

NEWCASTLE 2040

it's our future

Community Strategic Plan REVISED 2024/25

Here's a summary of our main planning documents, refreshed and revised between 2024 and 2025, to guide our shared future.

Newcastle 2040 is our shared roadmap to becoming a liveable, sustainable, and inclusive global city. This Community Strategic Plan sets out our vision and priorities for the next decade, guiding the decisions and actions that will shape our future together.

Planning

Community Strategic Plan
– *Newcastle 2040 10+ yrs*



Informing Strategies



Service delivery

Delivery Program and Operational Plan – *Delivering Newcastle 2040*

- *Delivery Program (2025–2029) 4 yrs*
- *Operational Plan (2025/26) 1 yr (Our Budget and Capital Works Program)*



Resourcing Strategy – *Finance – Assets – Workforce*

- *Long-Term Financial Plan 10 yrs*
- *Asset Management Planning 10 yrs*
- *Workforce Development Strategic Plan 4 yrs*



You can view the full versions on our [website](#).

Our city, our people

Our population

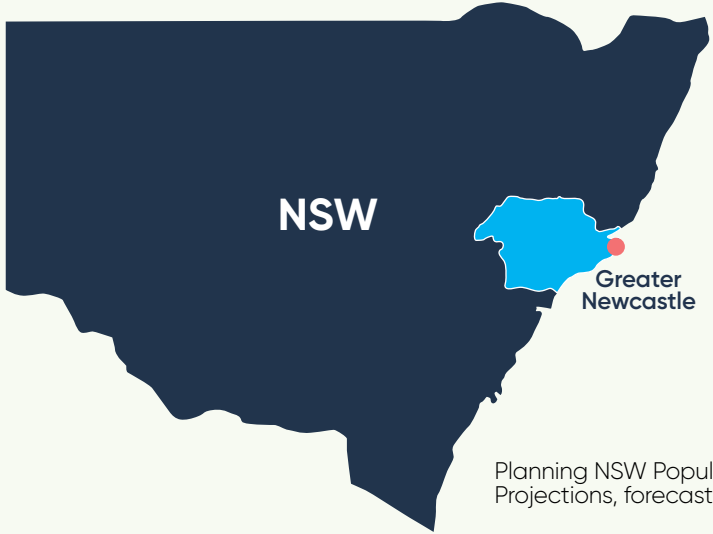
Newcastle population 2023 **174,294**

Population by 2046 **205,445**

Greater Newcastle population 2021 **604,115**

Population by 2041 **773,825**

Estimated annual population growth rate **0.77%**



Median age

Newcastle	37
NSW	39

Aboriginal and Torres Strait Islander population

Newcastle	4.4%
NSW	3.4%

Born overseas

Newcastle	15%
NSW	29%

Speak a language other than English

Newcastle	11%
NSW	27%

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

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. The City of Newcastle 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 – **Toohmbing**
- Hexham Swamp – **Burraghinhbng**

CN's role and services

As Newcastle grows, CN, stakeholders, and the community must work together to invest in our shared wellbeing.

CN leads the preparation of Newcastle 2040 on behalf of the community, but it is not solely responsible for its delivery. Many key issues—such as transport, health, education, housing, and employment—are outside CN's direct control.

To achieve our vision, CN works with governments, agencies, businesses, educational institutions, and community groups. Depending on the task, CN may Deliver, Partner, or Advocate.

Through strong leadership, partnerships, and fulfilling its own commitments, CN helps shape a Newcastle that works for everyone.



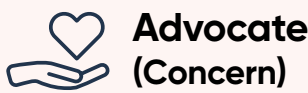
**Deliver
(Control)**

CN delivers a wide range of programs and services including waste collection, libraries, childcare, maintenance of local roads and public spaces, recreation facilities and programs, community support, special events and regulatory functions.



**Partner
(Influence)**

There are areas in which CN has partial or shared responsibility or influence. CN builds strategic partnerships with federal and state government agencies, the private sector, and a range of other stakeholders whose work will contribute to delivering our long-term priorities.



**Advocate
(Concern)**

A wide range of issues important to the community sits outside CN's control. CN gives a voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and industry.

Our plan on a page

NEWCASTLE 2040
it's our future

Newcastle is a liveable, sustainable, inclusive global city

1. Liveable		2. Sustainable		3. Creative		4. Achieving Together	
<div><div></div><div>1.1 Enriched neighbourhoods and places</div><div>1.1.1 Create and maintain vibrant, inclusive and well-designed public spaces</div><div>1.1.2 Promote sustainable and accessible urban design</div><div>1.1.3 Protect and celebrate Newcastle's heritage</div><div>1.1.4 Increase access to affordable housing</div><div>1.1.5 Enhance and protect public safety</div><div><div></div><div>1.3 Safe, active and linked movement across the city</div><div>1.3.1 Develop accessible, connected cycleways and pedestrian networks</div><div>1.3.2 Maintain safe and efficient road networks</div><div>1.3.3 Implement effective parking strategies</div><div>1.3.4 Strengthen active and public transport connections and services</div></div></div>		<div><div></div><div>2.1 Action on climate change</div><div>2.1.1 Achieve net zero emissions</div><div>2.1.2 Assess and manage climate risks</div><div>2.1.3 Support climate adaption and build community resilience</div><div><div></div><div>2.2 Nature-based solutions</div><div>2.2.1 Restore and protect natural environments</div><div>2.2.2 Expand and protect urban green spaces</div><div>2.2.3 Achieve a water-sensitive city</div><div><div></div><div>2.3 Circular economy</div><div>2.3.1 Reduce waste and promote resource recovery</div><div>2.3.2 Support localised and sustainable supply chains</div></div></div></div>		<div><div></div><div>3.1 Vibrant and creative city</div><div>3.1.1 Plan, support and deliver vibrant events and programs</div><div>3.1.2 Position Newcastle as a premier destination</div><div>3.1.3 Celebrating culture in everyday life</div><div><div></div><div>3.2 Opportunities in jobs, learning and innovation</div><div>3.2.1 Provide inclusive learning and employment opportunities</div><div>3.2.2 Grow our local skills base</div><div><div></div><div>3.3 Connected and fair communities</div><div>3.3.1 Support strong social and cultural connections</div><div>3.3.2 Celebrate diversity and champion inclusion</div><div>3.3.3 Promote and support active and healthy communities</div><div><div></div><div>3.4 City-shaping partnerships</div><div>3.4.1 Optimise city opportunities</div><div>3.4.2 Advocate and collaborate across government, industry and business</div></div></div></div></div>		<div><div></div><div>4.1 Inclusive and integrated planning</div><div>4.1.1 Ensure financial sustainability</div><div>4.1.2 Align planning with community needs and aspirations</div><div>4.1.3 Develop a skilled and engaged workforce</div><div><div></div><div>4.2 Trust and transparency</div><div>4.2.1 Foster genuine community engagement</div><div>4.2.2 Share information and celebrate success</div><div>4.2.3 Provide trusted customer experience</div><div><div></div><div>4.3 Collaborative and innovative approach</div><div>4.3.1 Build a collaborative organisational culture</div><div>4.3.2 Encourage innovation and continuous improvement</div><div>4.3.3 Use data-driven decision-making and insights</div></div></div></div>	
<div><div></div><div>Community Indicators</div><div>Overall quality of life in Newcastle</div><div>Recommending Newcastle as a place to live</div><div>Considering moving out of Newcastle in the next five years</div><div>Number of recorded criminal incidents for major offences</div><div>Travel patterns on an average weekday for residents</div><div><div></div><div>Service Indicators</div><div>Cycle-friendly and walkable city</div></div></div>		<div><div></div><div>Community Indicators</div><div>Overall quality of life in Newcastle</div><div>City-wide greenhouse gas emissions from electricity</div><div>Community greenhouse gas emissions</div><div>Electric vehicle car sales in the Newcastle LGA</div><div>Satisfaction with our green, blue and wild spaces</div><div>Per capita or household water usage</div><div>Municipal waste diversion from landfill</div><div><div></div><div>Service Indicators</div><div>Greenhouse gas emissions from CN operations</div></div></div>		<div><div></div><div>Community Indicators</div><div>Overall quality of life in Newcastle</div><div>Number of domestic visitors travelling to the Hunter Region</div><div>Newcastle has a thriving arts and culture scene</div><div>Unemployment rates by age group</div><div>Rate of economic growth- Gross Regional Product</div><div>Rental Affordability Index</div><div><div></div><div>Service Indicators</div><div>Return on investment on events sponsored by CN</div></div></div>		<div><div></div><div>Community Indicators</div><div>Overall quality of life in Newcastle</div><div>Trust in CN</div><div>CN is responsive to the needs of the community</div><div>Information about CN and its decision are clear and accessible</div><div><div></div><div>Service Indicators</div><div>Number of people engaged through our community engagement</div><div>Value of community grants</div></div></div>	

The indicators shown are a sample from N2040. Refer to the [full document](#) to view the complete set.



delivering NEWCASTLE 2040

Delivering Newcastle 2040

Our Delivery Program sets out how we'll bring our community's vision for Newcastle to life over the next four years. Guided by *Newcastle 2040*, it translates the aspirations expressed by residents into meaningful actions and projects under the themes of liveable, sustainable, creative and achieving together.

The Delivery Program is our four-year roadmap for action, bridging the gap between the Community Strategic Plan (*Newcastle 2040*) and CN's day-to-day operations. It transforms the community's vision of a **liveable, sustainable, inclusive global city** into tangible projects and services that reflect our shared values and aspirations.

Throughout this term, we'll address and adapt to challenges such as climate impacts, population growth, and technological advances. By proactively managing risks and regularly reviewing our strategies, we ensure continuity of core services and remain responsive to new opportunities that strengthen our city.

Clear targets and performance measures keep us accountable for our commitments. Regular progress reviews, evidence-based decision-making, and community feedback loops help us refine our projects, ensuring resources are used effectively and transparently to meet residents' evolving needs.

Ultimately, the Delivery Program is about delivering real benefits for the people of Newcastle. Whether we're upgrading local infrastructure, protecting natural assets, or enhancing cultural experiences, every initiative is designed to foster a vibrant, resilient city where everyone can thrive.

Our key services

CN delivers a wide range of services to meet our vision for a liveable, sustainable and inclusive global city.

Waste Services

Waste
Management

Planning & Environment

Environment &
Sustainability

Planning &
Development

Transport &
Regulation

Business
Operations &
Customer
Excellence

City Infrastructure

Assets &
Facilities

Civil
Construction &
Maintenance

Project
Management
Office

Corporate Services

Finance, Property
& Performance

Information
Technology

Legal &
Governance

Customer
Experience

People &
Culture

Creative & Community

Media,
Engagement,
Economy &
Corporate Affairs

Museum Archive
Libraries &
Learning

Community &
Recreation

Civic Services

Art Gallery



Major projects

The following major **capital projects** are planned to be delivered over the next four years:

Liveable

Foreshore Park, Newcastle all-abilities playground and water park upgrade

East End Public Domain Plan – Hunter Street Mall Revitalisation

Newcastle Ocean Baths upgrade Stage 2

Cottage Creek Bridge renewal

Western Corridor Road Upgrade – Minimi Road and Longworth Avenue

Georgetown Local Centre upgrade

Bathers Way – King Edward Park

Lambton Swimming Centre upgrades

Minimi Road Wallsend upgrade

Union Street Wickham Public Domain Plan

Rail Bridge Row Affordable Housing Project

Sustainable

Summerhill Waste Management Centre landfill capacity, waste management and access improvements

Coastal management works

Citywide trenchless drainage rehabilitation

Sustainable transport infrastructure

Stockton coastal and coastline protection work

Ironbark Creek rehabilitation

Creative

Library collections

Upgrade to Libraries

Community building refurbishment and renewal

Newcastle Art Gallery, cultural asset preservation

Civic Theatre refurbishment and improvements

Museum refurbishment and upgrades

Achieving Together

Technology infrastructure and security

TechOne CiA migrations

Data Insights, Spatial Digital Twin and City Analytics

The following **operating projects** are planned to be delivered over the next four years:

Liveable

Implement identified actions within the Disability Inclusion Action Plan and Social Strategy

Increase local community understanding and participation to conserve, enhance and celebrate Newcastle's heritage places

Prepare and facilitate delivery of Broadmeadow Place Strategy

Implement Housing Strategy and continue to evolve the Affordable Housing Contribution Scheme

Sustainable

Deliver priority actions from Climate Action Plan, Sustainable Waste Strategy and Environment Strategy

Develop Electric Vehicle & Low Emissions Transport Plan

Deliver trial for drop-off and bulk waste recovery operations and the food organics diversion of waste from landfill program

Deliver flood risk management program

Creative

Support the operation of Newcastle's four Business Improvement Associations

Plan and develop public displays of the permanent collection within the expanded Art Gallery

Develop and maintain a digital platform aimed at raising the profile of Newcastle's economic development opportunities

Deliver engaging, diverse and inclusive programs that support, connect and reflect our community

Achieving Together

Strengthen CN's crisis and emergency management capabilities

Implement Inclusion, Diversity and Equity Strategy

Update and consolidate the Reconciliation Action Plan, Aboriginal Employment Strategy and cultural awareness programs

Our informing strategies and supporting plans

<div><div>1. Liveable</div></div>	<div><div>2. Sustainable</div></div>	<div><div>3. Creative</div></div>	<div><div>4. Achieving Together</div></div>
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<div><div><div>Informing strategies and supporting Supporting plans to deliver a Liveable Newcastle:</div><div><div>Informing strategies:</div><div>Local Strategic Planning Statement 2020–2040</div><div>Broadmeadow Place Strategy</div><div>Newcastle Transport Strategy (future draft)</div></div><div><div>Supporting plans:</div><div>Cycling Plan 2021–2030</div><div>Parking Plan 2021–2030</div><div>Local Housing Strategy 2020–2040</div><div>Heritage Strategy 2020–2030</div></div></div></div>	<div><div><div>Informing strategies and supporting plans to deliver a Sustainable Newcastle:</div><div><div>Informing strategies:</div><div>Newcastle Environment Strategy 2025</div><div>Sustainable Waste Strategy 2023</div></div><div><div>Supporting plans:</div><div>Climate Action Plan 2021–2025</div><div>Stockton Coastal Management Program 2020</div><div>Climate Change Risk and Resilience Plan</div><div>Urban Forest Action Plan (future draft)</div><div>Water-Sensitive City Action Plan (future draft)</div><div>Blue Green Grid Action Plan (future draft)</div><div>Extended Stockton Coastal Management Program (future draft)</div><div>Newcastle Southern Beaches Coastal Management Program (future draft)</div><div>Hunter Estuary Coastal Management Program (future draft)</div></div></div></div>	<div><div><div>Informing strategies and supporting plans to deliver a Creative Newcastle:</div><div><div>Informing strategies:</div><div>Economic Development Strategy 2021–2025</div><div>Social Strategy 2023–2027</div></div><div><div>Supporting plans:</div><div>Destination Management Plan 2021–2025</div><div>Cultural Plan (future draft)</div><div>Disability Inclusion Action Plan 2022–2026</div><div>Strategic Sports Plan 2020–2030</div><div>Inland Pools Strategy 2043</div></div></div></div>	<div><div><div>Informing strategies and supporting plans to Achieve Together:</div><div><div>Informing strategies:</div><div>Customer Experience Strategy 2020–2025</div><div>Long-Term Financial Plan 2025–2035</div><div>Workforce Development Strategic Plan 2025–2029</div><div>Asset Management Strategy 2025–2035</div></div><div><div>Supporting plans:</div><div>Inclusion, Diversity and Equity Strategy 2023–2027</div><div>Aboriginal Employment Strategy 2022–2025</div><div>Reconciliation Action Plan 2021–2024</div></div></div></div>

Informing strategies

Help to deliver community aspirations. They provide long-term goals or outcomes on how we will achieve the objectives of Newcastle 2040. They help articulate community aspirations and CN's strategic intent over the long term within CN's resourcing capability.

Supporting plans

Translates strategic priorities from *Newcastle 2040* or a Strategy into actions and identified accountability for delivery as well as measurements to measure performance. They contain specific steps to be taken to achieve a new or enhanced service level, project, or activity over the short and medium term within CN's resourcing capability.

Management Plans

Formal planning tool to design the future operations of a facility. It outlines what are we trying to achieve, how will we achieve it and evaluation methods used to measure performance.

Plans of Management and Masterplans

Determines and guides the future management of a place such as a park, sportsground or bushland reserve..

Public Domain Plans and Technical Manuals

Detailed plans and specifications to deliver works.

Community Engagement Strategy 2023–2026



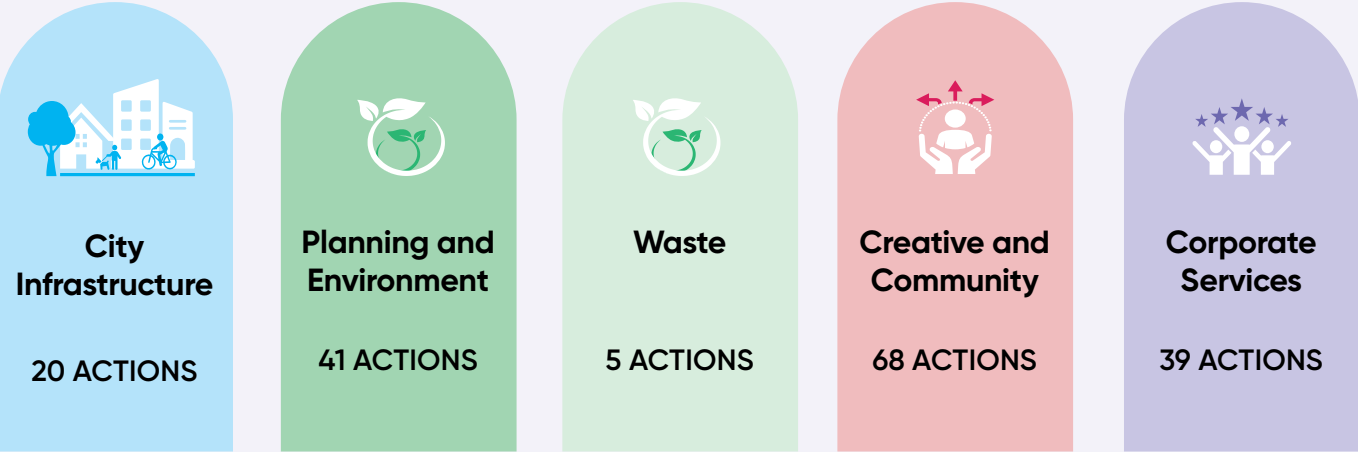
Our Community Engagement Strategy 2023 – 2026 provides a framework for how City of Newcastle will engage with the community to support the development of its plans, policies, programs and key activities.

Our operational Plan

The Operational Plan sets out the specific projects, programs and actions CN will deliver over the next 12 months to achieve the commitments in the Delivery Program and align with the *Newcastle 2040* vision.

It serves as a detailed roadmap for how we will provide essential services, invest in infrastructure and deliver outcomes that reflect the priorities of our community.

In 2025/2026, the Operational Plan outlines an operating income budget of \$431.3 million, which supports 173 actions across 18 Service Units to deliver key community priorities.



We forecast
\$432.1 million*
in operating income



We forecast
\$431.8 million
expenditure on community services and operating expenses



We forecast
\$258 thousand
net operating surplus

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



We forecast
\$154.5 million
on Capital Works Program



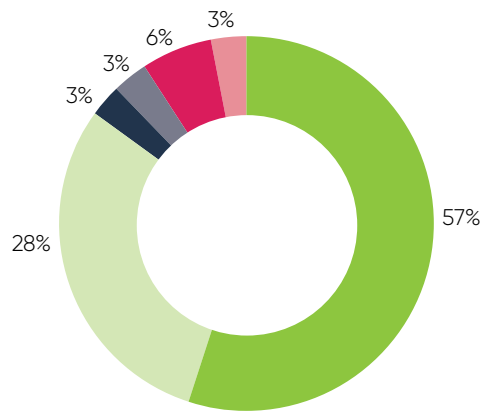
We manage
\$2.6 billion
total assets

[You can read more about our operational plan here.](#)

Total operating income: \$432.1 million*

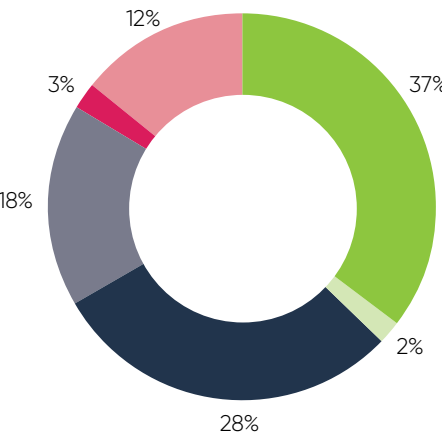
Total income by category		2025/2026
Rates and annual charges		\$244.8 million
User charges and fees		\$121.9 million
Interest and investment income		\$13.7 million
Other revenue		\$12.1 million
Grants and contributions - operating		\$25.8 million
Other income		\$13.8 million
Total		\$432.1 million

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



Total operating expenses: \$431.8 million

Total expenditure by category		2025/2026
Employee benefits and on-costs		\$158.9 million
Borrowing costs		\$8.1 million
Materials and services		\$123.5 million
Depreciation and amortisation		\$76.5 million
Net loss from disposal of assets		\$11.9 million
Other expenses		\$52.9 million
Total		\$431.8 million



City infrastructure - Assets and Facilities
\$65.7 million



Planning and Environment - Transport
\$7.7 million



Corporate Services
\$18.5 million



City Infrastructure - Revitalisation
\$11.9 million



Waste Services
\$9.4 million



Planning and Environment - Environment and sustainability
\$14.2 million



Creative and Community Services
\$27.1 million

Major projects over the council term

CN has a range of ongoing programs and projects that will extend throughout 2025-2029

- Local centres public domain program
 - Coastal revitalisation program
 - Upgrade, expansion and connection of footpaths and shared pathways
 - Road rehabilitation and renewal
- Broadmeadow Place Strategy
 - Stockton coastal and coastline protection works
 - Community building refurbishment and renewal

Works program summary

A significant portion of the 2025/26 budget is allocated to major capital works projects designed to improve Newcastle's infrastructure and public spaces. In addition, we are continuing our focus on innovation and efficiency, using technology and evidence-based approaches to deliver services that are responsive to the evolving needs of our community.

- 1

Western Corridor Road Upgrade - Minmi Road and Longworth Avenue
- 2

Affordable Housing Project
- 3

Hunter Street Mall Public Domain
- 4

Foreshore Park Playground and Water Park
- 5

Georgetown Local Centre Upgrade
- 6

Boscawen Street Bridge Upgrade
- 7

Seawall Repair, Mitchell Street, Stockton
- 8

Lambton Park Cafe Adaptive Reuse

- 9

Cottage Creek Bridge Renewal
- 10

Footpath Upgrade, Union Street, Wickham
- 11

Maryland Creek Rehabilitation
- 12

Road Renewal, Old Maitland Road, Hexham
- 13

Road Embankment Renewal, Lexington Parade, Adamstown Heights
- 14

Johnson Park Lighting and Amenities Upgrade, Lambton
- 15

Tarro Oval Amenities Upgrade



resourcing NEWCASTLE 2040

CN provides services and facilities to more than 174,000 residents. We manage \$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, and support a workforce of over 1,300 people.

Resourcing Newcastle 2040 is an integral part of the IPR framework and provides a clear picture on how we plan to resource delivery.

Our planning for *Resourcing Newcastle 2040* is aligned with the community's vision for the future, as well as the planning process and implementation of *Delivering Newcastle 2040*. Our resourcing is transparent with clear accountability for delivery, bringing together CN's 3 interrelated plans in relation to resources. These plans facilitate how to best manage our assets and infrastructure, plan for replacement and ensure that adequate funding and skills are available for service delivery and operations.

Resourcing Newcastle 2040 consists of:

- Our Finance – Long-Term Financial Plan
- Our Assets – Asset Management Planning
- Our People – Workforce Development Strategic Plan.



CN manages a diverse range of assets.

Arts & Cultural Facilities

- 1 Museum
- 1 Art Gallery
- 2 historical forts
- 1 Civic Theatre
- 1 City Hall

Stormwater

- 545km pipes and culverts
- 23,500 stormwater pits
- 326 water quality devices

Aquatic Centres

- 10 beaches
- 6 patrolled
- 5 inland swimming pools
- 2 ocean baths

Outdoor Spaces

- 134 playgrounds
- 250 recreation parks
- 147 sporting grounds
- 17 dog off-leash areas

Waste

- Summerhill Waste Management Facility

Community Facilities

- 19 community halls and centres
- 6 surf clubs
- 10 Libraries
- 1 visitor centre
- 1 holiday park
- 3 cemeteries

Natural Assets

- 79km creeks
- 102,799 street and park trees
- 91 bushland parcels
- 65 wetlands
- 4.5km sand dunes
- 3.5km coastal cliff line
- 8.7km river walls
- 3.7km sea walls

Transport

- 850km roads
- 1,487km kerb and gutter
- 117 bridges
- 972km pathways



Our Finance

Long-Term Financial Plan

The Long-Term Financial Plan helps us fund essential services, infrastructure and projects while ensuring Newcastle remains financially sustainable. It provides a 10-year forecast, reviewed annually, to guide responsible decision-making and balance community priorities with future needs.

Our financial strategy

In addition to the principles set out in the *Local Government Act 1993* (section 8B), the LTFP has four objectives to ensure CN's financial sustainability.

Maintain commitment towards achieving a net operating surplus

Renew and maintain assets within a sustainable range

Maintain a strong cash and liquidity position

Financial legacy

Funding our four-year delivery

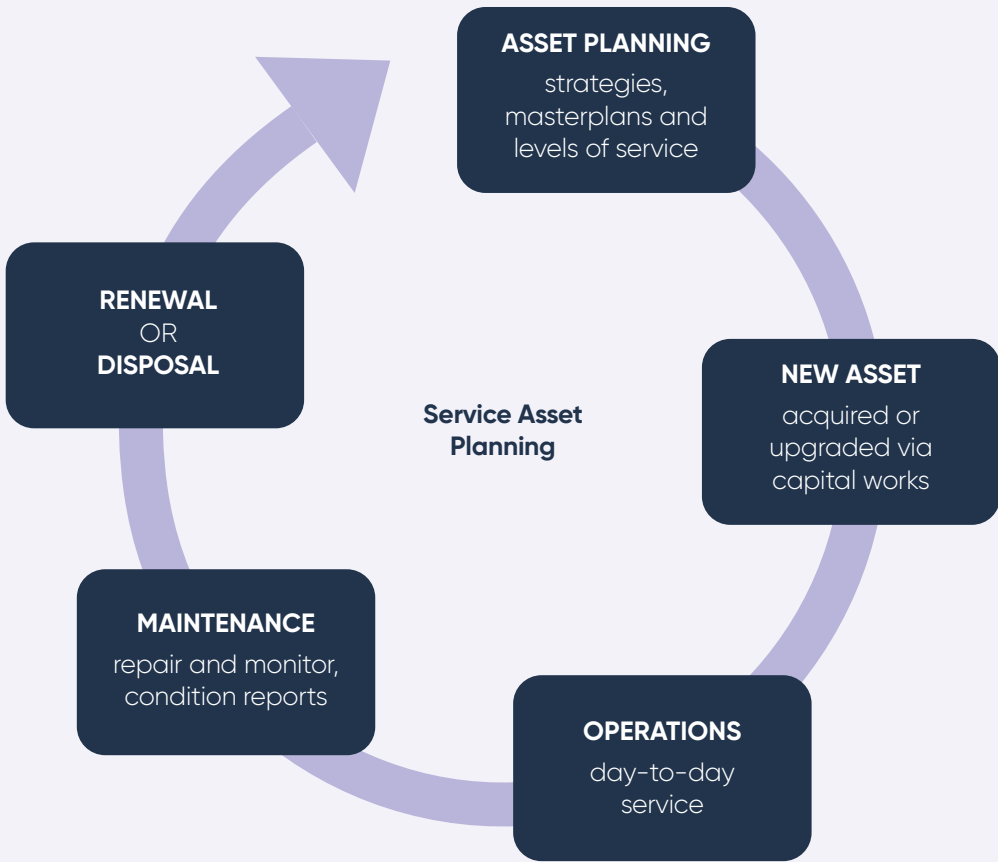
Income Statement					
	Current	Year 1	Year 2	Year 3	Year 4
	2024/25	2025/2026	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations					
Rates and annual charges	232,264	244,765	251,373	258,160	265,647
User charges and fees	124,293	121,933	128,372	135,390	141,470
Other revenue	11,501	12,114	12,392	12,731	13,069
Grants and contributions provided for operating purposes	24,075	25,758	27,174	29,353	30,087
Grants and contributions provided for capital purposes	43,782	32,750	32,915	33,738	34,581
Interest and investment income	14,517	13,660	10,701	11,353	11,789
Other income	13,306	13,837	11,701	12,578	13,308
Total income from continuing operations	463,738	464,817	474,628	493,303	509,951
Expenses from continuing operations					
Employee benefits and on-costs	146,514	158,882	162,583	168,554	175,345
Materials and services	122,371	123,546	123,929	127,121	132,391
Borrowing costs	5,410	8,118	7,946	7,819	7,913
Depreciation and amortisation	73,173	76,500	79,367	82,044	83,789
Other expenses	58,728	52,907	54,473	55,864	57,579
Net loss from the disposal of assets	9,697	11,856	12,931	13,257	13,623
Total expenses from continuing operations	415,893	431,809	441,229	454,659	470,640
Operating result from continuing operations	47,845	33,008	33,399	38,644	39,311
Net operating result for the year before grants and contributions provided for capital purposes	4,063	258	484	4,906	4,730

[You can read more about our long-term financial plan here.](#)

Our Assets

Asset Management Planning

Asset Management Planning, which includes the Asset Management Strategy, Asset Management Policy and Service Asset Management Plan plays a critical role in ensuring Newcastle's infrastructure is maintained, renewed and expanded sustainably. It balances community needs, funding and environmental sustainability to support a liveable city now and into the future.



Asset Management Strategy

The Strategy outlines how CN plans to manage and maintain key community assets such as roads, buildings, and open spaces. It explains how risks will be managed, and sets out actions to improve our asset management practices. The Strategy also includes how planning for renewal and maintenance will be undertaken and the resources needed to support this work.

[You can read more about our asset management strategy here.](#)

Asset Management Plan

The Plan provides details about all assets under CN's care. It defines service levels and includes long-term plans for maintenance, renewal, and replacement, along with estimated costs. The plans help inform our long-term budgeting. CN reports each year on asset condition and spending, in line with financial reporting requirements.

[You can read more about our asset management plan here.](#)

Our People

Workforce Development Strategic Plan

Our Workforce Development Plan 2025–2029 sets a clear direction to grow a skilled, inclusive, and adaptable workforce. As technology advances and different generations bring new expectations to work, we're supporting our people to build the broad capabilities they need, like digital skills, innovative thinking, leadership, and wellbeing. By creating a safe, supportive, and flexible workplace, we're helping our people succeed so we can continue delivering vital services, infrastructure and works for Newcastle's future.

Our Workforce Snapshot

Welcomed **281**

Farewelled **185**

Average Years of Service **8**

Median Age **43** Local Government Area **37**

Average Vacancy Rate **12%**

Turnover **12%** Local Government NSW **18%**

Gender – All **Male 55% Female 45%**
Local Government Area **Male 51% Female 49%**

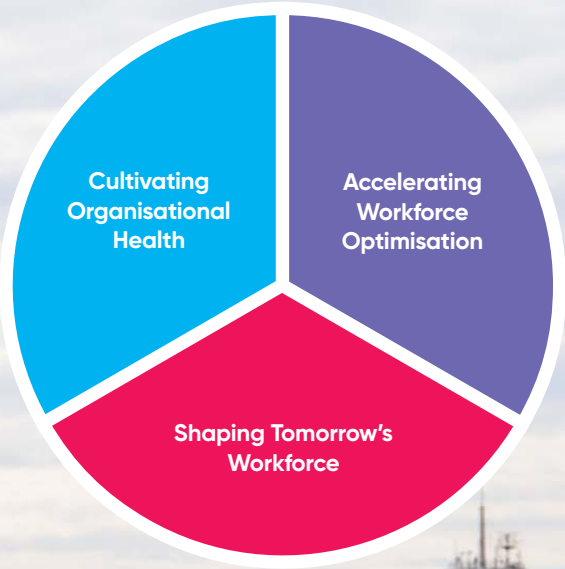
Gender – Leadership Team
Male 40% Female 60%

Employee Cost % of Total Operating Expenses **31%**
Median Local Government NSW **27%**

Full Time Equivalent per 1,000 Residents **6.4**
All Councils **8.4**

Workforce Priorities and Measures

The strategic workforce priorities outlined in this plan will enable us to consistently deliver high-quality services to our community while highlighting the essential role our people play in driving the achievement of our strategic objectives. The core priorities of our WDSP are:



[You can read more about our workforce management plan here.](#)