



December 2025

Performance Report

Delivery Program 2025–2029 and
Operational Plan 2025/2026

delivering
NEWCASTLE 2040

Acknowledgement of Country

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

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

"Wunyibu wunyibu warra wunyibu wunyibu gkuuba Aboriginal burrai".
Always was, always will be Aboriginal land.

In recognition of Aboriginal cultural heritage, eight Newcastle landmarks are officially dual-named with their traditional Aboriginal names. These are based on Aboriginal references to the landmarks documented in maps, sketches and geological descriptions dating back as early as 1798:

- Nobbys Head – **Whibayganba**
- Flagstaff Hill – **Tahlbihn**
- Pirate Point – **Burrabihngarn**
- Port Hunter – **Yohaaba**
- Hunter River (South Channel) – **Coquun**
- Shepherds Hill – **Khanterin**
- Ironbark Creek – **Toohrnbing**
- Hexham Swamp – **Burragihnbihng**

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Cover image: Sand grooving at Mayfield Park. Ten sporting fields across Newcastle will be better equipped to handle wet weather next winter thanks to a \$500,000 investment into improved drainage being rolled out by City of Newcastle.

Why we do the performance report

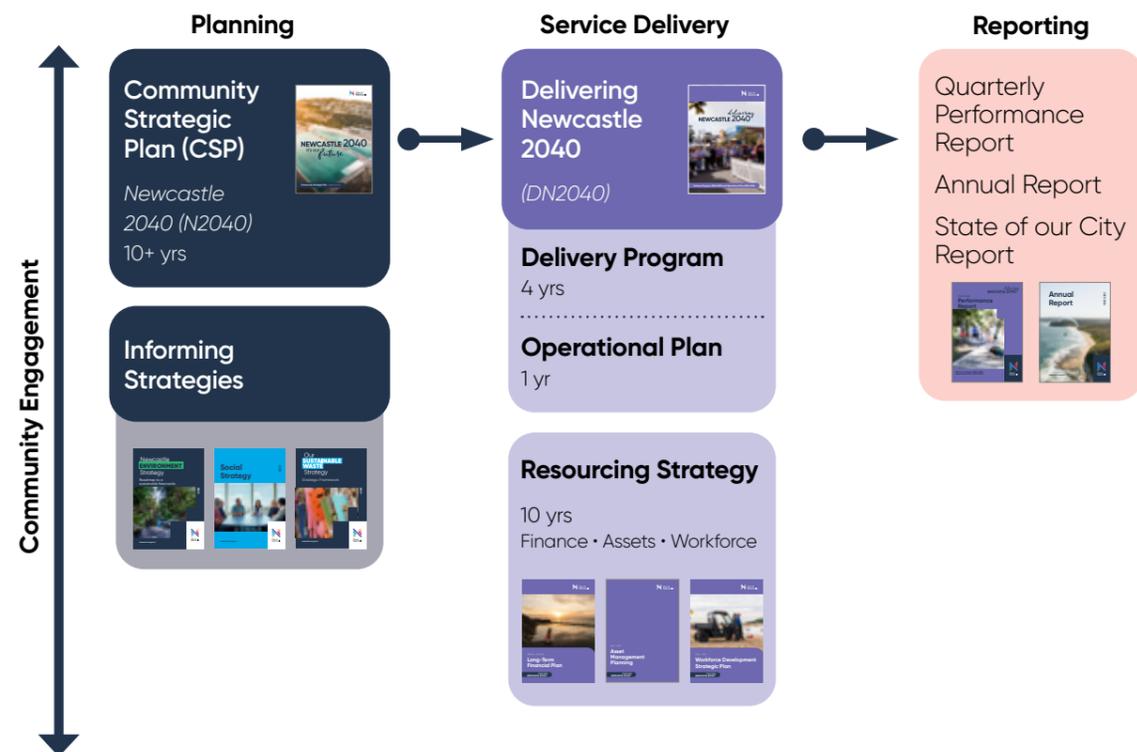
This report is a statement to our community on our performance against our Delivery Program 2025–2029 and Operational Plan 2025/2026 – *Delivering Newcastle 2040*.

Under Section 405 of the *Local Government Act 1993*, councils are required to report on the principal activities outlined in their Delivery Program. This includes both service delivery and financial performance, as part of the broader Integrated Planning and Reporting (IPR) framework

Reporting to our community

The quarterly performance reports and the annual report are the key points of accountability between CN and our community.

Every three months, CN reports on the key activities it has undertaken which contribute to achieving our Delivery Program, *Delivering Newcastle 2040* and in the long term our Community Strategic Plan (CSP), *Newcastle 2040*.



Newcastle 2040 Community Strategic Plan

Newcastle 2040 is a shared community vision, developed as a guide to inform policies and actions throughout the city for the next 10+ years.

To guide us forward, we will focus on four themes that emerged from our shared planning process:

- Liveable
- Sustainable
- Creative
- Achieving Together

These themes work together in harmony to deliver our vision for Newcastle as a place for everyone.

In 2024/2025, we revisited *Newcastle 2040* to ensure it still aligns with community priorities. The response was overwhelmingly positive, with 84% of survey participants confirming the vision reflects their hopes for Newcastle's future.



Delivering Newcastle 2040

The Delivery Program is a statement of commitment to the community from our newly elected Council. It translates the community's visions and priorities into clear actions, and is the primary reference point for activities undertaken by Council during its term of office. It allows Council to determine what is achievable over the next four years, what the priorities are, and how programs will be scheduled.

The Operational Plan (including annual budget) is CN's action plan for achieving the community's priorities outlined in *Newcastle 2040* and the Delivery Program. An Operational Plan is prepared each year and adopted by Council. It identifies the projects, programs and actions that CN will deliver over a 12-month period commencing from 1 July.



Our projected year end result*

July 2025 to June 2026

As at the December quarterly review, CN is planning to deliver an operating income budget of \$436.8 million, which supports 173 actions across 18 Service Units to deliver key community priorities.



We forecast

\$436.8 million*

in operating income

**Total operating income excluding grants and contributions provided for capital purposes.*



We forecast

\$436.5 million

expenditure on community services and

operating expenses



We forecast

\$258 thousand

net operating surplus



We forecast

\$120.9 million

on Capital Works Program



We manage

\$5.5 billion

total assets

**Total assets includes Gross carrying amount of Infrastructure, Property, Plant and Equipment.*

Overview of our performance

July 2025 to December 2025 (YTD)



City Infrastructure - Assets and Facilities
28.4 million



Planning and Environment - Transport
3.5 million



Corporate Services
8.6 million



City Infrastructure - Revitalisation
7.1 million



Planning and Environment - Environment and Sustainability
2.9 million



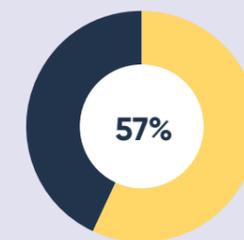
Creative and Community Services
14.3 million



Waste Services
4.1 million

Works program
\$68.9 million

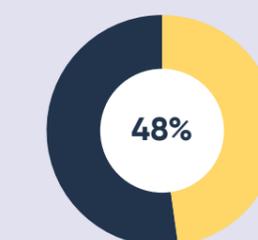
Year To Date (YTD) Actual



● Projected year end result
● December actual

Total expenditure
\$210.9 million

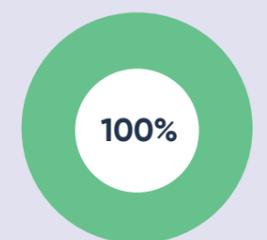
YTD Actual



● Projected year end result
● December actual

Total actions
173

Actions completed or on track: 173



● On target
● Monitor
● Off track

Actions are reported quarterly using the Red, Amber, Green (RAG) status system, covering quarter one of the 2025/26 financial year.

Our community strategic plan

NEWCASTLE 2040 it's our future

Newcastle is a liveable, sustainable, inclusive global city

Our commitments

Resilience

Supporting local

Aboriginal and Torres Strait Islander peoples and culture

Our planet

Innovation

Social justice and inclusion



1. Liveable

SOCIAL
ECONOMIC



2. Sustainable

ENVIRONMENT



3. Creative

SOCIAL
ECONOMIC



4. Achieving Together

GOVERNANCE



1.1 Enriched neighbourhoods and places

- 1.1.1 Create and maintain vibrant, inclusive and well-designed public spaces
- 1.1.2 Promote sustainable and accessible urban design
- 1.1.3 Protect and celebrate Newcastle's heritage
- 1.1.4 Increase access to affordable housing
- 1.1.5 Enhance and protect public safety



1.2 Safe, active and linked movement across the city

- 1.2.1 Develop accessible, connected cycleways and pedestrian networks
- 1.2.2 Maintain safe and efficient road networks
- 1.2.3 Implement effective parking strategies
- 1.2.4 Strengthen active and public transport connections and services



2.1 Action on climate change

- 2.1.1 Support the transition to net zero emissions
- 2.1.2 Assess and share climate risks
- 2.1.3 Support climate change adaptation by building resilient communities and urban and natural areas



2.2 Nature-based solutions

- 2.2.1 Protect and regenerate natural systems
- 2.2.2 Protect and expand the urban forest
- 2.2.3 Support the transition to a water-sensitive city



2.3 Circular economy

- 2.3.1 Design out waste and promote resource recovery and reuse
- 2.3.2 Support local supply chains and sustainable procurement



3.1 Vibrant and creative city

- 3.1.1 Plan, support and deliver vibrant events and programs
- 3.1.2 Position Newcastle as a premier destination
- 3.1.3 Foster cultural vibrancy and creativity



3.2 Opportunities in jobs, learning and innovation

- 3.2.1 Provide inclusive learning and employment opportunities
- 3.2.2 Grow our local skills base



3.3 Connected and fair communities

- 3.3.1 Support strong social and cultural connections
- 3.3.2 Celebrate diversity and champion inclusion
- 3.3.3 Promote and support active and healthy communities



3.4 City-shaping partnerships

- 3.4.1 Optimise city opportunities
- 3.4.2 Advocate and collaborate across government, industry, business and community



4.1 Inclusive and integrated planning

- 4.1.1 Ensure financial sustainability
- 4.1.2 Strengthen our integrated planning and reporting
- 4.1.3 Develop a skilled and engaged workforce



4.2 Trust and transparency

- 4.2.1 Foster genuine community engagement
- 4.2.2 Share information and celebrate success
- 4.2.3 Deliver a trusted customer experience



4.3 Collaborative and innovative approach

- 4.3.1 Build a collaborative organisational culture
- 4.3.2 Encourage innovation and continuous improvement

Liveable

Our neighbourhoods are safe, vibrant and inclusive, with diverse housing and well-planned spaces that support local living. Public places bring people together, and essential services are always close by. Our city is walkable, well-connected and easy to navigate with safe roads, parking and active transport options.

How we performed

Highlights October 2025 to December 2025

Timely DA assessment: CN continues to exceed the NSW Government's Statement of Expectations for DA assessment processing times (78 days), achieving an average of 65 days to 31 December (League Table).

Art Gallery preview: The 19 December preview unveiled more than \$30 million in iconic Australian artworks in the fourth new exhibition space and marked the return of Friday Night Sounds.

Key cycling projects: CN is progressing multiple cycling projects, including the Lambton Cycleway (Stage 1), Jesmond Cycleway (Stage 1), Parkway Avenue roundabout safety upgrades for cyclists, and the Richmond Vale Rail Trail tourist shared path (Stage 1).

Parking meters: CN has transitioned all parking meters to cashless operation and refurbished 50% of the fleet with new-generation meters.

Local Streets Plan: Council endorsed the Local Streets Plan to be placed on public exhibition. This is the fourth plan within the Transport Program and sits alongside the Parking Plan, Cycling Plan and Walking and Mobility Plan.

Heritage Strategy: Public exhibition of the Thematic History concluded and submissions are being reviewed.

Merewether Surf Club: CN upgraded the surf club by replacing the roof to improve its slope and drainage, installing new gutters, overflows and downpipes, upgrading essential electrical services, repairing windows and the eastern façade, and improving the internal fitout.



\$30 million

in iconic Australian artworks unveiled in the opening of the fourth new Art Gallery exhibition space



239

number of DA applications lodged

\$164 million

value of DAs approved this quarter



Local Streets Plan

endorsed by Council for public exhibition



267

number of DA applications determined



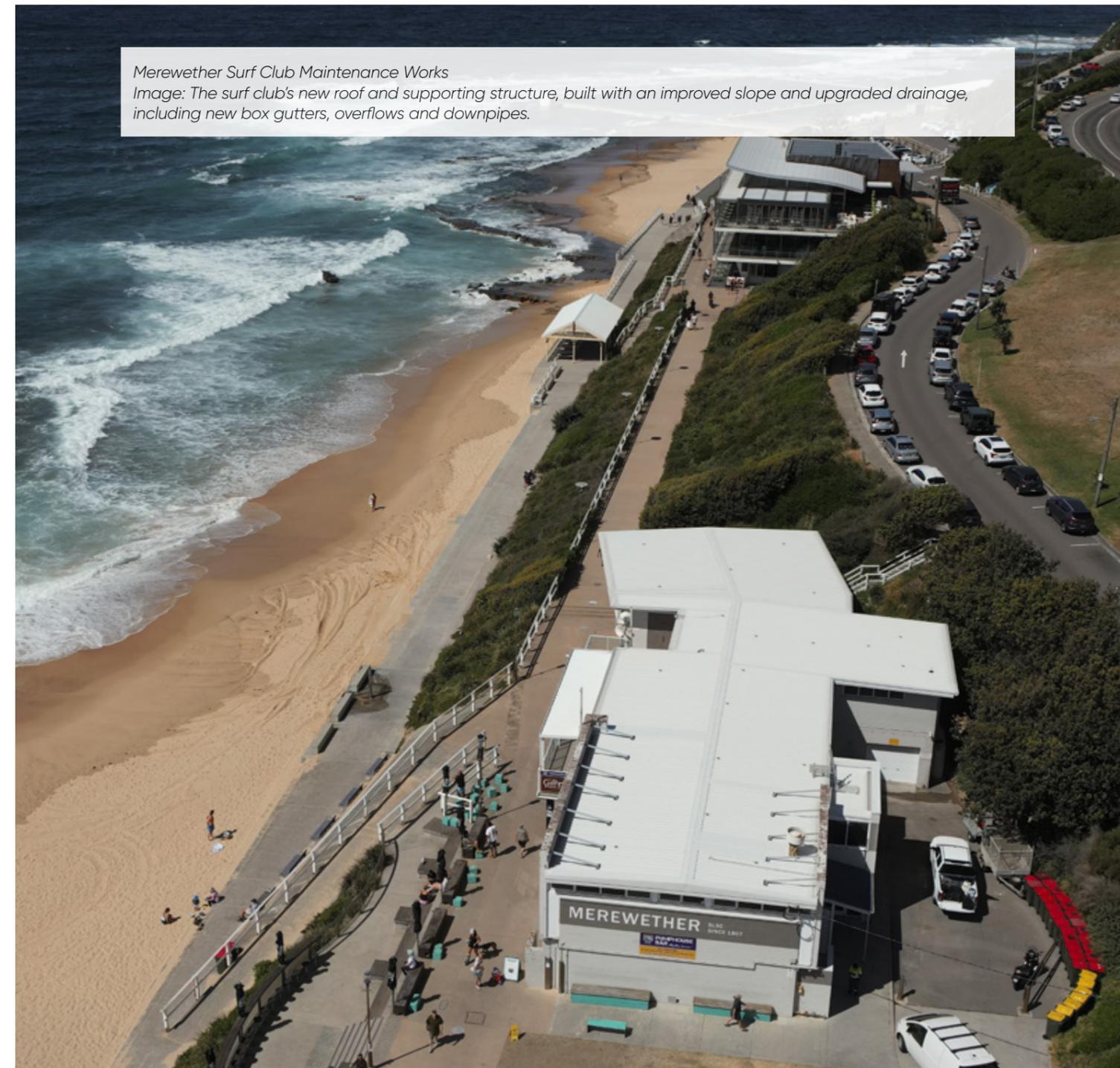
100%

parking meters transitioned to cashless operation



68.60 days

gross net determination time for DAs (days)



Merewether Surf Club Maintenance Works
Image: The surf club's new roof and supporting structure, built with an improved slope and upgraded drainage, including new box gutters, overflows and downpipes.

Action progress

✓ On track
 ○ Monitor
 ○ Off track

1. Liveable

1.1 Enriched neighbourhoods and places

1.1.1 Create and maintain vibrant, inclusive and well-designed public spaces

Action	BAU	Strategy	Service Unit	Status
Develop and implement asset management processes, incorporating inspections, maintenance and renewal programs, to guide the delivery of services for built and civil infrastructure		●	Assets and Facilities	✓
Deliver building trade services to maintain high-quality facilities and assets that meet service level standards	●		Assets and Facilities	✓
Launch and operate within a newly expanded world-class Newcastle Art Gallery		●	Art Gallery	✓
Provide community centres, halls and seniors centres for use by the community	●		Community and Recreation	✓
Deliver a high standard of development outcomes for the built environment, including efficient determination of applications	●		Planning and Development	✓
Provide and maintain active and passive open spaces to promote the wellbeing of the community	●		Community and Recreation	✓
Continue to plan and deliver City Centre Revitalisation Program		●	Project Management Office	✓
Continue to deliver Local Centres Public Domain Program		●	Project Management Office	✓
Continue to deliver Coastal Revitalisation Program		●	Project Management Office	✓
Provide venues and spaces for hire by the community	●		MALL	✓
Deliver new and renewed parks and recreation facilities that prioritise inclusivity, health, wellbeing, safety and liveability	●		Community and Recreation	✓
Plan and manage community land as per legislative requirements	●		Community and Recreation	✓
Plan parks and sport and recreation facilities that support inclusivity, health and wellbeing, safety and liveability	●		Community and Recreation	✓
Participate in government planning reform and implement required changes to internal processes	●		Planning and Development	✓
Implement and deliver actions in the Broadmeadow Place Strategy		●	Planning and Development	✓
Carry out renewal and maintenance of assets and facilities to ensure they are fit for purpose	●		MALL	✓

1.1.2 Promote sustainable and accessible urban design

Action	BAU	Strategy	Service Unit	Status
Deliver new and renewed parks and recreation facilities that prioritise inclusivity, health, wellbeing, safety and liveability	●		Community and Recreation	✓

1.1.3 Protect and celebrate Newcastle's heritage

Action	BAU	Strategy	Service Unit	Status
Ensure operation of Civic Theatre meets conservation goals and is legislatively compliant	●		Civic Services	✓
Prepare Heritage Strategy		●	Planning and Development	✓
Ensure operation of heritage assets (City Hall and Civic Theatre) meets conservation goals and is legislatively compliant	●		Civic Services	✓

1.1.4 Increase access to affordable housing

Action	BAU	Strategy	Service Unit	Status
Implement Housing Strategy and the Affordable Housing Contribution Scheme		●	Planning and Development	✓

1.1.5 Enhance and protect public safety

Action	BAU	Strategy	Service Unit	Status
Deliver graffiti and vandalism rectification services, contributing to high-quality asset presentation to meet service level standards	●		Assets and Facilities	✓
Deliver services to maintain high-quality coastline assets that meet service level standards	●		Assets and Facilities	✓
Deliver services to maintain high-quality public amenities that meet service level standards	●		Assets and Facilities	✓
Deliver cleaning and security services to maintain high-quality facilities and assets that meet service level standards	●		Assets and Facilities	✓
Strengthen CN's crisis and emergency management capabilities	●		Legal and Governance	✓
Carry out ranger services including a broad range of legislative compliance activities, including patrols, inspections, investigations and education, to protect public safety, the environment and public amenity	●		Transport and Regulation	✓
Provide humane animal services, including education of the community and enforcement of regulations, and operation of a management facility	●		Transport and Regulation	✓
Deliver maintenance, renewal and upgrade of stormwater infrastructure to meet service level standards	●		Assets and Facilities	✓

Action	BAU	Strategy	Service Unit	Status
Undertake a program of compliance activities including inspections, approvals, investigations and education to maintain public health, environment and safety within private and commercial operations	●		Transport and Regulation	✓
Deliver compliance and building certification services to ensure public safety, amenity and legislative requirements are met	●		Planning and Development	✓

1.2 Safe, active and linked movement across the city

1.2.1 Develop accessible, connected cycleways and pedestrian networks

Action	BAU	Strategy	Service Unit	Status
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 and Maintenance	✓
Undertake planning based on 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)	●		Transport and 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	●		Transport and Regulation	✓

1.2.2 Maintain safe and efficient road networks

Action	BAU	Strategy	Service Unit	Status
Deliver routine inspection and condition assessment programs for civil infrastructure, informing maintenance and renewal requirements	●		Assets and Facilities	✓
Develop and implement road rehabilitation and resurfacing programs to meet identified levels of service	●		Assets and Facilities	✓
Deliver Capital Works Program for civil infrastructure renewal and replacement in line with nominated targets for roads and drainage assets	●		Civil Construction and Maintenance	✓
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 and Maintenance	✓
Maintain roads and footpaths in accordance with the Citywide Maintenance Plan to ensure a safe, connected, and functional local road network throughout the city	●		Civil Construction and Maintenance	✓

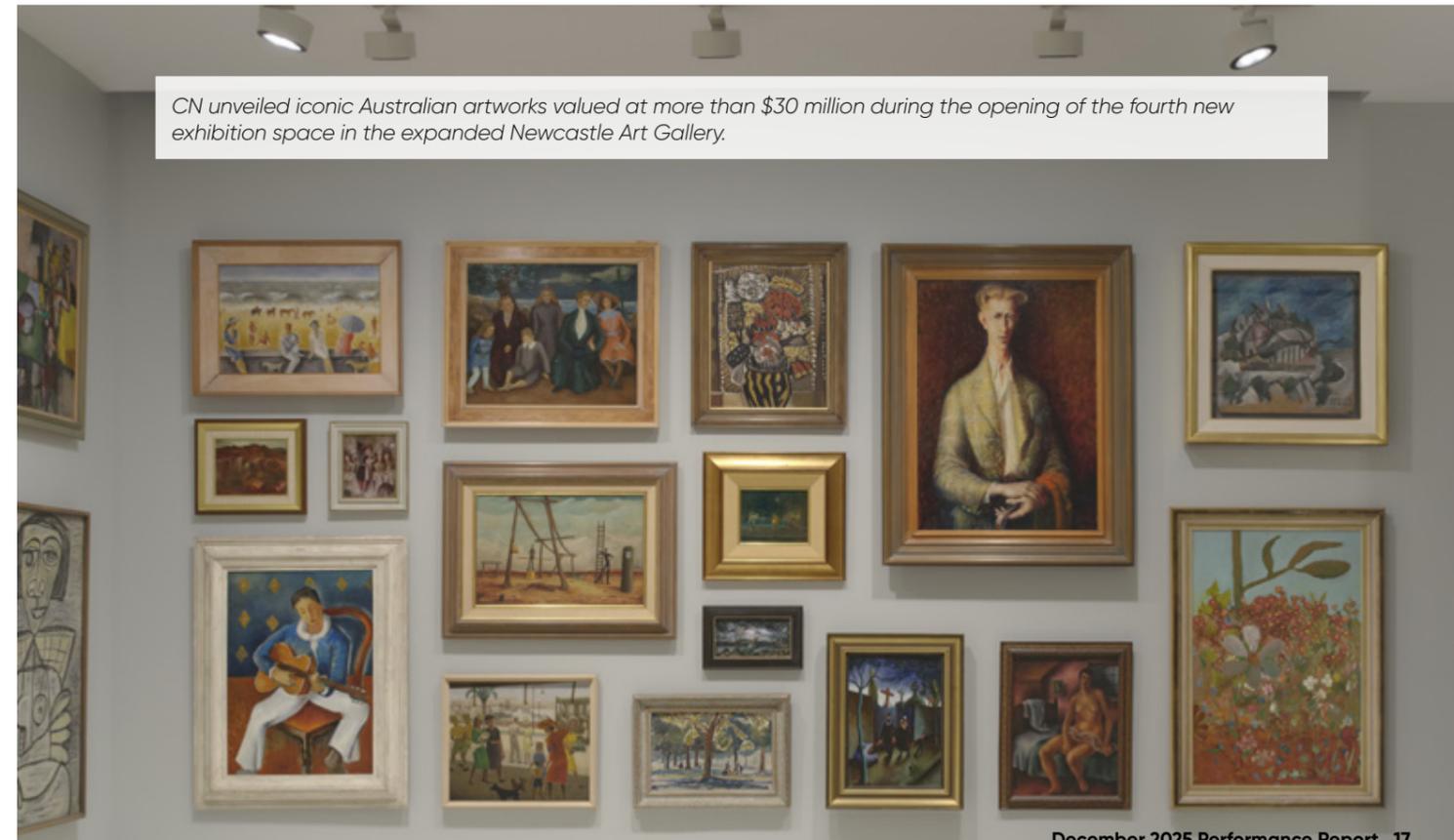
1.2.3 Implement effective parking strategies

Action	BAU	Strategy	Service Unit	Status
Deliver objectives of the Parking Plan 2021 and enforcing legislation related to parked vehicles, as delegated to CN under the Roads Act 1993 and Local Government Act 1993.		●	Transport and Regulation	✓
Manage all areas with on-street parking restrictions, including paid parking areas, assets, services and signage, and undertake a strategic approach to paid parking elements, rates and innovation in smart parking	●		Transport and Regulation	✓

1.2.4 Strengthen active and public transport connections and services

Action	BAU	Strategy	Service Unit	Status
Develop and implement transport stop renewal and upgrade program	●		Assets and 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	●		Transport and Regulation	✓

CN unveiled iconic Australian artworks valued at more than \$30 million during the opening of the fourth new exhibition space in the expanded Newcastle Art Gallery.



Sustainable

Our environment supports our community, economy, health and wellbeing – it’s at the heart of everything we do. Our city takes action on climate change, working towards net zero emissions and building resilience in our community, infrastructure and natural spaces. We protect and enhance our green and blue networks while transforming our city through circular economy solutions.

How we performed

Highlights October 2025 to December 2025

Solar Neighbourhoods program: The program closed on 30 November, with 170 households committing to install 1,210 kW of solar (2,721 panels) and 2,425 kWh of battery storage, representing over \$4.2 million invested in renewable energy by the local community.

Biodiversity and greening programs: 3,800 people engaged with biodiversity and greening programs, including street tree species selection (63 residents), Greening Toolkit participation (12 residents), a Native Bee Workshop (40 attendees), and the October Breakfast with the Birds event (21 attendees), among other events.

Bar Beach dune remediation: CN completed short-term remediation works to address erosion threatening dune stability at Bar Beach.

Southern Beaches Coastal Management Program: CN undertook eight weeks of community engagement (29 September–24 November 2025) on seven coastal management options for the Bar-to-Merewether Beach embayment, including nine drop-in events attended by more than 800 people, 11 presentations, and engagement with 150 secondary students. Social media reached 114,885 people and approximately 1,400 submissions were received.

Vegetation mapping: CN completed updated vegetation mapping using field surveys, aerial photography and GIS analysis. This work informed draft biodiversity corridor mapping to support proposed blue-green projects.

Hexham Woodberry Swamp Flood Study: CN completed phase one community consultation, receiving 169 responses.



1,400
submissions received on the coastal management options for Bar-to-Merewether Beach embayment



900
people have got up close and personal with our native wildlife during our critter encounters and Blackbutt between July-December 2025



538
urban invasive species inspections between July-December 2025



34,084
customers to Summerhill Waste Management Centre



111
weed treatment activities were conducted between July-December 2025



63
residents participated in street tree species selection for the autumn planting program



170
households committed to install solar panels as part of the Solar Neighbourhood Program



16,690
tonnes of waste collected



5912
bulk waste and illegal dumping collections made between October-December 2025



Short-term remediation work and Bar Beach was completed. Image: Heavy machinery was used to scrape sand from the lower part of the beach and deposit it closer to land to support and accelerate the natural process of sand accumulation.

Action progress

✔ On track
 ○ Monitor
 ○ Off track

2. Sustainable

2.1 Action on climate change

2.1.1 Support the transition to net zero emissions

Action	BAU	Strategy	Service Unit	Status
Deliver priority actions from the Climate Action Plan		●	Environment and Sustainability	✔
Finalise and deliver priority actions from Climate Risk and Resilience Action Plan		●	Environment and Sustainability	✔
Finalise and deliver priority actions from Electric Vehicle and Low Emissions Transport Plan		●	Environment and Sustainability	✔
Deliver Empowering Newcastle community climate action program		●	Environment and Sustainability	✔
Deliver a sustainable procurement program		●	Environment and Sustainability	✔

2.1.2 Assess and share climate risks

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 and Sustainability	✔

2.1.3 Support climate change adaption by building resilient communities and urban and natural areas

Action	BAU	Strategy	Service Unit	Status
Deliver engagement and volunteering programs to enhance community stewardship of our natural environment		●	Environment and Sustainability	✔

2.2 Nature-based solutions

2.2.1 Protect and regenerate natural systems

Action	BAU	Strategy	Service Unit	Status
Deliver projects that improve the health and condition of our natural assets and protect and enhance the natural environment	●		Environment and Sustainability	✔
Review and update natural asset registers to support improved strategic and operational planning	●		Environment and Sustainability	✔
Deliver coastal management program for Newcastle LGA		●	Environment and Sustainability	✔
Implement priority actions from the Hunter Regional Strategic Weed Management Plan	●		Environment and Sustainability	✔

Deliver bushfire risk management program for Newcastle LGA		●	Environment and Sustainability	✔
Finalise and deliver priority actions from the Blue Green Grid Action Plan	●		Environment and Sustainability	✔

2.2.2 Protect and expand the urban forest

Action	BAU	Strategy	Service Unit	Status
Deliver recreational and educational opportunities and expand community learning at Blackbutt Reserve	●		Environment and Sustainability	✔
Deliver street and park tree replacement program to expand the city's urban forest, including the integration of climate-resilient species	●		Environment and Sustainability	✔
Finalise and deliver priority actions from the Urban Forest Action Plan		●	Environment and Sustainability	✔

2.2.3 Support transition to 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 and Sustainability	✔
Finalise and deliver priorities from the Water-Sensitive Cities Action Plan		●	Environment and Sustainability	✔
Deliver flood risk management program for Newcastle LGA	●		Environment and Sustainability	✔

2.3 Circular economy

2.3.1 Design out waste and promote resource recovery and reuse

Action	BAU	Strategy	Service Unit	Status
Achieve zero harm to the environment by reducing pollution, adopting a regenerative approach and treating materials as valuable resources		●	Waste Services	✔
Raise awareness about waste reduction and diversion, empowering the community to understand the value of discarded materials and encouraging sustainable waste management practices	●		Waste Services	✔

2.3.2 Support local supply chains and sustainable procurement

Action	BAU	Strategy	Service Unit	Status
Showcase local suppliers and support the circular economy with 85% of menu items from within the catchment of the Hunter Joint Organisation	●		Civic Services	✔
Ensure the works program will incorporate local suppliers and sustainable procurement where financially responsible	●		Finance, Property and Performance	✔

Creative

Our city is vibrant, inclusive and creative – a destination known for culture, heritage, entertainment and innovation. We embrace opportunities in jobs, education and the economy while celebrating multiculturalism, Aboriginal culture, diverse communities and the arts. Locals and visitors come together for events and cultural experiences, fostering a strong sense of community. Newcastle thrives on partnerships that enhance opportunities and attract people to live, play and invest in our city.

How we performed

Highlights October 2025 to December 2025

Civic Theatre: The theatre delivered 69 shows, including two locally produced musicals (Mamma Mia and Kinky Boots), a sold-out Carl Barron performance, and international touring productions such as Here You Come Again, the Dolly Parton musical.

New Annual: The 2025 festival was a success, with increased visitation and ticket sales and significant positive feedback from the community.

Museum Science Week: CN delivered an expanded STEM program for Science Week, including a keynote series by Adam Spencer.

Down the Park Youth Event: The inaugural free event attracted an estimated 600 young people with skate competitions, art workshops and live music featuring Triple J Unearthed artists Charlie Farmer and Trophy Wyfe.

Playground opening: CN opened a new playground and half-court basketball space at Beauford Avenue Reserve, Maryland, and completed a refreshed playground at Stockton Swimming Centre ahead of the season. Work is progressing on upgrades at Morpeth Road Reserve, Waratah.

Pools: All five pools opened for the season, with Wallsend, Mayfield, Stockton and Beresfield offering \$2 entry.

Sand grooving program: CN commenced the sand-grooving program to better equip ten sporting fields across Newcastle to handle wet weather. This cost-effective drainage solution enhances the playing surface without major reconstruction.

Creek Road sporting precinct: More than 120 submissions were received from sporting associations, clubs and individuals during the public exhibition period for the Creek Road sporting precinct, with over 90% in favour of the draft concept plans.

 **87 shows**
delivered as
part of the New
Annual Festival

 **50,000**
estimated attendees
at the New Annual
Festival



42,856
visitors to Newcastle
Museum between
October-December 2025



250,656
attendance across all five
pools to December 2025



12,475
visitors to Newcastle Art
Gallery between October-
December 2025



134,631
physical library loans



3,476
attendees at Art Gallery
program and events between
October-December 2025



74,405
attendees at live
performance at the
Civic Theatre between
October-December 2025



1,223
attendees at Museum and
Libraries programs between
October-December 2025



19,271
Fort Scratchley visitation
numbers between October-
December 2025



Local artist Ken O'Regan guides participants through creative activities during the Make N Do workshops at Newcastle Museum.

Action progress

✓ On track
 ○ Monitor
 ○ Off track

3. Creative

3.1 Vibrant and creative city

3.1.1 Plan, support and deliver vibrant events and programs

Action	BAU	Strategy	Service Unit	Status
Coordinate fair and equitable licensing of public spaces with positive customer experience	●		MEECA	✓
Deliver Event Sponsorship Program and Strategic Events Partnership Program to create vibrant spaces for community and visitors and support Newcastle's visitor economy	●		MEECA	✓
Deliver Major Events Programs including New Year's Eve and Anzac Day		●	MEECA	✓
Deliver New Annual, CN's flagship arts and cultural event	●		MEECA	✓
Develop and deliver an updated Events Plan aligned with the Destination Management Plan (2021–2025)		●	MEECA	✓
Attract events to City Hall that are multi-day conferences/events originating from outside of the LGA	●		Civic Services	✓
Present the best of international, national and local live performances across a broad arts spectrum	●		Civic Services	✓
Provide a vibrant annual program of public engagement and education initiatives		●	Art Gallery	✓
Celebrate the nationally renowned permanent collection of Newcastle Art Gallery		●	Art Gallery	✓

3.1.2 Position Newcastle as a premier destination

Action	BAU	Strategy	Service Unit	Status
Strategically enhance the connection of the Gallery to our unique NSW location and communities		●	Art Gallery	✓
Increase awareness of Newcastle as a premier regional business events destination and secure high-yielding business events that support Newcastle's visitor economy		●	MEECA	✓
Support the tourism industry to enhance visitor experience in Newcastle		●	MEECA	✓
Develop a Masterplan for Stockton Beach Holiday Park that promotes Newcastle's tourism and visitor economy and ensures financial sustainability	●		Art Gallery	✓

3.1.3 Foster cultural vibrancy and creativity

Action	BAU	Strategy	Service Unit	Status
Enhance and expand cultural collections through the acceptance of relevant heritage material, ensuring adherence to relevant policies and procedures	●		MALL	✓
Maintain community access to physical and digital cultural collections for research, entertainment and education	●		MALL	✓
Manage, conserve and digitise cultural collections, ensuring adherence to relevant policies and procedures	●		MALL	✓
Deliver engaging, diverse and inclusive programs that support, connect and reflect our community	●		MALL	✓
Develop and deliver a program of permanent, travelling, temporary and community exhibitions for and about Newcastle	●		MALL	✓
Provide sector development support for Newcastle and the Hunter Region's network of volunteer and community-initiated museums, historical societies and Keeping Places	●		MALL	✓
Deliver cultural activities of community benefit through Civic Theatre collaboration with internal CN stakeholders	●		Civic Services	✓
Present an accessible and inclusive range of low-cost activities to build new audiences	●		Civic Services	✓
Plan and develop a bold new program of temporary exhibitions celebrating local, national and global artists	●		Art Gallery	✓

3.2 Opportunities in jobs, learning and innovation

3.2.1 Provide inclusive learning and employment opportunities

Action	BAU	Strategy	Service Unit	Status
Deliver high-quality childcare and early childhood education services to families in Beresfield and surrounds that are responsive, fit for purpose, and meet legislative and statutory requirements	●		MALL	✓
Facilitate and support projects and programs that prioritise equality in employment, skills and digital access		●	Community and Recreation	✓
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	●		MALL	✓
Establish a fully resourced virtual library and seamless online membership experience	●		MALL	✓
Provide access to technology and Wi-Fi for research and recreation to increase participation in a digital society and reduce social isolation	●		MALL	✓

3.2.2 Grow our local skills base

Action	BAU	Strategy	Service Unit	Status
Deliver economic and workforce development programs and resources at our Libraries to improve employment and productivity outcomes	●		MALL	✓

3.3 Connected and fair communities

3.3.1 Support strong social and cultural connections

Action	BAU	Strategy	Service Unit	Status
Deliver active and health-related programs that improve physical, mental and spiritual wellbeing while building community resilience		●	Community and Recreation	✓
Facilitate and support projects and programs that improve access to affordable, sustainable and inclusive services, housing and facilities		●	Community and Recreation	✓
Facilitate and support projects and programs to build strong social and cultural connections, enhancing access to community activities, events and gatherings		●	Community and Recreation	✓
Provide cemetery operations and management in Minmi, Stockton and Beresfield that comply with industry standards	●		Community and Recreation	✓
Govern and support Grants and Sponsorship Program and support grant governance across the organisation	●		MEECA	✓

3.3.2 Celebrate diversity and champion inclusion

Action	BAU	Strategy	Service Unit	Status
Execute the actions outlined in the Disability Inclusion Action Plan 2022–2026 and initiate the review process to inform the development of the 2026–2030 Disability Inclusion Action Plan		●	Community and Recreation	✓
Deliver improvements that are focused on inclusion	●		MALL	✓
Design and deliver member-responsive, diverse, entertaining, innovative and educational library collections	●		MALL	✓
Implement Inclusion, Diversity and Equity Strategy (2022–2025)		●	People and Culture	✓
Develop and Implement an Aboriginal Empowerment Strategy		●	People and Culture	✓

3.3.3 Promote and support active and healthy communities

Action	BAU	Strategy	Service Unit	Status
Promote water safety awareness that supports community wellbeing and continue to develop and deliver initiatives to increase awareness	●		Community and Recreation	✓
Provide aquatic facilities to meet community needs and align with industry requirements	●		Community and Recreation	✓
Support safe use of beaches and baths through professional lifeguard services	●		Community and Recreation	✓
Provide and maintain sportsgrounds and supporting services to appropriate standards that meet community needs	●		Community and Recreation	✓

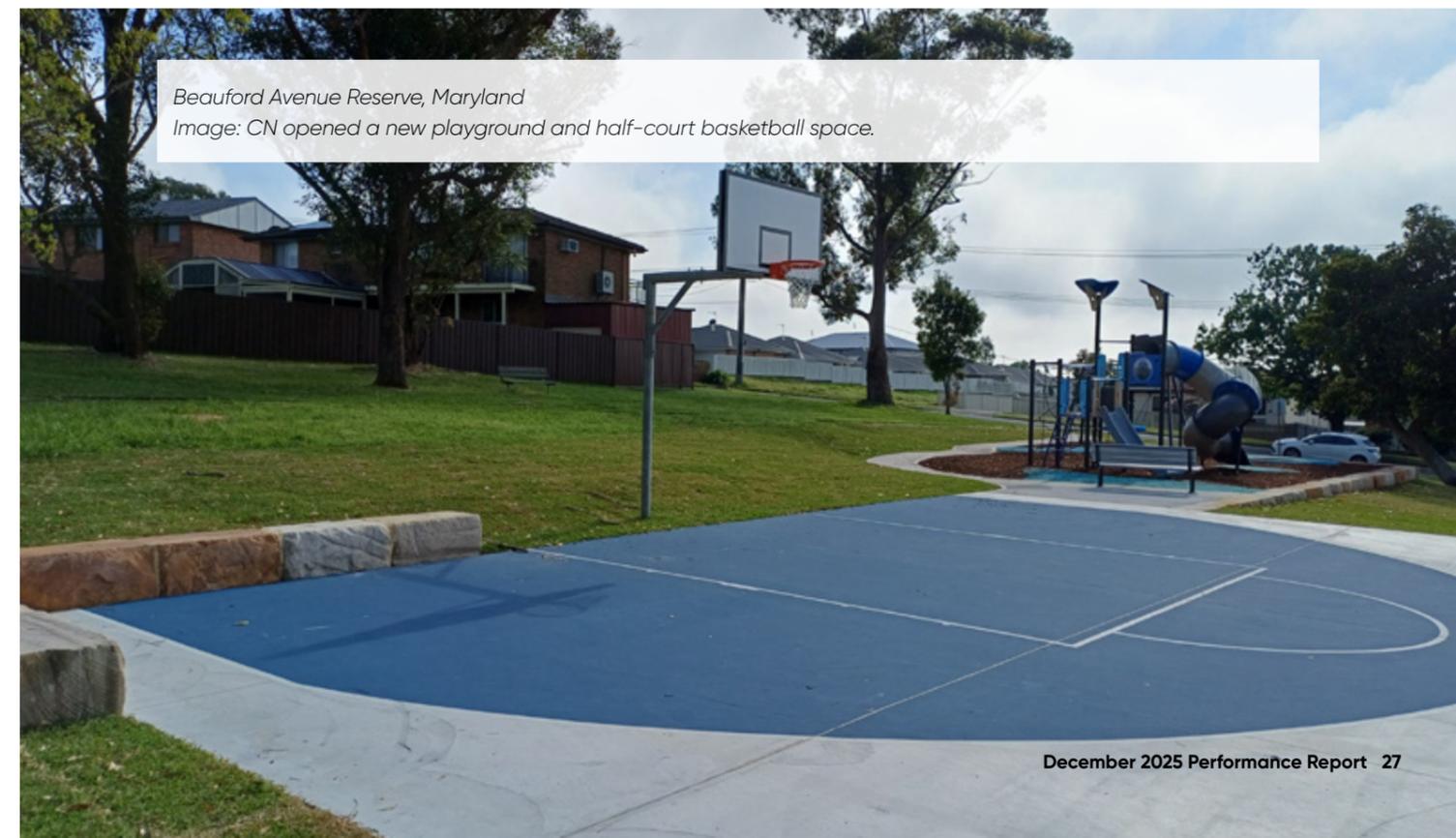
3.4 City-shaping partnerships

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	●		MEECA	✓

3.4.2 Advocate and collaborate across government, industry and business

Action	BAU	Strategy	Service Unit	Status
Support the operation of Newcastle's four Business Improvement Associations	●		MEECA	✓



Beauford Avenue Reserve, Maryland
Image: CN opened a new playground and half-court basketball space.

Achieving Together

Our people collaborate, share ideas and co-create positive change for our organisation and city. We foster a culture of trust and understanding, where honest conversations empower our team, customers and community. We value diverse perspectives and always deliver on our promises. Our strength lies in growing our capability to meet community needs and continuously improve our services.

How we performed

Highlights October 2025 to December 2025

Annual Report: Council endorsed the 2024–2025 Annual Report and CN's first-quarter performance results in November 2025.

New customer request forms: CN introduced new forms across a wide range of services to simplify community interactions and support improved response timeframes.

'We've Got This' brand campaign: Phase two of the marketing campaign continued to highlight CN's services and places with content on internal and organic social channels focused on libraries, rangers and inland pools.

Future Fund: CN purchased an 8.64-hectare industrial landholding in Sandgate under the Future Fund to secure long-term infrastructure and service needs.

Rail Bridge Row Affordable Housing: Council endorsed the proposal by Home in Place as the not-for-profit community focused provider to partner with CN in the delivery of the affordable housing project.

Health and Wellbeing Showcase: A showcase for staff was held as part of National Safe Work Month.

 **22,685**
total customer requests
between October-
December 2025

63%
requests submitted self-
serve via Webforms

 **347**
responses to the Customer
Service Survey between
October-December 2025

69%
of customers were satisfied
with their experience with CN

 **365,299**
visitors to the CN website
in December 2025

 **3,605**
e-Newsletter subscribers
in December 2025 (YTD)

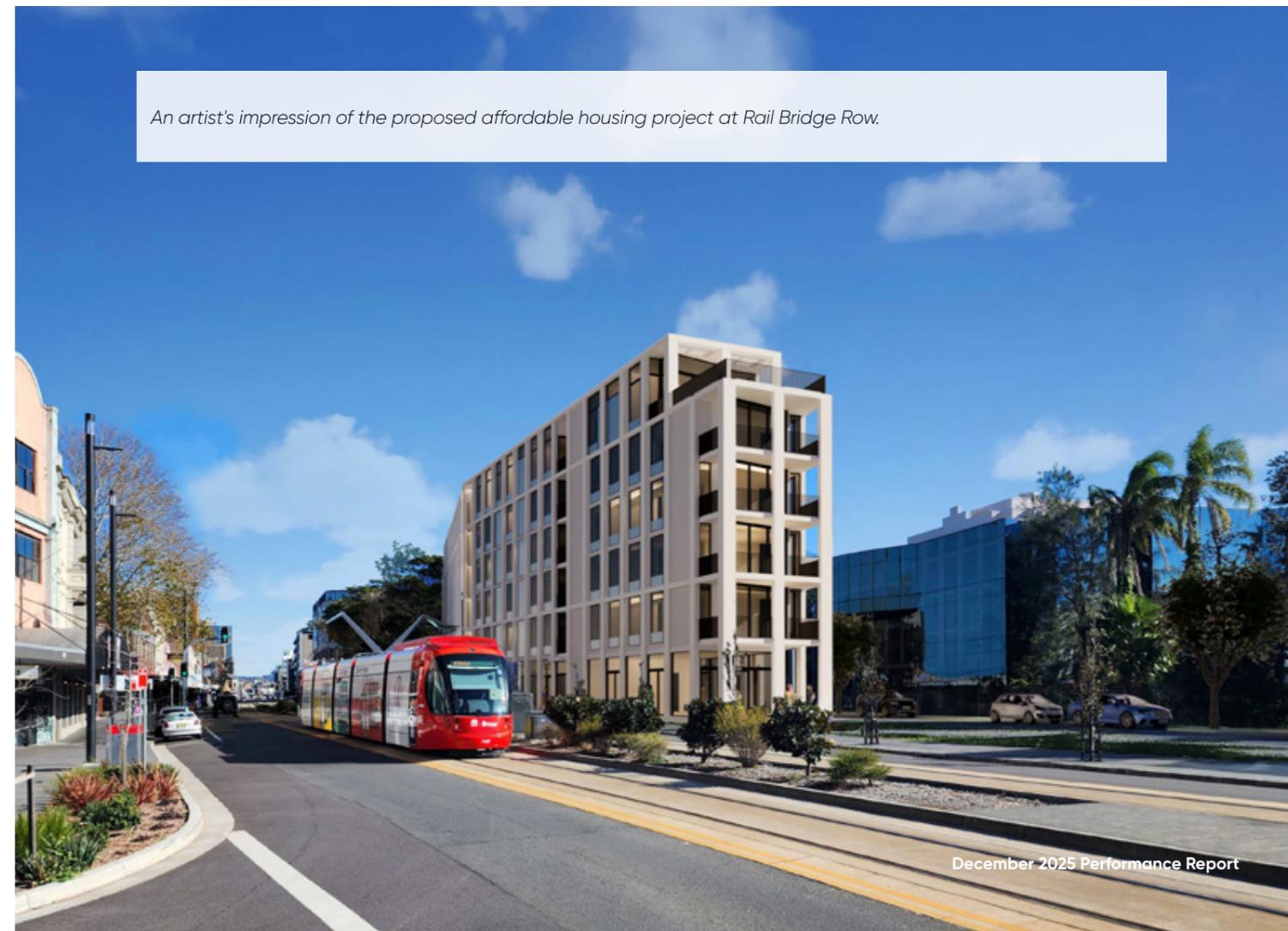
 **60**
compliments received
through feedback
submissions between
October-December 2025

 **4,034,518**
social media reach on the
CN corporate channels in
December 2025

 **33**
% of customer
interactions resolved
by the chat bot at
December 2025

 **358,956**
number of social media
followers across all CN
platforms in December 2025

An artist's impression of the proposed affordable housing project at Rail Bridge Row.



Action progress

✓ On track
 ○ Monitor
 ○ Off track

4. Achieving Together

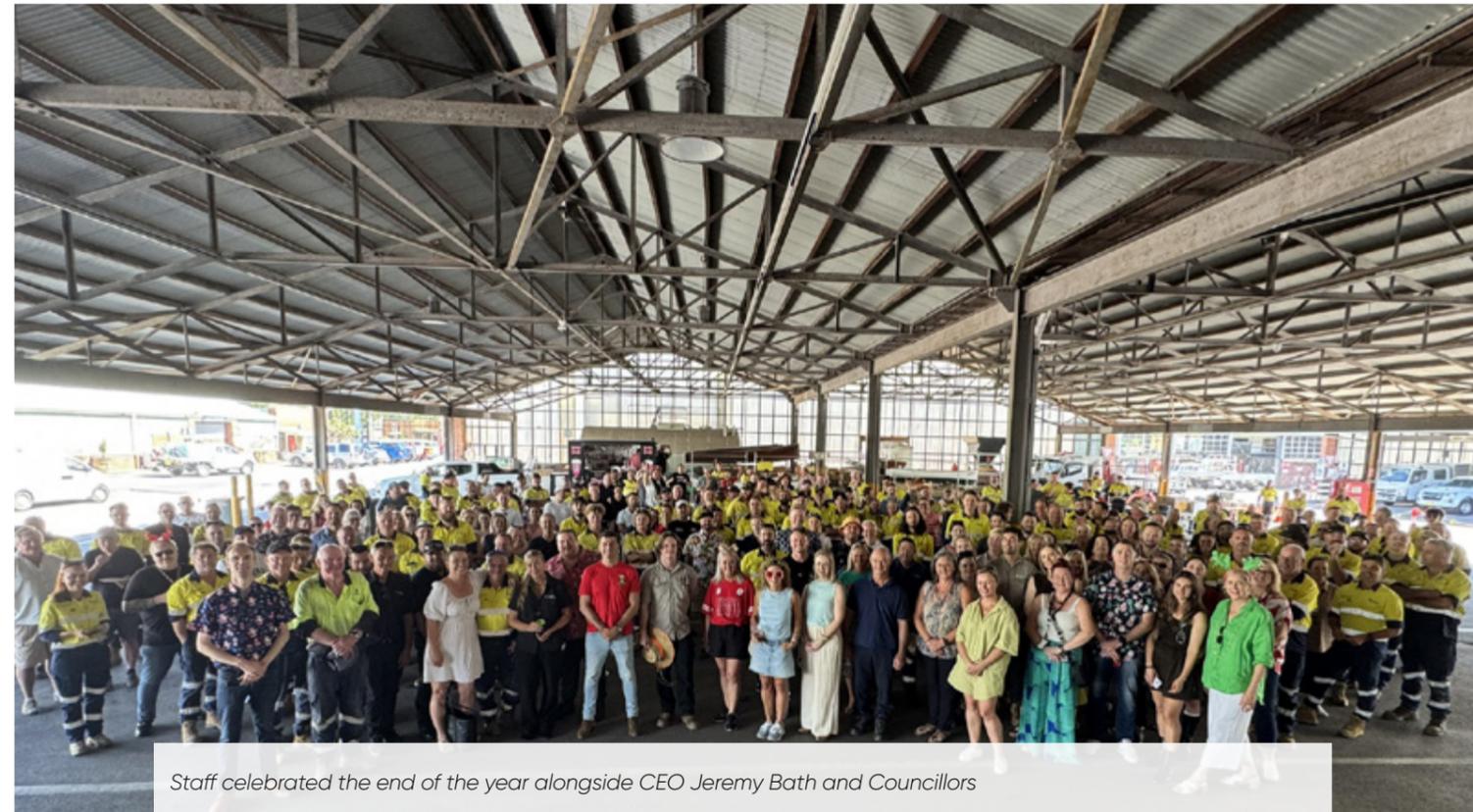
4.1 Inclusive and integrated planning

4.1.1 Ensure financial sustainability

Action	BAU	Strategy	Service Unit	Status
Operate commercial function and event venues to full capacity and maximise profit	●		Civic Services	✓
Increase ticket sales and optimise financial returns, including through the use of a range of commercial models for venue hires and partnerships	●		Civic Services	✓
Lead prudent, proactive and sustainable financial management across the organisation that ensures a positive financial legacy		●	Finance, Property and Performance	✓
Provide effective management of investment portfolio to maximise return within our policy and risk framework		●	Finance, Property and 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 and 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 and Performance	✓
Build a resilient, sustainable business for the future through long-term planning, responsible decision-making, and maintaining financial security	●		Waste Services	✓
Seek and secure grant funding to support CN's objectives, ensuring alignment with the community's vision and priorities outlined in Newcastle 2040	●		Finance, Property and Performance	✓
Manage lease obligations (both financial and non-financial) for prudent financial outcomes	●		Finance, Property and Performance	✓
Coordinate the maintenance and renewal of CN assets, to maintain or extend the life of assets	●		Finance, Property and Performance	✓
Ensure strategic property projects are feasible by thorough due diligence, options and feasibility analysis	●		Finance, Property and Performance	✓
Facilitate all transactions relating to CN's land interests in accordance with legislation and policies	●		Finance, Property and Performance	✓



Former Lord Mayor Ross Kerridge congratulates Carol Duncan OAM on being named the Freeman of the City.



Staff celebrated the end of the year alongside CEO Jeremy Bath and Councillors

4.1.2 Strengthen our integrated planning and reporting

Action	BAU	Strategy	Service Unit	Status
Ensure the successful execution of the Integrated Planning and Reporting Framework through strategic, inclusive and collaborative planning and reporting processes across the organisation	●		Finance, Property and Performance	✓
Review the Local Strategic Planning Statement and facilitate the delivery of actions		●	Planning and Development	✓
Undertake a Service Optimisation program per OLG guidelines to ensure our services align with best practices and community service level expectations	●		Finance, Property and Performance	✓

4.1.3 Developed a skill and engaged workforce

Action	BAU	Strategy	Service Unit	Status
Implement Employee Value Proposition actions to enhance attraction and retain top talent in a constricted market with the right fit to Living & Leading the CN Way and our IDE Strategy		●	People and Culture	✓
Deliver information to the community to enable active participation in CN's decision-making process		●	MEECA	✓

4.2 Trust and transparency

4.2.1 Foster genuine community engagement

Action	BAU	Strategy	Service Unit	Status
Deliver best practice engagement that is inclusive and accessible and builds trust in the process	●		MEECA	✓
Provide important and relevant updates to stakeholders regarding development, planning and regulation	●		BOCE	✓
Ensure delivery of engaging communications and promotional campaigns to promote services and offerings	●		MALL	✓
Deliver information to the community to enable active participation in CN's decision-making process	●		MEECA	✓

4.2.2 Shared information and celebration success

Action	BAU	Strategy	Service Unit	Status
Foster a positive reputation, improved trust and community goodwill through effective management of the CN brand	●		MEECA	✓
Develop and implement communication campaigns using a range of channels and media to support the achievement of strategic priorities	●		MEECA	✓
Identify high-risk projects and ensure strategic communication and stakeholder management plans are in place to manage risks to reputation	●		MEECA	✓
Maintain and deliver best practice information management including access, storage, and release of information	●		Legal and Governance	✓
Encourage community use of parks and facilities to improve health and wellbeing through various promotional channels	●		Community and Recreation	✓
Increase transparency and accessibility of planning, transport and regulation matters to the community	●		BOCE	✓
Facilitate community engagement to provide transparency and collaborative decision-making on planning and environment matters	●		BOCE	✓

4.2.3 Deliver a trusted customer experience

Action	BAU	Strategy	Service Unit	Status
Identify process improvements to optimise processing timeframes and continue to improve the customer experience for the community	●		BOCE	✓
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	✓
Deliver ongoing best practice improvements and embed the Corporate Governance Framework	●		Legal and Governance	✓
Optimise and extend information security operations to manage and audit IT governance and meet legislation and regulatory compliance requirements	●		Information Technology	✓
Deliver complaints-handling management and reporting	●		Customer Experience	✓
Enhance the Voice of the Customer Program to drive actionable feedback while delivering regular, impactful communications to stakeholders, both internal and external, about customer experience improvements and satisfaction metrics		●	Customer Experience	✓

Action	BAU	Strategy	Service Unit	Status
Provide timely advice and representation in high-risk legal matters supporting the delivery of strategic objectives	●		Legal and Governance	✓
Develop and maintain high-quality customer experiences and satisfaction at the Museum and our libraries	●		MALL	✓
Drive cost savings and improve customer service levels through growth in the use of electronic rates emailing platform	●		Finance, Property and Performance	✓
Manage CN's privacy management obligations	●		Legal and Governance	✓
Deliver a portfolio of projects and initiatives to support ongoing transformational improvement for customers, our organisation and our employee experience		●	Customer Experience	✓
Ensure governance and due processes are applied to all Planning and Environment operations	●		BOCE	✓
Optimisation of customer service to meet community needs and standards in relation to planning and environment matters	●		BOCE	✓
Provide support for Council secretariat services and Councillor Professional Development	●		Legal and Governance	✓
Provide an exceptional visitor experience for all customers and stakeholders	●		Civic Services	✓

4.3 Collaborative and innovative approach

4.3.1 Build a collaborative organisational culture

Action	BAU	Strategy	Service Unit	Status
Support delivery of Capital Works Program through the provision of survey, design, planning, project and program management	●		Project Management Office	✓
Deliver and manage internal audit engagements in alignment with the Internal Audit Charter, ARIC Charter and Forward Internal Audit Plan, ensuring compliance with applicable Internal Audit Standards and legislative requirements	●		Legal and Governance	✓
Deliver centralised marketing services to assist internal clients in achieving their commercial and community objectives	●		MEECA	✓
Develop and deliver a digital marketing strategy that improves the promotion and measurement of marketing campaigns, corporate website content and CN social media channels	●		MEECA	✓
Strengthen our workplace culture		●	People and Culture	✓
Contribute to a collaborative organisation through face-to-face interactions and identifying opportunities for adding value within CN	●		Information Technology	✓

4.3.2 Encourage innovation and continuous improvement

Action	BAU	Strategy	Service Unit	Status
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 and Facilities	✓
Maintain and service operational fleet and plant assets that support the needs of the organisation in delivering services to the community	●		Civil Construction and Maintenance	✓
Further develop in-house agency providing marketing, digital and creative costed services to enhance effectiveness, improve strategic outcomes and deliver creative solutions	●		MEECA	✓
Put the customer at the heart of CN marketing with insight-and-data-driven decision-making	●		MEECA	✓
Pursue best practice service delivery through a process of continuous improvement and investments in technology	●		Civic Services	✓
Deliver digital transformation of CN services by leading the development of platforms and processes to maximise the benefit of digital investments	●		Information Technology	✓
Develop and deliver a unified spatial digital twin that integrates a 3D city information model, open and shared data, and real-time IoT sensor data to support city initiatives and decision-making	●		Information Technology	✓
Support workforce agility and effectiveness through the improvement of systems, processes and procedures	●		People and Culture	✓
Deliver ongoing best practice improvements and embed the Enterprise Risk Management Framework	●		Legal and Governance	✓
Deliver high-quality services to our customers by continuously improving our systems and processes	●		Waste Services	✓
Implement health and wellbeing initiatives that are evidence-based, accessible, person-centred and reduce risk of injury or illness	●		People and Culture	✓
Enhance the data platform to improve self-service capabilities and support an uplift of data literacy to enable a data-driven culture where insights actively inform decision-making, planning and service delivery, and improve city outcomes	●		Information Technology	✓
Establish safety and recovery at work metrics to support decision-making and resource allocation		●	People and Culture	✓

Quarterly Budget Review

Purpose of the Quarterly Budget Review Statement (QBRS)

In line with the NSW Government's Quarterly Budget Review Statement (QBRS) Guidelines, this report includes a formal review of CN's financial position against its original budget. These new guidelines, released by the Office of Local Government (OLG) in August 2025, are mandatory for all NSW councils from the first quarter ending 30 September 2025. The report provides:

- A summary of actual vs budgeted income and expenditure
- Forecasts to year-end
- Budget variations and explanations
- Progress on capital works

Together, these updates ensure transparency, accountability, and alignment with our community's vision for a liveable, sustainable, inclusive global city.

City of Newcastle

Report by Responsible Accounting Officer for the quarter ending 31 December 2025.

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

It is my opinion that the Quarterly Budget Review Statement for Newcastle City Council for the quarter ended 31 December 2025 indicated that Council's projected financial position at 30 June 2026 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:  Date: 16 February 2026

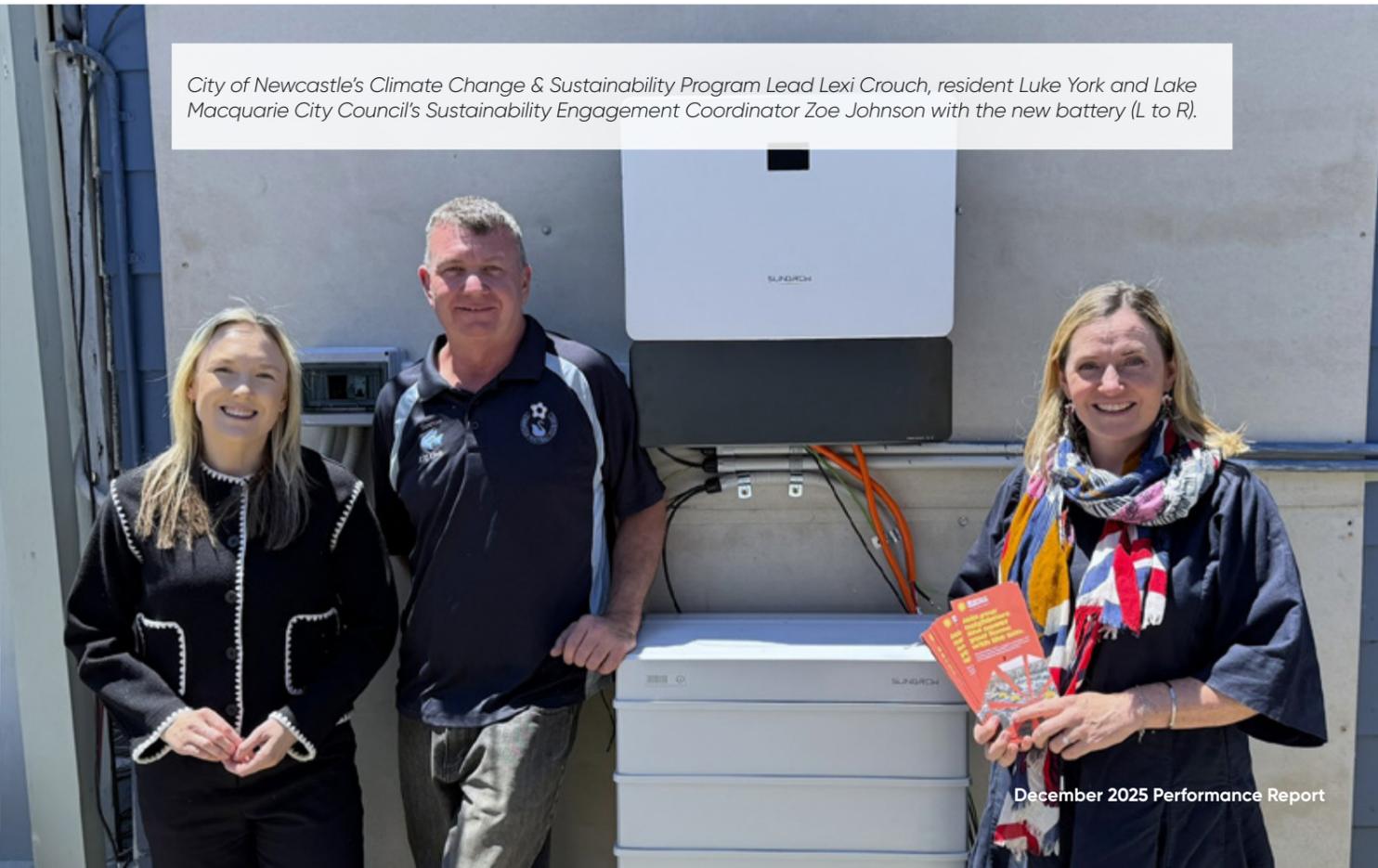
Name: Scott Moore

Acting Responsible Accounting Officer, City of Newcastle

Councillor Jenny Barrie, Deputy Lord Mayor Charlotte McCabe, Newcastle Art Gallery Director Laurretta Morton and Councillor Mark Brooker. The group is pictured holding a copy of the limited-edition publication *Iconic Loved Unexpected – Newcastle Art Gallery Collection*, which will be gifted to Ube City during the upcoming delegation.



City of Newcastle's Climate Change & Sustainability Program Lead Lexi Crouch, resident Luke York and Lake Macquarie City Council's Sustainability Engagement Coordinator Zoe Johnson with the new battery (L to R).



How to read your Quarterly Financial Overview

QBRS Financial Overview

City of Newcastle

Budget review for the financial quarter ended 31 December 2025

DESCRIPTION		PREVIOUS YEAR ACTUAL 2024/25	CURRENT YEAR ORIGINAL BUDGET 2025/26	APPROVED CHANGES REVIEW Q1	APPROVED CHANGES REVIEW Q2	APPROVED CHANGES REVIEW Q3	REVISED BUDGET	RECOMMENDED CHANGES FOR COUNCIL RESOLUTION	PROJECTED YEAR END (PYE) RESULT 2025/26	VARIANCE ORIGINAL BUDGET V PYE 2025/26	ACTUAL YTD 2025/26
		\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S
Net Operating Result before grants and contributions provided for capital purposes	General Fund	8,736	258	-	-	-	258	-	258	-	3,391
	Water Fund	-	-	1	-	-	2	3	4	5	6
	Sewer Fund	-	-	-	-	-	-	-	-	-	-
	Consolidated	8,736	258	-	-	-	258	-	258	-	3,391
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	Consolidated	170,281	109,508	349	-	-	109,857	24,692	134,549	25,041	52,939
Borrowings	Total borrowings	32,807	29,276	-	-	-	29,276	-	29,276	-	31,069
Liquidity	External restrictions	75,582	74,106	1,123	-	-	75,229	1,510	76,739	2,633	69,830
	Internal Allocations	243,888	208,452	(12,404)	-	-	196,048	41,922	237,970	29,518	216,843
	Unallocated	29,500	29,145	(52)	-	-	29,093	(1,182)	27,911	(1,234)	27,911
	Total Cash and Cash Equivalents	348,970	311,703	(11,333)	-	-	300,370	42,250	342,620	30,917	314,584
Capital	Capital Funding	175,932	141,617	11,680	-	-	153,297	(23,026)	130,272	(11,346)	91,038
	Capital Expenditure	175,932	141,617	11,680	-	-	153,297	(23,026)	130,272	(11,346)	91,038
	Net Capital	-	-	-	-	-	-	-	-	-	-

1. Approved changes – Review – Q1

These are the changes for Q1 that were approved by a previous council resolution. The original budget amount plus the approved changes determine the revised budget in this QBRS.

2. Revised budget

This figure is the original budget plus prior quarter approved changes.

3. Recommended changes for council resolution

Any change to the budget must be approved by council. By resolving to accept this QBRS, Councillors are approving the recommended changes.

4. Projected year end result

This figure is the revised forecast position of the fund at financial year end. The projected year end result is the original budget plus the approved and recommended budget changes.

5. Variance

This column shows the variance between the original adopted budget and the revised projected year result. Councillors should be aware of the reasons behind the variance.

6. Actual YTD

Actual year to date is the result from 1st July up until the end of the quarter being reported.

7. Internal allocations and unallocated reserves

Internal allocations and unallocated reserves demonstrate the level of liquidity of Council. Specifically, the Council's ability to cover short term liabilities such as employee entitlements.

8. Capital

The capital overview should inform council as to whether the capital works program is on track to deliver programs outlined in the IP&R documentation.

*Water and sewer funds are not relevant to CN. The Consolidated Fund is the combination of the General, Water and Sewer funds. Some councils do not provide water or sewer to their communities.

The funds are reported separately to ensure council, and the community have a clear picture of how the respective infrastructure and service delivery streams are performing – independent of councils broader (consolidated) account.

QBRS Financial Overview

City of Newcastle

Budget review for the financial quarter ended 31 December 2025

DESCRIPTION		PREVIOUS YEAR	CURRENT YEAR	APPROVED	APPROVED	APPROVED	REVISED	RECOMMENDED	PROJECTED	VARIANCE	ACTUAL YTD
		ACTUAL 2024/25	ORIGINAL BUDGET 2025/26	CHANGES REVIEW Q1	CHANGES REVIEW Q2	CHANGES REVIEW Q3	BUDGET	CHANGES FOR COUNCIL RESOLUTION	YEAR END (PYE) RESULT 2025/26	ORIGINAL BUDGET V PYE 2025/26	2025/26
		\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S
Net Operating Result before grants and contributions provided for capital purposes	General Fund	8,736	258	-	-	-	258	-	258	-	3,391
	Water Fund	-	-	-	-	-	-	-	-	-	-
	Sewer Fund	-	-	-	-	-	-	-	-	-	-
	Consolidated	8,736	258	-	-	-	258	-	258	-	3,391
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	Consolidated	170,281	109,508	349	-	-	109,857	24,692	134,549	25,041	52,939
Borrowings	Total borrowings	32,807	29,276	-	-	-	29,276	-	29,276	-	31,069
Liquidity	External restrictions	75,582	74,106	1,123	-	-	75,229	1,510	76,739	2,633	69,830
	Internal Allocations	243,888	208,452	(12,404)	-	-	196,048	41,922	237,970	29,518	216,843
	Unallocated	29,500	29,145	(52)	-	-	29,093	(1,182)	27,911	(1,234)	27,911
	Total Cash and Cash Equivalents	348,970	311,703	(11,333)	-	-	300,370	42,250	342,620	30,917	314,584
Capital	Capital Funding	175,932	141,617	11,680	-	-	153,297	(23,026)	130,272	(11,346)	91,038
	Capital Expenditure	175,932	141,617	11,680	-	-	153,297	(23,026)	130,272	(11,346)	91,038
	Net Capital	-	-	-	-	-	-	-	-	-	-

DESCRIPTION		OPENING BALANCE AS AT JULY 2025	TOTAL CASH CONTRIBUTIONS RECEIVED AS AT THIS Q	TOTAL ACTUAL INTEREST EARNED AS AT THIS Q	TOTAL AMOUNTS EXPENDED AS AT THIS Q	TOTAL INTERNAL BORROWINGS (TO) / FROM AS AT THIS Q	HELD AS RESTRICTED ASSET AS AT THIS Q	CUMULATIVE BALANCE OF INTERNAL BORROWINGS (TO)/ FROM AS AT THIS Q
		\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S
Developer contributions	Total Developer Contributions	28,773	5,603	500	9,939	-	24,937	-

Income and Expenses Budget Review Statement

City of Newcastle

Budget review for the financial quarter ended 31 December 2025

Consolidated Fund

DESCRIPTION	PREVIOUS YEAR ACTUAL 2024/25	CURRENT YEAR ORIGINAL BUDGET 2025/26	APPROVED CHANGES REVIEW Q1	APPROVED CHANGES REVIEW Q2	APPROVED CHANGES REVIEW Q3	REVISED BUDGET	RECOMMENDED CHANGES FOR COUNCIL RESOLUTION	PROJECTED YEAR END (PYE) RESULT 2025/26	VARIANCE ORIGINAL BUDGET V PYE 2025/26	ACTUAL YTD 2025/26
	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S
INCOME										
Rates and annual charges	232,754	244,765	-	-	-	244,765	2,099	246,864	2,099	122,331
User chargers and fees	108,535	121,933	(1,793)	-	-	120,140	711	120,851	(1,082)	60,404
Other revenue	13,123	12,114	1,515	-	-	13,629	1,929	15,558	3,444	9,257
Grants and contributions provided for operating purposes	21,222	25,758	-	-	-	25,758	37	25,795	37	6,586
Grants and contributions provided for capital purposes	89,603	32,750	-	-	-	32,750	-	32,750	-	11,296
Interest and Investment Income	21,817	13,660	(1,953)	-	-	11,707	291	11,998	(1,662)	6,201
Other Income	10,648	13,837	1,953	-	-	15,790	(22)	15,768	1,931	9,482
Net gain from disposal of assets	-	-	-	-	-	-	-	-	-	-
Total Income from continuing operations	497,702	464,817	(278)	-	-	464,539	5,045	469,584	4,767	225,557
EXPENSES										
Employee benefits and on-costs	149,707	158,882	-	-	-	158,882	(3,308)	155,574	(3,308)	81,566
Materials and services	109,702	123,546	(1,422)	-	-	122,124	(11,709)	110,415	(13,131)	55,046
Borrowing costs	6,012	8,118	2,967	-	-	11,085	876	11,961	3,843	6,895
Other expenses	49,868	52,907	(2,172)	-	-	50,735	(39)	50,696	(2,211)	24,723
Net loss from disposal of assets	12,132	11,856	-	-	-	11,856	(5,467)	6,389	(5,467)	4,388
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	327,421	355,309	(627)	-	-	354,682	(19,647)	335,035	(20,274)	172,618
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	170,281	109,508	349	-	-	109,857	24,692	134,549	25,041	52,939
Depreciation, amortisation and impairment of non financial assets	71,942	76,500	349	-	-	76,849	24,692	101,541	25,041	38,252
Operating result from continuing operations	98,339	33,008	-	-	-	33,008	-	33,008	-	14,687
Net Operating Result before grants and contributions provided for capital purposes	8,736	258	-	-	-	258	-	258	-	3,391

CN is forecasting that its net operating result for the year before grants and contributions for capital purposes will remain as a \$0.3m surplus.

The December quarterly review recommends an increase of \$5m in income from continuing operations comprising of:

- \$2.1m increase in revenue from Rates and Annual charges from recent subdivisions and registration of strata plan units within the CBD.
- \$0.7m increase in revenue from User Charges and Fees including revenue from Civic Theatre performances and venue hire, parking meters, partially offset by decline in revenue from Summerhill Waste Management.
- \$1.9m increase in revenue related to reimbursements for utility infrastructure relocations and royalty payments related to landfill gas extraction.

The December quarterly review recommends a decrease of \$19.7m in expenditure (excluding depreciation) consisting of:

- \$3.3m reduction in employment expenditure including a reduction in the operational cost of CNs Capital Works Program.
- \$11.7m reduction in materials and services predominantly related to the reduction in the operational cost of CNs Capital Works Program.
- \$0.9m increase in borrowing costs which represents the unwinding of the discount for Waste Provisions. The unwinding of a discount on a provision is the process of increasing the provision's carrying amount in each reporting period to reflect the passage of time, as it moves from its present value towards the larger, future settlement amount. This periodic increase is recognised as a finance cost or borrowing cost in the profit or loss, representing the interest that accrues on the obligation. Essentially, it accounts for the time value of money by adding back the estimated interest expense each year.
- \$5.5m reduction in net loss on disposal from assets.

The December quarterly review recommends an increase of \$24.7m in Depreciation, amortisation and impairment.

This relates to anticipated increases in depreciation for Infrastructure, Property, Plant & Equipment related to increased replacement cost of assets driven by the impact of accounting standards and revaluations.

Capital Budget Review Statement

City of Newcastle

Budget review for the financial quarter ended 31 December 2025

DESCRIPTION	PREVIOUS YEAR ACTUAL	CURRENT YEAR ORIGINAL BUDGET	APPROVED CHANGES REVIEW	APPROVED CHANGES REVIEW	APPROVED CHANGES REVIEW	REVISED BUDGET	RECOMMENDED CHANGES FOR COUNCIL RESOLUTION	PROJECTED YEAR END (PYE) RESULT	VARIANCE ORIGINAL BUDGET V PYE	ACTUAL YTD
	2024/25	2025/26	Q1	Q2	Q3			2025/26	2025/26	2025/26
	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S
CAPITAL FUNDING										
Rates and other untied funding	80,406	81,008	347	-	-	81,355	19,225	100,580	19,572	84,387
Capital Grants and Contributions	32,306	26,869	-	-	-	26,869	-	26,869	-	11,296
Reserves - External Restrictions	(8,332)	1,476	(1,123)	-	-	353	(1,510)	(1,157)	(2,633)	4,276
Reserves - Internally Allocated	74,244	35,791	12,456	-	-	48,247	(40,740)	7,507	(28,284)	(7,157)
New Loans	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	763	4	-	-	-	4	-	4	-	2
Loan repayments	(3,455)	(3,531)	-	-	-	(3,531)	-	(3,531)	-	(1,766)
Total Capital Funding	175,932	141,617	11,680	-	-	153,297	(23,026)	130,272	(11,346)	91,038
CAPITAL EXPENDITURE										
WIP	-	-	-	-	-	-	-	-	-	-
New Assets	84,633	54,253	6,702	-	-	60,955	(11,020)	49,935	(4,318)	39,284
Asset Renewal	50,488	57,364	(3,797)	-	-	53,567	(12,006)	41,561	(15,803)	13,054
Other - property acquisitions	40,811	30,000	8,775	-	-	38,775	-	38,775	8,775	38,700
Total Capital Expenditure	175,932	141,617	11,680	-	-	153,297	(23,026)	130,272	(11,346)	91,038
Net Capital Funding - Surplus/Deficit	-	-	-	-	-	-	-	-	-	-

Cash and Investments Budget Review Statement

City of Newcastle

Budget review for the financial quarter ended 31 December 2025

DESCRIPTION	PREVIOUS YEAR ACTUAL 2024/25	CURRENT YEAR ORIGINAL BUDGET 2025/26	APPROVED CHANGES REVIEW Q1	APPROVED CHANGES REVIEW Q2	APPROVED CHANGES REVIEW Q3	REVISED BUDGET	RECOMMENDED CHANGES FOR COUNCIL RESOLUTION	PROJECTED YEAR END (PYE) RESULT 2025/26	VARIANCE ORIGINAL BUDGET V PYE 2025/26	ACTUAL YTD 2025/26
	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S
Total Cash, Cash Equivalents and Investments	348,970	311,703	(11,333)			300,370	42,250	342,620	30,917	314,584
EXTERNALLY RESTRICTED										
Water fund	-	-	-	-	-	-	-	-	-	-
Sewer fund	-	-	-	-	-	-	-	-	-	-
Developer contributions - general	28,772	34,353	(459)	-	-	33,894	(68)	33,826	(527)	24,936
Developer contributions - water	-	-	-	-	-	-	-	-	-	-
Developer contributions - sewer	-	-	-	-	-	-	-	-	-	-
Transport for NSW contributions	-	-	-	-	-	-	-	-	-	-
Stormwater management	-	-	-	-	-	-	-	-	-	-
Security bonds, deposits and retentions	1,787	1,787	-	-	-	1,787	-	1,787	-	1,819
Special purpose unexpended grants - general fund	15,507	8,165	861	-	-	9,026	(2,051)	6,975	(1,190)	11,907
Special purpose unexpended grants (recognised as revenue) - general fund	1,714	893	188	-	-	1,081	2,234	3,315	2,422	1,477
Contributions to Specific works	383	319	(1)	-	-	318	781	1,099	780	1,463
Domestic Waste Management	20,539	21,375	-	-	-	21,375	-	21,375	-	20,977
Bequests and Donations	1,680	1,585	-	-	-	1,585	146	1,731	146	1,608
Special Benefit rates	980	973	(7)	-	-	966	185	1,151	178	721
Rawson Crown Land Reserve	2,553	2,684	541	-	-	3,225	91	3,316	632	3,131
Community Facilities fund	264	275	-	-	-	275	320	595	320	270
Childcare sinking fund	1,270	1,505	-	-	-	1,505	(100)	1,405	(100)	1,347
Deferred Salary Scheme	133	192	-	-	-	192	(28)	164	(28)	174
Total Externally Restricted	75,582	74,106	1,123	-	-	75,229	1,510	76,739	2,633	69,830
Cash, cash equivalents & Investments not subject to external restrictions	273,388	237,597	(12,456)	-	-	225,141	40,740	265,881	28,284	244,754
INTERNAL ALLOCATIONS										
Employee entitlements	14,639	15,225	-	-	-	15,225	-	15,225	-	14,932
Works program: Infrastructure Agreed level of service	18,097	18,097	-	-	-	18,097	-	18,097	-	18,097
Waste Management: Remediation Provision	98,536	64,327	(12,404)	-	-	51,923	43,788	95,711	31,384	76,702
Works program: Specific projects	22,677	23,600	-	-	-	23,600	-	23,600	-	23,160
Works program: New and upgrade	3,074	-	-	-	-	-	-	-	-	1,035
Workers Compensation: Self insurance	69,341	68,391	-	-	-	68,391	(1,545)	66,846	(1,545)	64,157
Works carried forward	10,727	10,878	-	-	-	10,878	-	10,878	-	10,878
Newcastle Airport Partnership	4,112	4,112	-	-	-	4,112	-	4,112	-	4,112
Local Committees and childcare	601	612	-	-	-	612	(321)	291	(321)	620
Inland Pools Reserve Fund	2,084	3,210	-	-	-	3,210	-	3,210	-	3,150
Total Internally Allocated	243,888	208,452	(12,404)	-	-	196,048	41,922	237,970	29,518	216,843
Unallocated	29,500	29,145	(52)	-	-	29,093	(1,182)	27,911	(1,234)	27,911

Developer Contributions Summary

City of Newcastle

Budget review for the financial quarter ended 31 December 2025

PURPOSE	OPENING BALANCE AS AT 1 JULY 2025	DEVELOPER CONTRIBUTIONS RECEIVED																		HELD AS RESTRICTED ASSET AS AT THIS Q	CUMULATIVE BALANCE OF INTERNAL BORROWINGS (TO)/FROM AS AT THIS Q
		CASH Q1	CASH Q2	CASH Q3	NON-CASH LAND Q1	NON-CASH LAND Q2	NON-CASH LAND Q3	NON-CASH OTHER Q1	NON-CASH OTHER Q2	NON-CASH OTHER Q3	INTEREST EARNED Q1	INTEREST EARNED Q2	INTEREST EARNED Q3	MONETARY AMOUNTS EXPENDED Q1	MONETARY AMOUNTS EXPENDED Q2	MONETARY AMOUNTS EXPENDED Q3	INTERNAL BORROWINGS (TO)/FROM Q1	INTERNAL BORROWINGS (TO)/FROM Q2	INTERNAL BORROWINGS (TO)/FROM Q3		
	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S	\$000'S
Drainage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Roads	1,044	97	162	-	-	-	-	-	-	-	9	1	-	2,747	956	-	2,504	-	-	114	(6,939)
Traffic facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Parking	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Open space	5,065	355	575	-	-	-	-	-	-	-	31	18	-	2,518	1,826	-	-	-	-	1,700	-
Community facilities	16,121	92	495	-	-	-	-	-	-	-	144	150	-	61	-	-	(2,504)	-	-	14,437	6,939
Other	247	12	20	-	-	-	-	-	-	-	3	3	-	1	14	-	-	-	-	270	-
Total S7.11 Under plans	22,477	556	1,252	-	-	-	-	-	-	-	187	172	-	5,327	2,796	-	-	-	-	16,521	-
S7.11 Not under plans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
S7.12 Levies	6,296	423	3,372	-	-	-	-	-	-	-	53	88	-	1,685	131	-	-	-	-	8,416	-
S7.4 Planning agreements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
S64 Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Developer Contributions	28,773	979	4,624	-	-	-	-	-	-	-	240	260	-	7,012	2,927	-	-	-	-	24,937	-

Notes

All developer contributions received are to be disclosed, and distinguished as cash or non cash. Recognition occurs when council gains control over the asset (cash or non cash). Councils have obligations to provide facilities from contribution revenue levied on developers under the provisions of s7.4,s7.11 and s7.12 of the Environmental Planning and Assessment Act 1979. Developer contributions may only be expended for the purpose for which the contributions were required, however council may apply contributions according to the priorities established in work schedules for the contribution plan.

Works Program Summary

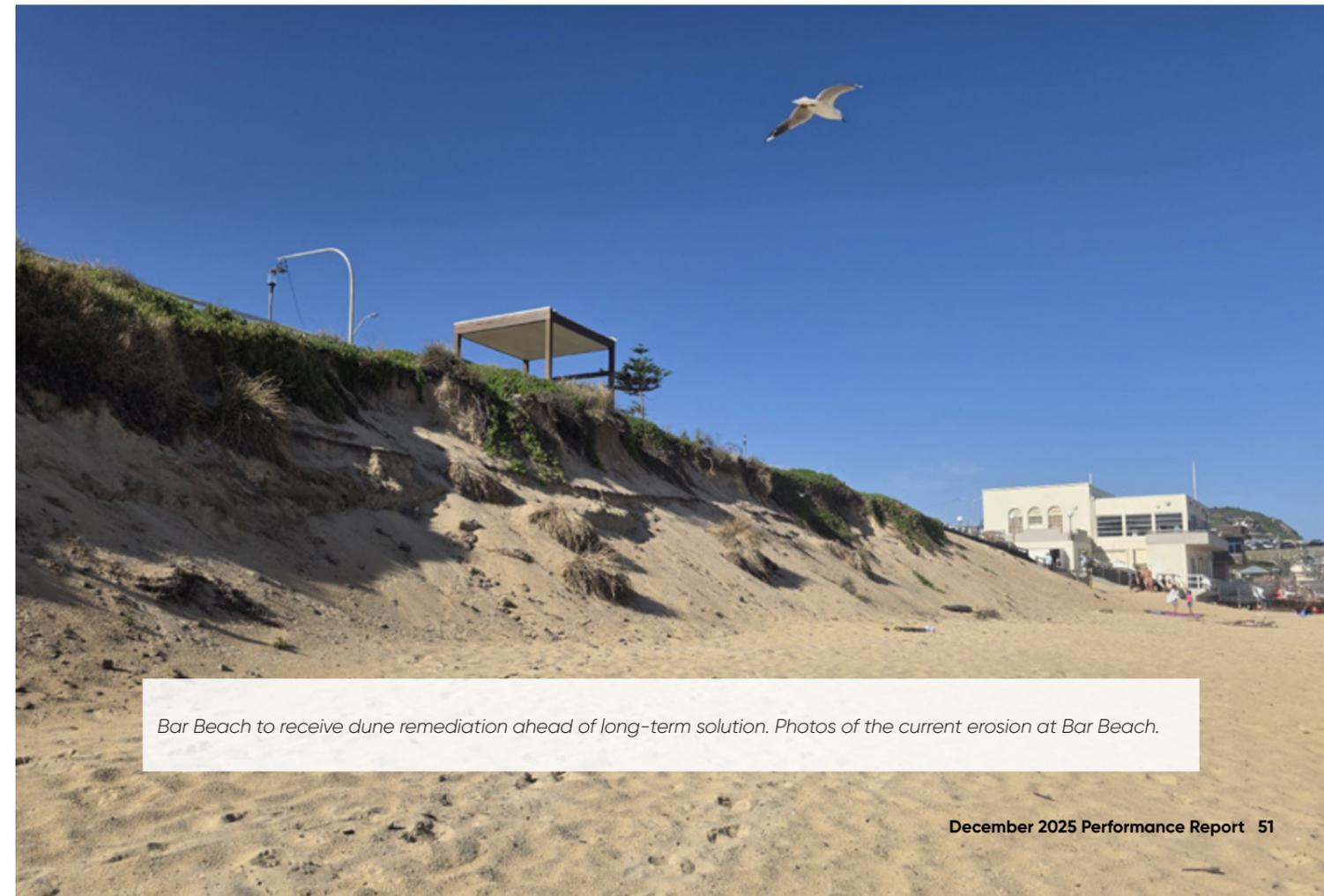
City of Newcastle

Result for the financial period ending 31 December 2025

FULL YEAR ADOPTED BUDGET	PORTFOLIO/PROGRAM	APPROVED CHANGES SEPTEMBER 2025	RECOMMENDED CHANGES DECEMBER 2025	PROJECTED YEAR END RESULT	ACTUAL YTD
\$000'S		\$000'S	\$000'S	\$000'S	\$000'S
65,661	City Infrastructure - Assets & Facilities	(1,439)	(14,639)	49,582	28,397
	Buildings - Council Support				
505	Services	-	(200)	305	134
500	Public Toilets	-	(145)	355	32
705	Retaining walls	-	-	705	72
6,080	Bridges	3,624	(2,883)	6,821	5,491
3,345	Footpaths	(426)	(1,627)	1,292	321
2,410	Roadside Furniture	(294)	(322)	1,794	383
30,121	Road Rehabilitation	(4,233)	(3,558)	22,329	15,771
12,030	Road Resurfacing	(110)	(3,990)	7,930	3,041
190	Parking Infrastructure	-	-	190	42
4,775	Stormwater System	-	(316)	4,459	1,952
5,000	Fleet Replacement	-	(1,598)	3,402	1,157
7,695	Planning & Environment - Transport	-	(1,668)	6,027	3,555
4,145	Cycleways	(546)	(72)	3,527	2,058
2,150	Pedestrian Access and Mobility Plan (PAMP)	351	(1,451)	1,050	737
1,400	Local Area Traffic Management (LATM)	195	(145)	1,450	760
14,203	Planning & Environment - Environment & Sustainability	41	(3,729)	10,515	2,921
260	Blackbutt Reserve	140	(100)	300	173
525	Flood Planning	-	(110)	415	89
5,050	Coast, Estuary and Wetlands	(65)	(1,458)	3,527	864
4,180	Bushland and Watercourses	15	(1,171)	3,024	603
2,650	Street and Park Trees	-	(780)	1,870	698
1,538	Sustainability & Climate	(49)	(110)	1,379	494
18,525	Corporate Services	-	(3,904)	14,621	8,576
12,425	Commercial Properties	-	(4,334)	8,091	3,959
1,300	Digital Enablement	-	(900)	400	55
4,800	Core Systems Development & Maintenance	-	1,330	6,130	4,561

FULL YEAR ADOPTED BUDGET	PORTFOLIO/PROGRAM	APPROVED CHANGES SEPTEMBER 2025	RECOMMENDED CHANGES DECEMBER 2025	PROJECTED YEAR END RESULT	ACTUAL YTD
\$000'S		\$000'S	\$000'S	\$000'S	\$000'S
27,135	Creative & Community Services	1,370	(6,227)	22,278	14,267
2,960	Aquatics	-	(1,062)	1,898	1,292
145	Cemeteries	(49)	(21)	75	1
1,010	Community Buildings	1,440	(454)	1,996	1,580
2,665	Civic Venues / Civic Services	-	(237)	2,428	320
17,645	Recreation & Sport	(2,951)	(3,444)	11,250	8,091
1,200	Art Gallery	2,930	(960)	3,170	2,525
1,510	Museum / Libraries / Historic Fort Scratchley	-	(49)	1,461	458
9,390	Waste Services	44	(1,354)	8,080	4,132
9,390	Waste Management	44	(1,354)	8,080	4,132
11,920	City Infrastructure - Revitalisation	(16)	(2,016)	9,889	7,063
6,575	City Centre	(108)	40	6,507	4,706
770	Coastal	(50)	(406)	314	250
4,575	Urban Centres	142	(1,650)	3,067	2,107
154,528	Total Works Program	-	(33,537)	120,992	68,910

Note: The Budget above is inclusive of operational and capital works



Bar Beach to receive dune remediation ahead of long-term solution. Photos of the current erosion at Bar Beach.

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.

BAU Business as usual.

BOCE This refers to the Business Operations and Customer Excellence Service Unit

COMMUNITY LAND Land classified as community land must be kept for use by the general community. All community land must be regulated by a Plan of Management, which may apply to one or more areas of land.

CN City of Newcastle.

CROWN LAND Land is land that is owned by the NSW Government but managed on its behalf by Council.

CX STRATEGY Our plan for a better customer experience. Our CX strategy aims to flip the power from the institution to the customer, building life-long trust.

DA Development Application.

DCP Development Control Plan.

DIAP The Disability Inclusion Action plan will act as a roadmap to guide CN's actions and establish strategies to ensure we create an inclusive community for all people who live, visit and work in Newcastle.

DELIVERY PROGRAM A strategic document with a minimum four-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes.
(Note: this is a legislative requirement).

EEO Equal Employment Opportunity.

ELT CN's Executive Leadership Team is led by the CEO and comprises four Directorates.

FBT Fringe Benefits Tax.

FINANCIAL YEAR The financial year we are reporting on in this document is the period from 1 July 2025 to 30 June 2026.

FTE Full-time equivalent. In relation to staff numbers this refers to a figure that is based on the wages for full-time staff.

GIPA *The Government Information (Public Access) Act 2009* (NSW), or GIPA Act, replaced freedom of information legislation.

GIS Geographic Information System.

IPART Independent Pricing and Regulatory Tribunal.

KPI a quantifiable measure of performance over time for a specific objective. KPIs provide targets for teams to shoot for, milestones to gauge progress, and insights that help people across the organization make better decisions.

LGA Local Government Area.

LIVEABILITY AND WELLBEING SURVEY The Liveability and Wellbeing survey is conducted to help benchmark key measures and track themes within the Newcastle 2040 Community Strategic Plan, measure quality of life and liveability within Newcastle and understand trust towards CN.

MALL This refers to the Museum, Archives, Libraries and Learning Service Unit

MEECA This refers to the Media, Engagement, Economy and Corporate Affairs Service Unit

NEWCASTLE 2040 (N2040) *Newcastle 2040* is our integrated Community Strategic Plan which provides clear strategic direction for the long term and identifies the main priorities, aspirations and future vision of the community.

DELIVERING NEWCASTLE 2040 (DN2040) *Delivering Newcastle 2040* is our combined Delivery Program and Operational Plan, and translates the community's visions and priorities into clear actions. It is the primary reference point for all activities undertaken by Council during its term of office.

OPERATIONAL PLAN A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the Community Strategic Plan. (Note: this is a legislative requirement.)

PAMP Pedestrian Accessibility and Mobility Plan.

PARTNERING A structured approach to working together with other parties to achieve a mutually beneficial outcome.

PERFORMANCE The results of activities and progress in achieving the desired outcomes over a given period of time.

QBRs Quarterly Budget Review Statement.

RATE PEGGING The percentage limit by which a council may increase the total income it will receive from rates. The percentage is set each year by the NSW Minister for Local Government.

RISK MANAGEMENT A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

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.

SDGs Sustainable Development Goals.

TARGET A goal to be reached by a specific date, which may be higher than the forecasted performance. It aims to continually improve performance.

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