

Annual Report

2019/20



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City of
Newcastle

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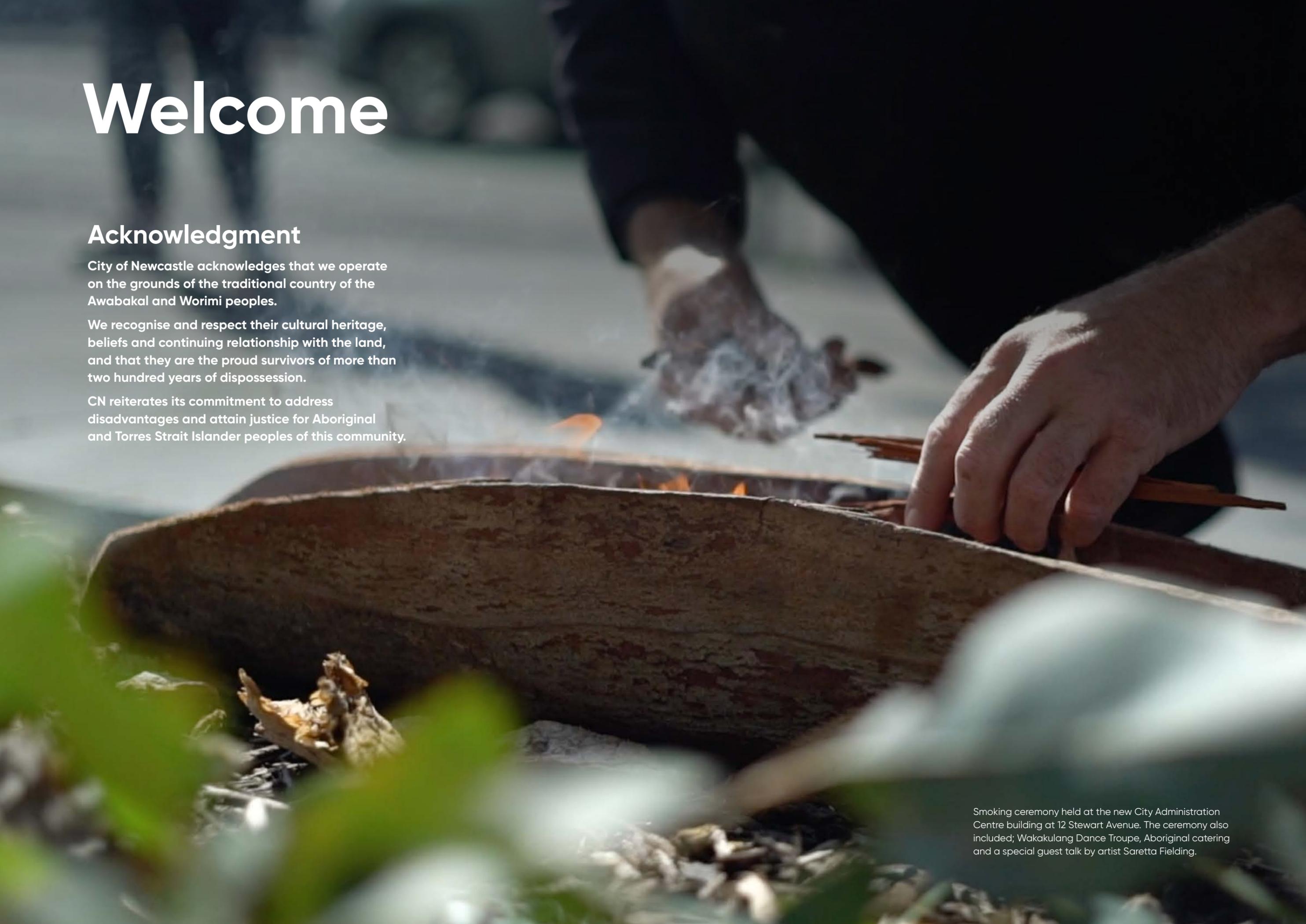
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Welcome

A close-up photograph of a person's hands performing a smoking ceremony. The person is using a long wooden stick to light a fire in a shallow, rectangular wooden fire pit. The fire is burning brightly, and smoke is rising from it. The person is wearing a dark long-sleeved shirt and a patterned headband. The background is blurred, showing a natural outdoor setting with green foliage.

Acknowledgment

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

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

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

Smoking ceremony held at the new City Administration Centre building at 12 Stewart Avenue. The ceremony also included; Wakakulang Dance Troupe, Aboriginal catering and a special guest talk by artist Saretta Fielding.



A message from our Lord Mayor

This year has been one like no other. Many Novocastrians have been impacted by COVID-19 and are likely to be affected for some time. But as we have shown collectively, we are a city that is resilient in times of crisis.

Council continues on the path of financial sustainability, one of the foundations of good governance, this has been delivered over the last six years through prudent and progressive economic management. This financial sustainability has allowed us to support our community and local businesses through this uncertain time.

Council was quick to endorse a COVID-19 economic and community resilience package at the March meeting. The package was worth \$5.5 million and included interest free payment plans for rates, rent reductions on Council owned buildings, free online training packages, and a boost to Council's infrastructure program to deliver an economic stimulus.

A City Taskforce, led by Council, was also established to oversee the recovery phases of the COVID-19 pandemic crisis. The City Taskforce was made up of 17 key city leaders from across all sectors and provided local leadership to local issues and acted as the local coordinating advisory committee for community and economic resilience. The City Taskforce established five clear work streams including advocacy, direct industry support, local evidence base, youth employment, and most importantly, providing a collaboration forum for new ideas.

Another year of great achievement, delivering a record \$92.5 million capital works program for 2019/20, all while facing the additional challenges of COVID-19. Our commitment to collaborative leadership and strong financial management has protected and delivered high-quality services while also fostering innovation, investment and job creation.

Our shared vision for Newcastle 2030 guides the projects, activities and services we provide as we work together to create a smart, liveable and sustainable global city.

Our capital works program delivered projects like our all-inclusive playgrounds at Brickworks Park in Wallsend and Carrington Street Reserve. December saw us officially open the \$6 million Resource Recovery Centre at Summerhill Waste Management Centre, construction was completed on the new \$3.3 million Tyrrell Street Bridge and Council's five-megawatt solar farm generated nearly 4,250,000 kWh of clean, renewable electricity in its first eight months of operation.

From landmark infrastructure projects to local centre upgrades and progress towards flood mitigation in Wallsend, we're improving the amenity, safety and sense of community right across the city.

As a United Nations city, we are committed to contributing towards the achievement of the United Nations Sustainable Development Goals (SDGs). We have adopted the SDGs and New Urban Agenda as cornerstones for our planning. We are committed to ensuring Newcastle is a sustainable city and community that is inclusive, safe and resilient recognising that all SDGs have targets directly or indirectly related to our work. I'm proud that our annual report includes reporting against the SDGs.

We are always working with Newcastle's diverse community to increase engagement for positive social outcomes.

Thank you to the councillors for their leadership and collaboration and our dedicated hard working staff and the many volunteers who supported our endeavours over the past year.

Councillor Nuatali Nelmes
Lord Mayor of Newcastle



A message from our Chief Executive Officer

State and Federal Government restrictions introduced in March 2020 to contain the spread of COVID-19 have caused a significant downturn in the local economy. The city's response to this pandemic has been swift and strong, with an economic and community resilience package worth \$5.5 million.

COVID-19 has brought to an end an impressive and historic run of six consecutive years of budget surpluses. However, it's our strong financial sustainability which has played a significant role in our recovery from COVID-19. These foundations allowed us to support our community and local businesses through this uncertain time. Even with COVID-19 reducing CN's operating position by \$99 million, we still managed to deliver a record capital works spend of \$92.5 million, and a relatively small \$3.6 million deficit.

We have significantly increased our capital works expenditure during the past few years with our goal to balance infrastructure renewal with revitalisation projects to meet the higher community expectations that come with sustained growth.

We delivered a record \$92.5 million in capital works projects, an incredible achievement over the past twelve months:

completion of the Tyrrell Street Bridge at Wallsend

local centre renewal at Beresfield

new amenities block at Lambton Park

five-megawatt solar farm at Summerhill Waste Management Centre

playground replacement and upgrades at Cold Stream Crescent, Rankin Park

road and drainage rehabilitation at various locations including Cook Hill, Waratah, Newcastle, Wickham and Lambton

pedestrian crossing upgrades in Mayfield, Wickham and Adamstown

construction of the Resource Recovery Centre.

The \$6 million Resource Recovery Centre at SWMC officially opened in December 2019. The newly constructed centre processes up to 30,000 tonnes of material each year and diverts 20% of the materials dropped off at the facility, improving our resource recovery by around 6,000 tonnes per annum.

I thank our councillors, staff and stakeholders for their efforts to ensure Newcastle's growth and development continues in a way that benefits our entire community. Our city's success is the sum of many parts, and CN's result this financial year is testament to the performance of everyone involved.

Jeremy Bath
Chief Executive Officer

Year in review

Capital investment

A record capital works program has seen \$92.5 million invested in projects across the Newcastle local government area (LGA) in the past 12 months.

Mid-year additions to the works program saw CN's expenditure increase by around 16% on the adopted capital works budget for last year, while also surpassing the previous year's record investment by more than \$1 million.

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

Key projects delivered during the past 12 months have included the \$3.3 million replacement of the Tyrrell Street Bridge to help address flooding in Wallsend, the next stage of rehabilitation works at Ironbark Creek, the replacement of the Brickworks Park and Carrington Reserve playgrounds, as well as the \$3 million renewal of the Beresfield local centre.

The construction of a five-megawatt solar farm at the Summerhill Waste Management Centre (SWMC) was also completed and has proved to be a huge success, generating revenue of approximately \$490,000 since opening in mid-November, well above the original forecast.

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

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

New playgrounds

CN completed the renewal of the playground at Brickworks Park in Wallsend which includes a new all-abilities carousel, boulder climb, nest swing, rope ladder and slide. Carrington Street Reserve playground has been upgraded to include a new plank walk, suspension bridge, double slide, tube net and other activities. Other improvements and upgrades were completed to playgrounds at Coldstream Reserve Rankin Park, Stevenson Park Mayfield and Learmonth Park Hamilton South.

Resource Recovery Centre

The \$6 million Resource Recovery Centre at SWMC officially opened in December 2019. The newly constructed centre aims to process up to 30,000 tonnes of material each year and divert 20% of the materials dropped off at the facility, improving our resource recovery to around 6,000 tonnes per annum. Prior to expansion, the existing transfer station was only able to receive 10,000-12,000 tonnes of material per year and diverted approximately 3% of waste.

Tyrrell Street Bridge opens

Construction has been completed on the \$3.3 million Tyrrell Street Bridge, marking an important milestone in addressing flooding in Wallsend. The finished project is part of a multi-million-dollar program of work underway in Wallsend with CN commencing a series of projects to improve public amenity and the suburb's resilience to floods.

Beresfield local centre upgrade

CN completed infrastructure works for Beresfield local centre with dramatic improvements to the drainage, stormwater system, roads, pathways and lighting while retaining the character of the area. Beresfield local centre was one of the first centres to be renewed in 2018/19 as part of our local and neighbourhood centres program. A community celebration was held to mark the completion of the revitalisation works for Beresfield local centre on 20 September 2019.

We worked with local businesses and residents to develop a public domain plan for the infrastructure works for the centre and are continuing placemaking consultation with the community for the area on the corner of Beresford and Lawson Avenues.

Solar farm

CN's five-megawatt solar farm installed at the SWMC has had a strong start in its first eight months of operation, generating nearly 4,250,000 kWh of clean, renewable electricity. Since opening in mid-November 2019, the farm has generated revenue of approximately \$490,000—well above the original forecast of \$250,000 per annum.

How our community was impacted by COVID-19

CN responded swiftly to the impacts of COVID-19, via both emergency actions such as the closure of key public assets as well as the rollout of a Community and Economic Resilience Package. Below are the results of a community survey.

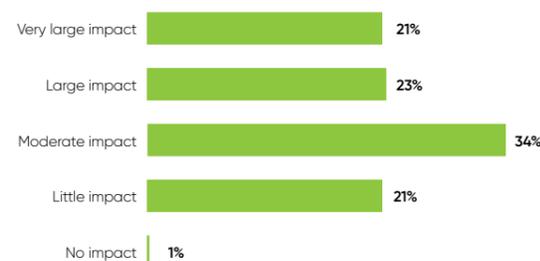
88% believed CN has a role to play in responding to the economic impact of the pandemic

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

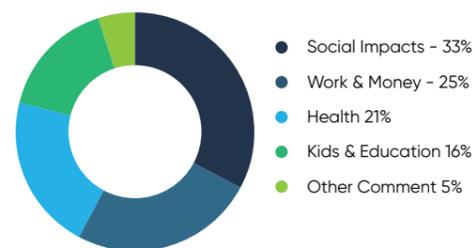
35% were aware of CN support initiatives

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

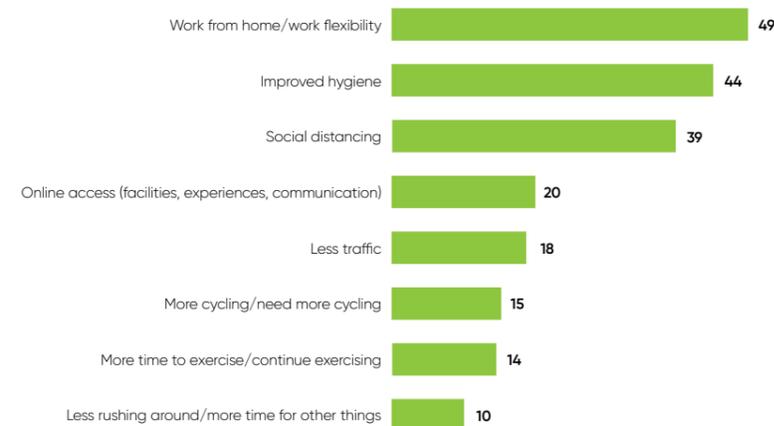
Impact of the pandemic on day-to-day life



Ways the pandemic has impacted day-to-day life



Changes made to your daily life that you would like to see continue



How did we respond

On Tuesday 24 March 2020, a further \$5.5 million investment in our city was adopted by Council. This investment included economic incentives and a Resilience Package to assist our community as much as possible during the COVID-19 pandemic. Subsequently, in the 20/21 budget, the capital works program was expanded by \$30 million to create an additional 250 local jobs to help cushion the impact of the economic downturn caused by COVID-19.

Economic incentives to maximise cashflow for small business and vulnerable residents included:



Financial hardship interest-free deferred rates



Improve payment terms 21 Days to seven

which provided a \$4.5 million liquidity spike during April



Rent relief (50%) for CN premises

we halved the rent paid by tenants in CN owned buildings



Local procurement

weighting increased where possible to provide opportunities for local suppliers

The Resilience Package with direct investment in our community included:



\$800,000
Community Grant Program



\$100,000
E-Library expansion
e-books/e-audio (+70%)
media streaming (+20%)
e-paper/magazines (+67%)
Library App downloads (+233%)



Online learning (Lynda)



Online Training Program

We engaged three local training providers/tertiary institutions to provide online accreditation to small business owners and their staff



Lean in Newy
launched
2,000+ downloads
1,650 action in the first two weeks



Free parking permits

for front-line workers to help them respond to emergencies

City Taskforce Established to provide local leadership during the COVID-19 pandemic crisis.

Made up of **17 key city leaders** from across all sectors.

How were our services impacted

Following Public Health Orders from the NSW Government, many of CN services and facilities closed during March and started reopening in July with restrictions in place.

March

- All swimming centres close 23 March
- Libraries go digital only 23 March
- Cultural facilities such as the Newcastle Art Gallery, Civic Theatre and Museum close 23 March
- CN Customer Service moves to phone and online only 25 March
- Park and Ride service on hold 26 March
- Blackbutt Reserve closed to public 26 March
- Beaches, playgrounds and public areas close 30 March

June

- Newcastle Art Gallery reopens with sessions every two hours 1 June
- Blackbutt Reserve boardwalk reopens 3 June
- Museum reopens 23 June

May

- Public spaces reopen but social distancing remains 15 May
- Libraries resume outreach service 29 May

July

- Mayfield and New Lambton libraries reopen 1 July
- Civic Theatre reopens 27 July

Supporting our community

Our youth

The past year has presented numerous challenges to our young people due to the COVID-19 global pandemic. Despite this, our young people have rallied strongly to engage in numerous meaningful events and activities both in person and online.

Hunter Homeless Connect Day

The Newcastle Youth Council worked alongside more than 120 service providers to set up the Youth Hub space at Hunter Homeless Connect Day. This event is the largest service expo catering to people experiencing homelessness in Newcastle and the Hunter Valley. The Youth Hub provided both a 'chill space' for young people to come and relax, engage in activities such as badge making and collaborative art, receive free resources such as books and games, and link-in with services such as family planning, housing, and mental health support.

Spring Street Festival

The Newcastle Youth Council and Newcastle Libraries brought together a broad cross-section of organisations to deliver the Spring Street Festival, a youth-led event highlighted action that young people were taking in Newcastle and the Hunter to achieve the United Nations Sustainable Development Goals. Young people representing 19 different organisations participated in the full-day event which highlighted issues such as zero hunger, health and wellbeing, gender equality, and climate action. The event was attended by dignitaries such as the Lord Mayor, Awabakal elder Uncle Bill Smith, and CIFAL Newcastle Executive Director Dr Temitope Egbelakin.

The Show Must Go On(ine)

In response to social distancing and public health requirements brought about by COVID-19, Newcastle Libraries partnered with local youth music advocacy group The Y Project to deliver a livestreamed online youth music event. The event showcased some of Newcastle's most talented emerging artists and supported several local businesses struggling in the wake of COVID-19. The event was livestreamed to Newcastle Libraries and The Y Project's Facebook pages and attracted more than 2,300 views.

The challenges of COVID-19 continue to be felt by our community and young people are particularly hard hit. In the coming years it will be essential to address not only the economic challenges faced by so many young people finding themselves out of work, but also the mental and physical health issues that arise from unemployment and social isolation. Young people in Newcastle and the Hunter have demonstrated repeatedly that they are extremely passionate and engaged members of our community, qualities that will provide invaluable resilience in facing the uncertainties of our immediate future. It is essential that we listen to youth voices and include young people in all actions to address these issues going forward.

Our seniors

There are so many great opportunities for seniors to discover in our city, ranging from outdoor active adventures like exploring our Bathers Way or less adventurous activities such as an event or exhibition at our libraries. Here are just a few of the things CN delivered for our seniors.

Annual Seniors Directory

Production of the 2020 Seniors Directory including events and activities for seniors all year round.

Promotion of Seniors Week Activities 2020

A program of community-based events in Seniors Week 2020 was promoted online to showcase the variety of activities for seniors in the annual celebration. This included CN and community-led events with the Seniors Week City Hall lunch time events being most popular.

Libraries

Newcastle Libraries provided a number of programs and services to seniors throughout 2019/20 including craft sessions, sit and stitch or knit with fellow crafter, tech savvy senior programs and home library service delivery (delivering more than 25,000 items and 2,043 individual book bag courier drops).

Newcastle Art Gallery

Newcastle Art Gallery has a comprehensive collection of Australian art from colonial times to present day and delivered 22 educational and 10 public programs and ten guided tours for people aged 65 and over.

Volunteer

Volunteers' effort, knowledge and opinions are valued at CN and we understand they contribute to developing a stronger, healthier community. CN offers volunteer programs across a variety of our venues such as the Newcastle Museum, Playhouse and the Newcastle Art Gallery, as well as multiple Landcare programs across the city. Of the 18,850 hours contributed this year to volunteer programs, 65% of our volunteers were over the age of 60.



Cycling Without Age on Newcastle Foreshore

Inclusion

CN's Disability Inclusion Action Plan is our way of defining how the organisation will make targeted and continual effort to reduce the barriers that people face when living, working and visiting the Newcastle LGA. Some of our achievements include:

Delivering the inaugural "Count Us In" Festival of Inclusion

Auditing and mapping of facilities for public information

Improvements to street accessibility

AUSLAN interpreted shows

BeConnected workshops

Bin assistance

Inclusive events and exhibitions.

NAIDOC week

In celebration of the week-long event from 7-14 July, CN commissioned a local artist Jasmine Craciun to bring this year's theme-Voice, Treaty and Truth-to life in a colourful display of paintings draped on flagpoles across the city. Craciun, a proud Barkindji and Malyangapa woman, says intense pride lies behind each of her three images and their connection to the words of this year's theme. The artworks, both in their design and meaning, play an instrumental role in supporting this year's NAIDOC week celebrations. These works are important as they provide a real representation of our First Nations people's history told through the lens of a local artist.

Partnerships and networking with the community and business

As well as representing the community, CN also facilitates and partners in a wide range of activities which promote the wellbeing of our communities. Some of these partnerships include:

Facilitating the Newcastle Community Services Interagency Network (quarterly)

Facilitating CN's Disability Inclusion Advisory Committee (bi-monthly)

Participating in Hunter Councils' Planners Network (quarterly)

Working in partnership with social housing providers on issues related to affordable housing, i.e. Compass Housing Services

Partnering with stakeholders to improve employment outcomes for people with disabilities, and attending the Disability Employment Advisory Group

Working with state and community stakeholders on issues related to homelessness and anti-social behaviours, in local centres and across the city

Assisting NSW Family and Community Services (FACS) to deliver workshops to related to the Targeted Earlier Intervention program reform

Supporting the establishing Newcastle Community Development Group

Facilitating the Guraki Committee

Supporting the Hunter New England Local Health District Men's Health Network and annual forum

Homelessness: ongoing partnership with FACS (both housing and community services areas) and specialist homelessness services to address ongoing challenges, undertake research and field work, and support best practice approaches

Four active funding agreements with local arts organisations to develop and deliver new work in collaboration with CN, providing professional opportunities and new audience experiences

Delivery of five Economic Development Sponsorships

Community placemaking sessions held at Beresfield, Hamilton and Hunter Street Mall fostering collaboration and receiving input from community and business for planning and implementation of urban renewal projects

Participation in the Easy to do Business program

Stage 1 of the Review of Grants and Sponsorship complete with community survey and two community consultation workshops (plus internal consultations).



Grants and sponsorship

Events sponsorship program

CN funded a range of events under the banner of the Events Sponsorship Program (ESP). A total of 31 events were initially sponsored to the value of \$280,000, with five being postponed and a further five ultimately being cancelled as a direct result of COVID-19. The events included:

Walloros v Japan-Women's Test Match

Regional Tourism Awards

Newcastle Music Festival 2019

Newcastle Pride Festival 2019

Woman's W-League Major Sponsorship

Central Districts Rowing Association Sprint Championships

Façon Summer Runway

Bikers For Kids Newcastle Toy Run

Christmas Under The Stars

Five.Point.Six

King of Concrete Newcastle

Harbour Water Polo Festival

Newcastle's Celebration of Cricket

T20 Cricket Summer Bash

Oceania Paratriathlon

Australia Day Harbour Swim

Bowl-Riding Championships (cancelled)

Global Rapid Rugby

Newcastle Regional Show

Australasian Bone and Joint Infections Conference

Australian Beach Netball

Tour de Cure (postponed)

NSW Water Industry Operations Conference and Exhibition (cancelled)

NewRun: Newcastle Festival of Running (postponed)

Combined Schools ANZAC Commemorative Event (postponed)

Sailfest (cancelled)

CSIRO Conference (cancelled)

CWA Conference (cancelled)

Newcastle Comedy Festival (postponed)

Port to Port Mountain Bike Stage Race (postponed)

Newcastle Unity in Diversity Festival

In addition to the ESP, we also sponsored other events to the value of \$264,200.

Newcastle International Half Marathon

Youth Trans-Tasman Cup-Touch Football

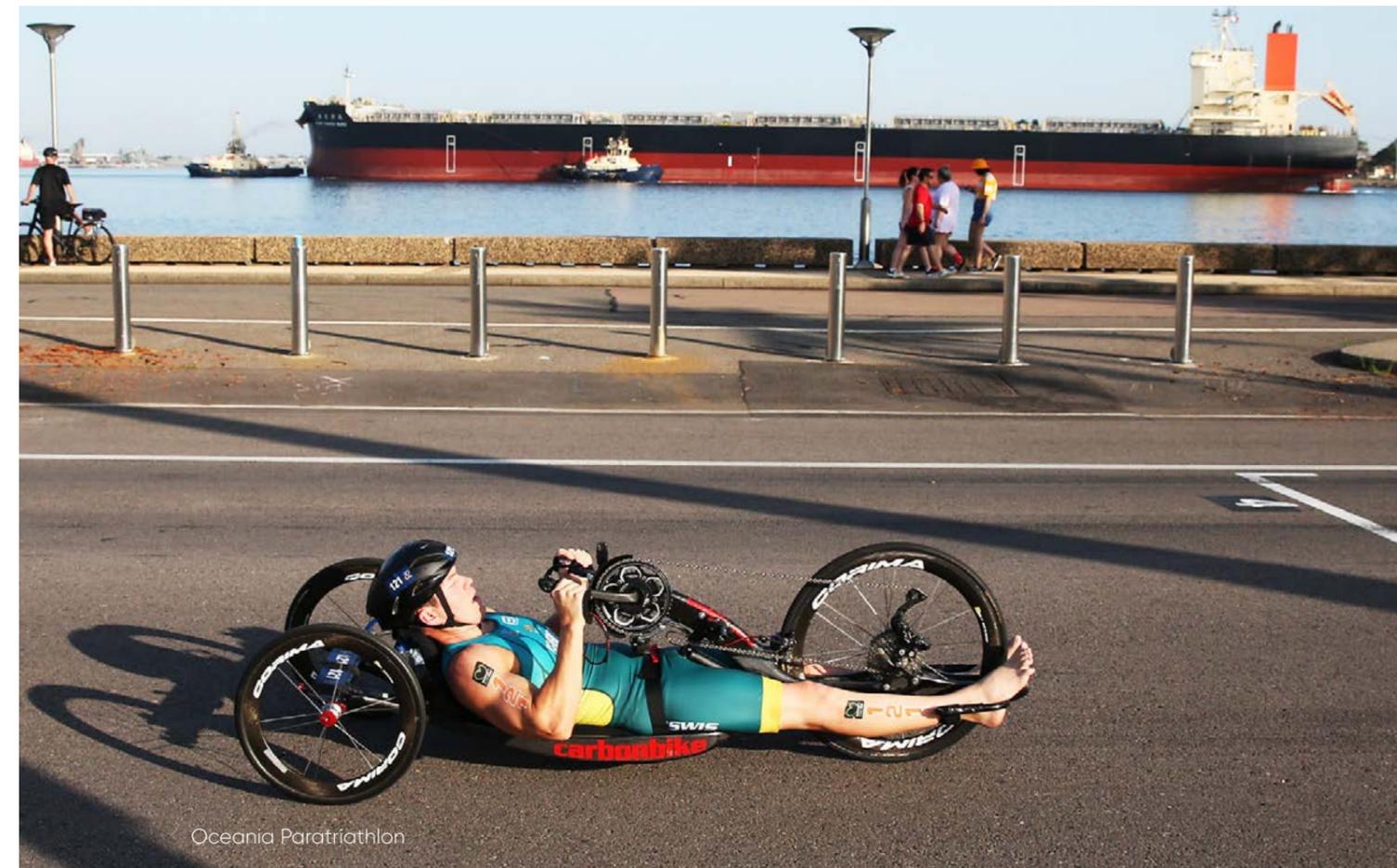
NSW Waratahs v Auckland Blues

Australian Boardrider Battle

Surfest

Newcastle Writers Festival

Matildas v Vietnam



Oceania Paratriathlon

Community Make Your Place Grants

Fifteen projects were funded via the Make Your Place Grants totalling \$59,000, with input of \$288,000 by the community.



15
events and activities

Community input
\$288,000



Placemaking

Under this program, we contributed \$59,000 to 15 projects/events.

- 20-year closure of BHP Steelworks events

- 2018 Newcastle Walking and Cycling Festival incorporating the Tweed Ride

- 2019 Throsby Big Brunch

- Book Hub 2.0

- Carols by the Beach

- Church Walk Steps

- Darby street Community Gardens

- Friday Chill

- Hunter Homeless Connect Day

- Lifeline's Book Fair Newcastle

- Lynch's Hub Community Space improvements

- Newcastle Acts to End Violence Against Women

- Newcastle Congolese Community Independence Day Celebration

- Reclaim the Night March

- The Sanctuary Program

Economic development program

Under this program, we contributed \$72,000 to five projects/events.

- Stories of Our Town

- Hunter Writers Centre

- Campaigns Cabinet – Victoria Theatre

- Hunter Innovation Festival

- HunterNet EXPO

National Youth Week grants

In April 2020 CN awarded Youth Week funding valued at \$5,935 to six community organisations to hold events during Youth Week 2020. Unfortunately, all Youth Week activities, originally to be held 1-9 April, were cancelled due to COVID-19. The funding bodies, Department of Communities and Justice and CN, agreed to extend the acquittal period for the grants to enable recipients to run events later in the year as public health requirements allowed. To date, two events have been run online including a livestreamed music event and a collaborative art workshop. Further activities are planned later in the year and will be delivered subject to public health orders.

Arts and cultural grants

CN provided support for arts and cultural organisations in Newcastle with a total of \$145,000 across five significant projects:

- Catapult Dance Choreographic Hub

- Newcastle Youth Orchestra

- Octapod Association

- Tantrum Youth Arts

- The Lock-Up

Smart City

A Smart City refers to a city that puts its community at the centre; enjoys smart and digitally connected urban and public infrastructure and works to develop a thriving ecosystem to drive innovation and creativity. CN is leading a transformation to smarter living through projects including:

- City App
- City Intelligence Platform
- Smart lighting poles including wi-fi
- Living Lab Framework
- City Challenges

A digitally connected city benefits from more information, more insights and better data-driven decisions being made by governments and by individuals.

A smart citizen is more informed, engaged, better skilled, more capable and confident in a digital world and will enable CN to provide more targeted services that are more responsive, sustainable and efficient.

By investing in Smart City technologies, we will transition our industries into the growth sectors of the 21st century and transitioning to skilled jobs will enable that to happen.

City Taskforce-Industry representation

The leaders of Newcastle are a united voice providing collaborative governance for our city.

A City Taskforce, led by CN, has been established to oversee the recovery phases of the COVID-19 pandemic crisis. The City Taskforce is made up of 17 key city leaders from across manufacturing, small business, financial services, tourism, transport and logistics, arts and culture, workers, education and the community sector. The first meeting was in mid-April and the Taskforce will conclude at the end of the year.

The City Taskforce is providing local leadership to local issues and acting as the local coordinating advisory committee for community and economic resilience. The City Taskforce has established five clear work streams including advocacy, direct industry support, local evidence base, youth employment, and most importantly, providing a collaboration forum for new ideas.

City Taskforce members have provided in-kind contribution of staff/human resources to support the work streams. This support is facilitated through an Action Team (25 members) and smaller working groups. The Action Team includes representatives from all City Taskforce members, as well as from diverse population groups across the city including young people, Indigenous community, multicultural community and disability community.

Engagement

CN delivers an expanded community engagement program as part of its commitment to open and collaborative leadership.

Prior to the declaration of the COVID-19 pandemic in March 2020, we were active at community events such as the Newcastle Pride Fair and Wallsend Winter Fair, where we were talking to people about our important projects such as the Local Strategic Planning Statement.

We're happy to report that community engagement activities for critical projects continued throughout the COVID-19 pandemic, so that people could stay involved and have their say on projects that matter to them. To align with social distancing measures, our engagement approaches involved an increased use of online engagement tools to capture community feedback, such as online surveys and idea walls, webcasts and online conferencing solutions.

In 2019/20, over 12,500 Newcastle community members were actively engaged across a range of projects including:

- Arts & Cultural event-New Annual
- Bathers Way – South Newcastle Beach
- Carrington Greenspace masterplan
- CN Customer Service
- Community Strategic Plan check-in
- Disability Inclusion Action Plan
- East – End Streetscape Plan (traffic)
- Harbour Foreshore masterplan
- Grants and sponsorship
- Local centre upgrades including:
 - James Street Plaza, Hamilton
 - Joslin Street, Kotara
 - Orchardtown Road, New Lambton
 - Shortland
- Local strategic planning statement
- Merewether Ocean Baths
- Newcastle Cycling Strategy
- Newcastle Ocean Baths
- Quarterly community survey
- Stockton Coastal Management Program

Customer experience

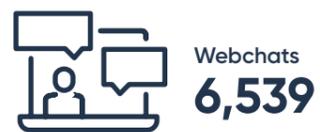
The Customer Service Centre (CSC) is the main port of call for many Newcastle customers. It provides information and advice on a wide range of subjects including rates, animal registrations, planning and development (building), trees, traffic enquiries and residential parking permits. Providing a quality customer experience is a priority at CN and with results like 76% satisfaction with face-to-face contact, we know we are doing a good job.

The CSC closed its doors on 26 March 2020 and moved to phone and online only as a precautionary measure due to COVID-19. The increase in online webchats, requests and calls reflect this closure period.

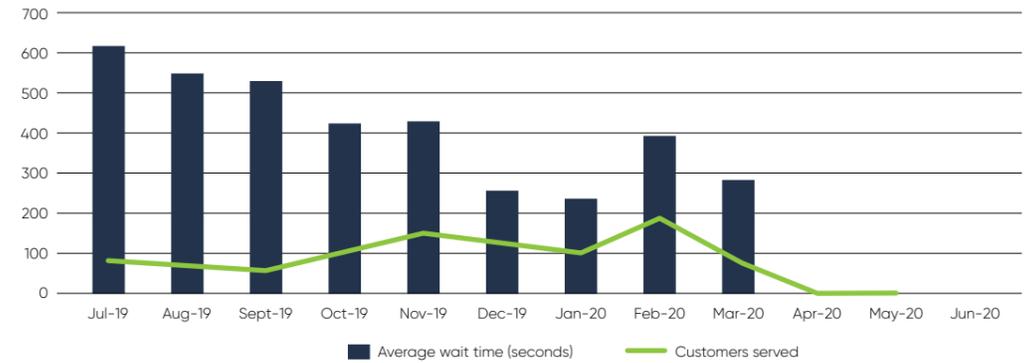
Phone performance



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



Counter performance



CN leading the way

Women increasingly feature amongst the leadership ranks of companies. Here at CN, 40% of our executive leadership team is female.

When it comes to our wider leadership team, the percentage of female leaders increases to 52%. Our organisation comprises 41% women and we also have a female Lord Mayor.

Women at CN

41% Of our organisation are female

60% Of our employees at manager level and above are female

52% Of our leadership team are female

Major events

2019

July

Wallaroos v Japan - Women's Test Match
Regional Tourism Awards

August

Newcastle Music Festival
Newcastle Pride Festival

September

Newcastle International Half Marathon

October

Count Us In Newcastle

November

Rowing Association Championships
Facon Summer Runway
Supercars

December

Bikers Toy Run
Christmas Under the Stars
Five.Point.Six
King of Concrete
Australian Water Polo League
Newcastle Earthquake 30th Anniversary Service
New Years Eve Celebrations



2020

January

Celebration of Cricket
Oceania Para Tri
Cross Harbour Swim
Youth Trans-Tasman Touch Football
T20 Cricket Bash
Citizenship Ceremony

February

Global Rapid Rugby
Australian Boardriders Battle

March

Surfest 2020 Finals
Newcastle Regional Show
Australian Beach Netball
Matildas v Vietnam

April

No events due to COVID-19

May

No events due to COVID-19

June

No events due to COVID-19



Finance summary



\$3.6 million
operating deficit



\$184 million
raised in rates



We invested
\$92.5 million
on new and updated
infrastructure



Including
\$13 million
on the renewal of the city's
infrastructure assets



Operating performance ratio
2.39 percent



Investment return
2.3 percent



CN achieved a
perfect scorecard
from the Auditor-General for NSW



\$42 million
received in grants and subsidies

Community satisfaction survey

Four community surveys were completed with very positive responses. More than 2,450 people participated in the surveys, which are conducted every three months and help inform the city's decision-making and service provision. Here is a taste of the things you told us were going well and some areas where we need to improve. The full report with detailed results is available on our website.

Overall satisfaction with City of Newcastle waste service

Participants were asked to rate their overall satisfaction with waste services offered by City of Newcastle. A mean score of 4 out of 5 in terms of their satisfaction level toward CN's performance.



89% saying that they are
satisfied/very satisfied
with the services

8%

have said that they were
dissatisfied/very dissatisfied

General attitude towards waste reduction and recycling

Respondents were then asked to indicate their general attitude and aspiration towards landfill waste reduction for Newcastle. Principal observations:



74%

have said that it is extremely
important that Newcastle
reduces the amount of
waste sent to landfill
suggesting a broad high
consciousness towards
reducing waste for the area



75%

claimed that they would very likely
manage their waste at home
to contribute towards **overall
waste reduction** even if it incurs
a slight inconvenience to them

Types of CN waste services used

In order to ask participants their level of satisfaction towards CN waste services, they were first asked to indicate all the services they have ever used in the area. Key usage results:



Basic red
96%



Yellow
93%



Green
91%



54%

have ever experienced using the bulk waste
on-demand kerbside collection service

36%

have accessed the bulk waste
self-haul voucher service



37%

have accessed
user-paid services
at Summerhill

29%

have tried the
e-waste drop-off

20%

have dropped off
household problem
waste at Summerhill

26%

have dropped off household
batteries, light globes and
mobile devices at selected
CN sites and libraries

Overall satisfaction with maintenance and cleanliness of parks



8 in 10 are very satisfied or satisfied
with the overall maintenance and cleanliness of parks in CN

Overall satisfaction with playgrounds



79% of respondents are very satisfied or satisfied
with the overall maintenance and cleanliness of playgrounds in CN

Overall satisfaction with inland pools



Customer service at the inland pools has a relatively high satisfaction score, with over 7 in 10
73% respondents saying that they are either very satisfied or satisfied
with the level of service received

Usage of parks in City of Newcastle

Respondents were asked to indicate their usage level of any parks in CN in the past 12 months.
Principal observations:



92%
have said that they have visited at least one park in the last 12 months



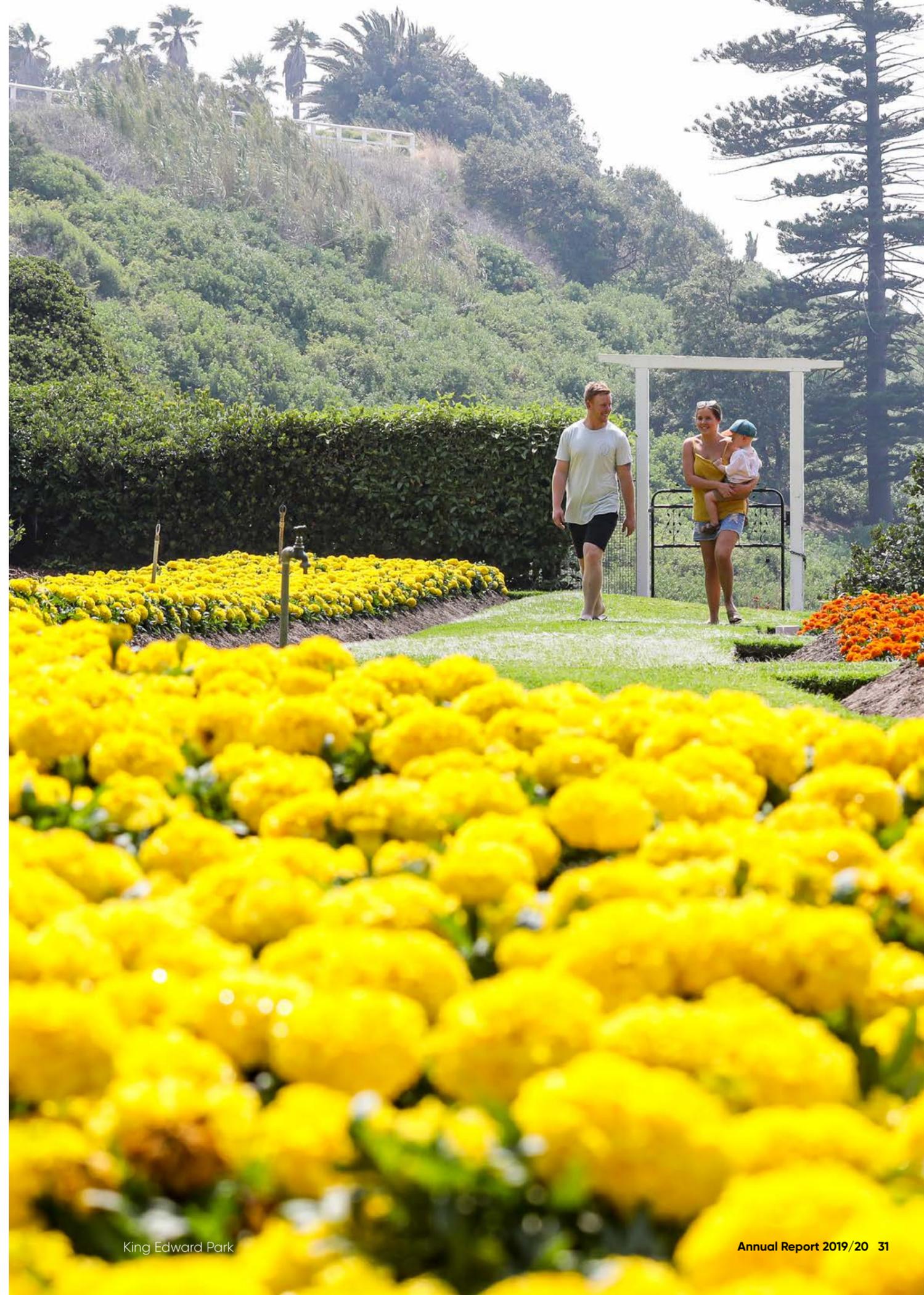
46%
are frequent visitors/users of parks in the area, visiting a park on a weekly basis



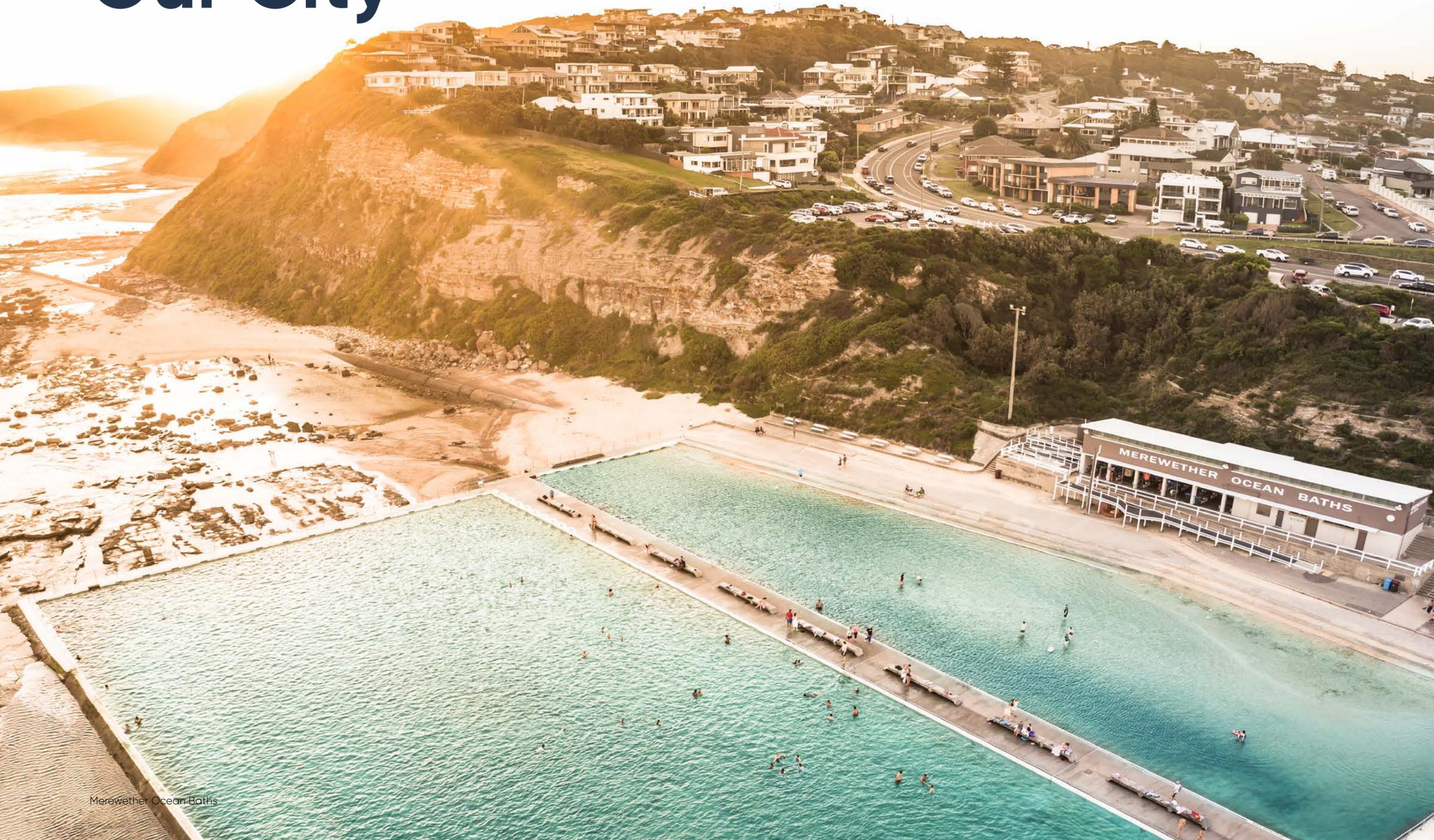
63%
would usually visit a park with family/friends



would visit with a child



Our City



Newcastle at a glance

Our population

Newcastle population 2016: 160,700
Population by 2041: 199,700

Greater Newcastle population 2016: 569,900
Population by 2041: 699,200



Our people



median age **37**
31% residents aged under 24
13.9% residents born overseas



3.5%
of our population identify
as Aboriginal or Torres
Strait Islander

Source: Remplan, Id profile

Our households



average household size
2.36 people



69,019
dwellings



30.3% of the
dwellings are medium or
high density compared to
17% in regional NSW



average household income
\$1,398 per week



80.85%
have internet access
at home

Source: Remplan, Id profile

Our work



Regional employment hub
102,800 jobs
54,376 workers
live in another local government area



19.7%
jobs in healthcare and
social assistance

Source: Remplan

Our transport



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

percentage of all trips regardless of reason



1.28 million
people used our tram line
February 2019 - February 2020



550,519
ferry passenger trips in one year
as at November 2019



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

Source: Household Travel Survey, opendata.transport.nsw.gov.au

Our economy



median property price
~\$600,000



\$17.62 billion
gross regional product



largest industry
Manufacturing
\$4.86 billion
in economic output



5 million
annual visitors

Source: Id profile, Remplan

The figures show increases across the domestic day-trippers (62.3%), domestic overnight visitors (54.9%), and international travellers (16%) over the past five years. The value of the tourism economy has also expanded significantly, experiencing a five-year increase of 57.6 % to be worth \$1.127 billion in the 12 months to March 2019.

We provide



We manage



Waste management and recycling



Tourism and economic development



Lifeguard patrols at our beaches and ocean baths



Childcare



Pet registration and animal control



Events and licensing



Parking strategy and enforcement



Community and cultural facilities + programs



Strategic planning



Assessing residential and commercial development applications



Regulatory services



Community engagement about plans, services and facilities



850km of roads



972km of pathways



79km of creeks



6 main beaches



88 bushland parcels



7 ocean baths and aquatic centres



98,221 street and park trees



147 sporting grounds



116 playgrounds



15 grandstands



9 skate facilities

Our people, our city

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

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

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

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

For thousands of years, the area we now know as Newcastle was nurtured and protected by local traditional custodians, the Worimi and Awabakal peoples, who lived around the mouth of the Hunter River. They called this place Muloobinba and the river, the Coquun.

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



Playground, Wallsend Park

Our Vision

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



SUSTAINABLE DEVELOPMENT GOALS



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

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

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

These global goals are significant and will take time to achieve, however it is important to recognise the steps we are taking to progress these goals. This is our second-year reporting against the SDGs and our intention is to continually improve our reporting in this area.

SDG focus areas

The table below illustrates some key initiatives undertaken by CN during the 2019/20 financial year that supported achievement of the SDGs. Throughout the document CN demonstrates its commitment to the SDGs and highlights some key achievements in each of our priority areas.



We are working with cities around the world to take action. We are one of 11 cities taking part in the Cities Challenge, run by the University of Melbourne and the Banksia Foundation.

We are connecting with business and academics.

We are making SDG 11 real in our city.

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

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



We are building on our legacy of action in this space.

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

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

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



We work top down and bottom up.

We chair the SDG High Level Collaborative.

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

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

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



Governing our city

CN has two parts, but one shared voice:

the Elected Council and Administration.

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

Elected Council

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

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

participate in the determination of the budget

play a key role in the creation and review of our policies, objectives and criteria relating to the regulatory functions

review our performance and the delivery of services, management plans and revenue policies.

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

The Administration

The Administration is organised into five groups, each with a range of responsibilities.

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

The CEO reports to the elected Council.

Elected Council



Cr Nuatali Nelmes
Lord Mayor (Labor)

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

The Lord Mayor previously served as a Councillor for six years from 2008.

Nuatali holds a Bachelor of Business with a double major in Industrial Relations/ Human Resource Management and Marketing from the University of Newcastle, and is a Graduate of the Australian Institute of Company Directors and the Harvard Bloomberg Leadership Initiative. She worked in small business and recruitment before being elected to Council in 2008.

During her time as Councillor she also worked on community climate adaptations 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 City of Newcastle has:

Shifted to 100% renewable energy from 1 January 2020 (reducing City of Newcastle'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 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 City of Newcastle 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 ICLEI (Local Government for sustainability) Oceania Regional Executive Committee and their chair of the Global Covenant of Mayors Oceania committee. 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 City of Newcastle's Asset Advisory Committee and previously served on the Board of the Hunter Westpac Rescue Helicopter for four years as well as on the Board of Northern Settlement Services and the Hunter Writers Centre.

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 Emma White
(Labor)

Emma White was first elected in 2017. Emma has a Bachelor in Business (Human Resources/Industrial Relations). Her experience includes 17 years as an advocate and representative for public services and public service jobs.

Advocate and representative for workers' rights and conditions.

Years of service - three.

Membership on advisory committees

Quraki Aboriginal Advisory Committee

Infrastructure Advisory Committee

Membership on external committees

Building Better Cities Housing Management and Development Committee

Northern Settlement Services Management Committee (alternate)



Cr John Mackenzie
(Greens)

Dr John Mackenzie is a policy research consultant with over fifteen years' experience in academic, government and consulting roles. Dr Mackenzie brings to Council expertise in social research, impact assessment, community engagement and evaluation. He 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 - three.

Membership on advisory committees

Liveable Cities Advisory Committee

Membership on CN committees

Audit and Risk Committee

Public Art Reference Group (working party)

Membership on external committees

Building Better Cities Housing Management and Development Committee

Hunter and Central Coast Joint Regional Planning Panel

Newcastle Bush Fire Coordinating Committee



Cr John Church
(Independent)

John Church was first elected in 2017. Born and bred Novocastrian with a career background in media and small business. John holds a Masters in Business Administration and is a member of the Australian Institute of Company Directors. John is Married to Lynne with three children and is passionate about this city and community.

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

Years of service - three.

Membership on advisory committees

Liveable Cities Advisory Committee

Membership on external committees

Building Better Cities Housing Management and Development Committee



Cr Carol Duncan
(Labor)

Carol Duncan is an experienced media professional with a broadcast career of 30 years during which she worked in many Australian capital cities. 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 over 55,000 members. Carol has been recognised by the Walkley Foundation, the NSW Premier's Office and the NSW Cancer Council for her work as a journalist. She is also a member of the Australian Institute of Company Directors. She is committed to the continued development of Newcastle as a city of opportunity for health, education, arts and culture.

Years of service - three.

Membership on advisory committees

Access and Inclusion Advisory Committee

Community and Culture Advisory Committee

Membership on CN committees

Public Art Reference Group (working party)

Membership on external committees

Fort Scratchley Historical Societies Management Committee

Northern Settlement Services Management Committee



Cr Kath Elliott
(Independent)

Kath Elliott was first elected in 2017.

Years of service - three.

Membership on advisory committees

Community and Culture Advisory Committee



Cr Brad Luke
(Liberal)

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

Years of service - 12.

Membership on advisory committees

Asset Advisory Committee

Strategy and Innovation Advisory Committee



Cr Declan Clausen
Deputy Lord Mayor (Labor)

Deputy Lord Mayor Declan Clausen was elected to Council at a by-election in 2015, and elected for a second term in September 2017. He is a representative of the Australian Labor Party. Cr Clausen was elected to the role of Deputy Lord Mayor in September 2017, re-elected in August 2018 and August 2020. Cr Clausen holds a BEng (Hons I) from the University of Newcastle, and has completed a Masters of Sustainable Urban Development at the University of Oxford. He additionally holds qualifications as a Graduate of the Australian Institute of Company Directors, a Certificate IV in leadership and management, and has completed the Bloomberg Harvard Cities Leadership Initiative at the Harvard Business School and Kennedy School of Government. Cr Clausen is particularly interested in sustainability and environmental conservation, urban amenity and planning, and the City's Smart City program.

Years of service - five.

Membership on advisory committees

Chair, Strategy and Innovation Advisory Committee

Member, Asset Advisory Committee

Member, Youth Advisory Committee

Membership on external committees

Member, Hunter Joint Organisation Regional Economic Transition Standing Committee

Member, NSW Public Libraries Association



Cr Andrea Rufo
(Independent)

Andrea Rufo was first elected to Council in 2012 and for a second term in September 2017. Andrea held the position of Deputy Lord Mayor for a period from November 2014 to March 2015.

Andrea is a Newcastle man who is committed to making a difference. Over the past 35 years, he has carried out many hours of voluntary community work.

He has been described as a person who has a sincere, cheerful attitude and provides a warm welcome to all. Andrea has been recognised by both Local and State Government for his contribution to Community welfare and fundraising for breast cancer research and then further recognised by the Federal Government and in 2013 was awarded the Order of Australia Medal.

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

Years of service - eight.

Membership on advisory committees

Access and Inclusion Advisory

Community and Culture Advisory Committee

Guraki Aboriginal Advisory Committee



Cr Peta Winney-Baartz
(Labor)

Peta Winney-Baartz was first elected in 2017.

Peta is a proud Novocastrian, raising her four 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 - three.

Membership on advisory committees

Guraki Aboriginal Advisory Committee

Liveable Cities Advisory Committee

Youth Council

Membership on CN committees

Public Art Reference Group (working party)

Fort Scratchley Historical Society

Membership on external committees

Hunter Sports Centre Inc.

Lower Hunter Councils Transport Group

Newcastle City Traffic Committee



Cr Jason Dunn
(Labor)

Jason Dunn was first elected in 2012.

He is a Solicitor.

Jason held the position of Deputy Lord Mayor for a two-year period during his first term of Council.

Years of service - eight.

Membership on advisory committees

Infrastructure Advisory Committee

Asset Advisory Committee

Membership on external committees

Hunter and Central Coast Joint Regional Planning Panel

Hunter Water Corporation Consultative Forum

Newcastle Art Gallery Foundation Board



Cr Matthew Byrne
(Labor)

Matthew Byrne was first elected in 2017. Matthew is a Registered Nurse and Solicitor.

Years of service - three.

Membership on advisory committees

Access and Inclusion Advisory Committee

Strategy and Innovation Advisory Committee

Membership on CN committees

Audit and Risk Committee

Membership on external committees

Hunter and Central Coast Joint Regional Planning Panel (alternate)

Lower Hunter Councils Transport Group



Cr Allan Robinson
(Independent)

Allan Robinson was first elected in 2012

Years of service - eight.

Membership on advisory committees

Infrastructure Advisory Committee

Youth Council

Ward 1

Carrington, Cooks Hill (part), Islington, Maryville, Mayfield, Mayfield East, Mayfield West, Newcastle, Newcastle East, Newcastle West (part), Stockton, The Hill, Tighes Hill, Warabrook, Wickham

Ward 2

Bar Beach, Adamstown, Adamstown Heights, 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, Lambton, New Lambton, New Lambton Heights, North Lambton, Rankin Park, Wallsend (part), Waratah, Waratah West

Ward 4

Beresfield, Black Hill, Elermore Vale, Fletcher, Hexham, Lenaghan, Maryland, Minmi, Sandgate, Shortland, Tarro, Wallsend (part)



Governance

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

CN's Governance Framework comprises our Code of Conduct and Public Interest Disclosures Policy, Fraud and Corruption Control Plan, Enterprise Risk Management Framework, register of delegations and Policy Framework, ensuring that CN is well governed and that:

We achieve our intended purpose as a local government organisation

We are compliant with all relevant laws, codes and ethics

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

We meet community expectations of probity, accountability and transparency

Our governance objectives

OBJECTIVE 1: Integrated, Sustainable Long-Term Planning for Newcastle and the Region

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

Key outcomes

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

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

CN is committed to being ethical and employs a transparent and accountable approach to doing business. CN is also committed to collaborative leadership to promote efficient and effective decision-making. Collaborative leadership and good governance is underpinned by the principle that the Councillors, the Lord Mayor, the CEO and staff have different and clearly defined roles and responsibilities that enable effective relationships as an essential element of good governance.

Key outcomes

- We have clearly defined roles and responsibilities between the Lord Mayor and Councillors, and the CEO and staff.
- Our elected Council has an active role in determining the organisational structure to ensure CN is best placed to meet our goals and objectives.
- We continue to develop our ethical culture, attitudes, behaviours and mindsets through our Code of Conduct and ongoing training and development for staff.

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

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

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

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

Key outcomes

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

OBJECTIVE 4: A local government organisation of excellence

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

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

Key outcomes

- We have a strong governance framework and are sector-leading in our risk management strategies.
- We have an active program to identify, manage and address wrong doing through our fraud and corruption control plan, Public Interest Disclosure Policy, enterprise risk management framework, internal and external audit programs.
- We are accountable for public money and deliver high levels of service, governance, quality professional conduct, and compliance with professional standards and legislative requirements.

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

Internal audit

CN has a formally appointed Audit and Risk Committee (Committee) which is pivotal to CN's Governance Framework. This Committee provides independent assurance and oversight on:

- risk management including the establishment of a comprehensive risk management framework
- CN's Control Framework including the effectiveness of Controls
- external accountability including reviewing CN's financial governance and reporting
- legislative compliance
- the Internal Audit Plan to ensure it considers the broader risk management plan.

As at 30 June 2020, members of the Committee include:

- Stephen Coates (Independent Member and Chair)
- Stephen Horne (Independent Member)
- Greg McKenna (Independent Member)
- Cr Matthew Byrne (Councillor Member)
- Cr John MacKenzie (Councillor Member)

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

During 2019/2020 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.

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:
RMS Drives 2018/2019	CN
Records and Information Management	External
Boarding House Regulatory and Improvement Review	External
National Heavy Vehicle Accreditation Scheme	CN
Assurance Mapping (Governance)	CN
ICT – Cyber Security	External
Contract Compliance (x3)	CN
Business Continuity Impact Analysis – COVID 19	CN

The reviews assess the effectiveness of CN's policies, guidelines and controls. Action items to develop and improve the associated governance, risk management and control processes are established and agreed. The implementation of these agreed audit actions are monitored by CN's Audit Coordinator and regularly reported to the Committee.

Risk management

CN recognises that risk management is an integral part of any organisation. CN is committed to good corporate governance including creating a positive culture that promotes risk management at all levels of the organisation.

As part of CN's Governance Framework, we have transformed our enterprise risk management approach developing a strong risk culture supporting delivery of CN's vision and purpose.

CN's Enterprise Risk Management (ERM) framework comprises:

- ERM Policy
- ERM Guideline
- Risk registers utilising CAMMs software
- Governance and Risk (Executive) Committee (GREC)
- Audit and Risk Committee.

With strong leadership endorsement, CN is progressively embedding the ERM framework through a four-year implementation plan. This pillar of good governance and management practices in turn provides assurance to our community that we are operating effectively and efficiently.

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

- align risk management with our strategic plan enabling clear visibility to achieve our vision, goals and objectives
- assess the effectiveness of the internal control framework and identify where new and enhanced internal controls are necessary
- reduce the cost of risk monitoring and reporting
- complete an assurance mapping process across the organisation focusing on key controls to assess the level of risk associated with key processes
- embed a risk-aware and accountable culture throughout the organisation.

CN's objective is to continue the journey we are on where risk management is positively and seamlessly integrated into CN's culture with top-of-mind thinking resulting in the continual and proactive application and assessment of risk.

Council meetings

All Ordinary Council Meetings as well as the Development Applications Committee, Public Voice Committee and Briefing Committee meetings are open to the public unless required to be closed in accordance with the Local Government Act 1993 (NSW).

CN makes its business papers available on our website in advance of Council Meetings as well as offering a print on demand service. Minutes of all open Council Meetings are also made available to the public via our website and meetings are live streamed.

Code of meeting practice

The elected Council adopted an updated Code of Meeting Practice in September 2019. The Code of Meeting Practice applies to Council Meetings, Extraordinary Council Meetings and Committee of Council Meetings. The object of the Code is to provide for the convening and conduct of meetings. The Code covers:

adopting and publicly advertising the dates and times of Council meetings

provision of notice of Council meetings and means by which Councillors can add items to the Council meeting agenda

the timeframes and form for the issuing of agendas and business papers by the CEO to Councillors and the public

approval of minutes at the next Council meeting and the signing of minutes by the Lord Mayor

quorum at meetings and voting on items of business including the requirement to vote by division and record the voting by individual Councillors on planning matters

the attendance of the public at meetings, except where meetings must be closed to the public in accordance with the Act

Councillors declaring and managing conflict of interests at Council meetings.

Advisory committees

From 1 July 2019, CN revised our Advisory Committees to better align with CN services and functions.

The purpose of these committees is to provide guidance and make recommendations to the elected Council within a particular area of expertise as set out in the Committee Charters. The advisory committees include representatives from the community, stakeholders and Councillors.

The advisory committees are:

Infrastructure Advisory Committee

Strategy and Innovation Advisory Committee

Community and Culture Advisory Committee

Liveable Cities Advisory Committee

Access and Inclusion Committee (Standing, Guraki Aboriginal Committee (Standing), Youth Council (Standing).

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

Business Improvement Associations

CN also had a number of Business Improvement Associations (BIAs) for this financial year, for the purpose of expenditure and oversight of \$100,00 of special benefit rates from businesses within each nominated commercial centre:

Newcastle

Hamilton

Wallsend

Mayfield

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

Code of conduct

CN has adopted Codes of Conduct (Codes) that apply to staff, Councillors, Council Committee members, Delegates of Council and Council Advisors. These are based on the Model Code of Conduct for Local Councils in NSW which has been prescribed under the Local Government (General) Regulation 2005.

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

enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (Section 439)

act in a way that enhances public confidence in local government.

Lord Mayor and councillor expenses

The following expenses are the combined total for the Lord Mayor and 12 Councillors. The reporting of these expenses are in line with the above regulation.

Financial Year 2019/20	\$
Member fees	514,449
Official business	7,799
Overseas visits (for official business)	21,060
Professional development	25,684
Australian Institute of Company Directors Course fees	8,918
Annual conference	863
Communication expenses	16,105
Other office supplies and facilities	5,964
Total	600,846

Details and purpose of overseas visits by Councillors, CN staff or other persons representing Council Regulation CL 217(1)(a)

Lord Mayor overseas visits

No overseas travel undertaken.

Councillor overseas visits

During the 2019/20 financial year, Councillor Duncan attended the Cities Leadership International Exchange on Health and Innovation, held 8-18 September 2019 in the United States of America and Canada.

CN officer's overseas visits

During the 2019/20 financial year the CEO attended Bloomberg Harvard City Leadership Initiative in New York from Sunday 18 August until Thursday 22 August.

There was no cost to CN for the CEO's attendance, Bloomberg funded the travel and accommodation.

Councillor professional development

Holding elected office is a role that carries with it significant responsibilities and Councillors are entrusted with the responsibility to ensure that they hold and maintain the skills necessary to exercise their functions effectively on behalf of the community.

Councils are required to report on the participation of each Councillor in a professional development program during the year. The costs of professional development activities are governed by the Councillor Expenses and Facilities Policy.

Councillors participate in professional development:

Through their attendance at monthly councillor workshops. A total of 19 workshop sessions were held in the 2019/20 period and include a variety of topics including, but not limited to, updates on planning laws/instruments, financial and corporate planning.

Through their enrolment in professional development courses individually. The below table lists the number of standalone professional development sessions attended by a councillor in 2019/20.

Councillor	Councillors who participated in professional development program	Training and other activities provided to Councillors during the year (including councillor Workshops)		Additional individual training or other activities
		Provided	Participated in	
Cr Byrne	✓	19	18	3
Cr Church	✓	19	15	3
Cr Clausen	✓	19	18	3
Cr Duncan	✓	19	14	2
Cr Dunn	✓	19	3	-
Cr Elliott	✓	19	14	3
Cr Luke	✓	19	14	2
Cr Mackenzie	✓	19	16	1
Lord Mayor, Cr Nelmes	✓	19	16	2
Cr Robinson	✓	19	6	-
Cr Rufo	✓	19	16	2
Cr White	✓	19	14	1
Cr Winney-Baartz	✓	19	18	2

Councillor attendance at meetings

	No. Ordinary 11	No. Development Application Committees 10	No. Extraordinary (including Council meetings and Development Applications) 3
Councillor	Attended	Attended	Attended
Cr Byrne	11	9	3
Cr Church	10	10	3
Cr Clausen	11	9	3
Cr Duncan	10	8	3
Cr Dunn	10	5	0
Cr Elliott	10	9	3
Cr Luke	8	6	3
Cr Mackenzie	10	9	3
Lord Mayor, Cr Nelmes	11	9	3
Cr Robinson	8	10	2
Cr Rufo	10	9	3
Cr White	8	8	2
Cr Winney-Baartz	11	10	3

	Total meetings 24	Total meeting nights 22
Councillor	Attended	Attended
Cr Byrne	23	21
Cr Church	23	21
Cr Clausen	23	21
Cr Duncan	21	19
Cr Dunn	15	14
Cr Elliott	22	20
Cr Luke	17	17
Cr Mackenzie	22	20
Lord Mayor, Cr Nelmes	23	21
Cr Robinson	20	19
Cr Rufo	22	21
Cr White	18	17
Cr Winney-Baartz	24	22

On committee meeting nights, there may be more than one meeting held. When a councillor is absent on the night, they will be recorded as being absent from each individual meeting.

External bodies, companies or partnerships Regulation cl 217(1)(a8)

Hunter Integrated Resources

Hunter Integrated Resources was a public company limited by guarantee and not having share capital. CN had an interest in this company that was incorporated on 7 December 2000 but which was closed in May 2019 with the closure process undertaken through the mechanism of voluntary deregistration. It was originally incorporated to undertake a Hunter Region waste project joint venture between CN, Lake Macquarie City Council, Maitland City Council and Cessnock City Council.

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 which it serves.

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

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

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

NSW Local Government Mutual Liability Scheme (Statewide)

CN is a member of the NSW Local Government Mutual Liability Scheme started in 1993 as a joint venture with 96 members forming a 'self-insurance mutual' covering public liability and professional indemnity insurance.

Membership has expanded to include councils, the Local Government Association, the Local Government Shires Association, a rural Water Board and a Noxious Weed Eradication Board.

Over 18 years, Statewide has delivered many benefits including stable premiums, reduced premium outcomes for CN, as well as cost containment and spread of risk.

Hunter Joint Organisation Group Entities

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

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

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

Strategic Services Australia Limited (and its wholly owned subsidiary **Hunter Councils Legal Services Limited**) – are companies limited by guarantee under the Corporations Act 2001 (Cth) and established to improve the quality and efficiency of local government services throughout the Hunter Region. These organisations offer tailored local government services through its five divisions; Local Government Training Institute, Local Government Legal, Regional Procurement, Screen Hunter (which, under delegation from member councils, licences film production on council owned and control land), and the Regional Policy & Programs Division (which delivers on the strategic priorities of the Hunter Joint Organisation, including the Hunter and Central Coast Regional Environment Program (HCCREMS), on behalf of both Hunter JO member councils and Central Coast Council).

Hunter Councils Incorporated – an incorporated association under the Associations Incorporation Act 2009 (NSW) that holds property assets for the Hunter Joint Organisation group.

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

Functions delegated by Council Regulation cl 217(1)(a6)

To better engage the community and reflect local community views and needs, CN delegates a range of its functions to volunteer committees and other organisations.

Parks committees

All Section 355s have been resolved however there is still one local advisory committee managing Centennial Park on behalf of the community.

Our organisation

CN employs over 1,000 staff and is responsible for providing services and facilities to more than 165,000 people



Chief Executive Officer
Jeremy Bath

Governance



David Clarke

Finance

Legal

Regulatory,
Planning and
Assessment

Transport and
Compliance

Strategy and Engagement



Brett Smith

Information
Technology

Major Events and
Corporate Affairs

Community,
Strategy and
Innovation

People and Culture



Fiona Leatham

Organisational
Development

Partnering and
Operations

WHS and Injury
Management

Training
and Learning

Payroll

Infrastructure and Property



Ken Liddell

Depot
Operations

Assets
and Projects

Civil
Construction and
Maintenance

Property
and Facilities

City Wide Services



Alissa Jones (interim)

Art Gallery

Museum

Civic Services

Libraries
and Learning

Customer
Experience

Waste Services

Parks and
Recreation

Organisational vision



Our values

Our values guide the day-to-day activities and behaviour of our staff and underpin the culture of our organisation.

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



Cooperation

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



Respect

We respect diverse views and opinions and act with integrity



Excellence

We strive for quality and improvement in everything we do



Wellbeing

We develop a safe and supportive environment

Our people first

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

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

Our workforce

Our workforce comprises of 1,093 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.



59% Male
41% Female



1,093
Employees



17%
of our employees have
over 25 years' service



37%
of our employees are over
the age of 53 years



11%
turnover



72% Permanent
19% Casual
9% Temporary/Term contract

People are the foundation of everything we do at CN

Workforce Management Plan



Our people play an essential role in the successful delivery of our services to our community. The 2018/22 Workforce Management Plan is the key human resources plan for CN to deliver and support our Newcastle 2030 CSP.

Our plan

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

Our ageing workforce

Encouraging diversity across the organisation

Reducing our staff turnover

Emerging technology

Building on internal leadership capability

Attracting and retaining talented staff particularly younger workers and those employed in critical and emerging roles.

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

Attract and retain a high quality, committed workforce

Invest in the capabilities of our people

Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing

Plan for our future workforce needs.

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

Training and learning opportunities

Training and learning opportunities are highly valued at CN and leadership development is a key focus for training and development over the next four years. CN has committed to an organisational design process with the key objectives of encouraging leadership across the organisation and developing our future leaders.

Recent investments in leadership development, including two accredited leadership programs, commenced at CN this year:

LEAD Program-20 participants were selected to commence in February 2020. Of those 20 participants, 8 have withdrawn due to COVID-19 responsibilities. All have expressed their commitment to the program and their desire to recommence next year. The current program is now being delivered online. This cohort is due to graduate in November 2020.

BluePrint-February 2020 cohort, 18 participants. This group has completed their final workshop.

Other leadership initiatives undertaken in 2020:

Leadership Culture program through ARUP

Shift from group workshops to individual coaching and mentoring

Human Synergistics - Life Cycle undertaken by 25 leaders in the organisation

Apprentices, trainees, undergraduates and graduates

Trainees and apprentices

Ten trainee and apprentice vacancies were initially advertised in the following roles:

Apprentice Parks and Gardens (Horticulture)

Apprentice Greenkeeper

Apprentice Civil Construction (x3)

Apprentice Signwriter

Apprentice Carpenter and Joiner

Trainee Bushland Services (x2)

Trainee Graphic Designer

The carpentry and joinery role attracted a high volume and high level of applicants. Building Trades Services decided to recruit the top two candidates, bringing the 2020 intake to 11 and the total trainees and apprentices to 36.

Graduates and undergraduates

Three positions were recruited in 2020:

Graduate-Civil Engineering x 2

Graduate-Planning Officer

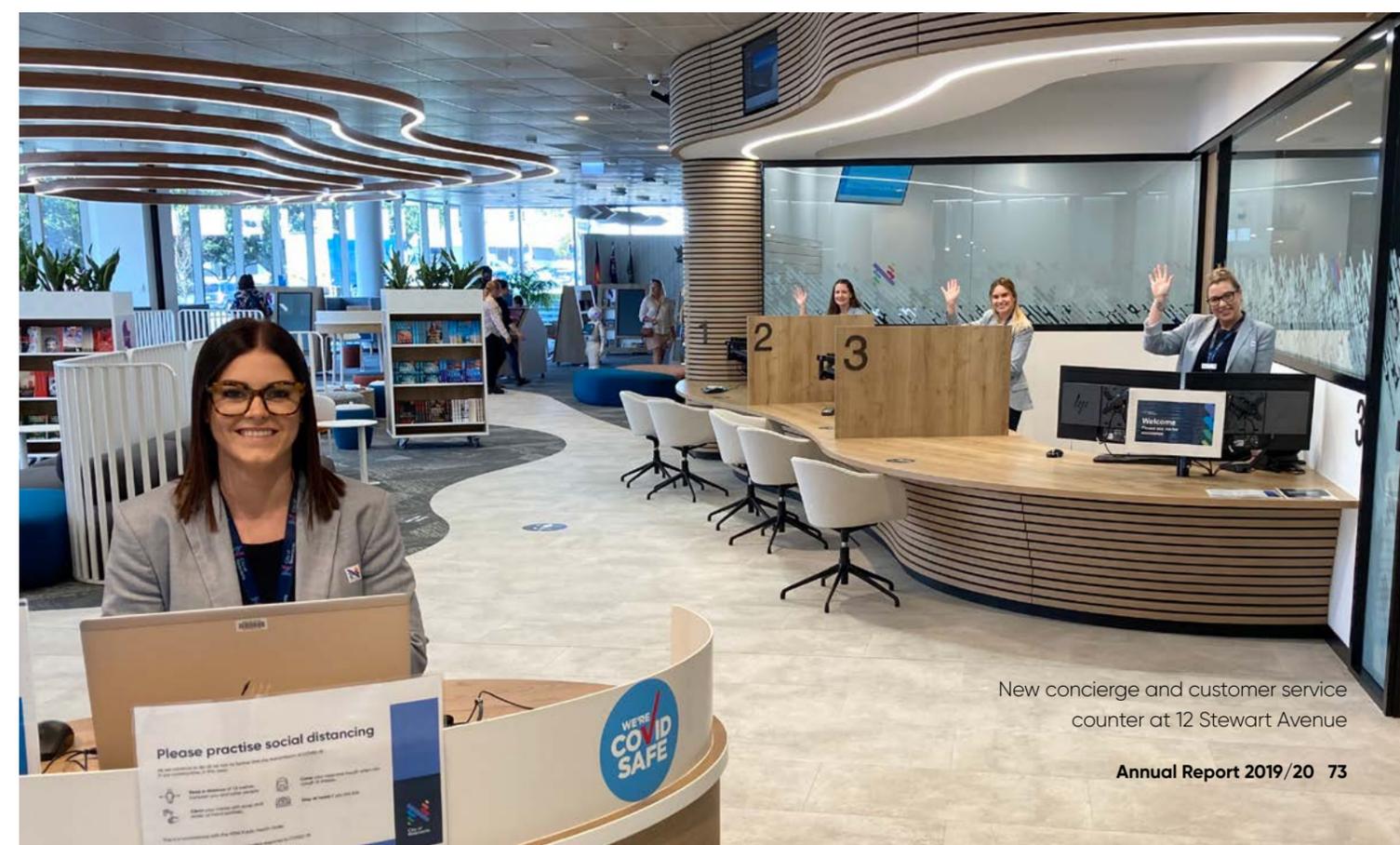
Apprentice and trainee program

36 participants make up the current cohort of apprentices and trainees

CN's graduate and undergraduate program

The high calibre of our current graduates and undergraduates and the contribution they are making to tasks and projects across CN has significantly increased interest in the program. We are currently seeing a spike in interest from across the organisation to take part in the program.

Having 10 graduate/undergraduates for the first time has prompted the need to review both programs. Discussions have been initiated with managers and coordinators across CN who are currently mentoring these participants. Once these discussions have been finalised and market analysis performed, we will look to make changes that improve the current program. Initial discussions have uncovered the need to develop rotation roadmaps for students of the Global Undergraduate Exchange Program (also known as the Global UGRAD Program) for their tenure including the possibility of sharing students with other businesses within the LGA and the addition of networking opportunities.



New concierge and customer service counter at 12 Stewart Avenue

Investment in activities to enhance our organisational culture and build courage, trust and pride

CN has continued to roll out our cultural change (Blue Bus) workshops to staff, with 16 sessions and over 200 participants attending during 2019/20

CN conducted an organisational culture review and analysis which included interviews, focus groups and workshops to identify our current and desired organisational culture

CN leaders committed to a cultural change program, with a focus on being operationally smart and creating local heroes

CN established a cross-functional culture planning team to develop a range of initiatives to improve organisational culture

CN conducted several leadership team-building workshops based on positive psychology and leadership practices

A group of CN leaders attended the Human Synergistic 'getting culture right' conference in Sydney

CN engaged staff in the development of a set of workplace etiquettes called 'Our Ways of Working' to assist in the cultural transition to our new building at 12 Stewart Avenue

CN introduced strengths profiling and undertook an individual and group strengths assessment and coaching for our top 25 leaders

CN introduced the Human Synergistics Life Styles Inventory (LSI) tool for leadership development including individual assessments and coaching for top 25 leaders

CN engaged several inspirational speakers including Turia Pitt, Craig Hamilton, Alex Goodwin and Michelle Faithful which staff were invited to participate

CN conducted an employee engagement survey with over 700 responses

The continued investment in building a culture centred on courage, trust and pride was evidenced by the Senior Leadership Team undertaking the LSI assessment tool to identify individual effectiveness and 360-degree feedback to measure perceived leadership effectiveness within the framework CN's culture program.

The CEO, Directors and Managers have received a minimum of 2.5 hours of debriefing and coaching with an accredited LSI coach to identify and explore how their leadership style currently affects their staff and what strategies to incorporate to increase their personal effectiveness as a leader, in line with CN's Blue Bus culture program.

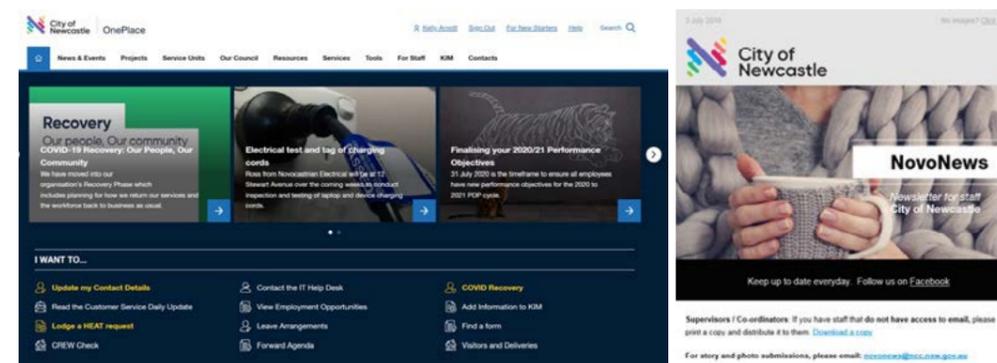
Keeping staff informed

Keeping staff informed and connected is central to ensuring that our employees are engaged with their role and the broader objectives and goals of CN. The intranet, OnePlace, and our weekly newsletter NovoNews, are a hub of important information, staff news, events, successes, completed projects, and internal resources and tools, all assisting to keep staff informed and inspired.

Our intranet got a refresh

Our new homepage features an updated modern design, with a focus on locating systems and information quickly. A new page launched specifically for new starters, with curated content to help new team members find their way around.

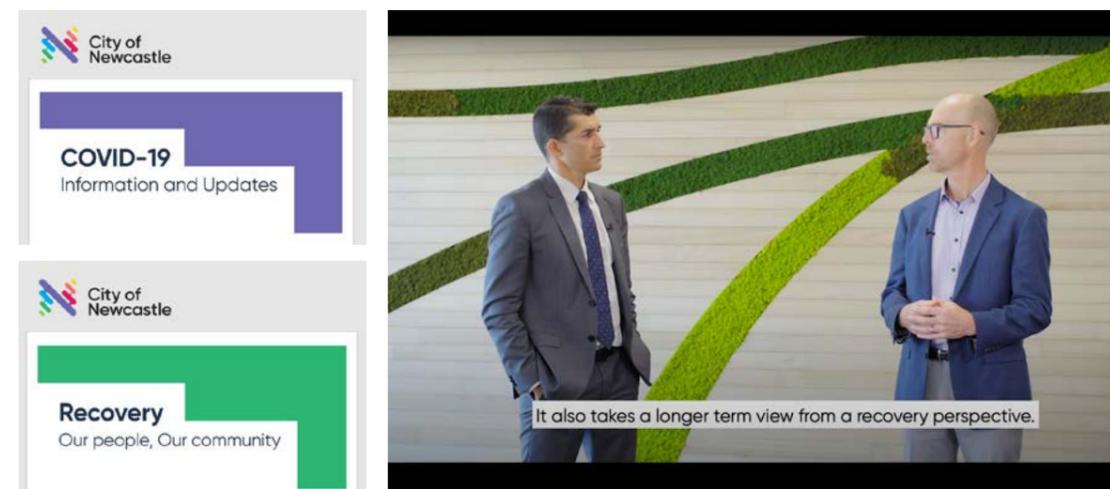
The redesign had a heavy focus on being accessible on mobile devices, an important feature for our field teams, as well as improved search functionality.



And we kept our staff even more informed during COVID-19

CN set up an Emergency Response Team (ERT) with information available on a dedicated intranet page and via a newsletter, as well as our external communications channels.

This was a deliberate decision by CN to ensure our staff were not only informed but also reassured that we were sharing what we knew about COVID-19 as it unfolded.



Diversity and inclusion

CN is committed to the development of a culture that promotes Equal Employment Opportunity (EEO) principles in the workplace and is dedicated to the advancement of Newcastle's diverse community through employment opportunities.

Our supporting strategies and plans are:

Equal Employment Opportunity Management Plan (2018/21)

Aboriginal Employment Strategy (2018/21)

Inclusion across our plans:

People with disabilities—creating an accessible and inclusive work environment

LGBTIQ inclusion—celebrating and recognising the rich diversity of our community at CN including our lesbian, gay, bisexual, transgender, intersex and queer employees

CN is committed to providing workplace flexibility and gender equality for all employees

Aboriginal employment—increases Aboriginal employment and retention for new and existing Aboriginal and Torres Strait Islander staff across CN

Cultural inclusion—support, value and respect the wide variety of cultural identities, languages and beliefs within our workplace.

We are committed to fostering a safe, inclusive and respectful environment, where everyone is free to respectfully and openly express ideas and opinions regardless of their cultural identity or religious affiliation.

Achievements this year in implementing diversity management across CN:

Increased Aboriginal employment from 2.3% to 3.4%

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

Attended three career's expos promoting CN as an employer of choice

Organised an internal NAIDOC week event at Works Depot with over 250 staff in attendance.

Unveiling of mural at the Depot by local Aboriginal artist Jasmin Craciun and BBQ afterwards

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

Participated in Awabakal Fun Day as part of NAIDOC week celebrations

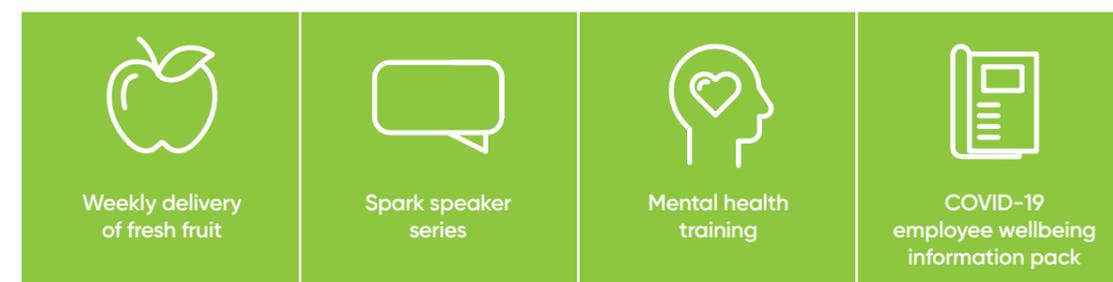
Incorporated CN procurement guidelines process to increase the number of Aboriginal businesses participating in council contracts and tendering process

Organised cultural ceremonies for the new City Administration Centre building at 12 Stewart Avenue including smoking ceremony, Wakakulang Dance Troupe, Aboriginal catering and a special guest talk by artist Saretta Fielding

Established an internal Aboriginal Employee Network

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

Employee wellbeing



After almost 18 months of research and development, CN launched its first Health and Wellbeing Strategy. For the next five years, CN will focus on implementing a corporate health and wellbeing program of initiatives to promote, enable and support three pillars of physical, mental, social and financial wellbeing for our people.

Each year there are several business-as-usual health and wellbeing programs on offer to our people such as corporate fitness, flu vaccinations and our employee assistance program. More recently, there have also been several new initiatives:

CN introduced a weekly delivery of fresh seasonal fruit at worksites. This was in response to feedback from staff reporting fruit bowls were one of the top health and wellbeing elements they wanted included in the move to 12 Stewart Avenue. The Wellbeing Survey 2019 also indicated that about half of staff aren't consuming the recommended two serves of fruit each day.

In February, CN became a signatory to the National Communications Charter, which sets the national standard for how to communicate about suicide and mental health, formalising CN's commitment to reducing suicide and its impacts and improving wellbeing of employees and the community. By signing the charter we have made a commitment to use respectful and positive language, to share information and resources relevant to mental health and suicide prevention, and to support other organisations to incorporate clear and consistent messaging in community-based activities.

Our Sparks Speaker series of motivational talks aims to support, encourage and inspire our people. In 2019 we heard from Craig Hamilton, Turia Pitt, Michelle Faithfull and CN's Alex Goodwin.

A variety of mental health training programs have been trialled at CN in the past year including: Mental Health Awareness, Mental Health First Aid and an online Resilience program - aimed at improving knowledge of mental health and providing confidence to help those with a mental illness.

In response to the impact of COVID-19 and likely to continue to have, on our people's physical, mental, social and financial health and wellbeing, CN developed a COVID-19 Employee Wellbeing Information Pack. The 30-page informational booklet includes tips for people on supporting their immune system and mental health, and looking after their social and financial wellbeing, as well as a range of other useful resources. The pack was successfully utilised by staff and has now been made available to all councils to help them cope during COVID-19 and modified into a community version that was shared with the Newcastle community.

Contributions to charity

"We do our best things when we partner."

Mel Histon

-Founder, Director and CEO-Got Your Back Sista

CN has developed a Community Impact Program with a focus on how we can support local not-for-profit groups to grow, develop and have a sustainable impact. As a pilot, CN partnered with a local domestic violence support service, Got Your Back Sista (GYBS).

Through this partnership, CN has assisted GYBS to improve their governance and volunteer support systems. We have promoted them both within our organisation and to the broader community. We have provided opportunities to attend local events to raise awareness and raise much needed funds, and we have provided direct volunteer support with CN employees putting up their hands to support GYBS events.



Say No To Violence

Celebrating achievements

We celebrated achievement by gifting 1,527 vouchers

A total of 1,527 gift vouchers have been distributed to staff in the financial year of 2019/20; actively recognising and rewarding staff and teams for excellence in performance, service and delivered outcomes to our internal and external customers. Similarly, staff role modelling CN's CREW values have been recognised for demonstrating cooperation, respect, excellence and wellbeing to their colleagues and community members.

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

A systematic approach has ensured all Service Unit leaders receive a Reward and Recognition kit and that leaders are communicated with and encouraged to utilise the Rewards and Recognition kit as a means of rewarding our people. New opportunities to provide meaningful rewards for staff include the provision of additional gift vouchers relevant to the outdoor and indoor workforce and partnering with the Newcastle Art Gallery to create writing cards showcasing select pieces from our gallery's collection.

Awards

Description	Award	Project
Local Government NSW's Excellence in the Environment Awards	Local Sustainability	Smart, Liveable and Sustainable Newcastle
Local Government NSW's Excellence in the Environment Awards	Prestigious Louise Petchell Memorial Award for Individual Sustainability	Adam Clarke - Sustainability Manager
Museum and Galleries of NSW - IMAGinE awards	Highly Commended - Exhibitions Projects	SODEISHA: Connected to Australia
Museum and Galleries of NSW - IMAGinE awards	Highly Commended - Engagement Programs	Last Friday
Iap2 Core Values Awards	Sustainable Development Goals - Project of the Year (Planning)	Newcastle 2030 - Community Strategic Plan
Cities Power Partnership Awards 2019	Sustainable Transport Achievement Award	Smart Moves Newcastle
Cities Power Partnership Awards 2019	National Climate Champion	Adam Clarke - Sustainability Manager
Australasian Reporting Awards 2020	Silver Excellence in Reporting Award	2019/20 Annual Report
2020 Local Government Excellence Awards Finalists	Creative Communities	Last Fridays
2020 Local Government Excellence Awards Finalists	Environmental Leadership and Sustainability Population over 100,000	Smart, Liveable Sustainable Newcastle
2020 Local Government Excellence Awards Finalists	Asset Management and Infrastructure Initiatives Projects under \$1.5 million	Dogs in Open Space Plan and first Fenced Off Leash Dog Park -Acacia Avenue North Lambton

Total remuneration for Chief Executive Officer (CEO) and senior officers

During the 2019/20 financial year CN's senior officers were comprised of:

Chief Executive Officer Executive Office

Jeremy Bath

Governance	Strategy and Engagement	People and Culture	Infrastructure and Property	City Wide Services
Finance	Information Technology		Depot Operations	Civic Services
Legal	Major Events and Corporate Affairs		Assets and Projects	Libraries and Learning
Regulatory, Planning and Assessment	Community, Strategy and Innovation		Civil Construction and Maintenance	Customer Experience
Transport and Compliance			Property and Facilities	Parks and Recreation
				Waste Services

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

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

Chief Executive Officer:	\$ 468,711 (including superannuation)
Senior officers x 21:	\$4,675,453 (including superannuation)
	\$5,144,224
Fringe benefits tax for non-cash benefits:	\$42,398

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

Work health and safety

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

CN focused on delivering the following initiatives or achievements:

Developed operating procedure for crystalline silica

Participative ergonomics for manual tasks – PErforM Training workshops

WHS campaign

Developed Toolbox Talk training

Developed situational risk management training

Workers compensation

Again, CN achieved Top Tier Exemplary performance for Workers Compensation, as assessed by an external agency.

To enhance the CN WHS Management System, the following WHS Management System 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.

2 policies	7 system procedure
22 operating procedure	77 forms
4 registers	13 competency assessments
17 training packages	

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 meeting CN's legislative compliance.

Overall, CN's WHS performance in the 2019/20 Financial Year recorded the following:

Zero improvement notices or prosecutions

The Lost Time Injury Rate (LTIR)

Decreased from 5.15 (2018/2019) to 1.57 (2019/2020), a reduction of 69.51%

The Lost Time Injury Frequency Rate (LTIFR)

Decreased from 21.58 (2018/2019) to 6.70 (2019/2020), a reduction of 68.95%

Lost Time Injuries

Decreased from 50 (2018/2019) to 16 (2019/2020), a reduction of 68.0%

Total Injuries

Decreased from 183 (2018/2019) to 128 (2019/2020), a reduction of 30.05%

Positive performance indicators results	%	Status
Corrective actions (21/11/15 to current)	66.18%	○
Incidents entered < 1 day (month)	86.63%	✓
Workplace inspections (month)	94.13%	✓
Workplace inspections entered into our record management system (month)	99.21%	✓
Systems or compliance audits (month)	100%	✓
Training attendance (month)	90.63%	✓
Group overall performance	89.62%	✓

Instagram



visitnewcastle_au
Newcastle, Australia >



56000 likes

NEW energy NEW events NEW experiences NEWCASTLE

#visitnewcastle #newcastlensw #visitnsw



Our volunteers

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

During 2019/20, our volunteers contributed more than 18,850 hours to a broad range of programs. You will find Newcastle volunteers maintaining our local bush reserves, supporting events and helping the public at our Libraries, Museum, Playhouse and Gallery. Unfortunately, due to the introduction of COVID-19 restrictions, we pressed pause on virtually all our volunteer programs in March. This has led to a 32% reduction on last year's contributed hours.



350 volunteers
18,850 hours

 Bush Care
8,104
hours

 Halls
222
hours

 Museum
465
hours

 Committee
545
hours

 Landcare
3,652
hours

 NewCREW
671
hours

 Gallery
1,575
hours

 Libraries
171
hours

 Parks and Fields
2,655
hours

 Playhouse
393
hours

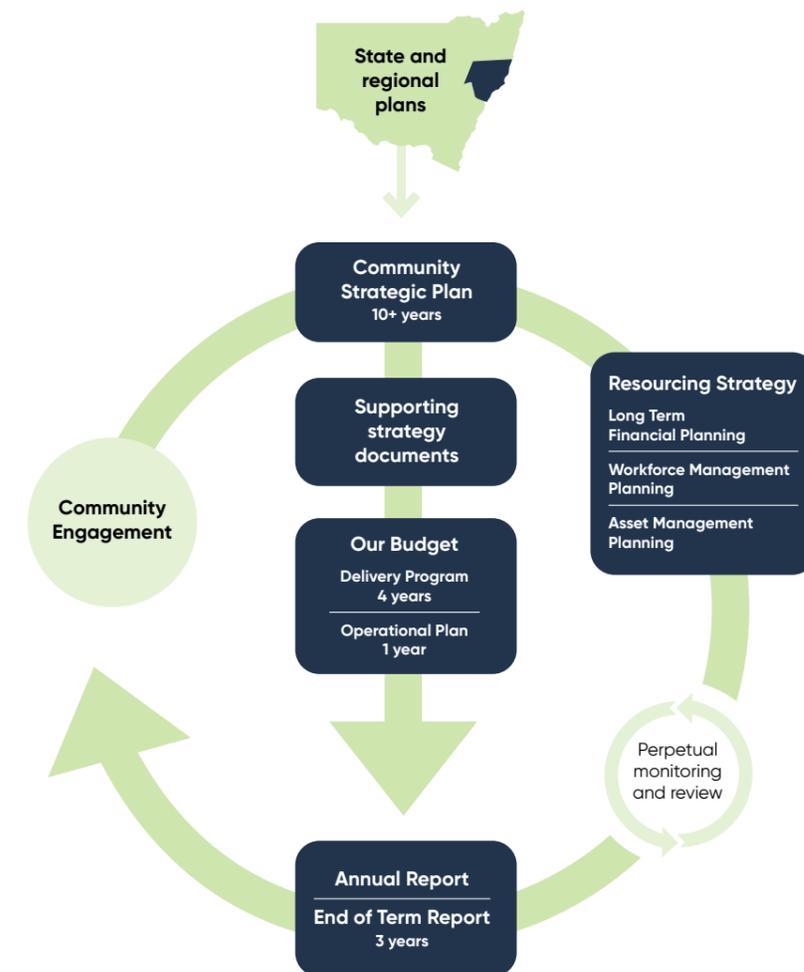
 General
400
hours



Why we do an annual report

It is a report to our community on our performance against our Delivery Program strategies.

CN is required under Section 404(5) of the Local Government Act 1993 to provide progress reports on the Delivery Program and Operational Plan at least every six months. Our annual report details CN's progress on the principle activities detailed in the Delivery Program.



Reporting on our performance

The annual report, along with the six-monthly performance report and quarterly report are the key points of accountability between CN and our community.

It is not a report to the Office of Local Government or the NSW Government, it is a report to our community on our performance against our Delivery Program strategies.

Every three months, CN reports on the key activities it has undertaken which contribute to achieving our Delivery Program and in the long term our Newcastle 2030, Community Strategic Plan (CSP).

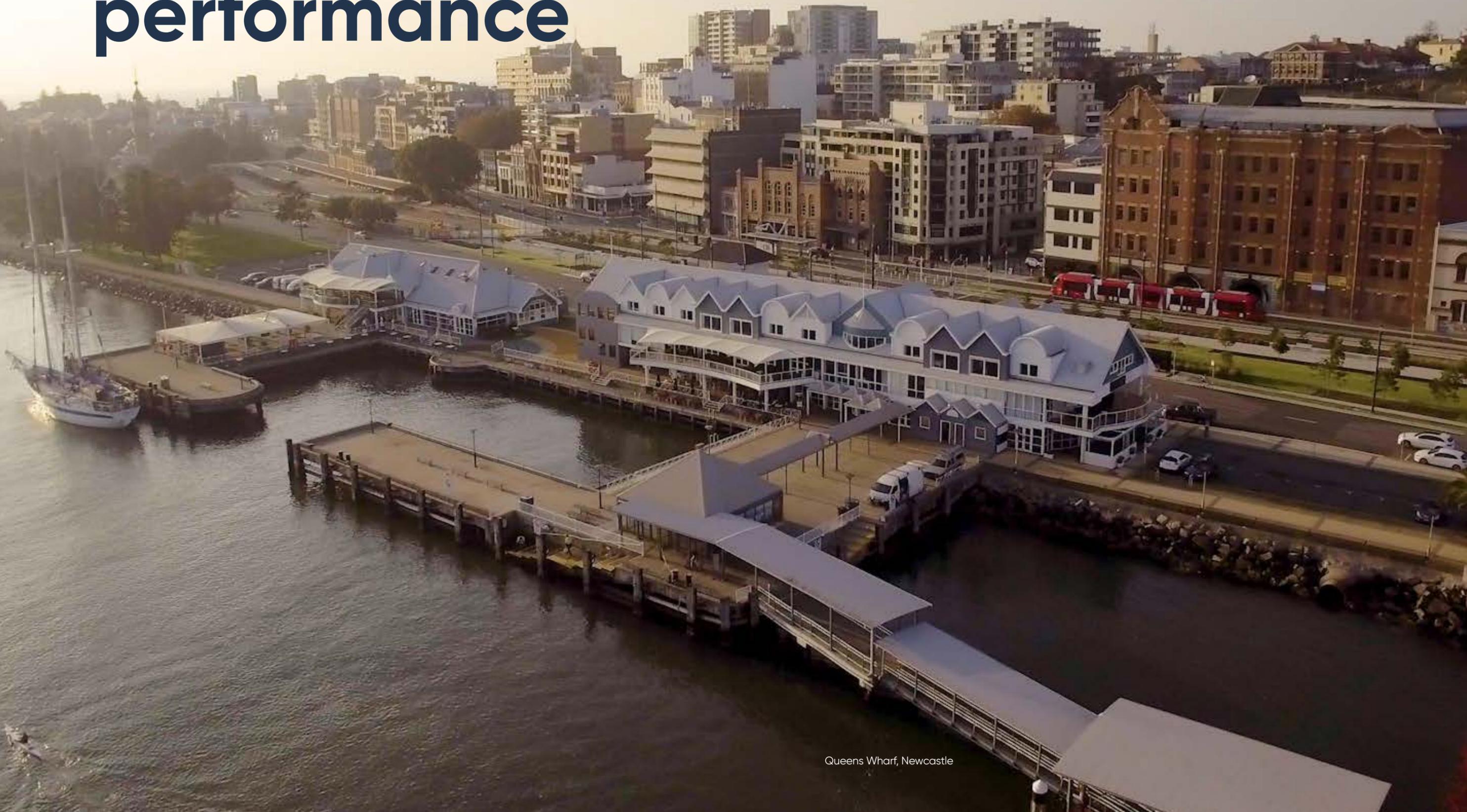
Our stakeholders

At CN we have a diverse group of stakeholders and engage with them in many ways, depending on their needs. Community and stakeholder engagement are also an integral part of our service. Our goal is that our community is kept informed of all works we are delivering and services we are providing.

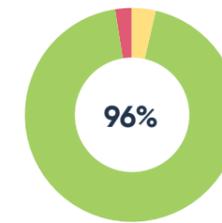
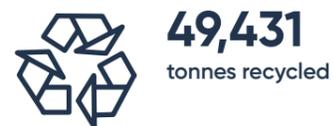
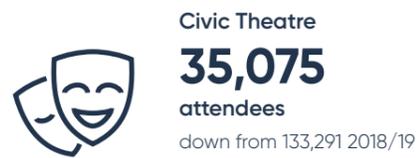
Stakeholder group	Why our stakeholders are important to CN	Why we are important to our stakeholders	CN engages with this group via
 Employee	Central to the success of our organisation by providing valued knowledge, skills and labour	Provide a fair, engaging and enriched work experience with career development and flexible work arrangements	One Place (intranet), briefings, meetings, surveys, emails, NovoNews (newsletter), exit interviews and interviews
 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
 Suppliers	Provide good value and quality products and services	Provide fair access to business opportunities in line with policy and legislation	Contract management and account management relationships
 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, facts sheets

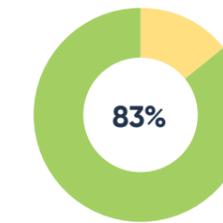
Our performance



2019/2020 highlights



Off track On track
Monitor



Active Resolutions
Completed Resolutions



Budget \$298,758
Actual \$304,923



Budget \$298,380
Actual \$326,321

Budget as at fourth quarter 2019/20

Works Program highlights





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 Objective

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



Highlights of Integrated and Accessible Transport

Park and Ride



has taken
42,824
cars off inner-city streets and (not active from March–June COVID-19)

26,013 passengers

July–June



1.2 million
light rail passenger trips

in the first year

Perceptions of cycling in Newcastle



39%
agreed cycleways
are well maintained
28% in Spring 2018

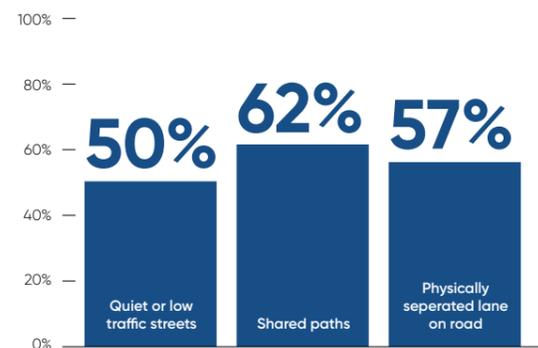


47%
agreed cyclists and
pedestrians are courteous to
each other on shared paths
30% in Spring 2018

Riding safely in Newcastle

Respondents were asked about their perceptions of Newcastle LGA as a cycling city.

Respondents feel very safe or extremely safe riding on:



Majority of respondents do not feel safe on:

76% busy or main roads with no cycle lanes
81% of frequent cyclists said they had not had a collision in the last two years

Supporting our strategic directions

Our strategies and plans

Newcastle Transport Strategy 2014

Newcastle Cycling Strategy and Action Plan 2012

Connecting Newcastle 2017

Disability Inclusion Action Plan 2016–2019

What we did

South Newcastle Beach Bathers Way



Work is progressing on the next stage of the Bathers Way signature broadened pathway along Newcastle Beach, which will include an adjoining skatepark and bowl to increase community space along our coastline. The upgrade of South Newcastle Beach features a wider accessible shared path, new kiosk and accessible amenities, exercise equipment, a skate bowl and terrain park, improved beach access, and places to sit to enjoy the view.

The project is partially funded through the State Government's Restart NSW Fund and has been guided by the Bathers Way Community Reference Group.

Our achievements

- ✓ Regional roads resurfacing 1.7km
- ✓ Local roads resurfacing 7.1km
- ✓ Local roads surface rejuvenation 12.1km
- ✓ Maintained 2.4km of concrete footpath
- ✓ Maintained 637 potholes
- ✓ Six transport stop upgrades
- ✓ Footpath replacement 2.3km
- ✓ Rejuvenation works undertaken on 86 streets
- ✓ Pavement rehabilitation and replacement for seven streets
- ✓ Maintained 64 regional potholes
- ✓ Seven bike maintenance classes were held
- ✓ Undertook 1,710 hours of litter removal
- ✓ Resurfacing of 41 streets and laneways
- ✓ Resurfacing at five grade car parks
- ✓ Kerb and gutter replacement 0.4km
- ✓ Pedestrian improvements in Maitland Road at Silsoe Street, Brunner Road, Adamstown, Victoria Street, Mayfield, Union Street, Cooks Hill
- ✓ Completed raised pedestrian crossing at Vista Parade, Kotara
- ✓ Completed pedestrian refuge at Samdon Street, Hamilton
- ✓ Pay-by-phone parking transactions made up 42.7% of all pay parking transactions



Newcastle light rail marks first anniversary and eases pressure on parking

More than 1.2 million light rail passenger trips in the service's maiden year exceeded expectations, based on the State Government's projection of 657,000, and saw the number of parking transactions decline by 7% to 916,704 in the second half of 2019, down from 983,392 in the final six months of 2018.

On Monday 18 February 2019, Newcastle Transport carried the first paying customers on the new light rail service, now a year later the results are in:

the light rail can be confirmed as an integral part of the integrated transport network. Almost half of all passengers are using the light rail to connect with bus, ferry or train services

there were over 78,500 trips scheduled in the first year, totalling in over 212,000km worth of trips

in the first year the number of customers grew to an average of:

- >3,750 customers on weekdays
- ~2,750 customers on Saturdays
- >2,500 customers on Sundays

ferry patronage also increased by 34,000 rides last year

Opal card data shows an average of 100,000 light rail trips are occurring each month, which translates into fewer cars in the city and 11,000 fewer parking transactions.

New shared pathway between King and Hunter street

A long-term project to create a shared pathway along Cottage Creek from the harbour to The Junction has begun in earnest. The demolition of a city-owned building on Hunter Street will enable developers to deliver the first stage of the pedestrian and cycling link between King and Hunter streets next to the Verve apartments. The pathway will eventually connect with Honeysuckle Drive.

Pedestrian Access Mobility Plan (PAMP)

Completed PAMP projects included a pedestrian refuge on Gordon Avenue, Hamilton South; crossing upgrades at Union, Laman and Bull streets, Cooks Hill; and kerb ramps on Mandalong Road, Adamstown. Construction commenced on a footpath project on Croudace Road, Elmore Vale; a raised crossing on Morehead Street, Lambton; and a raised crossing and footpath works on Janet Street, Jesmond.

Tyrrell Street Bridge opens

Construction is now complete on the new \$3.3 million Tyrrell Street Bridge, marking an important milestone in addressing flooding in Wallsend. The finished project is part of a multi million-dollar program of work underway in Wallsend with CN commencing a series of projects to improve public amenity and the suburb's resilience to floods.

The replacement of Tyrrell Street Bridge is an important piece of work in an ongoing process of flood mitigation and renewal in Wallsend. The Wallsend community has been hit hard during the past decade from flash flooding.

Replacing Tyrrell Street Bridge forms part of the Ironbark Creek Flood Mitigation Plan, which proposes another two bridges at Boscawen Street and Nelson Street be replaced, increasing the flow capacity at the Cowper Street Bridge, and planning for how Hunter Water's channel can be widened to allow better water flow during heavy rainfall.

New electric vehicle charging station

CN has teamed up with Port of Newcastle to deliver a new electric vehicle charging station on Wharf Road to add to the city's growing network. Two new 22-kilowatt chargers in the car park next to Harry's Café de Wheels follow three others installed by the city outside No.2 Sportsground and another smaller charging station on Laman street, Cooks Hill, last year.

The car park at No.2 Sportsground has been transformed into an E-Transit Hub. Three electric vehicle charge points, capable of charging five cars simultaneously, have been installed in the 200-bay site.

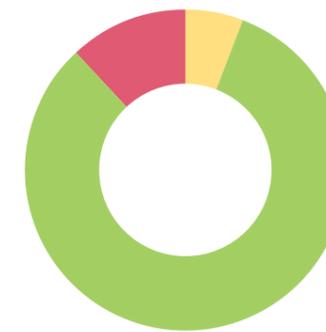
Thanks to CN's 100% renewable electricity contract, motorists can now power up using renewable energy from four parking bays either side of the two new chargers. This third charging hub is part of readying Newcastle for a future in which Australians dramatically reduce their transport emissions by driving renewable energy powered EVs.



How we performed

Total initiatives
92%

Of initiatives completed or on track



Total Key Performance Indicators
100%

Of KPIs completed or on track



1.1 Effective and integrated public transport

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility	Status
1.1.1 Support implementation of the regional transport strategy			
Liaise and partner with other government agency representatives to facilitate optimum transport outcomes for Newcastle	Actively represent Newcastle's position in relation to public transport needs in cross-government forums	Transport and Compliance	✓
Promote sustainable transport	Enhance information about public transport and active transport on CN's website	Transport and Compliance	✓
1.1.2 Advocate for public transport improvements including extension of the light rail			
Advocate to the State and Federal Government for improved transport outcomes for Newcastle	Present CN's ideas and position for improvements in public transport through submissions, participation in working groups and engagement with government agencies as opportunities arise	Transport and Compliance	✓
	Work collaboratively to deliver an expanded light rail network with relevant state agencies, Keolis Downer and the community	Transport and Compliance	✓

1.1.3 Plan and deliver accessible local infrastructure improvements for public transport

Improve equity of access to public transport, through upgrading of transport stops to meet the Disability Standards for Accessible Public Transport	Implement the transport stops program including the renewal and upgrades of bus shelters and seating to comply with Federal Government legislation	Transport and Compliance	✓
	CN will continue to advocate to other levels of government for assistance to meet compliance standards for transport stops	Transport and Compliance	✓
Improve access to public transport	Undertake planning for a principal pedestrian network	Transport and Compliance	○

1.2 Linked networks of cycle and pedestrian paths

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility	Status
1.2.1 Continue to upgrade and extend cycle and pedestrian networks			
Develop a network of safe, linked cycle and pedestrian paths integrated with key destinations and green space	Continue to implement the Newcastle Cycling Strategy and Action Plan	Transport and Compliance	○
Enhance the safety of cyclists and pedestrians	Continue to support delivery of our special rate variation project cycleways	Transport and Compliance	✓
Promote walking and cycling	Continue to implement the ongoing cycling education and promotion campaign	Transport and Compliance	○

1.3 Safe, reliable and efficient road and parking networks

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility	Status
1.3.1 Ensure safe road networks through effective planning and maintenance			
Improve the safety, quality and amenity of local roads through increased road reconstruction, resurfacing and line marking programs	Develop and implement the roads resurfacing program and road renewal works program	Transport and Compliance	✓
	Improve safety for all road users, through implementation of pedestrian access and mobility plan project and local area traffic management projects	Transport and Compliance	✓
	Implement programs for repairs to defects on roads, kerb and gutter, footpaths, nature strips and medians, and stormwater drainage	Civil Construction and Maintenance	✓

Support the continuation of parking education and enforcement programs across Newcastle, particularly around schools and sporting fields/venues	Undertake parking safety education programs	Transport and Compliance	✓
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1.3.2 Ensure community and business needs for adequate and accessible parking are prioritised

Implement parking management strategies in high traffic areas to achieve safety and turnover of spaces	Enforce the parking provisions of the NSW Road Rules to achieve traffic and pedestrian safety and to encourage increased turnover of parking spaces	Transport and Compliance	✓
Improve way-finding signage in commercial centres to assist drivers to locate available parking in a timelier manner	Install parking infrastructure that supports the use of available technology and smart parking initiatives	Transport and Compliance	✓

1.3.3 Implement technology solutions to improve transport infrastructure and experiences, and encourage mobility innovation

Introduce technology to provide greater access to parking payment options and information	Increase usage of the pay by phone application	Transport and Compliance	✓
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Key Performance Indicators

Quarterly indicators	Results
Increase the number of users for the parking app (from 18,000)	✓
Annual measures	Results
Maintain ★★★ community satisfaction levels for streets and commercial area cleaning **	✓
Maintain ★★★ service level for our roads	✓
Maintain ★★★ service level for car parking	✓
Maintain ★★★ service level for our pathways	✓
Maintain ★★★★★ service level for our bridges and structures	✓
Community (%) who agree cycling facilities are well maintained (Target 55%)	✓
Community (%) who are satisfied with the condition of footpaths (Target 49%)	✓
Community (%) who agree cycle routes are well-connected (Target 34%)	✓

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



Protected Environment

Our unique environment will be understood, maintained and protected.

Community Objective

- 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



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

Highlights of Protected Environment



14,526

solar panels have been installed at the Summerhill solar farm



49,431

tonnes of waste exported for recycling



228,066

tonnes of waste received at Summerhill



41%

waste diversion rate for municipal collection



Compaction ratio
0.99 t/m³ ↑
target > 0.95 t/m³
last year 0.97 t/m³

Divide the volume of the loose trash by the volume of the compacted trash to achieve the compaction ratio

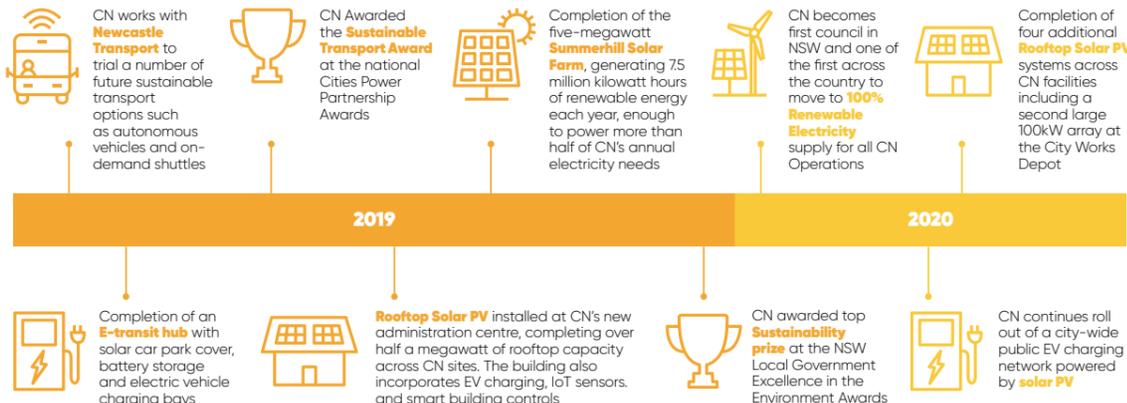


853

residents participated in Chemical CleanOut events

32 tonnes of chemicals collected at Chemical CleanOut bays

Our climate action progress



Supporting our strategic directions

Our strategies and plans

- Newcastle Environmental Management Strategy 2013
- Newcastle 2020 Carbon and Water Management Action Plan 2011
- Smart City Strategy 2017-2021
- Throsby Creek Action Plan 2017
- Urban Water Cycle Policy 2019
- Newcastle Coastal Zone Management Plan Stockton 2018
- Hunter Estuary Coastal Zone Management Plan 2017

What we did

Ironbark Creek, Wallsend, has been getting some love

One hundred and fifty metres of creek has been re-naturalised including planting of 9,000 natives. This work will reduce erosion, re-establish habitat, protect properties and improve creek response to stormwater and flooding.

Summerhill solar farm

CN's five-megawatt solar farm installed at the Summerhill Waste Management Centre has had a strong start in its first eight months of operation, generating revenues of approximately \$490,000 and generating nearly 4,250,000kWh of clean, renewable electricity since opening in mid-November 2019.

During the January bushfires, the solar farm further demonstrated its value and resilience, with CN generating overall more power than it was consuming and managing to support the grid as a net-exporter.

Our renewable energy systems

We also added a further 231.1kW of rooftop solar PV across four CN sites producing 322,000 kWh of additional renewable energy each year.



Our achievements

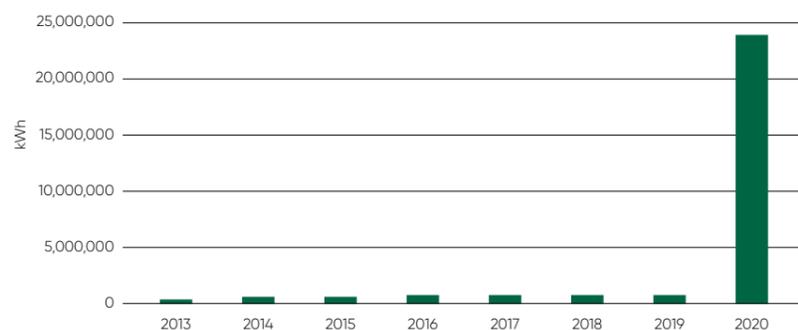
- ✓ 4,250,000kWh of clean renewable energy generated from the Summerhill solar farm (Nov 2019-June 2020)
- ✓ 6,770,000 kWh electricity purchased from the Sapphire Wind Farm (Jan 2019-June 2020)
- ✓ 800 environmental health inspections conducted
- ✓ 1,400 environmental health requests received
- ✓ Two new electric vehicle charging stations on Wharf Road
- ✓ Completed Stockton Beach Nourishment Pilot Project Stage 1
- ✓ Invited to attend the National Plastics Summit in Canberra-one of only a few local governments invited to this National forum
- ✓ 1,186 trees planted in various streets across the city
- ✓ 127 contaminated land records were entered or updated across the city during 2019/20
- ✓ Approximately 48 businesses have been inspected and provided best practice environmental advice as part of CN's Business Pollution Prevention Program (BPPP)
- ✓ Over 300 building sites (YTD) have been proactively monitored across the city for erosion and sediment control compliance
- ✓ 687 pairs of glasses collected for the Lions for Sight program
- ✓ 14,664 bulk waste collections

CN now has 12 rooftop solar systems on city facilities:

War Memorial Cultural Centre (City Library)
Newcastle Art Gallery
No.1 Sportsground
No.2 Sportsground - including a solar car park system
New Lambton Library
City Works Depot - including an additional 100kW system
Newcastle Regional Museum
Wallsend Library
12 Stewart Avenue
Visitor Information Centre

With a combined estimated energy output of 980,000kWh per year, CN's rooftop systems produce the equivalent green energy of 200 Newcastle households.

Renewable energy supply (including Power Purchase Agreement)



What we recycled (tonnes)	2018/19	2019/20
Total collected for recycling	22,113	49,431
Compost	15,665	17,270
Scrap metal	855	1,321
Wood waste	869	540
Household items for reuse	131	103
Household problem waste	96	159
Paper and cardboard	289	103
e-waste	n/a	191
Sandstone	n/a	985
Virgin excavated natural materials	n/a	14,922

City expands drought response plan

New water-saving measures were introduced in response to the Level 2 water restrictions. Initiatives include minimising irrigation practices at sporting fields, installing new rainwater tanks, auditing water use at inland pools and using surface water catchment ponds at SWMC.

Prior to the Level 2 restrictions coming into place, CN had already taken the difficult decision not to plant out the King Edward Park Garside Gardens for the first time in many years.

Whilst recognising the significance of the water restrictions CN balanced this with community need by applying for exemptions to maintain key public parks and some high-use sporting fields such as No.2 Sportsground which plays host to international sporting events.

Resource Recovery Centre

The \$6 million Resource Recovery Centre (RRC) was officially opened in December 2019 by the Lord Mayor, the Hon. Taylor Martin MLC and Kate Washington MP. The facility at the SWMC will increase waste diverted from landfill each year by around 5,700 tonnes.

CN residents can now drop off pre-sorted recyclable materials free of charge. More than 2,000m of undercover sorting area enables CN staff to sort out recoverable items from loads of mixed waste. Previously, this material would have been disposed directly to landfill.

The newly constructed Resource Recovery Centre aims to process up to 30,000 tonnes of material each year and divert 20% of the materials dropped off at the facility, improving our resource recovery to around 6,000 tonnes per annum. Prior to expansion, the existing transfer station was only able to receive 10,000-12,000 tonnes of material per year and diverted approximately 3% of waste.



Sort and Save

The opening of the RRC has enabled CN to introduce a flagship resource recovery program called Sort and Save. Sort and Save allows Newcastle residents to drop off several items at no charge, as long as their load is sorted prior to arrival at the site. The eligible items include: paper and cardboard, household recyclable food and beverage containers, ferrous and non-ferrous metal, soft plastic, clean untreated wood and e-waste. Through Sort and Save, our residents can 'Save Money, Save Time and Save the Environment'.

Since commencing operations in September to 30 June 2020, CN has recovered and diverted 2,148 tonnes of resources out of landfill, saved \$311,319 in avoided waste levy (by recovering items for recycling, rather than disposal to landfill) and received \$202,000 income from sale of those resources.

Stormwater projects

In 2019/20 CN received a total of \$2,657,618 in Stormwater Management Service Charge (SMSC) funds. CN also dedicated the annual baseline amount \$640,000 specifically to SMSC eligible project funding. These two funding sources allocated \$2,623,691 to eligible stormwater projects.

During 2019/20 CN conducted an extensive stormwater program which included 42 projects dedicated to stormwater drainage works and services resulting in total program expenditure of \$7,790,043. Of these 42 projects, 34 were eligible to have the SMSC applied. The total expenditure on the eligible SMSC projects totalled \$7,396,066.

CN's total investment in FY 2019/20 in stormwater rehabilitation delivered a wide range of stormwater activities, including:

Asset renewal and creation, with approximately 2,454m of pipelines, 281m of culverts, 525m of swales, 177 pits (including 11 infiltration pits), 83 pit upgrades, one headwall, five stormwater quality improvement devices (SQID), one tide control device upgrade

Trenchless technology used to renew 736m of pipelines

Stormwater program projects successfully completed :

- Swan Street, Cooks Hill
- Brookfield Avenue, Fletcher
- Gross Street, Tighes Hill
- Mandalong Road, Adamstown
- McCarthy Street, Minmi
- Gunambi Street, Wallsend
- Dumaresq Street, Broadmeadow
- Hunter Street, Stockton

- Aldyth Street, New Lambton
- Kinross Avenue, Adamstown Heights
- Croudace Road, Elernmore Vale
- Algie Street, North Lambton
- Sanctuary Estate, Fletcher
- Un-named laneway, Stockton
- Kings Road Laneway, New Lambton.

Approx. 304 proactive erosion and sediment control inspections were performed

Approx. 48 Business Pollution Prevention Program audits were performed.

The expenditure also reflects the investment in future construction works through planning and design which has commenced in a number of large urban areas including Waratah West catchment, central Hamilton catchment, Cooks Hill catchment and the Mayfield East catchments. As these projects progress, construction works will be scheduled accordingly.

In addition to the SMSC delivery, CN also conducted the 2019/20 Flood Program, which undertook multiple minor flood mitigation investigations across the LGA, maintained the flash flood alert system including rain and river gauges, continued monitoring and analysis of ground water and sea level rise in low-lying areas, and maintained existing detention basins. CN is also progressing community flood behaviour response education in conjunction with the SES and is working with Hunter councils to determine appropriate development strategies and policies to reduce the potential impacts of Hunter River flooding.

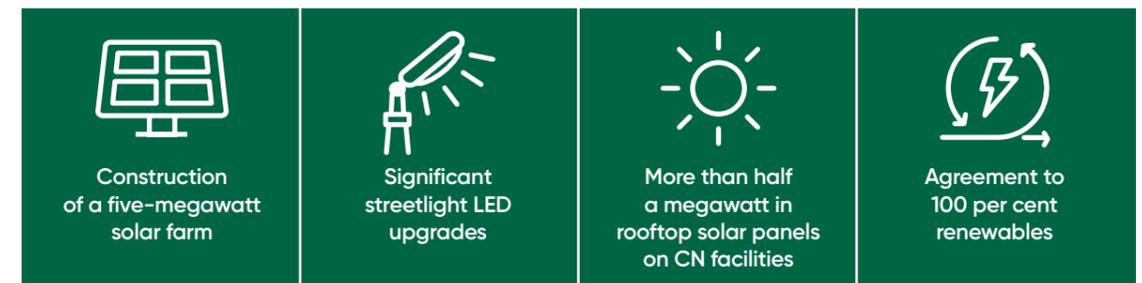
Climate Action Plan

With CN already leading the local government sector on climate action, the community and local businesses were invited to help develop a new strategy to reduce greenhouse gas emissions across the city and accelerate the city's journey towards a net zero emissions future.

CN's new Climate Action Plan outlines specific goals and priorities for the next five years, paving the way to further positive environmental impacts, such as additional clean energy initiatives, resource efficiency, emissions reduction in supply chains and more sustainable transport.

Community engagement on the 2025 Climate Action Plan helped build on the achievements of the existing 2020 Carbon Water Management Action Plan (CWMAP), which winds up at year's end.

The CWMAP helped slash carbon emissions through:



Under the 2020 CWMAP, to date CN has:

Reduced electricity usage by 20.84%

Upgraded 31% of streetlights to LEDs

Secured 100% of electricity from renewable sources

Reduced potable water usage by 13.9%

Slashed the city's carbon footprint by 77.36%, excluding emissions from Summerhill Waste Management Centre

Reduced liquid fuel use by 6.8%.

Rubber footpaths

CN installed around 170 metres of recycled rubber path on Albert Street in Wickham. Apart from the product being recycled, other benefits include a reduction in temperature, a reduction in the speed and amount of stormwater runoff, and how the path allows water to filter through it, meaning it's better for soil and our trees. The path, made from car tyres, also tolerates underground movement without fracturing, encourages deeper root growth, and most importantly allows trees and footpaths to live in harmony.

Energy-efficient LED street lighting network throughout the CBD

CN has installed an energy-efficient LED street lighting network throughout the CBD including Newcastle East, Market Street Lawn, Museum Park, Hunter Street, Wharf Road and Newcastle West. Additional installations are underway in the Honeysuckle precinct and further installs in Newcastle West. The smart poles feature smart lighting controls, wi-fi and environmental sensors.

Stockton Beach coastline

CN has focused resourcing, including grant opportunities, on the Stockton Beach coastline to address ongoing erosion impacts over the past 12 months. We have successfully delivered the rehabilitation of multiple beach access ways, the emergency protection of public and private property along Barrie Crescent and the Stockton Holiday Park, as well as designs for the rock renourishment of seawalls at the SLSC and Mitchell Street. Other coastal environment works include the ongoing improvements of headland Themeda Grasslands, dune extents at Horseshoe, Nobbys, Dixon Park and Merewether beaches, and the design for cliffline hazard reduction works at Newcastle South, Newcastle East and Bar Beach.

Results from Stockton Beach community engagement

175 total submissions 

				
155 community submissions received	15 postal submissions	73% submissions were supportive of the draft Stockton CMP	81% submissions were received from Stockton residents	75% of Stockton residents were supportive of the draft Stockton CMP
20 agency submissions received	140 received online or via email			

Community Waste Subsidy Program

CN's Waste Subsidy Program supports community efforts to maintain the vibrancy of our community. We do this through the provision of assistance to projects which celebrate success, express cultural values, protect our natural environment, and increases the capacity of our population to cope with adversity.

The Waste Subsidy Program provides CN support for legally constituted, not-for-profit community organisations and charities structured to support Newcastle residents and who help contribute positively to the delivery of CN's priorities and community expectations.

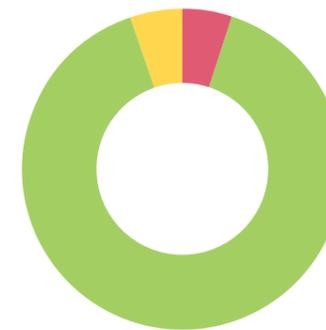
In 2019/20 CN supported eight organisations to the total value of \$42,000.

How we performed

Total initiatives

95%

Of initiatives completed or on track



Total Key Performance Indicators

100%

Of KPIs completed or on track



2.1 Greater efficiency in the use of resources

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility	Status
2.1.1 Improve waste minimisation and recycling practices in homes, workplaces, development sites and public places			
Develop internal waste management programs that reduce waste and increase recycling within CN	Develop a waste strategy for CN	Waste Services	
Improve public place waste and recycling services that raise awareness of waste and increase resource recovery	Ensure recycling services can be maintained, manage the current and emerging impacts of political changes of external bodies and organisations	Waste Services	
Improve and increase recycling infrastructure at Summerhill Waste Management Centre to increase resource recovery	Launch opening of new regional resource recovery centre facility and increase recycling to establish benchmark performance for future years	Waste Services	

2.1.2 Investigate and implement renewable energy technologies

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

2.1.3 Encourage energy and resource efficiency initiatives

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

2.2 Our unique natural environment is maintained, enhanced and connected

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility	Status
2.2.1 Facilitate and advocate for protection and rehabilitation of natural areas			
Continue to implement the Urban Forest Policy to achieve an expanded and sustainable canopy cover through our streets and parks	Maintain our street, reserve, and public land trees to ensure the health of our trees and safety of the community	Civil Construction and Maintenance	✓
	Implement the living streets tree replacement program to maintain and replenish our urban forest	Civil Construction and Maintenance	✓
Promote and control environmentally sustainable business practices and on-site wastewater system operation	Proactively monitor and regulate activities to minimise environmental impact, including implementing CN's business pollution prevention program and erosion and sediment control program	Regulatory, Planning and Assessment	✓
Ensure development takes place in accordance with the requirements of environmental planning	Manage contaminated land information and seek appropriate remediation through the development application process	Regulatory, Planning and Assessment	✓
	Commence rehabilitation of the former Astra St landfill site	Waste Services	✓

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

2.2.2 Encourage and support active community participation in local environmental projects

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

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility	Status
2.3.1 Ensure decisions and policy response to climate change remains current and reflects community needs			
Keep the community involved in the development of climate change adaption measures consistent with the adopted plans	Monitor sea level rise and ground water behaviour in low lying suburbs	Assets and Projects	✓
2.3.2 Build community readiness by engaging the community in risk management processes			
Support individuals to prepare, respond and recover from emergency events	Co-ordinate prevention, preparedness, response and recovery activities in accordance with legislation and emergency plan responsibilities	Legal	✓
	To formalise an Integrated Emergency Management Capability and Capacity Development Framework to enhance CN's capacity to effectively prevent, prepare for, respond to, and recover from significant emergency events impacting the communities of Newcastle	Legal	✓

Key Performance Indicators

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

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





Vibrant, Safe and Active Public Places

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

Community Objective

- 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



Highlights of Vibrant, Safe and Active Public Places

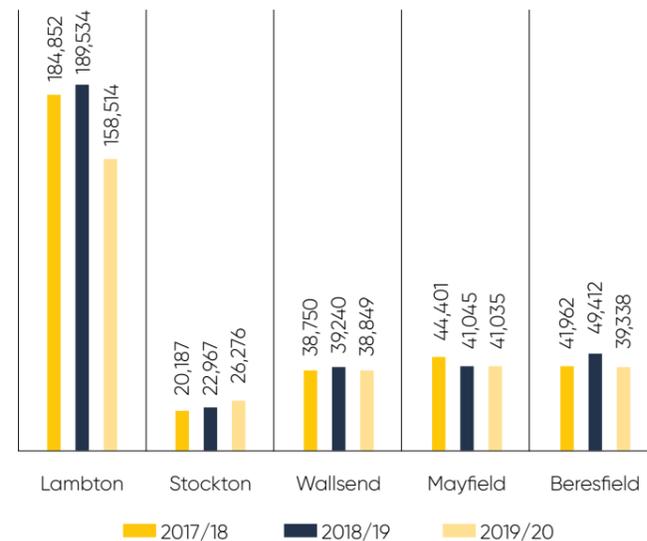
7 playgrounds
one new, four renewed and two upgraded

14 off leash areas
with one fenced area at Acacia Avenue, North Lambton

78% parks well maintained

Summer community survey results

Swimming pool visitation



1.2m visitors to Newcastle beaches

Newcastle libraries delivered

1,370 program sessions with **50,776** participants

Supporting our strategic directions

Our strategies and plans

- Parkland and Recreation Strategy 2014
- Cultural Strategy 2016-2019
- Safe City Plan 2017-2020
- Events Plan 2016-2019
- Newcastle After Dark Strategy 2018-2021
- Disability Inclusion Action Plan 2016-2019
- Dogs in Open Spaces Strategy 2019
- Outdoor Exercise Facility Strategy 2018
- Newcastle Libraries Strategy 2019-2029

What we did

New playgrounds

This year, CN completed a new park at Stevenson Park in Mayfield, renewed the playground at Brickworks Park in Wallsend and upgraded Carrington Street Reserve playground to include a new plank walk, suspension bridge, double slide, tube net and other activities. Other improvements included playgrounds at Coldstream Reserve, Rankin Park, and an upgrade at Learmonth Park, Hamilton South.



Safer lighting improvements

More than 150 smart poles were installed in the city centre. The LED lighting provides a clear white light improving facial legibility and perceptions of safety.

Our achievements

- ✓ Sent out five videos to 50 schools to deliver water safety messages to primary school children
- ✓ Art Gallery subscribers to e-News increased by 491 from 4,313 to 4,804
- ✓ Newcastle Libraries delivered 1,370 program sessions with 50,776 participants
- ✓ 7 safety education programs undertaken for cyclists
- ✓ Newcastle Museum presented 470 programs
- ✓ The Civic Theatre and Playhouse ticketed 35,075 attendees
- ✓ The Street Safe program provided assistance to over 1,000 people
- ✓ Over 800 Environmental Health inspections conducted
- ✓ Completed local centre renewal at Beresfield
- ✓ Acacia Avenue dog off leash area completed
- ✓ Completed resurfacing of car parks at Merewether and Bar Beach
- ✓ 79% of respondents are very satisfied or satisfied with playgrounds
- ✓ Lambton pool is the most visited pool in Newcastle with 158,514 attendees
- ✓ 73% of respondents are very satisfied or satisfied with inland pools
- ✓ One new playground, four renewed and two upgraded across the city

Coastal revitalisation

CN is working with Bathers Way Community Reference Group on plans to improve access at King Edward Park, including viewing platforms, upgraded pathways and better connections to Newcastle and Bar beaches. The project is expected to take two years to complete. In recent years, we have invested around \$27 million in coastal revitalisation projects.



Our first dog park is complete

Newcastle's first fully fenced dog park for owners to let our dog friends run free is now complete at Acacia Avenue, North Lambton. Around six football fields in area, the new park caters to the 44,300 registered dogs in Newcastle and offers separate spaces for pooches of different sizes.

Outdoor dining fees a thing of the past

Newcastle's restaurants and cafes no longer pay fees for outdoor dining after Council scrapped the charges right across the city.

Aimed at encouraging more outdoor dining and activating commercial centres, the amendment to CN's Outdoor Trading Policy will save inner-city businesses \$115 a year for every square metre they host patrons outdoors, and \$66 per square metre for businesses elsewhere in Newcastle.

CN is supporting businesses amid major changes to the city and the challenges posed by online and digital competitors to traditional businesses. Whether it be scrapping fees, offering rate relief or making better use of business rates through grants programs, we are doing all we can as a local government while remaining financially sustainable.

Christmas tree brings festive spirit to the city

For the first time we installed an 11-metre-tall Christmas tree at Queens Wharf to spread festive cheer and activate the city centre over the holiday season.

Adorned by more than 4,300 lights and 350 decorations, the tree is expected to become a city tradition and was lit up for the first time on the evening of Sunday 17 November and was visible until 7 January and will be installed in the city centre annually during the next eight years.

School Water Safety Education Program

Each year lifeguards deliver CN's unique Water Safety Education Program to over 13,000 primary school children across the Newcastle LGA.

This year, it looked a little different. Due to COVID-19 we quickly turned the program around to online so students could still have access to water safety education. We provided five video lessons with activities. For stage 2 and 3 we added a new component which we have not taken out to the schools before which was an introduction to resuscitation. This program was delivered to 50 schools in the LGA.

City Hall serves up lunchtime menu of music

Talented local musicians and the resonant tones of a Steinway grand piano provided the perfect recipe for a lively lunch during a month-long series during October of free concerts held at City Hall.

The performances showcased a range of musical genres, with concerts featuring some of the world's finest classical compositions performed by accomplished music students from across Newcastle.

These concerts encouraged locals and visitors to explore beyond the stunning sandstone facade of one of the architectural jewels in our crown to enjoy the unique acoustics and stunning 1920s architecture of City Hall's magnificent concert hall.

COVID-19: our initial and continued response

The safety of our communities, customers and employees remains our top priority. Robust planning has been underway for business continuity for some time and what this means for CN and the wider community.

Response so far:

We set up a dedicated webpage to communicate our response from a single site. We have been promoting the NSW Health site www.health.nsw.gov.au as the primary source of information and health updates.

Active involvement in the Local Emergency Management Committee's response to COVID-19 which includes police, NSW Fire and Rescue, SES, Health, Transport for NSW and neighbouring councils. This has allowed us to establish joint approaches and provide consistent advice.

A CN COVID-19 Planning Team has been established. The Planning Team includes People and Culture (and WHS), Legal (Emergency Management and Risk) and Corporate Affairs (Communications and Community Engagement).

Activated our Emergency Management Action Plan (EMAP) for Newcastle. This plan is aligned to State and national emergency plans and CN's suite of emergency management plans. The EMAP outlines strategies for CN in accordance with readiness and key actions which CN is committed to in accordance with relevant legislation, Acts and Regulations.

We developed an economic resilience package worth \$5.5 million and includes interest free payment plans for rates, rent reductions on CN-owned buildings, free online training packages, and a boost to CN's infrastructure program to deliver an economic stimulus.

How we performed

Total initiatives 100%

Of initiatives completed or on track



Monitor	0	0%
On Track	36	100%
Off Track	0	0%
No Targets Set	0	0%

Total Key Performance Indicators 96%

Of KPIs completed or on track



Monitor	1	4.17%
On Track	23	95.83%
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 2019/20	Responsibility	Status
3.1.1 Provide quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs			
Upgrade and enhance our parkland and recreational facilities	Deliver recreational facility improvements throughout the city - playgrounds, outdoor courts, sportsgrounds, exercise equipment, dog off-leash areas	Parks and Recreation	✓
	Provide open spaces to meet community needs - playgrounds, outdoor 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	✓
	Deliver recreation projects that improve our public space	Parks and Recreation	✓
	Providing sustainable infrastructure to support our parkland and recreational facilities by construction of new assets and renewal of existing assets	Civil Construction and Maintenance	✓

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	✓
Ensure spaces and facilities are multi-functional, and adaptable to changing needs	Undertake plans of management and masterplans to reflect the current community needs	Parks and Recreation	✓
3.1.2 Enhance our beaches and coastal areas through upgraded facilities			
Continue to support and deliver on our special rate variation project 'Coastal Revitalisation'	Plan and design for the implementation of the Bathers Way at South Newcastle, Bar Beach and King Edward Park	Assets and Projects	✓
Upgrade and enhance our beaches and coastal area facilities	Providing sustainable infrastructure to support our beaches and coastal facilities by construction of new assets and renewal of existing assets	Civil Construction and Maintenance	✓
	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 learning-based community events and programs in partnership to enhance social connections	Maintain a balance of programming targeted to a breadth of audience demographics including works of new and emerging thinking, forms and technology	Libraries and Learning	✓
	Maintain a balance of audience engagement programs targeted to a breadth of audience demographics	Libraries and Learning	✓
	Establish a fully resourced virtual library and seamless online membership experience	Libraries and Learning	✓
	Establish partnerships with key programming deliverables for the city	Libraries and Learning	✓

Ensure Newcastle audiences have access to a diverse range of exhibitions and works of high quality	Maintain a balance of Museum audience engagement targeted to a breadth of audience demographics	Museum	✓
	Enhance relationships within and external to CN to promote our Museum	Museum	✓
	Maintain a balance of programming for the Art Gallery, targeted to a breadth of audience demographics including works of new and emerging thinking, forms and technology	Art Gallery	✓
	Maintain a balance of programming for Civic Services targeted to a breadth of audience demographics including works of new and emerging thinking, forms and technology	Civic Services	✓
Partner with Newcastle's small to medium not for profit arts and cultural organisations in growing arts and culture in the city	Establish up to five programming partnerships of up to three-year terms with key programming deliverables for the city	Civic Services	✓
Ensure our buildings are multifunctional and support whole of community use	Ensure our community and CN buildings are clean, inviting, damage and graffiti free	Property and Facilities	✓

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

Delivery Program objective	Operational Plan action 2019/20	Responsibility	Status
3.2.1 Celebrate Newcastle's history, cultural heritage and cultural diversity			
Grow the city's identity via its collections of art and artefacts, local history and architecture	Plan, support and maintain the city's art exhibitions and collections to generate educational programming	Art Gallery	✓
	Secure and preserve Newcastle's stories, heritage and history collections	Libraries and Learning	✓
3.2.2 Increase collaboration with artists and practitioners in the cultural sector			
Promote the Newcastle Library's Local History and Heritage Collections through a range of exhibitions, partnerships and programs	Present shows within Civic Services that feature local stories and cultural identity across the local government area	Civic Services	✓
	Maintain a balance of local stories told through exhibitions, web content and media	Museum	✓

Expose local stories, both historic and contemporary, through cultural programming and build Newcastle's cultural identity	Present Art Gallery shows that feature local stories and cultural identity across the local government area	Art Gallery	✓
	Deliver Arts and Cultural support programs within the Art Gallery and Civic Services	Art Gallery and Civic Services	✓

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

Delivery Program objective	Operational Plan action 2019/20	Responsibility	Status
3.3.1 Collaborate with local groups and services to address crime and safety			
Provide CN parking facilities that are safe, welcoming and inclusive	Deliver improved accessibility across Newcastle through parking safety initiatives, management and enforcement	Transport and Compliance	✓
	Continue to partner and fund on the ground initiatives including Walk Smart and Salvation Army Streetsafe program	Corporate and Community Planning	✓
Protect, promote and control the risk to public health associated with local business activities	Conduct regular inspection programs of food businesses, skin penetration premises, public swimming pools and monitor regulatory compliance for premises with water cooling systems (legionella)	Regulatory, Planning and Assessment	✓
Develop public places that are safe, welcoming and inclusive	Deliver park improvement projects that integrate safer by design principles	Parks and Recreation	✓
3.3.2 Plan for a night-time economy, characterised by creativity, vibrancy and safety, that contributes to cultural and economic revitalisation			
Implement policy and strategic initiatives to encourage more diverse night-time venues	Implement the year 2 actions from the Newcastle After Dark Strategy	Corporate and Community Planning	✓
	Deliver, with partners, the night-time spaces project to create more interactive and safer public spaces in the city's nightlife precincts	Corporate and Community Planning	✓
	Apply crime prevention through environmental design principles for all new and replacement infrastructure	Corporate and Community Planning	✓
	Implement creative and safety lighting programs	Corporate and Community Planning	✓

Key Performance Indicators

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

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



Newcastle skatepark



Inclusive Community

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

Community Objective

4.1 A welcoming community that cares and looks after each other

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



Highlights of Inclusive Community



Count us in

Newcastle's first disability inclusive one-month festival



25,000 items were delivered with Home Library Service to **277** members

Lynda.com online learning delivered

1,075 sessions to

5,275 participants



Attendance at the Museum

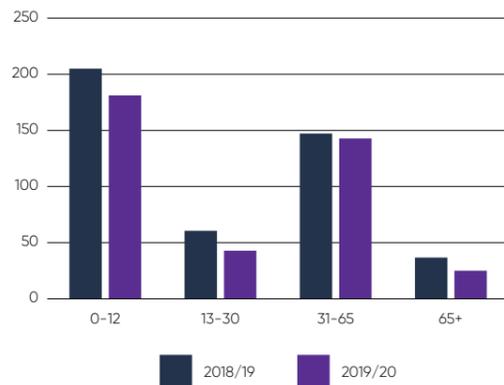
97,348



Attendance at the Art Gallery

59,962

Number of educational/public programs



Supporting our strategic directions

Our strategies and plans

Multicultural Plan 2016-2019

Disability Inclusion Action Plan 2016-2019

Newcastle Libraries Strategy 2019-2029

Social Strategy 2016-2019

Aboriginal Employment Strategy 2018-2021

What we did

Count us in Newcastle



Count us in Newcastle, a month-long program of activities and events, was developed and delivered to provide inclusive opportunities for community members to attend, learning events, sporting events and cultural activities. The programs included:

The all-inclusive games day held between Civic Digest, Civic Park and Wheeler Place—a mixed games day facilitated by people with disability which encouraged people to participate on their own terms

A programming audit and staff training about understanding autism in the lead up to a low sensory day at Newcastle Museum

An inclusive business forum facilitated by NSW Business Chamber

An inclusive design workshop providing education and awareness about inclusive digital and print design

The program of events and activities promoted Newcastle as an accessible and inclusive city and received great community participation and increased awareness about inclusive practice to business and community alike.

Our achievements

- ✓ Home library service delivered over 25,000 items to our community
- ✓ Our companion animal officers conducted a total of 870 proactive patrols throughout the LGA
- ✓ Four locally curated/local stories exhibited at the Museum
- ✓ Library courier undertook 2,043 deliveries this year
- ✓ Libraries held nine programs designed for an indigenous audience with 153 participants
- ✓ Six guided tours held at the Art Gallery for people with a disability
- ✓ Civic Theatre held 43 youth-focused programs
- ✓ 87 attendees at the four BeConnected workshops held at City and Wallsend Libraries
- ✓ Digital literacy support provided to around 408 people
- ✓ Held digital literacy programs for seniors including 3D printing and augmented reality (AR) with 118 attendees
- ✓ Lynda.com online learning platform usage increased with 1,075 sessions and 5,275 videos viewed
- ✓ Libraries held 1,370 program sessions with 50,776 participants
- ✓ Digital literacy support provided to around 408 people
- ✓ 4,804 subscribers to Art Gallery e-News

Paratriathlon



CN Oceania Paratriathlon was held on Sunday 26 January 2020 (Australia Day) on the foreshore of Newcastle Harbour.

The event showcased the sport of paratriathlon, as well as the city. Elite entrants competed for valuable Olympic selection points.

The event consisted of a 750m swim in Newcastle Harbour, a 20km cycle leg in and around Nobbys and Newcastle beaches, as well as Fort Scratchley and Customs House, and finished with a 5km run around Horseshoe Beach and Pit Lane.

At CN we love animals



280 pets reunited with their owners
870 proactive patrols throughout the LGA

At CN we love animals! Our ranger team consists of 6 rangers and a senior ranger that 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 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 280 pets with their owners this year and conducted a total of 870 proactive patrols throughout the LGA, including hot spot locations and regulation of our off-leash parks and Bathers Way.

Our regulatory actions involved responding to and investigating complaints regarding dog attacks, nuisance dog, 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 250 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 re-homing. There were 303 dog attacks reported to CN during the 2019/20 financial year.

During the COVID-19 pandemic ranger services provided 24/7 coverage to the LGA, responding to 272 companion animal-related requests and conducted 570 proactive patrols of CN's parks and reserves including Bathers Way. During these proactive patrols, rangers have been trialling ranger dog Bella a two-year-old golden retriever, on foot patrols along Bathers Way and, CN parks/reserves. Bella 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 three 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, Rangers have found people are more willing to engage and have a conversation with the ranger team.

Committee drives reconciliation for 20 years

In November 2019 CN's Guraki Aboriginal Committee celebrated two decades of strengthening relationships between Aboriginal and non-Aboriginal Novocastrians.

Guraki was officially launched as a committee of Council on 1 June 1999 with a mandate to give life to Council's Reconciliation Commitment Statement.

Guraki's milestone was marked at an anniversary event held at Newcastle Museum. The past and future came together in a unique augmented reality Aboriginal Acknowledgment ceremony, which highlighted the heritage and culture of local Aboriginal peoples, followed by a video presentation of Guraki and CN's journey over 20 years.



20th Anniversary of Guraki at Newcastle Museum

Accessibility outcomes

New lift and change facilities have been constructed at Newcastle Museum and Nobbys Beach which make improvements to access for people with disabilities and their carers and friends. These facilities significantly increase the experience of community members and tourists who wish to have a day out in Newcastle CBD, visit the cultural venues in between Laman Street and Honeysuckle, take a tour of Bathers Way and visit the beach.

Accessibility advice was provided on the following CN projects:

Newcastle South Activity Hub

Stevenson Park upgrade

James Street Plaza

Low sensory experience audit at the Museum

A comprehensive audit of the Newcastle Museum, its exhibitions and public programming was undertaken to improve awareness and skill for low sensory suitability. This was accompanied by staff training for officers from cultural and recreation faculties, and also a low sensory trial day held as part of the Count us in Festival.

2020 Newcastle Seniors Week festival and new Seniors Directory

NSW Seniors Festival is the largest festival for seniors in the Southern Hemisphere, reaching up to 500,000 seniors each year. For those over 60, NSW Seniors Week Festival provides the chance to make new friends or get together with old ones at an array of local community events, many of which are free or heavily discounted. In Newcastle, there was plenty on offer including wood-turning, music, quilting, friendship, meals, cultural classes, croquet, exhibitions and the Sassy Seniors Denise Gold Bingo Show hosted at City Hall.

In February CN published the new Seniors Directory which provides information about facilities and activities for seniors in the Newcastle and Hunter community.

Newcastle community members can find the contacts for a variety of community groups to join, volunteer with or undertake the occasional activity. This year the focus was on ways to experience Newcastle on two wheels, or even three! Feature stories look at cycling opportunities, both assisted and independent.

There are many great opportunities for seniors to explore our city. Whether they are interested in outdoor active adventures or more quiet indoor pursuits, there is something for everyone to consider.

Auslan accessible theatre comes to Newcastle

Civic Theatre's *Possum Magic* included two Auslan interpreters on the stage. Indeed, for the 1,400 students, teachers and parents who attended, appeared just the usual thing to do. The Auslan performance however was the result of months of work by the team at the Civic Theatre.

The Civic Theatre team wants to improve access for people with a disability who attend our shows. While booking interpreters was an easy process, the team also provided new wheelchair levelling mats to deal with the sloping auditorium floor, opportunities for students to have a special orientation prior to the show and promoted the show to local disability education units. The results saw a significant number of children with disabilities accessing the Theatre for the first time.

Diversity and inclusion celebrated at storytime

Newcastle Library was alive with dancing, music and reading at the second Rainbow Families Storytime. A great time was had by more than 220 children, parents, grandparents and friends who packed the library's main floor to listen to Timberlina read a range of inclusive stories. Rainbow Families Storytime aims to promote diversity and inclusion within our community. These events are part of a series of glitter-filled storybook readings—an innovative twist on traditional story times and the library's popular Rock and Rhyme sessions.

Providing accessible and inclusive communities for all people

Teams across CN are always working to make improvements in access to facilities and services. Access can be physical, communication, digital and also can be about the attitudes and behaviours of staff and volunteers who have an impact on the customer's experience.

Some of our achievements are listed below:

Delivering building and infrastructure upgrades to improve accessibility is a key priority especially in relation to street crossings and street accessibility. We delivered a pedestrian refuge on Gordon Avenue, Hamilton South; crossing upgrades at Union, Laman and Bull streets, Cooks Hill; and kerb ramps on Mandalong Road, Adamstown as part of our Pedestrian Access and Mobility Plan (PAMP). We also delivered 2.4km of footpaths, seven kerb ramps, 2.85km of kerb and gutter replacement (new and reconstructed) as part of our Local Area Traffic Management (LATM).

Recreational facility improvements included a new all-abilities carousel at Brickworks Park in Wallsend and installation of an accessible pathway at Islington Park.

Engaged with Accessible Arts to improve services and options for those wishing to access the Theatre.

Provided access to the Playhouse for arts activated workshop. This workshop presented knowledge and skills in how to improve access to arts venues and projects.

Established a webchat initiative to offer a more inclusive access point for those who have a physical and a hearing disability as it provides a service very similar to a conversation with a CSO (community services organisations), just over the web, and is fast and effective.

Resources and information provided to staff and community on how to deliver inclusive events.

Four BeConnected workshops were held at City and Wallsend libraries with a total of 87 attendees.

Digital literacy support was provided to around 408 people.

1:1 individual tech help sessions were held across multiple locations providing support to 20 people. During the COVID-19 closure, ongoing phone support was provided to around 50 people.

Seniors Week program held with targeted digital literacy programs, including 3D printing and augmented reality with 118 attendees.

Lynda.com online learning platform introduced March 2019 with 313 learning sessions. During the COVID-19 closure, usage increased with 1,075 sessions and 5,275 videos viewed (+336% growth on same period 2019).

E-resource learning platforms were accessed over 30,700 sessions across a range of subjects to promote self-directed lifelong learning. During the COVID-19 closure, 22,310 sessions were delivered across a range of subjects to promote self-directed lifelong learning (127% growth on same period 2019).

Libraries developed 35 active partnerships, collaborating to create new learning and cultural experiences across our 10 service points. These partnerships enable the Libraries to grow the service offering within existing resourcing.

Our Newcastle Libraries curated 1,370 program sessions which engaged with 50,776 participants. These programs were designed with the following outcomes:

Contemporary Library 1% (three) programs with 824 participants

Digital Inclusion & SMART Ecosystem 5% (68) programs with 32,567 participants

Early Literacy 41% (90) programs with 32,567 participants

Engaged Citizenship & Community Driven 7% (90) programs with 1,233 participants

Enhanced Life Skills 7% (26) programs with 195 participants

Lifelong Learning 24% (327) programs with 2,937 participants

Reading Culture 10% (134) programs with 4,093 participants

Sustainable Community 4% (56) programs with 3,677 participants

Unlocking Newcastle's Heritage and History 4% (60) programs with 543 participants

Youth Engagement 2% (22) programs with 4,382 participants.

How we performed

Total initiatives

100%

Of initiatives completed or on track



Monitor	0 0%
On Track	29 100%
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	19 100%
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 2019/20	Responsibility	Status
4.1.1 Acknowledge and respect local Aboriginal history, cultural heritage and peoples			
Deliver CN's Aboriginal Heritage Management Strategy	Facilitate the Guraki Aboriginal Advisory Committee to provide advice to CN on matters relating to culture and heritage	Corporate and Community Planning	✓
Know our heritage and enhance our community's knowledge of and regard for Aboriginal cultural heritage items and places	Implement the dual naming project with the installation of signage at eight locations and supporting website	Corporate and Community Planning	✓
Increase engagement with local Aboriginal community	Develop and facilitate opportunities for workshops with local groups eg Wollotuka	Civic Services	✓
	Utilisation of Aboriginal science and collection in Supernova	Museum	✓

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

Support and encourage programs and events by community groups and not for profit groups	Liaise with community and sporting clubs for open space bookings and events	Parks and Recreation	✓
	Raise public awareness of water safety issues through a targeted education program	Parks and Recreation	✓
	Advocate and liaise with groups in relation to community building bookings and events	Property and Facilities	✓
Ensure open space and facilities are multi-functional and support whole of community use	Upgrades to community facilities to improve accessibility	Property and Facilities	✓
Deliver the Disability Inclusion Action Plan	Further develop advice and guidance on delivering accessible and inclusive events. Deliver/develop partnerships for inclusive events	Corporate and Community Planning	✓
	Promote and support roll out of Abilitylinks Better App	Corporate and Community Planning	✓
	Undertake three accessibility audits for CN's facilities or assets	Corporate and Community Planning	✓
	Continue the rewards and recognition program for CN volunteers	Civic Services	✓

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

Deliver the Disability Inclusion Action Plan	Implement Disability Awareness training as part of staff induction process	Corporate and Community Planning	✓
Promote a culture of responsive customer service	Undertake second audit of website accessibility to assess progress towards content compliance	Corporate and Community Planning	✓
Celebrate inclusive practice and access outcomes	Liaise with and promote accessible and inclusive sports and activities within Newcastle	Corporate and Community Planning	✓
Improve staff awareness of disability issues to provide responsive services for customers with a disability	Promote and facilitate inclusion awareness with councillors, executive leadership and other staff	Corporate and Community Planning	✓

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

Delivery Program objective	Operational Plan action 2019/20	Responsibility	Status
4.2.1 Ensure people of all abilities can enjoy our public places and spaces			
Ensure that a variety of parklands and recreational facilities are provided, that are accessible and distributed equitably across the city	Deliver recreational facility improvements throughout the city - playgrounds, outdoor courts, sportsgrounds, exercise equipment and dog off-leash area	Parks and Recreation	✓
Demonstrate leadership in public domain improvements	Promote new Lift and Change facilities at Nobbys Beach. Develop priority list of potential lift and change locations	Corporate and Community Planning	✓
	Facilitate the Disability Inclusion Advisory Committee, and prepare second iteration of the Disability Inclusion Action Plan	Corporate and Community Planning	✓
New or renewed infrastructure will be delivered in accordance with Disability Standards where practical	Continuously upgrade CN assets to meet the requirements of the Disability Discrimination Act	Assets and Projects	✓
4.2.2 Improve access to formal and informal learning opportunities, facilities and services			
Increase focus on young people (16-30 yrs)	Actively invest in programming and communications targeted to young people	Civic Services	✓
Develop and deliver community programs, partnerships, information and learning programs designed to create wide opportunities for all	Target lifelong learning resources and programs to improve skills in financial literacies; health literacies; living sustainably and promoting wellbeing	Libraries and Learning	✓
	Measure the impact of early childhood activities for libraries and childcare over a period to develop proven methodologies which has every child read	Libraries and Learning	✓
	Establish 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 invest in education and public programs engaging with identified groups	Art Gallery	✓
	Actively invest in education and exhibitions programs within the Museum, engaging with identified Groups	Museum	✓

4.2.3 Promote recreation, health and wellbeing programs

Support and encourage development of recreation and leisure opportunities and events	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, to have three to four community events per year in collaboration with RSPCA and other stakeholders	Transport and Compliance	✓

Key Performance Indicators

Quarterly indicators	Results
Volunteer satisfaction with programs	✓
Annual measures	Results
Deliver a minimum of four targeted lifelong learning resources and programs	✓
Increase the number of education and exhibition programs with identified groups	✓
Maintain the number of community projects funded annually through grants and sponsorship programs	✓
Community (%) who feel welcomed/ connected with your local community (Target 78%) **	✓
Community (%) who agree Newcastle's Civic Theatre, Art Gallery, Libraries and Museum facilities play a primary role in the development and promotion of culture in Newcastle **	✓
Complete the agreed number of public engagements with responsible pet ownership events	✓

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



Liveable Built Environment

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

Community Objective

- 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



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

Highlights of Liveable Built Environment



8 Heritage conservation areas



Mean net determination times for Development Applications (DAs)

64 days



Average value of DAs approved/month

\$502,674



The average number of DAs received/month

101



No. of DAs and value of works

Approved	1,174	\$590,140,057
Determined	1,270	\$718,587,181
Received	1,354	\$758,488,579

Supporting our strategic directions

Our strategies and plans

Local Planning Strategy 2015

Heritage Strategy 2013-2017

Aboriginal Heritage Management Strategy 2018

Affordable Living Plan

Local Environmental Plan

Development Control Plan

What we did

Local Strategic Planning Statement (LSPS)

Adopted by Council at its meeting held on 26 May 2020 and came into effect when it was published on the Department of Planning, Industry and Environment's Planning Portal on 9 June 2020.

34 public submissions were received and 50 'big picture' drawings were received from local primary school students on their vision for the future of Newcastle.

The LSPS will guide CN's land use decisions over the next 20 years.

Fern Bay / North Stockton Strategy

Adopted by Council on 24 March 2020.

Prepared with Port Stephens Council who also adopted the strategy on the same night.

12 submissions, 30 survey responses and a petition with 634 signatures were received.

The strategy identified a new town centre for North Stockton.

Our achievements

- ✓ Publishing of Development Activity Map on the internet
- ✓ 110 hits per day on the new Development Activity Map
- ✓ Commence receiving applications via the planning portal
- ✓ Draft Housing Strategy on public exhibition
- ✓ Draft Heritage Strategy on public exhibition
- ✓ City Hall eastern facade works completed and access reopened
- ✓ Beresfield local centre renewal program completed
- ✓ City Hall celebrates 90 years
- ✓ Local Housing Strategy and Employment Lands Study underway
- ✓ LSPS adopted by Council
- ✓ Approved 1,174 Development Applications

Draft Local Housing Strategy (LHS)

Council resolved on 23 June 2020 to publicly exhibit the draft LHS.

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

Community Participation Plan

Council adopted a new Community Participation Plan on 22 October 2019.

No submissions were received but our Public Exhibition webpage received 187 hits.

This document outlines CN's approach to community participation in land use planning decisions.

Part of Parkway Avenue endorsed for listing as a new heritage item

Council endorsed an amendment to Newcastle LEP 2012 to create Parkway Avenue as a heritage item on 25 May 2020.

11 submissions were received, only one objecting.

This iconic avenue with its wide central median planted with Norfolk Island pines and Cook Island pines will now be protected by listing as a heritage item.

The length of Parkway Avenue to be included in the heritage listing is approximately 2.3km.

CN to fund ocean baths restorations

CN committed to funding the restoration of both Newcastle and Merewether ocean baths following an unsuccessful expressions of interest (EOI) process.

With no EOI submissions progressing beyond an initial panel review, CN formed a community reference group to guide the restoration of Newcastle Ocean Baths and will commence further engagement on the Merewether pavilion later this year.

The latest round of community engagement concluded at the end of February while initial planning continues, including detailed site investigations to further understand the condition of Newcastle and Merewether Ocean Baths and the level of rectification required.

CN has committed to funding the restoration of the Newcastle Oceans Baths and is determined to see the facility become an asset the community can be proud of, while also ensuring they remain a public asset with free entry to swim all year round.



1094
ideas wall entries



218
face-to-face surveys



898
telephone surveys



9000+
visits to our
Have You Say page

Celebrate 90 magical years of Civic jewels Civic Theatre and City Hall

To celebrate the 90th anniversary of the opening of the Civic Theatre and City Hall, a first ever 'access-all-areas' tour was offered to the general public on Sunday 1 March.

There was something for everyone with a host of free activities including local performances, face painting and live music. After the official launch in Wheeler Place, guests were invited to come on special behind-the-scenes guided tours of both City Hall and the Civic Theatre.

On the Civic Theatre tour, guests went up onto the stage and into the backstage areas, normally off limits to the public. They heard about what goes on behind the scenes, and while on stage a range of leading local Newcastle drama, dance and musical theatre companies provided a rare insight into the secrets of staging a production—from auditions through to tech runs. This program was presented in collaboration with the City of Newcastle Drama Association (CONDA).



The community was invited to have their say on our new heritage strategy

A rich portfolio of local conservation areas and buildings are noted for their character and heritage significance in the CN Heritage Strategy.

An updated version, which was placed on public exhibition in May, places greater emphasis on Newcastle's original inhabitants in guiding management of the city's historical treasures over the next decade.

Highlighted are the Awabakal and Worimi people's early encounters with European settlers and subsequent history of dispossession, as well as the reconciliatory 2016 recognition by the Geographical Names Board of eight places and landmarks with dual Aboriginal names.

Our city has a unique mix of heritage conservation areas, archaeological sites, heritage-listed buildings and places that are recognised and protected for their character and heritage significance.

The Awabakal and Worimi peoples, descendants of the traditional owners of the land, have ties dating back tens of thousands of years, and this updated strategy better considers their ancient and ongoing connection as well as their hardships since settlement in an unvarnished history.

This is important because Newcastle is home to one of Australia's largest Aboriginal populations, a diverse community drawn from many language groups which identify with, foster and protect their distinctive cultures, beliefs and languages through connection to land and each other.

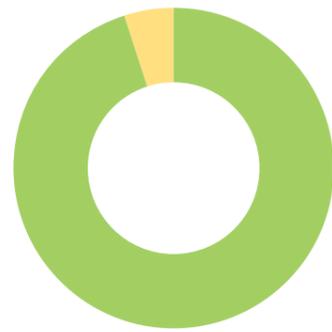
The new strategy emphasises our rich Aboriginal and European heritage and the important role the city's public exhibitions and performances play at our museum, art gallery, libraries and theatres, all of which celebrate our cultural heritage.



How we performed

Total initiatives
95%

Of initiatives completed or on track



Total Key Performance Indicators
100%

Of KPIs completed or on track



Monitor 1 | 5%
On Track 19 | 95%
Off Track 0 | 0%
No Targets Set 0 | 0%

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

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

Delivery Program objective	Operational Plan action 2019/20	Responsibility	Status
5.1.1 Protect and promote our unique built and cultural heritage			
Ensure compliance with environmental planning regulations	Undertake investigations into alleged breaches of planning laws and development consents and promote awareness of policy, procedure and laws to encourage voluntary compliance	Regulatory, Planning and Assessment	✓
Ensure development controls and zoning protect the heritage significance of items and conservation areas	Implement the recommendations from the Review of Heritage Conservation Areas Final Report (2016). This includes the preparation of planning proposals and a review of Development Control Plans and Technical Manuals	Regulatory, Planning and Assessment	✓

Ensure we protect and maintain our unique built and cultural heritage infrastructure	City Hall restoration - restore the northern and western facade of City Hall	Assets and Projects	✓
	Operate selected CN venues as venue hire, balancing community access and revenue generation to offset venue operational costs	Civic Services	✓
	Maintain interiors and facilities of City Hall and Civic Theatre	Civic Services	✓
	Increase community access and use of Civic Theatre, Playhouse and City Hall	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	Prepare the Local Strategic Planning Statement as required in the Environmental Planning and Assessment Act 1979 and update the Local Planning Strategy	Regulatory, Planning and Assessment	✓
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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 Planning Strategy 2015, 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 2019/20	Responsibility	Status
5.2.1 Plan for concentrated growth around transport and activity nodes			
Implement the recommendations of CN's Parking Study and Parking Management Action Plan	Provide improved access and management of on-street parking spaces across Newcastle consistent with CN's adopted Parking Management Framework	Transport and Compliance	✓
	Implement the recommendations of CN's Permit Parking Guidelines, consolidating control of all CN's parking permits into one management area	Transport and Compliance	✓
	Support Park and Ride and investigate possible new locations	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 Master Plan 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 relevant 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 2019/20	Responsibility	Status
5.3.1 Ensure sufficient housing diversity to meet community needs, including affordable and adaptable housing options			
Promote fire safety in medium to high density boarding houses	Annual compliance inspections of registered and assisted boarding houses, as well as premises being used as unauthorised boarding houses to ensure compliance with fire safety and planning legislation	Regulatory, Planning and Assessment	✓
Ensure sufficient housing capacity for our future population	CN to participate in the Urban Development program established by the Department of Planning and Environment to monitor delivery of housing in the Lower Hunter	Regulatory, Planning and Assessment	✓
Facilitate affordable living	Implement the CN Affordable Living Plan	Regulatory, Planning and Assessment	✓

5.4 Sustainable infrastructure to support a liveable environment

Delivery Program objective	Operational Plan action 2019/20	Responsibility	Status
5.4.1 Advocate for implementation of energy and resource efficiency in new developments			
Improved waste and recycling infrastructure in new developments	Finalise waste management in new developments guidelines which set minimum planning requirements	Waste Services	○

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	✓
	Ensure capacity is maintained at the Summerhill Waste Management Centre to meet the needs of the community	Waste Services	✓

Key Performance Indicators

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

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



Smart pole, Newcastle



Smart and Innovative

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

Community Objective

- 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



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

Highlights of Smart and Innovative

 **Lean in Newy**
over 2,000
downloads

Economic resilience package

Financial hardship support **\$468,000**

Procurement and purchasing support
\$535,000

Council support **\$1,500,000**

Rent relief for CN tenants **\$732,000**

e-Library expansion **\$100,000**

Online learning – Studiosity and
Lynda.com **\$60,000**

Community grant program **\$800,000**

City taskforce and industry responses
\$500,000

Lean In Newy **\$150,000**

Local online training programs **\$500,000**



NEWCASTLE
SEE CHANGE



Total combined
followers

165,930



Supporting our strategic directions

Our strategies and plans

Smart City Strategy 2017-2021

Economic Development Strategy 2016-2019

Events Plan 2016-2019

Destination Management Plan 2016-2019

Newcastle Libraries Strategy 2019-2023

What we did

Our Resilience Package to help Newcastle

In March Council adopted the \$5.5 million Community and Economic Resilience Package, including the below programs and support:

Almost \$1 million in household and commercial rate payments have been deferred under 410 separate payment plans set up by both residents and business in consultation.

Substantial rent relief has been extended to small businesses and community organisations with firm commitment to a record capital works program, and an emphasis on local procurement and quick payments.

As well as interest-free rate deferrals for up to 15 months and halved rents to provide relief for small businesses in CN-owned buildings. 50% reductions on CN-owned buildings have eased the total burden on tenants by \$28,000 a week.

The city also facilitated a grant program to support the community sector who were immediately responding to the needs of vulnerable community members to the value of \$700,000.

Many in our community are now unemployed and the elderly and those without family may become more vulnerable as they stay isolated, so we have promoted the existing financial hardship policies and support the taskforce of City leaders to map out the local economic recovery.

Our achievements

- ✓ Lean in Newy launch with over 2,000 downloads and 744 active members
- ✓ 792 people participated in the IQ events
- ✓ Connect to free wi-fi at 60 of the City's 150 smart poles
- ✓ Our tourism bureau generated \$9.5M in economic impact to the city through business events
- ✓ A network of enviro-sensors have been installed to monitor air quality, temperature and humidity, providing real-time data to understand issues such as urban heat island effects.
- ✓ Launch City of Newcastle App
- ✓ The car park at No. 2 Sportsground has been transformed into an E-Transit Hub. Three electric vehicles charge points, capable of charging five cars simultaneously, are now running in the 200 bay site
- ✓ CN elected to participate in United Nations Global Compact Cities Program
- ✓ 28 events sponsored by CN to activate our city

CN has helped small business owners and staff undertake professional development training and accreditation as part of a \$500,000 education package.

The package included a \$100,000 e-Library expansion which resulted in a 213% increase in usage of an online learning package offered through Newcastle Libraries, with 2,291 sessions streamed free of charge in April.

The libraries' membership has increased by more than 1,000 during the pandemic after CN invested \$60,000 in 5,800 additional e-book and audiobook titles, plus new video streaming platform Medici TV.

City in an app

The City of Newcastle app is part of our Smart City Program and has been designed to increase digital communication with residents and visitors. The mobile phone app is your one-stop-shop for everything there is to know about Newcastle, including the latest news and information on city services and events, plus handy tips on where to eat, stay, shop and play. Enjoy a faster way to explore Newcastle all from the convenience of your smartphone.

Key features:

Discover: everything around you in list or map view. Beaches & pools, sportsgrounds, art & culture, attractions & tours, parks, libraries, accommodation, food & drink

Quickly find: a handy feature that helps you to find what you need in the area whether it's parking, bike racks or BBQs

What's On: a list of the many events happening in our buzzing city

News: stay up to date on the latest city news breaking in and around Newcastle.



Lean in Newy

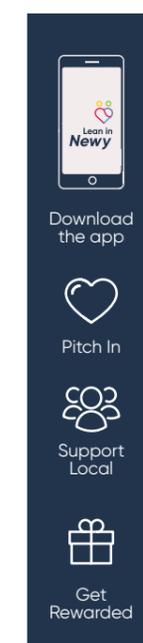
We harnessed acts of kindness that have emerged as a silver lining of the COVID-19 pandemic and used it to boost local business activity through an innovative new app.

Lean in Newy connects organisations that need support with people willing and able to help, while providing added encouragement through vouchers and discounts for local businesses. For example, if a charity requests help for a service, a person can nominate themselves to fulfil that request. In return, they receive reward points that are redeemable at participating stores.

With over 2,000 downloads and 1,650 actions completed in the first two weeks, we have really seen Newcastle lean in.

What's on(line)

Whilst many of CN's facilities closed to public access during COVID-19, that didn't stop us from delivering. We have thrown open our virtual doors to bring a range of experiences right into your lounge rooms. From virtual tours of the Art Gallery's newest exhibition, *HOMEWARD BOUND: the art and life of Tom Gleghorn*, science fun with Museum Express @ Home, to Library live-streams and webinars for both young and old.



Newcastle 500 delivers return to the city

CN has a \$1.6 million annual events budget for the Newcastle 500. The figure includes the license fee and all operational costs including traffic and waste management, communications, all event works specific to the event, and staff resources. It also includes a program of events, activations and promotions to encourage patronage to businesses outside the race precinct. There are no ongoing costs for CN for storage of event delivery infrastructure for the Newcastle 500 after a lease with UGL ended earlier this year.

The Hunter Research Foundation Centre (HRFC) concluded that the benefit of the 2017 three-day event to the local economy was \$30.1 million, confirming the decision of the Council in 2016 to secure the event on behalf of the region.

The \$30.1 million benefit of the event would be far higher if the direct economic benefit in neighbouring areas including Port Stephens, Lake Macquarie, Maitland and Cessnock were included.

The \$1.6 million figure represents just 5.3% of the \$30.1 million economic injection into the city as calculated by the HRFC's independent research.

The HRFC's independent analysis also estimated that up to 124 full-time equivalent jobs have been generated annually from direct and flow-on impacts of the Newcastle 500.

Newcastle 500 has continued to provide widespread exposure for the city. This year's event weekend recorded 344 media stories from Friday 22 to Sunday 24 November, reaching a combined domestic audience of more than 14 million people, with an estimated value of over \$2 million. According to Supercars Australia the TV audience for Newcastle 500 peaked at more than 1.8 million viewers with an average of 1.3 million people tuning in to the three-day event.

CN's new Visitor Information Centre

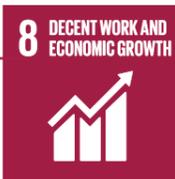
CN has opened its new Visitor Information Centre (VIC), offering hands-on interactive experiences, tourist information and unique souvenirs for those welcoming friends and family to the city.

Housed in the repurposed Civic railway station, the VIC is located in the heart of Newcastle's emerging tourist hub, nearby the under-construction five-star Kingsley Hotel and a stone's throw from the Civic Theatre, Civic Park, City Hall and Museum.

The establishment of the VIC is another very visible step in the maturity of our city as a tourist destination. Pre-COVID-19 figures showed about five million tourists visit Newcastle each year, which is a rise of about 60% over the past five years. The value of the Newcastle tourism economy increased 57.6% to \$1.127 billion in the 12 months to March 2019 alone.

The VIC is conveniently located at the Civic light rail stop at 430 Hunter Street and operates from 9.30am to 4.30pm, Monday to Friday, and 10am to 2pm on Saturdays. Sunday operation will commence as demand increases and restrictions further ease. There are more than 300 parking spaces within a five-minute walk.

35th anniversary of Surfest



CN is a founding partner of this iconic event and this year a field of 225 international surfers from 30 countries sought a start at the Surfest Newcastle Pro at Merewether Beach as part of the 35th Surfest Newcastle Australia.

Surfers from Australia, Argentina, Barbados, Brazil, Canada, Chile, China, Colombia, Costa Rica, Ecuador, France, French Polynesia, Germany, Hawaii, Indonesia, Israel, Italy, Japan, Mexico, Morocco, Netherlands, Peru, Puerto Rico, Portugal, New Zealand, South Africa, Spain, Sweden, the UK and USA entered the flagship events.

Surfest organiser Warren Smith said the increased interest from international competitors in Surfest's two biggest competitions provided a huge financial boost to Newcastle and the surrounding area.

Surfest 2020 attracted more than 1,600 visitors to Newcastle and generated almost \$2.1 million in tourism related expenditure for the region.

Football clinic a success with junior Jets fans

On Friday 21 February, around 100 lucky kids enjoyed a one-hour coaching clinic with the Newcastle Jets W League Players at No.2 Sportsground.

The kids watched the team go through their regular training routine before taking to the field to learn and practise some new drills with their heroes.

The coaching clinic is another great outcome from our ongoing sponsorship and support of the Newcastle Jets women's team—we are proud to support such great local ambassadors and athletes.



Surfest 2020

Makerspace kits, 3D printing and virtual reality

Kits containing a variety of technology including coding and robotics launched with an afterschool care roadshow in mid 2020 and then to the general public in August 2020.

3D printing services expanded with drop-in workshops, holiday programs and prints for sale across both City and Wallsend Libraries. The purchase of a high-end 3D printer for the new Digital Library will further increase the offering to the community in 2020.

VR experience created from the Library's Heritage Collection – offering the public the chance to learn and experience Virtual Reality by exploring rooms with collections of Mayoral portraits in 3D.

Library's heritage collection enters digital age

Newcastle Library is preserving our city's rich heritage with a \$200,000 project that saw hundreds of thousands of archival records converted into digital formats for future generations.

The Heritage Digilab offers a range of uses for the preservation, digitisation and interpretation of around 440,000 collection items.

A scanner capable of converting approximately 3,000 pages per hour into digital formats and a Memory Lab component, with equipment to convert library members' own artefacts and records into digital items, are both part of the project. Future additions include digitised map projection and virtual exhibitions in both augmented reality and virtual reality. The Heritage Digilab will also provide unique content on screens at the Digital Library at Newcastle West.

e-Library expansion worth \$100,000

During the COVID-19 closure, CN expanded its e-Library to the value of \$100,000. The expansion included increases in e-books, e-audio, media streaming, e-paper/magazines, library app downloads and more:

Four e-book and e-audio platforms with thousands of titles, including the latest releases and popular titles

Storybox library: a children's video streaming platform that features well-known Australian authors and TV personalities

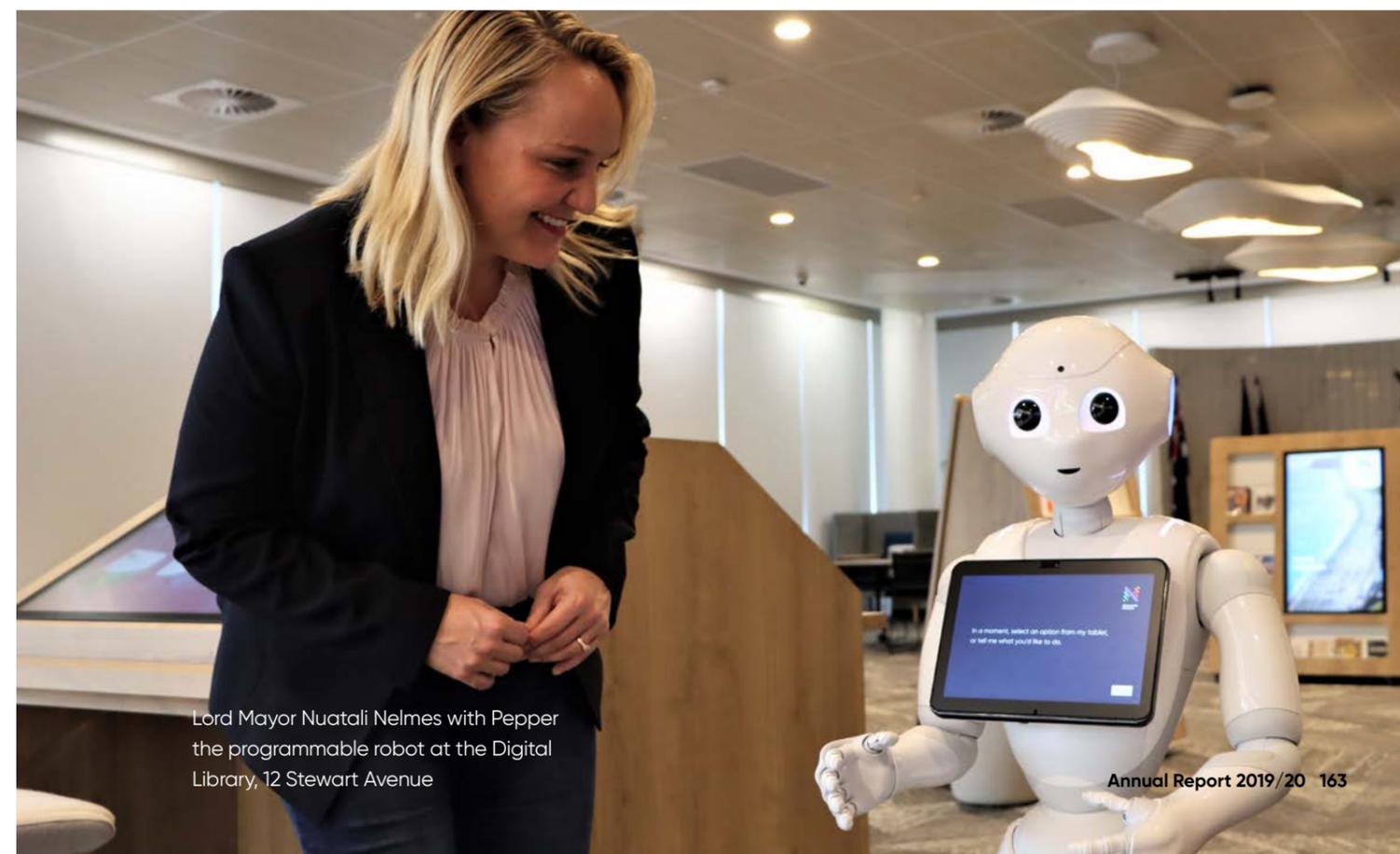
PressReader, which boasts a wide range of international and regional newspapers

RB Digital, with countless e-magazines to flick through plus other e-titles

Movie streaming platforms Kanopy and Beamafilm, which contain more than 30,000 movies, documentaries, kids' and wellness content

Freegal: a music streaming platform with access to 15 million songs, including the entire Sony Music Recording catalogue

National Geographic online



Lord Mayor Nuatali Nelmes with Pepper the programmable robot at the Digital Library, 12 Stewart Avenue

How we performed

Total initiatives
100%

Of initiatives completed or on track



Monitor	0 0%
On Track	24 0%
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	10 100%
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 2019/20	Responsibility	Status
6.1.1 Recognise and strengthen Newcastle's role as a regional capital and hub for industry, education, health, business, personal, tourism, port and logistics services			
Embrace digital platforms to broaden audiences for culture	Invest in digital platforms to broaden and deepen audience engagement in the Art Gallery	Art Gallery	✓
	Invest in digital platforms to broaden and deepen audience engagement in the Museum	Museum	✓
Promote the lifestyle and cultural values of Newcastle as a place to work, invest and live	Develop an opportunities prospectus to promote Newcastle as the perfect business and lifestyle location nationally and internationally	Major Events and Corporate Affairs	✓
	Participate in the United Nations Compact City Partnership program	Corporate and Community Planning	✓

6.1.2 Attract new business and employment opportunities

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

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

Delivery Program objective	Operational Plan action 2019/20	Responsibility	Status
6.2.1 Support and advocate for innovation in business, research activities, education and creative industries			
Increase support for, and engagement with, local artists, innovative thinkers, academic creatives and cultural practitioners	Support development of artists and practitioners through mentoring and professional placements	Art Gallery	✓
	Establish program for tertiary students in cultural disciplines and professional practitioners, to view ticketed programming at reduced prices	Museum	✓
	Develop a specific Library IT Infrastructure Plan	Libraries and Learning	✓
Continue to facilitate innovative ecosystem development projects	Support and encourage innovation and creativity at all levels	Libraries and Learning	✓
	E-Smart Library that fosters digital Citizenship	Libraries and Learning	✓
Continue to build on and promote Newcastle's advantages in education, health, energy research and smart city initiatives	Support the strategic development of the regional incubator collaborative project and the iQ series of events	Corporate and Community Planning	✓
	Deliver the Newcastle Living Lab Framework to promote technology innovation trials and research	Corporate and Community Planning	✓
	Continue to expand smart city infrastructure including smart poles, WiFi and sensor networks	Corporate and Community Planning	✓
	Deliver a range of digital platforms that can collect, analyse and present data including portal, app, dashboard and city intelligence platform	Corporate and Community Planning	✓

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

Delivery Program objective	Operational Plan action 2019/20	Responsibility	Status
6.3.1 Facilitate events and festivals that attract visitors and support the local economy			
Maintain a diverse program of events to appeal to a broad audience that build on Newcastle's assets	Deliver the annual CN Event Sponsorship Program	Major Events and Corporate Affairs	✓
	Support events via provision of Visitor Services to increase visitor nights and expenditure	Civic Services	✓
	Support industry through training opportunities and increase visitor experience	Civic Services	✓
Build cultural tourism by presenting events that celebrate the city and contribute to its identity	Develop local stories in our Art Gallery and build Newcastle's cultural identity	Art Gallery	✓
	Tell the stories of Newcastle through a variety of mediums and technologies in collaboration with other CN units and community	Museum	✓
6.3.2 Work with the tourism sector to further develop Newcastle as a visitor and event destination			
Implement the Destination Management Plan	CN to continue its leadership role in developing the visitor economy	Major Events and Corporate Affairs	✓
Continue to work on researching and promoting sector infrastructure issues, including accommodation, and conference facilities	Maintain the visitor website as well as print promotions such as maps and self-guided tours	Major Events and Corporate Affairs	✓
Utilise economic and business information to track city and key industry trends	Investigate the visitor services model	Major Events and Corporate Affairs	✓
Continue to identify signature events and experiences for the Newcastle community and our visitors	Promote Newcastle as a destination for business, association and professional conferences and events	Major Events and Corporate Affairs	✓
6.3.3 Work with businesses, planners and government at all levels to facilitate key infrastructure to support business growth			
Work with our community, business sector and government to identify and facilitate key infrastructure projects	Continue to support the development of Newcastle Airport and expansion and national and international routes	Major Events and Corporate Affairs	✓

6.3.4 Foster a collaborative approach to continue city centre renewal

Revitalisation of our city centre to provide the standard of facilities necessary to attract people to live, work and play in Newcastle	Deliver economic development and activation projects across the city	Corporate and Community Planning	✓
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Key Performance Indicators

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

* Adjusted due to COVID-19



Open and Collaborative Leadership

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

Community Objective

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



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

Highlights of Open and Collaborative Leadership



3,701

visitors to our customer counter



2,451

participated in our quarterly community surveys

119,892

calls made to CN



6,539

webchats



88%

customer satisfaction with webchat conversations



46,382

visitors to our engagement site

Supporting our strategic directions

Our strategies and plans

Open and Transparent Governance Strategy 2017

Information and Communication Technology Strategic Plan 2018–2020

Asset Management Strategy 2018–2027

Aboriginal Employment Strategy 2013–2017

Long Term Financial Plan 2018–2027

Workforce Management Plan 2018–2022

What we did

Adopted Delivery Program and Operational Plan for 2020/21

The draft Our Budget document went on public exhibition during March 2020. A total of 49 submissions were received during this period with 65 points of interest raised. 69% of the feedback was positive or constructive and we received 1,500 visits to our engagement site with 12,250 views on our social media video. The budget was adopted on 23 June 2020.

Our new Visitor Management System is live

The Envoy Visitor Management System is a new digital sign-in procedure for people visiting our City Administration Centre.

It is an intuitive system that offers a smooth visitor experience. It saves time, improves security, maintains the safety of our visitors and eliminates paper visitor logs.

Our achievements

- ✓ Maintained 560 fleet and plant vehicles with approximately 6,500 repairs and services completed
- ✓ 108 seconds average wait time for the Customer call centre
- ✓ Delivery of five Economic Development Sponsorship and 17 Make Your Place projects
- ✓ Held 17 community placemaking sessions at Beresfield, Hamilton and Hunter Street (Mall)
- ✓ The 2018/19 Annual Report won silver at the Australasian Reporting Awards
- ✓ 27 Service Asset Plans completed capturing community service expectations
- ✓ Received 6,539 webchat conversations and an average 88% customer satisfaction rating
- ✓ Received over 46,000 pageviews to our engagement site
- ✓ Engaged with over 12,500 people on 19 projects
- ✓ We celebrated achievement by gifting 1,527 vouchers to staff

Phone channel

Phone remained the highest volume channel, receiving 50% of all COVID-19 related enquiries, despite call volumes decreasing compared to 2019. There was a dramatic decrease in call volumes throughout April as New South Wales experienced some of the toughest restrictions enforced under the constantly evolving Public Health Order.

The lower call volumes and minimal planned / unplanned absences due to remote working allowed for the team to achieve their target service level of answering 80% of calls within 30 seconds for the month of April. Call volumes increased throughout May and June as restrictions eased. These months have traditionally had higher call volumes due to rates instalments which is mirrored in November 2019.

CN updated our community on infrastructure projects happening in our city

It's important to keep our community up to date on all the infrastructure projects happening around their neighbourhood and in our city. We use print media, signs, social medial updates, letter drops and flyers to keep our residents informed and up to date about the following activities happening in their area:

Renewal works

Traffic improvements

Exercise equipment installation

Road safety improvements

Road works

Stormwater improvements

Road and drainage renewal

Road resealing works

Laneways drainage works

Pedestrian safety projects

Building demolition

Street Traffic signals

Beach maintenance work

New arts festival New Annual joins line up of events

CN's Community Strategic Plan outlines Vibrant, Safe and Active Public Places as key to our vision of Newcastle as a smart, liveable and sustainable global city. To facilitate this CN delivers events across the city, including NYE, Australia Day and Newcastle Supercars 500. In 2021, a new arts festival will join these events, New Annual, to help ensure Newcastle is known around the world as a creative city where progressive, ambitious and accessible art and culture grows and thrives.

Community engagement carried out in late 2019 helped shape this event by providing insights into the ambitions of the city's artists and desires of our residents for the new arts and culture event in Newcastle.

We received:

250+ online survey responses

780+ engagements with ideas wall

200 interactions at face-to-face consultations

124 one-on-one sector meetings

70+ at a sector networking event

Key findings from these activities indicated a desire that the new event:

showcase local artists

celebrate Newcastle's unique landscape and stories

share our Aboriginal culture

be inclusive and welcoming

provide unexpected experiences

Based on these findings, the New Annual program is developing under three streams:

Newcastle Stories: our history and who we are

Strange Encounters: weird, wonderful, unexpected, inclusive events

Future Makers: creative visions of the future and youth-led programs

Digital channels

Webchat was implemented in July 2019 with a strong initial uptake for the service which plateaued over-time with a resurgence beginning in March as a result of COVID-19 related enquiries and continuing throughout April to June 2020.

Despite the increased conversation volumes, the Customer Service Centre managed to maintain a customer satisfaction result of 90% compared to 85% between September–November 2019. CN's social media pages and web chat received a high number of enquiries regarding COVID-19 as customers turned to online resources to stay up to date with the ongoing changes around the city. Webchat handled 13% of all COVID-19 related customer requests.

Verbatim comments from Customer Satisfaction survey:

"Was very helpful, directed me to useful information."

"Very prompt and helpful replies. Great customer service."

"Using the online chat option is quick, easy and convenient."



How we performed

Total initiatives
97%

Of initiatives completed or on track



Monitor 2 | 3%
On Track 76 | 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 6 | 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 2019/20	Responsibility	Status
7.1.1 Encourage and support long term planning for Newcastle, including implementation, resourcing, monitoring and reporting			
Implement the Integrated Planning and Reporting framework	Develop and deliver a three-year Delivery Program detailing the objectives which are aligned with achieving our CSP	Corporate and Community Planning	✓
	Adopt an Operational Plan that clearly details and shows accountability for the actions taken to achieve the Delivery Program and CSP	Corporate and Community Planning	✓
	Develop Resourcing Strategies that support our Delivery Program and Operational Plan	Corporate and Community Planning	✓
	Development of a risk-based management approach to managing the Waste Services Unit	Waste Services	✓

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

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

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

Delivery Program objective	Operational Plan action 2019/20	Responsibility	Status
7.2.1 Conduct Council business in an open, transparent and accountable manner			
Maintain a strong ethical culture and high standard of conduct	Councillors, the CEO and CN's senior staff are expected to demonstrate, through both their words and actions, commitment to the Code of Conduct	Legal	✓
	Education and training for both Councillors and staff to ensure they appropriately understand their governance obligations	Legal	✓

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

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

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

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

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

Delivery Program objective	Operational Plan action 2019/20	Responsibility	Status
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7.3.1 Provide opportunities for genuine engagement with the community to inform CN's decision-making

Increase opportunities for community input into CN's decision-making processes	Review internal business processes to ensure all projects with high community impact receive appropriate community engagement	Major Events and Corporate Affairs	✓
Increase profile of community engagement as an integrated function of CN	Review the Community Engagement Policy 2013 for consideration by elected Council	Major Events and Corporate Affairs	✓

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

7.3.2 An informed community through clear and consistent communications

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

7.4 A local government organisation of excellence

Delivery Program objective	Operational Plan action 2019/20	Responsibility	Status
7.4.1 continuous improvement in services delivery based on accountability, transparency and good Governance			
Develop a culture of continuous improvement across CN	Promote continuous improvement across CN's services to increase the efficiency and effectiveness of service delivery	Corporate and Community Planning	✓
	Deliver a business improvement model for the Waste Service Unit to review and prioritise key business improvement initiatives	Waste Services	✓
Promote an organisation that eliminates or minimises risk	Maintain and adopt a risk management framework and risk management committee to appropriately identify and manage our risks	Legal	✓
	Deliver an Environmental Improvement Program to address audit and environmental risks	Waste Services	✓
Provide the community with easy to understand and meaningful information about performance of CN	Provide the community with an annual report and six-monthly progress report on the Delivery Program achievements	Corporate and Community Planning	✓
Ensure accountability for public money and high-level services	Ensure external audits of our financial reports are carried out in accordance with accounting standards	Finance	✓
Effectively and efficiently manage Depot and Fleet operations, systems and information	Provide continued improvement, support and management of CN procedures required to manage the operational works depot and provide the facilities to support the services delivered to the community	Depot Operations	✓
	Managing the operational fleet and plant to provide safe, fit for purpose and legislatively compliant assets	Depot Operations	✓
7.4.2 Provide services that deliver on sustainable community service expectations			
Ensure Asset Management Strategy and Plans capture community and service expectations	Integrate business practices with service reporting development of 20 Service Asset Plans	Corporate and Community Planning	✓

7.4.3 Provide the Community with responsive customer service

Provide our customers with simple and convenient ways to access and do business with CN	Ensure the community can access CN by phone, email and mail easily and without undue delays or effort	Customer Experience	✓
	Explore new channels for interaction with CN	Customer Experience	✓
	Review systems and processes to enable better communication with community members regarding the outcome of requests they have made	Customer Experience	✓
	Evaluate the potential for customer service improvements through a specialised call centre for waste enquiries	Waste Services	✓
Focus our customer service around the quality of service	Create and maintain a high level of customer satisfaction through all services provided at the Museum	Museum	✓

7.4.4 Maintain a high-quality workforce that is responsive to the needs of CN and the community

Attract and retain a high quality, committed workforce	Create a positive induction/on boarding experience	People and Culture	✓
	Develop a Total Value Proposition	People and Culture	✓
	Develop and implement an improved salary system including progression framework and recognition of critical roles	People and Culture	✓
	Develop and implement an improved performance and development system including recognition mechanism for high performers	People and Culture	✓
	Improve employee access to flexible work arrangements	People and Culture	✓
	Relocation of the City Administrative Centre to a new high-performance Building	People and Culture	✓
	Review and update position descriptions to ensure role clarity and capacity to meet future demand	People and Culture	✓
	Review use of contingent labour to address short term needs and provide job security for permanent staff	People and Culture	✓

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

Continue to develop our safety culture	Develop opportunities for improved return to work processes and collaborative inclusion	People and Culture	✓
	Develop opportunities for Work Health and Safety (WHS) mobility and ease of user access. Establish dynamic WHS statistical reporting	People and Culture	✓
	Ensure our mandatory training requirements are continuously met	People and Culture	✓

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

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

Key Performance Indicators

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

* adjusted due to COVID-19.

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



Financial performance

CN spent \$305 million this year to provide services and facilities to more than 160,000 people. We managed \$2 billion of assets including roads, bridges, halls, lands, recreation and leisure facilities, drains, libraries and parks.

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 and waste facilities.

The following information aims to provide a brief summary of our 2019/20 financial statements.

For every \$100 CN spends the following



\$17
governance



\$18
managing our waste



\$5
engaging and serving the community



\$3
people and culture



\$7
parks and recreation



\$7
cultural facilities



\$5
airport



\$15
maintaining our facilities



\$2
strategy and smart city



\$6
looking after our environment



\$13
maintaining our roads and footpaths



\$2
tourism and events

Expenditure by strategic direction



- Integrated and Accessible Transport - \$51,629
- Protected Environment \$71,784
- Vibrant, Safe and Active Public Places - \$72,959
- Inclusive Community - \$6,224
- Smart and Innovative - \$24,985
- Liveable Built Environment - \$9,036
- Open and Collaborative Leadership - \$68,306

Our capital works expenditure

We spent a record \$92.5 million



\$26.1m
buildings structures and places



\$16.2m
roads and transport



\$29.8m
environment and stormwater



\$5.1m
strategic



\$7.7m
information technology



\$7.6m
fleet replacement

Works program summary

Full year Revised Budget \$,000	Portfolio/Program	YTD Revised Budget \$,000	YTD Actual Result \$,000
14,221	Buildings, Structures and Places	27,142	25,960
150	Aquatic Centres	422	219
30	Blackbutt Reserve	50	-
5,340	Buildings - Council Support Services	11,655	12,782
-	Caravan Parks and Commercial Properties	-	176
50	Cemeteries	26	18
996	City Centre Revitalisation	792	570
2,375	Coastal Revitalisation	954	519
-	Community Buildings	1,231	910
2,122	Cultural Facilities	4,592	4,526
603	Libraries	3,876	2,433
50	Public Toilets	240	191
1,505	Recreation Parks, Sporting Facilities and Open Spaces	3,198	3,582
1,000	Retaining walls	106	34
9,730	Roads	12,185	11,634
2,500	Bridges	3,537	3,489
350	Footpaths	634	586
3,150	Road Rehabilitation	4,927	4,047
3,000	Road Resurfacing	2,789	3,075
730	Roadside Furniture	298	437
4,035	Transport	4,828	4,672
1,110	Cycleways	746	570
1,085	Local Area Traffic Management (LATM)	974	917
230	Parking Infrastructure	217	147
1,610	Pedestrian Access and Mobility Plan (PAMP)	2,891	3,038
5,440	Stormwater	7,616	7,790
75	Flood Planning	89	85
5,365	Stormwater Network	7,527	7,705

Full year Revised Budget \$,000	Portfolio/Program	YTD Revised Budget \$,000	YTD Actual Result \$,000
35,831	Environment	27,240	21,939
1,210	Bushland and Watercourses	1,650	1,504
1,430	Coast, Estuary and Wetlands	4,837	2,975
950	Street Trees	1,070	997
32,241	Waste Management	19,683	16,463
4,595	Information Technology	8,361	7,740
1,155	Implementation and Upgrade of Applications	1,701	1,205
3,170	Infrastructure Improvements	5,126	5,440
270	Strategic and Systems Analysis	1,534	1,095
2,095	Strategic	4,759	5,188
2,095	Smart City	4,759	5,188
5,000	Fleet Replacement	7,835	7,617
5,000	Fleet Replacement	7,835	7,617
80,947	Grand Total	99,966	92,540



Where did our money come from

This year, our main source of income (other than rates), was from user charges and fees of \$74 million, a reduction of \$16 million on last year's \$90 million. The impact of COVID-19 on CN's income was forecast to be down by \$18 million by the end of June and spread across multiple areas of CN's services including:

Reduced commercial waste volumes to the Summerhill Waste Management Centre

Loss of ticket sales from the closure of the Civic Theatre

Loss of bookings from the almost-complete closure of the Stockton Beach Holiday Park

Reduced Newcastle Airport dividend

Reduced income from investments

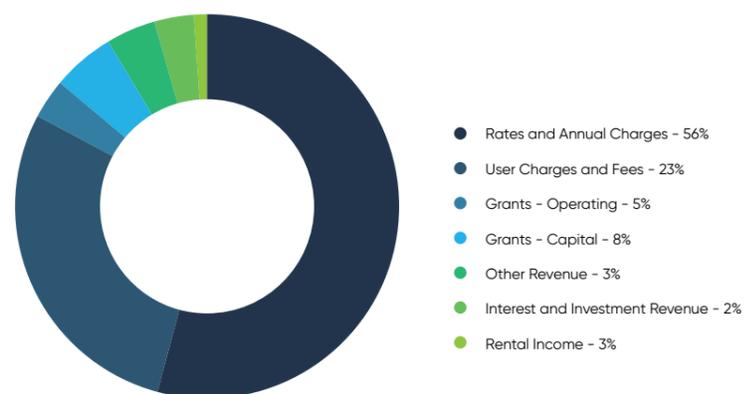
Reduced parking meter revenue

Reduced traffic infringements.

Income from rates and charges contribute \$184 million or 56%.

Federal and State Government grants and contributions assist us to provide facilities and services in the community. This year we received \$42 million or 13% (including capital and operational).

Total operating income
\$326 million

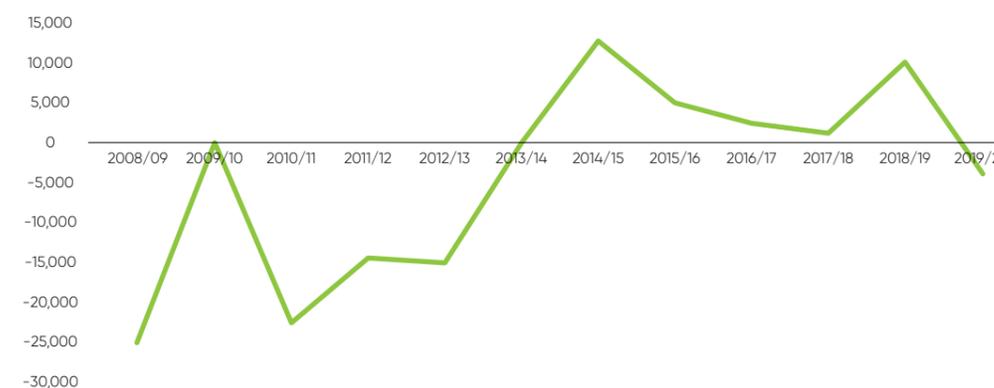


How does our financial performance compare with previous years?

Achieving financial sustainability has been a key objective of CN. This has been an ongoing process and many initiatives have been undertaken to position us to maintain financial sustainability in the long term.

Financial sustainability is one of the foundations of good government and this has been delivered over the last six years through prudent and progressive economic management. This foundation has allowed us to support our community and local businesses through this uncertain time all while turning a predicted \$8.33 million deficit into a \$3.6 million deficit. This compares to a forecast \$4.1 million surplus immediately prior to the state and national lockdown measures started in March to contain the spread of COVID-19.

Operating result before capital (\$'000)



Where was the money spent?

Our total operating expenditure of \$305 million contributes 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 and sporting and our beaches.

Our focus over March to June was to carefully manage our finances in order to respond to COVID-19, as well as fund projects aimed at supporting the local economy. We responded by approving a \$5.5 million community support program that commenced in April.

Among a broad range of support for our community, we initiated a \$800,000 grants program to empower the community sector to support the most vulnerable, as well as offered interest-free rate deferrals for 15 months, and a 50% discount to those small businesses renting a CN-owned building.

Total operating expense \$305 million



We have been continually increasing our capital works expenditure significantly over the past ten years, a \$60 million increase from 2009/10. Our goal is to balance infrastructure renewal with revitalisation projects to meet the higher community expectations that come with sustained growth.

We delivered a record \$92.5 million in capital works projects including:

Completion of the Tyrrell Street Bridge at Wallsend

Local centre renewal at Beresfield

New amenities block at Lambton Park

Five-megawatt solar farm at Summerhill Waste Management Centre

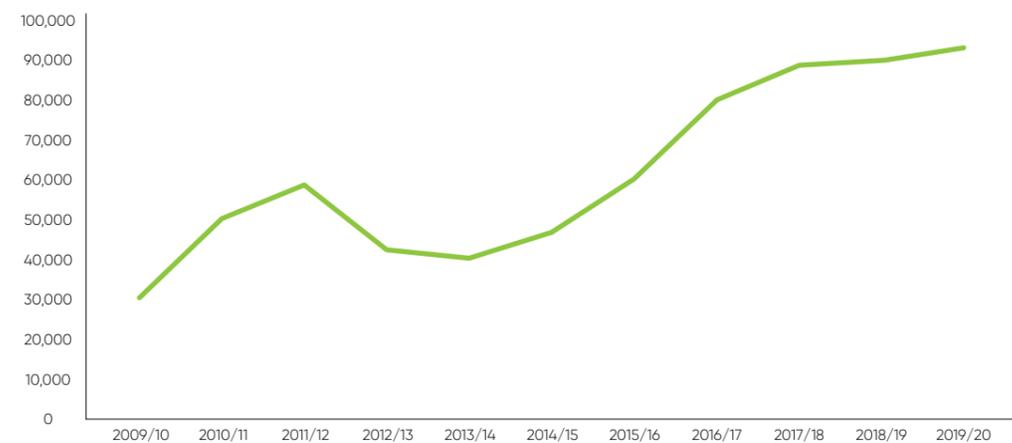
Playground replacement and upgrades at Coldstream Crescent, Rankin Park

Road and drainage rehabilitation at various locations including Cooks Hill, Waratah, Newcastle, Wickham and Lambton

Pedestrian crossing upgrades in Mayfield, Wickham and Adamstown

Construction of the Resource Recovery Centre.

Capital works program (\$'000)



Financial performance measures

These key metrics are used to evaluate our overall financial condition and were also used as a basis for assessing us as financially fit for the future.

Operating performance ratio



2.39%

OLG Target >0%

Own source operating revenue ratio



86.83%

OLG Target >60%

Unrestricted current ratio



2.09x

OLG Target 1.5:1

Debt services ratio



5.24

OLG Target >2

Rates and annual charges outstanding



4.38%

OLG Target <10%

Cash expense cover ratio



5.85 mths

OLG Target +3

Definitions

Operating performance ratio

This ratio measures CN's achievement of containing operating expenditure within operating revenue. It is important to distinguish that this ratio focusses on operating performance. Capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded.

Own source operating revenue ratio

This ratio measures fiscal flexibility and the degree of reliance on external funding sources such as operating grants and contributions. CN's financial flexibility improves the higher the level of its own source revenue.

Unrestricted current ratio

The unrestricted current ratio measures CN's ability to meet its obligations (current liabilities) using current assets.

Debt services ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Rates and annual charges outstanding

This ratio assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.

Cash expenses cover ratio

This liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.

Long Term Financial Plan (LTFP)

The LTFP is an integral document in the Integrated Planning and Reporting Framework and demonstrates the financial impacts of providing service levels and assets to the community. The service levels and assets to be provided are identified through the Our Budget document as part of the annual budget process incorporating key objectives and commitments made in our suite of corporate planning documents including the Community Strategic Plan (CSP), Asset Management Strategy (AMS) and Service Asset Plans and the Workforce Management Plan (WMP). The LTFP has been recently updated through the 2020/21 annual budget process.

CN has a strong focus on achieving its financial goals and objectives. CN utilises the LTFP as a financial decision-making tool to identify financial and strategic opportunities. The LTFP also provides a sound basis for strategic decision making allowing for transparency in forecasting CN's financial decision making and offering analysis of the cumulative financial impacts of CN's strategic and operational planning.

CN's 2019/20 budget included additional expenditure to support our community and to stimulate the region through the unprecedented economic and social impacts of COVID-19. The economic impacts of COVID-19 are included in the LTFP with long periods of low CPI and reduced interest rates returns predicted. However, with strong financial governance and budget management CN is projecting a return to surplus in 2021/22. To ensure long term sustainability CN will continue to monitor market conditions and is ready to pivot operations to meet unforeseen circumstances.

Our Financial Objectives

Maintain a net operating surplus	Each financial year, the budget has a net operating result before capital grants and contributions. This should be controlled through strong financial governance and budget management.
Renew and maintain assets within a sustainable range	CN's renewals program has been budgeted in-line with depreciation and leaves only limited capacity for new asset priorities such as waste management projects and coastal revitalisation.
Maintain a strong cash and liquidity position	CN guarantees its financial stability by maintaining a strong cash position and maintaining reserves in-line with internal policies. This assists with generating revenue and ensures we have sufficient assets to cover our liabilities.
Financial legacy	Ensure that every financial decision that is made, by both the council and CN management, creates and safeguards the financial legacy of the City of Newcastle. A legacy of being prudent and responsible.

Asset management planning



\$2 billion
infrastructure portfolio



28
asset plans

We expanded our asset management planning through the delivery of a ten-year Asset Management Strategy with plans for 28 asset-based services. The Asset Management Policy, Strategy and Plans are integral documents in the Local Government Integrated Planning and Reporting Framework, informing the Long-Term Financial Plan and Workforce Management Plan.

Our asset management goals are to proactively manage our assets from a lowest whole-of-life cost perspective in accordance with recognised industry practice whilst meeting agreed levels of service; and to continuously improve our asset management systems.

To guide us forward, there are 12 service asset management key strategies emerging from the 2019/20 planning process.

Key strategies

1. Service delivery expectations will be aligned with available funding so that the sustainable management of all required supporting assets is achieved
2. Identify the levels of funding required to achieve a sustainable capital works program and assess the implications of different funding levels on Levels of Service
3. A community consultation process consisting of service outputs, service levels, and sustainable service costs will be developed and implemented
4. Service Asset Plans will forecast demand and its effects on service delivery
5. Adjust resources and invest in building capacity to deliver works programs
6. Future organisational structures should focus on services provided rather than traditional approaches of grouping similar business units
7. Maintenance required to minimise lifecycle cost is fully funded and reportable by service
8. Renewal required to reduce and maintain the infrastructure backlog is fully funded and reportable by service
9. New services and/or assets will only be approved where the full lifecycle cost of doing so has been evaluated and appropriate supporting budget allocations made
10. Assets will be disposed if they are not required to support service delivery
11. Asset data and service information will be captured and improved
12. Planning for future delivery of services will incorporate environmental sustainability.

We manage an infrastructure portfolio of \$2 billion and a natural asset portfolio of \$368 million to deliver 28 core asset-based services. The table below demonstrates the level of service which represents the current quality, functionality, capacity, utilisation, location, accessibility and environmental performance of each of the services.

The desired level of service captures the balance between the services provided, the level of service the community expect and what the community is prepared to pay for.

Service	Current level of Service	Service	Current level of Service
Art Gallery	★★★★☆	Recreation - Inland Swim Centres	★★☆☆☆
Bushlands, Watercourses and Public Trees	★★★★☆	Recreation - Parks	★★★★☆
Caravan Park	★★★★☆	Recreation - Playgrounds	★★★★☆
Cemeteries	★★★★☆	Recreation - Sporting Facilities	★★★★☆
City Innovation and Sustainability	★★★★☆*	Stormwater Drainage, Water Quality and Flood Planning	★★☆☆☆
Civic Venues	★★★★☆	Support Services - Depot Operations	★★★★☆
Coast, Estuary and Wetlands	★★★★☆	Support Services - Fleet and Plant	★★★★☆
Community Buildings	★★★★☆	Transport - Bridges and Structures	★★★★☆
Information Technology	★★★★☆	Transport - Car Parking	★★★★☆
Libraries and Learning	★★★★☆	Transport - Pathways	★★★★☆
Museum	★★★★☆	Transport - Public Domain Elements	★★★★☆
Property	★★★★☆	Transport - Roads	★★★★☆
Public Amenity	★★★★☆	Waste Management	★★★★☆
Public Art, Monuments and Memorials	★★☆☆☆		
Recreation - Beaches and Ocean Baths	★★★★☆		

* City Innovation and Sustainability is a new initiative implementing infrastructure into the future. Currently reflects the progressive development of digital and technology assets. The foundation technologies and platforms are primarily in design, deployment and commissioning phases, with full potential yet to be realised for either organisational capability or community benefit. For example, progressive deployment of public Wi-Fi linked to smart pole installation means it is currently available in pockets. The final outcome is city centre and priority local centres coverage. Likewise, the city fibre network currently being deployed that will soon link CN buildings and provide a digital communications backbone to the city. The services that can operate on this fibre network and yet to be deployed. The service is moving towards a 5-star service delivery rating that will accurately reflect the quality and leading-edge nature of the City's new embedded technology and data platforms.

Our statutory reporting



Our accountability

Special Rate Variation (SRV) Section 508 (2) and 508A

2012 SRV

In 2012, CN successfully applied for a Section 508(2) special rate variation (SRV) of 5% above the rate cap for one year. The variation occurred in the 2012/13 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 \$45.5 million, with \$7.3 million being raised this year. This revenue is placed in a restricted reserve to fund the projects outlined in the 2012 SRV application only.

Over \$1.6 million was spent this financial year on the top four priority projects with the majority of funding being used for coastal revitalisation.

In total, \$59.2 million has been spent to date on these capital projects. 2019/20 financial year will include spending a further \$18.9 million on the 2012 SRV priority projects.

2012 SRV priority projects

City centre revitalisation

Revitalising our coast

Upgrading Blackbutt Reserve

Providing new cycleways

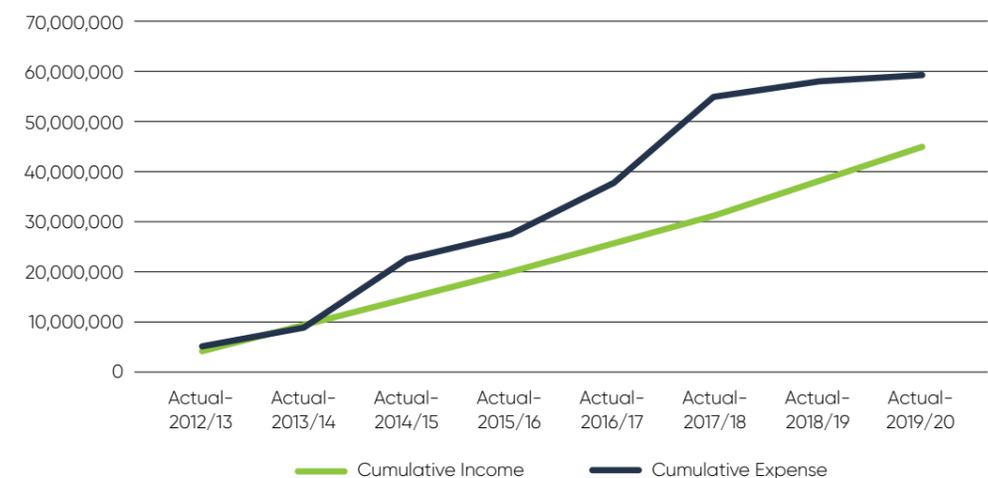
Improving our swimming pools

Modernising our libraries

Expanding our Art Gallery.

2012 SRV projects	2019/20 actual spend (\$'000)	Total spend to 30 June 2020 (\$'000)
	Actual	Actual
City Centre revitalisation	570	4,374
Coastal revitalisation	519	40,941
Blackbutt Reserve	-	5,364
Cycleways	570	8,467
Total	1,659	59,147

2012 SRV Priority Projects



2015 SRV

The 2015 SRV was approved by IPART in May 2015 and will increase our revenue by 46.9% over the five years to 2019/20.

Over \$112 million has been raised from the 2015 SRV since its introduction in July 2015. These funds were used to maintain another year of financial sustainability and a balance of infrastructure renewal and revitalisation projects.

Our strong financial sustainability and SRV 2015 has played a significant role in our recover from COVID-19. These foundations allowed us to support our community and local business through this uncertain time. Even with the impact of COVID-19 we achieved a record capital works spend of \$92.5 million, and delivered a modest \$3.6 million deficit.

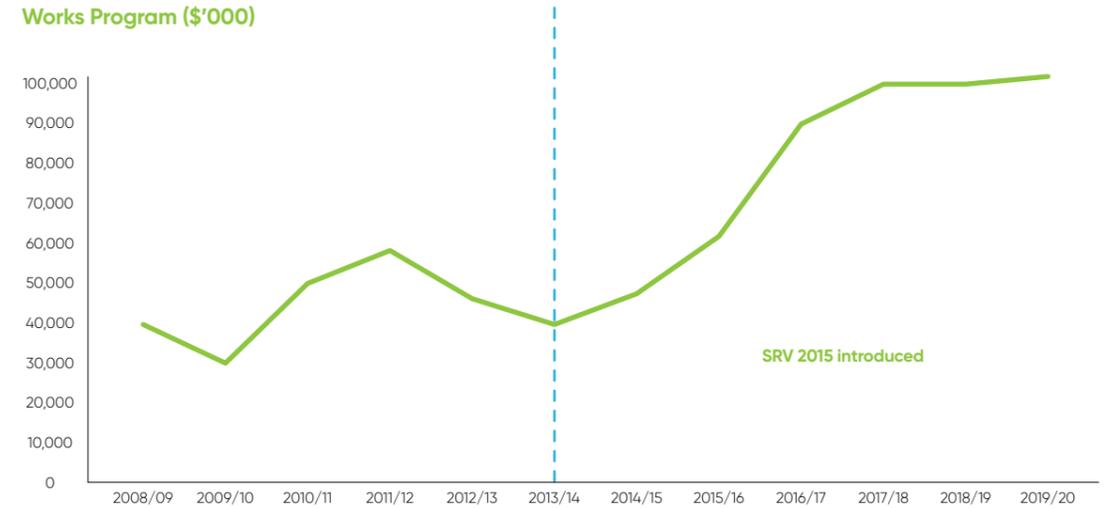
IPART determination

Our decision enables the council to achieve financial sustainability, maintain and enhance existing services, address infrastructure backlogs, and fund a program of asset renewal and some new capital expenditure.

Operating result before capital (\$'000)



Works Program (\$'000)



Funds have been applied to maintain and enhance existing services and associated assets of which a total of \$9.4 million has been spent in 2019/20 and over \$31 million has been spent since the introduction of the 2015 SRV.

Project	2019/20 (\$,000)		2016-2019 (\$,000)	
	Budget	Actual	Budget	Actual
Increased operating expenditure	2,085	685	5,709	3,786
Restoration/renewal of City Hall	-	2,668	-	13,241
Road/footpath renewals	1,000	962	3,550	1,934
Total Asset Renewal	1,000	3,630	3,550	15,175
Online DA tracking system	53	-	554	-
Road and pedestrian traffic improvements	2,000	3,930	5,000	6,908
Accelerated Hunter St revitalisation	2,000	574	3,000	1,153
Accelerated Blackbutt Reserve	-	-	2,000	2,256
Implement Cycling Strategy and Action Plan	3,000	536	6,500	1,603
Newcastle revitalisation projects	110	-	526	284
Total Asset Upgrades	7,163	5,040	17,580	12,204
Total Expenditure	10,248	9,355	26,839	31,165

2019/20 is our fifth and final year of the 2015 SRV.

Contractors/Works Awarded Regulation cl 217(1)(a2)

During the 2019/20 financial year we awarded contracts/ work over \$150,000 as detailed in the following table.

Contractor name	Description of goods, works or service	Contract sum or estimate*
Flow Power	Electricity Supply - PPA for Streetlighting and Large Sites (10 years)	\$12,000,000*
ERM Power	Electricity Supply - Small Sites (2 years)	\$3,704,597
IQ Renew	Processing of Recyclables (1 year)	\$2,090,909
Data#3	Management of Microsoft Software Licensing (3 years)	\$1,953,765
Porters Plant	SWMC Hire of Heavy Plant (3 years)	\$1,612,327
NSW Electoral Commission	Administration of the 2020 Council Elections	\$1,005,360
Awarded to a panel of 4 companies	Natural Areas Rehabilitation Services (2 years)	\$900,000*
Telstra Corporation Limited	Interim Operational Support Services	\$440,000
Department of Customer Service	Parking Infringement Processing Fees	\$409,091
Inter Chillers	Newcastle Art Gallery Air Conditioning Installation	\$407,406
NSW Soil Conservation Services	Ironbark Creek Rehabilitation - Stages 5 - 7 - Construction - Ironbark Creek Rehabilitation Stage 5a	\$391,909
Virtual IT Services Pty Ltd	Support Services for AV Systems (3 years)	\$390,000
NSW Soil Conservation Service	Stockton Beach - Placement of Sand - Construction	\$384,321
Newcastle Commercial Vehicles	Procurement of One Truck with Elevated Work Platform	\$375,916
Kingston Building (Australia) Pty Ltd	Civic Station Visitor Information Centre - Construction Fit-Out	\$369,630
NSW Soil Conservation Service	Stockton Beach- Emergency Sandbag Works at Stone and Griffiths Streets	\$400,000*
NSW Soil Conservation Service	Stockton Beach Emergency Works February 2020 - Construction	\$400,000*
Transport for NSW	Park n Ride Bus Service	\$355,530
RHE Project Consulting	Temporary Hire - Project Manager	\$340,200
NSW Soil Conservation Service	Hunter Riverwall Revetment Stockton - Stages 7 and 8	\$325,075
RHE Project Consulting	Temporary Hire - Project Manager	\$307,800
AECOM Pty Ltd	Intersection of Cowper and Kokera Street Wallsend Detailed Design	\$305,295
Mothership Events	Event Management Services - New Years Eve 2019 and Australia Day 2020	\$272,727
GWG Partners	Temporary Hire - Project Manager	\$254,545
Potentiate Pty Ltd	Community Surveys Hosting Services	\$236,364

Contractor name	Description of goods, works or service	Contract sum or estimate*
Kentan Machinery	Procurement of Four Agricultural Tractors with Attachments	\$233,697
Lake Timber and Hardware	Procurement of Removable Bespoke Platforms and Picnic Shelters	\$224,889
Sapio Pty Ltd	Security System Upgrades - City Hall, civic Theatre and Fort Scratchley Newcastle	\$222,380
Barrier Signs Pty Ltd	Road Traffic Signs and Traffic Equipment	\$240,000*
Vocus Pty Ltd	WAN Connections for multiple sites	\$215,042
Ernst and Young Australia	Agile Project Management Consulting Services	\$213,636
V8 Supercars Australia Pty Ltd	Events infrastructure relocation	\$209,759
Intalock Technologies	End Point Security Solution and Support	\$201,852
Vivaticket Pty Ltd	Civic Venues Ticketing System	\$189,193
Amy Smith People Consulting	Implementation Services - Service Unit Plans	\$200,000*
Integrated Construction Equipment Pty Ltd	Demolition of Life Without Barriers Building	\$175,273
Taylor and Cullity Pty Ltd t/as Taylor Cullity Lethlean	Foreshore Park Masterplan Preparation	\$168,890
Haskoning Australia Pty Ltd	Stockton Coastal Management Plan	\$166,182
Wisdom Innovations Pty Ltd (Think Startup)	Customer Experience Strategy Development	\$165,000
HC Solar	Install a new rooftop PV array - Depot Solar System	\$162,474
Moduplay Group Pty Ltd	Brickworks Park Playground Supply and Installation	\$160,410
Bluecoast Consulting Engineers	Sediment Transport Study and Coastal Hazard Assessment - Stockton Bight	\$156,709
Never Stop Irrigation Pty Ltd	Installation of Drainage and Irrigation - Kurraka Oval, Fletcher	\$151,088
Panel contract awarded to 5 companies	IT Roles Recruitment Services	\$150,000*

Note: * means the amount is an estimate with some estimates based on historical expenditure. All amounts stated are GST exclusive.

Environmental Planning and Assessment Act

Planning Agreements in force 1 July 2018–30 June 2020

1. Newcastle Urban Rail Transformation Program Planning Agreement	
Parties	CN and Hunter Development Corporation
Date of Execution	24/04/2018
Land to which the PA relates	Lot 2 DP 1226145 Lot 2 DP 1226551 Lot4 DP 1226551 Lot 6 DP 1226551
Description	Embellishment of open space to create a new Civic Link, Darby Plaza and expanded Foreshore Park Dedication of the above-mentioned open space, including buildings within Maintenance and restoration of heritage buildings and facilitates adaptive reuse of Newcastle Station and Signal Box Remediation works to be carried out in accordance with a Remediation Action Plan Widening of Civic Lane Funding of an affordable housing project on a specified site with a fallback position of a minimum of 10% of total residential development as affordable housing. All obligations of the Planning Agreement have been met by the Developer and the agreement has been concluded
2. The Verve Residential Development Planning Agreement	
Parties	CN and Windham Developments Pty Limited
Date of Execution	07/05/2019
Land to which the PA relates	Lot 3 DP 593753 and Lot 2 DP 81601, 464-470 King Street, Newcastle
Description	Dedication of the land and the works required to complete the construction of a pedestrian / cycle link between King Street and the northern extremity of Lot 3 DP 593753. All obligations of the Planning Agreement have been met by the Developer and the agreement has been concluded
3. 5 Hall Street Maryville – Velocity Planning Agreement	
Parties	CN and Cape Wickham Pty Ltd
Date of Execution	10/04/2019
Land to which the PA relates	Lot 100 DP 746334, 5 Hall Street Maryville
Description	Replace existing 2.5m cycleway with new concrete 3.0m cycleway along foreshore and provision of dedicated walkway adjacent to cycleway including handrails/seating/lighting.

Legal proceedings

Regulation cl 217(1)(a3)

Expenses incurred

During 2019/20 the total of legal expenses in relation to legal proceedings incurred by CN was \$625,468.

Of this, the monies expended undertaking litigation and the amounts paid in settlement of costs claims were:

Amount expended undertaking litigation: \$625,468

Amount received by Council in settlements of costs claims: \$18,794

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 2019/20 CN commenced four Local Court prosecutions.

Four matters were dismissed and CN was ordered to pay costs.

In addition, there were three Local Court prosecutions against CN. In these matters there were convictions recorded and fines imposed.

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

Court-elected penalty notices

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

In 2019/20, CN was involved in eight cases where:

In four matters the offences were proven with convictions recorded and fines imposed.

In one matter the offence was proven under s10A(a) guilty with no conviction recorded and no further penalty.

In one matter the offence was proven with no convictions recorded and no fines imposed.

In one matter the offence was proven and fine imposed with no conviction.

One matter is yet to be finalised.

Land and Environment Court

Class 1 appeals

Class 1 appeals in the Land and Environment Court are related to environmental planning and protection appeals. This includes appeals on the merits only against refusals, or deemed refusals, of development consents or conditions of development consents.

Fifteen Class 1 Appeals were lodged in the Land and Environment Court against CN in 2019/20.

Three matters were settled by a Section 34 Agreement between parties.

Nine matters are yet to be finalised.

Two matters the Appeal was dismissed.

One matter the Appeal was upheld.

Supreme Court

Judicial Review

Judicial Review is concerned with the legality of decision-making. This includes a request to the Supreme Court to review whether CN acted within the legal boundaries of its powers and functions.

One Summons for Judicial Review was lodged in the Supreme Court against CN in 2019/20. The proceedings were dismissed with costs.

Public Interest Disclosures [Public Interest Disclosures Act 1994 Regulation](#)

CN has an Internal Reporting – Public Interest Disclosure Policy (Policy) which is developed in accordance with the *Public Interest Disclosures Act 1994* (PID Act). The PID Act sets out the system under which people working within the NSW public sector can make reports about wrongdoing of other workers in the NSW public sector (such as all CN officials).

Public Interest Disclosures: statistical information

During 2019/20, the following disclosures were made under the Policy:

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

Details on how CN met its obligations in 2019/20

The Policy:

Incorporates the relevant provisions of the PID Act and the NSW Ombudsman's Model Internal Reporting Policy – Public Interest Disclosures 2013.

Encourages and facilitates the disclosure of wrongdoing by providing a framework for receiving, assessing and dealing with disclosures of wrongdoing in accordance with the PID Act and ensuring CN complies with the PID Act.

Clearly defines the roles and responsibilities of the CEO, Lord Mayor, Disclosures Coordinator, Disclosures Officers and CN Officials.

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

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

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

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

Ensuring in-house training is provided to staff by way of refresher sessions.

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

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

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

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

Stormwater levies and charges Regulation CL217(1)(e)

During the 2019/20 financial year CN conducted an extensive Stormwater program which included 42 projects dedicated to Stormwater drainage works and services resulting in total program expenditure of \$7,790,043. Of these 42 projects, 34 were eligible to have the SMSC applied. The total expenditure on the eligible SMSC projects totalled \$7,396,066 for the 2019/20 financial year.

CN's total investment in FY 2019/20 in Stormwater rehabilitation delivered a wide range of stormwater activities, including:

Asset renewal and creation, with approximately 2,454m of pipelines, 281m of culverts, 525m of swales, 177 pits (including 11 infiltration pits), 83 pit upgrades, 1 headwall, five stormwater quality improvement devices (SQID), one tide control device upgrade.

Trenchless technology used to renew 736m of pipelines.

Stormwater program projects successfully completed: at:

- Swan Street, Cooks Hill
- Brookfield Avenue, Fletcher
- Gross Street, Tighes Hill
- Mandalong Road, Adamstown
- McCarthy Street, Minmi
- Gunambi Street, Wallsend
- Dumaresq Street, Broadmeadow
- Hunter Street, Stockton
- Aldyth Street, New Lambton
- Kinross Avenue, Adamstown Heights
- Croudace Road, Elmore Vale
- Algie Street, North Lambton
- Sanctuary Estate, Fletcher
- Un-named laneway, Stockton
- Kings Road Laneway, New Lambton

Approx. 304 proactive erosion and sediment control inspections were performed.

Approx. 48 Business Pollution Prevention Program audits were performed.

The actual expenditure also reflects the investment in future construction works through planning and design, which has commenced in a number of large urban areas including Waratah West catchment, central Hamilton catchment, Cooks Hill catchment and the Mayfield East catchments. As these projects progress, construction works will be scheduled accordingly.

In addition to the SMSC delivery, CN also conducted the 2019-2020 Flood Program, which undertook multiple minor flood mitigation investigations across the LGA, maintained the flash flood alert system including rain and river gauges, continued monitoring and analysis of ground water and sea level rise in low lying areas, and maintained existing detention basins. CN is also progressing community flood behaviour response education in conjunction with the SES and is working with the Hunter JO to determine appropriate development strategies and policies to reduce the potential impacts of Hunter River flooding.

Notable Projects 2019/20	Outcome
Citywide - trenchless technology drainage rehabilitation	This project delivered the effective renewal of 736m of stormwater pipeline using trenchless relining technology in 2019/20.
Various Headwalls - rehabilitation	Ongoing monitoring at Boronia Avenue. Rehabilitation of headwall outlet and downstream rock lined channel completed at McCarthy St Minmi. Investigation works for projects at Lookout Road New Lambton Heights and Schroder Avenue Waratah West are ongoing.
Stockton Laneways- Infiltration at unrelieved sags	Construction was completed for unnamed laneway between North Street and King Street where 5 infiltration devices were installed. Design is progressing for other laneways.
Beaumont Street Islington - Drainage design and construct	Design and construction for infiltration pits in Beaumont Street and Maitland Road Islington were completed in 2019/20. This will significantly reduce the effects of water ponding in the area.
Water Sensitive City Implementation	2020/21 is the final year the CRC for Water Sensitive City is operating. This year will focus on consolidating knowledge, research and tools generated over the previous nine years, expanding staff skills, knowledge base, policy, strategic directions and enhanced project deliverables.
Swan St Cooks Hill - Drainage Construction	Major construction works between Darby Street and Mosbri Crescent were completed. Additional investigations and design works will soon commence to investigate options to improve the downstream drainage systems.
Water Quality Device - Rehabilitation	Rehabilitation of large biofilter at Gunambi St Wallsend complete. Maintenance of over 40 water quality devices citywide and over 4.5km of bioswales. This project is critical to the ongoing protection to the LGAs creeks, rivers and ocean.
Sanctuary Subdivision- Remediation of stormwater drainage	Construction works were completed in the 2019/20 financial year. These works aim to improve the effectiveness and visual amenity of the rock lined channels to meet CN and community expectations.
University Dr Waratah West- Catchment rehabilitation	Investigations and design works were performed in the 2019/20 financial year for the replacement of the existing culvert located under the cycleway. Construction is programed to be delivered in 2020-21 financial year.

Notable Projects 2019/20	Outcome
Creeks and Waterways - inspect erosion and sediment control	A successful financial year of Erosion and Sediment Control (ESC) inspections across Newcastle were conducted. 304 construction sites proactively inspected for erosion & sediment (E&S) control compliance. 48 sites proactively audited by the Business Pollution Prevention Program (BPPP). 129 reactive requests resolved relating to pollution matters.
Stormwater Drainage - Renewal	Construction works were completed at numerous locations around the city, including: Algje Street North Lambton Mandalong Road Adamstown Aldyth Street New Lambton Dumaresq Street Broadmeadow Kings Rd laneway New Lambton
Brookfield Avenue Fletcher	Construction works were completed at Brookfield Avenue Fletcher to rectify and improve a failed drainage outlet. Stormwater is now effectively conveyed down a steep batter and erosion is now controlled.
Gross Street Tighes Hill GPT	Construction of the gross pollutant trap is now complete. The unit is operational and providing stormwater quality improvements.
Croudace Road Elmore Vale	Construction works were completed for culvert and kerb inlet pit works in Croudace Road, Elmore Vale. The works have improved how the current system operates.
Kinross Avenue Adamstown Heights	Construction works were completed to rectify a failed drainage pipeline and pit down a steep batter. Innovative works resulted in the retention of two large trees.
Low Lying Suburbs - Tide Gate Rehabilitation	Construction works were completed at Hunter Street Stockton to improve the function of an existing tide gate. This tide gate aims to prevent water from entering the upstream (and low lying) street during king tide events.

Total rates and charges written off Regulation cl 132(5)

The total rates and charges written off was \$1,321,882

Government Information (Public Access) Act (GIPA Act)

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

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

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

Increased use of social media to share information.

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

Customer Service's digital/web chat and informative messages that play while telephone customers are waiting in queue/on hold relating to rates, waste and illegal dumping

Increase of e-services with forms, enquiries and payment available through our website for Rates, Waste, Parking, Development and Building

COVID-19 information – updates on CN's response, recovery, impacts on services, Community and Economic resilience package, online programming/virtual initiatives

Environment – recycling (e-bulk waste vouchers, new Resource Recovery Centre at Summerhill Waste Management Centre, Sort and Save program, 'Choose to Reuse' competition), opening of new solar farm at Summerhill, CN's climate action plan, monthly community environmental newsletter

Information on new, upgraded and renovated facilities (such as playgrounds, dog parks, sporting facilities)

Annual Report 2019/20 summary video, highlights and infographic to inform the community on our achievements

Guraki – 20th Anniversary including promoting awareness of Aboriginal culture and history, website update for minutes of the CN Guraki Committee

Six monthly performance report highlights and infographic to inform the community on our achievements

Smart City and innovation – Newcastle City app, public events and workshops

Stockton – Repairs and works (coastal emergency works including making available Lexie's Coastal Risk Assessment Report), extensive community consultation and information exchange in development of the Stockton Coastal Management Plan

Rehabilitation – Waterdragon Creek Kotara, Ironbark Creek and Mary Street Jesmond Channel rehabilitation

Fortnightly e-newsletter to the Community Services Sector covering Council and Community Sector News and Creative City for the Arts and Cultural Community

Information about the Disability Inclusion Action Plan 2016–2019 review

Campaigns – Have your say campaign on Our Budget 20/21, Motor Vehicle Theft Community Safety, awareness of the role of UN Sustainable Development Goals, Water safety education

Seniors Festival program and annual directory for Seniors

Funding programs – Economic, Art and Community Grants and Sponsorship

Information about Supercars

Updates are also provided after each Council meeting via our website and social media channels summarising the items on the agenda. CN also tweets throughout the meeting as decisions are made.

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

The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

During the reporting period, CN received a total of 85 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 0 access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, 0 were refused in full, and 0 were refused in part.

Statistical information about access applications – Clause 7(d) and Schedule 2

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	1	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	22	8	0	3	0	1	0	1
Not for profit organisations or community groups	5	3	0		1	0	0	0
Members of the public (application by legal representative)	12	11	0	2	0	0	0	0
Members of the public (other)	15	10	0	2	0	0	0	3

*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
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	43	18	0	4	1	1	0	4
Access applications that are partly personal information applications and partly other	8	15	0	3	0	0	0	0

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

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	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	67

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

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

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

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	32
Business interests of agencies and other persons	9
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	83
Decided after 35 days (by agreement with applicant)	12
Not decided within time (deemed refusal)	1
Total	96

*The Information Commissioner does not have the authority to vary decisions but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	1	0	1
Review by Information Commissioner	1	0	1
Internal review following recommendation under Section 93 of Act	0	1	1
Review by ADT	0	0	0
Total	2	1	3

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

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred
Agency - initiated transfers	1
Applicant - initiated transfers	0

Appendix

Swimming pools inspections

Section 22F - Inspections carried out by local authority

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

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

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

In respect of the reporting requirements for our annual report for 2019/20 financial year, please note the below figures.

Swimming Pools Regulation 1998

Clause 18BC - Council reporting requirements for inspections

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

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

Total inspections for (a) and (b) = 3

Total inspections for c (i) and (ii) = 136

Total inspections overall = 139



Legislative checklist

Requirement	Act Referent	Section
Details and purpose of overseas visits by councillors, council staff or other persons representing council	Regulation CL 217(1)(a)	Governing our City
Mayoral and councillor fees, expenses and facilities	Regulation CL 217(1)(a1)	Governing our City
Contracts/works awarded	Regulation CL 217(1)(a2)	Our Statutory Reporting
Legal Proceedings	Regulation CL 217(1)(a3)	Our Statutory Reporting
Private works and financial assistance	Regulation CL 217(1)(a4) and S67 (3)	Our Statutory Reporting
Amount contributed or otherwise granted	Regulation CL 217(1)(a5) and S356	Year in Review – Sponsorships and Grants
External bodies, companies and partnerships	Regulation CL 217(1)(a6), (a7) and (a8)	Governing our City
EEO management plan implementation	Regulation CL 217(1)(a9)	Our Organisation
Total remuneration package for CEO	Regulation CL 217(1)(b)	Our Organisation
Total expenditure on senior staff remuneration	Regulation CL 217(1)(c)	Our Organisation
Stormwater levies and charges	Regulation CL 217(1)(e)	Our Statutory Reporting
Coastal protection services	Regulation CL 217(1)(e1)	NA
Companion animals' management	Regulation CL 217 (1)(f)	Inclusive Community
Amount of rates and charges written off during the year	Regulation CL 132	Our Statutory Reporting
Special variation expenditure	S508(2) S508A	Our Statutory Reporting
Report on capital works projects	Capital Expenditure Guidelines	Financial Performance
Information included on GIPA activity	S 125(1) cl7 Schedule 2	Our Statutory Reporting
Environmental Planning and Assessment Act 1979 – particulars of compliance with and effect of planning agreements in force during the year	S93G(5)	Our Statutory Reporting
Information on number of public interest disclosures and whether public interest disclosure policy is in place	S31 Cl4	Our Statutory Reporting
Councils considered to be human service agencies' under the Act must report on compliance with the Act for the reporting period in their Annual Report	S8(2)	NA
Particulars of any environment upgrade agreement entered into, in accordance with any requirement imposed under S406	S54P	NA
Information on the implementation of Council's Disability Plan.	S13(1)	Inclusive Community
Swimming Pools Amendment Act 2012 – Schedule 1	Act 2012 – Schedule 1	Our Statutory Reporting
Work Health and Safety	NAT V3	Our Organisation

Glossary

ABS Australian Bureau of Statistics

ADVOCACY The act of speaking or arguing in favour of something, such as a cause, idea, or policy. In the context of the Strategic Priorities it refers to another sphere of government or organisation delivering a service or outcome for the City

ARUP Is a multinational professional services firm which provides engineering, design, planning, project management and consulting services for all aspects of the built environment.

BENCHMARKING A process of comparing performance with standards achieved in a comparable environment with the aim of improving performance

BIODIVERSITY The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part

COMMUNITY LAND Land classified as community land must be kept for use by the general community. All community land must be regulated by a Plan of Management, which may apply to one or more areas of land

CN City of Newcastle

CROWN LAND Crown Land is land that is owned by State Government but managed on its behalf by Council

DA Development Application

DELIVERY PROGRAM A strategic document with a minimum four-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes. Note: this is a legislative requirement

DCP Development Control Plan

EEO Equal Employment Opportunity

ELT CN's Executive Team is led by the CEO and comprises five Directorates – Governance, Strategy and Engagement, People and Culture, Infrastructure and Property and City Wide Services

FINANCIAL YEAR The financial year we are reporting on in this annual report is the period from 1 July 2019 to 30 June 2020

FBT Fringe benefits tax

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, which has replaced Freedom of Information legislation

GPIMS Geospatial Program Integration Management System

GYBS Got your back sista Partnership

HLS Home library services

HR Human Resources

ICAC Independent Commission Against Corruption

IPART Independent Pricing and Regulatory Tribunal

LGA Local Government Area

NEWCASTLE 2030 COMMUNITY STRATEGIC PLAN (CSP) This integrated Community Strategic Plan (CSP) provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community

OEH Office of Environment and Heritage

OPERATIONAL PLAN A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the Community Strategic Plan. Note: this is a legislative requirement

PAMP Pedestrian Accessibility and Mobility Plan

PARTNERING A structured approach to working together with other parties to achieve a mutually beneficial outcome

PERFORMANCE The results of activities and progress in achieving the desired outcomes over a given period of time

PERFORMANCE INDICATOR Objective evidence on the extent of, or progress towards, achievement of a desired outcome

POM Plan of Management. A document that regulates the use and management of community land

PMD Personal Mobility Device

RATE PEGGING The percentage limit by which a council may increase the total income it will receive from rates. The percentage is set each year by the NSW Minister for Local Government.

RISK MANAGEMENT A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events

RMS Roads and Maritime Services

SEPP State Environmental Planning Policy

SRV Special Rating Variation

SUSTAINABLE DEVELOPMENT Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs

SDGs Sustainable development goals

TARGET A goal to be reached by a specific date which may be higher than the forecasted performance. It aims to continually improve performance

UoN University of Newcastle



