

Annual Report

2023/2024



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City of
Newcastle

Contents

Introduction		Our performance	
About our annual report	8	How we plan	85
Our vision and values	10	- Liveable Newcastle	86
A message from our Lord Mayor	12	- Sustainable Newcastle	104
A message from our CEO	14	- Creative Newcastle	118
Newcastle at a glance	16	- Achieving Together	126
Our year in review		Our organisation	
Our year at a glance	20	Organisation structure	139
Major events	24	Our leadership team	143
Financial summary	28	Our services	145
Capital works snapshot	34	Our workforce	147
Our commitment to the environment	40	Our governance	
Our path to reconciliation	46	Democratic governance	160
Our engagement	48	Corporate governance	170
Our community survey	52	Statutory information	182
Our customer experience	54	Our financial information	
Better service delivery	58	Performance measures	198
Our city		Strategic asset management	199
Our people, our city	62	Special rate variation	202
Supporting our community	64	Newcastle Airport	204
Our global commitment	68	Appendix	
Our stakeholders	70	Action performance	210
Grants and sponsorship	72	Legislative checklist	228
		Anti-slavery	230
		Attachments	
		Audited financial statements	235
		State of our city report	235
		Glossary	236

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Acknowledgement of Country

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

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

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

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





Introduction

About our annual report

This is City of Newcastle (CN)'s report to the Newcastle community on our performance during the 2023/2024 financial year.

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

The report offers a comprehensive overview of our financial and operational performance in relation to the key themes, priorities and objectives outlined in our strategic planning documents, including the Community Strategic Plan (CSP) Newcastle 2040, Delivery Program and Operational Plan 2023–2024, Delivering Newcastle 2040, and Budget. These documents collectively shape our vision and goals for the future.

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

This report covers 8 sections:

- **Introduction**
Overview of the report, including purpose, vision, mission, and key messages from the Lord Mayor and CEO.
- **Our Year in Review**
Summarises key achievements and highlights of the past year, including major events, performance metrics, capital works, sustainability initiatives and community engagement.
- **Our City**
Describes Newcastle's demographic, cultural and economic profile, with key statistics, community diversity and global commitments.
- **Our Performance**
Details progress and outcomes of strategic initiatives focused on liveability, sustainability, creativity and collaboration.
- **Our Organisation**
Outlines CN's structure and functions, including the council, executive team, services and workforce statistics.
- **Our Governance**
Discusses the governance framework, council operations, corporate governance policies, risk management and legislative compliance.
- **Our Financial Information**
Presents CN's financial performance, including asset management, audited statements and financial summaries.
- **Appendix**
Includes a glossary of terms, legislative checklists and a link to the State of our City report.

State of our City

Newcastle 2040 progress

At the end of each council term, we prepare a *State of Our City Report* to review our progress towards *Newcastle 2040*'s strategic goals. This report provides a clear account of our achievements, challenges and future plans. It ensures accountability by showing how CN and its partners address community issues and advance our vision.

The report tracks key community indicators from *Newcastle 2040* to monitor trends and ensure progress. Service indicators measure CN's impact on the city and community, with targets set once baselines are established.

While CN leads in preparing and delivering *Newcastle 2040*, many issues, such as public transport, health, education, housing, planning and employment, are beyond our control. To achieve our vision, CN collaborates with various stakeholders, including government agencies, local businesses, educational institutions, community groups and other service providers.

By providing transparent updates, the *State of Our City Report* informs future planning and decision-making, helping us stay on track to meet long-term goals and respond to community needs.

The *State of Our City Report* can be read in full on our [website](#). For a look at the projects completed and progress against our indicators, view the State of Our City StoryMap [here](#).

Our vision and values

Our vision

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

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



Our values

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

Our values underwent a comprehensive review and update in 2019, ensuring their alignment with our evolving culture and work practices. We continuously assess the impact of these values through employee feedback, performance evaluations and our commitment to achieving the highest standards of service excellence. These values are not just a statement; they are a daily practice, defining who we are and how we work together.

CREW

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





A message from our Lord Mayor

Cr Dr Ross Kerridge
Lord Mayor
10 October 2024 – current

As your newly elected Lord Mayor, I am pleased to present CN's annual report for the year ended 30 June 2024.

The annual report provides an opportunity to share what has been achieved throughout 2023/2024.

It aligns with our Newcastle 2040 Community Strategic Plan, a blueprint to create a liveable, sustainable and inclusive city for all Novocastrians.

Throughout 2023/2024, CN focused on providing essential services, delivering key projects across the city and ensuring financial sustainability for the future. Highlights include:

Improving our infrastructure

One of the standout achievements this year has been our record \$143.4 million investment in the capital works program, representing a 21% increase from the previous year's record investment. This program of works is critical to enhancing the way our community lives, works and plays, ensuring Newcastle remains a wonderful place to live and visit.

Key projects delivered in 2023/2024 include:

- Road renewal at Irawang Street, Wallsend
- Bathers Way – South Newcastle
- Newcastle Ocean Baths – Stage One
- Grandstands at Lambton Park War Memorial Swimming Centre, Passmore Oval and Darling Street Oval
- Amenity sand nourishment and buried protection structures, Stockton
- University Drive catchment
- Ironbark Creek, Wallsend Stage 5
- Perkins Street retaining wall, Newcastle
- Chinchin Street traffic control signals, Islington



Cr Nuatali Nelmes
Lord Mayor
20 November 2014 –
10 October 2024

- Playground upgrades at Adamstown Park, Stockton's Rawson Park, Waratah's Coolamin Reserve and Islington Park

- Major playspace at Gregson Park, Hamilton (completed October 2024)

- Street and park tree replacement program

The delivery of these projects, despite challenges such as supply shortages and weather-affected days, is a testament to our commitment to the community. The completion of Stage One of the Newcastle Ocean Baths renewal, for example, significantly enhanced the safety, water quality and accessibility of this iconic facility, while the Lambton Park War Memorial Swimming Centre grandstand upgrade now provides seating for 800 people and improved amenities that support major events.

Our commitment to the environment

Our commitment to sustainability has been further reinforced with the endorsement of the Newcastle Environment Strategy 2023. This 10-year roadmap outlines the path to supporting our city's transition to net zero emissions by 2040, with substantial progress already made. This year, we:

- Were successful in receiving grant funding for the installation of an additional 34 electric vehicle charging ports across 11 sites, expanding our EV charging network to a total of 50 charging ports across 15 sites.
- Invested in the continued electrification of our fleet, including electric sedans and vans, and the trial of a hydrogen-powered garbage truck
- Expanded our urban forest, planting more than 2,000 street and park trees and supporting biodiversity through the Street Garden program
- Launched the 'Meet the Future' awareness campaign, engaging the community on our climate change, environmental and circular economy initiatives.

Supporting our community

Inclusion, community engagement and wellbeing have been guiding principles in our work. The adoption of the Social Strategy 2030 in July 2023 set a clear framework for removing barriers to inclusion, encouraging community participation, and celebrating our rich social and cultural diversity.

This strategy was shaped by a robust community engagement program, which included more than 2,000 survey responses and a digital video campaign viewed by more than 183,000 people. The strategy paves the way for a socially just and inclusive Newcastle for all.

This year, we also advanced several key community initiatives, including:

- Developing a submission to the Federal Government's inquiry into the Commonwealth's Carer Recognition Act 2010, advocating for the needs of unpaid carers
- Delivering the 'Voice to Parliament – Walking Together' workshop, aimed at raising awareness of the Uluru Statement from the Heart and the Indigenous Constitutional Recognition referendum
- Facilitating the Multicultural Action Group Planning Day, which set the strategic direction for supporting culturally and linguistically diverse (CALD) communities
- Transitioning CN's Disability Inclusion Action Plan (DIAP) into our formal corporate reporting system, enhancing the visibility and delivery of inclusion-focused initiatives
- Hosting a Refugee Week welcome event, reinforcing our commitment as a Refugee Welcome Zone and strengthening connections with refugee community leaders
- Launching the Connections for Ageing Well program, which engaged more than 260 seniors in activities designed to reduce social isolation and promote wellbeing.
- These efforts demonstrate our ongoing commitment to building a connected, inclusive and resilient Newcastle community.

Additionally, our community sector support initiatives have continued to thrive. This year, we distributed 26 editions of the Newcastle Interagency and Community Sector e-news, providing valuable resources and information to over 700 subscribers. We also supported the Newcastle Community Services Interagency, which met quarterly and facilitated networking and collaboration among local community sector representatives.

Planning for our future

Our commitment to the Newcastle 2040 vision continues with key projects that will enhance the city's infrastructure and community spaces. Upcoming initiatives include upgrades to Georgetown Road, Georgetown; continued works on Orchardtown Road, New Lambton; and the next phase of the Wallsend Local Centre. We are also excited about the planned mural and placemaking plazas that will bring New Lambton's Local Centre to life, creating vibrant community spaces.

The Broadmeadow Place Strategy, developed with the NSW Government, is another significant step in our future planning. This strategy outlines a blueprint for developing a 313-hectare precinct across Broadmeadow, Hamilton North and surrounding areas. Informed by community engagement and technical studies, it identifies key areas for housing, commercial activities and public spaces.

In conclusion

I note that this annual report encompasses Council activities for the 2023/2024 financial year, which preceded my election as Lord Mayor. My predecessor Councillor Nuatali Nelmes served as Lord Mayor for this entire year and I acknowledge her leadership, hard work and achievements in that role. I also acknowledge the commitment to civic leadership shown by all councillors as reflected in this annual report for the last financial year.

I express my appreciation to the CEO Jeremy Bath, the leadership team, and all CN staff for their unwavering commitment to our community.

I am excited to work alongside our newly elected Council as we strive to achieve our vision of a vibrant, sustainable, and inclusive city, with a strong emphasis on local engagement.

Cr Dr Ross Kerridge

Lord Mayor



A message from our Chief Executive Officer

Welcome to our annual report for the 2023/2024 financial year. This report helps the community understand how we managed public funds and resources throughout the year, highlighting our progress and achievements.

Our performance

We successfully delivered 209 of the 217 actions outlined in Delivering Newcastle 2040. The 8 items not yet delivered are well progressed and have carried into 2024/2025. For detailed information on our performance, see pages 86–139.

CN has made significant progress on its ambitious agenda thanks to strong financial performance, recording a second consecutive year surplus of \$4.2 million. These surpluses in 2024 and 2023 follow 3 prior consecutive budget deficits, during which we made deliberate decisions to increase our investment in the city to support the local community. The ramp-up in our infrastructure spending was fully funded by drawing down on our savings.

We delivered a record \$143.4 million in key infrastructure projects across Newcastle, following on from \$117.8 million spent in 2022/2023. Since 2018/2019 (the last full year before the pandemic), we have increased our delivered infrastructure projects by 35%. Our key projects, including future projects, are listed on pages 34–39.

This year, we conducted our fifth consecutive employee engagement survey and I'm pleased to report that our overall engagement score has improved from 7.2 to 7.4, up from 6.9 in our first survey in 2020. I am especially proud of our notable scores in Peer Relationships and Management Support, which underscore our enduring commitment to fostering a supportive and collaborative environment throughout the organisation.

On International Women's Day, we celebrated with a sold-out Lord Mayor's Morning Tea at City Hall. This highlighted how fortunate we are to have a community that actively supports important social issues like gender equality. An analysis of CN's remuneration data shows that our gender pay gap was notably low at less than 5%, with median female total remuneration at \$84,310 and male at \$81,119. This balanced outcome across all salary points reflects our commitment to a culture where excellence is rewarded fairly, irrespective of gender, and our enterprise agreement ensures transparent and equitable salary reviews.

Looking ahead

We have continued to invest and plan for significant projects that will not only aid the local economy, but also help us cater to the significant forecast growth in population during the next decade and beyond. The Broadmeadow Place Strategy is a significant planning document that will continue to shape our city for decades.

We are also advancing our city's prosperity through significant initiatives, including the Newcastle Art Gallery expansion, which commenced in January 2022. This project will enhance the gallery by adding 1,600m² of exhibition space, a new café and retail shop, and educational facilities.

Urban enhancements on Hunter Street include the development of a bidirectional cycleway and improvements to the Harbour to Cathedral corridor. Additionally, feasibility studies are underway for the former mall carpark at 92 King Street, while the construction of Iris Stage 2 nears completion, with subsequent stages under review.

The Newcastle Environment Strategy 2023 (NES) was formally endorsed, marking a pivotal advancement in our pursuit of sustainability. This 10-year roadmap outlines strategic priorities for achieving Newcastle's sustainability goals by 2040. Key initiatives encompass increased investment in solar panels and battery storage, ongoing electrification of CN's vehicles and expanded public EV charging infrastructure. Additionally, we are enhancing our urban forest, improving biodiversity corridors and establishing a blue-green grid connected to active transport routes. The 'Meet the Future' awareness campaign has effectively engaged the community in these sustainability efforts.

Thank you

I want to express my gratitude to the dedicated team at CN for their commitment to our community. I also extend my thanks to the former Lord Mayor Nuatali Nelmes and our elected Council for their strong leadership and compassion in supporting our residents during 2023/2024. Their commendable efforts to make sometimes courageous decisions that benefit our community play a crucial role in fostering a thriving environment that enhances the quality of life for everyone.

Jeremy Bath

Chief Executive Officer

Newcastle at a glance

Our population

Newcastle population 2021

168,873

ABS Estimated Resident Population 2023

174,294

Population by 2046

205,445

Greater Newcastle population 2021

604,115

Greater Newcastle Population by 2041

773,825

Estimated annual population growth rate 1%

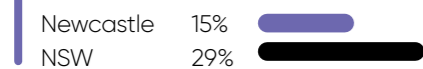
Median age



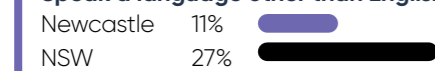
Aboriginal and Torres Strait Islander population



Born overseas



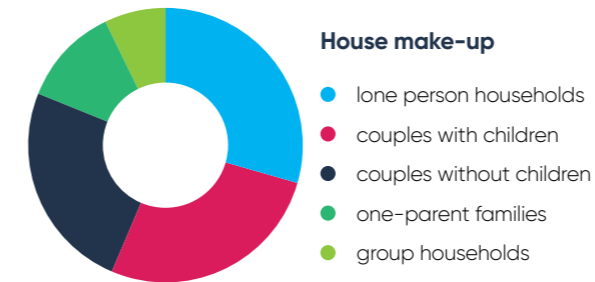
Speak a language other than English



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



Live



52 suburbs

Average household size **2.34** people

33% of dwellings are medium or high density

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

81km of watercourses

91 bushland parcels totalling 5.1 million m²

113,048 street and park trees

42 inland cliffs totalling 3.6km

5.7km bushland tracks and trails

14km coastline

65 wetlands

Play

2 ocean baths

5 aquatic centres

10 beaches **6** patrolled beaches

8 lifeguard facilities

17 off-leash dog areas

4 outdoor exercise facilities

14 community gardens

14 libraries (11 CN-owned)

6 surf clubs

250 recreation parks

972km footpaths and shared pathways

147 sporting grounds

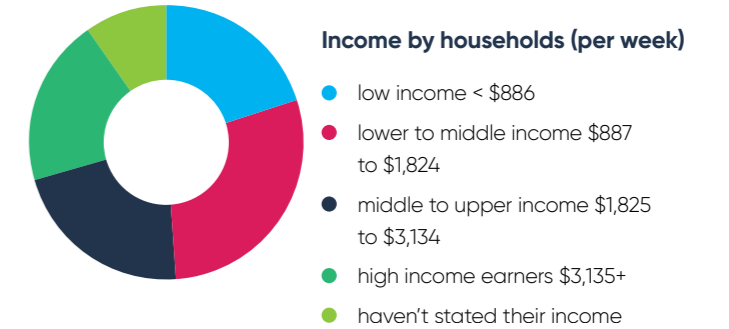
63 sports venues

15 grandstands

13 BMX/skate parks

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

Work



Top 3 industry sectors by employment

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

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

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

102,800 jobs in Newcastle

49% live within LGA

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

Unemployment rate **3%**

53.5% journey to work by car

Invest

1 airport

1 holiday park

1 waste and resource recovery centre

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

62 primary and secondary education facilities

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

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

11.4 million Hunter Region domestic visitors (2023)

\$2.3 billion value of city-owned assets

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

11 tertiary education facilities



Our year in review

Our year at a glance

Organisational performance

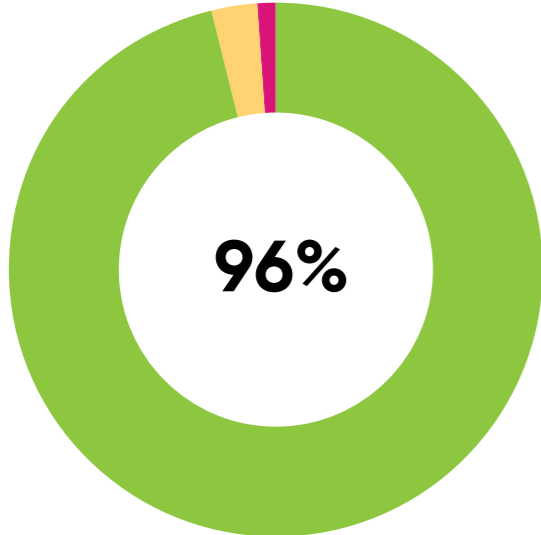
The activities carried out during the 2023/2024 financial year were integral to advancing our 4-year Delivery Program 2022–2026, titled *Delivering Newcastle 2040*, and aligning with the long-term objectives outlined in our CSP *Newcastle 2040*.

In the 2023/2024 period, we successfully completed or made significant progress on a wide-ranging program of capital projects and operational initiatives designed to enhance the wellbeing of our community.

Our performance during this year was evaluated against a comprehensive framework encompassing 42 CSP objectives, 217 one-year actions and 63 annual performance indicators specified in the Delivery Program and Operational Plan. These benchmarks serve as key guides to measure our progress and commitment to our community's vision and priorities.

Total actions 217

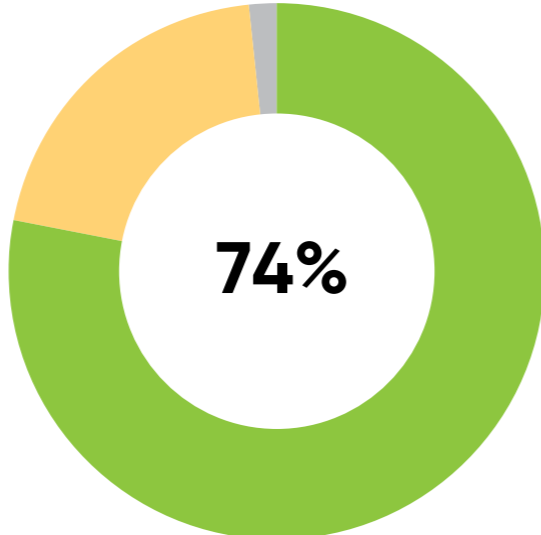
Actions completed or on track: 209



- On Track 209 | 96%
- Monitor 6 | 3%
- Off Track 2 | 1%

Total measures 63

Measures on track: 47



- On Track 47 | 74%
- Monitor 13 | 21%
- Off Track 0 | 0%
- N/A 3 | 5%

Data not available

Merewether Beach



Our year in review

Liveable Highlights		Sustainable Highlights	
Total actions: 73	Total measures: 21	Total actions: 20	Total measures: 13
100%	73%	100%	92%
Actions completed or on track: 73	Measures completed or on track: 16	Actions completed or on track: 20	Measures completed or on track: 9

Newcastle Ocean Baths – Stage One

The Newcastle Ocean Baths have been revitalised with a \$15.8 million upgrade, including a raised pool deck, new handrails, ramps and a timber boardwalk. The baths have seen a surge in visitors, with nearly 56,000 swimmers recorded in their first 2 months of operation. Stage 2 will enhance the pavilions and surrounding areas based on community feedback.

Wallsend Town Centre

We invested \$6 million into road and footpath improvements including extensive road resurfacing, landscaping and streetscape improvements along Nelson Street. These enhancements boost safety and appeal, supporting the town's growing community.

Inland pools

Newcastle's inland pools had their busiest summer in 30 years, attracting around 450,000 visitors during 2023/2024. Upgrades were completed at the inland pools, which included a new grandstand at Lambton Pool, safety enhancements, heating, new seating and accessible facilities, making them more inclusive and enjoyable for everyone.

Refreshed playgrounds

Four playgrounds have been upgraded across Newcastle at Adamstown Park, Stockton's Rawson Park, Waratah's Coolamin Reserve and Islington Park. A major \$3.5 million playspace is also being delivered at Gregson Park, providing fun and engaging spaces for families.

Refer to pages 86–103 for additional highlights relating to Liveable Newcastle.

Newcastle's environmental roadmap

CN endorsed a 10-year strategy aiming for net zero emissions, the protection of our environment and a circular economy. Key initiatives include renewable energy, enhancing our wildlife corridors, transitioning to electric vehicles and expanding our urban forest, shaped by community feedback.

Sand nourishment for Stockton Beach

Initial restoration of Stockton Beach began with 130,000 m³ of sand to combat erosion. Supported by a \$6.2 million grant, this project is the first step in a larger beach repair strategy, with more sand nourishment and a new protection structure underway.

Black Hill biodiversity corridor

A 22ha area at Black Hill is now protected through a Conservation Agreement, connecting wildlife corridors between Stockton and the Watagans. This initiative preserves critical habitats and honours the cultural significance of the site to local Indigenous communities.

Reducing our emissions

We continue to utilise 100% renewable electricity for our operations through our 5MW solar farm and our renewable energy power purchasing agreement.

Refer to pages 104–117 for additional highlights relating to Sustainable Newcastle.

Creative Highlights		Achieving Together Highlights	
Total actions: 38	Total measures: 18	Total actions: 86	Total measures: 11
97%	83%	92%	64%
Actions completed or on track: 37	Measures completed or on track: 15	Actions completed or on track: 79	Measures completed or on track: 7

New Annual festival

Council committed to a 5-year investment in the New Annual festival, ensuring its status as Newcastle's key arts and culture festival event until 2028. The 2023 festival drew 33,406 visitors, with standout performances including Circa Contemporary Circus and Kate Ceberano. Local artists and performers made up 60% of the programming.

Social Strategy

The adoption of the *Social Strategy 2030* in July 2023 marked a significant step towards creating a socially just and inclusive Newcastle. It provides a framework to remove barriers to inclusion, encourage community connection, and strengthen health and wellbeing across the city.

Newcastle Williamtown Air Show

The Newcastle Williamtown Air Show, the region's largest single-day event, attracted 85,000 people with thrilling aerial displays and military exhibits in November 2023.

Count Us In

The Count Us In Festival featured more than 40 events and activities designed to celebrate and encourage access and inclusion across Newcastle, including dance and art experiences, sports challenges, social and peer networking events, training opportunities and a keynote address by Dylan Alcott AO.

Refer to pages 118–125 for additional highlights relating to Creative Newcastle.

New Community Engagement Strategy

A new 4-year strategy ensures all Novocastrians are involved in decision-making. Focused on inclusiveness and transparency, it guides how the community contributes to plans, policies and programs, building on current engagement efforts.

Volunteers recognised for service

Over 250 volunteers who contributed 6,000 hours were honoured at a City Hall event during National Volunteer Week. Their efforts support Landcare, libraries and major events, strengthening the community and enhancing Newcastle's public spaces.

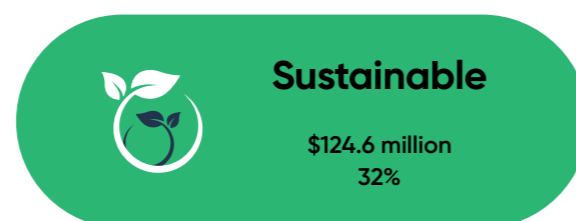
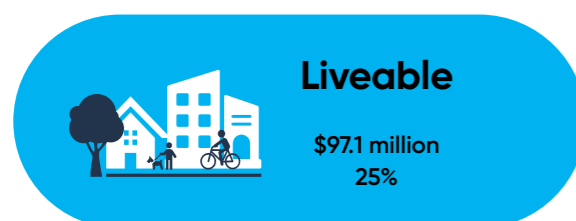
Celebrating Japanese Sister City Agreement

CN and Ube City, Japan, celebrated 40 years of partnership with a visit from Ube City officials. This relationship has fostered strong ties in education, economics and culture, showcasing international friendship and cooperation.

Gender pay equity achieved

CN has achieved gender pay equity, with recent data showing no significant pay gap among employees. This milestone reflects progressive workplace policies and positions Newcastle as a leader in gender equality within local government.

Refer to pages 126–139 for additional highlights relating to Achieving Together.



Major events

Major events we delivered or supported during 2023/2024

AUGUST

- 34th Annual Newcastle Jazz Festival

SEPTEMBER

- Girls Day Out
- Count Us In Festival

OCTOBER

- Paul McCartney Concert
- Australian Regional Tourism Convention
- New Annual Festival
- Summer of Cricket
- Junior Theatre Festival
- RSL NSW State Congress and AGM

NOVEMBER

- RAAF Airshow
- Quad Crown MTB

DECEMBER

- Bikers for Kids Newcastle Toy Run
- King of Concrete
- New Year's Eve Celebrations

JANUARY

- The Rocky Horror Show
- Australian Country Cricket Championships
- Beach 5s Rugby
- Ngarrama
- Clipper Round the World
- Deaf Games

FEBRUARY

- CN Fitness Festival Island Triathlon
- P!nk - Summer Carnival Tour Concert

MARCH

- Surfest
- Hockey NSW State Championships
- Freestyle Kings
- Newcastle Show

APRIL

- Sailfest
- Combined Schools Anzac Day Service
- Anzac Day Dawn Service
- CN Fitness Festival Hill to Harbour
- CN Fitness Festival City Marathon
- Newcastle Writers Festival
- Newcastle Rugby League Magic Round

MAY

- Newcastle Comedy Festival
- Hunter Schools Sports Magic Round

JUNE

- Netball NSW State Championships
- NRLW State of Origin



Count Us In Festival



RAAF Airshow



Beach 5s Rugby



Sailfest



Surfest

Icons perform in Newcastle

Newcastle has become a prime destination for major events, hosting global icons like Paul McCartney and P!nk. Civic Theatre also hosted a record-breaking season of *The Rocky Horror Show*, demonstrating the market demand for top-quality Broadway and West End productions in Newcastle. The performances at McDonald Jones Stadium and Civic Theatre boosted the local economy and highlighted the city's growing appeal.



Women's State of Origin

Newcastle hosted its first Women's State of Origin match in June 2024 at McDonald Jones Stadium, following the Newcastle Knights' NRLW premiership. These events highlight the city's support for women's sports.

Visitor economy

Venues NSW Partnership

In 2023/2024, 2 major international headline acts were secured for Newcastle: P!nk and Paul McCartney. Both concerts generated significant destination promotion for Newcastle, elevating Newcastle's reputation as an events city. Accommodation occupancy across both events was above 98% with average daily rates showing an uplift of +40%.

EVENT	DATE	VISITORS Newcastle LGA *	VISITORS outside Newcastle LGA	VISITORS outside the Hunter	VISITORS interstate	INTERNATIONAL VISITORS	ESTIMATED ECONOMIC IMPACT
Paul McCartney - Got Back Tour	24 Oct 2023	3,282	13,000	9,343	2,269	104	\$3.8 million
P!nk Summer Carnival Tour	13 Feb 2024	7,693	13,938	9,870	2,488	11	\$4.1 million



Paul McCartney at McDonald Jones Stadium

Financial summary

CN spent \$388.6 million to provide services and facilities to more than 174,000 residents. We managed \$2.6 billion of assets including roads, bridges, drains, land, halls, recreation and leisure facilities, libraries and parks for the benefit of the local and visiting community.

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

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

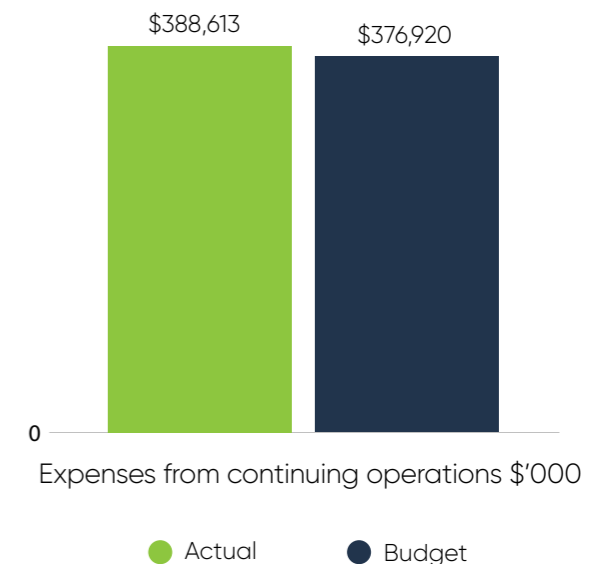
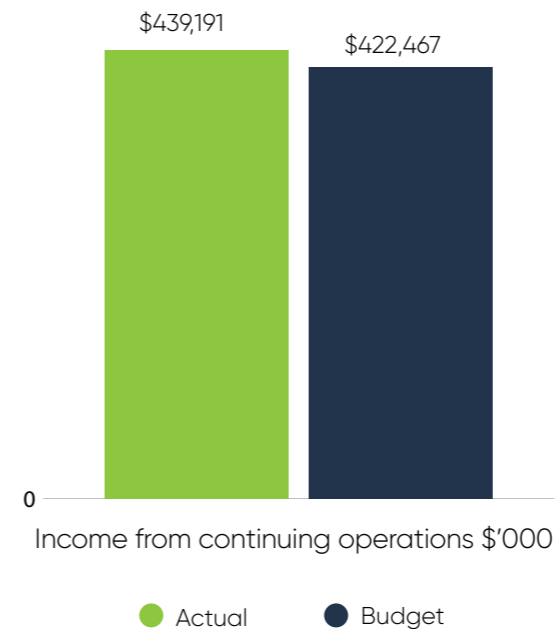
The following information provides a summary of our 2023/2024 financial statements.

Operating result from continuing operations
\$50.6 million
 2023/2024 actual

Net operating result for the year before grants and contributions provided for capital purposes
\$4.2 million
 2023/2024 actual

Total income from continuing operations
\$439.2 million
 2023/2024 actual

Total expenses from continuing operations
\$388.6 million
 2023/2024 actual





\$219.1 million
raised in rates and annual charges



\$67.1 million
received in grants and contributions



\$16.3 million
earned from interest and investment income



We invested
\$143.4 million
in new and updated infrastructure



Including
\$43.3 million
in the replacement and upgrading of the city's infrastructure



\$4.2 million
operating surplus from continuing operations before capital grants and contributions

Operational expenditure by strategic direction

Liveable
\$97.1 million
(25%)

Sustainable
\$124.6 million
(32%)

Creative
\$79 million
(20%)

Achieving Together
\$87.9 million
(23%)



Our year in review

Financial results

Where did our funds come from?

This year, our main source of income (other than rates) was from user charges and fees of \$112.9 million, up by \$8.7 million on FY23.

Income from rates and annual charges contributed \$219.1 million or 50% of total revenue.

Federal and State Government grants and contributions assist us to provide facilities and services in the community. This year we received \$67 million in total grants (including capital and operational grants).

Total operating income: \$439.2 million

TOTAL INCOME BY CATEGORY	2022/23	2023/24
Rates and annual charges	\$208.5 million or 51%	\$219.1 million or 50%
User charges and fees	\$104.3 million or 26%	\$112.9 million or 26%
Grants (operating)	\$36.7 million or 9%	\$20.7 million or 5%
Grants (capital)	\$20.2 million or 5%	\$46.4 million or 11%
Other revenue	\$13.6 million or 4%	\$12.1 million or 3%
Interest and investment revenue	\$11.6 million or 3%	\$16.3 million or 4%
Other income	\$9.6 million or 2%	\$11.7 million or 3%

Where were our funds spent?

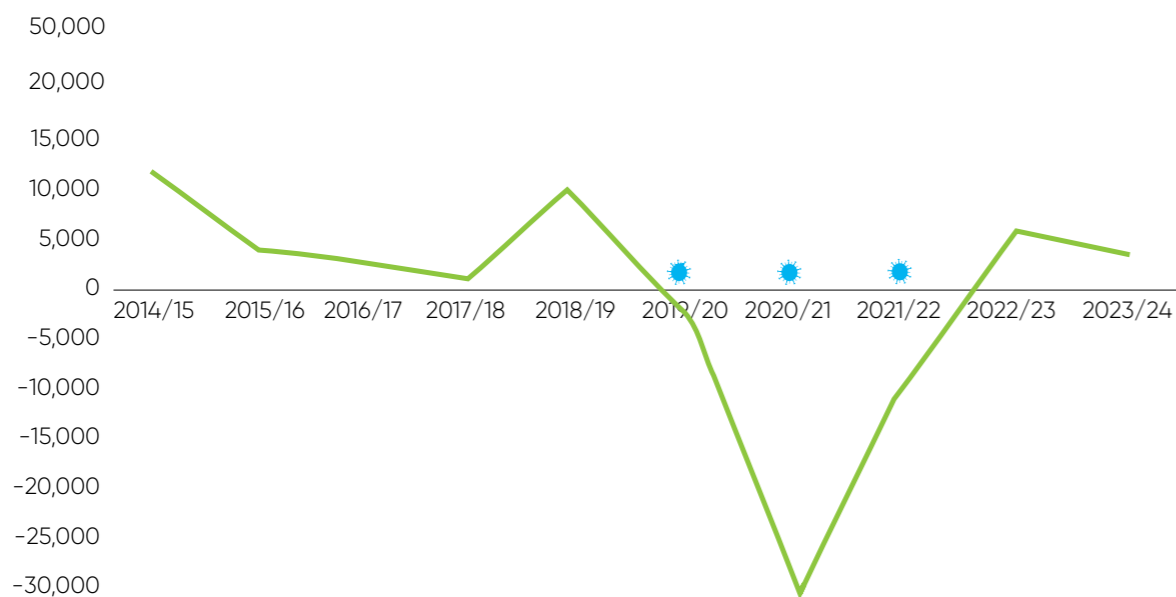
Our total operating expenditure of \$388.6 million contributed towards our services to the community such as community and cultural facilities including libraries, Newcastle Art Gallery, Civic Theatre, community centres, Newcastle Museum, waste management, parks, recreation, sporting facilities and our beaches.

Total operating expenses: \$388.6 million

TOTAL EXPENDITURE BY CATEGORY	2022/23	2023/24
Employee benefits and on-costs	\$126.5 million or 34%	\$136.8 million or 35%
Materials and services	\$123.5 million or 33%	\$112.5 million or 29%
Borrowing costs	\$5.1 million or 1%	\$5.5 million or 1%
Depreciation, amortisation and impairment of non-financial assets	\$64.6 million or 17%	\$67.6 million or 17%
Other expenses	\$47.5 million or 13%	\$53.8 million or 14%
Net loss from the disposal of assets	\$9.1 million or 2%	\$12.4 million or 3%

How does our financial performance compare with previous years?

Operating result before capital (\$'000)



Impacted by COVID-19



Orchardtown Road, New Lambton

Capital works snapshot

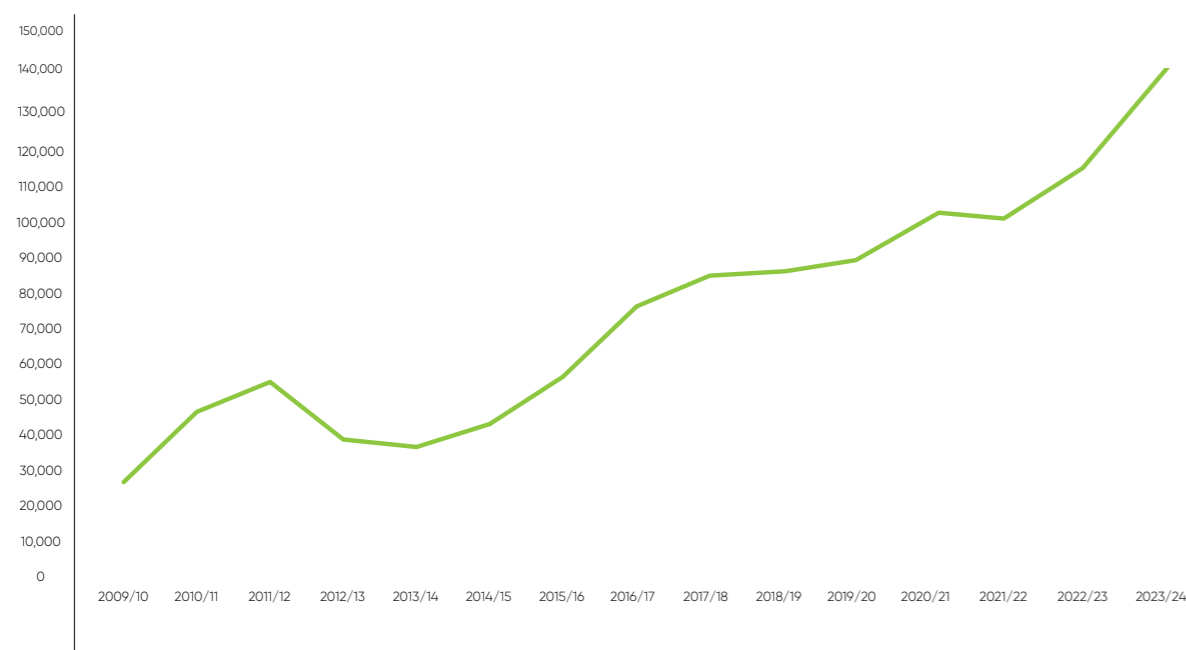
The capital works program has invested over \$143 million in projects across the Newcastle LGA in the past 12 months – an increase of almost 22% on the previous year’s record investment.

Key projects delivered in 2023/2024 include:

- Road renewal at Irrawang Street, Wallsend
- Newcastle Ocean Baths – Stage One
- Bathers Way – South Newcastle
- Grandstands at Lambton Pool, Passmore Oval and Darling Street Oval
- Amenity sand nourishment and buried protection structures, Stockton
- University Drive catchment
- Ironbark Creek, Wallsend Stage 5
- Perkins Street retaining wall, Newcastle
- Chinchin Street traffic control signals, Islington
- Playground upgrades at Adamstown Park, Stockton’s Rawson Park, Waratah’s Coolamin Reserve, and Islington Park
- Major playspace at Gregson Park (completion October 2024)
- Street and park tree replacement program.

Delivering this record works program is a significant achievement for our organisation and community, enhancing Newcastle now and into the future to ensure it remains a great place to live, work, play and visit.

Capital works program (\$'000)



Resurfaced
10.4km
of local roads



Resurfaced
17,174m²
of regional roads



Undertook
1,915 hours
of litter
removal



Built
44 new kerb
ramps



Upgraded
9 transport
stops

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

Newcastle Ocean Baths – Stage One

Stage One of the Newcastle Ocean Baths’ renewal and rejuvenation commenced in 2022. This stage primarily focused on enhancing safety, water quality and accessibility. The works included rebuilding the pool and lower promenade and providing a new seawater delivery system. The project also greatly improved access to the pool, improved infrastructure for maintenance, and upgraded seating, shading and public amenity, addressing feedback identified through extensive community engagement and expert engineering advice. The pool reopened for swimming on 21 December 2023.

Lambton Pool Grandstand

The demolition of the old concrete grandstand and reconstruction of the new precast concrete grandstand at Lambton Pool was completed in 2023/2024. With seating for 650 people, the new facility provides:

- Safe, non-slip, precast concrete bleachers
- 350m² of under-seating storage for pool blankets
- A new Technology Room set high in the grandstand to preside over events in the Olympic and Dive Pools
- An interactive public address system
- An access tunnel beneath the grandstand, enabling easy access for emergency vehicles.

Passmore Oval

Alterations and extensions to the historic Passmore Oval Grandstand were completed in early 2024. On the eastern side of the building, the new function area extends out of and into the existing grandstand, opening to views over Passmore Oval. The works included new changerooms and toilets, improved access, and a lift to the upstairs function and meeting facilities for both the Hamilton Hawks Rugby Union Club and Newcastle District Cricket Association.

Darling Street Oval

The Darling Street Oval facilities, including the spectator grandstand had not been upgraded or modernised since their initial build in 1992 and did not meet current Australian standards or Northern NSW Premier League standards. When the facilities were built, women were not participating or playing sports at the oval.

Newcastle Olympic Football Club (formerly Hamilton Olympic Football Club) has been the winter user of Darling Street Oval since 1987. The ground now hosts football training and fixtures year-round for schools, juniors, and social, NPL and WPL games.

Upgrades to the original pavilion and construction of a new grandstand building were completed in early 2024. The new grandstand facility includes 2 gender-friendly changerooms, storage facilities, medical room, accessible WC, referee room, canteen, training room, media room and tiered seating for 310 spectators. The facility is supported by a new formal off-street carpark, a new lift and external pathways to improve access to the new grandstand and original amenities block. The works are in line with CN’s 10-year *Strategic Sports Plan 2020* to provide quality sports facilities to meet the growing population and future demand of the Newcastle community.

New Local Centre for New Lambton

The upgrade of New Lambton’s Local Centre on Orchardtown Road is well underway, with a comprehensive plan spanning 5 phases over 2 years. The first 3 phases have been completed, marking significant progress in the project. Phase 4 (Traffic Signal Modifications for the intersection of Carnley Avenue) and Phase 5 (Placemaking Plazas) are the next stages to be delivered.

Other works include commissioning of a third and final mural to bring the Local Centre to life in October 2024. These ongoing efforts aim to enhance and revitalise this Local Centre, ensuring it continues to serve as a vibrant hub for the New Lambton community.

New playgrounds for the city

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

- Adamstown Park, Adamstown
- Coolamin Reserve, Waratah
- Rawson Park, Stockton
- Islington Park, Islington.

A major \$3.5 million playspace was delivered at Gregson Park, providing fun and engaging spaces for families. The new playspace includes equipment for a range of ages and abilities, including a 6-metre-high climbing tower, trampolines and a balance obstacle course, as well as a softfall mound with slides, rope and rock-climbing elements. The majority of the work was completed within the 2023/2024 period, with the park opening to the public in early October 2024.

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

Road reconstruction projects

In 2023/2024, CN continued its commitment to road infrastructure improvements, with a focus on both rehabilitation and resurfacing projects.

Road rehabilitation projects completed during this period include:

- Road reconstruction at Irrawang Street, Wallsend
- Road reconstruction at Maryland Drive, Maryland
- Road reconstruction at Fogo Street, Wallsend
- Road rehabilitation at Awabakal Drive, Maryland
- Road repairs at Bunn Street, Wallsend
- Road repairs at Kinta Drive and Arunga Drive, Beresfield
- Road repairs at Mordue Parade, Jesmond
- Road repairs at Nelson Street, Wallsend
- City-wide laneway renewal initiatives.

In addition, CN invested \$10.7 million in road resurfacing projects, which encompassed 41 streets (71 street blocks) and 3 laneways, further enhancing the quality and safety of our road network. These efforts align with our ongoing commitment to maintaining and improving essential infrastructure for the benefit of our community.



Lambton Pool



Future plans

Newcastle Art Gallery expansion

The expansion of the Newcastle Art Gallery started in 2022, and will add 1,600m² of exhibition space, a new café, a retail shop and educational spaces. The new Gallery is scheduled to reopen towards the conclusion of 2025.

East End Village revitalisation

Ongoing urban upgrades along Hunter Street include a bidirectional cycleway and enhancements to the Harbour to Cathedral corridor. Stage 9 construction is currently in delivery, with Stages 2 & 5 commenced. Feasibility studies are exploring the former mall carpark site at 92 King Street. Construction of Iris Stage 2 is nearly complete, with DAs submitted for Stages 3 and 4 (approved in November 2024).

Newcastle Ocean Baths – Stage 2

Stage 2 of the Newcastle Ocean Baths project, shaped by community feedback, focuses on restoring the art deco façade, installing new bleacher seating and improving access. The design phase continues with community consultation informing the revitalisation of the much-loved Newcastle Ocean Baths.

Foreshore Park

Foreshore Park will be home to Newcastle's largest playground, featuring an inclusive waterplay area and accessible paths. Supported by \$3 million in grants, construction of the amenities building began in mid-2024.

Bathers Way extension into King Edward Park

The King Edward Park section of Bathers Way will extend from the previous works at The Terrace carpark through King Edward Park, connecting to Shortland Esplanade and through to South Newcastle Beach. The design phase continues following broad community consultation to shape the outcomes of the project.

Georgetown Local Centre

A multimillion-dollar upgrade to revitalise Georgetown has begun, enhancing safety, accessibility and the appeal of its neighbourhood shopping area. The first stage will upgrade speed control devices and add entry infrastructure to slow traffic, supporting the 40km/hour zone. Improvements to the bus stop will also enhance accessibility for commuters.

Future stages will add pedestrian refuges on Georgetown Road, improve drainage and upgrade utilities to prepare for the area's broader rejuvenation. When complete, the project will feature a new plaza on Moate Street, wider footpaths, about 30 new street trees, and safer cycle access between Asher and Parkview streets.

Year-round facility at Lambton Pool

Engagement has begun on developing a year-round facility at Lambton Pool, identified as a priority in the *Inland Pools Strategy*. As Newcastle's population grows, especially among those aged 25-49 and 70-84, demand for aquatic fitness and year-round warm water access will increase.

This new facility at Lambton Pool will address that need, supporting water safety and providing swim lessons throughout the year for the community.

Stage 2 works to upgrade No.1 Sportsground

Grant funding is being sought for Stage 2 works at No.1 Sportsground in National Park. This phase will upgrade the grandstand and amenities building to meet modern standards, creating a top-quality venue for both local and elite sports.

Our commitment to the environment

Newcastle Environment Strategy 2023 (NES)

This year our NES was approved by the elected Council, marking a critical step in our journey towards a sustainable future. The NES provides a 10-year roadmap to achieve the sustainability priorities and objectives of *Newcastle 2040*. With 7 strategic priorities identified, the strategy is supported by a 4-year Delivery Plan containing 15 key deliverables aimed at driving meaningful progress.

Key initiatives under the NES include increased investment in solar PV and battery storage, the continued electrification of CN's vehicles, plant and equipment, and the rollout of additional public EV charging infrastructure. We are also committed to expanding our urban forest through our street and park tree replacement program, enhancing wildlife corridors, and creating a blue-green grid linked to active transport routes. Our 'Meet the Future' awareness campaign, which spanned TV, radio, billboards and digital media, has been pivotal in engaging the community and encouraging participation in these sustainability efforts.

The Environment and Sustainability portfolio invested \$15 million to protect and enhance Newcastle's environment and to improve the sustainability of our city.



Our action on climate change

CN remains dedicated to addressing climate change, with the NES reinforcing our commitment to the goals of the Paris Agreement to pursue efforts to limit global warming to 1.5°C above pre-industrial levels. The NES aims for net zero emissions from CN operations by 2030 and a 100% reduction in city-wide greenhouse gas emissions from electricity by 2030, and our *Newcastle Climate Action Plan 2021–2050* supports the transition to net zero emissions in Newcastle by 2040.

This year, CN secured \$75,000 from Bloomberg Philanthropies' Youth Climate Action Fund, which will fund local climate action projects led by young people. We're investing \$1.7 million into 34 new EV charging ports across 11 locations, increasing CN's public EV charging infrastructure network to 50 EV charging ports across 15 locations, as well as further energy upgrades at Civic Theatre, City Hall, Newcastle Museum and Beresfield Childcare Centre.

Additionally, the *Development Control Plan (DCP)* was updated to enhance sustainability by incorporating controls to minimise urban heat through landscaping, shading and building design, as well as provisions for EV charging in new and upgraded buildings and the phasing out of gas appliances in new homes. We also maintained 100% renewable electricity for our operations through our 5MW solar farm and a Power Purchasing Agreement (PPA) with Sapphire Wind Farm.

Know and share our climate risk

Understanding and mitigating climate risks is a key focus for CN. This year, we adopted the Throsby, Styx and Cottage Creek Flood Study, enhancing our knowledge of flood behaviour, risks and climate change impacts across the Newcastle LGA. Our collaboration with the Department of Climate Change, Energy, the Environment and Water, as well as Port Stephens and Maitland City Councils, helped progress investigations into the cumulative flooding impacts on the lower Hunter floodplain. We also improved our Flash Flood Alert System by installing a new water level gauge at Cottage Creek, Cooks Hill. Air quality monitoring continued in partnership with the NSW Government and the University of Newcastle (UON), with data collected from sensors at key locations to better understand pollution sources and local weather conditions.

Resilient urban and natural areas

Our efforts to build resilient urban and natural areas included several major projects:

- **Stockton Beach:** Delivered 130,000m³ of sand and installed 125m of coastal protection structures, including a secant pile wall and rock bags, to manage immediate risks and improve beach resilience.
- **Coastal Management Programs (CMPs):** Finalised the management options assessment for the Extended Stockton CMP and initiated feasibility investigations into coastal management options for Bar Beach to Merewether as part of the development of Newcastle's Southern Beaches CMP. These studies included a surf amenity impact assessment to understand the potential impact of management options on the surf break.
- **Urban canopy:** Partnered with Lake Macquarie City Council to trial new tree species and updated our tree selection matrix for our Street and Park Tree Replacement Program, aiming to future-proof our urban canopy against climate change and biosecurity issues.

Our nature-based solutions

The successful completion of Stage 5 of the Ironbark Creek rehabilitation program was celebrated with the Wallsend community, involving the establishment of over 10,000 native plants.

Our nature-based solutions also included:

- **Environmental education:** Delivered a series of environmental education events, such as Whale Tales at Bar Beach, Creeks Alive waterbug events during Water Week, and workshops on native plant propagation at the Newcastle Museum.
- **Beach enhancement:** Conducted nature-assisted beach enhancement campaigns at 3 Stockton Beach locations, placing 11,741m³ of sand to combat coastal erosion.
- **Stormwater quality improvements:** Incorporated bioswales, raingardens and permeable infiltration pits into local revitalisation projects to reduce stormwater runoff and improve water quality.

Our circular economy

We continued our efforts to reduce single-use plastics across Civic Theatre and City Hall, including the use of polycarbonate glassware, cardboard water bottles and BioCups. Our nursery addressed plastic waste by purchasing biodegradable plastics and reusing forestry tubes and trays. We also delivered the Curby soft plastics recycling program, which has recycled an average of 6 tonnes of soft plastics per month since its introduction.

Our commitment to a circular economy includes the development of a Food Organics and Garden Organics recycling solution and extending resource recovery to include the diversion of fabrics such as uniforms and manchester and hard plastics such as bumper bars, toys and playground equipment from landfill.

Future plans

- Continue partnering with our Traditional Custodians to integrate Indigenous knowledge and stewardship into land management and our climate response for a regenerative future.
- Develop and implement a *Vehicle, Plant and Equipment Transition Plan* and a city-wide *Electric Vehicle and Low Emissions Transport Plan*.
- Deliver the Empowering Newcastle community climate program to support residents, businesses, schools and community groups to switch to renewable energy, electrify and create a net zero future.
- Complete the Hexham and Woodberry Swamp Flood Study to update knowledge of flooding behaviour, risks and climate change impacts in the western part of the Newcastle LGA.
- Develop and implement a framework to measure, monitor and report on local climate risks for CN and the community.
- Expand initiatives to communicate the local physical, social and economic risks from climate change, as well as roles and responsibilities in managing these risks.
- Develop and deliver a *Climate Risk and Resilience Action Plan* that prioritises initiatives for building resilient communities and urban and natural areas.
- Complete and receive certification of the Extended Stockton, Newcastle Southern Beaches and Hunter Estuary CMPs.
- Extend coastal management works at Stockton to manage areas of immediate risk before mass sand nourishment.
- Improve and support our environmental asset registers to inform our asset renewal program.
- Expand the natural assets renewal program to improve the health and condition of natural assets and wildlife connectivity, including soil rehabilitation and carbon sequestration.
- Expand the Natural Connection community program to strengthen connections with nature, increase urban forest cover, and support iconic, threatened and pollinator species, including the Squirrel Glider.
- Develop and deliver an Urban Forest Action Plan to enhance greening on private and public land and create a cool, resilient, pollinator-friendly city.
- Develop and deliver a Blue-Green Grid Action Plan to map and connect town centres, schools, public transport hubs and residential areas through blue and green links.
- Develop and deliver an updated Urban Forest Technical Manual.
- Benchmark our performance as a water-sensitive city using the Water-Sensitive Cities Index and develop a Water-Sensitive City Action Plan, prioritising stormwater harvesting, wastewater reuse, and the protection of waterways, wetlands and coastlines.
- Increase the use of recovered materials and sustainable product alternatives in CN operations, including green concrete, recycled glass, aggregate and plastics.
- Implement a local and sustainable procurement program to reduce non-renewable material extraction, mitigate Scope 3 carbon emissions and minimise waste in CN's supply chain.



Squirrel Glider research partnership

The Squirrel Glider, *Petaurus norfolcensis*, is a small, threatened marsupial that makes its home in tall and hollow trees in and around Newcastle. In the Lower Hunter, Squirrel Gliders are at risk of local extinction due to habitat loss, degradation and fragmentation. Fire, heat stress, vehicle collisions, predation and competition with introduced species are also impacting Squirrel Glider numbers.

We partnered with UON and the Fauna Research Alliance to survey the population of Squirrel Gliders, their habitat use, and a collection of their genetics in Blackbutt and Richley Reserves and Jesmond Bushland between July 23 and June 24. An extra 75 Squirrel Glider nest boxes were installed to supplement habitat, thermal drone technology was employed to survey the animals, and genetic samples from the population have been analysed and stored for future use.

The results were shared with 100 community members at an information evening in May 2024, where UON researchers talked about Gliders and explained their findings. Based on the UON model created from research data captured, nearly 200 Squirrel Gliders are estimated to live across the 3 reserves. The community also joined researchers in spotlighting for Squirrel Gliders during May 2024.

The research project will inform the long-term conservation management efforts to support viable Squirrel Glider populations and prevent local extinction. A greater genetic understanding of local Squirrel Glider populations will also inform biodiversity corridor utilisation and Squirrel Glider movement regionally, and determine how local bushland and urban forest management can contribute to long-term conservation outcomes for this threatened species.



Our path to reconciliation

CN remains dedicated to advancing First Nations issues and the journey towards reconciliation. In December 2024, CN will complete its third *Reconciliation Action Plan* and in June 2025 will complete the *Aboriginal Employment Strategy* (AES). Through the delivery of these strategies, from events and projects to increased representation and increasing community engagement, CN continues to strengthen relationships with the local Aboriginal and Torres Strait Islander community.

CN engages and builds its relationship with the Guraki Aboriginal Advisory Committee, which is now in its 24th year. This committee plays a pivotal role in providing strategic advice on issues relevant to the local First Nations community.

This year CN has actively increased engagement around matters relating to land development and use. We are pleased to be collaborating with Local Aboriginal Land Councils, Traditional Custodians, Registered Aboriginal Parties and other First Nations peoples.

The inclusion of Aboriginal and Torres Strait Islander input is now evident in consultations on major projects for CN across the LGA, ensuring cultural heritage is protected and relationships are respectful.

Through our continuing support and collaboration with the local First Nations community, we are proud to support bringing 2 significant community events to life. The Awabakal NAIDOC Community Day, an annual event hosted by the Awabakal Corporation, stands as the pinnacle NAIDOC event in the Newcastle LGA. It offers both Aboriginal people and the broader community an opportunity to celebrate NAIDOC Week through various activities, including stalls, rides, cultural performances and songs. CN had the privilege of hosting the 'Cuppa with Council' tent at this event, reinforcing our commitment to community engagement. Ngarrama, the Australia Day Eve vigil, held in collaboration with the University of Newcastle (UON) and the Awabakal Corporation and supported by CN, celebrates the traditional practices of First Nations people, fostering unity and the celebration of Aboriginal culture within both the First Nations and broader communities.

This year, CN once again attended the Reconciliation Ball at UON for councillors and CN employees. Attendance at these events sends a strong message that CN is dedicated to Aboriginal and Torres Strait peoples in the region.

Other events this year included:

- Dr Donna Meehan's 'Stolen Not Lost' talk to mark Sorry Day
- The annual NAIDOC Morning Tea competition, which this year also included CN's Waratah Depot
- The inaugural Reconciliation luncheon and Reconciliation Week Blackfella Whitefella singalong at the Newcastle Museum.

CN has increased cultural education through engaging cultural knowledge holders to deliver programs and through departmental-specific training.

Aboriginal employment levels remain at approximately 4% of CN employees. Newcastle has 3.4% Aboriginal people living in the LGA, making CN representative of the Aboriginal community it serves. This year we employed 3 Aboriginal apprentices and trainees, exceeding the target set by the AES. An Aboriginal trainee position was converted into a full-time identified role. CN also introduced another new identified role.

Newcastle Museum has been instrumental in promoting First Nations culture through numerous exhibitions and programs over many years. This work continued with the development and display of 'First' from May until August 2023. This major exhibition explored local First Nations identity through the lens of creativity. Featuring the works of 18 local First Nations people, the show explored everything from drag performance to heavy metal music. The 'First' creative team was made up of young and emerging First Nations women, who proudly worked together to bring this exhibition to life.

Newcastle Libraries supported reconciliation through hosting 'Koori Knockout: 50 Years', a travelling exhibition from the State Library of NSW. This exhibition told the story of the Koori Knockout, which has evolved since its origin in 1971 into the largest annual First Nations event in Australia. Over 130 rugby league teams participate in the event every October long weekend.

In November 2023, Museum Archives Library and Learning also recruited a targeted Cultural Collection Management Officer (First Nations) to work directly with the diverse cultural collections held by Newcastle Museum and Newcastle Libraries.



'First', Newcastle Museum

Our engagement

CN is committed to involving our community and planning for the future of our city. We want all members of our community to feel informed, involved and empowered to help shape positive change for Newcastle. This means continuously enhancing and expanding opportunities for our community to provide genuine and meaningful input into our projects, plans and activities.

Throughout the 2023/2024 period, our community actively participated in opportunities to have their say, both in person and online, helping to inform decision-making and shape project outcomes. We had more than 8,200 interactions with the community through our engagement activities.

We actively sought ideas and feedback on 30 projects across various topics, including community services and facilities, long-term strategic plans, environment and sustainability, heritage, critical road upgrades, pedestrian and cycleway improvements, and much more.

Some of our highlights during 2023/2024 include:

- **Checking in with our community about their priorities and future aspirations for Newcastle:** As part of our review of *Newcastle 2040*, we asked the community to share their vision for Newcastle over the next 10+ years and weigh in on how we can continue to deliver a liveable, sustainable, inclusive global city. This important strategic planning document is used to guide our priorities and decision-making.
- **Expanding our reach at community events:** This included various market stalls, National Tree Planting Day, Newcastle Pride Fair, Newcastle RAAF Air Show, Newcastle Show, Hunter Disability Expo, Youth Week, Seniors Week, Multicultural Services Expo and the Rising from the Embers Festival for First Nations peoples.
- **Implementing actions from the *Community Engagement Strategy*:** A year on from adoption of the strategy, we're busy reviewing what we've achieved and identifying opportunities to expand our reach and participation, with a strong focus on inclusion and accessibility.
- **Ongoing planning for the future of Broadmeadow:** We continued to work with the Department of Planning, Housing and Infrastructure to develop the draft *Broadmeadow Place Strategy*, a 30-year vision for future development, housing, jobs, population growth, and a world-class sports and entertainment precinct. Public exhibition of the place strategy and the Department's first-move rezoning plan to catalyse development launched on June, inviting landowners, residents, community, industry and other interested parties to have their say. This project is a significant opportunity for the community and stakeholders to help achieve city-shaping outcomes that will define Newcastle for decades to come.
- **Opportunities to shape our coastal revitalisation:** We launched the 'We Love Our Coast' campaign, inviting the community to get involved in a range of coastal projects, including Newcastle Ocean Baths Stage 2 (upgrades to the pavilion buildings and surrounds) and one of the last remaining sections of Bathers Way that runs through King Edward Park. The campaign also promotes opportunities to learn about our Coastal Management Programs, remediation works and our Coastal Buildings Revitalisation Plan.

We extend our gratitude to everyone who participated in the conversation and shared their ideas for how we can improve our city. Your input is essential to ensure that our city continues to evolve in ways that reflect our community's needs and aspirations.



Engagement programs delivered in 2023/2024 include:

Strategies and plans – nearly 1,800 people participated in:

- Newcastle Environment Strategy
- Throsby, Styx and Cottage Creek Flood Study
- Development Control Plan 2023
- Newcastle 2040 Community Strategic Plan Review
- Delivering Newcastle 2040 (our budget and action plan)
- Outdoor Dining Policy and Guidelines
- Council Property Lease and Licence Policy
- Newcastle City Centre Heritage Review Report
- Extended Stockton Coastal Management Plan Photo Competition

Infrastructure and capital works – over 2,200 people shared their opinions on:

- Blackbutt Village Community Spaces
- Georgetown Local Centre Public Domain Plan
- Widening and upgrade of Longworth Avenue
- Widening and upgrade of Minmi Road
- Maud Street, Waratah West road safety improvements
- Jesmond cycleway improvements
- Broadmeadow to Hamilton East cycleway improvements
- Laman Street, Cooks Hill pedestrian improvements and traffic calming
- Traise Street, Waratah pedestrian connection
- Bulkara Street, Wallsend road safety improvements
- Hunter Street trial cycleway Stage 2
- Memorial Drive, Bar Beach pedestrian and cyclist improvements
- Pedestrian Crossing Survey
- Maryville Fitness Stations



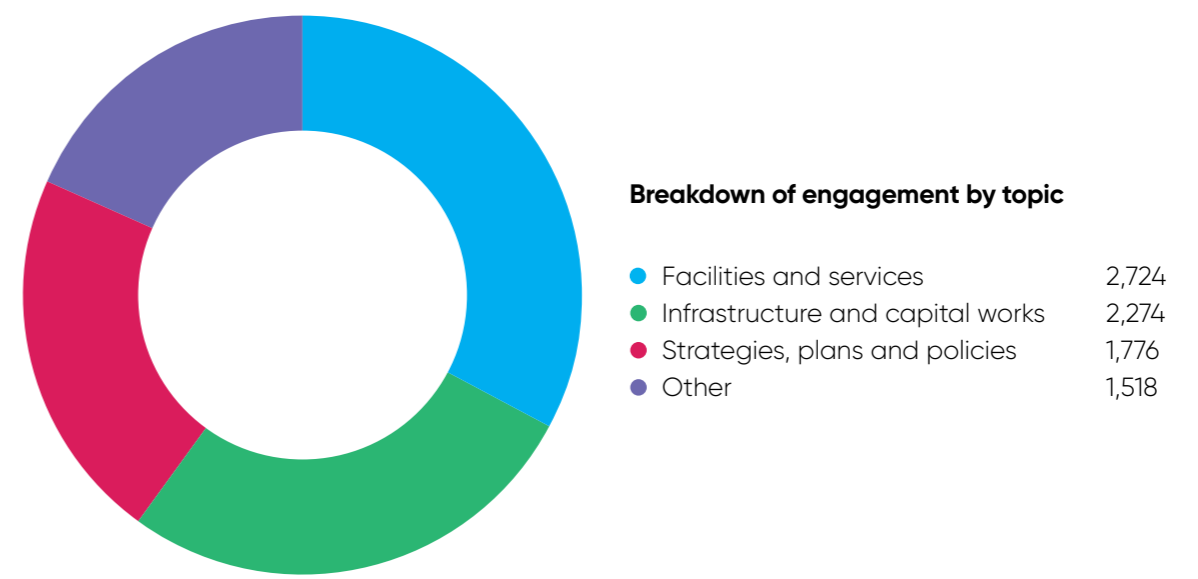
Orchardtown Local Centre Mural by Olas One

Facilities and services – over 2,700 people shared their experiences with:

- Civic Theatre Visitor Experience Survey
- Newcastle Museum Visitor Experience Survey

Other – more than 1,500 people provided their thoughts on:

- 2024 Community Satisfaction Survey
- 2024 Liveability and Wellbeing Survey
- Newcastle Show Day
- Rotary Club of Newcastle Memorial
- 505 Minmi Road, Fletcher Planning Proposal



Our community survey

The Community Satisfaction Survey is conducted annually to help inform CN's decision-making and service provision. The telephone survey was conducted in June 2024 with a randomly selected sample of 401 residents. The sample was designed to be representative of the Newcastle LGA by age, gender and ward.

The overall community satisfaction rating for 2024 is summarised below as compared to the research provider's LGA benchmarks with a mean score out of 5. A mean score higher than 3.0 indicates a higher level of satisfaction than dissatisfaction.

	City of Newcastle	Micromex LGA Benchmark - Coastal/Regional	Micromex LGA Benchmark - Regional
Mean rating	3.8	3.7	3.7
Base	3.7	3.6	3.5

Below is a summary of the community's overall satisfaction with services and facilities by category and strategic theme.

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

2024	
Arts and Culture	Community
Library services and programs 3.9	Informing the community about CN activities and services 3.3
Civic Services including Civic Theatre, City Hall and Visitor Information Centre 3.7	Community halls and centres 3.3
Entertainment and events 3.5	Response to community needs 2.9
Museum and programs 3.5	Cemeteries 3.5
Art Gallery and programs 3.4	Community involvement in Council decision-making 2.6
Public art and monuments 3.4	Online services such as the website 3.4

Economic Development

Promotion of Newcastle (tourism)	3.4
City innovation	3.0
Economic development	3.0

Infrastructure and Transport

Street and commercial area cleaning	3.1
Public domain – e.g. bus stop, street furniture	3.1
Regulating traffic flow on our local roads	2.7
Footpaths	2.9
Local neighbourhood roads	2.7
Cycling facilities	3.1
Parking in Newcastle CBD	1.7
Stormwater drainage	2.9

Coastal and Aquatics

Beaches and beach facilities	3.9
Swimming pools	3.6
Ocean baths and facilities	4.0
Coastal management	3.3
Lifeguards	4.2

Parks and Recreation

Sporting facilities	3.5
Parks and recreation areas (including public parks, skate parks and dog parks)	3.7
Playground equipment available	3.6
Public amenities	2.9

Planning and Development

Heritage conservation	3.2
Long-term planning and vision for the city	2.9
Management of residential development	2.6
Flood planning	2.9

Waste

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

Environment

City's bushland and waterways	3.4
City's wetlands and estuary	3.5
Environmental programs	3.1
Greening and tree preservation	3.1
Climate action	2.8
Environmental monitoring and protection	3.1


Our customer experience

Ensuring a trusted customer experience is a top priority for CN. Our dedicated Customer Service Centre (CSC) team is committed to providing high-quality service through various channels, including phone, in-person and digital interactions. In the past year, we have had over 121,000 customer interactions (compared to 111,000 in 2022/2023).

Our CSC has achieved an average quality result of 80%, as assessed through our comprehensive internal quality assurance program. We also value feedback from our customers received through a variety of channels, and in particular via our post-interaction survey, which has been in place since March 2022 with close to 5,000 customers providing feedback. This survey assesses overall satisfaction, interaction ease and the experience with our friendly Customer Service Officers.

In the past year of surveying, we received a customer satisfaction rating of 71%, with an ease rating of 75%. Additionally, our customers have rated our team as understanding their needs at 83%, making them feel heard at 81%, and engaging in professional and respectful behaviours at 89%. These results affirm that we provide a high standard of service to our community through dedicated and consistent effort.

In a nationwide cross-sector benchmarking program delivered by Customer Service Benchmarking Australia, CN's CSC has been ranked fifth out of 47 local government organisations across Australia for customer experience performance – an improvement of 3 places compared to last year.



Overall calls

106,099

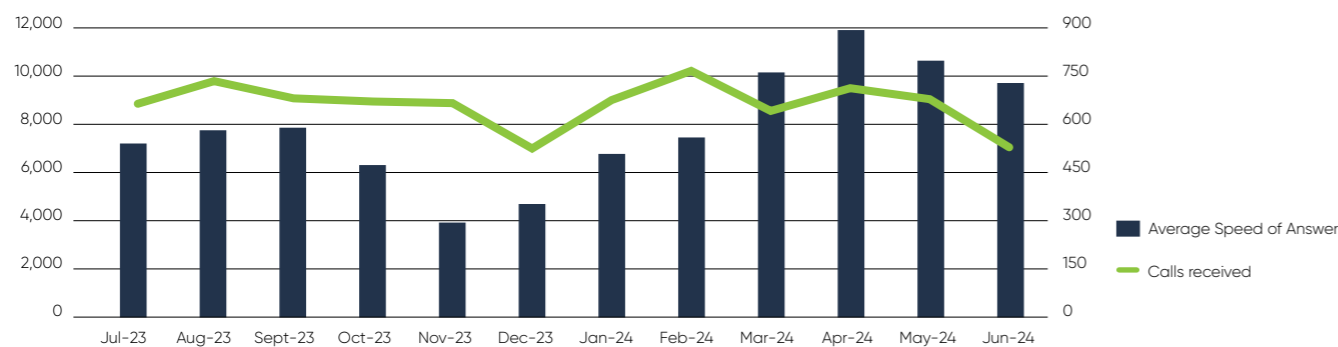
Average wait time (seconds)

595

Satisfaction rating

71%

Phone performance



	JUL-23	AUG-23	SEP-23	OCT-23	NOV-23	DEC-23	JAN-24	FEB-24	MAR-24	APR-24	MAY-24	JUN-24
ASA CSC	531	587	595	464	291	351	476	521	754	884	790	719
Calls received	8,725	9,912	9,030	8,934	8,797	6,936	9,166	10,291	8,538	9,429	9,042	7,299



Total customer requests
54,549
Resolved on first call
49%
(July 2023 – February 2024)
(new metric established)



Customer complaints
19
determined



Webchats
2,692

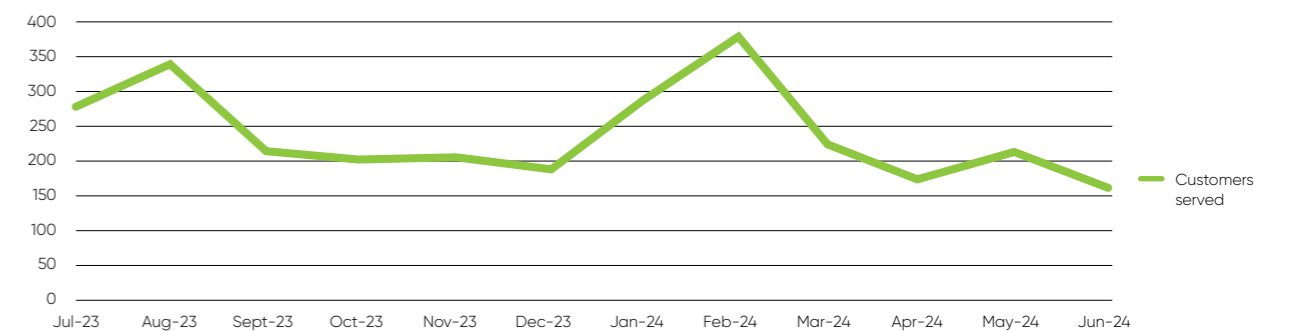


Applications processed
9,685



Visits to counter
2,870

Counter visits



	JUL-23	AUG-23	SEP-23	OCT-23	NOV-23	DEC-23	JAN-24	FEB-24	MAR-24	APR-24	MAY-24	JUN-24
Customers served	279	344	211	202	205	189	286	377	230	176	210	161

Customer Experience (CX) Transformation Program

CN's CX Transformation Program is a multi-year initiative designed to enhance organisation-wide service delivery and capabilities to meet our customers' needs, ultimately ensuring a consistent and trusted customer experience.

In year 3 of the program, our key strategic priority was to design customer-centred experiences and digitise services and ways of working to empower our customers and employees.

Our award-winning organisation-wide CX training of new CN employees continued this year, embedding our customer TRuST Principles (Transparent, Respectful, You, Simple, Timely). To recognise employees who consistently exhibit trust-building behaviours, employees across the breadth of CN (including rangers, communications, libraries, IT, community halls, rates, roads, waste, planning and city greening) have been awarded our monthly TRuST Awards.

However, the greatest focus this year has been delivering enhancements to provide a better digital customer experience, meet accessibility standards and empower customers to accomplish more on their own terms.

As part of our Customer Request Management project, we have launched over 30 new digital self-service forms across Rates, Waste & Recycling, Parks & Sportsgrounds, Animals, Community Halls, Cemeteries, Beaches & Events, Trees & Vegetation, and Parking, resulting in a 19% increase in customers choosing these new digital channels to engage with us compared to 2022. For our Rates forms, we have seen a 28% shift to our digital channel in the last quarter of the year, with 74% of Rates requests now received digitally. Overall, our new forms are attracting 15% more channel traffic compared to our general customer request enquiry form, which demonstrates the success of our human-centred approach when designing services to be simple, convenient and frictionless for our customers. As at the end of FY24, our Digital channel is now on par with Phone, both attracting 47% of customer request volumes.

Our continued focus on accessibility improvements led to CN's website accessibility score increasing to 86/100, which is above the local government industry benchmark. Website content reviews and user experience improvements have also been delivered across the Rates, Waste and Animals pages this year.

We have made continuous improvements to our chat bot to provide customers with an instant and convenient digital self-service experience via our Web Chat channel. By reviewing interactions and making adjustments to improve resolution performance, we have seen a 6% increase in usage compared to last year, with up to 24% of chats serviced by the chat bot and an average First Contact Resolution Rate of 70%.

We will deliver digital self-service capabilities across the remaining customer request types next year, along with new projects designed to expand digital services to customer applications and payments, as part of our ongoing efforts to enhance the customer experience.



CX Team, Local Government Awards, June 2024



Our year in review

Better service delivery

Our plan for continuous improvement

In 2022, continuous improvement was introduced as a requirement in the revised IP&R framework, focusing on better meeting the community's expectations around priorities and service levels.

Why is this important?

The key benefits of continuous improvement and service optimisation include:

- Alignment of services with community needs
- Higher-quality service provision
- Cost savings and income generation
- Increased efficient use of resources
- Partnerships and networks with other local governments and service providers
- Increased capacity of staff to respond to the changing needs of the community
- Staff working collaboratively across departments
- A more systematic approach to understanding future community needs.

Our framework for service optimisation

There are 5 steps in a service optimisation review, with a constant evaluation process during all steps.

Activity	Output
1 Project Plan <ul style="list-style-type: none"> • Define the service to be reviewed • Agree on objectives, scope and resources • Identify stakeholders • Draft the Project Plan 	<ul style="list-style-type: none"> • Draft Project Plan • ELT approval to begin review
2 Analyse Service <ul style="list-style-type: none"> • Gather service data and benchmarking information • Select service optimisation model and priorities • Examine service activity levels • Conduct financial and other relevant analysis • Initial risk assessment • Summarise change options 	<ul style="list-style-type: none"> • Final Service Review Plan
3 Engage Stakeholders <ul style="list-style-type: none"> • Undertake stakeholder engagement • Final risk assessment • Produce final change recommendations 	<ul style="list-style-type: none"> • Service Optimisation Report • ELT endorsement
4 Implement Change <ul style="list-style-type: none"> • Develop an implementation plan • Implement and monitor changes 	<ul style="list-style-type: none"> • Implementation Plan
5 Evaluate Review <ul style="list-style-type: none"> • Gather feedback and measure change • Report outcomes and share learnings • Drive continuous improvement 	<ul style="list-style-type: none"> • Evaluation Report

Our progress

The Service Optimisation Framework is currently in development, with finalisation expected in 2024/2025. Its aim is to guide CN in implementing the Service Review process as per the IP&R Guidelines for Local Government. The Service Review systematically evaluates the activities and functions within a council service area to ensure alignment with community needs and identify opportunities for resource efficiency. This framework is integral to our commitment to ongoing improvement in service delivery.

In 2023/2024, CN has initiated various programs designed to promote continuous improvement throughout the organisation.

Our transformation program

Leveraging the capabilities and success of our CX Transformation Program, and utilising best practice approaches such as service design, a broader transformation program was initiated to build on this progress.

The program objective is to simplify, improve and uplift our operational delivery and ways of working and create the foundation for ongoing continuous improvement. Through partnering with business teams and providing targeted consulting and advice, the program team is delivering and supporting a range of projects and initiatives across three key pillars:

- **Customer experience:** Incorporating the existing CX Program objectives and delivering further improvements, including remaining digitisation of service delivery and more options for customers to access increased knowledge and self-service capabilities.

- **Employee experience:** Uplifting tools, capabilities and support for employees through reviews of key internal processes in partnership with business teams, using service design principles to improve end-to-end process design and user experience.
- **Organisational effectiveness:** Partnering across business teams to achieve greater prioritisation and alignment of programs of work, including realisation of project benefits, to improve efficiency and effectiveness outcomes.

The transformation team supports CN through key capabilities including Change and Project Management, Communication, Digital Customer Experience, Service Design and User Experience Design.

For more information on our CX Transformation Program, see page 56.

Waste request digitisation

This year, CN implemented a geospatial mapping solution to enhance processes for managing requests related to bin repairs, stolen bins, missing bins and missed collections. The initiative not only digitised previously paper-based processes, but also generated significant operational efficiencies.

Integration with TechnologyOne's CiA platform and Esri's ArcGIS led to a reduction of 1,300 driver hours, 910 admin hours and 286 coordinator hours annually. Additional tools, including a Coordinator App, Driver Field App, Admin Dashboard and digital checklists, have also been developed, further optimising CN's efficiency.



Our city

Our people, our city

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

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

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

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



Supporting our community

CN is committed to fostering a socially just and inclusive community. Our efforts are focused on removing barriers, encouraging participation and celebrating the rich diversity of our city. This year, we have undertaken several initiatives that demonstrate our dedication to enhancing the wellbeing and connection of all Novocastrians.

Social Strategy and community engagement

The adoption of the *Social Strategy 2030* in July 2023 marks a significant step towards creating a socially just and inclusive Newcastle. This strategy provides a framework to remove barriers to inclusion, encourage community connection, and strengthen health and wellbeing across the city.

The strategy's successful adoption was supported by extensive community engagement, including:

- A digital video campaign reaching over 183,000 people
- 20+ workshops, events and activities, engaging nearly 300 community members
- 2,000+ survey responses collected.

Advocacy and inclusion

Our commitment to advocacy and inclusion is reflected in various projects and initiatives and is supported by CN's Access Inclusion Advisory Committee. This year, we:

- Developed a submission to the Federal Government supporting unpaid carers
- Integrated our *Disability Inclusion Action Plan* (DIAP) into our corporate reporting
- Hosted the Count Us In Festival 2023 promoting disability inclusion
- Organised the Variety Activate Inclusion Sports Day for children
- Featured Dylan Alcott at an employment forum for workplace inclusion.



Connections for Ageing Well, Dixon Park

Cultural awareness and connection

We have prioritised cultural awareness and fostering connections within our diverse community.

- **'Voice to Parliament – Walking Together' workshop:** Raised awareness of the Uluru Statement from the Heart and the referendum for Indigenous Constitutional Recognition.
- **Multicultural Action Group planning day:** Facilitated discussions and strategic planning to support culturally and linguistically diverse (CALD) communities.
- **Refugee Week Welcome Event:** Hosted a community gathering to celebrate the resilience and contributions of refugees in Newcastle.

Community health and wellbeing

CN has implemented various programs to support the health and wellbeing of our residents.

- **Connections for Ageing Well:** Engaged 260 seniors in activities promoting social connection, learning and physical health, including:
 - 5 knowledge workshops with guest presenters
 - Intergenerational Device Advice sessions led by students from Cooks Hill Campus
 - 8 outdoor sessions of Tai Chi and exercise
 - A celebratory event at Blackbutt Nature Reserve with a guided nature walk and BBQ.
- **Hamilton Help on Hand services directory:** Developed a resource guide for local support services, widely distributed to assist community members during times of need.
- **Seniors Festival:** A 2-week event featuring over 40 community activities focused on positive ageing, connection and personal wellbeing, including the Comedy Gala and Seniors Expo held on the festival's opening day at City Hall, showcasing local services and community groups.

Public spaces and facilities

CN is committed to enhancing our public spaces and making them accessible and enjoyable for all.

- **Hamilton Station Park Graffiti Management Project:** Added vibrant murals to the park, involving the community in the design process to foster a sense of belonging and pride.
- **Youth Open Day:** Aligned with Youth Week 2024, this event engaged 80 high school students in civic life, educating them about CN's role and encouraging civic engagement through interactive sessions and discussions with the former Lord Mayor and councillors.
- **Inclusion of accessible play elements, amenities and pathways:** Ensured new and renewed park and playground designs consider accessibility and access to enable all members of our community to come, stay and play.

Innovation and efficiency

To better serve our community, CN has introduced innovative solutions to improve operational efficiency and customer experience.

- **Bookable:** Launched an online booking system for community halls and centres, simplifying the process and offering greater control to users.
- **Accessible community education documents:** Collaborated with Guide Dogs Australia to develop accessible community information documents, ensuring usability on assistive devices and improved accessibility for people with low vision.

These initiatives highlight our ongoing efforts to support, connect and uplift the Newcastle community. We are proud of the progress made this year and remain committed to creating a vibrant, inclusive city for all.

Cemeteries operations

CN operates 3 cemeteries (Wallsend, Stockton and Minmi), providing essential services for families. New burial plots are offered at Wallsend and Stockton, with all cemeteries also featuring niche walls, memorial gardens and a Butterfly Tree for ash interments. The cemeteries team partners with funeral directors and monument masons to uphold high standards through annual permits.

Following an Independent Pricing and Regulatory Tribunal (IPART) review, Cemeteries & Crematoria NSW established a licensing scheme for cemetery operators, ensuring sustainable and dignified services in NSW. This scheme includes standards for contracts, maintenance, pricing transparency and respect for cultural practices.

Disability Inclusion

Under the NSW Disability Inclusion Act, it is mandatory for councils to have a DIAP and provide an annual progress report. CN meets this requirement by submitting our Progress Report to the NSW Department of Communities and Justice each December, alongside highlighting actions in our annual report. CN's DIAP includes 35 actions for the period 2022–2026. Highlights for 2023/2024 include:

- Launch of CN's Accessibility Network to promote workplace inclusivity through staff with lived experience of disability
- Count Us In Festival in September last year, featuring 63 events focused on disability inclusion
- Business community lunch at City Hall with guest speaker Dylan Alcott AO on improving employment for people with disabilities
- Facilitation of the Access Inclusion Advisory Committee, which provided input on various accessibility initiatives
- Social Inclusion Grant funded through our Community Grant Scheme
- Local Centres upgrade program enhancing accessibility in Shortland, Orchardtown Road – New Lambton, and Georgetown
- Improved park and playground access, including the development of the Livvi's Place inclusive playground at Foreshore Park
- Reopening of Newcastle's Ocean Baths with enhanced access features
- CN participation in Hunter Disability Expo 2024 and support for Community Disability Alliance Hunter
- Hosting of Abilities Unleashed Sports Day for school children in honour of International Day of People with Disability 2023
- Inclusive programming in cultural facilities, library services and museums for diverse communities, including the deaf/blind.



Our global commitment

In September 2015, Australia, alongside 192 nations, committed to the United Nations Sustainable Development Goals (SDGs), which aim to enhance global conditions for current and future generations. The 2023 SDG Summit emphasised the need to evaluate progress and expedite the implementation of the 2030 Agenda.

CN has incorporated the SDGs into its community strategic plan, *Newcastle 2040*. Collaboration across businesses, non-profits and governments is essential for achieving these goals. CN has actively engaged in regional SDG initiatives and published its second Communication on Engagement in November 2023, reaffirming support for the UN Global Compact and assessing its outcomes.



CN supports the Sustainable Development Goals

Below are additional key initiatives undertaken by CN during the 2023/2024 financial year that contributed to advancing the achievement of the SDGs.



Goal 10 – Reduced Inequalities

The Library Community Programs and Partnerships Team developed a programming framework that aligned the *Library Strategy* with the Programming Team's Areas of Strategic Impact, the *Newcastle 2040 CSP*, the SDGs and the program delivery.

This allows management to see alignment of programming to the strategic context, and frontline staff to understand their individual contribution towards achieving these goals.



Goal 11 – Sustainable Cities and Communities

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

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

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

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

We have planted 2,045 street trees and 32,028 native plants.



Goal 13 – Climate Action

Newcastle leads in renewable energy, being the first in NSW to adopt 100% renewables.

Our *Climate Action Plan* guides emission reduction for the organisation and community.

Solar farm management and EV promotion are ongoing initiatives.

Climate risks to assets are actively assessed and addressed.

The Environmental Strategy aligns with SDGs and monitors progress on carbon and water management goals.



Goal 17 – Partnerships for the Goals

We engage in top-down and bottom-up approaches.








We are chairing the SDG High-Level Collaborative with renewed commitment.





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

We are developing regional indicators for SDG progress in the Hunter.

We are integrating SDGs into our budget and annual reporting for sustainability.

Our stakeholders

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

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

Grants and sponsorship

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

Grants Program

In the last 3 years, CN's grant programs have significantly enhanced community outcomes through updated guidelines and extensive stakeholder engagement. The programs provide funding opportunities that support initiatives across social, cultural, environmental and economic domains. In the 2023/2024 cycle, we awarded \$401,741 to 58 projects.

The grant structure includes Infrastructure Grants, focusing on capital activities and building improvements, and Community Support Grants, which assist local groups and clubs in addressing community needs through various streams such as Arts, Social Inclusion, Environment and Quick Response.

Infrastructure Grants

Recreation Facilities

Our Recreation Facilities grant program assists in the provision or development of suitable sport and recreation facilities. The grant is designed to create opportunities for CN and local sporting groups to form partnerships to upgrade existing or develop new facilities. These grants support a varied range of sport and recreation facilities that assist in meeting the needs of the community in a cost-effective and cooperative way.

In 2023/2024, we received 13 applications with a total combined asking amount of \$75,022. After careful review, 7 applications were approved for a total funding amount of \$42,333 to support these projects.

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

Sustainability

Our Sustainability grant program is designed to reduce Newcastle's carbon footprint and increase community capacity and capability to address local needs and opportunities for sustainability. These could include renewable energy efficiency measures, water saving and water storage, capture and reuse initiatives, green walls, use of low-emission construction products and nature-based solutions.

In 2023/2024, we received 6 applications with a total combined asking amount of \$45,000. After careful review, 2 applications were approved for a total funding amount of \$15,000 to support these projects.

Summary – Approved Infrastructure Grant funding applications

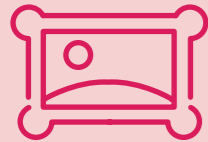
STREAM	APPLICANT	PROJECT	AMOUNT FUNDED
Recreation Facilities	Newcastle Ultimate Inc.	Beresfield Disc Golf Course	\$6,000.00
Recreation Facilities	Stockton Junior Cricket Club	Ballast Reserve Cricket Wicket Replacements	\$10,000.00
Recreation Facilities	New Lambton Eagles Football Club	Spectator Grandstands	\$7,490.94
Recreation Facilities	New Lambton Football Club Inc.	Novocastrian Park – Field Drainage Assessment and Plan Project	\$3,625.00
Recreation Facilities	Newcastle Hill Tennis Club	New Clubhouse Ceiling	\$10,000.00
Recreation Facilities	Newcastle City and Eastern Districts Cricket Club Inc.	Empire Park Container Replacement	\$2,530.00
Recreation Facilities	Newcastle City and Eastern Districts Cricket Club Inc.	Empire Park Nets Upgrade	\$2,687.50
Sustainability	Hunter Business Chamber Ltd	Transition Tuesdays	\$5,000.00
Sustainability	Purple Card Project	The Sustainable Living Map: Hamilton and Islington	\$10,000.00
TOTAL			\$57,333.44



Community Support Grants

Arts, Culture & History

Our Arts, Culture & History grant program supports activities that promote and celebrate our rich heritage and our creative, diverse community. This program is designed to support CN's desired outcomes for culture, heritage and the arts. In addition, CN supports professional not-for-profit arts and cultural organisations by providing funding to grow sustainability and serve as a funding base that organisations can leverage with other funding providers.



In 2023/2024, we received 24 applications with a total combined asking amount of \$532,279. After careful review, 9 applications were approved for a total funding amount of \$131,550 to support these projects.

Environment

Our Environment grant program is dedicated to supporting activities and opportunities that improve Newcastle's environment. These could include expanding our urban forest through revegetation initiatives, greening our streets, parks and open spaces, and providing increased pollinator habitat throughout the city.



In 2023/2024, we received 7 applications with a total combined asking amount of \$130,258. After careful review, 3 applications were approved for a total funding amount of \$53,858 to support these projects.

Quick Response

Our Quick Response grant program funds events, activities and programs that require smaller amounts of funding to achieve their objectives.



In 2023/2024, we received 53 applications with a total combined asking amount of \$183,156.50. After careful review, 30 applications were approved for a total funding amount of \$104,300 to support these projects.

Social Inclusion

Our Social Inclusion grant program is designed to develop our diverse communities by fostering meaningful connection, social inclusion and access for our most vulnerable, and to contribute towards the objectives of our *Social Strategy 2030*.



In 2023/2024, we received 26 applications with a total combined asking amount of \$405,068. After careful review, 7 applications were approved for a total funding amount of \$54,700 to support these projects.

Summary – Approved Community Support Grant funding applications

STREAM	APPLICANT	PROJECT	AMOUNT FUNDED
Arts, Culture & History	Balar Malar Tamil Educational Association	Balar Malar Newcastle Tamil Community Language School, Cultural Immersion Day (Get-together)	\$5,000.00
Arts, Culture & History	CLIPPED	CLIPPED Premieres Newcastle	\$4,000.00
Arts, Culture & History	Hunter Malayali Samajam (HUMSAM) Incorporated	AARAVAM 2023 – A Symphony of Harmony	\$10,000.00
Arts, Culture & History	Newcastle and Hunter Combined Schools Anzac Service Inc.	2024 Combined Schools Anzac Service	\$9,000.00
Arts, Culture & History	Newcastle Improvised Music Association (NIMA Inc.)	NIMA presents Jazz and Improvised Music	\$30,000.00
Arts, Culture & History	Newcastle University Choir Inc.	Messiah in the City	\$11,550.00
Arts, Culture & History	The Octapod Association	This Is Not Art Festival and annual program	\$5,000.00
Arts, Culture & History	The Very Popular Theatre Company	Girls Like That	\$12,000.00
Arts, Culture & History	Whale Chorus Incorporated	Shakespeare Under the Stars: Hamlet at Shepherds Hill	\$45,000.00
Environment	Purple Card Project	Community Textile Recovery Hub: A Pilot Project	\$20,000.00
Environment	Ship4Good Incorporated	Under the Skin	\$14,200.00
Environment	Trustees of Church Property for the Diocese of Newcastle	Community Garden with Rainwater Tanks	\$19,658.00
Quick Response	Afful Leadership & Business Coaching	Economic Empowerment of CALD Women	\$4,000.00
Quick Response	Afghan Association of Hunter	Eid Event Celebration	\$4,000.00
Quick Response	Alesco Senior College	AMAZE Performing Arts Night	\$3,000.00
Quick Response	CALD CONNECT	Newcastle Eid al-Fitr Festival 2024	\$4,000.00
Quick Response	CALD CONNECT	Newcastle Multicultural Ramadan Iftar 2024	\$4,000.00
Quick Response	Chookas Entertainment	Access to Theatre Professional Development	\$3,000.00
Quick Response	City of Newcastle Drama Association	Creating Safe & Inclusive Performance Spaces	\$4,000.00
Quick Response	City of Newcastle RSL Pipe Band	Centennial Year of The City of Newcastle RSL Pipe Band	\$4,000.00
Quick Response	DTM Resto HAUS Pty Ltd	Work Readiness Program for At-Risk Young Adults	\$4,000.00
Quick Response	Ennia Jones	Splash of Colour Swimming	\$4,000.00
Quick Response	Hunter African Community Council	Get Moving with Afro-Dance	\$4,000.00

STREAM	APPLICANT	PROJECT	AMOUNT FUNDED
Quick Response	Hunter Multicultural Communities Inc.	First Nations Community Art Project	\$3,000.00
Quick Response	Imam Mohamed Khamis	Newcastle Refugee Women Capacity Building Program	\$4,000.00
Quick Response	Jean-Louise Olivier	Creating Stories Together: Women & Migration in Newcastle	\$4,000.00
Quick Response	Kid Biz Academy	Awesome Kids in Newy!	\$2,000.00
Quick Response	Kinfish Ltd	Kinfish 250km for \$250k	\$4,000.00
Quick Response	ND Universe AU	Care Affair	\$4,000.00
Quick Response	Newcastle Mosque Open Day 2024	Newcastle Mosque Open Day 2024	\$4,000.00
Quick Response	Newcastle Muslim Association	Newcastle Mosque Eid Al-Adha Dinner	\$4,000.00
Quick Response	Newcastle Surfest Surf School	Wandiyali Surf Program	\$4,000.00
Quick Response	She and the Sea	Trailer for Boardriders Social Meet up and Comps	\$4,000.00
Quick Response	Suzan Makhloof & Ashraf Abdelbaky	Newcastle Arab Youth Capacity Building Program	\$4,000.00
Quick Response	The Hunter Round Table	The Hunter Round Table Forum	\$1,000.00
Quick Response	The Mito Foundation	Bloody Long Walk – Newcastle	\$3,000.00
Quick Response	The Polish Song and Dance Ensemble Rzeszowiacy of Newcastle	50th Anniversary of Kujawy and 1st Anniversary of Rzeszowiacy	\$2,800.00
Quick Response	Tri-Collective	Diversity Dating	\$1,500.00
Quick Response	University of Newcastle Students' Association Ltd	UNSA Clubs World Cup	\$4,000.00
Quick Response	UP&UP Inspirations	Snak N Rap	\$4,000.00
Quick Response	Wallsend South Public School	Student-Written Bilingual Texts	\$1,000.00
Quick Response	Young People's Theatre Newcastle Incorporated	YPT 75th Anniversary Birthday Party	\$4,000.00
Social Inclusion	Got Your Back Sista	I Run for Her	\$5,000.00
Social Inclusion	Grainery Care Inc.	Outdoor Foodcare Delivery Space	\$10,000.00
Social Inclusion	Jenny's Place	The Empowered Walk 2023	\$4,000.00
Social Inclusion	One Door Mental Health, Newcastle Mental Health Support Group	Newcastle Wellness Walk and Information Hub	\$4,000.00
Social Inclusion	Open Football Group	Open Football Group	\$2,500.00
Social Inclusion	University of Newcastle	Employment Clinic for Newly Arrived Migrants	\$19,200.00
Social Inclusion	University of Newcastle Students' Association	UNSA Grocery Hub	\$10,000.00
TOTAL			\$344,408.00

Other grant programs

Youth Week

Youth Week grants are designed to support events that celebrate and highlight the contribution that young people make to the Newcastle community.

In 2023/2024, we received 6 applications with a total combined asking amount of \$9,000. After careful review, 5 applications were approved for a total funding amount of \$8,000 to support these projects.

Summary – Approved Youth Week funding applications

APPLICANT	PROJECT	AMOUNT FUNDED
Hunter Multicultural Communities	Youth Ice Skating Excursion	\$1,000.00
Wesley Community Services	James Street Youth Art Exhibition Projection	\$2,000.00
UP&UP Inspirations	Create Your Place in Youth Week	\$2,000.00
headspace Newcastle	Show and Tell	\$1,000.00
And Then Photo Agency Pty Ltd	hello@and-then.com.au	\$2,000.00
TOTAL		\$8,000.00



Youth Week



Count Us In Festival

Count Us In

The Count Us In grant program provides small grants to support events, activities and programs that demonstrate and celebrate inclusion.

In 2023/2024, we received 14 applications with a total combined asking amount of \$21,880. After careful review, 12 applications were approved for a total funding amount of \$18,430 to support these projects.

Summary – Approved Count Us In funding applications

APPLICANT	PROJECT	AMOUNT FUNDED
Art Mania Studio	Anime Soul – A Celebration of Inclusive Art Making	\$2,000.00
Beresfield Community Care	Log On for Lunch	\$900.00
Community Disability Alliance Hunter	Your Rights at Work Workshop	\$1,660.00
Community Disability Alliance Hunter	Count Women In	\$2,000.00
Deaf Community Workshop	Deaf Community Workshop	\$1,500.00
EngageVR	Engage	\$2,000.00
Families Supporting Families Inc.	Inclusive Disco	\$850.00
Families Supporting Families Inc.	JD's Magic Show	\$1,420.00
Healthy Change Challenge Pty Ltd	Healthy Humans of HCC (HHOHCC)	\$2,000.00
InSitu Housing	Paint and Sip with InSitu Housing	\$600.00
Shortland Wetlands Centre Ltd	Wetlands Count Us In 2023	\$2,000.00
Surfing the Spectrum	Surfing the Spectrum Nobbys Beach	\$1,500.00
TOTAL		\$18,430.00

Locally Made & Played

The Locally Made & Played grant program provides small grants to incentivise live performances across the city.

In 2023/2024, we received 15 applications with a total combined asking amount of \$19,500. After careful review, 14 applications were approved for a total funding amount of \$10,650 to support these projects.

Summary – Approved Locally Made & Played funding applications

APPLICANT	AMOUNT FUNDED	APPLICANT	AMOUNT FUNDED
Bernie's Bar Newcastle Pty Ltd	\$750.00	Racecourse Hotel Wallsend	\$300.00
Clarendon Hotel Newcastle	\$1,200.00	The Humble Thai Pty Ltd	\$300.00
Claza Hotels Pty Ltd	\$600.00	The Rogue Scholar Pty Ltd	\$1,200.00
Club Success Team	\$750.00	The Ship Inn Newcastle	\$300.00
Frank Schoonatra Pty Ltd, trading as Jams Karaoke	\$900.00	Thirsty Messiah Brewery	\$1,500.00
Hamilton Station Hotel Pty Ltd	\$1,500.00	Wickham Park Hotel	\$300.00
Lachlan Morris	\$300.00	TOTAL	\$10,650.00
Moorlor Pty Ltd, trading as Scrubba Body	\$750.00		

Sponsorship Programs

CN's Sponsorship Programs provide a number of sponsorship opportunities to support initiatives that contribute to the economic life of the city. We provide financial support for initiatives that will deliver tangible benefits to the city and the community, and help make Newcastle a liveable, sustainable and inclusive global city.

There are 2 main sponsorship programs:

Event Sponsorships are a mechanism to:

- Promote active and vibrant public spaces
- Grow overnight visitation
- Provide positive promotional exposure for Newcastle
- Enhance the city's image and profile as a visitor destination and event city
- Assist events that contribute to the unique character of the Newcastle LGA and region.

Tourism and Economic Development Sponsorships are for activities that provide economic benefit through one or more of the following areas:

- Enabling skills
- Enabling innovation
- City-shaping initiatives
- Enabling a vibrant city.

Event Sponsorship Program

The Event Sponsorship Program comprises 4 streams:

- **General Events:** This category provides support for smaller events that play a role in diversifying Newcastle's events calendar. These events align with strategic goals, boost economic activity and make use of city assets. In the 2023/2024 period, 5 events received a total funding allocation of \$27,000.
- **Incubator Events:** This category is designed to support emerging and established events that are new or up to 3 years old. The goal is to increase the profile of these events, encourage visitation and stimulate participation. In the 2023/2024 period, we received 2 applications and after careful consideration, neither was approved for funding.
- **Major Events:** This category supports well-established events with a proven track record of successful delivery, increased visitation, overnight stays and collaboration with local businesses to enhance economic dispersal. In the 2023/2024 period, 11 events received a total funding allocation of \$203,000.
- **Business (Conference) Events:** This category focuses on supporting events that promote business and conferencing activities in Newcastle, contributing to economic development. In the 2023/2024 period, 2 events received a total funding allocation of \$30,000.

Summary – Approved Event Sponsorship funding applications

STREAM	APPLICANT	PROJECT	AMOUNT FUNDED
General	Australian Skateboarding Federation	King of Concrete	\$8,000.00
General	Hunter Hurricanes	Australian Water Polo League	\$5,000.00
General	Newcastle Rowing Club	Central Districts Regatta	\$2,500.00
General	Newcastle University	Ngarrama	\$5,000.00
General	Sports Marketing Australia	NSW Diving Championships	\$6,500.00
Major	Big Dog Comedy	Newcastle Comedy Festival	\$20,000.00
Major	Bikers for Kids	Newcastle Toy Run	\$10,000.00
Major	Drama Guys	Junior Theatre Festival	\$20,000.00
Major	Girls Day Out	Girls Day Out	\$10,000.00
Major	Hockey NSW	NSW State Championships	\$20,000.00
Major	Hunter School Sports Association	Magic Round	\$15,000.00
Major	Newcastle Cruising Yacht Club	Sailfest	\$20,000.00
Major	Newcastle Jazz Club	34th Newcastle Jazz Festival	\$2,500.00
Major	Newcastle Jnr Cricket	Summer of Cricket	\$10,000.00
Major	RAAF	Newcastle / Williamtown Air Show	\$63,000.00
Major	Sports Marketing Australia	2024 Australian Country Cricket Championships	\$12,500.00
Business	Australian Regional Tourism	Australian Regional Tourism Convention	\$10,000.00
Business	NSW RSL	RSL Congress	\$20,000.00
TOTAL			\$260,000.00

Tourism and Economic Development Sponsorship Program

The Tourism and Economic Development Sponsorship Program comprises 2 streams:

- **Tourism/Visitor Economy:** This category supports activities that promote Newcastle as a premier Australian visitor destination. These activities highlight Newcastle's rich art, cultural and culinary scene, vibrant nightlife, and accessible nature-based and coastal experiences. In the 2023/2024 period, we received 1 application and after careful consideration the application was not approved for funding.
- **Business:** This category focuses on fostering local economic development. It supports activities that facilitate local skill development, attract highly skilled individuals to the city, promote local business growth and employment, and encourage innovation and investment. In the 2023/2024 period, 4 activities received a total funding allocation of \$34,648.80.

Summary – Approved Tourism and Economic Development Sponsorship funding applications

STREAM	APPLICANT	PROJECT	AMOUNT FUNDED
Business	University of Newcastle	Partnership with SABE	\$2,000.00
Business	Newcastle Breweries Association	Brewery Tourist Trail Map Establishment	\$20,000.00
Business	Independent Galleries Newcastle	West Walk	\$7,648.80
Business	Hunter iF Limited	NEWiHUB Innovation Community Engagement Campaign	\$5,000.00
TOTAL			\$34,648.80





Our performance



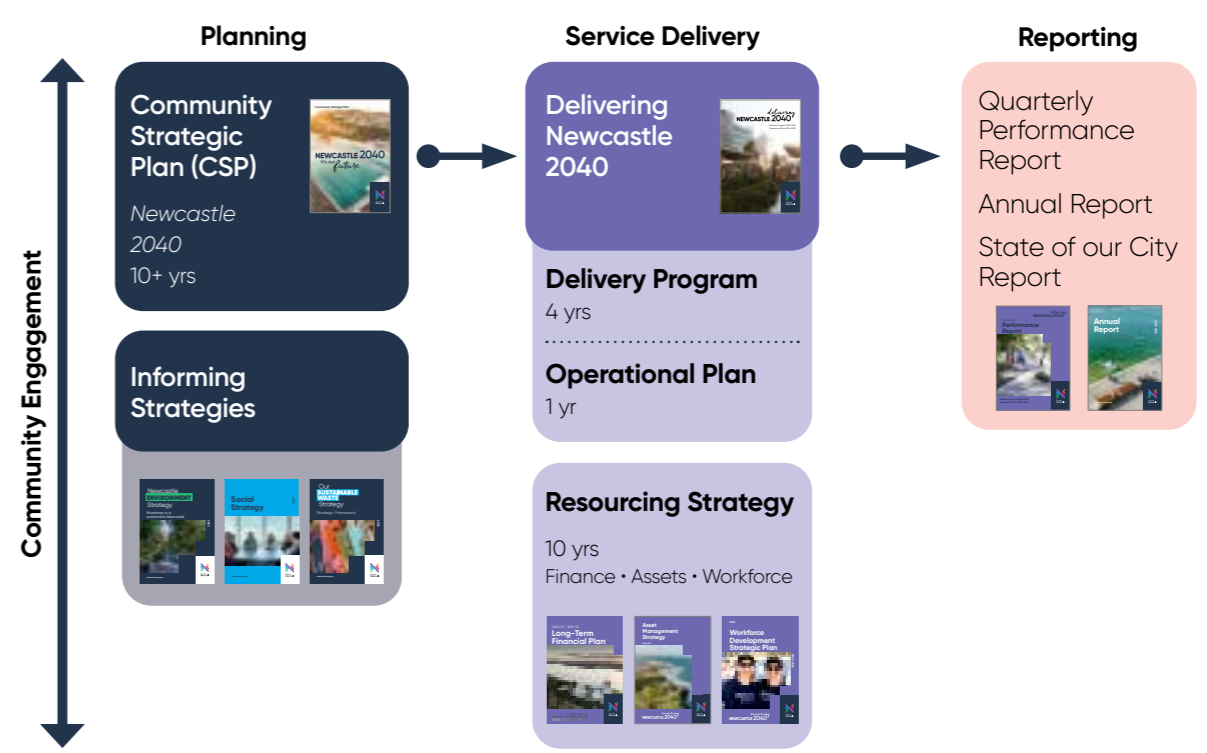
How we plan

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

- **Community Strategic Plan (CSP) (10+ years):** This long-term plan, known as Newcastle 2040, outlines the community's vision and aspirations for the future. The CSP was developed through extensive community engagement and adopted in 2022. The plan encompasses 4 themes identified as important to the community: Liveable Newcastle, Sustainable Newcastle, Creative Newcastle and Achieving Together.
- **Delivery Program (4 years):** The Delivery Program is a 4-year plan that specifies actions and ongoing activities to achieve the objectives outlined in the CSP. It serves as a bridge between long-term vision and short-term operational planning.
- **Operational Plan (one year):** The Operational Plan, which corresponds to the 2023/2024 period, details the specific actions, services and projects CN will undertake during the year. It is part of the broader 4-year Delivery Program and is reviewed annually to ensure alignment with the community's long-term goals.

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

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



Theme 1 Liveable Newcastle



The priorities and objectives in this theme include:

**Priority 1.1
Enriched neighbourhoods and places**

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

**Priority 1.2
Connected and fair communities**

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

**Priority 1.3
Safe, active and linked movement
across the city**

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

**Priority 1.4
Innovative and connected city**

- 1.4.1 Emerging technologies
- 1.4.2 Digital inclusion and social innovation

The services we provide in this theme include:

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

The assets we manage in this theme include:

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



Adamstown Park Playground

Our performance

The informing strategies include:

- Social Strategy 2023–2027
- Local Strategic Planning Statement 2020–2040
- Inland Pools Strategy 2043

The supporting strategies and plans include:

- Disability Inclusion Action Plan 2022–2026
- Cycling Plan 2021–2030
- Parking Plan 2021–2030
- Local Housing Strategy 2020–2040
- Heritage Strategy 2020–2030
- Strategic Sports Plan 2020–2030
- Plans of Management and Masterplans
- Dogs in Open Space Plan

Overall action and measure performance

Total actions

100%

Actions completed or on track 73

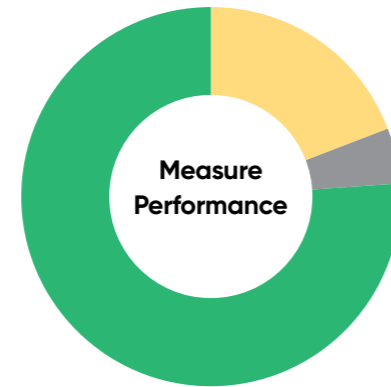


● On Track 73 | 100%
● Monitor 0 | 0%
● Off Track 0 | 0%

Total measures

73%

Measures on track 16



● On Track 16 | 73%
● Monitor 4 | 23%
● Off Track 0 | 0%
● N/A 1 | 4%

Data not available

Actions are reported quarterly using the Red, Amber, Green (RAG) status system, covering the 2023/2024 financial year. Measures are reported quarterly, annually, or biennially, with progress dependent on data availability, targets, and baseline data.

Performance against measures

1.1 Enriched neighbourhoods and places

MEASURE	TARGET	2023/24
Level of community satisfaction with sporting facilities*	3.7	3.5
Level of community satisfaction with beaches and beach facilities	3.7	3.9
Level of community satisfaction with parks and recreational areas	3.7	3.7
Pool attendance	336,703 (2020/2021)	447,274
Beach usage**	N/A	1,444,800
Community sport bookings (Seasonal licences) (COVID/wet weather impacts in 2021/2022)	114 (2020/2021)	161 197 Casual licences

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

** Beach numbers are numbers on the beach and in the water. Includes Stockton, Nobbys, Newcastle, Bar, Dixon Park and Merewether Beaches and Merewether Ocean Baths. Newcastle Ocean Baths will be included in future counts.

1.2 Connected and fair communities

MEASURE	TARGET	2023/24
Level of community satisfaction with libraries	4.0	3.9
Number of library loans	941,683	992,083
Number of Home Library Service items and members	213 members 23,015 items (2020/2021)	241 members 17,857 items
Attendance numbers at programs (libraries)*	Increasing	39,361
Visits to physical service points (libraries)	263,495	446,633

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

1.3 Safe, active and linked movement across the city

MEASURE	TARGET	2023/24
Level of community satisfaction with footpaths	2.9	2.9
Level of community satisfaction with roads	2.9	2.7
Distance of shared paths renewed	800m	400m
Distance of roads renewed (Resurfaced local roads)	4.2km	10.4km
Number of bike parking spaces within Local Centres*	N/A	N/A

* Data not yet available.

1.4 Innovative and connected city

MEASURE	TARGET	2023/24
Level of community satisfaction with the city's innovation	3.3	3.0
Number of heritage collection items digitised	10,000 per annum	92,533
Number of Pay by Phone parking transactions	851,827	1,032,011
Number of webchat conversations	1,546	2,692
Number of e-library loans	105,773	544,389

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



We continue to see growth in the use of our EasyPark app. During 2023/2024, 68% of all parking transactions were completed via EasyPark, an increase of 6% on the previous year.

Achievements

Premier dog facility

To meet the high demand from Newcastle's 64,000 registered dogs and their owners, a third fully fenced off-leash dog park opened at Maryland Drive Reserve. This new facility includes a dog bubbler, shelter, seating and extensive landscaping with shade trees. The existing adjacent off-leash area has been retained, with plans for future enhancements to add separate areas for large and small dogs, more seating, additional landscaping, and a formalised carpark as part of the *Dogs in Open Space Plan*.

Promoting responsible pet ownership, Rangers hosted a Pups in the Park event at Lambton in March 2024, offering free microchipping and registration advice. This initiative aims to keep pets safe and make it easier to reunite lost dogs with their owners. With one of the highest rates of dog ownership in the state, Newcastle sees around 100 lost pets returned to their owners each year thanks to up-to-date registration details and microchips. Ensuring all dogs are microchipped and registered, as required by NSW law, remains a priority.

Count Us In Festival

The Count Us In program is a month-long all-inclusive festival, featuring more than 40 events and activities to celebrate and encourage access and inclusion across Newcastle. The festival included dance and art experiences, sports challenges, social and peer networking events, and training opportunities. The business community participated in a keynote lunch led by Dylan Alcott AO, focusing on solutions for greater employment and workplace inclusion for people with disabilities.

Developed with Community Disability Alliance Hunter and the Access Inclusion Advisory Committee, the program received support from various community partners, including 13 grant recipients sharing \$20,000 in funding. The extended program overlapped with New Annual 2023, encouraging greater community participation.

Myers Park transformation

Adamstown's Myers Park has begun its transformation into a multi-use sporting hub with a \$1.25 million upgrade, supported by a \$1 million NSW Government grant received by Broadmeadow Magic Junior Football Club. Stage One of the Adamstown Park Masterplan opened in July, featuring a basketball half-court, bat ball courts, fitness stations, a running and walking pathway, and new drainage, fencing and covered seating. A new playground and basketball courts were also opened in Adamstown Park as part of the Masterplan implementation.

Future plans for the 13ha precinct, outlined in the 15-year masterplan adopted by the Council in October 2023, include 2 additional junior football fields, extended amenity buildings and walking track, and gender-friendly changerooms. Developed with extensive community feedback, the plan aligns with the *Strategic Sports Plan* and *Newcastle 2040 CSP*, ensuring the park meets future needs for passive and active recreation.

Shepherds Hill Cottage

The meticulous restoration of Shepherds Hill Cottage, an iconic structure built in the 1890s atop King Edward Park, is now complete. Working with a heritage architect, CN invested over \$1 million to revitalise the Heritage-listed cottage, enhancing its interior and exterior while improving site amenities and accessibility.

Following this significant restoration, the site will reopen to the public for the first time in several decades, reactivating a long-dormant space along the Bathers Way coastal walk. A development application for a new commercial kitchen and improved amenities has been lodged, paving the way for the historic building to serve as a potential food and drink venue. This renewal offers the community a chance to enjoy one of Newcastle's best vantage points, blending heritage preservation with modern amenities to create a vibrant public space.

Planning for the future

An independent panel of experts evaluated over \$1.5 billion in developments during 2023. The Urban Design Review Panel (UDRP) convened 13 times, providing guidance on 48 development proposals and input on strategic projects, including the *Draft Newcastle DCP 2023*. Significant projects reviewed include GWH's \$71 million 'ONE' luxury apartment complex and Altim Property's \$12 million 'Arbour' commercial space, both in Newcastle West. The UDRP's contributions are highlighted in their 2023 Annual Report.

The newly adopted DCP 2023, developed with the Liveable Cities Advisory Committee, DCP Working Party, industry stakeholders and the community, features enhanced guidelines for sustainability, accessibility and inclusion. Key improvements include measures to minimise extreme heat impact, encourage active transport, and address the needs of an ageing population and those with mobility challenges.

Focusing on housing diversity and supply, the *Newcastle Local Environmental Plan 2012* provides flexibility in residential zoning to accommodate low- and mid-rise housing types. This proactive planning aligns with the *Newcastle 2040 CSP* and the *Local Housing Strategy 2020*, positioning Newcastle to meet its growing population's housing needs. Forecasts predict an increase of 41,150 residents by 2041, requiring nearly 20,000 new dwellings.

To facilitate understanding and compliance with these guidelines, an innovative online tool for the new DCP launched on 1 March 2024. This user-friendly portal offers quick navigation, robust search functionality and downloadable sections, enhancing accessibility for industry experts and community members alike.



Women in sport

Upgrades to several sporting facilities support the growth of women's sport. Darling Street Oval in Hamilton South received a \$3 million upgrade, featuring a new inclusive grandstand with changerooms, training and media rooms, and tiered seating for 340 spectators. The facility, supporting Newcastle Olympic Football Club's women's program, also includes accessible amenities.

Passmore Oval in Wickham underwent a \$2.6 million redevelopment, creating dedicated female changerooms for the Hamilton Hawks Rugby Union Club and Hamilton-Wickham Cricket Club. The new 2-storey building includes accessible amenities, viewing areas, a community meeting room, a shared training area and storage rooms, enhancing the overall sporting experience.

These investments reflect a commitment to providing inclusive and accessible sports facilities, promoting greater female participation in sports and supporting the community's diverse needs.

NAIDOC Week

A new monthly storytime session sharing First Nations culture kicked off NAIDOC Week celebrations in 2023/2024. Uncle Amos Simon from Muurrung Marai led the first session at Wallsend Library, connecting children with Awabakal and Gathung language and culture. Support was provided for Awabakal Corporation's peak NAIDOC Week event on 3 July, featuring family-friendly celebrations in Civic Park and Foreshore Park. Various events and exhibitions were held across facilities to celebrate Indigenous culture.

Reconciliation Week

National Reconciliation Week commemorates significant milestones in the reconciliation journey, encouraging Australians to learn about shared histories and cultures. This year's Reconciliation Week saw events like a pop-up choir in Museum Park, singing the Warumpi Band's anthem, 'Blackfella/Whitefella'. Coordinated by local group The Sum of the Parts, this event promotes reconciliation and unity. Additional activities included a traditional weaving workshop at The Olive Tree Markets and representation at the UON Reconciliation Ball.

Challenges

Enriched neighbourhoods and places

As Newcastle grows, the challenge lies in balancing urban development with preserving green spaces and heritage sites. The demand for new housing and infrastructure puts pressure on these vital areas for recreation and community wellbeing. Maintaining and restoring heritage places also becomes more difficult as development accelerates.

However, there are opportunities to create enriched neighbourhoods that blend modern needs with historical preservation. By integrating contemporary design with heritage conservation, Newcastle can develop vibrant public spaces that honour the past while meeting the needs of today's residents. Thoughtful urban planning and community involvement can ensure that green spaces remain a central part of Newcastle's identity, providing areas for relaxation and recreation amid the city's growth.

Connected and fair communities

Newcastle's continued growth presents the challenge of ensuring that all residents have access to essential infrastructure and services. Rising living costs, particularly in housing, exacerbate economic disparities, making it harder for some community members to find affordable, quality homes. Additionally, access to education, healthcare and economic opportunities is unevenly distributed, creating gaps that need addressing.

By advocating for affordable housing initiatives and collaborating with other government levels on healthcare and education, we can ensure everyone has access to safe, quality living conditions and essential services. Outreach programs can engage those at risk of being left behind, offering targeted support. Fostering inclusive community connections through events, workshops and local initiatives can help bridge gaps and strengthen Newcastle's community fabric, making it more equitable and supportive for everyone.

Safe, active and linked movement across the city

Ensuring safe and efficient movement across Newcastle is a complex task as the city grows. Expanding and maintaining cycling and pedestrian pathways is essential for promoting active lifestyles, yet these projects often face funding challenges and competition for space. Managing traffic congestion and improving public transport are ongoing issues, especially with the need to minimise environmental impacts and adapt to increasing urban density. Additionally, balancing parking demand with environmental sustainability adds complexity to urban planning.

Despite these challenges, we have the opportunity to reshape Newcastle's transportation network in ways that benefit all residents. Investing in sustainable transport options, such as cycling infrastructure and improved public transit, can reduce congestion and lessen the city's environmental footprint. Innovative urban planning can balance parking needs with efficient land use, creating a safer and easier city to navigate. By focusing on these opportunities, Newcastle can enhance connectivity and promote active, healthy lifestyles for its residents.

Innovative and connected city

Keeping up with technological advancements presents a significant challenge. Ensuring that all residents can access and benefit from new technologies is essential, but the digital divide remains a barrier for many. Additionally, integrating more technology into daily life raises concerns about privacy and security. The rapid pace of change requires Newcastle to be flexible and responsive, continually adapting strategies to encourage innovation and ensure no one is left behind.

By prioritising digital inclusivity, we can ensure everyone has access to the tools and resources needed to thrive in a connected world. Promoting innovation through community engagement and support for local initiatives can drive positive change and create a vibrant, forward-thinking city. Focusing on privacy and security helps build trust, encouraging broader adoption of new technologies. With strategic planning and a commitment to adaptability, Newcastle can lead the way in becoming a truly innovative and connected city.



Darling Street Oval, Hamilton South

Statutory information

Contents:

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

Capital works program

OLG Capital Expenditure Guidelines

PORTFOLIO / PROGRAM	CAPITALISED EXPENSE	OPERATIONAL EXPENSE	TOTAL
City Infrastructure - Assets & Facilities	18,690,041	9,665,103	28,355,144
Bridges	826,827	203,731	1,030,558
Buildings - Council Support Services	872,741	455,789	1,328,529
Fleet Replacement	1,589,095	49,598	1,638,693
Footpaths	363,854	446,635	810,489
Parking Infrastructure	190,365	2,099	192,464
Retaining Walls	480,058	57,355	537,412
Road Rehabilitation	3,213,275	2,207,338	5,420,613
Road Resurfacing	7,567,661	3,160,840	10,728,501
Roadside Furniture	924,971	421,269	1,346,240
Stormwater System	2,661,194	2,660,450	5,321,644
City Infrastructure - Revitalisation	12,198,146	4,754,133	16,952,279
City Centre	1,260,448	946,113	2,206,562
Coastal	9,245,482	2,311,590	11,557,072
Urban Centres	1,692,216	1,496,429	3,188,646
City Shaping	16,011,167	22,071,550	38,082,718
City-wide	15,407,135	21,379,808	36,786,943
Summerhill	604,032	691,743	1,295,775
Corporate Services	490,101	4,150,912	4,641,013
Commercial Properties		168,864	168,864
Core Systems Development & Maintenance	442,685	3,506,492	3,949,177
Digital Enablement	47,415	475,557	522,972

PORTFOLIO / PROGRAM	CAPITALISED EXPENSE	OPERATIONAL EXPENSE	TOTAL
Creative & Community Services	19,479,696	4,156,852	23,636,548
Aquatics	8,980,573	1,648,865	10,629,439
Art Gallery	-	54,470	54,470
Civic Venues / Civic Services	695,644	277,730	973,375
Community Buildings	251,408	219,610	471,018
Economic Development	-	279,912	279,912
Museum / Libraries / Historic Fort Scratchley	514,050	308,626	822,676
Recreation & Sport	9,038,020	1,367,639	10,405,659
Planning & Environment - Environment & Sustainability	7,744,980	7,276,895	15,021,875
Blackbutt Reserve	467,366	78,342	545,708
Bushland & Watercourses	693,352	836,838	1,530,189
Coast, Estuary & Wetlands	6,409,302	3,922,386	10,331,688
Flood Planning	-	154,716	154,716
Street & Park Trees	-	1,861,398	1,861,398
Sustainability & Climate	174,960	423,216	598,176
Planning & Environment - Transport	1,481,957	2,532,647	4,014,604
Cycleways	817,926	1,768,997	2,586,923
Local Area Traffic Management (LATM)	227,045	431,210	658,255
Pedestrian Access & Mobility Plan (PAMP)	436,986	332,440	769,426
Waste Services	9,812,833	2,886,271	12,699,103
Waste Management	9,812,833	2,886,271	12,699,103
Grand Total	85,908,920	57,494,364	143,403,284

Companion animals

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

Below is an overview of the responsibilities and activities of CN's Ranger team.

Ranger team

The Ranger team comprises 4 Rangers, a Senior Ranger, a Ranger Coordinator, a Companion Animal Officer and a Ranger dog named Bella. They work year-round to ensure the safety of pets and residents in Newcastle, operating in compliance with the guidelines of the *Companion Animals Act 1998*. The team educates pet owners, encourages responsible pet ownership, promotes pet safety and facilitates positive interactions with the community.

Animal Management Facility

The Ranger team is also responsible for running and maintaining Council's impound facility, the CN Animal Management Facility (AMF). Throughout the year, 154 pets were transported to the CN AMF. New kennels and exercise yards are currently being constructed in the AMF.

Pet reunions and rehoming

In the past year, Rangers successfully reunited 126 lost pets with their owners, showcasing their commitment to pet welfare and community service. Of these pets, 73 were returned in the field before entering the CN AMF and 53 were reclaimed by their owners after being impounded.

The Ranger team also rehomed 90 animals that were not reclaimed by their owners through various local and interstate rescue organisations.

Patrols and education

Rangers attended a joint education/welfare day with the RSPCA at Hamilton South in February 2024. The team provided free microchipping, assisted with updating microchip information and spoke to the community about responsible pet ownership.

Rangers also held a responsible pet ownership and free microchipping day at Lambton Park with local businesses related to responsible pet ownership.

Enquiries and investigations

Rangers responded to a total of 5,087 enquiries or investigations related to the *Companion Animals Act 1998*. This included addressing complaints related to dog attacks, dog- and cat-related enquiries, barking dogs and the regulation of dangerous, menacing and restricted dogs to ensure compliance with control requirements under the Act.

Community engagement

CN's companion animal funds have been used for various community events and education initiatives, including microchipping and lifetime registration events, and care for animals in the CN AMF.

Pet registration and contact updates

A 3-year project, ending May 2025, aims to educate and encourage pet owners to use the NSW Pet Registry to claim their pets and update their contact details.

Over 11,500 emails and letters were sent to pet owners in 2023/2024, reminding them of their obligations to lifetime register their pets. Between 1 July 2023 and 30 June 2024, approximately 4,000 animals that live in our LGA were lifetime registered, either through a NSW council or online through the NSW Pet Registry.

There are also forms available for assistance with registration, submitting a desexing certificate to update the register, and reporting a deceased pet.

As of 1 July 2024 in the Newcastle LGA, there are approximately 47,700 companion animals up to the age of 14 years, comprising 15,452 cats and 32,248 dogs. Of these, 23,070 are microchipped and identified, but not lifetime registered.

Changes to the Companion Animals Register/Pet Registry made by the OLG from 1 July 2024 may result in improving owners' awareness and responsibility to lifetime register their pets. Changes include lifetime registration becoming payable when an animal reaches 12 weeks or upon first ownership transfer. Future changes also include a link to the pet owner's Service NSW account, which will provide owners with visibility that registration is due/overdue.

CN's lost animal pages

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

- **Lost and Found pages:** These pages provide a dedicated platform for the community to search for lost animals that are currently in the care of the CN AMF.
- **Pets in Ranger Care:** This page offers information about animals currently under the care of CN's Rangers. It serves as another reference for owners who are looking for their missing pets.
- **Report a Stray Dog:** This page is designed to facilitate the reporting of stray dogs in the community. It includes guidelines and a reporting form to inform CN about stray dog sightings.
- **Arranging an Appointment to Drop Off a Dog:** This feature allows individuals to schedule appointments for dropping off a dog at the CN AMF.
- **Registering Your Pet as Missing/Lost:** This page enables pet owners to formally register their pets as missing or lost. The information provided is forwarded to the Ranger team, who can then take appropriate action to locate the missing pet and update its status in accordance with relevant regulations.

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

Accounting records for development contributions and development levies

Environmental Planning and Assessment Regulation 2021 Part 9, Division 4, Section 218 (3)

The Regulation includes the following matters to be included in annual reports of councils for development contributions and levies:

DEVELOPMENT CONTRIBUTIONS AND LEVIES	2023/24
Total amounts expended	\$7,797,664
Total amounts received	\$11,027,834

Acronyms:

CP – Contributions Plan

PDP – Public Domain Plan

HSR – Hunter Street Revitalisation

PPN – Principal Pedestrian Network

LATM – Local Area Traffic Management

CONTRIBUTIONS PLAN	PROJECT DESCRIPTION	KIND OF PUBLIC AMENITY OR SERVICE	MONETARY AMOUNT EXPENDED FROM DEVELOPMENT CONTRIBUTIONS	CONTRIBUTION EXPENDED TO DATE	TEMPORARY BORROWING	PROJECT STATUS	% OF COST FUNDED BY CONTRIBUTIONS*
S7.11 Plan	Bathers Way – South Newcastle	Parks & playgrounds network embellishment	3,870,000	3,870,000	0	Underway	35%
S7.11 & S7.12 Plan	LATM – Chinchin St, Islington – Traffic Control Signals	Local area traffic management	238,004	238,004	0	Complete	34%
S7.11 & S7.12 Plan	CP – Maud St – University to City Centre Cycleway	Cycleway network	265,265	265,265	0	Underway	100%
S7.12 Plan	Fenced Off-Leash Dog Areas	Open space and recreation facilities embellishment	99,813	99,813	0	Complete	100%
S7.11 Plan	Local Centres – Orchardtown Rd, New Lambton	Town centres public domain improvements	396,429	396,429	0	Complete	21%
S7.12 Plan	Throsby Creek Shared Pathway Renewal – Wickham to Maryville	Pedestrian accessibility and mobility network	50,000	50,000	0	Underway	90%
S7.11 Western Corridor	Longworth Ave, Wallsend – Road Renewal Design	Traffic and transport	331,780	331,780	0	Underway	100%
S7.11 Plan	PAMP – Design and Construction – PPN Projects	Pedestrian accessibility and mobility network	110,253	110,253	0	Underway	100%

CONTRIBUTIONS PLAN	PROJECT DESCRIPTION	KIND OF PUBLIC AMENITY OR SERVICE	MONETARY AMOUNT EXPENDED FROM DEVELOPMENT CONTRIBUTIONS	CONTRIBUTION EXPENDED TO DATE	TEMPORARY BORROWING	PROJECT STATUS	% OF COST FUNDED BY CONTRIBUTIONS*
S7.11 Plan	PAMP – Hawthorne St, Beresfield – Footpath	Pedestrian accessibility and mobility network	3,002	3,002	0	Complete	100%
S7.11 Plan	PAMP – Lexington Pde, Kotara – Footpath	Pedestrian accessibility and mobility network	84,071	84,071	0	Complete	100%
S7.11 Plan	PAMP – Maryland Dr near Grange Ave, Maryland – Pedestrian Refuge	Pedestrian accessibility and mobility network	1,531	1,531	0	Complete	100%
S7.11 Plan	PAMP – McCaffrey Dr, Rankin Park – Footpath	Pedestrian accessibility and mobility network	104,848	104,848	0	Complete	100%
S7.12 Plan	Wickham Public Domain Plan	Town centres public domain improvements	107,081	107,081	0	Underway	99%
S7.11 Plan	PAMP – Traise St, Waratah – Footpath	Pedestrian accessibility and mobility network	142	142	0	Underway	100%
S7.12 Plan	Tyrrell St, Wallsend – Pedestrian Crossing Upgrade	Pedestrian accessibility and mobility network	4,056	4,056	0	Complete	100%
S7.12 Plan	Union St, Wickham – Footpath Upgrade – Wickham Master Plan	Pedestrian accessibility and mobility network	10,166	10,166	0	Underway	100%
S7.11 & S7.12 Plan	PAMP – Wilkinson Ave, Birmingham Gardens – Raised Pedestrian Crossing	Pedestrian accessibility and mobility network	124,141	124,141	0	Complete	100%
S7.12 Plan	PAMP – Bridge St, Waratah – Raised Pedestrian Crossing	Pedestrian accessibility and mobility network	3,001	3,001	0	Complete	100%
S7.12 Plan	Georgetown Local Centre Renewal	Town centres public domain improvements	306,780	306,780	0	Underway	100%
S7.12 Plan	Station St, Waratah – Local Centre Renewal	Town centres public domain improvements	3,494	3,494	0	Underway	75%
S7.12 Plan	PAMP – Ruskin St, Beresfield – Footpath	Pedestrian accessibility and mobility network	24,221	24,221	0	Underway	100%

CONTRIBUTIONS PLAN	PROJECT DESCRIPTION	KIND OF PUBLIC AMENITY OR SERVICE	MONETARY AMOUNT EXPENDED FROM DEVELOPMENT CONTRIBUTIONS	CONTRIBUTION EXPENDED TO DATE	TEMPORARY BORROWING	PROJECT STATUS	% OF COST FUNDED BY CONTRIBUTIONS*
S7.12 Plan	PAMP – Hannah St and Ranclaud St, Wallsend – Footpath	Pedestrian accessibility and mobility network	9,383	9,383	0	Underway	100%
S7.12 Plan	PAMP – Wentworth St, Wallsend – Footpath	Pedestrian accessibility and mobility network	12,486	12,486	0	Underway	100%
S7.12 Plan	PAMP – Delando St, Waratah – Footpath	Pedestrian accessibility and mobility network	7,787	7,787	0	Underway	100%
S7.12 Plan	Station St, Wickham – Footpath Construction	Pedestrian accessibility and mobility network	297	297	0	Complete	100%
S7.12 Plan	LATM – Prince St, Waratah – Traffic Calming	Local area traffic management	9,347	9,347	0	Underway	100%
S7.12 Plan	LATM – Memorial Dr, Bar Beach – Raised Pedestrian Crossing	Local area traffic management	1,654	1,654	0	Underway	100%
S7.11 Western Corridor	Minmi Rd, Wallsend – Road Upgrade	Traffic and transport	163,336	163,336	0	Underway	100%
S7.11 Plan	Passmore Oval Grandstand Upgrade	Sporting grounds and recreation facilities network improvements	900,000	900,000	0	Complete	54%
S7.11 & S7.12 Plan	LATM – Glebe Rd and Park Ave, Adamstown – Traffic Control Signals	Local area traffic management	123,889	123,889	0	Underway	100%
S7.11 Western Corridor	Western Corridor District Sport & Recreation Facility Master Plan	Social infrastructure	7,692	7,692	0	Underway	100%
S7.11 & S7.12 Plan	Transport Stop Upgrade	Traffic and transport	286,489	286,489	0	Complete	59%
S7.11 Plan	Plan Administration and Preparation	Plan administration and preparation	135,104	135,104	0	Complete	100%
S7.4 Planning agreements	30 Vista Pde, Kotara	Traffic and transport	-	2,122	0	Underway	100%

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

Planning agreements

Environmental Planning and Assessment Act 1979, Part 7, Division 7.1, Subdivision 2, Section 7.5

The Planning Agreements (PA) in force 1 July 2023–30 June 2024 include:

1. 73–79 Railway Lane, Wickham Planning Agreement

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

2. 10 Dangar Street, Wickham Planning Agreement

Parties	CN and Dangar St Wickham Pty Ltd
Date of Execution	Amended on 24/07/2024
Land to which the PA relates	Lot 1 DP 1197377, known as 10 Dangar Street, Wickham NSW
Description	Monetary contribution of \$1,587,976.50 for the provision of public amenities or infrastructure to support implementation of the Wickham Masterplan 2021

3. 30 Vista Parade, Kotara Planning Agreement

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

4. 23 Merewether Street, Merewether Planning Agreement

Parties	CN, Health Care Lingard Pty Ltd and Northwest Healthcare Australian Property Limited
Date of Execution	09/05/2023
Land to which the PA relates	Lot 100 DP 1168197 & Lot 100 DP 1251777, known as Lingard Private Hospital
Description	Requires the following in association with the planning proposal for Lingard Private Hospital: <ul style="list-style-type: none"> A monetary contribution of \$1 million for upgrade of the Merewether Street and Lingard Street intersection Upgrade Tye Road, Merewether Street New footpaths and streetscape elements along western side of Lingard Street Embellish Townson Oval

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

CN has developed an [online planning agreements register](#) that is updated every 24 hours and captures relevant information.

Rates and charges

(General) Regulation 2005 (Reg), cl 132

The total rates and charges written off for 2023/2024 was \$1,203,086.

Additionally, CN supports community housing providers, charities, religious bodies, schools and more by providing rates exemptions in the amount of approximately \$9.7m annually.

Swimming pools inspections

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

Swimming Pools Regulation 2018

(SP Reg) cl 23

During 2023/2024 the following inspections were made:

Total inspections for (a) and (b) = 8

Total inspections for (c) (i) and (ii) = 225

Total inspections overall = 233

Note:

(a) inspections of tourist and visitor accommodation; or

(b) inspections of premises on which there are more than 2 dwellings; or

(c) resulted in 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.

Works on private land

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

No resolutions were made concerning work carried out on private land during 2023/2024.



Our performance

Theme 2 Sustainable Newcastle



The priorities and objectives in this theme include:

2.1 Action on climate change

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

2.2 Nature-based solutions

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

2.3 Circular economy

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

The services we provide in this theme include:

- Sustainability and climate change programs
- Natural area/bushland services
- Environmental asset management
- Environmental education programs
- Waste collections
- Waste disposal and landfill (landfill operations)
- Resource recovery and recycling
- Waste education programs
- Strategic planning
- City greening

The assets we manage in this theme include:

- 81km waterways
- 107,708 street and park trees
- 91 bushland parcels
- 65 wetlands
- 5.7km tracks and trails
- 2 ocean baths
- 3.5km coastal cliff line
- 10 beaches
- 8.7km river walls
- 3.7km sea walls
- 14km coastline
- 1 waste and resource recovery centre
- 1 solar farm
- 14,500 solar panels

Pole-mounted EV charger at Dixon Park Beach



Our performance

The informing strategies include:

- Environment Strategy
- Sustainable Waste Strategy

The supporting strategies and plans include:

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

- Climate Change Risk and Resilience Plan (future draft)
- On Our Bikes Cycling Plan
- Urban Forest Action Plan (future draft)
- Water-Sensitive City Action Plan (future draft)
- Blue-Green Grid Action Plan (future draft)
- Extended Stockton Coastal Management Program (future draft)
- Newcastle Southern Beaches Coastal Management Program (future draft)
- Hunter Estuary Coastal Management Program (future draft)

Overall action and measure performance

Total actions

100%

Actions completed or on track 20

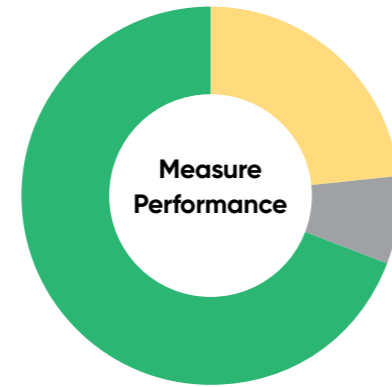


On Track	20 100%
Monitor	0 0%
Off Track	0 0%

Total measures

69%

Measures on track 9



On Track	9 69%
Monitor	3 23%
Off Track	0 0%
N/A	1 8%

Data not available

Actions are reported quarterly using the Red, Amber, Green (RAG) status system, covering the 2023/2024 financial year. Measures are reported quarterly, annually, or biennially, with progress dependent on data availability, targets, and baseline data.

Performance against measures

2.1 Action on climate change

MEASURE	BASELINE/TARGET	2023/24
Level of community satisfaction with climate action	Greater than 3	2.8
Installed lighting to be LED (Ausgrid LED streetlight rollout in Newcastle LGA)	5,000 (2020/2021)	13,393* (93.3%)
	100% of all installed lighting to be LED by 2025	13,393 out of 14,348 lights*
CN reduction in electricity use	20.8% progress to date Target: 30% reduction by 2025	TBA
Number of EV chargers available to the community	4 public EV charging sites (7 chargers, 11 charging bays) All key sites throughout the city	4 public EV charging sites (16 chargers)*

* No change, currently in maintenance

2.2 Nature-based solutions

MEASURE	BASELINE/TARGET	2023/24
Level of community satisfaction with wetlands and estuary	Greater than 3.5	3.6
Level of community satisfaction with bushland and waterways	Greater than 3.5	3.4
Tree vacancies identified in the Tree Asset Management System (TAMS)*	63,000 vacant tree spots at 31/01/2022 (TAMS) Reducing by effective 500 p.a. 85% of vacancies to be planted by 2045 100% of vacancies to be planted by 2060 (TAMS)	59,885*
Number of plants used in urban forest planting (Number of plants used in CNs natural asset regeneration projects).	Amount	32,028
Level of community satisfaction with greening and tree preservation	Greater than 3.5	3.1

* Data estimate based on planting and removal activity records. Data will be confirmed when the new CN tree asset management system OneTree is fully implemented in 2025.

2.3 Circular economy

MEASURE	BASELINE	2023/24
Level of community satisfaction with green waste collection	3.8	3.8
Tonnes of recyclables recovered (Recyclables recovered include general household recyclables and green waste)	31,928 tonnes (2020/2021)	25,081 tonnes
Tonnes of municipal waste material landfilled	52,344 tonnes (2020/2021)	38,272 tonnes

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



How we performed

- In 2023/2024, the CN's EV charger network was used over 16,000 times, providing 357MWh of renewable energy charging and powering approximately 2.1 million km of travel, equivalent to 54 trips around the globe.
- From 2020 to 2023, we reduced energy consumption across our assets by 28% through improved energy efficiency and renewable energy generation.
- In 2023/2024, our 5MW solar farm generated 6.4GWh of renewable electricity.
- We planted 2,045 street and park trees across the city and provided arboricultural assessment and tree works for over 8,000 established street and park trees.
- We regenerated 119ha of priority bushland parcels in Fletcher, Adamstown, Merewether, Kotara, Waratah, Elmore Vale, Blackbutt Reserve and Jesmond. This regeneration aids in the protection of our endangered ecological communities, such as coastal Themeda grassland and littoral rainforest, as well as the threatened Grey-headed Flying-fox habitat. We planted 32,028 native plants in our revegetated sites.
- We approved 43 street garden applications in 2023/2024.
- Our Natural Connection newsletter grew to 1,438 subscribers.
- Through our Natural Connection events, participants planted 16,000 native plants to expand our urban forest.
- The delivery of our invasive species program involved inspections of 488 urban properties, 13 peri-urban properties and 10 rural properties, in addition to 416km of high-risk weed pathways and 394 high-risk sites. These inspections resulted in 30 areas being treated for aquatic weeds, which included 2 sites eradicating cabomba and 26 areas being treated for Chinese violet. A total of 3,500ha was inspected for pampas grass, with 120ha identified and treated.
- From 2021 to 2023, our tree canopy cover increased from 26.4% to 27.7%, with the tree canopy on our road reserves increasing from 21.7% to 22% and in our open spaces increasing from 31.8% to 32.7%.
- CN installed 10 infiltration pits and 6 raingardens in 2023/2024.
- We received 3,524 tree-related customer requests and completed 8,600 street and park tree maintenance work orders.
- We maintained 14ha of Asset Protection Zones on CN land.
- Our 19 Landcare groups, comprising over 200 volunteers, dedicated over 4,400 hours to natural areas restoration activities in 2023/2024.
- We completed 50 lineal metres of dune fencing.
- We continue to support 12 community gardens across the Newcastle LGA.
- We educated 32 schools and OOSH groups about animal diversity and the Australian environment through our Blackbutt education program.



Achievements

What we recycled

WHAT WE RECYCLED (TONNES)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Total collected for recycling*	22,113	49,431	39,543	39,412	37,358	33,507
Compost	15,665	17,270	23,017	20,932	22,140	18,600
Scrap metal	855	1,321	1,661	1,725	1,631	1571
Wood waste	869	540	415	487	453	347
Household items for reuse	131	103	106	94	92	101
Household problem waste	96	159	162	177	130	121
Paper and cardboard	289	103	134	127	95	173
Tyres	N/A	N/A	N/A	202	46	29
Mattresses	N/A	N/A	N/A	36	198	103
e-waste	N/A	191	197	241	209	224
Sandstone*	N/A	985	260	0	0	0
Virgin excavated natural materials (aggregate)*	N/A	14,922	644	6,681	0	0
Solar panels	N/A	N/A	N/A	N/A	12	6.6
Household recyclables	N/A	N/A	N/A	N/A	N/A	12,231

* Material excavated on site and sold

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



Summerhill Waste Management Centre



Achievements

Expanding our urban forest

CN cares for 107,708 street and park trees that provide shade, amenity, clean air, rainwater capture, and a sense of place no matter where you live, work or play across the city. In delivering our tree management program, we prioritise the life, health and vitality of our urban forest canopy and the safety of our community. In 2023/2024, we invested \$1.95 million to nurture our urban forest, which resulted in us planting over 2,000 street and park trees. It also contributed to delivering the Street Garden program, which supports residents to plant native understorey on their nature strip, and in turn supports the essential pollinators of our urban forest. We recognise the pivotal role our urban forest plays not only in beautifying our city and reducing the urban heat island impacts from climate change, but also in sequestering carbon.

Low waste living and plastic pollution initiatives

CN advanced its sustainability efforts through the Low Waste Living Program and Earth Day initiatives. The Low Waste Living Program, featuring nearly 30 workshops, taught residents how to reduce household waste and manage costs. Topics included cloth nappies, green cleaning, composting and more. The popular Repair Café expanded to new locations, and tours of the Summerhill Waste Management Centre and Wallsend Op-Shop Trail were offered, reaching a broad audience in collaboration with local organisations.

In addition, CN hosted the 'Planet vs Plastics' event at Newcastle Museum on Earth Day, engaging the community in combating plastic pollution. The event featured recycled art workshops and educational sessions, highlighting the impact of plastic waste and encouraging environmental action.

These initiatives reflect CN's commitment to fostering sustainable living and reducing environmental impact.



Natural Connection Program

In 2023/2024, the Natural Connection Program engaged over 2,000 participants in a variety of hands-on activities aimed at fostering a deeper connection with Newcastle's natural environment. This program played a vital role in promoting environmental stewardship and strengthening community ties through a range of educational and interactive events, including:

- **Community planting days:** More than 485 community members, including students from local schools, participated in planting 16,000 native plants. These efforts helped restore fragmented and degraded bushland and creek lines, particularly in Wallsend and Shortland, and contributed to the expansion of Newcastle's urban forest.
- **Creek tours and Cultural Connections events:** Participants explored the importance of riparian zones through creek tours, which provided insights into CN's creek rehabilitation programs. In collaboration with the National Parks and Wildlife Service, students engaged with an Aboriginal Ranger through storytelling, traditional dance and shared experiences, deepening their understanding of cultural connections to the land.
- **Waterbug discovery events:** At 8 different sites, 95 participants, including children, discovered the aquatic life in local creeks. These events offered an exciting opportunity to learn about the biodiversity thriving in Newcastle's waterways.
- **Living Streets Program:** In a new initiative, 'corner conversations' were held with 58 residents across 5 suburbs to discuss CN's upcoming street tree planting efforts. This approach encouraged local involvement and ownership of urban greening projects.

Special environmental events:

- **World Environment Day:** Celebrated with 25 students from Beresfield Public School, who planted 18 street trees and 100 native understorey plants. These plants will be cared for by the school community, fostering a sense of environmental responsibility among students.
- **Science Week at Newcastle Museum:** Provided community members with native plants for their backyard gardens and a hands-on learning experience on the importance of urban greening.
- **Whale Tales:** Attracted hundreds of participants to learn about whale migration along the Newcastle coast, offering an engaging way to connect with marine life and coastal conservation.

Marine and coastal activities:

- **Rock Pool Ramble at Cowrie Hole:** Participants explored marine life adaptations, discovering the rich biodiversity in Newcastle's coastal rock pools.
- **Cultural Connections workshop at Stockton Beach Pavilion:** Engaged participants in an archaeological dig with Worimi Traditional Custodians, highlighting the cultural significance of the area.
- **Hidden Life of Sand workshops:** Held at Nobbys Beach and Stockton Beach, these workshops, conducted with UON researchers, revealed the tiny creatures living between sand grains, offering a deeper understanding of coastal ecosystems.
- **Marine Waste to Art workshop at Stockton:** Participants collected beach debris and created art, raising awareness about the impact of marine debris on the environment.



Young Novocastrians encouraged to drive climate solutions

In May 2024, CN secured over \$75,000 in funding from Bloomberg Philanthropies Youth Climate Action Fund to support urgent climate change solutions led by young people aged 15 to 24. Newcastle was one of only 3 Australian cities selected for this funding, which aims to assist up to 100 cities worldwide in implementing youth-led climate action.

Microgrants ranging from \$1,500 to \$7,500 were granted to individuals or organisations to drive youth-led climate initiatives in Newcastle.

This funding opportunity marks a significant step in empowering Newcastle's youth to actively contribute to climate solutions and address climate change at the local level.

Towards net zero emissions

- **100% renewable electricity:** CN maintained 100% renewable electricity for operations through our 5MW solar farm and a 10-year Power Purchase Agreement (PPA) with Sapphire Wind Farm, reducing operational greenhouse gas emissions by 72% since 2009.
- **Battery energy storage system (BESS):** We installed a lithium-ion BESS at CN's main administration building, optimising energy use from solar, battery and the grid, and expanding CN's renewable energy generation and storage to 818kW of solar and 326kWh of battery storage across 13 sites.
- **Electrification of equipment:** We continued electrification of small plant and equipment, including leaf blowers, hedge trimmers, chainsaws, brush cutters, push mowers and ride-on mowers, used by City Greening, Natural Areas, Waste Services and Blackbutt Reserve teams.
- **Fleet electrification:** CN progressed the electrification of our fleet, now operating 4 electric sedans, 2 electric vans and one electric truck. We will trial heavy vehicle replacements, and have introduced 2 e-bikes for staff commuting.
- **Community emission reduction:** We participated in local and regional community emission reduction programs, including Business Hunter's energy transition program and the Hunter Joint Organisation's Hunter Net Zero Network.

Challenges

Triple planetary crises

The United Nations (UN) recognises that we are putting extreme pressure on our global environment and are currently facing triple planetary crises of climate change, nature loss and pollution. In response to these crises, the UN has declared this decade 'The Decade of Action' for achieving the SDGs.

Transformative change is required at all levels from local to global to respond to climate and biodiversity emergencies and to regenerate our natural systems to ensure a sustainable future.

Transforming our industries and economy

Pathways limiting global warming to 1.5°C with no or limited overshoot will require rapid, far-reaching and, in some cases, unprecedented transitions in energy, land, urban, building and transport infrastructure, as well as industrial systems.

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

Managing our coastal and flood risks

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

We are applying advances in climate science to improve our understanding of coastal and flood risks with the completion of the Throsby, Styx and Cottage Creek Flood Study and the development of our CMPs. Based on this improved understanding, management responses will continue to be assessed in terms of their feasibility, viability and acceptability. This preparation is vital as we also anticipate a projected increase in the frequency and intensity of weather events due to climate change. Robust and integrated planning will enable us to continue to secure the funding required to meet the rising costs of our coastal and flood risk management responses.



Statutory information

Contents:

- Environmental upgrade agreements
- Stormwater levies and charges

Environmental upgrade agreements

Act s 54P(1)

There were no environmental upgrade agreements entered into by CN during 2023/2024.

Stormwater levies and charges

Regulation cl217(1)(e)

In 2023/2024, CN received \$2.41 million in Stormwater Management Service Charge (SMSC) funds. CN also dedicated the annual baseline amount of \$640,000. These 2 funding sources explicitly allocated \$3.05 million to eligible stormwater projects.

The Stormwater System Program commenced with 23 projects, all of which were eligible to have the SMSC applied. The program was adjusted throughout the year to accommodate construction projects carrying over from the previous financial year and to include priority projects, resulting in 5 original projects being removed from the program and 7 new projects added.

CN's final investment in the Stormwater Portfolio amounted to \$5.3 million, funding 25 eligible Stormwater Management Strategy and Control projects. The Stormwater System Program successfully executed 12 construction projects, with 8 completed, while 8 additional projects advanced through planning and design phases. In addition, 4 projects focused on specialised investigation and maintenance services, and one project delivered city-wide environmental protection initiatives.

CN's total stormwater asset renewal, upgrade or creation across the capital works program totalled 2,126m of pipes (1,364m relined), 64 pits, 254m of swales, one headwall and 16 stormwater quality improvement devices.

NOTABLE PROJECTS 2023/2024	OUTCOME
City-wide Trenchless Pipe Relining Program	1,364m of pipelines were successfully relined around the city, extending the remaining life of deteriorated assets and improving flow efficiencies of the assets.
George Street Mayfield East drainage improvements	Stage One of George Street has been completed (from Industrial Drive to Smith Street), delivering 194m of new pipelines and helping to improve drainage in the upper Mayfield East catchment. Stage 2 will commence in 2024/2025 and will extend the work through to the intersection of Kitchener Parade.
Howell Street Kotara trunk drainage improvements and flood mitigation	Works delivered 180m of creek rehabilitation, installation of twin cell culverts under Howell St and a redirective levee built within Kotara Park. These works have spanned multiple financial years and have increased the capacity of the trunk drainage system, improved amenity and biodiversity, increased flood detention capacity within the park, and mitigated flooding on Park Avenue.
Fairfield Avenue New Lambton drainage improvements	Construction works were completed for 75m of new stormwater drainage and reconstruction of 40m of kerb and gutter. This has improved gutter flows and introduced new drainage in the street.
University Drive Waratah catchment rehab – construction of shared pedestrian/ cycleway bridge	Construction works were completed for the replacement of an existing culvert with a rock-lined open channel and a connecting shared path bridge to mitigate the blockage and flooding of Boatmans Creek.
Grate replacement program	This project successfully upgraded 71 kerb inlet pits across the LGA with steel bike-safe grates, improving maintenance access, drainage and safety.
Creeks and waterways – inspect erosion and sediment control	479 inspections were completed: <ul style="list-style-type: none"> • 302 construction sites were proactively inspected for erosion and sediment control compliance • 50 sites were proactively audited by the Business Pollution Prevention Program • 127 reactive requests relating to pollution matters were resolved.
Drainage inspections	Robotic CCTV inspections were completed for 453 pipelines across the LGA to determine asset conditions and ensure stormwater infrastructure is operating as intended.
Drainage management	Approximately 250 pipelines and their pits across the LGA were jet- and vacuum-cleaned to clear obstructions and improve flows.

Theme 3 Creative Newcastle



The priorities and objectives in this theme include:

3.1 Vibrant and creative city

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

3.2 Opportunities in jobs, learning and innovation

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

3.3 Celebrating culture

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

3.4 City-shaping partnerships

- 3.4.1 Optimise city opportunities
- 3.4.2 Advocacy and partnerships

The services we provide in this theme include:

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

The assets we manage in this theme include:

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



Girls Like That, The Very Popular Theatre Company

The informing strategies include:

- *Economic Development Strategy 2021–2030*

The supporting plans include:

- *Destination Management Plan 2021–2025*
- *Cultural Precinct Masterplan 2022*

Overall action and measure performance

Total actions

97%

Actions completed or on track 37

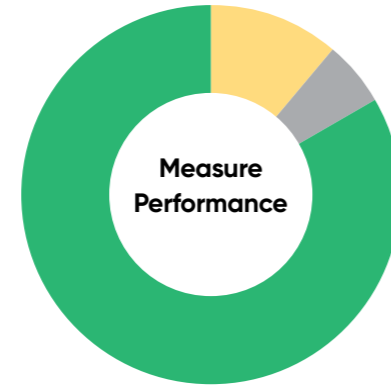


● On Track 37 | 97%
● Monitor 1 | 3%
● Off Track 0 | 0%

Total measures

83%

Measures completed or on track 15



● On Track 15 | 83%
● Monitor 2 | 12%
● Off Track 0 | 0%
● N/A 1 | 5%
Data not available

Actions are reported quarterly using the Red, Amber, Green (RAG) status system, covering the 2023/2024 financial year. Measures are reported quarterly, annually, or biennially, with progress dependent on data availability, targets, and baseline data.

Performance against measures

3.1 Vibrant and creative city

MEASURE	BASELINE/TARGET	2023/24
Level of community satisfaction with promotion of tourism	3.4	3.4
Level of community satisfaction with entertainment and events	3.7	3.6
Growth in business tourism	\$219 million (2019)	N/A*
Number of social media followers across all CN platforms	285,846 (Q1 2022) Increase by 5%	328,634
Number of events delivered	252 (2021/2022) Increase by 10%	413
Number of event licences processed	462	502
Civic Theatre and City Hall attendance	101,259	212,228
Social media reach on CN corporate channel	225,259 (Q1 2022 only)	3,989,078

* New measure will be CN-supported business tourism

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

3.2 Opportunities in jobs, learning and innovation

MEASURE	BASELINE/TARGET	2023/24
Level of community satisfaction with economic development	Greater than 3.5	3.0

3.3 Celebrating culture

MEASURE	BASELINE	2023/24
Level of community satisfaction with Art Gallery and programs	3.6	3.4
Level of community satisfaction with Civic venues	3.8	3.7
Level of community satisfaction with Museum	3.7	3.5
Art Gallery outreach program attendance* (onsite and offsite engagement)	N/A	9,728
Number of Museum ticketed attendees	105,745 (2020/2021)	174,082
Number of artists celebrated in Art Gallery programming* (includes all artists in all aspects of programming, from in-gallery exhibitions to offsite events and projects)	316	228

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

3.4 City-shaping partnerships

MEASURE	BASELINE	2023/24
Level of community satisfaction with management of residential development	2.7	2.7
Number of DAs determined	1,645 (2020/2021)	1,225
Reduction in backlog of undetermined DAs	410	240

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

Achievements

Art Gallery offsite programming

Newcastle Art Gallery launched new offsite programming as its expansion continues. More than 300 artists from across Australia put their names forward to take part in the street hoarding commission project, with Newcastle's Izabela Pluta one of 4 artists chosen to have their work presented on the temporary fencing. Local artist Izabela transformed the construction site exterior with new artwork, while Lottie Consalvo featured in the Gallery's second podcast series, *Conversations from the Collection*. These projects kept the community connected to the Gallery's collection and programming while the expansion is underway. The expansion will double the Gallery's size, allowing for more significant exhibitions.

Public art projects

Newcastle's reputation as a cultural destination continues to grow thanks to significant public art projects. The Public Art Reference Group (PARG) approved 6 public art proposals in 2023, including Awabakal-inspired artworks on Hunter Street. These projects, along with community murals and various art forms, contribute to Newcastle's vibrant streetscape. PARG ensures artworks are inclusive and culturally appropriate, enhancing the quality and diversity of public art in Newcastle for residents and visitors alike.

Cultural partnership

UON and CN launched a 4-year cultural partnership to enhance the region's art capabilities. This collaboration provides students with valuable educational experiences through career-ready placements across various disciplines. Newcastle Art Gallery will benefit from the university's academic resources, fostering growth and attracting new audiences. The partnership also includes a First Nations cadetship, promoting cultural stewardship. This initiative enriches Newcastle's cultural and academic landscape, supporting a shared commitment to creativity and innovation.

City vibrancy projects

Nearly \$1 million has been allocated to 15 projects to enhance city vibrancy in 2024 through the latest round of funding from the City Centre and Darby Street Special Business Rate (SBR) program. This funding supported events like Newcastle Food Month and Sculptures at Scratchley during the 2023/2024 financial year. Key events such as Big Picture Fest, Chalk the Walk pavement art event, and West Best Bloc Fest music showcase will be delivered later in 2024. These initiatives aim to activate local business precincts, support the arts and hospitality sectors, and boost the local economy.

Record-breaking Rocky Horror Show

The 50th anniversary production of *The Rocky Horror Show* set a new box office record at Newcastle's Civic Theatre, selling 29,504 tickets. Led by Australian superstar Jason Donovan and featuring Myf Warhurst, the show attracted audiences from across Australia and internationally. This success highlights Newcastle's strong demand for high-calibre productions and its growing reputation as a cultural destination.

Youth Week

From 11–21 April 2024, Newcastle celebrated Youth Week with a range of events designed by young Novocastrians and delivered in cooperation with community organisations. Over \$10,000 in funding supported 6 main activities, including a lock-in at Newcastle Museum for 13-to-17-year-olds with live music, DJs and mystery tours. Other events included an all-ages youth band night, an inclusive art projection evening, a full day of ice skating, and a graffiti art and hip-hop workshop. Additionally, young people with multicultural backgrounds participated in a storytelling self-portrait process, with the images displayed on digital screens at Wallsend Library throughout the week.

First Nations

A vibrant celebration of First Nations culture took place at James Street Plaza in Hamilton, marking the end of Newcastle Art Gallery's outdoor projection project. The project featured nightly screenings of *DEAD TONGUE 2015*, a video work by First Nations artist Dr Christian Thompson AO, showcasing the survival and reclamation of First Nations languages. The closing event included music, performances by local and national First Nations artists, and food from Aboriginal-owned Blackseed Catering & Café. This celebration highlighted the community's commitment to acknowledging and promoting First Nations creative and cultural practices.

Cultural funding boost

Newcastle Museum and Newcastle Art Gallery secured extended funding from Create NSW, totalling nearly \$850,000 over 4 years. This funding supports self-curated exhibitions and diverse programming, enriching the cultural landscape. Julie Baird, Director of Newcastle Museum, was appointed Chair of the Museums and History Artform Advisory Board, reflecting her expertise and leadership. The Museum will use the funds to tell local stories through innovative exhibitions, while the Art Gallery will enhance its programming and prepare for the reopening of its expanded facility. Both institutions play crucial roles in preserving and showcasing Newcastle's rich cultural heritage.

Museum Archive Libraries and Learning (MALL) exhibition program

MALL delivered a diverse program of exhibitions at venues across the city, throughout NSW and interstate. Newcastle Museum hosted its summer blockbuster, *Australia in Space*, and inspired audiences to explore Australia's role in space exploration. The Lovett Gallery hosted local stories with the stunning railway photography of brothers Robert and Bruce Wheatley in *Railway Portraits*. Science interactive modules loaned from Questacon proved popular at Wallsend Library. Newcastle Museum's award-winning exhibition *1X4* toured to Tamworth, Dubbo and Brisbane, sharing the work and collections of our city with a national audience.



Youth Week

Challenges

Event planning and programming excellence

Careful planning and resource management is required to coordinate events that foster community wellbeing and social inclusion and enhance Newcastle's reputation. Ensuring that these events and cultural programs are accessible, diverse and of high quality is essential, but can be resource-intensive and complex to maintain.

Newcastle has the opportunity to leverage event planning and cultural programming as key tools for community engagement and city promotion. By curating a diverse range of events and cultural experiences, we can strengthen our identity as a city, draw in visitors and build pride among residents. Strategic investment in programming excellence can position Newcastle as a leading cultural destination, enriching the community and boosting the local economy.

Tourism promotion and night-time economy

Promoting Newcastle as a premier destination requires showcasing its rich cultural and natural assets while supporting a vibrant and safe nightlife. Competing with other destinations for tourist attention, while balancing economic benefits with safety and inclusivity in the night-time economy, presents ongoing challenges.

Newcastle can differentiate itself by highlighting its unique blend of urban culture, culinary excellence and coastal experiences. By fostering a creative and inclusive night-time economy, the city can attract a diverse range of visitors and create a thriving environment that supports both residents and businesses. Strategic tourism promotion, coupled with a vibrant nightlife, can enhance Newcastle's reputation as a top Australian destination, driving economic growth and community engagement.

Inclusive participation, skills development and innovation cultivation

Ensuring that all members of the community, particularly the most vulnerable, have access to learning, training and employment opportunities is a significant challenge. Overcoming barriers related to skills gaps and economic disparities, as well as fostering a culture of innovation, requires sustained effort and collaboration.

Newcastle has the opportunity to build a more equitable and prosperous community by focusing on inclusive participation and skills development. By offering targeted outreach programs and fostering innovation within local industries, we can close the skills gap and support economic growth. Encouraging collaboration between businesses, educational institutions and community organisations will help ensure that all residents can access opportunities to learn, grow and contribute to Newcastle's future. Cultivating a culture of innovation can drive the transformation of ideas into successful ventures, boosting the local economy and creating a more resilient community.

Supporting cultural practitioners and integration

Nurturing arts and cultural practitioners while ensuring that culture is accessible and integrated into everyday life requires ongoing support, resources and creative solutions. The temporary closure of the Art Gallery adds to the complexity of maintaining a strong cultural presence in the city, but also offers a unique opportunity to engage with the community in new ways by utilising alternative venues to keep the city's cultural offerings vibrant and accessible. This approach not only supports the arts but also enhances Newcastle's identity as a culturally rich and inclusive city.

Newcastle can strengthen its cultural landscape by providing robust support to artists and cultural practitioners, enabling them to continue creating meaningful work. By integrating culture into everyday life through public art, events and community initiatives, we can foster a sense of belonging and pride among residents.

Optimising growth and innovation

Identifying and effectively utilising growth opportunities while fostering a culture of innovation within the city requires strategic planning, resource allocation and collaboration. Balancing current needs with future potential is an ongoing challenge that demands foresight and adaptability.

We have the chance to shape Newcastle's future by strategically investing in infrastructure, innovation and city-shaping initiatives. By optimising resources and focusing on sustainable development, we can support long-term growth that benefits all residents. Encouraging innovation within the business sector and supporting the transformation of ideas into successful ventures will help drive economic development and create a resilient, forward-thinking community. Through these efforts, Newcastle can position itself as a leader in sustainable urban growth and innovation, ensuring a prosperous future for the city.



Theme 4 Achieving Together



The priorities and objectives in this theme include:

4.1 Inclusive and integrated planning

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

4.2 Trust and transparency

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

4.3 Collaborative and innovative approach

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

The services we provide in this theme include:

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

The assets in this theme include:

- | | |
|---|--|
| • 1,300 CN staff | • 12 councillors and 1 Lord Mayor |
| • 7 informing strategies within <i>Newcastle 2040</i> | • 1 Guraki Aboriginal Advisory Committee |
| • 4 Strategic Advisory Committees | • 1 Newcastle Youth Council |
| • 304 volunteers | • 1 Audit and Risk Committee |
| • 1 Customer Service Centre | |
| • 1 Have Your Say engagement site | |



CN Staff

Our performance

The informing strategies include:

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

The supporting strategies and plans include:

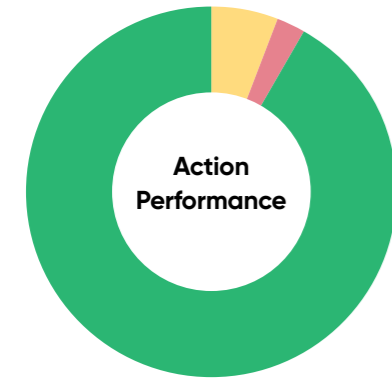
- *Inclusion, Diversity & Equity Strategy 2023–2027*
- *Disability Inclusion Action Plan 2022–2026*
- *Aboriginal Employment Strategy 2022–2025*
- *Reconciliation Action Plan 2021–2024*

Overall action and measure performance

Total actions

92%

Actions completed or on track 79

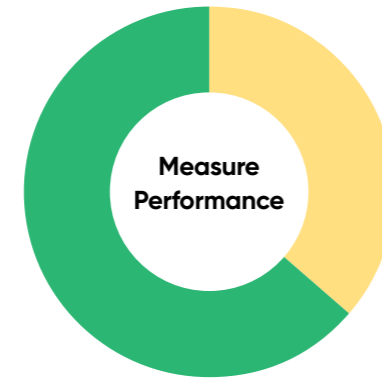


On Track 79 | 92%
Monitor 5 | 6%
Off Track 2 | 2%

Total measures

64%

Measures completed or on track 7



On Track 7 | 64%
Monitor 4 | 36%
Off Track 0 | 0%
N/A 0 | 0%
Data not available

Actions are reported quarterly using the Red, Amber, Green (RAG) status system, covering the 2023/2024 financial year. Measures are reported quarterly, annually, or biennially, with progress dependent on data availability, targets, and baseline data.

4.2 Trust and transparency

MEASURE	BASELINE	2023/24
Level of community satisfaction with CN's response to community needs	3.4	2.9
CN website visitors per month	334,496	365,935
Number of council resolutions resolved	191 (2020/2021)	185
Number of compliments and complaints determined at CN	288 compliments 122 complaints	162 compliments 18 complaints

4.3 Collaborative and innovative approach

MEASURE	BASELINE	2023/24
Level of community satisfaction with involvement in council decision-making	2.7	2.6
Number and value of approved community grants*	\$585,110 50 projects (2020/2021)	\$401,741 58 projects

* This includes core Community Support Grant funding only.

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

Performance against measures

4.1 Inclusive and integrated planning

MEASURE	BASELINE/TARGET	2023/24
Level of community satisfaction with CN's overall performance	Greater than 3.5	3.4
Level of community satisfaction with CN's long-term planning and vision for the city	Greater than 3	2.9
Employee first year turnover rate	Lower than 12.50%	3.9%
Indigenous workforce representation	4%	2.9%
Workplace engagement score	7.2	7.2



Customer Journey Board

Achievements

Citizen of the Year Awards

Exceptional individuals and groups were honoured at the annual Citizen of the Year awards, which celebrate the outstanding contributions of Novocastrians, recognising their dedication to and impact on the community.

This year's top honour went to Professor Nathan Bartlett for his groundbreaking work in developing a nasal spray designed to prevent respiratory viral diseases, including COVID-19. Professor Bartlett, a viral immunology expert at UON, played a pivotal role in creating this treatment, currently in clinical trials, aimed at protecting high-risk groups such as the immunocompromised and elderly. His dedication extends beyond research as he educates and mentors the next generation of medical professionals.

Seventeen-year-old Olivia Hughes was named the 2024 Young Citizen of the Year for her remarkable charity work and fundraising efforts. As a devoted member of Nobbys SLSC, Olivia teaches modified Nippers to children with disabilities and volunteers at various sporting events. Inspired by the loss of a childhood friend to cancer, she holds monthly craft sessions at Ronald McDonald House and fundraises for charities including Chris O'Brien Lifehouse and SurfAid's Make a Wave Challenge.

Professor Julie Byles, recognised as the Senior Citizen of the Year, has been a steadfast advocate for women's and older people's health. As Co-Director of the Australian Longitudinal Study on Women's Health for 20 years, she has inspired many young researchers. Since retiring, she has taken on the role of president of the Hunter Ageing Alliance, amplifying the voices and needs of Newcastle's senior community.

The LIVEfree Project received the 2024 Community Group of the Year award for its efforts to enhance wellbeing and reduce loneliness. Led by Chris Jones, the Adamstown-based group has become a trusted support source for those facing trauma and hardship. Their initiatives, including the Smile and Thrive Dental Program and the Shine Bright Program, have empowered children and provided vital life skills.

Freeman of the City

Father Nicolaos Zervas OAM was named the 17th Freeman of the City of Newcastle for over 50 years of service to the community. His contributions span multiple generations, from teaching scripture to volunteering with senior citizens. Father Nicolaos, born in Greece in 1934, moved to Australia in 1955 and became a priest in Newcastle in 1973. He has been involved in various community initiatives and continues to visit nursing homes and hospitals despite retiring in 2021. He joins an esteemed list of Novocastrians awarded the Freeman of the City honour.

Netball player, administrator and Hunter sports luminary Adele Saunders OAM was inducted as the 18th Freeman of the City of Newcastle. Celebrated for her contributions to netball and the community, Adele has served as a player, official and administrator since childhood. Her leadership in the Newcastle Netball Association and advocacy for better netball facilities has significantly impacted the sport. Adele's legacy includes her role in CN committees that delivered the Mattara Festival and her dedication to making Newcastle a better place for netball enthusiasts.

Fourth consecutive gold for annual report

The city's annual report continues to set a high standard for communicating achievements against the Operational Plan to the community. For the fourth year running, the annual report has won gold in the 2023 Australasian Reporting Awards (ARA) for demonstrating overall excellence in annual reporting. The Awards provide all organisations that produce an annual report an opportunity to benchmark their reports against the ARA criteria, which is based on world best practice. Reporting – the annual report especially – is an essential mechanism of accountability, a vital element in the governance process.

Leaders in customer experience – NSW Local Government Excellence Award Nominations

As part of the 2024 NSW Local Government Excellence Awards, our Customer Experience team was acknowledged as a finalist in 2 award categories.

In the Customer Experience category, our CX Transformation Program was acknowledged for our 'Rates made simple' initiative, a 12-week experience design engagement including interviews and workshops with customers and stakeholders. The exercise informed, among other things, the digitisation of customer request forms to improve processes and reduce response times. Since the launch of forms, digital channel requests have surged to now represent 76% of all Rates request volumes, resulting in greater speed and convenience for customers and less manual work for the Rates team. Customers now receive automated notifications upon request submission and resolution, improving transparency and bolstering the community's trust in CN's professionalism and reliability.

Our second nomination was in the Borderless Communities category, in recognition of our commitment to deliver exceptional customer experiences by leading a CX network of 9 Hunter councils with the aim to collaborate, share and learn in order to design and deliver best practice, consistent, end-to-end services and experiences for the benefit of our neighbouring communities.

These finalist nominations are a great acknowledgement of the journey we are on to create positive, trusted customer experiences in a collaborative way, using best practice Human Centred Design frameworks.

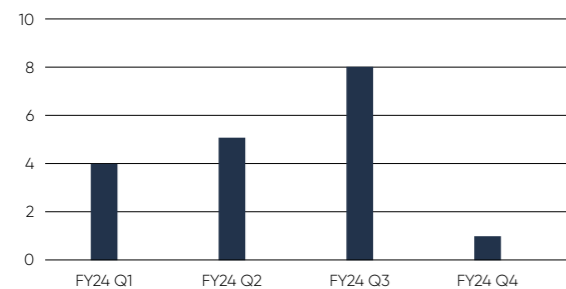


Port Stephens Council visit

Complaints reduction

The number of determined complaints dropped from 36 in FY23 to just 19 this year. During the same period, we received 163 compliments. The creation of a real-time Compliments & Complaints dashboard provides leaders across CN with timely access to data, allowing for improved decision-making and increased transparency and accountability around performance. This level of transparency will foster a continued reduction of complaints across CN.

Complaints Trend FY24



Leading the way in digital security and innovation

As a local government agency, we are leading the way within the Newcastle/Hunter region through enhanced vendor risk management, ensuring that our partnerships are secure and trustworthy. By continuously improving our security controls and embracing innovative technologies, we are setting a higher standard for digital safety and resilience. Our alignment with industry best practices, such as the ASD Essential 8 and PCI DSS v4.0 frameworks, underscores our commitment to protecting our community's data and fostering a secure digital experience. These efforts not only enhance our operational integrity but also aim to inspire confidence and trust within our community.

Improving access to information

In a continuing effort to improve the way we provide information to the community, this year saw the launch of an intuitive online DCP tool. The new tool includes features like quick navigation, robust search functionality and the ability to mark favourite sections for easy access. Additionally, anyone has the option to download both the plan and its sections for added convenience. Digitising CN's important information makes access easier not only for industry insiders, but for anyone involved in development planning.

Challenges

Financial sustainability

Achieving financial sustainability while meeting community expectations involves making sound financial decisions aligned with our risk management framework and long-term planning. Managing assets and revenue streams sustainably is essential, but it requires balancing fiscal responsibility with community needs. Additionally, integrating community aspirations into planning demands a holistic approach to service delivery, ensuring that services are provided sustainably over time. Planning for a future workforce that is skilled, engaged and reflective of our commitment to equity, diversity and inclusion is also a crucial aspect of sustaining financial health.

By aligning financial decisions with strategic goals, we can ensure that CN's assets and resources are managed sustainably. Engaging the community in the planning process allows us to deliver services that truly reflect their needs and aspirations. Investing in workforce development, with a focus on creating a positive and inclusive employee experience, will not only enhance service delivery but also contribute to long-term financial sustainability. Through careful planning and community collaboration, we can maintain a stable financial footing while fostering growth and equity.

Trust and transparency

Building trust and transparency with the community involves encouraging genuine and representative engagement, which can be difficult when facing participation barriers and the need for sustained commitment. Balancing inclusivity with efficiency in communication and service delivery is an ongoing challenge. Additionally, ensuring that the community receives clear, timely and relevant information requires effective management of communication channels and a strong commitment to transparency. Meeting diverse customer needs, maintaining consistency across all channels, addressing data privacy concerns, and continuously improving services based on feedback are critical to building trust in the customer experience.

There is a significant opportunity to strengthen trust by enhancing community engagement and ensuring that all voices are heard. By streamlining communication and being transparent in our actions, we can build a stronger connection with the community. Addressing customer needs consistently and securely across both physical and digital platforms will enhance the overall customer experience. By continuously improving based on community feedback, CN can foster a culture of trust and transparency that benefits all Newcastle residents.

Collaborative organisation

Fostering a culture of collaboration and innovation within CN presents various challenges, such as overcoming resistance to change and ensuring that resources are effectively allocated to support new initiatives. Promoting a collaborative environment that encourages empathy, understanding and mutual assistance requires ongoing effort. Additionally, harnessing the potential of data-driven decision-making involves addressing data quality and privacy concerns, building the necessary technological infrastructure and ensuring that data is used strategically while maintaining transparency and consistency.

By promoting a culture of collaboration, we can enhance both internal and external relationships, leading to better service delivery and more innovative solutions to community challenges. Encouraging continuous improvement and supporting innovative initiatives will help the city stay ahead of emerging needs and opportunities. Leveraging data effectively can inform strategic decisions, improve transparency and drive positive outcomes for the community. With a strong focus on collaboration and innovation, CN can create a more responsive and resilient organisation.

Statutory information

Contents:

- | | |
|---------------------|------------------|
| • Partnerships | • Modern slavery |
| • Contracts awarded | • Remuneration |
| • Anti-slavery | |

Partnerships in which Council held a controlling interest

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

Newcastle Airport

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

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

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

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

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

Statewide Mutual

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

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

Corporate entities of the Hunter councils

For nearly 70 years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing.

The 10 Hunter councils include Cessnock City Council, Dungog Shire Council, Lake Macquarie City Council, Maitland City Council, MidCoast Council, Muswellbrook Shire Council, City of Newcastle, Port Stephens Council, Singleton Council and Upper Hunter Shire Council.

Arising from this collaboration, the Hunter councils collectively own and manage the following corporate entities:

- **Hunter Joint Organisation (JO):** A statutory body under the *Local Government Act 1993*, established in 2018 to identify, advocate for and collaborate on regional strategic priorities for the Hunter. The Hunter JO's statutory mandate includes identifying key regional strategic priorities, advocating for these priorities, and building collaborations around these priorities with other levels of government, industry and the community.
- **Arrow Collaborative Services Limited (and its wholly owned subsidiary Hunter Councils Legal Services Limited):** Companies limited by guarantee under the *Corporations Act 2001* and established to improve the quality and efficiency of services provided by Hunter councils and local government more broadly across NSW. The services provided focus on specialised planning and environmental law, and regional purchasing and procurement. Arrow also provides direct support to the operations of the Hunter JO.
- **Hunter Councils Incorporated:** An incorporated association under the *Associations Incorporation Act 2009* that holds property assets for the Hunter JO and Arrow Collaborative Services.

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

Contracts awarded

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

During the 2023/2024 financial year, we awarded the following contracts/work valued over \$150,000, as detailed in the table below:

CONTRACTOR NAME	DESCRIPTION OF GOODS, WORKS OR SERVICE	CONTRACT SUM OR ESTIMATE* (EX. GST)	CONTRACT SUM OR ESTIMATE* (INCL. GST)
Cleanaway Co Pty Ltd	Recyclable Waste Collection Services and Bin Supply (8 years)	\$30,000,000*	\$33,000,000*
Technology One Pty Ltd	Technology One SaaS Platform (7 years)	\$13,606,608	\$14,967,269
Symal Infrastructure Pty Ltd	Memorial Drive, The Hill – Construct Road Embankment	\$4,689,120	\$5,158,032
Skelcon Pty Ltd	Foreshore Park Amenities Building	\$3,407,666	\$3,748,432
Regal Innovations Pty Ltd	Gregson Park Hamilton Playspace and Amenities Upgrade	\$2,900,394	\$3,190,434
Kingston Building Australia Pty Ltd	Blackbutt CARA Café and Community Facility	\$2,216,658	\$2,438,324
Awarded to a panel of 51 companies	Hire of Plant, Trucks & Equipment (2 years)	\$2,000,000*	\$2,200,000*
Awarded to a panel of 7 companies	Project Management Services Panel (2 years)	\$2,000,000*	\$2,200,000*
Never Stop Irrigation Pty Ltd	Smith Park Sports Field Upgrade	\$1,949,073	\$2,143,981
Synergy Resource Management Pty Ltd	Cell 9 Stage 2 – Repair Upper Batter	\$1,836,425	\$2,020,068
Awarded to a panel of 5 companies	Provision of Minor Civil Works (2 years)	\$1,500,000*	\$1,650,000*
Dept of Regional NSW – Primary Industries	Stockton Beach Nourishment CERMP Funding Deed	\$1,432,531	\$1,575,784
Tonkin Zulaikha Greer Architects	Newcastle Ocean Baths Stage 2 – Principal Design Consultant	\$1,388,297	\$1,527,127
NSW Electoral Commission	Administration of 2024 Council Elections	\$1,214,281	\$1,335,709
Stabilised Pavements of Australia Pty Ltd	Insitu Pavement Stabilisation – Kinta Drive and Arunga Drive, Beresfield	\$1,161,210	\$1,271,210
Gilbert & Roach	Supply 2 Garbage Trucks	\$1,094,145	\$1,203,559
Awarded to a panel of 5 companies	Natural Areas Rehabilitation Services (3 years)	\$1,080,000*	\$1,200,000*
Technology One Pty Ltd	OneCouncil Property & Rating Implementation Services	\$973,065	\$1,070,372
Awarded to a panel of 3 companies	Road Pavement Crack Sealing Services (2 years)	\$800,000*	\$880,000*
Awarded to a panel of 3 companies	Supply of Bituminous Spray Sealing Services (2 years)	\$750,000*	\$825,000*
Insituform Pacific Pty Ltd	City-wide Trenchless Technology Rehabilitation Works 23/24	\$664,566	\$731,022
Centurion Civil Pty Ltd	Tooke Street, Cooks Hill – Stormwater Reconstruction	\$632,700	\$695,970
Awarded to a panel of 4 companies	Quantity Surveyor Professional Services (2 years)	\$500,000*	\$613,636*
Heal Urgent Care Pty Ltd	Occupational Physician Services (2 years)	\$525,000*	\$577,500*

CONTRACTOR NAME	DESCRIPTION OF GOODS, WORKS OR SERVICE	CONTRACT SUM OR ESTIMATE* (EX. GST)	CONTRACT SUM OR ESTIMATE* (INCL. GST)
Recoveries & Reconstruction (Aust) Pty Ltd	Debt Recovery Services (2 years)	\$480,000*	\$528,000*
Greenstar Water Solutions Pty Ltd	Foreshore Park Irrigation Early Works	\$476,465	\$524,112
Ground Stabilisation Systems Pty Ltd	South Newcastle and Kilgour Rock Bolting and Catch Fence	\$476,128	\$523,741
HP PPS Australia Pty Ltd	End User Hardware Refresh Program (3 years)	\$472,727*	\$520,000*
Musumeci, Janice	Support Services for Business Improvement Associations (2 years)	\$428,000*	\$470,800*
The Missing Link Security Pty Ltd	Tenable One – Enterprise Subscription to Tenable One – Renewal Approach	\$418,687	\$460,556
GHD Pty Ltd (Newcastle)	Longworth Avenue Road Upgrade Detail Design	\$414,263	\$455,690
GHD Pty Ltd (Newcastle)	Coastal Buildings Revitalisation Plan	\$348,574	\$383,432
National Plant and Equipment Pty Limited	Supply of Water Truck – Summerhill (one year)	\$335,000*	\$368,500*
Mothership Events Pty Ltd	New Year's Eve 23/24 – Event Services	\$291,636	\$320,800
Inter-Chillers Pty Ltd	Civic Theatre – Chiller Replacement	\$279,938	\$307,932
GHD Pty Ltd (Newcastle)	Astra Street Remediation – VMP Gas and Water Environmental Monitoring	\$273,329	\$300,662
The Missing Link Security Pty Ltd	CrowdStrike Endpoint Protection (2 years)	\$270,207	\$297,227
Ground Stabilisation Systems Pty Ltd	South Newcastle Beach Cliff Grooming	\$260,007	\$286,008
SMEC Australia Pty Ltd	Summerhill Materials Processing Relocation and Bulk Earthworks Civil and Environmental Design Services	\$243,784	\$268,162
NSW Department of Primary Industries – Lands	Throsby Creek Emergency Riverwall Repair	\$242,541	\$266,795
Awarded to a panel of 3 companies	Stockton Emergency Response Panel (2 years)	\$242,424*	\$266,667*
Logicalis Australia	Commvault Metallic Services (one year)	\$229,303	\$252,233
Daracon Contractors Pty Ltd	Rock Mulch Works South Newcastle	\$227,668	\$250,435
Awarded to a panel of 3 companies	Stormwater Conduit Cleaning, Inspection and Repair Services (2 years)	\$227,273	\$250,000
Select Civil Pty Ltd	Hire of Cat826K Compactor (one year)	\$227,091	\$249,800
Constant Security	Two-Way Radio Compliance	\$213,982	\$235,381
Mullane Maintenance Pty Ltd	Hunter Street Watermain Replacement	\$196,749	\$226,749
MinterEllison Technology Consulting (METC)	Technology Infrastructure Strategy	\$188,500	\$207,350
CBRE Pty Ltd	Affordable Housing Feasibility Study	\$164,750	\$206,750
Energy Control Systems Australia Pty Ltd	Supply and Install Heat Pumps	\$184,000	\$202,400
Inter-Chillers Pty Ltd	Wallsend Swim Centre Pool Heat Pump	\$184,000	\$202,400
Bluefit Pty Ltd	Management Services for Beresfield Swimming Centre (one year)	\$182,000	\$200,200
Reino International Pty Ltd	Licence Plate Recognition System (2 years)	\$178,725	\$196,598

CONTRACTOR NAME	DESCRIPTION OF GOODS, WORKS OR SERVICE	CONTRACT SUM OR ESTIMATE* (EX. GST)	CONTRACT SUM OR ESTIMATE* (INCL. GST)
Mullane Maintenance Pty Ltd	Irrawang Watermain Replacement	\$177,117	\$194,828
Select Civil Pty Ltd	Supply of Landfill Compactor	\$177,091	\$194,800
All Sight Pty Ltd	ASP Level 2 and Internal Electrical Works at Wallsend Swimming Centre	\$176,360	\$193,996
Serious Group Pty Ltd	Mattress Shredding at Summerhill	\$171,400	\$188,540
SMEC Australia Pty Ltd	CQA & Environmental Services Summerhill Cell 9 Stage 2 Upper Batter	\$168,782	\$185,660
Newcastle Street Furniture	Honeysuckle Promenade – Jetty Replacement	\$165,976	\$182,574
Newcastle Weighing Services Pty Ltd	Waste Management System for Summerhill	\$82,690	\$90,959
Precise Build Pty Ltd	Tighes Hill Animal Shelter Facilities	\$155,164	\$170,680
Haskoning Australia Pty Ltd	Bar Beach Rehabilitation and Remediation – Design	\$152,919	\$168,211
Awarded to a panel of 17 companies	Supply of Traffic Management Services (2 years)	\$150,000*	\$165,000*
Evolve Electrical Services Pty Ltd	Blackbutt Village Local Centre – Electrical Upgrade	\$137,887	\$163,786
Duratec Limited	Anzac Memorial Walk and Bathers Way Stair Safety Improvements	\$145,017	\$159,519

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

Anti-slavery

Act s 428(4)(c)

CN has not had any issues raised by the Anti-slavery Commissioner during FY24 concerning the operations of the Council.

Modern slavery

Act s 428(4)(d)

CN has included the following statement in its Procurement Policy:

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

In addition, CN's Statement of Business Ethics includes the following:

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

The completed Guidance on Reasonable Steps (GRS) Modern Slavery Annual Reporting Template, as set out in the NSW Anti-slavery Commissioner's GRS (December 2023), is included in the Appendix on page 230.

Remuneration

Chief Executive Officer (CEO) and senior officers

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

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

During the 2023/2024 financial year, CN's senior officers comprised:

Chief Executive Officer	Executive Director Creative & Community Services
Executive Director City Infrastructure	Executive Manager Civic Services - until May 2024
Executive Manager Assets & Facilities	Director Art Gallery
Executive Manager Civil Construction & Maintenance	Executive Manager Media Engagement Economy & Corporate Affairs
Executive Manager Project Management Office	Director Museum Archive Libraries & Learning
Executive Director Corporate Services & Chief Financial Officer	Executive Manager Community & Recreation
Executive Manager Customer & Transformation	Executive Director Planning and Environment
Executive Manager Legal & Governance	Executive Manager Environment & Sustainability
Executive Manager Finance Property & Performance and Deputy CFO	Executive Manager Planning Transport & Regulation - until February 2024
Executive Manager People & Culture	Executive Director Waste Services
Chief Information Officer	Executive Manager Commercial (Waste) - from June 2024
	Executive Manager Operations (Waste) - from June 2024

CEO:	\$513,005 (including superannuation and non-cash benefits)
Senior officers x 22:	\$5,064,396 (including superannuation and non-cash benefits)
Total	\$5,577,401
FBT for non-cash benefits:	\$27,485

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

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



Our organisation

Organisation structure



Chief Executive Officer
Jeremy Bath

Interim Managing Director Waste Services



Simon Mitchell

Executive Director Planning & Environment



Michelle Bisson

Planning, Transport & Regulation

Environment & Sustainability

Executive Director City Infrastructure



Clint Thomson

Assets & Facilities

Civil Construction & Maintenance

Project Management Office

Executive Director Corporate Services



David Clarke

Finance, Property & Performance

Information Technology

Legal & Governance

Customer Experience

People & Culture

Executive Director Creative & Community



Alissa Jones

Media, Engagement, Economy & Corporate Affairs

Museum Archive Libraries & Learning

Community & Recreation

Civic Services

Art Gallery

Our leadership team

The Chief Executive Officer (CEO) and the Executive Directors of the 4 Directorates, as well as the Interim Managing Director for Waste Services, make up our Executive Leadership Team (ELT). The CEO is responsible for the day-to-day management of the departments, overall operation of the organisation and ensuring the implementation of Council decisions. The Executive Directors assist the CEO in the development of long-term strategic plans and their delivery, while ensuring the organisation is meeting its obligations.

Jeremy Bath

Chief Executive Officer

Communication, Journalism and Media Studies from UON; Principles of Economics Stanford University; Energy Storage Integration Stanford University; City Leadership Initiative Bloomberg Harvard

Jeremy joined CN as CEO in 2017. Born in Newcastle, but having spent most of his career in Sydney, Jeremy returned home in 2013 to work with Hunter Water. During his 4 years with the State Owned Corporation, Jeremy was promoted to the ELT and ultimately appointed as the interim CEO for 12 months by the NSW Government. In 2017 he accepted the role of CEO of CN, where he has overseen a significant reshaping of the organisation into one focused on partnering with other levels of government as well as the private sector and community.

Jeremy spearheaded the move to CN's Administration Centre at 12 Stewart Avenue, which is home to NSW's first Digital Library, as well as its award-winning mobile Council Chamber and best-in-state Emergency Operations Centre.

Jeremy has brought a strong financial discipline to the organisation, delivering operational surpluses in all years unaffected by the pandemic. Our capital works program has increased by \$80 million to \$143 million under his leadership, while growing our total assets to \$2.6 billion.

Jeremy also sits on the Board of Newcastle Airport and its property arm, Greater Newcastle Aerotropolis Pty Ltd.

Clint Thomson

Executive Director City Infrastructure

Master of Engineering (with distinction) from UON; Bachelor of Engineering (with first class honours) from RMIT University; Diplomas in Business and Project Management; completed Company Directors Course

Clint joined CN in 2023, and has more than 25 years' experience spanning all levels of government. Prior to CN, Clint was the executive responsible for infrastructure at Hunter Water Corporation, and previously served in the Royal Australian Navy at sea and ashore, where he was commended for engineering and leadership.

As Executive Director City Infrastructure, Clint is a values-based leader, focused on people and performance in delivering infrastructure and related services for our customers, communities and the environment. Areas of responsibility include Assets & Facilities, Project Management Office, and Civil Construction & Maintenance.

David Clarke

Executive Director Corporate Services and Chief Financial Officer (CFO)

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

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

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

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

Alissa Jones

Executive Director Creative & Community Services

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

Alissa joined CN in 2018 as Chief Financial Officer, becoming CN's first female CFO. She was a finalist in the 2019 Ministers' Awards for Women in NSW Local Government and received a Highly Commended Award for Women in a Non-Traditional Role.

In her role as Executive Director Creative & Community Services, Alissa leads a diverse team focused on driving community engagement and creative initiatives across the city.

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

Michelle Bisson

Executive Director Planning & Environment

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

Michelle joined CN in 2018, bringing with her a wealth of local and state government experience in the field of town planning spanning over 30 years. In 2021, Michelle was awarded the Planning Institute of Australia Inaugural Dr Helen Proudfoot Women in Planning Award and has led the delivery of CN's award winning Accelerated Development Application System.

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

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

Simon Mitchell

Interim Managing Director Waste Services

Bachelor of Physiotherapy from University of Queensland (UQ); Master of Human Factors and Ergonomics (UQ); Graduate Certificate in Business Management (UON)

Simon joined CN as the Executive Manager of People and Culture in 2023 and most recently has been the Interim Managing Director of Waste Services.

Prior to his appointment with CN, Simon worked in both the public and private sectors across health, mining and manufacturing industries. He was part of the ELT at Tomago Aluminium, a high-risk operation with over 1,200 employees and annual revenue exceeding \$2B. Simon led the People, Safety and Environment function along with the Site Critical Response team.

Areas of responsibility include Collections, Landfill Operations, Community Waste Education and Resource Recovery.



Our services

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

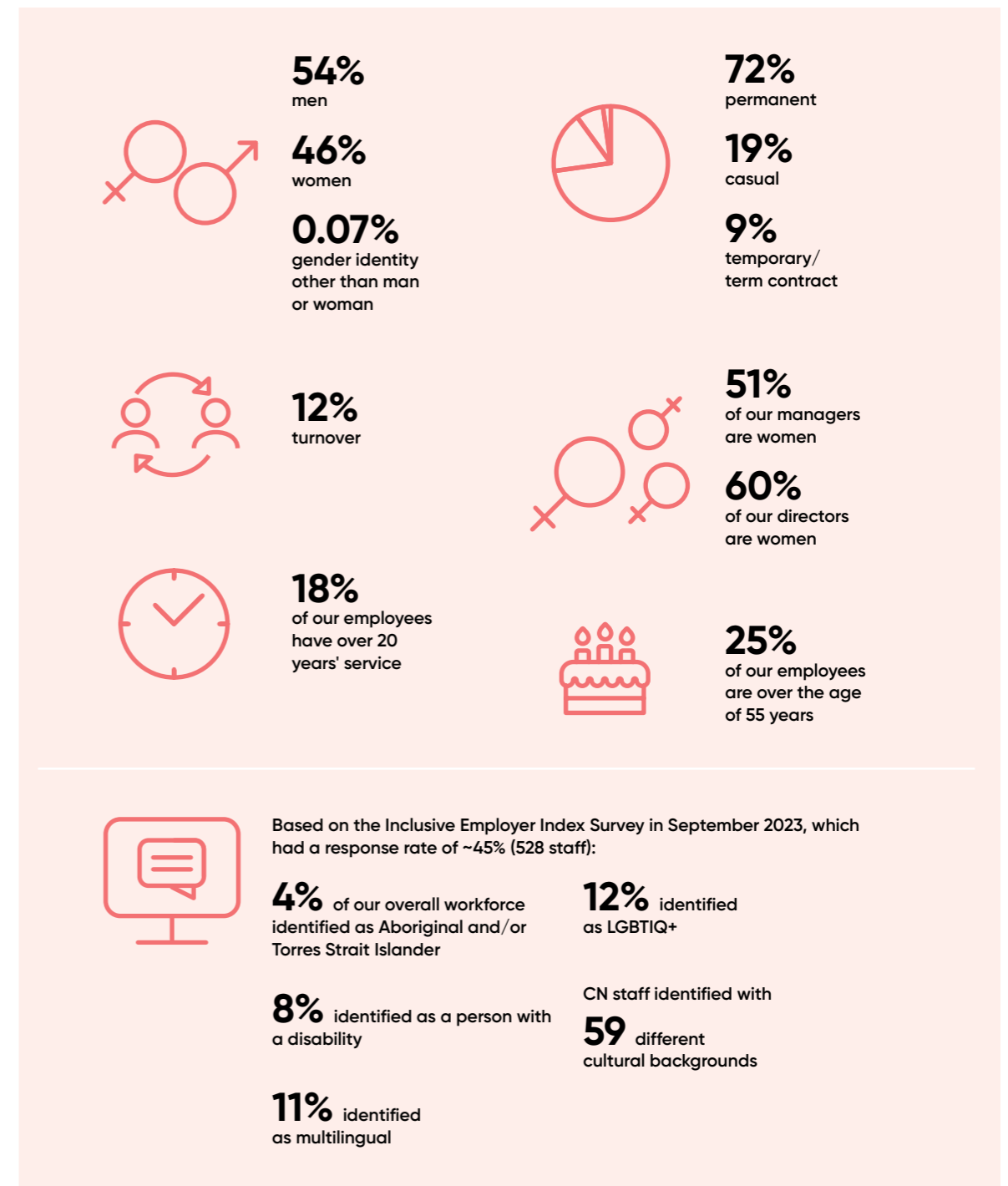
Our people

CN employs over 1,300 staff and is responsible for providing services and facilities to more than 174,000 people living in Newcastle.

Our workforce

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

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



CN leading the way

Women are making notable strides in corporate leadership, as evidenced by the current statistics at CN. In 2023/2024, women comprise 51% of our Leadership Team whilst overall, women represent 46% of our workforce. Furthermore, among our leadership structure, 10 out of 13 councillors (2021-2024 term) are women. These figures reflect our commitment to promoting gender equity and empowering women in leadership positions across our organisation.

Workforce Development Strategic Plan

The *Workforce Development Strategic Plan* (WDSP) outlines our main workforce priorities and strategic actions. It is designed to help CN achieve its vision, goals and societal impact through its greatest asset: its people. This plan sets out our approach to proactively meeting the changing needs of the community and addressing the emerging challenges faced by our workforce.

Developed throughout 2021 and 2022, our strategy was formed through extensive discussions with key stakeholders, thorough analysis of internal and external workforce data, and careful consideration of opportunities and challenges at the local, national and global levels.

Our plan

We aim to become an employer of choice by improving our organisational culture, investing in our employees' skills, enhancing the CN brand, preparing for the future through technological advancements and innovative work practices, and maintaining financial sustainability within approved resource limits.

Priority areas over the period of this plan include:

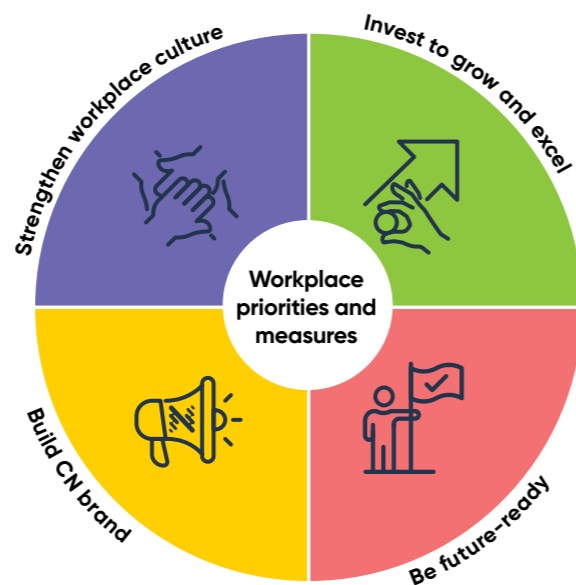
- Expanding our approach to employee listening and engagement
- Enhancing awareness of diversity and inclusion
- Implementing measures for a secure and healthy work environment
- Amplifying leadership proficiency.

Anticipated challenges for our workforce include:

- Attracting and retaining exceptional talent during a period of substantial career reassessment, shifting workforce expectations, and low unemployment figures in the Newcastle & Hunter region constricting talent pools
- Nurturing digital literacy proficiencies
- Enhancing skills and knowledge as roles and responsibilities undergo transformation.

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

- Strengthen workplace culture
- Build the capabilities of our people so they can grow and excel
- Build our employer brand to be an employer of choice
- Adapt and evolve to be future-ready.



Learning and development opportunities

Creating learning and development opportunities is essential to our WDSP. In a complex environment, our diverse services and projects require a flexible, skilled workforce to meet evolving community expectations.

Annual performance development plan conversations with leaders help identify individual learning needs, forming the basis of our annual training calendar, which included 71 internal professional development programs in 2023/2024.

Additional opportunities such as external conferences, secondments and the innovative Ed TV learning tool enhance employee development. Our recent initiatives also extended access to TechnologyOne for e-learning, resulting in 990 completed online courses across the organisation.

Apprentices, trainees, undergraduates and graduates

Our Future Fit program continues to thrive, with 85% of participants who successfully completed the program in 2022/2023 securing extended or permanent positions. This year, we welcomed 18 new trainees and apprentices and 6 new graduates, maintaining the total program number of participants in the program at 51.

The position types offered included:

- | | |
|--|----------------------------------|
| • Civil Construction | • Heavy Vehicle |
| • Business Services – Customer Service, Planning and Environment | • IT, Cyber Security, Geospatial |
| • Horticulture | • Waste Services. |
| • Greenkeeping | |

To recognise and celebrate the outstanding efforts of our participants, we have introduced the annual Future Fit awards, which will be held every year moving forward. Additionally, we have implemented quarterly Future Fit events to help participants build networks and enhance their soft skills.



CN Staff

Organisational culture

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

- The creation of our Culture Strategy Blueprint aligning to one of the 4 key strategic priorities detailed in the WDSP 2022-2026. Our Culture Strategy Blueprint was developed through consultation with leaders from across the organisation. A simplified one-page visual representation of our culture makes it simple for our people to know how we expect them to show up and expend their energy, effort and time and bridges the gap to enable the organisation to transition to our desired culture. As a component of developing and strengthening our culture, CN expanded the Life Styles Inventory (LSI) 360-degree leadership development tool to operational leaders, with 52 of over 70 leaders participating in the program during the financial year. All of our Executive leaders participated during September and October 2023
- Continuation of our 'Blue Bus' workshops with 16 Blue Bus sessions and 5 Courageous Conversations Workshops since July 2023. This training facilitates participants in communicating more confidently and effectively during challenging conversations
- March 2024 saw 869 of our colleagues complete our fifth annual employee engagement survey using the Workday Peakon System. It was also our fifth year-on-year increase with our engagement score increasing to 7.4 (from 7.2 in 2023). Our leaders are driving communication and action planning, making grassroots action plans focused on what is important to our people
- May 2024 saw the launch of Phase One of our new Coaching Framework, the Accelerated Coaching Program that provides the foundations to have empowering 'coaching in the moment' conversations. The program has been delivered to over 13 groups of leaders, receiving very positive feedback and creating opportunities for constructive conversations and learning opportunities
- June 2024 saw us launch our Leadership Capability Framework, toolkit and development offer, Leading the CN Way. Leading the CN Way is the result of extensive consultation and collaboration with leaders across our organisation. It outlines the 9 key strategic leadership capabilities needed to deliver Newcastle 2040 and serves as a practical guide, outlining what great leadership looks like when tailored to CN's context
- A Change Management program and toolkit was developed to enable leaders to support teams through periods of change
- Continuation of our reward and recognition program and the Blue Bus Shout Out app to acknowledge achievements and constructive, values-based behaviours
- Integrated performance development plans and salary progression processes for the second consecutive year, including refining automation of the Salary Progression Application component, and an education series to support new employees and new leaders in the process at CN
- As part of the organisation-wide Customer Experience Transformation, we continued the delivery of training to upskill our people in techniques and customer-specific behaviours related to positions and accountabilities at CN.

Inclusion, diversity & equity

Reg cl 217(1)(a9)

Our supporting strategies and plans include:

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

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

We launched our first *Inclusion, Diversity & Equity Strategy 2023-2027* (IDE) to outline the steps we will take over the next 4 years to embed inclusion into our workplace culture. We want CN to be an employer of choice and a great place to work for everyone, as well as being representative of the rich and diverse needs of the Newcastle community.

Our strategic pillars under the IDE Strategy are:

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

Our focus areas under the IDE Strategy are:

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

The following IDE initiatives were implemented or initiated across CN:

- Established IDE Employee Networks (Accessibility, CALD, Gender Equity, LGBTIQ+) and Working Groups
- Held our inaugural IDE Steering Committee, chaired by the CEO, and including representatives from all 5 IDE Employee Networks as well as the 5 Executive Champions
- Conducted the Inclusive Employer Index (IEI) survey, administered through Diversity Council Australia (DCA), to establish a data baseline around inclusion and diversity at CN, and to allow future progress tracking
- Based on the results of the IEI survey, CN was listed as an Inclusive Employer on the DCA website
- Organised events on Days of Significance, featuring personal stories of people with diverse lived experiences, including International Women's Day, Harmony Day, IDAHOBIT, International Day of People with Disability
- Conducted tailored IDE training sessions with various teams on topics such as inclusive behaviour, inclusive language and bystander action. Developed internal IDE resources, including IDE Toolkit, Accessible Content Toolkit and Inclusive Recruitment Toolkit
- Continued an ongoing communication campaign to raise awareness about IDE across the organisation, including regular *NovoNews* items around Days of Significance and monthly rotation of screensavers/digital screens/posters to promote different IDE topics
- Continued to collaborate with Community Development team to work through actions identified in the DIAP
- Conducted ongoing information and engagement sessions to increase awareness and encourage involvement in IDE across the organisation
- Conducted an accessibility audit of 3 of our facilities to assess compliance with the *Disability Discrimination Act* and to develop CN-specific Access & Inclusion benchmarks.

Work Health & Safety

The past 12 months have seen several key initiatives rolled out across CN, focused on building capability of all staff and volunteers to make the safest choice as we continue our journey to WHS best practice.

We focused on delivering the following initiatives:

- Continued implementation of the Safety and Wellbeing Partnering model to build organisational capability and support a safe work environment for all
- Delivery of the Focus Topic Program to manage critical risks
- Delivery of the Safety Raffle to cascade desirable safety behaviour through immediate recognition of positive safety contributions
- Rebranding of the Safety Initiative and Wellbeing awards to encourage a solution-focused, value-add mindset
- Continued implementation of the Psychological Hazard Identification Checklist to assist leaders to proactively manage psychosocial risks
- Completion of a full system review and update to enhance CN's WHS Management System
- Risk-based approach to pre-employment and periodic health monitoring
- Continued implementation of the respirator fit testing program
- Commenced project initiation for Contractor Management Program
- Completed gap analysis of WHS training requirements across CN.

Our WHS performance in 2023/2024 is reflected as follows:

- Continued top-tier exemplar performance for workers compensation, as assessed by an external agency
- One SafeWork NSW improvement notice issued
- Lost Time Injury Rate increase from 4.25 (2022/2023) to 4.61 (2023/2024)
- Lost Time Injury Frequency Rate increase from 18.15 (2022/2023) to 18.92 (2023/2024)
- Lost Time Injuries increase from 45 (2022/2023) to 50 (2023/2024)
- Total Injuries increase from 141 (2022/2023) to 158 (2023/2024)

While we note a slight increase in Lost Time Injuries over this reporting period, the severity, complexity and duration of injuries is declining due to a focus on wellbeing, injury prevention and recovery programs. With the introduction of the *Health and Wellbeing Strategy 2024-2028*, injury prevention capability will be further enhanced, supporting ongoing improvements to key safety metrics.

Wellbeing

The following initiatives were undertaken throughout 2023/2024 as part of improving staff wellbeing and reducing the risk of injury:

- Continued implementation of the *Health and Wellbeing Strategy 2024-2028*
- Commencement of consultation on an updated *Health and Wellbeing Strategy 2024-2028*
- Delivery of targeted, evidence-based health and wellbeing activities
- Continuation of the Mental Health Ambassador Program to facilitate early intervention, focused on improving psychological wellbeing
- Developing leader capability in workplace mental health through delivery of mental health and critical incident training
- Focus on mental health training for employees to support peers and improve mental health outcomes for all
- Focus on improving mental health literacy across the organisation through education, communication and participating in key events such as R U OK Day, push-up challenge, Movember and Everyone Has a Story (a Hunter Industries health initiative aimed at breaking down mental health barriers)
- Delivery of key initiatives designed to promote physical and mental wellbeing such as early intervention physiotherapy service, September, yoga and group fitness classes
- Ongoing promotion of the Employee Assistance Program, including as a preventative program
- Flu vaccination program resulting in over 300 flu vaccinations for staff
- Expansion of the corporate fitness program
- *NovoNews* education pieces aimed at rest and recovery to avoid burnout
- Partnered with regional councils to raise community awareness of 'Respect is Everyone's Role', a campaign addressing aggression towards council employees.



Quality, Safety and Environment days

Earlier this year, in an effort to prioritise safety and boost operational efficiency, the Civil Construction and Maintenance (CC&M) team held Quality, Safety and Environment days at the depot for all crews from Construction, Road Maintenance and Operations. These days were designed to build capability, reinforce our commitment to maintaining high safety standards and address any emerging challenges.

Each Quality, Safety and Environment day featured a series of mini workshops addressing topics such as environmental protection, safe site housekeeping and expectations, effective oversight of contractors, and incorporating IT technology and systems to bolster safety in the field. These were designed to provide valuable insights and practical strategies to mitigate risk.

A session was run to review relevant safety incidents with a focus on learning and implementing preventative measures. Crews also participated in interactive how-to sessions, facilitated by Works Coordinators and the Safety and Wellbeing team, on conducting an effective toolbox talk, site emergency management and interpreting public utilities plans. These sessions were designed to revisit the fundamentals and facilitate the exchange of knowledge between experienced staff and those new to CN. Another session focused on 'making the safest choice' and wellbeing was led by the Safety and Wellbeing team.

Throughout the day, open discussion was encouraged to allow participants to share their observations and suggestions, fostering a collaborative environment dedicated to continuous improvement. Feedback from all involved indicated that these days were a resounding success, reinforcing CC&M's safety culture and empowering crews with the knowledge and tools they need.

This initiative forms part of CC&M's broader safety strategy, which includes visible leadership, regular training, safety audits and a proactive approach to risk management. By investing in our crews and continuously enhancing our safety practices, we will continue to strengthen our safety culture and improve safety outcomes.

Labour statistics

Reg cl 217

The below table provides a breakdown of the number of persons who performed paid work for CN on February 14, 2024.

DESCRIPTION	NUMBER
Number of persons directly employed by the Council:	
On a permanent full-time basis	944
On a permanent part-time basis	118
On a casual basis	266
Under a fixed-term contract	124
Number of persons employed by the council who are 'senior staff' for the purposes of the Local Government Act 1993	19
Number of persons engaged by the council under a contract, or other arrangement with the person's employer, that is wholly or principally for the labour of the person	22
Number of persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	31



Our volunteers

CN volunteers continue to provide an invaluable resource for our community. They contribute to our natural areas and increase cultural and community connections that make Newcastle a wonderful place to live and play. During 2023/2024, our volunteers contributed 8,325 hours to a broad range of programs. You will find Newcastle volunteers maintaining our local bush and coastal reserves, supporting events, and helping the public at our libraries, Museum, Playhouse and Art Gallery.

In May 2024 CN hosted a Thank You Morning Tea during National Volunteer Week at City Hall to recognise all the amazing contributions our volunteers make to our city. Then Lord Mayor Nuatali Nelmes and guest speaker Michelle Faithfull also attended the event to celebrate our volunteers.



AREA	VOLUNTEER HOURS
Bushcare	1,521.5
Committees	269.45
Art Gallery	391
Landcare	4,392
Libraries	1,157.6
Museum	244
Playhouse (Civic Theatre)	349.5
Total	8,325.05

Celebrating achievements

We recognise our staff achievements through a variety of mechanisms, including Blue Bus Shout Outs, team meetings and messages, and our employee recognition and reward program, which awards small gift vouchers to employees for outstanding performance and contributions to CN success.

Almost 1,000 vouchers were distributed to managers to recognise team members for their achievements, along with the CEO CREW Awards, selected by the CEO from employee nominations to celebrate and recognise employees for demonstrating one or more of CN's CREW values. This year we also held special events to recognise teams for their contributions to the successful delivery of another year of record capital works projects and provided special rewards for our library teams to celebrate their number one ranking for borrowing and largest collection in NSW.

Awards

The following awards were won by CN during 2023/2024:

DESCRIPTION	AWARD	PROJECT
2023 Australian Tourism Awards	Finalist for Top Tourism Town (population over 5,000 residents)	N/A
2023 Planning Institute of Australia Awards	Commendation in Technology & Digital Innovation	Accelerated Development Application Eligibility Checker
2023 Economic Development Australia Awards	Rising Star Leadership Award	Awarded to Emmily Acton for outstanding achievements as a young, emerging leader in the economic development profession
2024 Local Government Excellence Awards	Finalists	Newcastle Ocean Baths Revitalisation Collaborative Hunter/Regional CX Network and Service Design Initiative Count Us In Newcastle 2023 – Disability Inclusion Program Rates Made Simple – Experience Design Engagement Ironbark Creek Rehabilitation Project – Nature-Based Solutions and Community Stewardship in Action Stockton Sand Nourishment – Collaboration with the Worimi People Inclusion, Diversity & Equity Strategy 2023–2027
2024 Australasian Reporting Awards	Gold Excellence in Reporting Award	2022/2023 Annual Report
2024 Local Government Awards	NSW Leo Kelly OAM Arts and Culture Award	New Annual
2024 NSW Restaurant & Catering Hostplus Awards for Excellence	Finalists in the Regional NSW Caterers Event/Convention Centre Caterer Category	Newcastle City Hall team



12 Stewart Avenue CN Admin Building

Our governance

Contents:

Democratic governance

- [Council wards](#)
- [Role of councillors](#)
- [Our councillors](#)
- [Council and committee meetings](#)

Corporate governance

- [Our corporate governance framework](#)
- [Codes of Conduct](#)
- [Corruption prevention framework](#)
- [Reports of wrongdoing](#)
- [Legislative compliance](#)
- [Policy framework](#)
- [Advisory committees](#)
- [Risk management](#)
- [Internal audit](#)
- [Accountability and leadership](#)
- [Legislative context and operating environment](#)

Statutory information

- [Councillor fees and expenses](#)
- [Overseas visits](#)
- [Councillor professional development](#)
- [Legal proceedings](#)
- [Information management](#)

Democratic governance

Council wards

The Newcastle LGA is divided into 4 wards, with each ward represented by 3 councillors who are elected for a 4-year term.

Ward 1

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

Ward 2

Adamstown
Adamstown Heights
Bar Beach
Broadmeadow
Cooks Hill (part)
Hamilton
Hamilton East
Hamilton South
Kotara (part)
Merewether
Merewether Heights
Newcastle West (part)
The Junction

Ward 3

Birmingham Gardens
Callaghan
Georgetown
Jesmond
Hamilton North
Kotara (part)
Lambton
New Lambton
New Lambton Heights
North Lambton
Rankin Park
Wallsend (part)
Waratah
Waratah West

Ward 4

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



Role of councillors

Governing body

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

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

Council elections are held every 4 years in NSW; however, due to COVID-19, elections were postponed, and the current councillors were voted into office on 4 December 2021 with a local government election taking place on 14 September 2024.

Our councillors

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

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

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

Our Councillors

From 4 December 2021 to 10 October 2024

Cr Nuatali Nelmes Lord Mayor (Labor)

Nuatali Nelmes has proudly served as the 14th Lord Mayor of Newcastle since 2014. Elected for a third consecutive term following the general election on 4 December 2021, her tenure has been marked by a profound dedication to the community, effective leadership, and a vision for a sustainable and inclusive future for Newcastle.

Nuatali is Newcastle's youngest Lord Mayor and only the second female Lord Mayor after the popular 1970s-era mayor Joy Cummings.

Before becoming Lord Mayor, Nuatali served as a councillor for 6 years starting in 2008. She holds a Bachelor of Business with a double major in Industrial Relations/Human Resource Management and Marketing from UON. Additionally, she is a graduate of the Australian Institute of Company Directors and the prestigious Harvard Bloomberg Leadership Initiative. Nuatali's professional background includes extensive experience in small business and recruitment, where she honed her skills in leadership, strategic planning and community engagement.

As Lord Mayor, Nuatali has spearheaded numerous impactful initiatives that have positioned Newcastle as a leader in sustainability, economic resilience and community development. Her achievements include:

- Transitioning Newcastle to 100% renewable energy as of 1 January 2020, significantly reducing the city's carbon footprint by 77%. This landmark move has not only benefited the environment but also set a precedent for other cities to follow
- Delivering a 15,000-panel, 5MW solar farm at Summerhill, substantially cutting electricity costs and providing savings for ratepayers. This project underscores her commitment to renewable energy and sustainable development
- Successfully avoiding austerity while securing Newcastle's financial sustainability, protecting local jobs and services. Under Nuatali's leadership, the city's financial health has strengthened, enabling more substantial investments in community projects and infrastructure
- Committing Newcastle as a Welcome City, embracing diversity in all its forms, fostering a more inclusive community and celebrating the contributions of all residents
- Saving Blackbutt Reserve and upgrading the Adventure Playground, and investing in flood mitigation in Wallsend, including a commitment of more than \$20 million to rebuild vital infrastructure. These projects have enhanced the quality of life for residents and improved the city's resilience to natural disasters
- Committing to the UN SDGs, developing a robust *Environment Strategy* for climate action and net-zero emissions, and making significant investments in local infrastructure projects. Her administration has prioritised sustainable development, ensuring long-term environmental health and infrastructure stability.

Since 2014, Nuatali has leveraged CN's strong financial position to ensure substantial investments in programs and projects that matter to the people of Newcastle. The capital works program for the 2021–2024 term reflects this commitment. The unprecedented investment into local facilities and infrastructure projects around the city includes:

- \$199 million on improvements to waste management
- \$19.3 million on recreation and sports improvements
- \$3.6 million on cycleways
- \$9.4 million on coastal revitalisation
- \$5.8 million on resources and improvements for libraries, Civic Theatre and City Hall
- \$29.7 million on road resurfacing and road rehabilitation.

Community leadership and involvement

Nuatali represents Newcastle on the ICLEI – Local Governments for Sustainability Oceania Regional Executive Committee and chairs the Global Covenant of Mayors Oceania committee. Her role in these organisations underscores her commitment to sustainable urban development and climate action on both a local and global scale.

Statewide, Nuatali was elected as Regional Director for Local Government NSW in December 2021, where she now serves as Board Treasurer. Regionally, she chairs the Hunter JO Standing Committee for the Greater Newcastle Metropolitan Plan Implementation and is a Board Member for Newcastle Airport, the Greater Newcastle Aerotropolis and associated partnership boards.

In addition to her regional and statewide roles, Nuatali is the chair of CN's Asset Advisory Committee. She has previously served on the boards of the Hunter Westpac Rescue Helicopter, Northern Settlement Services and the Hunter Writers Centre, reflecting her deep commitment to community service and development.

Raised and educated in Newcastle, Nuatali is deeply rooted in the community she serves. She is married with 3 children and has enjoyed a representative sporting career in basketball, further highlighting her dedication to teamwork, discipline and community engagement.

Through her leadership, Nuatali has transformed Newcastle into a vibrant, sustainable and inclusive city. Her continuous efforts and strategic vision ensure that Newcastle is well-positioned for a prosperous future.

WARD 1 COUNCILLORS

Cr Declan Clausen Deputy Lord Mayor (Labor)

Declan Clausen was first elected to Council at a by-election in 2015 and is a representative of the Australian Labor Party. He has served continuously as Deputy Lord Mayor since September 2017 and has been re-elected to serve for the duration of the current Council term. Declan is an energetic and committed Novocastrian who is passionate about sustainability, equality and the development of the city.

He holds a Masters in Sustainable Urban Development with Merit from the University of Oxford (UK), a Bachelor of Engineering (Environmental) with Honours I from UON, and a Graduate Certificate in Professional Accounting from the University of Wollongong. He is also a Graduate of the Australian Institute of Company Directors and a Graduate of the Australian Institute of Superannuation Trustees, and has completed the Bloomberg Harvard City Leadership Initiative at Harvard University. Outside of his role at CN, Declan is Group Manager Strategy & External Affairs at Hunter Water Corporation and a Non-Executive Director of Active Super.

Membership on CN Committees:

- Chairperson, Strategy and Innovation Advisory Committee
- Deputy Chairperson, Asset Advisory Committee
- Alternate Member, Audit and Risk Committee

Membership on External Committees:

- Non-Executive Director, Newcastle Art Gallery Foundation

Cr Dr John Mackenzie (Greens)

Dr John Mackenzie is a policy research consultant with over 15 years' experience in academic, government and consulting roles. He brings to Council expertise in social research, impact assessment, community engagement and evaluation.

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

Membership on CN Committees:

- Member, Audit and Risk Committee
- Member, Liveable Cities Advisory Committee
- Member, Public Art Advisory Committee

Membership on External Committees:

- Member, Hunter and Central Coast Joint Regional Planning Panel

Cr John Church (Independent)

John Church was first elected to Council in 2017 and was elected for a second consecutive term in December 2021. He is a born-and-bred Novocastrian with a career background in media and small business and holds a Master of Business Administration. John is married to Lynne with 3 children and is passionate about this city and community.

Membership on CN Committees:

- Member, Liveable Cities Advisory Committee

WARD 2 COUNCILLORS

Cr Carol Duncan (Labor)

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

A resident of Newcastle since 1993, Carol has served on the HMRI and Newcastle Art Gallery Foundations and is the founder of the Lost Newcastle community history group of some 70,000 members. She is committed to the continued development of Newcastle as a city of opportunity for health, education, arts and culture.

Membership on CN Committees:

- Chair, Community and Culture Advisory Committee
- Chair, Public Art Advisory Committee
- Member, Audit and Risk Committee

Membership on External Committees:

- Member, NSW Public Libraries Association
- Alternate Member, Hunter and Central Coast Regional Planning Panel
- Member, Newcastle Live Music Taskforce
- Advisory Board Member, 2NURFM

Cr Jenny Barrie (Liberal)

Jenny Barrie has owned and operated businesses as a Company Director for over 25 years. Jenny is employed by Wilson Storage. Her expertise is in small business and community economic development, having worked with Business Chamber of Commerce groups and the not-for-profit sector for over 15 years. Jenny was the President of the Hunter Business Lions Club for 4 years and continues to be an active Lions Club member, providing community service.

Jenny has worked in the charity sector for over 3 years, raised funds for homeless services with Hunter CEOs for the annual Vinnies CEO Sleepout, and is passionate about community safety. She was a member of the Newcastle Music Festival Committee for 7 years.

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

Membership on CN Committees:

- Member, Community and Culture Advisory Committee
- Member, Asset Advisory Committee
- Member, Future Fund Governance Committee

Cr Charlotte McCabe (Greens)

Charlotte McCabe is a primary school teacher and community organiser. She has worked closely with several community groups in Newcastle on issues such as coal dust and coal terminal issues, offshore gas, protecting urban character, improving street safety and improving federal environmental laws. She has been the community spokesperson for the Protect Our Coast Alliance and the Tighes Hill Community Group.

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

Membership on CN Committees:

- Deputy Chair, Strategy and Innovation Advisory Committee
- Member, Guraki Aboriginal Advisory Committee
- Member, Youth Council Advisory Committee

Membership on External Committees:

- Alternate Member, Hunter and Central Coast Regional Planning Panel

WARD 3 COUNCILLORS

Cr Peta Winney-Baartz (Labor)

Peta Winney-Baartz was first elected to Council in 2017. She is a proud Novocastrian, raising her 4 children locally. Peta is an educator with over 25 years' experience in the family/youth sector. She sits on the Board of Hunter Homeless Connect and is passionate about helping people, working closely with many local organisations and advocating for all. Peta is particularly driven to engage young people and make sure they are heard.

Membership on CN Committees:

- Chair, Infrastructure Advisory Committee
- Member, Guraki Aboriginal Advisory Committee
- Member, Public Art Advisory Committee
- Chair, Sports Infrastructure Working Party

Membership on External Committees:

- Member, Fort Scratchley Historical Society Incorporated
- Member, Hunter and Central Coast Regional Planning Panel
- Member, Hunter Sports Centre Incorporated
- Alternate Member, Newcastle City Traffic Committee

Cr Margaret Wood (Labor)

Margaret Wood was first elected to Council in December 2021. She moved with her partner and children to Newcastle in 1995 and has lived in Ward 3 for 28 years. Margaret worked in various roles for the Legal Aid Commission and the State Government before ceasing full-time work in 2016. She continues to do voluntary work, using her past experience as a carer to provide input into carer-related projects.

Margaret is passionate about making our city an inclusive and accessible place for everyone and has advocated strongly during the current term of Council on issues such as accessible housing.

Margaret was a community member of the Access and Inclusion Advisory Committee from 2018 until 2021.

Membership on CN Committees:

- Deputy Chair, Community and Culture Advisory Committee
- Co-Chair, Access Inclusion Advisory Committee

Membership on External Committees:

- Alternate Member, Hunter and Central Coast Regional Planning Panel

Cr Katrina Wark (Liberal)

Katrina Wark was first elected to Council in 2021.

Membership on CN Committees:

- Member, Infrastructure Advisory Committee
- Member, Access Inclusion Advisory Committee

WARD 4 COUNCILLORS

Cr Deahna Richardson (Labor)

Deahna Richardson is a proud Wiradjuri woman who was born on Wiradjuri Country and has lived on Awabakal and Worimi Country since 2005. She is the first Aboriginal woman ever elected to Council. Deahna is passionate about ensuring that First Nations voices are heard and included in our community. She believes in fairness, justice and equality and is committed to ensuring that the communities in Ward 4 are vibrant, thriving and inclusive, with amenities and infrastructure that meet their needs.

Having grown up in a rural area, Deahna has a keen focus on ensuring that communities in the western suburbs of Newcastle have equitable access to essential Council services.

Deahna holds a Bachelor of Laws, a Bachelor of Commerce with a major in Economics and a Diploma of Legal Practice from UON. She was admitted as a solicitor by the Supreme Court of NSW in 2017, is currently employed as a federal public servant. She has previously served as a Public Service Association delegate to Hunter Workers, and is a member of the Hunter Workers Women's Committee. She lives in Wallsend with her partner Beau and their 3 children.

Membership on CN Committees:

- Deputy Chair, Infrastructure Advisory Committee
- Member, Guraki Aboriginal Advisory Committee
- Member, Youth Council Advisory Committee

Membership on External Committees:

- Member, Newcastle City Traffic Committee

Cr Dr Elizabeth Adamczyk (Labor)

Dr Liz Adamczyk is committed to the leadership and continued development of Newcastle as an inclusive, caring and healthy city. Liz is a lecturer and researcher in geography and planning with expertise in social, economic and environmental justice. She has worked in the non-profit sector to tackle homelessness and disadvantage and in local government to increase environmental sustainability. She is a passionate musician inspired by Newcastle's diverse and unique performance spaces.

Liz holds a Bachelor of Science (Architecture), a Bachelor of Development Studies (Urban and Regional Development, Honours I and the University Medal) and a PhD in Human Geography from UON. Her expertise has been sought for the Community Housing Industry Association Affordable Housing Conference, at UON's Master of Architecture fifth-year studio as an urban researcher, as plenary speaker at the State of Australian Cities Conference, and as a unionist for the Job Insecurity Senate Select Committee and at Hunter Workers and Australian Council of Trade Unions Secure Jobs forums.

Liz lives in Wallsend and will continue to work with her communities to pursue opportunities to ensure amenity and accessibility across our city, particularly in Ward 4.

Membership on CN Committees:

- Deputy Chair, Liveable Cities Advisory Committee
- Member, Access Inclusion Advisory Committee
- Chair, Affordable Housing Working Party
- Chair, Development Control Plan Working Party

Membership on External Committees:

- Alternate Member, Hunter and Central Coast Regional Planning Panel
- Member, Hunter Water Customer and Community Advisory Group
- Executive Member, Hunter Workers
- Member, Hunter Workers Women's Committee
- Member, Newcastle Branch Committee, National Tertiary Education Union
- Member, Macquarie University Planning Accreditation Committee

Cr Callum Pull (Liberal)

Callum Pull was first elected to Council in December 2021 and became Newcastle's youngest ever councillor. Callum represents Ward 4, which includes Beresfield, Tarro, Kooragang Island and the city's western suburbs. He is a proud member of the Liberal Party of Australia, and believes in the founding principles of Menzies' Liberal Party.

Callum is committed to building a fair society and a strong and diverse economy that harbours new industries and creates new opportunities for generations to come. He is currently studying a Bachelor of Communication at UON.

Membership on CN Committees:

- Member, Strategy and Innovation Advisory Committee
- Member, Youth Council Advisory Committee
- Alternate Member, Audit and Risk Committee

Membership on External Committees:

- Alternate Member, Hunter and Central Coast Regional Planning Panel
- Alternate Member, Hunter Water Customer and Community Advisory Group

Council and committee meetings

Council meetings

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

Council meetings are conducted in accordance with an adopted Code of Meeting Practice (the Code). The elected Council publicly exhibited and adopted an updated Code of Meeting Practice in June 2022. The Code 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:

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

Public participation in Council meetings

Public Briefing sessions provide an opportunity for members of the public to make short presentations relating to significant issues of a general, strategic or policy nature, including in relation to planning proposals relevant to CN's functions, facilities or services.

In addition, when members of the public have raised issues or concerns in respect of a Development Application (DA) that is to be determined by the elected Council at a Development Application Committee, they, and the applicant for the DA, may be provided with an invitation to personally address the elected Council at a Public Voice session. Having such a dedicated meeting means councillors have time to engage with and ask questions to ensure they understand the matters prior to voting on them; these sessions are conducted in accordance with CN's Public Voice and Public Briefings Policy.

Note: The Council does not make decisions at a Public Voice or Public Briefing session. These sessions are an opportunity for discussion only.

Councillor attendance at meetings

Ordinary Council Meetings are generally held once a month, and Council encourages the community to participate in city decision-making. Meeting dates and business papers are available on the CN website. Council meetings are streamed live on the night and available for viewing following the meeting.

The following provides a summary of attendance for each councillor for Council meetings held during 2023/2024.

Councillor	No. Ordinary		No. Committees		No. Extraordinary *		Total Meetings	
	Absent	Attended	Absent	Attended	Absent	Attended	Absent	Attended
	11		11		1		23	
Cr Adamczyk	0	11	0	11	1	0	1	22
Cr Barrie	1	10	0	11	0	1	1	22
Cr Church	4	7	2	9	0	1	6	17
Cr Clausen	0	11	1	10	1	0	2	21
Cr Duncan	2	9	0	11	0	1	2	21
Cr Mackenzie	0	11	2	9	0	1	2	21
Cr McCabe	0	11	0	11	0	1	0	23
Cr Nelmes	0	11	1	10	0	1	1	22
Cr Pull	2	9	0	11	0	1	2	21
Cr Richardson	0	11	2	9	0	1	2	21
Cr Wark	4	7	2	9	0	1	6	17
Cr Winney-Baartz	0	11	0	11	0	1	0	23
Cr Wood	0	11	0	11	0	1	0	23

* Including Council meetings and Committee meetings

Corporate governance

Good corporate governance is one of the cornerstones of any good business and is key to CN meeting its objectives of trust and transparency.

At CN, we are proud of our strong corporate governance framework, which has existed in a formal way for over 12 years. We are focused on continuous improvement and maturing our frameworks to continue to meet legislative requirements as well as community expectations.

CN'S CORPORATE GOVERNANCE FRAMEWORK

CN's corporate governance framework is based on the ASX Corporate Governance Principles and the Audit Office of NSW's 'Governance Lighthouse' model.

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

Key Stakeholder Rights

17. Key stakeholder management program

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

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

We continue to promote open and transparent governance and our key functions, policies and practices are published on CN's website.

See more information about our proactive release program on page 186, committees on page 175, Public Voice sessions on page 169 and community engagement on page 48.

Risk Management

16. CEO and management sign-off of internal controls

15. Risk management program

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

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

See more information about CN's enterprise risk management on page 176.

Remuneration

14. Remuneration is fair and responsible

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

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

In February 2024, the elected Council endorsed our CEO's performance through a process overseen by a CEO Performance Review Panel, independent assessment and annual performance reviews, with the outcomes publicly reported in open council.

See more information about senior staff remuneration on page 139.

CN'S CORPORATE GOVERNANCE FRAMEWORK

Disclosure

13. Continuous disclosure

12. Annual report

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

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

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

Corporate Reporting

11. CEO and CFO sign-off of financial reports

10. Internal and external audit

9. Audit and Risk Committee

CN's robust financial governance framework includes financial management policies and budget guidelines to support appropriate financial planning and management. This ensures delivery of organisational and community services and long-term financial sustainability.

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

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

The Audit Office of New South Wales has issued an unqualified opinion in the Auditor's Report on CN's Financial Statements for the year ended 30 June 2024.

Our internal audit function recognises CN's commitment to continuous improvement, and we are sector leaders in assurance mapping.

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

See more information about our financial reporting, internal audit, and Audit and Risk Committee on page 178.

CN'S CORPORATE GOVERNANCE FRAMEWORK

<p>Ethics</p> <p>8. <i>Compliance framework</i></p> <p>7. <i>Fraud and corruption control framework</i></p> <p>6. <i>Ethical framework</i></p>	<p>Legislative compliance is a critical component of CN's corporate governance framework. This provides assurance that CN is meeting its obligations and managing legislative compliance risks effectively.</p> <p>We are leaders in our Corruption Prevention Framework, expanding on the Audit Office Fraud Control Improvement Kit and the Australian Standards to ensure a comprehensive system that guides all corruption prevention management activities. This incorporates our Fraud and Corruption Prevention Policy, Fraud and Corruption Control Plan and reporting on fraud or corruption, including our Public Interest Disclosures Policy.</p> <p>In addition, our Ethical Behaviour Framework ensures public confidence in the integrity of CN through our Codes of Conduct, Disclosures of Interests of Designated Persons, management of conflicts of interest, and gifts and benefits disclosures.</p> <p><i>See more information about our corporate governance framework on page 170.</i></p>
<p>Structure</p> <p>5. <i>Key governance committees</i></p>	<p>CN's Strategic Advisory Committees and Standing Committees align with CN's strategic objectives and provide broad opportunities for community and stakeholder engagement, enabling greater diversity of input into matters on which the elected Council will be making decisions.</p> <p><i>See more information about our Strategic Advisory Committees on page 175.</i></p>
<p>Management and Oversight</p> <p>4. <i>Diversity policy</i></p> <p>3. <i>Clear accountability and delegations</i></p> <p>2. <i>Regular reporting against plans</i></p> <p>1. <i>Leadership and strategic and business plans</i></p>	<p>Our community is made up of people with diverse experiences and perspectives, and our inaugural <i>Inclusion, Diversity and Equity Strategy</i> is a significant step to improving our culture, along with our <i>Disability Inclusion Action Plan</i> and programs such as Count Us In Newcastle. CN is committed to further enhancing access and inclusion for the benefit of our entire community.</p> <p>We regularly report against our achievements and other plans as part of our continuous disclosure and updates on progress against our Delivery Program.</p> <p>Our <i>Newcastle 2040 CSP</i>, 4-year Delivery Program, annual Operational Plan, and supporting strategies and plans are developed with community input and accessible on our website.</p> <p><i>Delivering Newcastle 2040 2023/2024</i> guides our leadership and decision-making.</p> <p>Our Ethical Behaviour Framework, including the appropriate authorisation to perform a function or exercise decision-making powers, supports our evidence-based decision-making, safeguarding our processes and behaviours to ensure we deliver, act in an ethical way and meet community expectations of probity, accountability and transparency.</p> <p><i>See more information about Delivering Newcastle 2040 2023/2024 on page 85.</i></p>

Codes of Conduct

CN's Codes of Conduct are based on the OLG's Model Code of Conduct and include:

- Code of Conduct for Councillors
- Code of Conduct for Staff
- Code of Conduct for Council Committee Members, Delegates of Council and Council Advisors
- Procedure for the Administration of the Code of Conduct.

Some key elements of the Codes include:

- **Gifts and benefits:** A gift or a benefit is something offered to, or received by, a councillor, employee or volunteer for their personal use. Councillors may accept token gifts up to the value of \$100 and staff up to the value of \$50 and within reason. All offers of gifts and benefits are declared and captured in CN's Gifts and Benefits Register.
- **Conflicts of interest:** A conflict of interest exists where a reasonable and informed person could perceive that a councillor or staff member may be influenced by a private interest when carrying out their public duty. Conflicts of interests are categorised as:
 - Pecuniary conflicts of interests, which arise where a CN staff member is reasonably likely to make or lose money because of a decision the staff member might make in the course of their duties
 - Non-pecuniary conflicts of interests, which commonly arise out of family or personal relationships or through an association a CN staff member, or someone close to them, may have, through involvement in a sporting, social or other kind of group or association.
 - All conflict of interest declarations are captured in CN's Conflicts of Interest Register. Councillors' conflicts of interest are published on CN's website.
- **Disclosure of interest returns:** Councillors, Audit and Risk Committee members and staff identified as designated persons complete a disclosure of interest within 3 months of employment or a change to an interest, as well as annually. The CEO tables CN's disclosure of interest register at Council meetings on a quarterly basis and annually. Councillors, Audit and Risk Committee and ELT disclosure of interest returns are published on [CN's website](#).

CN reports annually to the OLG on complaints received and managed under the Code of Conduct for Councillors.

Fraud and Corruption Prevention Framework

CN's Fraud and Corruption Prevention Framework outlines CN's commitment to preventing fraud and corruption. Fraud and corruption are interrelated and represent the misuse of public office for private gain. The prevention of fraud and corruption requires that all councillors, staff, volunteers and contractors act ethically, appropriately and in accordance with the respective [Code of Conduct](#).

CN's Fraud and Corruption Prevention Framework is based on the NSW Fraud Improvement Kit and aligns with the Australian Standards on Fraud and Corruption Control (AS 8001-2008). Our framework includes a Fraud and Corruption Prevention Policy, Fraud and Corruption Control Plan, reporting of fraud and corruption, and training and awareness.

In June 2022, CN's CEO approved our current *Fraud and Corruption Control Plan 2022-2024*, which contains a total of 70 actions in areas such as information technology, training and awareness, third party risk assessments, and review of templates and procedures to capture risks. Updates on the implementation of the actions were reported to the Governance and Risk (Executive) Committee and the Audit and Risk Committee in June 2024 as part of CN's corporate governance framework.

Reports of wrongdoing – Public Interest Disclosures

CN has a Public Interest Disclosures Policy based on the NSW Ombudsman's model Public Interest Disclosure Policy. The *Public Interest Disclosures Act 2022 (PID Act)* sets out the system under which people working within the NSW public sector can make reports about the wrongdoing of other workers in the NSW public sector (such as all CN officials).

During 2023/2024, the following disclosures were made under the Policy:

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

The Public Interest Disclosures Policy:

- Incorporates the relevant provisions of the *PID Act* and model Policy requirements
- Encourages and facilitates the disclosure of wrongdoing by providing a framework for receiving, assessing and dealing with disclosures of wrongdoing in accordance with the *PID Act* and ensuring CN complies with the *PID Act*
- Clearly defines the roles and responsibilities of the CEO, Lord Mayor, Disclosures Coordinator, Disclosures Officers and CN Officials
- Identifies Disclosures Officers from diverse work areas and locations across the organisation who support CN staff making a disclosure.

Legislative compliance

Legislative compliance means understanding the legislation, regulations, industry standards and codes that apply to CN and using a framework to make sure CN is complying with these obligations. CN's reporting obligations are led by the OLG's Calendar of Compliance and Reporting Obligations.

Policy Framework

CN's Policy Framework aims to assist the organisation with meeting compliance in accordance with legislative and regulatory requirements. It empowers CN to carry out efficient and effective decision-making.

Our policies are reviewed within 12 months of each Council term for elected Council-adopted policies, and within 3 years for CEO-adopted policies.

Advisory Committees

CN's Strategic Advisory Committees are an essential part of CN's corporate governance. Each committee has clear objectives and alignment to CN's CSP and operates under established guidelines. Objectives are documented and published in a Terms of Reference document.

The committees are led and chaired by councillors (as listed in their bios on pages 162-168) and include community and stakeholder members with relevant experience and skills. They provide an opportunity for consultation and expert advice prior to a matter being considered by the elected Council.

Throughout 2023/2024, CN's Strategic Advisory Committees included:

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

In addition, CN has a number of ongoing advisory committees, known as Standing Committees, including:

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

Enterprise risk management

CN is committed to good corporate governance and creating a positive organisational culture that promotes risk acceptance, communication and management of risk within appetite throughout the organisation.

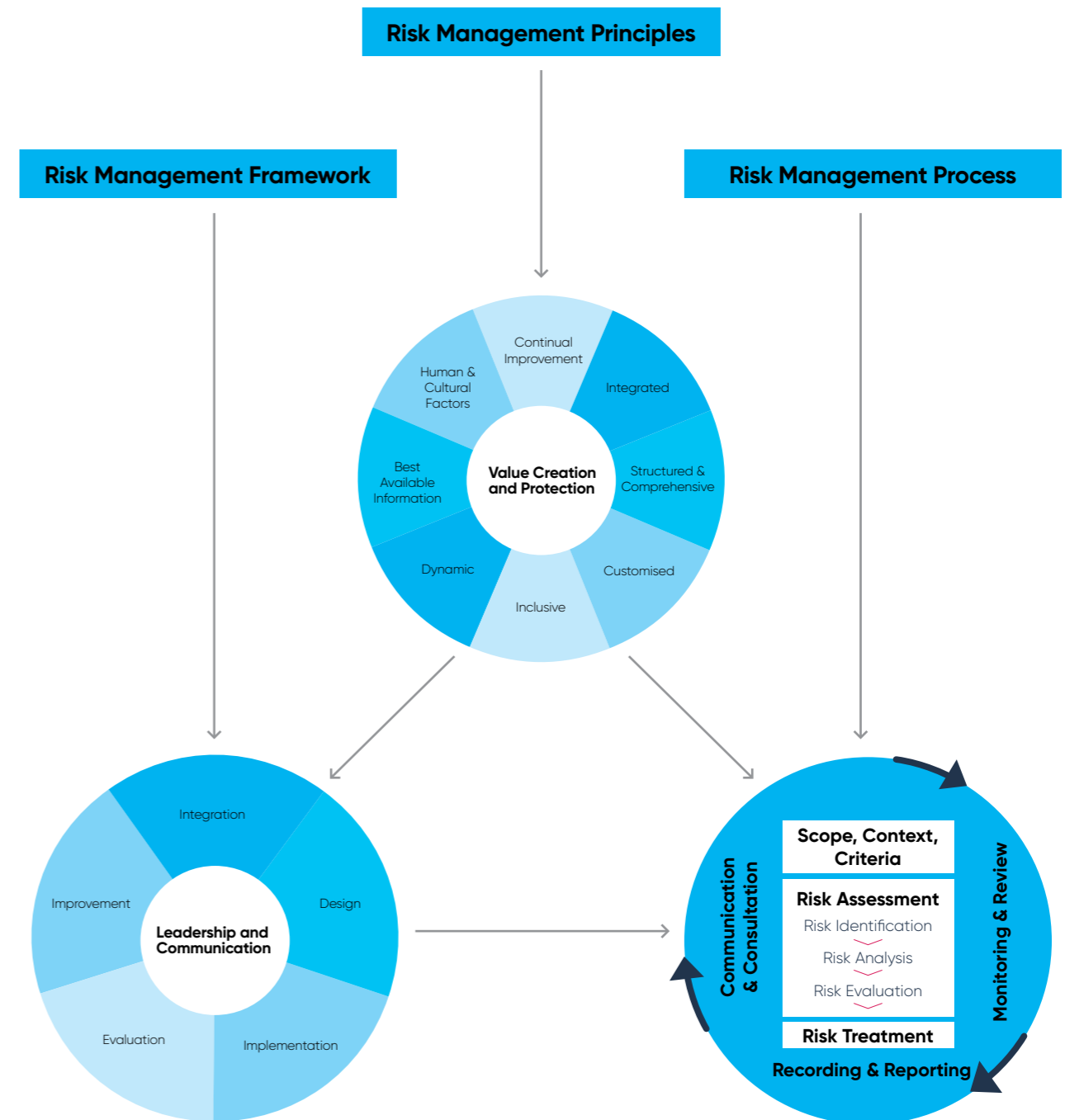
Risk management is an integral part of all council management, operations, functions and activities, with clarity of ownership of risks. CN is committed to an approach where risk is integrated into the organisation's core business and embedded within planning and decision-making processes. It is recognised that CN requires a strong risk culture to enable it to deliver its vision and purpose.

CN's Enterprise Risk Management (ERM) Framework is the totality of systems, structures, policies, processes and people within CN that identify, measure, monitor, report, and control or mitigate internal and external sources of risk. An effective and structured ERM framework empowers CN to achieve its objectives and embed risk management in strategic and operational processes and decisions. This in turn provides a framework for:

- Empowering management to allocate resources commensurate with risk appetite, and in doing so, focusing effort on high value-add activities
- Encouraging staff to consider the implications of risk, including opportunities risk can present
- Councillors and staff at CN making informed decisions based on appropriate risk assessments and established risk appetite
- CN staff applying risk management to their day-to-day work activities
- Risks being identified, prioritised and managed in a structured manner
- Consistency with relevant legislation and the Australian Standards ISO 31000:2018.

CN's approach to risk management is aligned to the Australian Standards for Risk Management principles, which provide guidance on effective and efficient risk management, communicating its value and explaining its intention and purpose.

The interrelationship between the 3 components is illustrated in the below diagram.



Internal audit

Effective Audit and Risk Committees are critical in local government to help deliver trust and confidence in financial reporting and risk management.

In the past 12 months, CN's independent Audit and Risk Committee has focused its efforts on ensuring the right balance of risk, trust and opportunity as we build a strong foundation for governance priorities of the future.

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

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

As of 30 June 2024, members of the committee include:

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

As per best practice, the CEO is invited to and attends all committee meetings. Other attendees include the Executive Director Corporate Services and CFO; Chief Information Officer; Executive Manager Legal & Governance; Executive Manager Finance, Property and Performance and Deputy CFO; Internal Audit Coordinator; Enterprise Risk Manager; Governance Manager; the Audit Office of NSW; and representatives from both our internal and external audit providers.

Internal audit is a key contributor to ensuring CN undertakes continuous reviews of the effectiveness of its risk management framework, internal controls and governance processes. The reviews are undertaken in collaboration with service units to add value and improve CN's operations. During 2023/2024, CN outsourced 62.5% of internal audits and managed the remainder in-house. Outsourcing internal audits ensures a high level of independence and autonomy from CN's management and enables specialised knowledge and skills to be procured to conduct audits.

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

Over the past 12 months, internal audit has reviewed, provided assurances and recommended control efficiency improvements across the following diverse functions and operations of CN:

AUDIT	COMPLETED BY
1. RMS Drives 2022/2023	CN
2. National Heavy Vehicle Accreditation Scheme	CN
3. Employee Performance and Recruitment (follow-up audit)	Centium
4. Tendering and Contracts Compliance	Centium
5. Special Business Rates	Prosperity
6. Key System Controls Audit	Centium
7. PCI DSS Compliance Review	CN
8. Test of Control Effectiveness (in progress as of 30 June 2024)	Prosperity

Accountability and leadership

CN's administrative body

The Administration of CN is organised into 4 Directorates, each with a range of responsibilities.

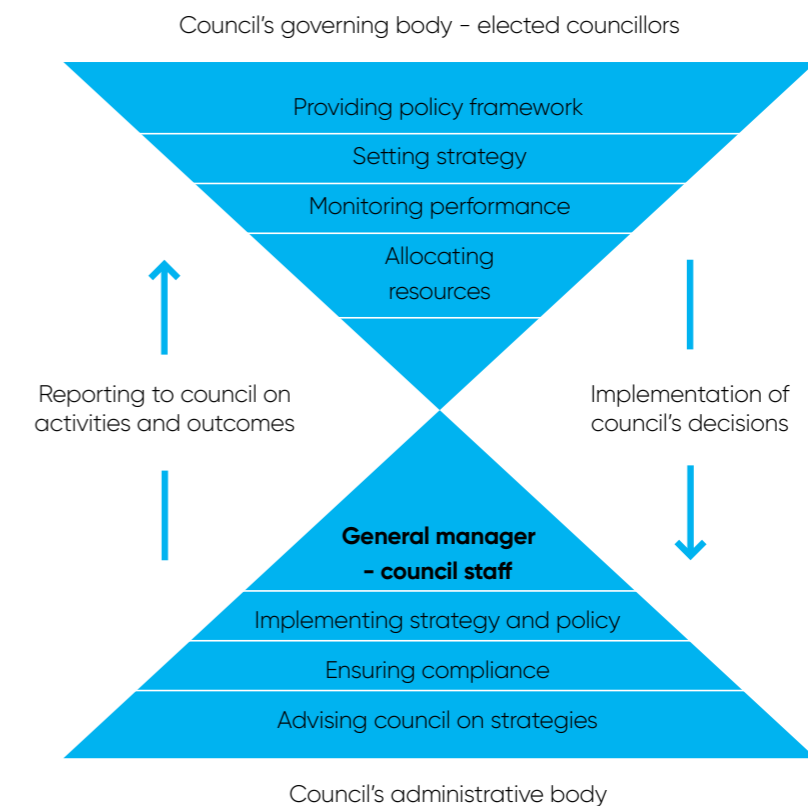
The CEO leads the administrative arm of CN. Reporting to the elected Council, the CEO is responsible for the efficient and effective operation of CN, and for overseeing CN's staff to enact the decisions of the elected Council.

Two voices, one vision: the Elected Council and the Administration

The Elected Council and
The Administration

Council's structure requires the elected members and the administrative body to have a strong and interconnected working relationship to successfully deliver the community's vision. CN is proud of its achievements in 2023/2024, and at the heart of this is the effective working relationship led by CN's Lord Mayor, Deputy Lord Mayor and CEO.

A council's structure





Legislative context and operating environment

Local councils work within the laws established by the NSW Parliament. The NSW *Local Government Act 1993 (LG Act)* provides a legislative framework that gives councils broad powers to plan for and provide local community services and facilities. Local councils are expected to provide effective representation, leadership, planning and decision-making, including by managing their land and assets to best meet the current and future needs of the community. The *LG Act* is administered by the Minister for Local Government through the OLG.

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

- Regulatory powers regarding the health and safety of land and premises under the *LG Act*
- Building and development controls under the *Environmental Planning and Assessment Act 1979*
- Environmental protection under the *Protection of the Environment Operations Act 1997*
- Support for emergency management under the *State Emergency and Rescue Management Act 1989*
- Animal control under both the *Companion Animals Act 1998* and the *Impounding Act 1993*
- Provision, maintenance and management of roads under the *Roads Act 1993*
- Protection of public health under the *Public Health Act 2010*.

Local councils are required to carry out their functions and exercise their powers in accordance with the *LG Act* and associated regulations. They are also subject to a Model Code of Conduct, which sets out standards of proper and ethical behaviour for councillors and staff of local councils and requires each council to adopt a code of conduct that incorporates the provisions of the Model Code.

Statutory information

Councillor fees and expenses

Regulation cl 217(1)(a1)

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

The following councillor expenses are the combined total for the Lord Mayor and 12 councillors.

The reporting of these expenses is in line with the *Local Government (General) Regulation 2021*.

FINANCIAL YEAR 2023/2024	AMOUNT (\$)
Member fees (incl. superannuation)	641,154
Official business	6,989
Overseas visits (for official business)	-
Professional development (inc. Councillor Induction Program)	6,001
Australian Institute of Company Directors course fees	10,200
Annual conference	21,417
Council meeting expenses *	29,582
Incidental expenses	-
Communication devices	-
Communication expenses	11,823
Accompanying person	164
Carer expenses	1,761
Other office supplies and facilities	2,845
Total	\$731,935

* Includes costs not included in the audited financial statements, as these were provided in-house.

Overseas visits

Regulation cl 217(1)(a)

During the 2023/2024 financial period, the then Lord Mayor attended the COP28 Local Climate Action Summit in Dubai, United Arab Emirates, courtesy of Bloomberg Philanthropies.

There was no cost to CN for the Lord Mayor's attendance with all travel and accommodation funded by Bloomberg.

Councillor professional development

Regulation cl 186

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

CN supports the training, education and ongoing professional development of the Lord Mayor and councillors to ensure they develop and maintain the knowledge and skills required to undertake their roles and responsibilities effectively. Each councillor has the opportunity via a survey conducted each Council term to indicate their individual requirements for professional development.

In 2023/2024, councillors participated in professional development through:

- 22 workshop evenings, held from July 2023 to 30 June 2024, covering a variety of topics including but not limited to development and environmental planning, financial sustainability, and community strategic planning updates
- Enrolment in professional development courses.

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

Councillor	Monthly councillor workshops		Additional individual training or other activities
	Absent	Attended	Attended
	22		
Cr Adamczyk	0	22	3
Cr Barrie	1	21	1
Cr Church	17	5	0
Cr Clausen	1	21	1
Cr Duncan	2	20	2
Cr Mackenzie	7	15	1
Cr McCabe	2	20	2
Cr Nelmes	4	18	1
Cr Pull	4	18	0
Cr Richardson	6	16	1
Cr Wark	10	12	1
Cr Winney-Baartz	1	21	2
Cr Wood	3	19	1

Legal proceedings

(Regulation cl 217:1:a3)

Expenses incurred

General legal matters

During 2023/2024, legal expenses in relation to legal proceedings incurred by CN totalled \$1,083,784.28.

Of this, the monies expended and received were:

- Amount expended undertaking litigation: \$1,077,039.39
- Amount received by Council in settlements of costs claims: \$67,000.00

Debt recovery

Legal costs expended undertaking litigation to recover overdue rates and charges were \$192,916.80. The amount of legal costs recovered by CN within 2023/2024 was \$186,334.66. The balance of legal costs not recovered to date will be recovered in a subsequent year based on agreed payment arrangements.

Workers compensation

Legal costs expended undertaking litigation to recover workers compensation payments were \$108,510.97 (excluding GST).

Local court

Prosecutions and appeals

Legal proceedings in the Local Court include prosecutions by Council, usually concerning failure to obtain or comply with orders or development approvals issued by Council. It can also include proceedings commenced against Council in criminal or other jurisdictions of the Local Court. 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.

All legal proceedings to recover both overdue sundry debts and rates and charges were instigated in the Local Court. CN commenced action in 222 instances. Of these, 99 required further legal action to resolve the outstanding debt. Resolution was by immediate payment of the debt or by an agreed payment arrangement based on the personal circumstances of the debtor.

- **Prosecutions:** In 2023/2024, Council commenced zero Local Court prosecutions. In addition, there was one ongoing Local Court prosecution against Council. This matter is now finalised.
- **Appeals:** There were 5 related appeals lodged with the Local Court heard as one proceeding. These appeals were upheld and the Court revoked the declarations made by Council.

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 Council may deal with a matter directly, for example, if the defendant is a Police Officer). For all other court elected penalty notices, Council's Legal Services Unit will review and determine whether the matter should proceed in the Local Court or whether the penalty notice should be withdrawn.

In 2023/2024, Council was involved in 3 cases:

- One matter where the matter is yet to be finalised
- One matter in which Council withdrew the penalty notices
- One matter where the Defendant made a guilty plea, but the Court did not impose further penalty.

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.

Twenty-two appeals were ongoing in the Land and Environment Court against Council in 2023/2024:

- In 5 matters the appeal was upheld.
- In one matter the appeal was dismissed.
- In 8 matters the appeal was discontinued.
- In 8 matters the proceedings are yet to be finalised.

Class 3 appeals

Class 3 appeals can involve compensation claims, valuation disputes and other miscellaneous appeals that do not fall within other categories of Class 1 or 2.

One Class 3 appeal was ongoing in the Land and Environment Court against CN in 2023/2024. 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 Council acted within the legal boundaries of its powers and functions.

There were no Judicial Reviews for CN in 2023/2024.

Contractual Dispute

This involves a dispute between parties to a contract over performance of obligations under the contract.

CN was involved in 2 litigated Contractual Dispute matters in 2023/2024; both the proceedings were dismissed.

NSW Civil and Administrative Tribunal (NCAT)

Administrative Review

NCAT reviews administrative decisions made by government agencies. The decisions of CN and agencies we interact with may be subject to review by NCAT. Reviewable decisions include those relating to privacy, personal information and access to government information.

CN was involved in 3 NCAT matters in 2023/2024:

- In one matter the proceedings were withdrawn.
- In 2 matters the proceedings are yet to be finalised.

Information management

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

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

State Records Act 1998

CN recognises that the information we hold is one of our most important assets. Quality information is essential for accountability and transparency, for supporting evidence-based decision-making and for providing better customer service.

Management of official information at CN is regulated by the *State Records Act 1998* (NSW), and the State Records Authority of NSW conducts an annual mandatory assessment of all public offices to measure compliance with the Act.

CN has steadily increased its compliance assessment result from 2.92 in 2022 to 3.16 in 2023 and to 3.79 this year. Last year's Local Government average rating was 2.79 out of 5. CN is considered by the Authority as 'mature' in recordkeeping.

CN achieves or exceeds the baseline compliance rating score of 3 out of 5 in 18 of the 19 categories. The adoption of the Records Information Management 5-Year Roadmap 2023–2028 as an aspirational strategy sets 19 clearly defined objectives for the next 5 years to further improve information quality.

An established program to digitise hard-copy information continues, and further progress was made during the past year. Digitisation allows CN staff easier and faster access to the information they need to carry out their duties and deliver services to customers.

Proactive release of information

CN recognises that the proactive release of information is best practice. As part of the review of its proactive release program for the reporting period, CN undertook a number of initiatives, detailed below.

Planning & Environment

- Traffic and Transport consultation related to Principal Pedestrian Network and Pedestrian Access and Mobility Plan (PAMP) projects such as footpaths and pedestrian crossings, Local Area Traffic Management (LATM) projects, cycleways projects, and other traffic and parking projects.
- Transport planning, including consultation related to development of the Principal Pedestrian Network and Walking & Mobility Plan, PAMP projects (Waratah), LATM projects (Bar Beach), cycleways projects (cycling connections in Waratah West, Jesmond, Broadmeadow to Hamilton East, and Newcastle West to Wickham), and various other traffic and parking projects across the city.
- Trees – information online (Q&A in relation to street and park tree replacement planting and Tree Map portal on CN website providing public tree details) and new webforms to facilitate street tree selection.
- Letters to residents offering choice of tree species for planting under CN's street and park tree replacement program.
- Letterbox notification advising of proactive tree works being undertaken in the designated suburb.
- CN grants – Youth Climate Action Fund, environmental grants and sustainability grants.
- Online map showing CN-owned and -operated EV chargers.
- Community engagement and public exhibitions on CN's dedicated Have Your Say webpage – *Draft Newcastle Environment Strategy* and *Draft Throsby, Styx and Cottage Creek Flood Study*.
- Community engagement events delivered as part of CN's environment education program, Natural Connection, including National Tree Day at Ironbark Creek, Upper Reserve, Wallsend.
- Landcare volunteer engagement events.

- Stockton photos competition as part of *Extended Stockton CMP*.
- Print and website community updates and stakeholder briefings on the implementation of actions from the *Stockton CMP 2020* and progress on the development of the *Extended Stockton CMP*.
- Environmental education signage developed for coastline at Stockton, rock platforms of southern beaches and bushland rehabilitation works.
- Website community updates and stakeholder briefings on the development of the *Newcastle Southern Beaches CMP*.
- Website community updates on the development of the *Hunter Estuary CMP*.
- Natural Connection monthly e-newsletter promoting upcoming community environmental education events.
- Website update (Project and Works) on the development of the Blackbutt Multipurpose Facility and Café.

Corporate Services

- CSP Review – Have Your Say.
- Draft *Delivery Plan 2024/2025* for consultation.
- Public notification – proposed leases.
- Publicly accessible maps of development activity within the LGA, waste collection and heritage information.
- Data and mapping for a number of CN strategies and reports, such as the *Broadmeadow Place Strategy* and *Extended Stockton CMP*.
- CEO Code of Conduct Outcome Letter and Investigation Report.
- Open Diaries – Lord Mayor, CEO and Executive Director Diaries.
- Advisory Committee Annual Reports.
- Audit and Risk Committee Annual Report.
- Rates and Waste – web content improved; new digital self-service forms; 'Your city, your way' social media and print campaign to promote awareness of CN's online services to report an issue or request a service.
- Further enhancements made to chat bot service to provide information and direct customers to relevant online services. Chat bot has been expanded to manage enquiries received via CN's Facebook Messenger account.
- Increased use of customers for feedback, interviews and testing as part of CN's human-centred design/experience design approach to enhancing services and information.
- Presented to LG Professionals NSW Customer Experience Conference on CN's *CX Strategy*, Transformation Program and Customer TRuST Principles; released CN's *CX Strategy* on CN website.
- Published CN's Customer Trust Principles on website alongside our Customer Service Charter.
- Updates and improvements to CN's Customer Request Form and Complaints and Feedback Form to assist customers wishing to contact CN in writing.
- Expanded e-services offering for customers to pay for rates and CN applications online.
- Delivered website accessibility improvements, increasing CN's accessibility score from 59% to 84%.
- Public exhibition – Local Event Day for Newcastle Show 2024.

City Infrastructure

- CAMMS Strategy and progress published in quarterly performance reports and annual report.
- Notifications to residents for night and weekend works.
- Notifications to residents for CN work on behalf of Transport for NSW.
- Blackbutt Village Local Centre: electrical works, construction of plazas.
- Maud Street, Waratah West: traffic control signals construction.
- Georgetown Local Centre: construction, Review of Environmental Factors (REF).
- Various cliffs: inland cliff, Werona and Pilkington – resident letterbox drops; South Newcastle Cliff – stakeholder updates, resident letterbox drops, corflutes; Kilgour Cliff – resident letterbox drops.
- Various creeks: correspondence with residents via letterbox drops and corflute signage for Claremont Reserve; Throsby Creek riverwall; Ironbark Creek stockpile repair; Nereida Close, Kotara; Boronia Avenue, Adamstown Heights; Marshall Street, Kotara.
- Newcastle Art Gallery expansion:
 - [Expansion Project page](#) on website
 - Community update, construction update, work zones letterbox drop
 - Name the Crane and colouring in competition to local childcare centres; included media event for winner on site
 - Archaeological excavation Open Day with viewing panels in temporary fencing for members of the public to view the in-ground archaeology
 - Foundation stone media event.
- Lambton Pool grandstand: corflutes, media release, webpage updates monthly.
- Lugar Park amenities: corflutes, media release, webpage updates monthly, works notification leaflets.
- Passmore Oval grandstand: corflutes, media release, webpage updates monthly.
- Perkins Street retaining wall: corflutes, media release, webpage updates monthly, works notification leaflets.
- National Park Netball Pavilion: corflutes.
- Newcastle Ocean Baths – Community Reference Group (CRG), community consultation, pool opening social media posts, Projects and Works webpage updates:
 - Stage One completion
 - March 2024 – Visitor numbers surge as community embraces revitalised Newcastle Ocean Baths
 - December 2023 – Splash into summer at reopened Newcastle Ocean Baths
 - December 2023 – Swimmers to return to Newcastle Ocean Baths
 - November 2023 – Newcastle Ocean Baths pump tests signal progress toward swim-ready water
 - September 2023 – City of Newcastle takes next step towards final stage of Newcastle Ocean Baths upgrade
 - Stage 2 design consultation – Have Your Say
 - June 2024 – CRG Meeting 6 with community and stakeholder representatives
 - June–July 2024 – Broad community consultation
 - June 2024 – Consultation popups x 3 during engagement period.
- Bathers Way, South Newcastle – via Projects and Works webpage:
 - Project works notification letter issued to residents and project webpage in May 2024
 - Media releases issued 16 August 2023 and 6 March 2024
 - Correspondence with users via corflute signage.

- Bathers Way, King Edward Park:
 - August 2023 – Media release: Inclusive connection for Bathers Way takes shape
 - August 2023 – CRG Meeting One with community and stakeholder representatives
 - June–July 2024 – Broad community consultation
 - July 2024 – CRG Meeting 2 with community and stakeholder representatives.
- Memorial Drive, The Hill, road embankment stabilisation and new footpath: resident notification letter; consultation – Landcare Group; adjoining properties; Projects and Works webpage; media release – project commencement and tender award; corflute signage; REF.
- Chinchin and Clyde Street, Islington, intersection traffic signals: media release.
- Glebe Road, Adamstown, traffic improvements: Projects and Works webpage.
- Maud Street, Waratah, road safety improvements: Projects and Works webpage; community consultation; resident notification – potholing for utilities; resident notification letters – commencement of works.
- University Drive, Waratah West, stormwater improvements and new footbridge: project updates via Projects and Works webpage.
- Water heating upgrades across inland pool network: dedicated tile on Projects and Works webpage.
- Georgetown Local Centre – construction: via Projects and Works page; REF; community consultation – development of PDP; resident notification letters – commencement of works.
- Orchardtown Road, New Lambton (Blackbutt Village) Local Centre: public spaces options consultation.
- Wickham Public Domain Plan: community engagement Have Your Say webpage; Great Lifestyle of Wickham community group meetings; adopted Public Domain Plan on City Centre webpage.
- Harbour Foreshore Masterplan – irrigation/ electrical infrastructure and detailed design for playspace; new amenities building: Project and Works webpage, media releases 6 September 2023, 15 January 2024 and 24 April 2024.
- Lambton Park Café adaptive reuse:
 - Media release 23 February 2024
 - Leasing campaign (26 February–28 March 2024)
 - Public exhibition of proposed lease (24 February–25 March 2024).
- Shepherds Hill Cottage adaptive reuse:
 - Public exhibition of proposed lease (23 March–22 April 2024)
 - Media release 22 March 2024.
- Smith Park Field Renovation: media release, award of tender for works, 29 May 2024; correspondence with users via corflute signage.
- Blackbutt Reserve multipurpose community facility and café: Project and Works webpage; media releases; correspondence with users via corflute signage.
- Western Corridor (Minmi Road and Longworth Avenue):
 - Public exhibition of both projects (separately) in mid-2023; Longworth Avenue in June–July 2023, followed by Minmi Road
 - Public exhibition of Longworth ancillary traffic management works in June 2024.

Creative and Community Services

- Museum and libraries websites detail all past and upcoming exhibitions and programming.
- Social media channels have continued to grow with Instagram and Facebook.
- Library collections and online resources available via library app and through website.
- Online ticketing available through website.
- Increase in information relevant to CN's management of pools available on website.
- Community engagement and public exhibitions for feedback on dedicated 'Have Your Say' webpage.

- Promotion of Sport & Recreation projects and plans: *Inland Pools Strategy 2043*; swimming pools; Gregson Park playground; Adamstown Park masterplan and Myer Park upgrades; Harbour Foreshore Masterplan concept; various playgrounds across LGA; fitness station location at Maryville; location for Rotary memorial; renewal of Tessa the Guide Dog statue; exhibition and adoption of the Crown Land Plan of Management; new and renovated facilities (such as playgrounds, dog parks, sporting facilities), including dedicated letterbox drops to nearby residents and businesses for any new works.
- Community planning and development: release and promotion of 2024 Seniors Directory (March 2024); release of 24 Community Sector e-news as a publication of information relevant to paid and voluntary community sector workers locally in Newcastle (annual); campaign for 2023 Count Us In and promotion of what inclusion within the community means (September 2023).
- Civic Theatre: website details all coming attractions and forthcoming performances and events; technical and booking information published online to enable ticket purchasers and information for venue hirers; customer surveys conducted to capture data from our audience; social media channels have continued to grow with Instagram and Facebook; newsletter and preshow communications sent to customers and hirers.
- City Venues: websites for City Hall provide information about available rooms for hire, as well as package prices and inclusions; packages produced and distributed in July 2023 detailing venue inclusions and menu information in digital form.
- Exhibition, programming, collection information and Art Gallery expansion updates released via e-newsletter, website, social media and community update; surveys to capture data from outreach programming; Youth to Collection website featuring works from Newcastle Art Gallery's collection and local emerging artists; season 2 of *Conversations from the Collection* podcast, celebrating stories from artists within the Gallery's collection; video content highlighting Gallery programs, collection, or expansion project; hard copy collateral to support Art Incursions and promote other Gallery programming, including Youth Advisory Group events and New Annual events; promotion of Gallery's 'Name the Crane' competition to local schools.

Media & Stakeholder Relations

- City events: program updates about New Annual cultural festival as well as business conferences and major events hosted in Newcastle; NAIDOC Week, Youth Week, Seniors Week, International Day for People With a Disability, Count Us In Festival, citizenship ceremonies, Newcastle Museum and Newcastle Libraries exhibitions and events, International Women's Day, WorldPride, Newcastle Citizen of the Year awards, New Year's Eve event, Freeman of the City event, Keys to the City event, National Carers Week, National Volunteers Week and Lord Mayor's Prayer Breakfast.
- Promotion of Open Space projects and plans: Harbour Foreshore Masterplan including all-abilities playspace and water play area; Gregson Park playspace and masterplan; Newcastle Ocean Baths upgrade; South Newcastle Beach Bathers Way project; Wallsend Active Hub; Bathers Way, King Edward Park upgrade; No.1 Sportsground reopening; new and renovated facilities (such as inland pools, playgrounds, dog parks, sporting facilities), including dedicated letterbox drops to nearby residents and businesses.
- Information about funding programs: Special Business Rate program; infrastructure, event, economic development and community grants and sponsorships; Locally Made and Played funding; New Annual Made New funding.
- Art Gallery: expansion updates via media release, website and social media; collection valuation increase; surveys to capture data from outreach programming.
- Promotion of *Environment Strategy*, including media releases and social media.
- Communication associated with ordinary council meetings, including agenda items and council meeting results.

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

- CN's strategies and plans such as *Delivering Newcastle 2040 (2023–2024)*, including *Delivery Program 2022–2026*, *Operational Plan 2023–2024*, *Fees and Charges 2023–2024*; *Social Strategy*; *Community Engagement Strategy*; *Our Sustainable Waste Strategy*; *Broadmeadow Place Strategy*; *Inland Pools Strategy 2043*.

- Parks, recreation and public spaces projects and plans: Harbour Foreshore Masterplan, Gregson Park Playspace concept design, Maryland dog park, Adamstown Park Masterplan, Smith Park Masterplan, Crown Land Plan of Management.
- Coastal management and planning: Stockton CMP; Newcastle Ocean Baths upgrade.
- Infrastructure and capital works: Wickham Public Domain Plan; Darby Street – Streets as Shared Spaces Trial; Orchardtown Local Centre – timed parking survey.
- CN facilities, services and programs including surveys to measure customer satisfaction and/or to assist with reporting to the community: 2023 Annual Community Satisfaction Survey, 2023 Australian Liveability Census, Civic Theatre Visitor Experience Survey.
- Traffic and Transport: consultation related to Principal Pedestrian Network, PAMP projects such as footpaths and pedestrian crossings, LATM projects, cycleways projects, and other traffic and parking projects.
- Other: Newcastle City Centre and Newcastle East Heritage Conservation Area Review, Newcastle 500 Community Consultation Strategy and Community Survey.
- Marketing: Using a combination of digital and offline marketing channels to support promotion of CN events, projects, facilities and services. Increased investment in digital advertising to ensure broad reach across Newcastle LGA and effective targeting of messages. Exploration into other advertising channels such as Connected TV and Spotify.

Waste Services

- Information on household chemical collection held at TAFE student carpark.
- Information provided, including on our website:
 - Bin types and waste types permitted in kerbside bins
 - Bulky waste and commercial waste collection service
 - Types of waste accepted for disposal (including those with specific requirements such as asbestos waste and waste tyres) or recycling at Summerhill Waste Management Centre, including free of charge

- Safety procedures to be observed while attending Summerhill Waste Management Centre
- Interactive map that allows residents to search for their address to determine bin collection days
- Curby soft plastic recycling service and details on CN libraries that stock CurbyTags
- Home Composting Revolution – online tutorial on composting and online order form.
- Webform:
 - To obtain self-haul voucher for disposal of bulk waste at Summerhill Waste Management Centre and associated conditions
 - To enable booking of waste education service.
- Pollution Incident Response Management Plan for Summerhill Waste Management Centre.
- Result of environmental monitoring, including:
 - Dust monitoring
 - Noise monitoring
 - Surface and subsurface gas monitoring
 - Groundwater monitoring
 - Surface water monitoring.
- Information on events: Home Composting Workshop (11 May 2024), Seed Saving Workshop (25 May 2024), guided tour of Summerhill Waste Management Centre (13 November 2023 and 23 March 2024), Wallsend Op-Shop Trail (2 December 2023).
- Waste education videos providing information on:
 - Kerbside collection service
 - Resource recovery
 - Landfill management
 - Greenhouse gas management at Summerhill Waste Management Centre
 - Waste hierarchy
 - Waste and recycling mythbusters.

Access applications

During the reporting period, CN:

- Received a total of 62 formal access applications (including withdrawn applications but not invalid applications)
- Refused a total of 2 access applications because the information requested was information referred to in Schedule One of the *GIPA Act*. Of those applications, zero were refused in full and 2 were refused in part.

CN was involved in one NCAT matter in 2023/2024 with respect to CN decisions under the *GIPA Act*, where the application was dismissed because the applicant withdrew the application.

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

TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*									
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Media	0	0	2	0	0	0	0	1	3
Members of Parliament	0	0	0	0	0	1	0	0	1
Private sector business	8	2	0	0	1	0	0	2	13
Not-for-profit organisations or community groups	2	0	1	1	0	0	0	0	4
Members of the public (application by legal representative)	7	5	0	1	0	3	0	0	16
Members of the public (other)	13	7	0	0	0	11	0	4	35
Total	30	14	3	2	1	15	0	7	72

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

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Personal information applications*	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	30	14	3	2	1	14	0	7	71
Access applications that are partly personal information applications and partly other	0	0	0	0	0	1	0	0	1
Total	30	14	3	2	1	15	0	7	72

* 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).

* 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 to Table E.

TABLE C: INVALID APPLICATIONS

Reason for invalidity	Number of applications
Application does not comply with formal requirements (Section 41 of the Act)	65
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	65
Invalid applications that subsequently became valid applications	51

TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE ONE OF THE ACT*

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	2
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
Total	2

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	7
Law enforcement and security	0
Individual rights, judicial processes and natural justice	10
Business interests of agencies and other persons	8
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	25

TABLE F: TIMELINESS*

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	46
Decided after 35 days (by agreement with applicant)	14
Not decided within time (deemed refusal)	4
Total	64

* The Information Commissioner does not have the authority to vary decisions but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)

	Decision varied	Decision upheld	Total
Internal review	0	1	1
Review by Information Commissioner	1	0	1
Internal review following recommendation under Section 93 of Act	1	0	1
Review by NCAT	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		1
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)		0
Total		1

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	1
Total	2



Connections for Ageing Well, Blackbutt

Our financial information

Contents:

- [Performance measures](#)
- [Strategic asset management](#)
- [Special rate variation](#)
- [Audited financial statements](#)
- [Newcastle Airport](#)

Performance measures

CN utilises key performance ratio benchmarks set by the OLG to monitor and review financial performance and financial sustainability.

Operating performance ratio



3.18%

OLG Target >0%

Own source operating revenue ratio



84.55%

OLG Target >60%

Unrestricted current ratio



2.09x

OLG Target >1.5x

Debt service cover ratio



7.56x

OLG Target >2x

Rates and annual charges outstanding



3.82%

OLG Target <10%

Cash expense cover ratio



5.99 months

OLG Target +3mths

Operating performance ratio

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

Own source operating revenue ratio

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

Unrestricted current ratio

The unrestricted current ratio measures CN's ability to meet its short-term obligations using current assets adjusted for any external restriction.

Debt service cover ratio

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

Rates and annual charges outstanding percentage

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

Cash expense cover ratio

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

Strategic asset management



\$2.7 billion
infrastructure portfolio*



27
Service Asset Plans

CN owns, manages and provides a diverse portfolio of public infrastructure. Our *Service Asset Management Plan 2022–2032 (SAMP)* is a 10-year strategic planning document that plans the management of this asset portfolio. The *SAMP* includes a summary of asset management practices such as community consultation, levels of service, risk, demand management and continuous improvement when managing an asset from acquisition to disposal. Our asset management planning aligns with *Newcastle 2040* themes, priorities and objectives. It supports long-term asset renewal as well as new and upgrade planning and funding requirements, which in turn inform the Operational Plan and Delivery Program.

Approximately \$2.7 billion of assets is managed to deliver 27 core asset-based services to residential and business communities. These include roads, footpaths, buildings, drainage, waste management, parks, beaches, bushland and other natural assets. These core assets are supported by corporate services such as information technology, fleet and plant, media and payroll. A wide range of services is provided to the Newcastle community, including, but not limited to:

- Administrative services (including DAs and compliance services)
- Community, arts and cultural facilities and programs
- Customer service
- Environmental management
- Libraries and learning
- Parks and recreation (including sporting facilities, aquatic services and natural areas)
- Tourism and economic development
- Traffic and transport
- Urban water cycle management (including flood mitigation and protection)
- Waste services.

Community services rely on well planned, built and maintained infrastructure, which is only achieved through coordinated and planned asset management. Our operational service asset plans identify appropriate standards for the maintenance and renewal of assets, detailing levels of service and funding requirements. The following 10 service asset management principles guided our 2023/2024 planning and delivery process.

*Gross Replacement Cost (GRC) as per Report on Infrastructure Assets as at 30 June 2024.

Key strategic principles

1. Service delivery expectations will be aligned with available funding so that the sustainable management of all required supporting assets is achieved.
2. Levels of funding required to achieve a sustainable capital works program will be identified and the implications of different funding levels on levels of service will be assessed.
3. Service Asset Plans will forecast demand and its effects on service delivery.
4. Resources will be adjusted and building capacity invested in to deliver works programs.
5. Maintenance required to minimise life cycle cost is fully funded and reportable by service.
6. Renewal required to maintain the infrastructure is fully funded and reportable by service.
7. New services and/or assets will only be approved where the full life cycle cost of doing so has been evaluated and appropriate supporting budget allocations made.
8. Assets will be disposed of if they are not required to support service delivery.
9. Asset data and service information will be captured and improved.
10. Planning for future delivery of services will incorporate environmental sustainability.

Our asset management goals are to proactively manage our assets from a lowest whole-of-life cost perspective in accordance with recognised industry practice, while maintaining levels of service and the continual improvement of asset management systems. Levels of service are determined by the quality, functionality, capacity, utilisation, location, accessibility and environmental performance of each service, with current levels of service represented using a general one- to 5-star rating, as shown in the table below.

STAR RATING	GENERAL STANDARD OF KEY SERVICE ATTRIBUTES
★☆☆☆☆	Basic quality standard. Low community usage, limited functionality.
★★☆☆☆	Average quality standard and presentation. Moderate community usage and functionality.
★★★☆☆	Good quality standard and presentation. Medium-high community usage. Fit for purpose. Maintained and presented in good condition.
★★★★☆	Very good quality standard. High community usage, functionality and capacity. Maintained and presented in very good condition. Services LGA community and beyond.
★★★★★	Excellent quality standard. Very high community usage, functionality and capacity. Maintained and presented in excellent condition. High profile; delivers important economic benefits and services beyond the LGA and regional community.

Table 1: Star rating system

Levels of service (LOS) are defined using customer and technical performance measures. Customer performance measures describe attributes of the service from a customer viewpoint, being how the customer receives or experiences the service. Technical levels of service support customer measures and are used internally to measure the service performance.

A summary of service star ratings for 2023/2024 is shown below.

Asset-Based Service	Current LOS	Asset-Based Service	Current LOS	Asset-Based Service	Current LOS	Asset-Based Service	Current LOS
Art Gallery	★★★★☆	Community Centres and Halls	★★★★☆	Recreation – Aquatic Services	★★★★☆	Public Domain Elements	★★★★☆
Bushland, Watercourses and Public Trees	★★★★☆	Coast, Estuary and Wetlands	★★★★☆	Recreation – Open Spaces	★★★★☆	Roads	★★★★☆
Caravan Park	★★★★☆	Information Technology	★★★★☆	Stormwater Drainage, Water Quality and Flood	★★★★☆	Waste Management	★★★★☆
Cemeteries	★★★★☆	Libraries and Learning	★★★★☆	Depot Operations	★★★★☆		
City Innovation and Sustainability	★★★★☆	Museum	★★★★☆	Fleet and Plant	★★★★☆		
City Hall and Venues	★★★★☆	Property – Community Portfolio	★★★★☆	Bridges and Structures	★★★★☆		
Civic Theatre	★★★★☆	Property – Investment Portfolio	★★★★☆	Car Parking	★★★★☆		
Visitor Information Centre	★★★★☆	Public Art, Monuments and Memorials	★★★★☆	Footpaths and Cycleways	★★★★☆		

Special rate variation

Special Rate Variation Guidelines 7.1

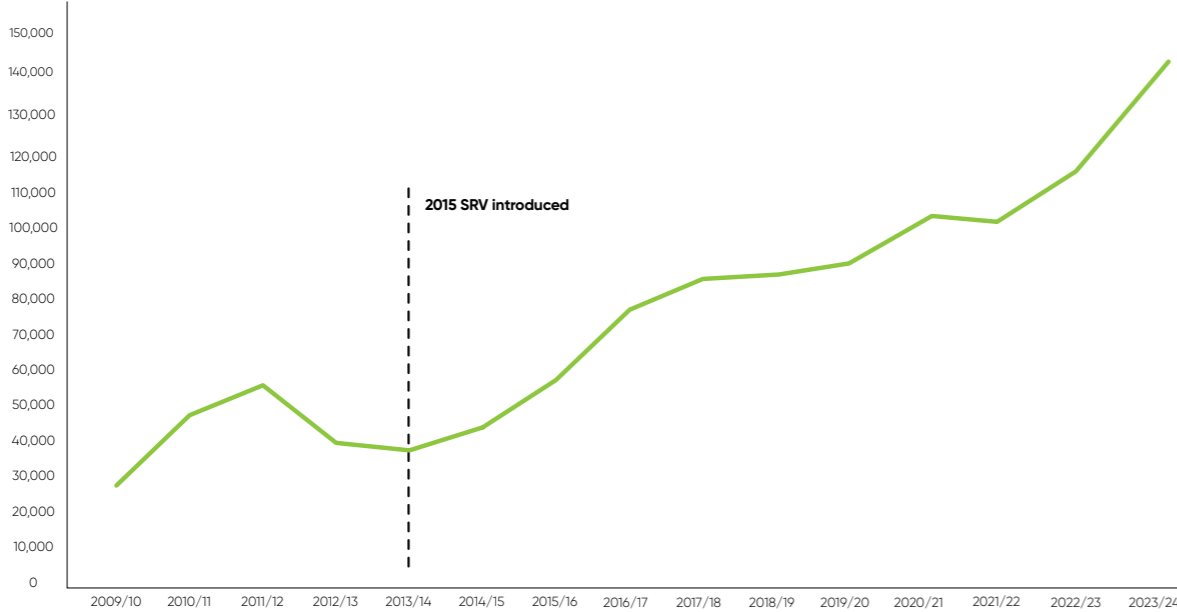
2015 SRV

The 2015 SRV was approved by IPART in May 2015 and has raised \$293.2 million over the 9 years to 30 June 2024. These funds were used to maintain another year of financial sustainability and a balance of infrastructure renewal and revitalisation projects. 2020/2021 was our fifth and final year of the 2015 SRV.

IPART determination

IPART’s determination has enabled CN to achieve financial sustainability, maintain and enhance existing services, and fund a program of asset renewal and some new capital expenditure.

Works program (\$0’000)



Funds have been applied to maintain and enhance existing services and associated assets, of which a total of \$5.9 million has been spent in 2023/2024 and nearly \$58 million has been spent since the introduction of the 2015 SRV.

PROJECT	2016–2024 (\$'000) ACTUAL
Increased operating expenditure	7,547
Restoration/renewal of City Hall	14,643
Road/footpath renewals	5,962
Total asset renewal	20,605
Online DA tracking system	-
Road and pedestrian traffic improvements	12,866
Accelerated Hunter Street revitalisation	3,886
Accelerated Blackbutt Reserve upgrade	2,256
Implement Cycling Strategy and Action Plan	10,416
Newcastle revitalisation projects	284
Total asset upgrades	29,709
Total expenditure	57,861

Our financial information

Newcastle Airport

Key milestones 2023/2024

July

- Sod-turning ceremony with Prime Minister Anthony Albanese, who officially turned the first sod of the terminal expansion project.
- Premium covered carpark opens, featuring 6 EV charging stations and 1,236 solar panels to provide more than 30% of the Airport's power needs.
- DA for mixed-use industrial and office building within Astra Aerolab approved by Port Stephens Council.
- Jude Munro AO announced as Chair of the Airport's Board of Directors, and Samantha Martin-Williams appointed Deputy Chair.
- First 'People at Work' survey completed to assess psychosocial risks in the workplace, with 'minimal concern' risk rating achieved, indicating achievement of 'best practice' employer status.
- Launch of Salesforce Service Cloud, transforming the Airport's customer service processes.

August

- DA for 8-storey office building within Astra Aerolab approved by Port Stephens Council.
- Newcastle Airport accepted as a member of the inaugural Australian Airports Association Sustainability Working Group, collaborating and consulting with industry peers on best-practice airport sustainability.
- First grant funding payment received from the Federal Government in contribution to the terminal expansion project.
- Inaugural 'Living Laboratory' partnership with UON completed, with aerospace engineering students participating in a 12-month study of the Airport's future baggage handling system.
- FlyPelican launches Newcastle-Narrabri route.

September

- September 2023 passenger numbers rebound to 102% of pre-COVID levels.
- Major demolition of Arrivals Gate 7 structure commences for terminal expansion.
- Aviation Business Development attends CAPA Airline Leader Summit in Brisbane to meet with 8 key airline partners from 6 countries across the globe.
- Inaugural Newcastle Airport Award Night held to celebrate staff excellence and achievements.
- Launch of Salesforce Marketing Cloud, with 1.88 million emails sent across FY24.

October

- Aviation Business Development attends Routes World in Türkiye to meet with 20 key airline partners from 16 countries across the globe, in addition to airline meetings in the United States and Middle East.
- Williamstown Drive Duplication and Nelson Bay Intersection Upgrade project commences.

November

- Qantas increases Newcastle-Adeleide flights from 4 to 5 days a week.
- 20th anniversary of Virgin Australia's first flight to Newcastle Airport.

December

- Channel 9's *Travel Guides* films at Airport for Hunter Region showcase episode (aired in July 2024).
- Sheet piling commenced for major inground foundations and baggage tunnels for the terminal expansion.

January

- Visit from the Hon Catherine King MP, Minister for Infrastructure, Transport and Regional Development of Australia, to mark 6 months since terminal expansion project commenced.
- First concrete slab poured for terminal expansion project.
- 'That's the Newy Way' brand campaign launched, strengthening positioning of the Airport by highlighting the unparalleled advantages of flying from Newcastle while leaning into the unique characteristics of our region.

February

- February 2024 passenger numbers rebound to 101% of pre-COVID levels.
- Aviation Business Development attends Routes Asia in Malaysia, meeting with 15 Asian airline partners from 7 different countries amid record attendance numbers.
- Mark Young announced as newest member of the Airport's Board of Directors.
- One-year anniversary of the Newcastle Airport Educational Tours program recommencement post-pandemic, with approximately 140 students and educators hosted across the year.

March

- Code E runway upgrade complete.
- Winner of the 'Best Health and Wellbeing Program' award at the 2024 Hunter Safety Awards, a testament to the Airport's commitment to prioritising employee wellness as a regional employer of choice.
- Completion of the Hunter Airports' Strategy in partnership with the Hunter JO.

- Improved outdoor passenger facilities launched, including passenger lockers and trolley system upgrade to Smarte Carte across all carparks.
- Terminal expansion baggage 'tunnels' under construction.
- Ground slab poured for commencement of work on new high-voltage substation.

April

- Jetstar's Newcastle-Cairns service becomes half-yearly, now operating April-October.
- All requirements achieved for the Airport to renew at Level 4 of the Airport Carbon Accreditation program for a second year.
- Approximately half of the ground floor slabs constructed for the terminal expansion; forming and preparation for first floor slabs commences.
- Acquisition of 47 Slades Road, Williamstown, forming part of the proposed Newcastle Airport Aerospace East Precinct.

May

- Twentieth anniversary of Jetstar's inaugural flight from Newcastle to Melbourne, with a media event and passenger activations to celebrate 2 decades of successful partnership and shared growth.
- Aviation Business Development attends the Australian Tourism Exchange in Melbourne, with 140 aviation delegates from airports, airlines, government departments and more in attendance.
- Astra Aerolab Stages 2, 4 and 5 subdivision works commence, with all Aboriginal Heritage Impact Permit and Cultural Heritage approvals received (completed June 2024).

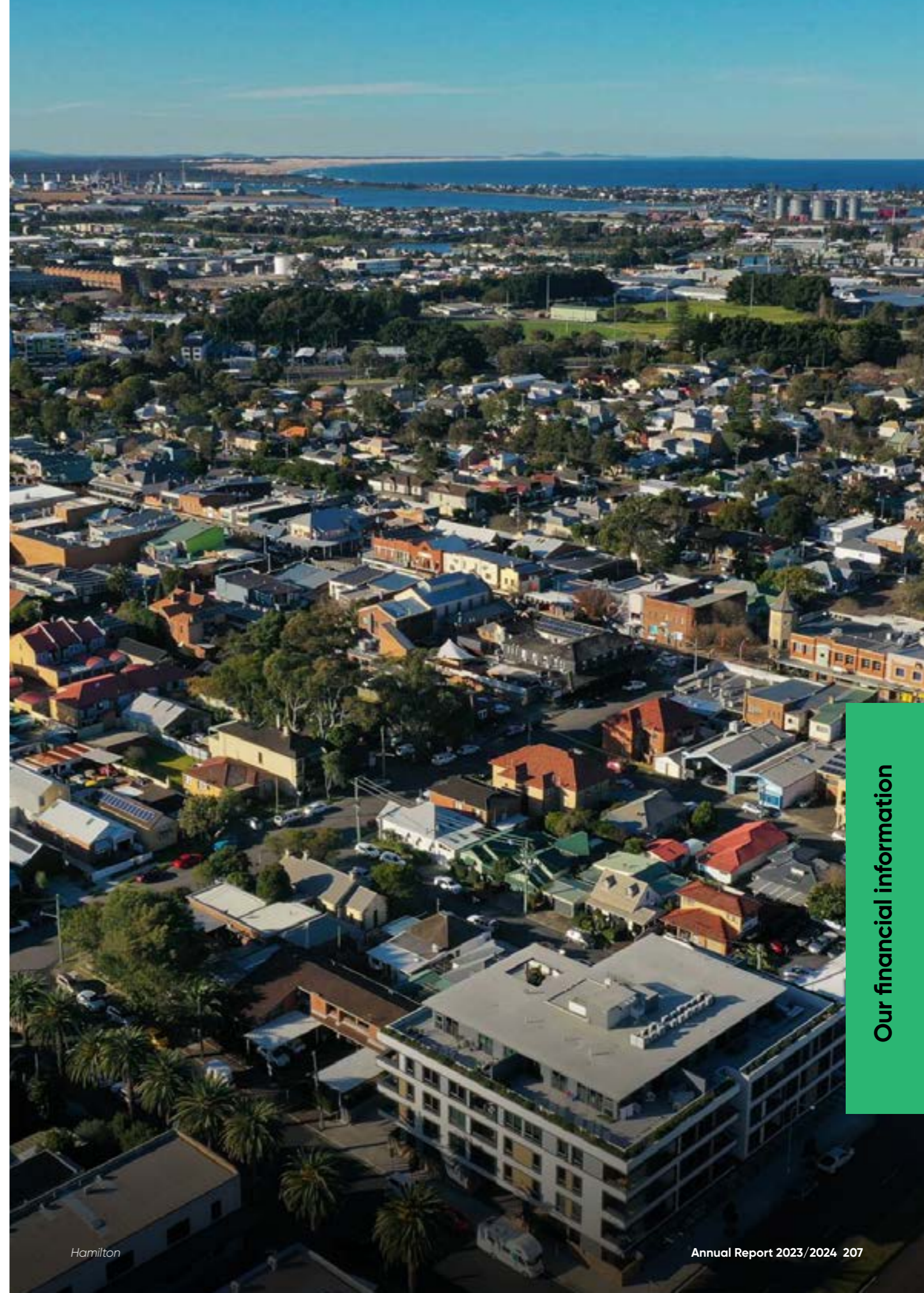
June

- Growth in demand in FY24 outstrips growth in capacity, with passenger numbers up by 10% year-on-year and seat availability up by 6% year-on-year.
- The Airport’s goal to be Net Zero (Scope 1 & 2) no later than 2030 achieved 6 years early with the purchase of Australian Carbon Credit Units through the Tasman Environmental Markets in combination with established Power Purchase Agreement with Flowpower for 100% renewable energy.
- Williamstown Drive Duplication and Nelson Bay Intersection Upgrade project complete, with approximately \$800K in savings achieved.
- Terminal expansion ground floor slabs almost complete, first floor slabs 80% complete and structural steel roof framing commenced.
- Aviation Business Development attends the Asia Pacific Airports Roundtable conference in New Zealand. Newcastle Airport and the Hunter Region announced as the host of the 2025 event, which is set to attract global airlines to the region.
- End-of-year marketing highlights include a 248% increase in database size and 45% increase in search volume for the Airport, a result of the ‘That’s the Newy Way’ campaign.
- Hunter Pet Motel Transit Lounge opens, a service unique to Newcastle Airport that streamlines the customer experience and removes pet-related barriers to travel.
- Improved access and customer experience for the Mid Stay, Long Stay and Long Stay Saver carparks with installation of covered entry and exit points.
- Hunter Tourism Strategy launched in partnership with the Hunter JO and Destination Sydney Surrounds North.
- One-year anniversary of the Airport’s parking online booking engine, accounting for 26.6% of total parking revenue.

Director attendance

CN’s then Lord Mayor and CEO attended Board Meetings for Newcastle Airport Pty Limited held during the year ended 30 June 2024, as follows:

Nominee Director	BOARD MEETINGS	
	Eligible	Attended
Jeremy Bath	9	9
Nuatali Nelmes	9	8



Our financial information



Appendix

Action performance

Delivering Newcastle 2040 action performance

Priority 1.1 Enriched neighbourhoods and places

Objective 1.1.1 Great spaces

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Assist Transport for NSW in the maintenance and asset renewal of regional and state roads to create and enhance welcoming entrances to the city	✓		Civil Construction & Maintenance	✓
Work towards the launch of a world-class building expansion in late 2024 and renewed Newcastle Art Gallery identity in the lead-up		✓	Art Gallery	✓
Continue public programming and engagement with local community	✓		Art Gallery	✓
Provide aquatic facilities to meet community needs and industry requirements	✓		Community & Recreation Services	✓
Support safe use of beaches and baths through professional lifeguard services	✓		Community & Recreation Services	✓
Provide and maintain active and passive open spaces to promote the wellbeing of the community	✓		Community & Recreation Services	✓
Implement Social Infrastructure Strategy and plan for healthy and vibrant community centres	✓		Community & Recreation Services	✓
Facilitate the operation of community centres and halls for use by the community	✓		Community & Recreation Services	✓
Plan parks and recreation facilities that support inclusivity, health and wellbeing, safety and liveability	✓		Community & Recreation Services	✓
Provide and maintain sportsgrounds and supporting services to appropriate standards that meet community needs	✓		Community & Recreation Services	✓
Provide venues and spaces across the service unit's facilities for hire by the community	✓		Museum Archive Libraries & Learning	✓
Deliver recreational and educational opportunities and expand community learning at Blackbutt Reserve	✓		Environment & Sustainability	✓
Build on relationships with Local Area Land Councils	✓		Planning, Transport & Regulation	✓

Objective 1.1.2 Well-designed places

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Provide a responsive, high-quality facility management service across the organisation to meet service level standards	✓		Assets & Facilities	✓
Undertake building asset condition inspection and reporting to identify and implement maintenance action plans, asset standards, gap analysis and long-term capital upgrade program	✓		Assets & Facilities	✓
Provide responsive building trade services to ensure high-quality facilities management for CN's facilities and assets to meet service level standards	✓		Assets & Facilities	✓
Develop and implement asset management processes to guide delivery of services for CN's built and civil infrastructure	✓		Assets & Facilities	✓
Deliver retaining wall program, including inspections, design and renewal implementation to meet service level standards	✓		Assets & Facilities	✓
Plan, design and implement remaining sections of Bathers Way	✓		Project Management Office	✓
Apply appropriate design principle considerations and standards to public domain infrastructure project design	✓		Project Management Office	✓
Continue to deliver Local Centres Public Domain Program to foster new growth in urban centres	✓		Project Management Office	✓
Implement Property Portfolio Strategy to sustainably manage property assets	✓		Finance, Property & Performance	✓
Deliver parks and recreation facilities that support inclusivity, health and wellbeing, safety and liveability with construction of new assets and renewal of existing assets	✓		Community & Recreation Services	✓
Deliver improvements that are focused on inclusion	✓		Museum Archive Libraries & Learning	✓
Carry out renewal and maintenance of assets and facilities to ensure they are fit for purpose	✓		Museum Archive Libraries & Learning	✓
Deliver a high standard of development outcomes for the built environment, including efficient determination of applications	✓		Planning, Transport & Regulation	✓
Prepare updated Newcastle Development Control Plan	✓		Planning, Transport & Regulation	✓
Participate in government planning reform and implement required changes to internal processes	✓		Planning, Transport & Regulation	✓
Implement Housing Strategy and continue to develop Affordable Housing Contribution Scheme		✓	Planning, Transport & Regulation	✓

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Implement initiatives through Local Strategic Planning Statement and facilitate delivery of actions		✓	Planning, Transport & Regulation	✓
Prepare and facilitate delivery of Broadmeadow Place Strategy		✓	Planning, Transport & Regulation	✓

Objective 1.1.3 Protected heritage places

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Ensure operation of heritage assets (City Hall and Civic Theatre) meets conservation goals and is legislatively compliant	✓		Civic Services	✓
Plan and manage community land as per Local Government Act 1993 and Crown Land Management Act 2016	✓		Community & Recreation Services	✓
Increase local community understanding and participation to conserve, enhance and celebrate Newcastle's heritage places	✓		Planning, Transport & Regulation	✓

Priority 1.2 Connected and fair communities

Objective 1.2.1 Connected communities

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Maintain and deliver community information and data sources to support community development within the city	✓		Community & Recreation Services	✓
Drive campaigns, education and awareness-raising initiatives that support community inclusion, liveability and belonging and speak to Local Social issues	✓		Community & Recreation Services	✓

Objective 1.2.2 Inclusive communities

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Implement Inclusion, Diversity and Equity Strategy (2023-2027)		✓	People & Culture	✓
Implement identified actions within the Disability Inclusion Action Plan (2022-2026)	✓		Community & Recreation Services	✓

Objective 1.2.3 Equitable communities

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Embed Sustainable Development Goals across the LGA through support, advocacy and strategic alignment of CN activities	✓		Finance, Property & Performance	✓
Govern and support Grants and Sponsorship Program and support grant governance across the organisation	✓		Finance, Property & Performance	✓
Build capacity within the community to improve the quality of grant applications and funded activities within the LGA	✓		Finance, Property & Performance	✓
Implement Reconciliation Action Plan (2022-2025)		✓	People & Culture	✓
Undertake social research, analysis and advocacy that supports the community	✓		Community & Recreation Services	✓
Facilitate projects and programs that support and build capacity of the community sector	✓		Community & Recreation Services	✓
Facilitate targeted partnerships that contribute to socio-economic inclusion outcomes for the people of Newcastle	✓		Community & Recreation Services	✓
Coordinate fair and equitable licensing of public spaces with positive customer experience		✓	Media, Engagement, Economy & Corporate Affairs	✓

Objective 1.2.4 Healthy communities

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver programs for maintenance, renewal and upgrade of existing stormwater infrastructure	✓		Assets & Facilities	✓
Maintain city and coastline assets to a high standard of cleanliness for community and visitors	✓		Assets & Facilities	✓
Promote water safety awareness that supports community wellbeing and continue to develop and deliver initiatives to increase awareness	✓		Community & Recreation Services	✓
Undertake Social Impact Assessment on identified development as part of Development Assessment process	✓		Community & Recreation Services	✓
Facilitate community programs to meet objectives of Local Social Strategy	✓		Community & Recreation Services	✓
Facilitate cemetery operations and management in Minmi, Stockton and Beresfield	✓		Community & Recreation Services	✓
Promote and encourage use of recreation parks and facilities for community health and wellbeing through a variety of channels	✓		Community & Recreation Services	✓
Deliver high-quality childcare and early childhood education services to families in Beresfield and surrounds that is responsive, fit for purpose and meets legislative and statutory requirements	✓		Museum Archive Libraries & Learning	✓
Provide animal management services, including education of the community and enforcement of regulations	✓		Planning, Transport & Regulation	✓
Carry out a broad range of compliance activities, including patrols, inspections, investigations and education, to protect public safety, the environment and public amenity	✓		Planning, Transport & Regulation	✓

Priority 1.3 Safe, active and linked movement across the city

Objective 1.3.1 Connected cycleways and pedestrian networks

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Ensure projects incorporate objectives in the Disability Inclusion Action Plan (2022–2026) to enable safe and active movement across the city	✓		Assets & Facilities	✓
Deliver improvements to existing infrastructure to accommodate better pedestrian connectivity and accessibility across the LGA's network of footpaths, shared paths and cycleways	✓		Civil Construction & Maintenance	✓
Undertake forward planning based off data-driven projections and manage effective delivery of investment in transport infrastructure in alignment with strategic goals under the Transport Program (Parking, Pedestrian, Cycling, Traffic Management)		✓	Planning, Transport & Regulation	✓
Upgrade, expand and connect cycling facilities (in accordance with the Safe System approach), including shared paths, dedicated cycleways, bike parking and on-road provision	✓		Planning, Transport & Regulation	✓

Objective 1.3.2 Road networks

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Develop and implement road rehabilitation and resurfacing programs to meet service level standards	✓		Assets & Facilities	✓
Deliver bridge program, including inspections, design and renewal to meet service level standards	✓		Assets & Facilities	✓
Schedule and deliver routine inspection program for building and civil infrastructure asset condition	✓		Assets & Facilities	✓
Deliver Capital Works Program for civil infrastructure renewal and replacement in line with community needs and nominated targets for roads and drainage assets, and proactively manage maintenance of existing road infrastructure	✓		Civil Construction & Maintenance	✓

Objective 1.3.3 Managed parking

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Enforce legislation related to parked vehicles, as delegated to CN under the Roads Act 1993 and Local Government Act 1993	✓		Planning, Transport & Regulation	✓
Manage all areas with on-street parking restrictions, including paid parking areas, assets, services and signage, and undertake strategic approach to paid parking elements, rates and innovation in smart parking	✓		Planning, Transport & Regulation	✓

Objective 1.3.4 Effective public transport

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

Priority 1.4 Innovative and connected city

Objective 1.4.1 Emerging technologies

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Continue to mature and enhance Spatial Digital Twin to include more of the city's natural, built and social environments and facilitate better planning, service delivery and outcomes for the city	✓		Information Technology	✓
Evolve smart city data and platforms, including sensors, IoT networks, data platforms and apps to inform decision-making	✓		Information Technology	✓

Objective 1.4.2 Digital inclusion and social innovation

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Establish a fully resourced virtual library and seamless online membership experience		✓	Museum Archive Libraries & Learning	✓
Create and improve digital experiences and focus on Science, Technology, Engineering and Maths (STEM) and Robotics to provide inclusive access and exposure to current and future technologies	✓		Museum Archive Libraries & Learning	✓
Provide access to technology and Wi-Fi for research and recreation to increase participation in a digital society and reduce social isolation	✓		Museum Archive Libraries & Learning	✓

Delivering Newcastle 2040 action performance

2.1 Action on climate change

2.1.1 Towards net zero emissions

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Power future Summerhill Waste Management Centre infrastructure and operations through renewable energy		✓	Waste Services	✓
Deliver priority actions from Climate Action Plan (2021–2025)		✓	Environment & Sustainability	✓

2.1.2 Know and share our climate risk

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Improve our knowledge of the risks of climate change on our urban and natural environments and our community	✓		Environment & Sustainability	✓
Lead long-term Behaviour Change Program to improve diversion of waste from landfill		✓	Waste Services	✓

2.1.3 Resilient urban and natural areas

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver coastal management program for Newcastle LGA		✓	Environment & Sustainability	✓
Deliver flood risk management program for Newcastle LGA		✓	Environment & Sustainability	✓
Integrate climate-resilient species and successional planting into urban forest improvement program	✓		Environment & Sustainability	✓

2.2 Nature-based solutions

2.2.1 Regenerate natural systems

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Review and update natural asset registers to support improved strategic and operational planning	✓		Environment & Sustainability	✓
Deliver projects that improve the health and condition of our natural assets and protect and enhance the natural environment	✓		Environment & Sustainability	✓
Deliver environmental education and volunteering programs to enhance community stewardship of our natural environment	✓		Environment & Sustainability	✓

2.2.2 Expand the urban forest

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver street and park tree replacement program to expand the city's urban forest	✓		Environment & Sustainability	✓
Commence development of blue and green grid mapping for Newcastle LGA	✓		Environment & Sustainability	✓

2.2.3 Achieve a water-sensitive city

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Partner with external stakeholders to implement stormwater management and water quality improvements across the city	✓		Environment & Sustainability	✓

2.3 Circular economy

2.3.1 Design out waste

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Regularly measure our community's impact and identify opportunities for improvement		✓	Waste Services	✓
Mitigate environmental impacts of managing all material waste streams received		✓	Waste Services	✓

2.3.2 Localised supply chain and sustainable procurement

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Create and develop secure long-term local resource recovery options		✓	Waste Services	✓
Collaborate with other Hunter Councils, State and Federal Governments, industry experts and universities to explore and promote circular innovation		✓	Waste Services	✓
Ensure works program will incorporate local suppliers and sustainable procurement where financially responsible	✓		Finance, Property & Performance	✓
Showcase local suppliers and support circular economy with 85% of menu items from within the catchment of the Hunter Joint Organisation	✓		Civic Services	✓
Provide a unique retail space that showcases local artists and producers	✓		Media, Engagement, Economy & Corporate Affairs	✓

Delivering Newcastle 2040 action performance

3.1 Vibrant and creative city

3.1.1 Vibrant events

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Plan and develop launch of a new artistic program of temporary exhibitions	✓		Art Gallery	✓
Present offsite programming that foreshadows the reopening program	✓		Art Gallery	✓
Attract business events to City Hall from outside the LGA	✓		Civic Services	✓
Deliver Event Sponsorship Program and Strategic Events Partnership Program to create vibrant spaces for community and visitors and support Newcastle's visitor economy		✓	Media, Engagement, Economy & Corporate Affairs	✓
Deliver New Annual, CN's flagship arts and cultural event	✓		Media, Engagement, Economy & Corporate Affairs	✓
Develop and deliver updated Events Plan aligned with Destination Management Plan (2021–2025)		✓	Media, Engagement, Economy & Corporate Affairs	✓

3.1.2 Bold and challenging programs

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Plan and prepare an opening and ongoing artistic program that is inclusive, representative and reflects the strength and diversity of global artistic expression	✓		Art Gallery	✓
Present the best of international, national and local live performances across a broad arts spectrum	✓		Civic Services	✓
Deliver Major Events Program including New Year's Eve and Anzac Day	✓		Media, Engagement, Economy & Corporate Affairs	✓
Develop and deliver a program of permanent, travelling, temporary and community exhibitions for and about Newcastle	✓		Museum Archive Libraries & Learning	✓
Deliver engaging, diverse and inclusive programs that support, connect and reflect our community	✓		Museum Archive Libraries & Learning	✓

3.1.3 Tourism and visitor economy

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Develop a Masterplan for Stockton Beach Holiday Park that promotes Newcastle's tourism and visitor economy and ensures financial sustainability	✓		Finance, Property & Performance	○*
Lead sustainable growth of Newcastle's visitor economy as identified in the Newcastle Destination Management Plan (2021–2025)		✓	Media, Engagement, Economy & Corporate Affairs	✓
Manage Newcastle's destination brand Seek Off Beat		✓	Media, Engagement, Economy & Corporate Affairs	✓
Maintain destination digital consumer assets, including Visit Newcastle website and Business Events website, as well as print promotions such as City Guide, self-guided itineraries and maps		✓	Media, Engagement, Economy & Corporate Affairs	✓
Increase awareness of Newcastle as a premier regional business events destination and secure high-yielding business events that support Newcastle's visitor economy		✓	Media, Engagement, Economy & Corporate Affairs	✓
Enhance digital engagement for CN's corporate and social sites	✓		Media, Engagement, Economy & Corporate Affairs	✓
Provide complimentary support to visitor economy businesses and large-scale events	✓		Media, Engagement, Economy & Corporate Affairs	✓
Support tourism industry to enhance visitor experience in Newcastle	✓		Media, Engagement, Economy & Corporate Affairs	✓

* Brief and scope of services are being developed for the draft Masterplan, which will be carried over to 2024/2025.

3.1.4 Vibrant night-time economy

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Support projects to understand, increase and enhance venue diversity at night		✓	Media, Engagement, Economy & Corporate Affairs	✓
Deliver place activation and continue to develop and advocate for strategic policy and planning to enable, enhance and support night-time economy and live music		✓	Media, Engagement, Economy & Corporate Affairs	✓

3.2 Opportunities in jobs, learning and innovation

3.2.1 Inclusive opportunities

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Design and deliver member-responsive, diverse, entertaining, innovative and educational library collections	✓		Museum Archive Libraries & Learning	✓

3.2.2 Skilled people and businesses

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

3.2.3 Innovative people and businesses

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver programming that supports attraction and development of startup/scaleup businesses		✓	Media, Engagement, Economy & Corporate Affairs	✓

3.3 Celebrating culture

3.3.1 Nurture cultural and creative practitioners

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Present accessible and inclusive range of free or low-cost activities to build new audiences	✓		Civic Services	✓
Manage, conserve and digitise cultural collections, ensuring adherence to relevant policies and procedures	✓		Museum Archive Libraries & Learning	✓
Provide sector development support for Newcastle and the Hunter Region's network of volunteer and community-initiated museums, historical societies and Keeping Places		✓	Museum Archive Libraries & Learning	✓

3.3.2 Promote Newcastle as a major art and cultural destination

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Attract new and existing audiences from across the state, nation and globe and deepen engagement with art and artists through public and educational programming	✓		Art Gallery	✓
Prepare the Gallery's permanent collection for long-term public displays within the expanded Newcastle Art Gallery	✓		Art Gallery	✓
Deliver NewSkills program to provide support for training initiatives that address skills gaps and areas of economic transformation		✓	Media, Engagement, Economy & Corporate Affairs	✓

3.3.3 Culture in everyday life

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Collaborate with internal CN partners to deliver cultural activities of community benefit	✓		Civic Services	✓
Maintain community access to physical and digital cultural collections for the purposes of research, entertainment and education	✓		Museum Archive Libraries & Learning	✓
Enhance and expand cultural collections through the acceptance of relevant heritage material, ensuring adherence to relevant policies and procedures	✓		Museum Archive Libraries & Learning	✓

3.4 City-shaping partnerships

3.4.1 Optimise city opportunities

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Develop and maintain a digital platform aimed at raising the profile of Newcastle's economic development opportunities	✓		Media, Engagement, Economy & Corporate Affairs	✓

3.4.2 Advocacy and partnerships

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Develop and implement rolling 12-month Government Relations Roadmap that articulates forthcoming advocacy actions		✓	Media, Engagement, Economy & Corporate Affairs	✓
Support the operation of Newcastle's 4 Business Improvement Associations		✓	Media, Engagement, Economy & Corporate Affairs	✓
Support the operation of Newcastle's 4 Business Improvement Associations		✓	Media, Engagement, Economy & Corporate Affairs	✓

Delivering Newcastle 2040 action performance

4.1 Inclusive and integrated planning

4.1.1 Financial sustainability

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Lead prudent and proactive financial management across the organisation that ensures a positive financial legacy	✓		Finance, Property & Performance	✓
Ensure timely and accurate management of accounts payable, stores and logistics, purchasing procedures and financial authorisations to provide both internal and external customers with a high level of service	✓		Finance, Property & Performance	✓
Ensure rates and charges for the financial year are levied and collected in accordance with relevant legislation, while also incorporating rates assistance provisions	✓		Finance, Property & Performance	✓
Provide effective management of investment portfolio to maximise return within our policy and risk framework	✓		Finance, Property & Performance	✓
Increase ticket sales and optimise financial returns, including through use of a range of commercial models for venue hires and partnerships	✓		Civic Services	✓
Operate commercial function and event venues to full capacity and maximise profit	✓		Civic Services	✓

4.1.2 Integrated planning and reporting

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Protect Summerhill Waste Management Centre and its operations through judicious planning and preservation to ensure a multigenerational asset for our community and customers		✓	Waste Services	✓
Coordinate and report on the Capital Works Program	✓		Project Management Office	✓
Develop Delivering Newcastle 2040 and quarterly reports through inclusive Integrated Planning and Reporting and collaboration across the organisation	✓		Finance, Property & Performance	✓
Build awareness across councillors and the community around Newcastle 2040 and its impact on the work we do in response to community needs	✓		Finance, Property & Performance	✓
Integrate Newcastle 2040's vision and priorities into all that we do, through structured and supported planning and monitoring and reporting activities across CN	✓		Finance, Property & Performance	✓
Build awareness and capabilities around Integrated Planning and Reporting and strategic planning with a corporate online hub	✓		Finance, Property & Performance	✓
Manage CN's privacy management obligations	✓		Legal & Governance	✓
Deliver ongoing best practice improvements and embed Corporate Governance Framework	✓		Legal & Governance	✓

4.1.3 Aligned and engaged workforce

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Ensure a robust safety management system is in place		✓	Waste Services	✓
Embed a Behavioural Safety Program to create an environment where safer choices become second nature		✓	Waste Services	✓
Build trust with our people by understanding their concerns and commitments, and providing regular 2-way constructive feedback		✓	Waste Services	✓
Develop and implement a Psychological Claims and Injury Management Pathway	✓		People & Culture	✓
Develop and implement an end-to-end process for managing return to work	✓		People & Culture	✓
Review and assess Work Health and Safety Management System to ensure it remains fit for purpose		✓	People & Culture	✓
Embed a resource-to-risk approach to Safe Work Program service delivery	✓		People & Culture	✓
Continue to develop and deliver Safety Culture Program		✓	People & Culture	○*
Build CN's employer brand	✓		People & Culture	✓
Build resource planning capability and ensure resourcing is aligned with Newcastle 2040 objectives	✓		People & Culture	○**
Implement Remuneration Governance Framework	✓		People & Culture	✓

* Expected completion date is 31 December 2024.

** This goal will carry over into 2024/2025 for completion as part of Leading the CN Way implementation.

4.2 Trust and transparency

4.2.1 Genuine engagement

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Deliver information to the community to enable active participation in CN's decision-making process		✓	Media, Engagement, Economy & Corporate Affairs	✓
Deliver best practice engagement that is inclusive and accessible		✓	Media, Engagement, Economy & Corporate Affairs	✓
Deliver best practice community engagement services that build trust in the process		✓	Media, Engagement, Economy & Corporate Affairs	✓
Ensure delivery of engaging communications and promotional campaigns to promote services and offerings		✓	Media, Engagement, Economy & Corporate Affairs	✓
Regularly engage with, listen to and encourage participation of stakeholders		✓	Waste Services	✓
Provide important and relevant updates to stakeholders regarding development, planning and regulations	✓		Planning, Transport & Regulation	✓
Develop and implement Cultural Strategy		✓	People and Culture	✓

4.2.2 Shared information and celebration of success

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Develop and implement communication campaigns using a range of channels and media to support achievement of strategic priorities	✓		Media, Engagement, Economy & Corporate Affairs	✓
Identify high-risk projects and ensure strategic communication and stakeholder management plans are in place to manage risks to reputation	✓		Media, Engagement, Economy & Corporate Affairs	✓
Deliver impactful centralised marketing programs to improve commercial and community outcomes for major events, key projects, CN cultural institutions and corporate marketing through integrated planning and strategic partnership	✓		Media, Engagement, Economy & Corporate Affairs	✓
Foster a positive reputation and community goodwill by effective management of the CN brand	✓		Media, Engagement, Economy & Corporate Affairs	✓
Celebrate our achievements through our annual report	✓		Finance, Property & Performance	✓
Review the performance of CN using comparison analysis of local government and collaborate to improve processes	✓		Finance, Property & Performance	✓
Maintain and deliver best practice information management including access, storage and release of information	✓		Legal & Governance	✓
Deliver ongoing best practice improvements and embed Enterprise Risk Management Framework	✓		Legal & Governance	✓
Implement Leadership Capability Framework and facilitate Leadership Development Program		✓	People & Culture	✓

4.2.3 Trusted customer experience

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Oversee corporate website content, including homepage curation and coordination of the editor/champion network	✓		Media, Engagement, Economy & Corporate Affairs	✓
Develop and deliver a Digital Marketing Strategy to increase online profile and presence		✓	Media, Engagement, Economy & Corporate Affairs	✓
Ensure site and services can be effectively utilised by customers		✓	Waste Services	✓
Embed a customer-led culture through continual feedback and planning		✓	Waste Services	✓
Ensure reliable and efficient operations by removing variation from processes, making them absolutely predictable	✓		Waste Services	✓
Provide regular and meaningful communications to both internal and external customers around customer experience improvement initiatives and customer satisfaction/success indicators	✓		Customer Experience	✓
Manage and expand Voice of the Customer Program to ensure effective operation of closed-loop feedback	✓		Customer Experience	✓
Deliver complaints-handling management and reporting	✓		Customer Experience	✓
Continue to provide high-quality, responsive customer service delivery to the community via phone, digital and counter channels		✓	Customer Experience	✓
Design customer-centred experiences, digitised services and ways of working to empower customers and employees	✓		Customer Experience	✓
Embed a trusted customer experience and a collaborative approach with both internal and external stakeholders through best practice property management	✓		Finance, Property & Performance	✓
Deliver business partnering excellence by building on a foundation of trust and recommending solutions that sustainably enable CN's strategic priorities	✓		Information Technology	✓
Implement business partnering and consistent project management to facilitate delivery of CN's strategic priorities	✓		Information Technology	✓
Develop and implement information security operations to manage and audit IT governance and meet legislation and regulatory compliance requirements	✓		Information Technology	✓
Provide timely advice and representation in high-risk legal matters supporting the delivery of strategic objectives	✓		Legal & Governance	✓
Provide an exceptional visitor experience for all customers and stakeholders	✓		Civic Services	✓
Develop and maintain high-quality customer experiences and satisfaction	✓		Museum Archive Libraries & Learning	✓

4.3 Collaborative and innovative approach

4.3.1 Collaborative organisation

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Explore and deliver partnerships, delivery models and funding opportunities based on greatest benefit for community and customers		✓	Waste Services	✓
Support delivery of Capital Works Program through the provision of survey, design, planning, project and program management	✓		Project Management Office	✓
Strengthen CN's crisis and emergency management capabilities	✓		Legal & Governance	✓
Maintain a best practice internal audit function in compliance with legislative requirements and Office of Local Government guidelines	✓		Legal & Governance	✓
Support delivery of CN functions through provision of event services for meetings and civic events	✓		Civic Services	✓

4.3.2 Innovation and continuous improvement

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Establish data analytics service under City Intelligence Program, aimed at providing evidence-based insights to the business community		✓	Media, Engagement, Economy & Corporate Affairs	✓
Digitise customer services to enhance and improve self-service capabilities		✓	Waste Services	✓
Embed a business system where culture, systems, processes and infrastructure align to deliver continuous improvement and excellence		✓	Waste Services	✓
Continuously develop leaders and teams to effectively utilise improvement systems, processes and tools		✓	Waste Services	✓
Maintain operational fleet and plant to provide cost-effective, safe, fit-for purpose, legislatively compliant assets that support the needs of internal customers in delivering services to the community	✓		Civil Construction & Maintenance	✓
Develop and implement Business Excellence Framework and continuous improvement program through a holistic Service Review program of work	✓		Finance, Property & Performance	✓
Drive cost savings and improved customer service levels through growth in use of electronic rates emailing platform	✓		Finance, Property & Performance	✓
Undertake Service Review of land transactions and other dealings to implement innovation and continuous improvement	✓		Finance, Property & Performance	✓
Continue optimisation of Human Resource Information System (TechOne)	✓		People & Culture	✓
Expand Employee Listening Strategy and engagement with staff		✓	People & Culture	○*
Pursue best practice service delivery through a process of continuous improvement and investments in technology	✓		Civic Services	✓
Identify process improvements to optimise processing timeframes and continue to improve customer experience	✓		Planning, Transport & Regulation	✓

*This action is underway and will be carried over to 2024/2025.

4.3.3 Data-driven decision-making and insights

ACTION	BAU	STRATEGY	SERVICE UNIT	STATUS
Review and improve data management system to ensure strong data governance and intelligent business reporting		✓	Waste Services	✓
Manage, improve and refine fleet assets through strategic planning, data-driven decision-making, alignment with CN's sustainability goals and legislation to meet service requirements	✓		Assets & Facilities	✓
Develop a Property Investment Strategy that is underpinned by data-driven decision-making and financial sustainability	✓		Finance, Property & Performance	✓
Deliver digital transformation of CN services by leading development of platforms and processes to maximise benefit of digital investments	✓		Information Technology	✓
Create a data-led organisation where business intelligence actively informs decision-making and future strategy development	✓		Information Technology	✓
Deliver needs-based solution architecture that directly links to CN's priorities, objectives and governance requirements	✓		Information Technology	✓
Establish safety and wellbeing KPIs		✓	People & Culture	○*
Automate Performance and Development process	✓		People & Culture	○**
Develop an organisation position matrix and critical skills inventory	✓		People & Culture	○***
Build digital literacy for digital enablement	✓		People & Culture	○****

* Lead and lag metrics established. We anticipate this will be completed by end of 2024.

** In March 2024 we commenced scoping the process with a view to pilot with People & Culture and Senior Staff in 2024. Feedback from this pilot will inform the wider organisation rollout in 2025. This goal will carry over to 2024/2025.

*** These skills have been identified and will be entered into the system in 2024. This will enable identification of skills required for positions, identified skill gaps and enhanced reporting. This goal as identified in the Workforce Development Strategic Plan will be carried over to 2024/2025.

**** The Learning, Planning & Engagement team is currently reviewing the digital literacy programs available at CN to ensure they meet current and future digital skill needs. This action will carry over to 2024/2025.

Legislative checklist

REQUIREMENT	ACT REFERENCE	SECTION	PAGE NO.
CN's achievements in implementing its delivery program	Local Government Act 1993 (Act) s 428(1)	Our performance	84
CN's achievements in implementing CSP over the previous 4 years	Act s 428(2)	State of our city	9
CN's audited financial reports	Act s 428(4)(a)	Our financial information	196
Statement detailing the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner	Act s 428(4)(c)	Our performance Appendix	138 230
Statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the <i>Modern Slavery Act 2018</i>	Act s 428(4)(d)	Appendix	231
Environmental upgrade agreements entered into by CN	Reg cl 186	Our performance	116
Report on activities funded via a SRV of general income	Special Rate Variation Guidelines 7.1	Our financial statements	202
Amount of rates and charges written off during year	Local Government (General) Regulation 2011 (Reg), cl 132	Our performance	102
Information about councillor induction training and ongoing professional development	Reg cl 186	Our governance	183
Details, including purpose, of overseas visits by councillors, CN staff or other persons representing CN	Reg cl 217(1)(a)	Our governance	182
Payment of expenses of and the provision of facilities to councillors in relation to their civic functions	Reg cl 217(1)(a1) (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii)	Our governance	182
Contracts awarded	Reg cl 217(1)(a2) (i), (ii)	Our performance	136
Amounts incurred by CN in relation to legal proceedings	Reg cl 217(1)(a3)	Our governance	184
Resolutions made concerning work carried out on private land	Reg cl 217(1)(a4) & Act s 67, 67(2)(b)	Our performance	102
Total amount contributed or otherwise granted to financially assist others	Reg cl 217(1)(a5) & Act s 356	Our city	72
External bodies that exercised functions delegated by CN	Reg cl 217(1)(a6)	Our performance	134
Partnerships in which CN held a controlling interest (including whether or not incorporated)	Reg cl 217(1)(a7) Reg cl 217(1)(a8)	Our performance	134
Equal Employment Opportunity management plan implementation	Reg cl 217(1)(a9)	Our organisation	151

REQUIREMENT	ACT REFERENCE	SECTION	PAGE NO.
Total remuneration package of CEO and senior staff	Reg cl 217(1)(b)(i), (ii), (iii), (iv), (v) & Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v)	Our performance	139
Statement of total number of persons who performed paid work on Wednesday February 14 2024	Reg cl 217(1)(d) (i),(ii),(iii),(iv)	Our organisation	155
Statement detailing stormwater management services provided	Reg cl 217(1)(e)	Our performance	116
Statement detailing coastal protection services provided	Reg cl 217(1)(e1)	N/A	N/A
Activities in relation to <i>Companion Animals Act 1988</i> and the <i>Companion Animal Regulation 2018</i>	Reg cl 217(1)(f) Companion Animals Guidelines	Our performance	96
Report on certain proposed capital works projects where a capital expenditure review has been submitted	OLG Capital Expenditure Guidelines	Our performance	94
Compliance with the <i>Carers Recognition Act 2010</i>	Carers Recognition Act 2010, s 8(2)	N/A	N/A
Implementation of CN's <i>Disability Inclusion Action Plan</i>	Disability Inclusion Act 2014, s 13(1)	Our city	67
Particulars of compliance with and effect of planning agreements in force during the year	Environmental Planning & Assessment Act 1979, s 7.5(5)	Our performance	101
Disclosure of how development contributions and development levies have been used or expended under each contributions plan	Environment Planning and Assessment Regulation 2021 cl 218A(1)	Our performance	98-100
Details for projects for which contributions or levies have been used	Reg 218A (2)(a),(b),(c),(d),(e),(f),(g)	Our performance	98-100
Total value of all contributions and levies received and expended during the year	Reg 218A(3)(a),(b)	Our performance	98-100
Recovery and threat abatement plans	Environment Planning and Assessment Regulation 2000, cl 35A	N/A	N/A
Details of inspections of private swimming pools	Swimming Pools Act 1992 (SP Act), s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl 23	Our performance	102
Information included on government information public access activity	Government Information (Public Access) Act 2009, s 125(1) Government Information (Public Access) Regulation 2018, cl 8, Schedule 2	Our governance	186-195
Information included on public interest disclosure activity	Public Interest Disclosures Act 1994, s 31 & Public Interest Disclosures Regulation 2011, cl 4	Our governance	174
Work Health and Safety	NAT V3	Our organisation	152

NSW Anti-slavery Commissioner's Guidance on Reasonable Steps

Part A. General information

A.1 Procurement Spend Details

A.1.1 What was your entity's total procurement spend in this reporting period, to the best of your knowledge? \$257.3 million (excluding GST)

A.1.2 Complete the following table with information for this reporting period:

GRS DUE DILIGENCE LEVEL	IDENTIFIED PROCUREMENT SPEND	CATEGORIES PROCURED (GRS PROCUREMENT CATEGORY LEVEL 3)
Heightened	Spend breakdown cost not available*	End User Devices, Heavy Vehicle Types, General Fleet Vehicles
Standard	Spend breakdown cost not available*	Nil
Light	Spend breakdown cost not available*	Roadworks, Tyres, Electrical Services, Office Worker Contingent Labour, Tier One Construction
Minimal	Spend breakdown cost not available*	Environmental Services, Traffic Control Services, Bulk Fuel, Fire Services, Civil Engineering, Electrical Engineering, Mechanical Engineering, Structural Engineering, Architecture, Geotechnical and Hydrology, Earthmoving and Excavation, Council Waste Services, ICT Contingent Labour, Asphalt Services and Suppliers, Concrete, Construction Equipment Hire

*Note: CN is still working on capturing its procurement spend data in line with the procurement categories set out in the GRS Modern Slavery Inherent Risk Identification Tool.

Part B. Annual modern slavery reporting

B.1 Significant operational issues (section 31(1)(a) of the Modern Slavery Act 2018 (NSW))

CN has not had any issues raised by the Anti-slavery Commissioner during FY24 concerning the operations of the Council.

B.2 Reasonable Steps

REASONABLE STEPS TAKEN	CN RESPONSE
1 Commit	
1.1 Stakeholder engagement	
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	None during the reporting period
Did you engage with external stakeholders on modern slavery risks in this reporting period?	Yes
1.2 Identify salient risks at the organisational level	
What steps did your entity take to identify salient modern slavery risks at the organisational level (i.e. across all operational and procurement activities) during this reporting period?	CN sent a questionnaire to its suppliers to determine: The extent to which their business is committed to developing its response to modern slavery risks How they identified and responded to modern slavery risks in their business operations and supply chains.
Did you conduct or update a Salient Modern Slavery Risk Assessment in this reporting period?	No
1.3 Modern Slavery Policy	
What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	CN has addressed modern slavery through its Procurement Policy and Statement of Business Ethics. CN has included the following statement in its Procurement Policy: <i>CN will ensure it complies with its obligations under the Commonwealth Modern Slavery Act 2018 and any other modern slavery legislation that may come into effect. CN will undertake ongoing due diligence to minimise or eliminate the risk of modern slavery occurring in its supply chain. As part of its due diligence, CN will undertake an annual risk assessment of all CN suppliers. CN will not participate in any procurement with a supplier that is found to be engaging in modern slavery.</i> In addition, CN's Statement of Business Ethics includes the following: <i>Suppliers and contractors must comply with the requirements under the Modern Slavery Amendment Act 2021 (Cth) and all related legislation including the Modern Slavery Act 2018 (NSW). Council will not participate in any procurement with a supplier or contractor that is found to be engaging in modern slavery.</i>

REASONABLE STEPS TAKEN	CN RESPONSE
Do you have a Modern Slavery Policy, approved by your senior governing body (e.g. Agency Head/Secretary) in place?	No, but modern slavery is addressed through CN's corporate Procurement Policy, which has been approved by Council.
Does your modern slavery policy include high-level targets?	No
1.4 Modern Slavery Risk Management Plan	
What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	Nil
Do you have a Modern Slavery Risk Management Plan, approved by your senior management, in place?	No
Does your plan assign accountability for performance against high-level targets to specific roles?	No
2 Plan	
2.1 Identify and map your supply-chain risks for each procurement	
What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	A questionnaire was issued to suppliers to understand the modern slavery risk in their supply chains.
2.2 Develop a risk-reducing sourcing strategy	
What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	CN is currently undertaking data gathering of the risks of modern slavery in the supply chains of our suppliers.
In what percentage of procurement processes was modern slavery factored into your entity's sourcing strategy or other procurement planning activities during this reporting period?	0%
3 Source	
3.1 Select appropriate suppliers	
What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	CN will not participate in any procurement with a supplier that is found to be engaging in modern slavery.
In what percentage of competitive procurement processes were the Model Tender Clauses used during this reporting period?	0%
3.2 Adopt a shared responsibility approach to contracting	
What steps did your entity take to adopt a shared responsibility approach to modern slavery risks in contracting during this reporting period?	Model Contract Clauses were included in large value (i.e. >\$250,000) construction works contracts and for large value long-term service contracts.
In what percentage of competitive procurement processes were the Model Contract Clauses used during this reporting period?	25%, based on value of total procurement spend.
4 Manage	
4.1 Monitor and evaluate supplier performance	
What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery during this reporting period?	CN issued self-assessment questionnaires to its suppliers.
Has your entity required any of your Tier One suppliers to undergo an audit addressing modern slavery risks in this reporting period?	No

REASONABLE STEPS TAKEN	CN RESPONSE
What percentage of your Tier One suppliers underwent an audit addressing modern slavery in this reporting period?	0%
During the reporting period, what percentage of your Tier One suppliers' workforce were surveyed about their working conditions?	0%
What percentage of your Tier One suppliers' workforce are temporary migrant workers?	N/A (no data provided to CN)
What percentage of workers engaged by your Tier One suppliers in the last reporting period paid or incurred a fee to secure their engagement?	N/A (no data provided to CN)
4.2 Develop supplier capabilities	
What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	Nil
What percentage of your entity's Tier One suppliers reported that they had participated in modern slavery training during this reporting period?	0%
5 Remedy	
5.1 Provide or enable access to effective grievance mechanisms	
What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	CN's Statement of Business Ethics sets out a mechanism for suppliers or contractors to lodge a submission (in writing or email) to report any wrongdoing or unethical behaviour.
How many complaints relating to modern slavery associated with your operations or the goods or services you procure were lodged during the reporting period, whether with your organisation's grievance mechanism(s) or with others?	Nil
5.2 Take safe immediate steps to remedy harm	
What steps did your entity take to safely and immediately remedy modern slavery harms to which you were connected during this reporting period?	N/A (none reported/identified)
5.3 Use leverage to remediate deficient practices	
What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	N/A (none reported/identified)
In how many procurement contracts or arrangements was a material breach related to modern slavery formally notified during this reporting period?	Nil
5.4 Withdraw responsibly	
What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	Nil
How many procurement contracts or arrangements were terminated on modern slavery grounds during the reporting period?	Nil

REASONABLE STEPS TAKEN	CN RESPONSE
6 Report	
6.1 Establish a victim-centred reporting protocol	
What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	None
Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	No
6.2 Report on your modern slavery risk management efforts	
What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	This is the first time that CN has had to report on modern slavery under the GRS requirements of the NSW Office of the Anti-slavery Commissioner.
Did your entity report on modern slavery in its prior Annual Report?	Yes
During the period, did your entity comply with its obligations to report heightened modern slavery due diligence procurements valued at \$150,000 (inc. GST) or more within 45 days?	Yes
7 Improve	
7.1 Learn lessons from your performance and others'	
What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period?	CN is still in the phase of gathering data and understanding the risks in the supply chains of its suppliers. As such, no review of the organisation's modern slavery performance has occurred at this stage.
Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period?	No
7.2 Train your workforce	
What steps did your entity take to train your workforce during this reporting period?	None
What percentage of your workforce received modern slavery training in the period?	Nil
7.3 Cooperate with the Anti-slavery Commissioner	
What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	CN has commenced implementing the requirements of the Office of the Anti-slavery Commissioner, as set out in its Guidance on Reasonable Steps to Manage Modern Slavery Risks in Operations and Supply-Chains. Key CN staff attended a presentation by the Office of the Anti-slavery Commissioner on the GRS requirements as they apply for NSW local governments.

Attachments

Audited financial statements

See separate document at:

<https://www.newcastle.nsw.gov.au/about-us/our-responsibilities/integrated-planning-and-reporting/general-purpose-financial-statements>

State of Our City Report

See separate document at:

<https://www.newcastle.nsw.gov.au/about-us/our-responsibilities/integrated-planning-and-reporting/end-of-term-report>

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.

AES Aboriginal Employment Strategy

AMF Animal Management Facility

AO Officer of the Order of Australia

ARA Australasian Reporting Awards

ASX Australian Securities Exchange Ltd

BAU Business as Usual

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.

CALD Culturally and Linguistically Diverse

CBD Central Business District

CC&M Civil Construction & Maintenance

CEO Chief Executive Officer

CMP Coastal Management Program

COMMUNITY LAND Land classified as community land must be kept for use by the general community. All community land must be regulated by a Plan of Management, which may apply to one or more areas of land.

CN City of Newcastle

CREW Cooperation, Respect, Excellence and Wellbeing

CRG Community Reference Group

CROWN LAND Land that is owned by the NSW Government but managed on its behalf by Council.

CSC Customer Service Centre

CX Customer Experience

DA Development Application

DCA Diversity Council Australia

DCP Development Control Plan

DELIVERY PROGRAM A strategic document with a minimum 4-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes. (Note: this is a legislative requirement.)

DIAP Disability Inclusion Action Plan

ELT CN's Executive Leadership Team is led by the CEO and comprises 4 Directorates: Planning & Environment, City Infrastructure, Corporate Services and Creative & Community Services.

ERM Enterprise Risk Management

EV Electric Vehicles

FBT Fringe Benefits Tax

FINANCIAL YEAR The financial year we are reporting on in this annual report is the period from 1 July 2023 to 30 June 2024.

FY Financial Year (e.g. FY24 = Financial Year ending 30 June 2024)

GIPA The Government Information (Public Access) Act 2009 (NSW), or GIPA Act, replaced freedom of information legislation.

GRS NSW Anti-Slavery Commissioner's Guidance on Reasonable Steps

GST Goods and Services Tax

HSR Hunter Street Revitalisation

IDE Inclusion, Diversity & Equity

IEI Inclusive Employer Index

IPART Independent Pricing and Regulatory Tribunal

IP&R Integrated Planning and Reporting

JO Joint Organisation

KWH Kilowatt hour

LATM Local Area Traffic Management

LGA Local Government Area

LGBTIQ+ Lesbian, Gay, Bisexual, Trans/Transgender, Intersex, Queer and other sexuality, gender and bodily diverse people.

LOS Levels of Service

MALL Museum Archive Libraries & Learning

MW Megawatt

NAIDOC National Aborigines and Islanders Day Observance Committee

NCAT NSW Civil and Administrative Tribunal

NES Newcastle Environment Strategy 2023

NEWCASTLE 2040 COMMUNITY STRATEGIC PLAN (CSP) The integrated CSP provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community.

OAM Medal of the Order of Australia

OLG Office of Local Government

OPERATIONAL PLAN A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the CSP. (Note: this is a legislative requirement.)

PA Planning Agreement

PAMP Pedestrian Accessibility and Mobility Plan

PARTNERING A structured approach to working together with other parties to achieve a mutually beneficial outcome.

PDP Public Domain Plan

PERFORMANCE The results of activities and progress in achieving the desired outcomes over a given period of time.

PID Act Public Interest Disclosures Act 1994

PPA Power Purchasing Agreement

PPN Principal Pedestrian Network

PSC Port Stephens Council

RAAF Royal Australian Air Force

RAP Reconciliation Action Plan

REF Review of Environmental Factors

RISK MANAGEMENT A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

RSPCA Royal Society for the Prevention of Cruelty to Animals

SAMP Service Asset Management Plan

SDGs Sustainable Development Goals

SMSC Stormwater Management Service Charge

SRV Special Rate Variation

SUSTAINABLE DEVELOPMENT Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.

SUMMERHILL Summerhill Waste Management Centre

TAFE Technical and Further Education

TARGET A goal to be reached by a specific date, which may be higher than the forecasted performance. It aims to continually improve performance.

TRuST Transparent, Respectful, You, Simple, Timely

UDRP Urban Design Review Panel

UN United Nations

UON University of Newcastle

WDSP Workforce Development Strategic Plan

WHS Work Health and Safety

newcastle.nsw.gov.au