our performance	105
Report on activities funded via a SRV of general income	Special Rate Variation Guidelines* 7.1	Our financials	219
Amount of rates and charges written off during year	Local Government (General) Regulation 2011 (Reg), cl 132	Our financials	215
Information about councillor induction training and ongoing professional development	Reg cl 186	Our governance	180
Details, including purpose of overseas visits by councillors, CN staff or other persons representing CN	Reg cl 217(1)(a)	Our governance	179
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), (iiia), (iv), (v), (vi), (vii), (viii)	Our governance	179
Contracts awarded	Reg cl 217(1)(a2) (i), (ii)	Our financials	222
Amounts incurred by CN in relation to legal proceedings	Reg cl 217(1)(a3)	Our governance	197
Resolutions made concerning work carried out on private land	Reg cl 217(1)(a4) & Act s 67, 67(2)(b)	Our governance	199
Total amount contributed or otherwise granted to financially assist others	Reg cl 217(1)(a5) & Act s 356	Our performance	58
External bodies that exercised functions delegated by CN	Reg cl 217(1)(a6)	Our governance	194
Partnerships in which CN held a controlling interest (including whether or not incorporated)	Reg cl 217(1)(a7) Reg cl 217(1)(a8)	Our governance	195
Equal Employment Opportunity management plan implementation	Reg cl 217(1)(a9)	Our organisation	82
Total remuneration package of CEO and senior staff	Reg cl 217(1)(b)(i), (ii), (iii), (iv), (v) & Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v)	Our financials	227
Statement of total number of persons who performed paid work on Wednesday 25 May 2022	Reg cl 217 (1)(d) (i),(ii),(iii),(iv)	Our organisation	86

Requirement	Act Reference	Section	Page no.
Statement detailing stormwater management services provided	Reg cl 217(1)(e)	Our financials	225
Statement detailing coastal protection services provided	Reg cl 217(1)(e1)	N/A	N/A
Activities in relation to Companion Animals Act 1988 and the Companion Animal Regulation 2018	Reg cl 217(1)(f) Companion Animals Guidelines*	Our performance	127
Report on certain proposed capital works projects where a capital expenditure review has been submitted	OLG Capital Expenditure Guidelines*	Our financials	214
Compliance with the Carers Recognition Act 2010	Carers Recognition Act 2010, s 8(2)	N/A	N/A
Implementation of CN's Disability Inclusion Action Plan	Disability Inclusion Act 2014, s 13(1)	Our performance	214
Particulars of compliance with and effect of planning agreements in force during the year	Environmental Planning & Assessment Act 1979, s 7.5(5)	Our governance	205
Disclosure of how development contributions and development levies have been used or expended under each contributions plan	Environment Planning and Assessment Regulation 2021 cl 218A(1)	Our governance	200
Details for projects for which contributions or levies have been used	Reg 218A (2)(a),(b),(c),(d),(e),(f),(g)	Our governance	200
Total value of all contributions and levies received and expended during the year	Reg 218A(3)(a),(b)	Our governance	200
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 governance	199
Information included on government information public access activity	Government Information (Public Access) Act 2009, s 125(1) Government Information (Public Access) Regulation 2018, cl 8, Schedule 2	Our governance	188
Information included on public interest disclosure activity	Public Interest Disclosures Act 1994, s 31 & Public Interest Disclosures Regulation 2011, cl 4	Our governance	128

## Glossary

**ABS** Australian Bureau of Statistics

**ACON** Community organisation that aims to create opportunities for people in our communities to live their healthiest lives

**ADVOCACY** The act of speaking or arguing in favour of something, such as a cause, idea, or policy. In the context of the Strategic Priorities it refers to another sphere of government or organisation delivering a service or outcome for the city.

**AIAC** Access and Inclusion Advisory Committee

**ALP** Australian Labor Party

**AMP** Asset Management Plan

**AMS** Asset Management Strategy

**AR** Augmented Reality

**ASX** Australian Securities Exchange Ltd

**BENCHMARKING** A process of comparing performance with standards achieved in a comparable environment with the aim of improving performance.

**BIA** Business Improvement Association

**BIODIVERSITY** The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.

**CBD** Central Business District

**CEO** Chief Executive Officer

**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

**CP&D** Community Planning and Development

**CREW** Cooperation, Respect, Excellence and Wellbeing

**CROWN LAND** Land that is owned by the NSW Government but managed on its behalf by Council.

**CSC** Customer Service Centre

**CX** Customer Experience

**DA** Development Application

**DELIVERY PROGRAM** A strategic document with a minimum 4-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes. (Note: this is a legislative requirement.)

**DIAP** Disability Inclusion Action Plan

**EDS** Economic Development Strategy

**EEO** Equal Employment Opportunity

**ELT** CN's Executive Leadership Team is led by the CEO and comprises 5 Directorates: Governance, Strategy and Engagement, People and Culture, Infrastructure and Property, and City Wide Services

**EOTR** End of Term Report

**ERM** Enterprise Risk Management

**ESP** Events Sponsorship Program

**EV** Electric Vehicle

**FBT** Fringe Benefits Tax

**F&DV** Family and Domestic Violence

**FINANCIAL YEAR** The financial year we are reporting on in this annual report is the period from 1 July 2021 to 30 June 2022.

**FTE** Full-time equivalent. In relation to staff numbers this refers to a figure that is based on the wages for full-time staff.

**GIPA** The Government Information (Public Access) Act 2009 (NSW), or GIPA Act, replaced freedom of information legislation.

**GST** Goods and Services Tax

**HSR** Hunter Street Revitalisation

**IDE** Inclusion, Diversity & Equity

**IND** Independent

**IPART** Independent Pricing and Regulatory Tribunal

**IPR** Integrated Planning and Reporting

**LATM** Local Area Traffic Management

**LGA** Local Government Area

**LGBTQIA+** Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual

**LIB** Liberal Party of Australia

**LTFP** Long-Term Financial Plan

**NAIDOC** National Aborigines and Islanders Day Observance Committee

**NCAT** NSW Civil and Administrative Tribunal

**NEWCASTLE 2030/2040 COMMUNITY STRATEGIC PLAN (CSP)** The integrated CSP provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community.

**OPERATIONAL PLAN** A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the CSP. (Note: this is a legislative requirement.)

**PAMP** Pedestrian Accessibility and Mobility Plan

**PARTNERING** A structured approach to working together with other parties to achieve a mutually beneficial outcome.

**PDP** Public Domain Plan

**PERFORMANCE** The results of activities and progress in achieving the desired outcomes over a given period of time.

**PID** Act Public Interest Disclosures Act 1994

**PPN** Principal Pedestrian Network

**PSC** Port Stephens Council

**RAAF** Royal Australian Air Force

**RAP** Reconciliation Action Plan

**RATE PEGGING** The percentage limit by which a council may increase the total income it will receive from rates. The percentage is set each year by the NSW Minister for Local Government.

**RISK MANAGEMENT** A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

**RSPCA** Royal Society for the Prevention of Cruelty to Animals

**SDGs** Sustainable Development Goals

**SES** State Emergency Service

**SLSC** Surf Life Saving Club

**SRV** Special Rate Variation

**SUSTAINABLE DEVELOPMENT** Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.

**SWMC** Stormwater Management Charge

**TAFE** Technical and Further Education

**TARGET** A goal to be reached by a specific date, which may be higher than the forecasted performance. It aims to continually improve performance.

**TRuST** Transparent, Respectful, Simple, Timely

**UN** United Nations

**WDSP** Workforce Development Strategic Plan

**WHS** Work Health and Safety

**YEH** Youth Entrepreneur Hub

**YIPP** Youth Industry Partnership Program

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