

---

**ATTACHMENTS DISTRIBUTED UNDER SEPARATE COVER**

**CCL 24/11/2020 – SEPTEMBER QUARTERLY PERFORMANCE  
REPORT ON THE 2018-2022 DELIVERY PROGRAM**

**ITEM-96**      **Attachment A:**      September Quarterly Performance Report on the  
2018-2022 Delivery Program

**DISTRIBUTED UNDER SEPARATE COVER**



September 2020

# Performance Report



[newcastle.nsw.gov.au](http://newcastle.nsw.gov.au)



City of  
Newcastle

## Acknowledgment

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

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

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

## Contents

### Our City

Newcastle at a glance	6
Our vision	8
Who are we	11
Elected Council	12
The Administration	14
What we do	15
Our plan	16

### Our Performance

Operational Plan performance summary	20
Strategic directions	
Integrated and Accessible Transport	25
Protected Environment	33
Vibrant, Safe and Active Public Places	41
Inclusive Community	49
Liveable Built Environment	57
Smart and Innovative	65
Open and Collaborative Leadership	73

## Enquiries

For information contact  
**Corporate Strategist**  
**Phone 4974 2000**

Published by  
 City of Newcastle  
 PO Box 489, Newcastle NSW 2300  
 Phone 4974 2000 Fax 4974 2222  
 mail@ncc.nsw.gov.au  
 newcastle.nsw.gov.au



# Our City







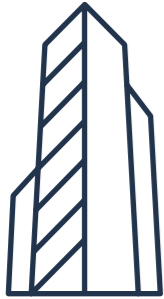
# Newcastle at a glance




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

 Around **5 million** Annual visitors (Year ending March 2019, Tourism Research Australia)

 Median age **37**  
**31%** of residents aged under 24


 **69,019** Dwellings  
**30.3%** of the dwellings are medium or high density compared to 17% in regional NSW

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

 Average household size **2.36** people

 **3.5%** of our population identify as Aboriginal or Torres Strait Islanders

 **80.85%** of homes have internet

 **\$17.62 billion** Gross Regional Product  
Average household income **\$1,398** per week

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

 Median property price **\$600,000**


percentage of all trips regardless of reason

\*1d profile and 2016 census data



**187km<sup>2</sup>**  
Total land area

 **8.78** people/hectare population density

 **972km** Pathways

 **6** Main beaches

 **850km** Length of roads


 **7** Ocean baths and aquatic centres

 **79km** Length of creeks

 **88** Bushland parcels

 **147** Sporting grounds

 **98,221** Street and park trees

 **15** Grandstands

 **116** Playgrounds

 **9** Skate facilities



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



**City of Newcastle (CN) employs to over 1,100 staff and is responsible for providing services and facilities to more than 160,000 people.**

# Who we are

**City of Newcastle has two parts, but one shared voice:**

**The Elected Council and The Administration.**

## **Elected Council**

Twelve councillors and a popularly elected Lord Mayor make up the elected body of CN. The Newcastle Local Government Area (LGA) is divided into four wards, with each ward represented by three councillors who are elected for a four-year term.

Under the Local Government Act 1993, the role of a councillor is to:

be an active and contributing member of the governing body;

make considered and well-informed decisions as a member of the governing body;

participate in the development of the integrated planning and reporting framework;

represent the collective interests of residents, ratepayers and the local community;

facilitate communication between the local community and the governing body;

uphold and represent accurately then policies and decisions of the governing body;

make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

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

## **The Administration**

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

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

The CEO reports to the elected Council.



**Elected Council**



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



**Cr Emma White**  
(Labor)



**Cr John Mackenzie**  
(Greens)



**Cr John Church**  
(Independent)



**Cr Carol Duncan**  
(Labor)



**Cr Kath Elliott**  
(Independent)



**Cr Brad Luke**  
(Liberal)



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



**Cr Andrea Rufo**  
(Independent)



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



**Cr Jason Dunn**  
(Labor)



**Cr Matthew Byrne**  
(Labor)



**Cr Allan Robinson**  
(Independent)

**Ward 1**

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

**Ward 2**

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

**Ward 3**

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

**Ward 4**

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



# What we do

We are responsible for providing a wide range of community facilities and services.

- They include:
- construction and maintenance of local roads, drains and bridges;
  - waste management and recycling;
  - assessing residential and commercial development applications;
  - parking strategy and enforcement;
  - maintenance of parks, sporting fields, pools and beach facilities;
  - lifeguard patrols at our beaches;
  - community and cultural facilities including libraries, Newcastle Art Gallery, Civic Theatre, the Playhouse, community centres and Newcastle Museum;
  - pet registration and animal control;
  - tourism and economic development;
  - childcare;
  - strategic planning - our long-term planning;
  - community engagement about plans, services and facilities;
  - regulatory services; and
  - events, licensing and production.

We are responsible for the construction and maintenance of around 3,500 kilometres of roads, footpaths, drainage, and kerbs and guttering. Many natural assets are our responsibility too, including 14 kilometres of spectacular coastline, almost 100,000 street trees and more than 400 parks, reserves and wetlands.

We work with local communities and business owners to improve the places we live, by supporting our business improvement associations, place making initiatives, murals in public places and other beautification projects.

## The Administration



**Chief Executive Officer**  
Jeremy Bath

### Governance



David Clarke

Finance

Legal

Regulatory, Planning and Assessment

Transport and Compliance

### Strategy and Engagement



Brett Smith

Information Technology

Major Events and Corporate Affairs

Community, Strategy and Innovation

### People and Culture



Fiona Leatham

Organisational Development

Partnering and Operations

WHS and Injury Management

Training and Learning

Payroll

### Infrastructure and Property



Ken Liddell

Depot Operations

Assets and Projects

Civil Construction and Maintenance

Property and Facilities

### City Wide Services



Alissa Jones (interim)

Art Gallery

Museum

Civic Services

Libraries and Learning

Customer Experience

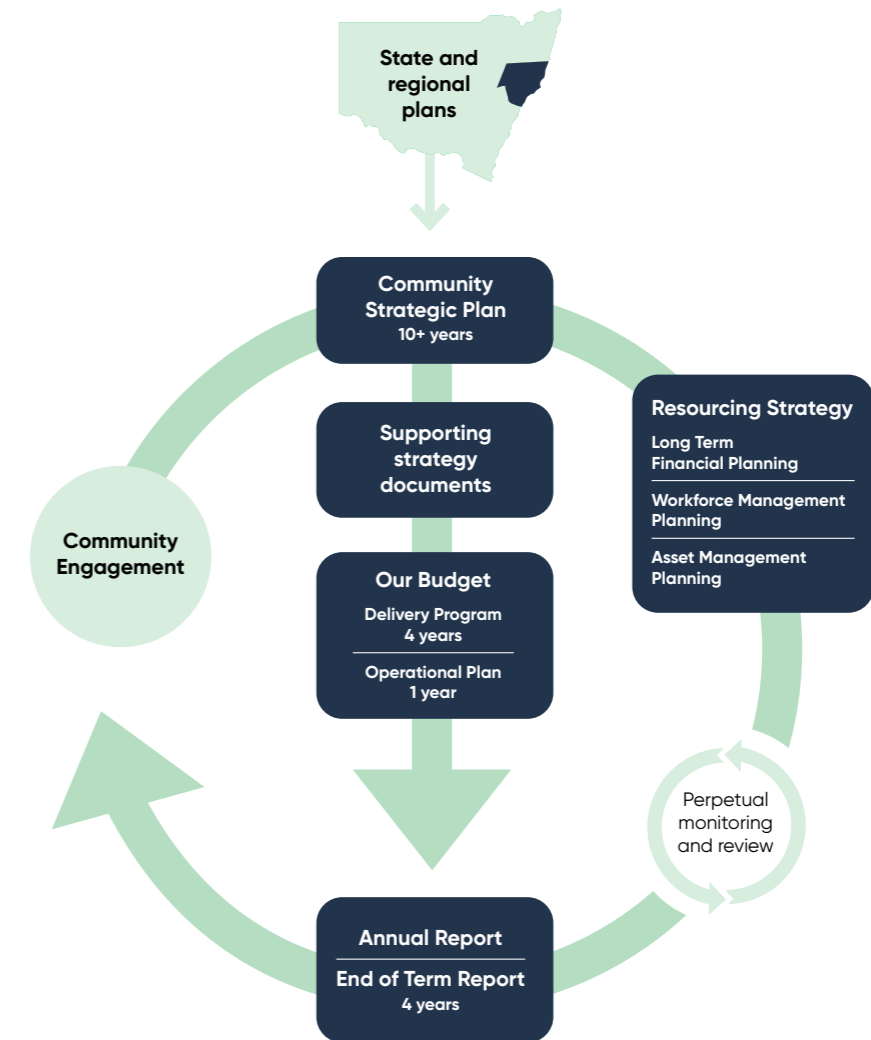
Waste Services

Parks and Recreation

# Why we do the quarterly performance report

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

CN is required under the Local Government Act s404(5) to provide progress reports on the Delivery Program and Operational Plan at least every six months. Our quarterly performance report details CN's progress on the principal activities detailed in the Delivery Program.



### Reporting on our performance

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

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

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

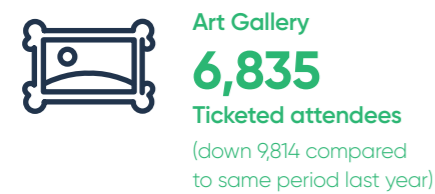
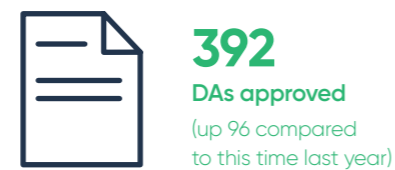
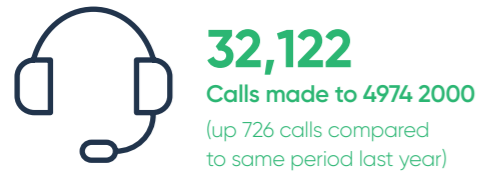


# Our Performance

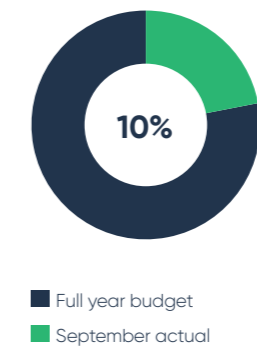




July - September 2019 highlights



Attendance numbers at Civic Theatre/Playhouse, Museum and Libraries have been impacted by COVID-19 restrictions.



Highlights

**New community basketball courts** in Newcastle West

**Installed 170m** of recycled rubber footpath at Wickham

**New Customer Service Counter** at 12 Stewart Ave, Newcastle West

**Brickworks Park, Wallsend playground** completed

**New local emergency operations centre**

**South Newcastle Beach transformation** begins

**New Digital Library** at 12 Stewart Ave, Newcastle West

**Trials first ever driverless vehicle**

### Community satisfaction survey

The winter 2020 survey focused on the city's response to the COVID-19 pandemic. The online survey was open from 1 June to 21 June 2020 with 401 people taking part in the survey. Surveys are conducted every three months to help inform CN's decision making and service provision. The full report with detailed results is available on our website.

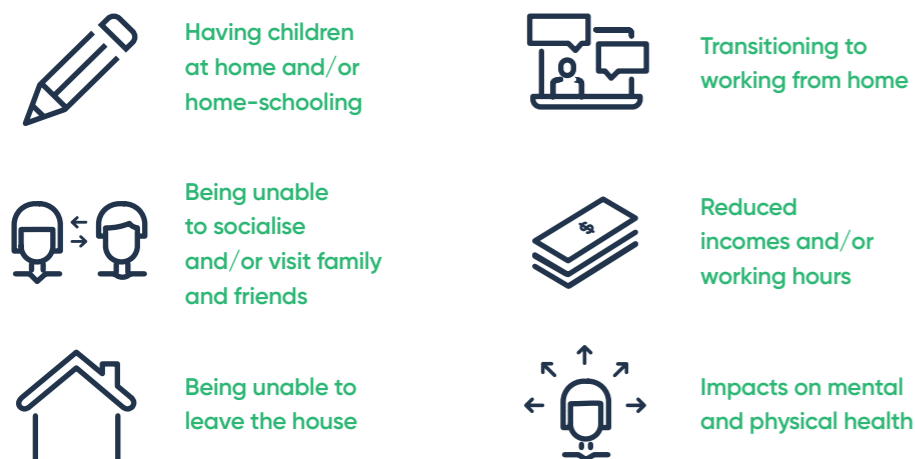
#### Overall satisfaction with CN's response to COVID-19

CN's response to the pandemic was viewed favourably with 74% indicating CN's response met or exceeded their expectations. Where expectations were not met, the key reason given was lack of policing of social distancing requirements, particularly on coastal pathways.



#### Impact of the pandemic on the community

The COVID-19 pandemic has had a mixed effect on the Newcastle community. Just under half of people (44%) indicated the pandemic had a large or very large impact on their day-to-day lives, and 55% said it had little or a moderate impact. The main impacts were:



#### Communication

Most people (65%) were satisfied with how CN communicated information during the pandemic. Information put out by CN was:



#### CN's role in economic recovery and support initiatives



#### Support levels for CN's decision to change operation of facilities and services





# Integrated and Accessible Transport

Transport networks and services will be well connected and convenient. Walking, cycling and public transport will be viable options for the majority of our trips.

### Community Objective

- 1.1 Effective and integrated public transport
- 1.2 Linked networks of cycle and pedestrian paths
- 1.3 A transport network that encourages energy and resource efficiency



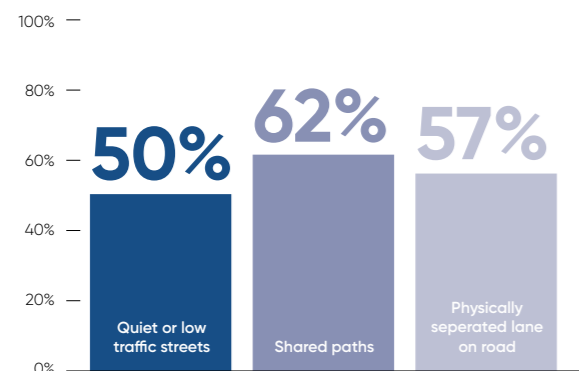
<p><b>3</b> GOOD HEALTH AND WELL-BEING</p> 	<p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p> 	<p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 
--	---	---	---



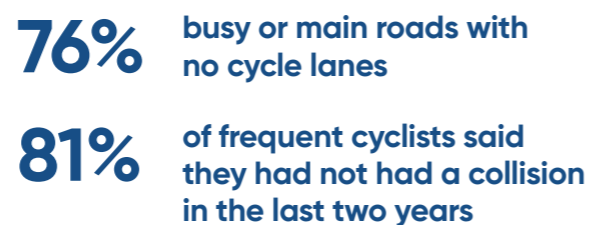
### Highlights of Integrated and Accessible Transport



Respondents feel very safe or extremely safe riding on:



Majority of respondents do not feel safe on:



### What we did

#### Bridge program commenced

CN's bridge inspection and renewal program is underway with Honeysuckle Drive bridge under construction. Planning has commenced for Cottage Creek bridge at Hunter Street and Cowper Street bridge at Wallsend.

Minor park bridge replacement is under construction in Richley Reserve, Blackbutt with standard design for three more in Jesmond Park for delivery in 2020/21.

#### Bus shelters and seating upgrades commenced

The transport upgrade program has commenced with design in progress for several sites. Planned refurbished shelter installation planned for Allowah Street Waratah West, University Drive, Park Avenue Adamstown and Bridges Road New Lambton in progress. Planned works to consider Accessible Transport Guidelines.

#### Community and stakeholders to help shape city's integrated transport network

CN is renewing its parking and cycling plans in response to the many changes that are currently occurring as part of the unprecedented development happening across the city and changing travel patterns resulting from the COVID-19 pandemic.

Recent community engagement on cycling in Newcastle heard from almost 2,500 people, highlighting a continued strong interest in the development of infrastructure to support a safe, accessible and connected cycling network in the city.

Our community's vision is for Newcastle to have safe transport networks and services that are well connected and convenient, and where walking, cycling and public transport are viable options for the majority of our trips.

#### Honeysuckle Drive pop-up cycleway

CN has partnered with Transport for NSW to create a temporary cycleway along Honeysuckle Drive to improve connectivity between Steel Street and Worth Place while major construction projects are completed in the area.

The cycleway was delivered as part of Transport for NSW's roadside public spaces trial to improve access for pedestrians and cyclists during the COVID-19 pandemic.

The bi-directional cycleway is around 250 metres long and provides a vital connection between the existing off-road shared paths east of Steel Street, along the Harbour Foreshore.

A reduced speed limit of 30km/hr is also being trialed from Hannell Street along Honeysuckle Drive, Wharf Road and Shortland Esplanade to the Watt Street intersection to further improve pedestrian and cyclist safety along this popular route.



How we performed

Total Initiatives  
**100%**

Of initiatives completed or on track



Monitor	0   0%
On Track	16   100%
Off Track	0   0%
No Targets Set	0   0%

Total Key Performance Indicators  
**100%**

Of KPIs completed or on track



Monitor	0   0%
On Track	2   100%
Off Track	0   0%
No Targets Set	0   0%

1.1 Effective and integrated public transport

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>1.1.1 Support implementation of the Regional Transport Strategy</b>			
Liaise and partner with government agencies to facilitate optimum transport outcomes for Newcastle	Work collaboratively to progress transport actions in the Greater Newcastle Future Transport Plan 2056	Transport and Compliance	✓
<b>1.1.2 Advocate for public transport improvements</b>			
Advocate to the State and Federal Government for improved transport outcomes for Newcastle	Work collaboratively to progress transport actions in the Greater Newcastle Future Transport Plan 2056	Transport and Compliance	✓
<b>1.1.3 Plan and deliver accessible local infrastructure improvements for public transport</b>			
Improve equity of access to public transport, through upgrading of transport stops to meet the disability standards for accessible public transport	Implement the Transport Stops Program including the renewal and upgrades of bus shelters and seating to comply with Federal Government legislation	Assets and Projects	✓

1.2 Linked networks of cycle and pedestrian paths

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>1.2.1 Continue to upgrade and extend cycle and pedestrian networks</b>			
Develop a network of safe, linked cycle and pedestrian paths integrated with key destinations and green space	Complete review of the Newcastle Cycling Strategy and Action Plan	Transport and Compliance	✓
	Finalise concept design and environmental assessment of the sections of Richmond Vale Rail Trail in the Newcastle local government area	Transport and Compliance	✓
	Prepare a walking strategy, pedestrian network and associated works program	Transport and Compliance	✓
	Complete the 2020/21 Cycleways Program	Transport and Compliance	✓

1.3 Safe, reliable and efficient road and parking networks

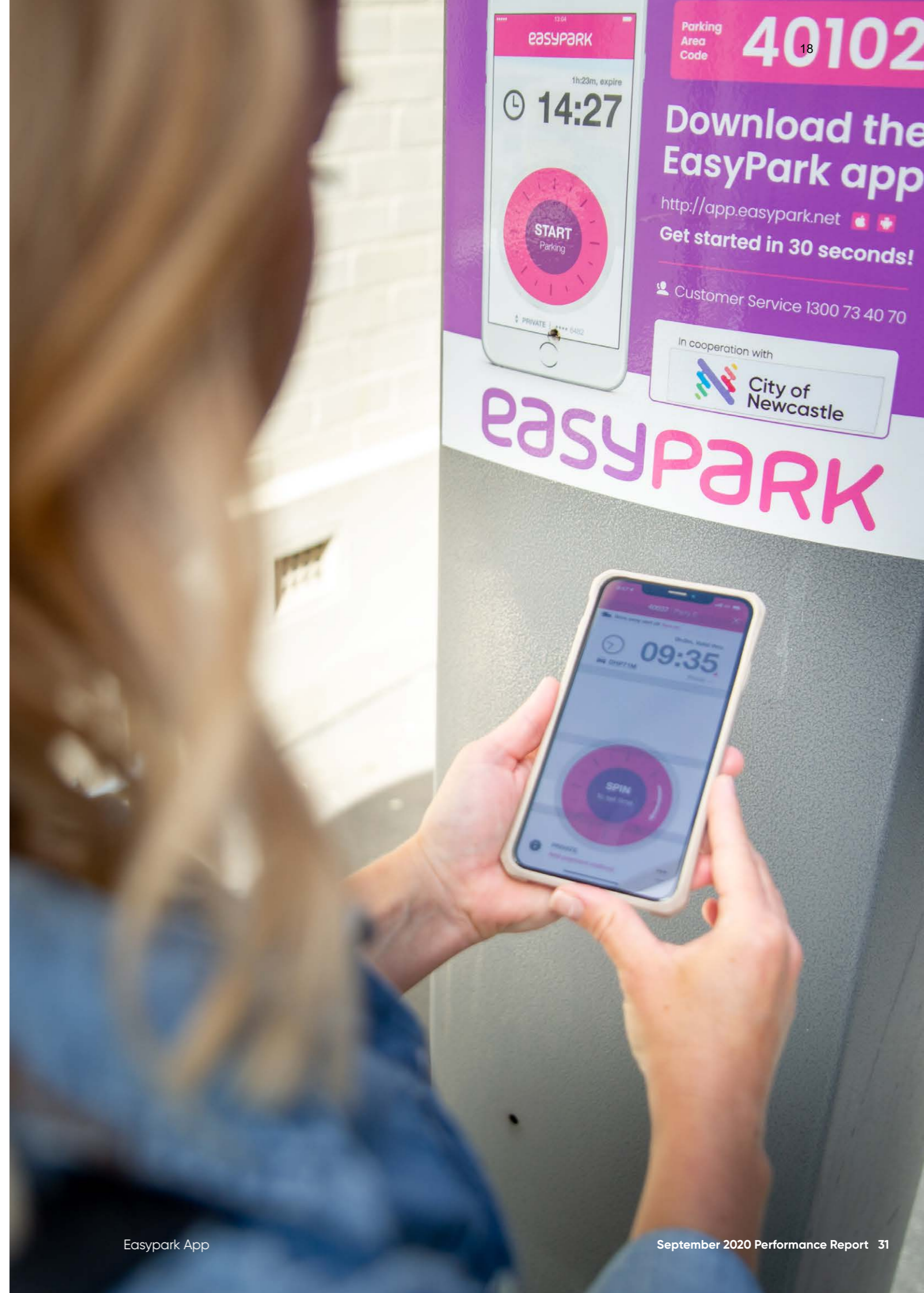
Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>1.3.1 Ensure safe road networks through effective planning and maintenance</b>			
Improve the safety, quality and amenity of local roads through increased road reconstruction, resurfacing and line marking programs	Develop the Roads Reconstruction and Resurfacing Program	Assets and Projects	✓
	Deliver bridges inspection programs and design and implement bridge renewal	Assets and Projects	✓
	Implement programs for repairs to defects on roads, kerb and gutter, footpaths, nature strips and medians, and stormwater drainage	Civil Construction and Maintenance	✓
	Develop and implement the Roads Resurfacing Program and Road Renewal Works Program, including roads, kerb and gutter, footpaths and stormwater drainage	Civil Construction and Maintenance	✓
	Improve safety for all road users, through implementation of Pedestrian Access and Mobility Plan Program	Transport and Compliance	✓

**1.3.2 Ensure community and business needs for adequate and accessible parking are prioritised**

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

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

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







# Protected Environment

Our unique environment will be understood, maintained and protected.

### Community Objective

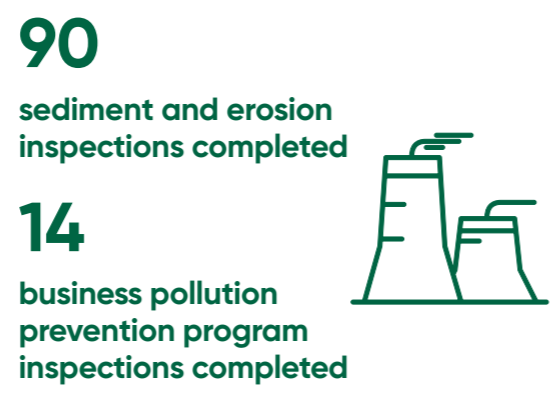
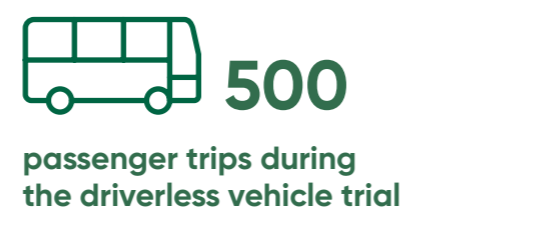
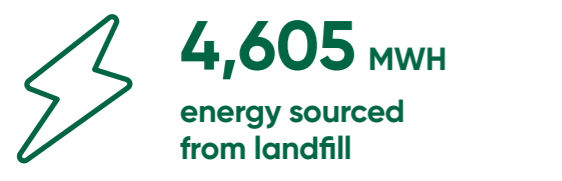
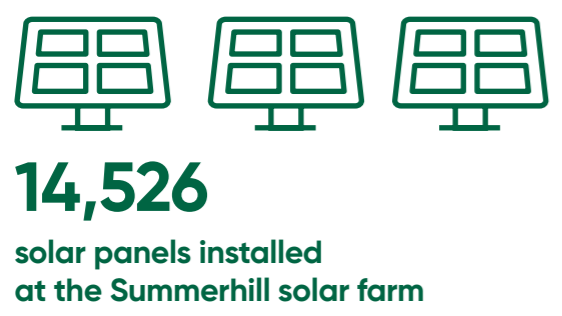
- 2.1 Greater efficiency in the use of resources
- 2.2 Our unique natural environment is maintained, enhanced and connected
- 2.3 Environment and climate change risks and impacts are understood and managed



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



### Highlights of Protected Environment



### What we did

#### Driverless vehicle trial comes to an end

The first ever driverless vehicle in Australia to mix with traffic on Newcastle's roads travelled 620 kilometers and carried 680 passengers during its trial between July and October 2020. Running at a speed of just 20km/hr, the vehicle used an array of sophisticated technology, including 360-degree cameras and input sensors, to avoid cars and objects.

The trial was part of a suite of mobility, energy and data innovations contained with the Newcastle Smart City Strategy, which received \$5m funding through the Federal Government's Smart Cities and Suburbs program last year.

During the trial, residents and visitors provided feedback on the new technology accessible mode of transport, which will play an important role in customers' multi-modal journeys in the future.

#### Recycled rubber footpaths

We love our trees in Newcastle yet as great as they are, over time, their roots may interact with concrete footpaths. So, CN's City Greening and Road Maintenance teams put their heads together and came up with a solution ... rubber footpaths.

CN has installed around 170 metres of recycled rubber path on Albert Street in Wickham. Apart from the product being recycled, other benefits include a reduction in temperature, a reduction in the speed and amount of stormwater runoff, and how the path allows water to filter through it, meaning it's better for soil and our trees.

The path, made from car tyres, also tolerates underground movement without fracturing, encourages deeper root growth, and most importantly allows trees and footpaths to live in harmony.

#### Our Resource Recovery Centre in operation for 12 months

In the first year of operation the Resource Recovery Centre (RRC) at Summerhill Waste Management Centre has recycled the weight equivalent of 74 semi-trailers of waste destined for landfill, whilst generating income for CN.

The site enables staff to sort recoverable items such as metals, cardboard, soft plastics, clean wood and electrical goods from loads of mixed waste, where previously this material would have been disposed of directly to landfill.

Since commencing operations, CN has recovered and diverted 3,100 tonnes of recyclables from landfill, which is a substantial increase to 16% materials recycled.

So far, this initiative has saved over \$450,000 in waste levy fees to the Environment Protection Authority by recovering items for recycling, rather than disposal to landfill and has generated in excess of \$250,000 income from sale of those resources.



**How we performed**

**Total initiatives**  
**80%**

Of initiatives completed or on track



Monitor 3 | 12%  
On Track 20 | 80%  
Off Track 2 | 8%  
No Targets Set 0 | 0%

**Total Key Performance Indicators**  
**100%**

Of KPIs completed or on track



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

**2.1 Greater efficiency in the use of resources**

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>2.1.1 Improve waste minimisation and recycling practices in homes, workplaces, development sites and public places</b>			
Develop internal waste management initiatives that improve our waste services	Develop a Waste Strategy for CN	Waste Services	✓
	Develop a business improvement model for Waste to review and prioritise key business improvement initiatives	Waste Services	○
	Evaluate the potential for customer service improvements through a specialised call centre for waste enquiries	Waste Services	✓
Improve public place waste and recycling services that both raise awareness of waste and increase resource recovery	Ensure recycling services can be maintained and manage the current and emerging impacts of external change	Waste Services	○
	Ensure capacity is maintained at the Summerhill Waste Management Centre to manage the needs of the community	Waste Services	✓

**2.1.2 Investigate and implement renewable energy technologies**

Develop projects to implement renewable energy and smart grid technologies	With partners deliver an Autonomous Vehicle rideshare trial into Newcastle city centre to develop the centre as a future mobility testbed	Corporate and Community Planning	✓
	Continue to deliver energy and mobility initiatives with partners	Corporate and Community Planning	✓

**2.1.3 Encourage energy and resource efficiency initiatives**

Pilot and deploy technologies that improve energy and resource sustainability across CN and the broader community	Implement energy innovative projects across the city	Corporate and Community Planning	✓
	Develop and implement an organics facility	Waste Services	○

**2.2 Our unique natural environment is maintained, enhanced and connected**

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>2.2.1 Facilitate and advocate for protection and rehabilitation of natural areas</b>			
Ensure priority natural environment areas are maintained and improved	Deliver environmental improvement projects and maintenance along the coastline	Assets and Projects	✓
	Deliver projects that maintain and enhance the natural environment	Assets and Projects	✓
	Deliver Coastal Management Program	Assets and Projects	✓
	Maintain and enhance the natural environment at Blackbutt Reserve	Parks and Recreation	✓
Promote and control environmentally sustainable business practices and on-site wastewater system operation	Proactively monitor and regulate activities to minimise environmental impact, including implementing CN's business pollution prevention program and erosion and sediment control program	Regulatory, Planning and Assessment	✓
Ensure development takes place in accordance with environmental planning requirements	Manage contaminated land information and seek appropriate remediation through the development application process	Regulatory, Planning and Assessment	✓
	Commence rehabilitation of the former Astra Street landfill site	Waste Services	○
	Deliver an Environmental Improvement Program to address audit and environmental risks	Waste Services	○



Continue to implement the Urban Forest Policy to achieve an expanded and sustainable canopy cover through our streets and parks	Implement the living streets tree replacement program to maintain and replenish our urban forest	Civil Construction and maintenance	✓
	Maintain our street, reserve, and public land trees to ensure the health of our trees and safety of the community	Civil Construction and maintenance	✓

### 2.2.2 Encourage and support active community participation in local environmental projects

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

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>2.3.1 Ensure decisions and policy response to climate change remains current and reflects community needs</b>			
Keep the community involved in the development of climate change adaption measures consistent with the adopted plans	Monitor sea level rise and ground water behaviour in low lying suburbs	Asset and Projects	✓
<b>2.3.2 Support individuals and communities to prepare, respond and recover from emergency events</b>			
Support individuals to prepare, respond and recover from emergency events	Co-ordinate prevention, preparedness, response and recovery activities in accordance with legislation and emergency plan responsibilities	Legal	✓
	Formalise an Integrated Emergency Management Capability and Capacity Development Framework to enhance CN's capacity to effectively prevent, prepare for, respond to, and recover from significant emergency events impacting the Newcastle community	Legal	✓



12 Stewart Avenue Council Administration Building rooftop solar panels





# Vibrant, Safe and Active Public Places

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

## Community Objective

- 3.1 Public places that provide for diverse activity and strengthen our social connections
- 3.2 Culture, heritage and place are valued, shared and celebrated
- 3.3 Safe and activated places that are used by people day and night



<p><b>3</b> GOOD HEALTH AND WELL-BEING</p> 	<p><b>10</b> REDUCED INEQUALITIES</p> 	<p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p> 
--	---	---



### Highlights of Vibrant, Safe and Active Public Places

**106,000**

library visits to service points

(down 100,126 compared to same period last year)



**6,835**

overall attendance at programs, events and exhibitions at Libraries, Museum and Art Gallery



**6,835**

attendance at library programs, events and exhibitions

(down 5,298 compared to same period last year)



**65,893**

Library loans

**39%**

of e-resource loans of total loans

(up 14% compared to same period last year)



**7,053**

Museum visitors



Civic Theatre

**1,278**

Ticketed attendees

**84**

online library programs delivered

#### Swimming pool visitation



**14**

off leash areas with one fenced area now completed



### What we did

#### Civic Theatre stage set for reopening

The Civic Theatre welcomed audiences back with a staged reopening to allow for small scale shows and ensure COVID-19 safety measures.

COVID-19 brought Newcastle's vibrant live performance industry to a standstill, with restrictions and shut-downs proving devastating for the livelihoods of many performing artists.

Audience numbers have been capped to comply with social distancing requirements and manage the flow of patrons through the venue, with an initial limit of 150 people in the Civic Theatre and 50 in the Playhouse.

With restrictions around capacity and social distancing in place, staff have taken the opportunity to show the Civic Theatre in a new light as the audience will enter via the loading dock to enjoy an intimate comedy club experience, being held in conjunction with Big Dog Comedy, with both the performers and audience together on the Civic Theatre stage.

#### New community basketball courts

CN has opened two new basketball courts near the corner of National Park and Parry Streets to activate the formerly unused corner of National Park.

The new basketball courts replace the long defunct tennis facilities and sit alongside the recently opened greenspace where the former bowling club building previously stood.

National Park is one of Newcastle's largest and oldest sportsgrounds and open space reserves, covering over 20 hectares and is currently home to a range of community facilities including sportsgrounds, netball courts, athletics track and high school.

#### 7,000 square metres of additional shade at Foreshore Park

CN is already three-quarters of the way towards its goal of creating a greener public space within the Foreshore precinct.

CN began a four-year tree replacement program in Foreshore Park during 2017 as part of its preparations for the inaugural Newcastle 500 Supercars event.

Since then, CN has planted 51 advanced trees, including 10 Kentia palms and 41 Norfolk Island pines, as part of its target to increase the amount of shaded canopy in the popular East End park from 2,800sqm to 9,800sqm.

The tree plantings to date have been located around the perimeter of the park, strengthening the boundaries of the space and reinforcing the avenue plantings at Wharf Road. They have already contributed a projected shade canopy of 7,370sqm, or more than 75 per cent of the city's overall goal.



How we performed

Total initiatives

98%

Of initiatives completed or on track



Total Key Performance Indicators

100%

Of KPIs completed or on track



Monitor 1 | 2%  
On Track 35 | 98%  
Off Track 0 | 0%  
No Targets Set 0 | 0%

Monitor 0 | 0%  
On Track 11 | 100%  
Off Track 0 | 0%  
No Targets Set 0 | 0%

3.1 Public places that provide for diverse activity and strengthen our social connections

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>3.1.1 Provide quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs</b>			
Ensure spaces and facilities are multi-functional, and adaptable to changing needs	Undertake plans of management and masterplans to reflect the current community needs	Parks and Recreation	✓
Ensure that recreation facilities provide opportunities for the full range of age groups and abilities	Deliver projects that support whole of community use and incorporate universal design principles	Parks and Recreation	✓
Upgrade and enhance our Parkland and Recreational facilities	Provide sustainable infrastructure to support our parkland and recreational facilities by construction of new assets and renewal of existing assets	Civil Construction and maintenance	✓
	Deliver at least two playground improvement projects throughout the city	Parks and Recreation	✓
	Provide outdoor exercise facilities that will benefit the community and contribute to activating open spaces	Parks and Recreation	✓
	Deliver one fenced off-leash area in accordance with the Dogs in Open Space Plan	Parks and Recreation	✓
	Provide aquatic facilities to meet community needs and industry requirements	Parks and Recreation	✓

Implement the recommendations from the Sports Facilities Strategic Plan	Parks and Recreation	✓
Support safe use of beaches through lifesaving services	Parks and Recreation	✓
Maintain our parks and public spaces to ensure the health and safety of the community	Parks and Recreation	✓

3.1.2 Enhance our beaches and coastal areas through upgraded facilities

Continue to support and deliver on our special rate variation project 'Coastal Revitalisation'	Plan and design for the implementation of the Bathers Way at King Edward Park	Assets and Projects	✓
	Construction of the Bathers Way and skate facilities at South Newcastle	Assets and Projects	✓
Upgrade and enhance our beaches and coastal area facilities	Ensure our ocean baths, beaches and coastal facilities are clean and inviting	Property and Facilities	✓

3.1.3 Plan, co-ordinate and deliver cultural and community infrastructure and programs

Develop and deliver a range of community events and programs in partnership to enhance social connections	Continue to work towards a fully resourced virtual library and seamless online membership experience	Libraries and Learning	✓
	Provide library services where people gather through pop-up facilities and co-location	Libraries and Learning	✓
	Idea Matters - develop a concept to foster active citizenship	Libraries and Learning	✓
	Incorporate online learning with range of learning products into the online Learning Hub	Libraries and Learning	✓
Ensure Newcastle audiences have access to a diverse range of exhibitions and works of high quality	Maintain a balance of Museum audience engagement targeted to a breadth of audience demographics	Museum	✓
	Enhance relationships within and external to CN to promote our Museum	Museum	✓
	Develop ambitious exhibition projects that attract local, regional, state and national audiences	Art Gallery	✓
Partner with Newcastle's small to medium not for profit arts and cultural organisations in growing arts and culture in the city	Maintain a balance of programming for Civic Services targeted to a breadth of audience demographics including works of new and emerging thinking, forms and technology	Civic Services	✓
	Establish up to five programming partnerships of up to three-year terms with key programming deliverables for the city	Civic Services	✓
Ensure our buildings are multi-functional and support whole of community use	Ensure our community and CN buildings are clean, inviting, damage and graffiti free	Property and Facilities	✓



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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>3.2.1 Celebrate Newcastle's history, cultural heritage and cultural diversity</b>			
Grow the city's identity via its collections of art and artefacts, local history and architecture	Maintain a balance of programming for the Art Gallery, targeted to a breadth of audience demographics	Art Gallery	✓
	Build the city's identity through the Art Gallery's significant collection of works of art	Art Gallery	✓
	Secure and preserve Newcastle's stories, heritage and history collections	Libraries and Learning	✓
<b>3.2.2 Increase collaboration with artists and practitioners in the cultural sector</b>			
Promote the Newcastle Library's Local History and Heritage Collections through a range of exhibitions, partnerships and programs	Present shows that feature local stories and cultural identity across the city	Civic Services	✓
	Tell the stories of Newcastle through a variety of mediums and technologies in collaboration with the community	Museum	✓
Expose local stories, both historic and contemporary, through cultural programming and build Newcastle's cultural identity	Present Art Gallery exhibition projects and programs that feature local artists and their stories	Art Gallery	✓

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>3.3.1 Collaborate with local groups and services to address crime and safety</b>			
Provide CN facilities that are safe, welcoming and inclusive	Continue to partner and fund on the ground initiatives including Walk Smart and Salvation Army Streetsafe Program	Corporate and Community Planning	✓
Protect, promote and control the risk to public health associated with local business activities	Conduct regular inspection programs of food businesses, skin penetration premises, public swimming pools and monitor regulatory compliance for premises with water cooling systems (legionella)	Regulatory, Planning and Assessment	○
Develop public places that are safe, welcoming and inclusive	Deliver park improvement projects that integrate safer by design principles	Parks and Recreation	✓
<b>3.3.2 Plan for a night-time economy, characterised by creativity, vibrancy and safety, that contributes to cultural and economic revitalisation</b>			
Implement policy and strategic initiatives to encourage more diverse night-time venues	Implement the Newcastle After Dark Strategy	Corporate and Community Planning	✓
	Apply crime prevention through environmental design principles for all new and replacement infrastructure	Assets and Projects	✓
	Implement the Live Music Strategy	Corporate and Community Planning	✓



King Edward Park





# Inclusive Community

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

### Community Objective

- 4.1 A welcoming community that cares and looks after each other
- 4.2 Active and healthy communities with physical, mental and spiritual wellbeing



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



### Highlights of Inclusive Community


**443**  
number of digital inclusion help sessions



**43**  
number of engagements held with identified groups



**14,412**  
art gallery subscribers to e-news  
(up 1,504 compared to same period last year)



**19**  
education programs held with young people

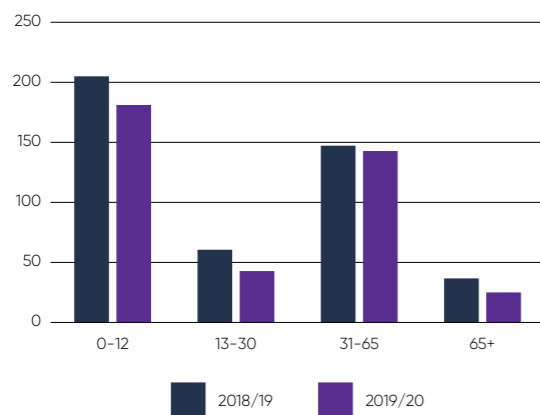


**7,053**  
museum attendance  
(down 23,440 compared to same period last year)



**39**  
education programs held with people living in regional NSW

### Number of Educational/Public Programs



### What we did

#### Fund's for city's most vulnerable

Thirty-one community organisations have jointly received \$550,000 to support the provision of critical services made urgent by COVID-19. CN identified early in the pandemic that community groups would struggle to deliver services to the most vulnerable and disadvantaged people in our community and initiated the Boost Our City targeted grants program in response.

The intent of the funding package was to support existing service providers to cope with increased urgency and demand for support services including supported living, crisis support, welfare, community transport and meal services.

To deal with the initial community impact caused by COVID-19, \$150,000 was rolled out by CN through a Rapid Response Grant Program. This was followed by the larger, targeted Boost Our City program aimed to strengthen the capacity of local service delivery.

#### Libraries returned to live programming

CN Libraries live programming returned after a period of restricted offerings due to COVID-19. Programs are COVID Safe and inclusive, restricted to 20 participants and bookings are essential. While not everyone will be able to join in 'live' at the library, all programs have an online streaming or recorded equivalent.

Live face to face onsite programs commenced at library sites, pop-up spaces and outdoor library events across the City along with Children's based activities such as the Paul Jennings Exhibition and Grow Story Stomp in Civic Park. Volunteers and library partners returned allowing support programs and local history and digitisation projects to continue.

#### Massive Online Zoom (MOZ)

In a first for the CN, staff held a virtual event showcasing 16 qualifying video pitches as part of the Boost Your Place grant.

65 participants logged into The MOZ to watch the videos in real-time and vote via the Lean In Newy App for their favourite ideas. In all, 383 votes were received and the team received strong positive feedback from the community.

#### IGN Art Fair

Newcastle Art Gallery, in collaboration with Independent Galleries Newcastle, hosted the IGN Art Fair over the weekend of 14-16 August. Featuring fourteen venues live streaming from across the Newcastle region, the event notched up an impressive 17,500 views as attendees tuned into micro talks with local artists, virtual gallery tours and online workshops from the comfort of their own home.



How we performed

Total initiatives  
**92%**

Of initiatives completed or on track



Total Key Performance Indicators  
**100%**

Of KPIs completed or on track



Monitor 2 | 8%  
On Track 24 | 92%  
Off Track 0 | 0%  
No Targets Set 0 | 0%

Monitor 0 | 0%  
On Track 9 | 100%  
Off Track 0 | 0%  
No Targets Set 0 | 0%

4.1 A welcoming community that cares and looks after each other

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>4.1.1 Acknowledge and respect local Aboriginal history, cultural heritage and peoples</b>			
Deliver CN's Aboriginal Heritage Management Strategy	Facilitate the Guraki Aboriginal Advisory Committee to provide advice to CN on matters relating to culture and heritage	Corporate and Community Planning	✓
Increase engagement with local Aboriginal community	Develop and facilitate opportunities of workshops with local groups eg Wollotuka	Civic Services	✓
	Utilisation of Aboriginal science and collection in Supernova - Inclusion of Aboriginal knowledge and stories in the museum	Museum	✓

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

Support and encourage programs and events by community groups and not for profit groups	Collaborate with community groups and events management staff to facilitate bookings of sports fields and facilities	Parks and Recreation	✓
	Advocate and liaise with groups in relation to community building bookings and events	Property and Facilities	✓
	Continue the rewards and recognition program for CN volunteers	Civic Services	✓
	Develop a Social Infrastructure Strategy that provides for the funding, planning and delivery of social infrastructure in a strategic and coordinated way, particularly in the context of a growing and increasingly diverse population	Corporate and Community Planning	✓
Ensure open space and facilities are multi-functional and support whole of community use	Upgrades to community facilities to improve accessibility	Property and Facilities	✓
Deliver the Disability Inclusion Action Plan	Facilitate 'Count Us In' inclusive festival	Corporate and Community Planning	✓
	Develop and implement two disability awareness and education activities for staff	Corporate and Community Planning	✓

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

Deliver the Disability Inclusion Action Plan	Implement Disability Inclusion Action Plan 2020-2024	Corporate and Community Planning	✓
--	--	----------------------------------	---

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>4.2.1 Ensure people of all abilities can enjoy our public places and spaces</b>			
Ensure that a variety of parklands and recreational facilities are provided, accessible and distributed equitably across the city	Deliver recreational facility improvements throughout the city - playgrounds, outdoor courts, sportsgrounds, exercise equipment and dog off-leash areas	Parks and Recreation	✓
New or renewed infrastructure will be delivered in accordance with Disability Standards where practical	Continuously upgrade CN assets to meet the requirements of the Disability Discrimination Act	Assets and Projects	✓



4.2.2 Improve access to formal and informal lifelong learning opportunities, facilities and services			
Increase focus on young people (16-30 yrs)	Actively invest in programming and communications targeted to young people	Civic Services	✓
Develop and deliver community programs, partnerships, information and learning programs designed to create wide opportunities for all	Target lifelong learning resources and programs to improve skills in financial literacies; health literacies; living sustainably and promoting wellbeing	Libraries and Learning	✓
	Measure the impact of early childhood activities for libraries and childcare	Libraries and Learning	○
	Continue and expand the adult learning volunteer program	Libraries and Learning	○
	Target lifelong learning for community governance workshops to support CN and community volunteer organisations	Libraries and Learning	✓
	Actively develop public programs targeted to a breadth of audience demographics	Art Gallery	✓
	Actively invest in education and exhibitions programs within the Museum, engaging with identified groups	Museum	✓
	4.2.3 Promote recreation, health and wellbeing programs		
Support and encourage use of recreation and leisure opportunities	Raise public awareness of water safety issues through a targeted education program	Parks and Recreation	✓
Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals	Continue the existing Responsible Pet Ownership program, to have three to four community events per year in collaboration with RSPCA and other stakeholders	Transport and Compliance	✓



2019 Count Us In' inclusive festival





# Liveable Built Environment

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

## Community Objective

- 5.1 A built environment that maintains and enhances our sense of identity
- 5.2 Mixed-use urban villages supported by integrated transport networks
- 5.3 Greater diversity of quality housing for current and future community needs
- 5.4 Sustainable infrastructure to support a liveable environment



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

### Highlights of Liveable Built Environment



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

**54 days**  
(down 13 days compared to same period last year)



**700**  
Heritage items



**8** Heritage conservation areas

**23**  
Archaeological sites



**Average value of DAs approved/month**

**\$820,390** 2020/21

**\$739,240** 2019/20



**The average number of DAs received/month**

**111**  
applications



### No. of DAs and value of works

Year	Category	Count	Value
2020/21	Approved	392	\$268 million
	Determined*	431	\$378 million
	Received*	333	\$125 million
2019/20	Approved	296	\$218 million
	Determined*	360	\$250 million
	Received*	332	\$151 million

\*Includes applications that have been rejected due to inadequate information and are likely to be submitted and accepted at a later date

### What we did

#### Local Housing Strategy

The Local Housing Strategy 2020 (LHS) sets a framework for the provision of housing across the Newcastle Local Government Area (LGA) over the next 20 years. The LHS has been developed in accordance with the Department of Planning, Industry and Environment's (DPIE) 'Local Housing Strategy Guideline' and includes consideration of demographic factors, local housing supply and demand, and land-use opportunities and constraints.

The draft LHS and supporting Implementation Plan were placed on public exhibition between 24 August 2020 and 21 September 2020. In total 18 written submissions were received and a further 129 responses were received from the online web survey.

The LHS is required to be endorsed by the DPIE. An Implementation Plan has been prepared as a working document to translate the findings of the LHS into actions. The Implementation Plan is a separate document to the LHS so that it can be reviewed each year and be reported through the Integrated Planning and Reporting Framework. The Housing Strategy is on the agenda for the 24 November 2020 Ordinary Council meeting with recommendation for adoption.

#### Heritage Strategy

The Heritage Strategy 2020-2030 sets a strategic framework to guide CN's management of heritage matters over the next 10 years and builds on the principles of best practice in heritage management as recommended by the Heritage Council of NSW and Heritage NSW.

The draft Heritage Strategy and supporting Action Plan were placed on public exhibition between 15 June to 27 July 2020. Fifty-five written and online submissions were received from the community and organisations such as The National Trust.

The Strategy has been revised taking into account comments in submissions. In particular, the outcomes, measures and survey questions contained within the Strategy has been refined to provide clarity around CN's objectives and how these aims are measured.

The Heritage Strategy 2020-2030 was endorsed by Council on Tuesday 27 October and sets the vision, objectives and measurable outcomes to protect and promote heritage in Newcastle, and provides a framework for managing the city's historic assets.

#### Birds-eye view of development applications

It's now much easier to find information on development applications using our new interactive online map.

You can use the map to find information regarding current DAs, modifications, reviews and CDCs, as well as all development determinations made in the past 12 months. Locations are marked on a Google Earth style map, with a pin showing properties, street names, suburbs and local landmarks.

The coloured markers represent applications on exhibition (yellow), pending (blue), approved (green) or refused (red) in the past 12 months. The pins contain hyperlinks to the traditional application tracker where you can view application details and documents.



How we performed

Total initiatives  
**100%**

Of initiatives completed or on track



Monitor	0   0%
On Track	17   100%
Off Track	0   0%
No Targets Set	0   0%

Total Key Performance Indicators  
**100%**

Of KPIs completed or on track



Monitor	0   0%
On Track	1   100%
Off Track	0   0%
No Targets Set	0   0%

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>5.1.1 Protect, support and promote our unique built and cultural heritage</b>			
Ensure compliance with environmental planning regulations	Undertake investigations into alleged breaches of planning laws, fire safety and development consents. Promote awareness of policy, procedure and laws to encourage voluntary compliance	Regulatory, Planning and Assessment	✓
Ensure we protect and maintain our unique built and cultural heritage infrastructure	City Hall restoration - restore the Northern façade of City Hall, along with the remaining western façade	Assets and Projects	✓
	Increase community access and use of Civic Theatre, Playhouse and City Hall	Civic Services	✓
	Maintain interiors and facilities of City Hall and Civic Theatre	Civic Services	✓
	Operate selected CN venues as venue hire, balancing community access and revenue generation to offset venue operational costs	Civic Services	✓

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
The land use pattern will reinforce mixed use centres, educational nodes, opportunities for technology-based businesses, supported by integrated transport	Implement the Local Strategic Planning Statement as required in the Environmental Planning and Assessment Act 1979	Regulatory, Planning and Assessment	✓

5.1.3 Facilitate well designed and appropriate scale development that complements Newcastle's unique character

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
Protect and enhance heritage buildings, streetscapes, views and key features, as well as, encouraging building innovation	In the assessment of development applications ensure development is consistent with the principles in CN's Local Strategic Planning Statement, including ensuring development addresses public spaces and is scaled for the pedestrian to provide vibrant and activated public spaces	Regulatory, Planning and Assessment	✓

5.2 Mixed-use urban villages supported by integrated transport networks

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>5.2.1 Plan for concentrated growth around transport and activity nodes</b>			
Implement the recommendations of CN's Parking Study and Parking Management Action Plan	Provide improved access and management of on-street parking spaces across Newcastle consistent with CN's adopted Parking Management Framework	Transport and Compliance	✓
	Implement the recommendations of CN's Permit Parking Guidelines, consolidating control of all CN's parking permits into one management area	Transport and Compliance	✓
Promote integrated, sustainable, long term planning for Newcastle	Implement the priority actions in the Greater Newcastle Metropolitan Plan 2036	Regulatory, Planning and Assessment	✓
	Implement the actions in the Wickham Master Plan to deliver on the vision to create a diverse and dynamic mixed-use neighbourhood	Regulatory, Planning and Assessment	✓
<b>5.2.2 Plan for an urban environment that promotes active and healthy communities</b>			
Implement the actions from the Live Music Strategy	Investigate options for planning controls for governing noise	Regulatory, Planning and Assessment	✓
Raise fire safety awareness of all property owners and managers, tenants and business operators	Promote and encourage voluntary compliance with fire safety regulations through submissions of Annual Fire Safety Statements and through the Fire Safety Statement Program	Regulatory, Planning and Assessment	✓



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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>5.3.1 Ensure sufficient housing diversity to meet community needs, including affordable and adaptable housing options</b>			
Promote fire safety in medium to high density boarding houses	Annual compliance inspections of registered and assisted boarding houses, as well as premises being used as unauthorised boarding houses to ensure compliance with fire safety and planning legislation	Regulatory, Planning and Assessment	✓
Ensure sufficient housing capacity for our future population	CN to participate in the Urban Development Program established by the Department of Planning and Environment to monitor delivery of housing in the Lower Hunter	Regulatory, Planning and Assessment	✓
Facilitate affordable living	Implement CN Affordable Living Plan	Regulatory, Planning and Assessment	✓

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>5.4.1 Advocate for implementation of energy and resource efficiencies in new developments</b>			
Improve energy and resource efficiency in new developments	Use strategies documents in the Development Control Plan to guide new developments which set minimum planning requirements	Regulatory, Planning and Assessment	✓
<b>5.4.2 Plan, provide and manage infrastructure that continues to meet community needs</b>			
Implement best practice asset management to deliver sustainable services	Prioritise renewal of infrastructure to deliver desired levels of service	Assets and Projects	✓



Tyrrell Street Bridge, Wallsend





# Smart and Innovative

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

### Community Objective

- 6.1 A vibrant diverse and resilient green economy built on educational excellence and research
- 6.2 A culture that supports and encourages innovation and creativity at all levels
- 6.3 A thriving City that attracts people to live, work, invest and visit



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



## Highlights of Smart and Innovative



# 2,095

Lean in Newy downloads

# 4,117

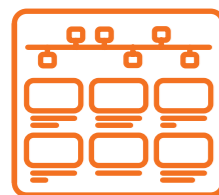
challenge participants



# 3

E-Transit Hub  
electric vehicles  
charge points

located in the carpark at No. 2 Sportsground, capable of charging five cars simultaneously



# 365

people used the  
Digital Storywall

Local photographer Peter Masters launched his photographic exhibition online to a live audience using the Digital Storywall in the newly opened Digital Library at Stewart Avenue

# 782

Newcastle Libraries REAL  
podcast series downloads



# 19,920

Total combined  
Art Gallery followers

(19% increase compared  
to same period last year)



## What's on(line)

While many of CN's facilities were closed to the public during COVID-19, that didn't stop us from delivering as we threw open our 'virtual doors' to bring a range of experiences right into your lounge rooms. From virtual tours of the Art Gallery, science fun with Museum, to Library live-streams and webinars for both young and old.

## What we did

### NSWs most digitally advanced library opens

The most digitally advanced library in NSW opened in September on the ground floor of the CN's new Customer Service Centre in Newcastle West.

The Digital Library offers visitors a range of state-of-the-art digital technologies including a podcasting studio, a 4.5m x 1.6m interactive digital wall that tells the story of local suburbs, as well as videos promoting the city, Google Earth, various live streams and a host of other learning materials.

The Digital Library also includes an industrial 3D printer, a programmable robot, and only the second digital multimedia 'Magic Box' anywhere in the world, which provides a hands-free way of reading the more than 400,000 items in the City's Heritage Collections, including about 1,500 rare books.

The process of borrowing and returning an item is also fully automated, allowing library staff to dedicate time to enabling digital learning rather than being behind a desk. Large touch screens offer up digitised copies of more than 6,000 newspapers and magazines from 123 countries around the world. The Library has been designed so that the space can be quickly converted to a Council Chamber for the twice monthly evening meeting of Councillors.

### Lean in Newy app launched

An app that allows everyday people to help local business's struggling through the COVID-19 pandemic was launched.

'Lean In Newy' connects organisations that need support, with people wanting to help, while providing added encouragement through discounts redeemable at local businesses. If a charity requests help for a service, a person can nominate themselves to fulfil that request. In return, they receive reward points that are redeemable at participating stores to purchase an item. The app had 2,095 downloads and 4,117 challenge participations in the period July to September 2020.

### Night-time economy trial

More than 70 per cent of community submissions received as part of a recent public exhibition have indicated strong support for a controlled trial to extend trading hours for select restaurants and small bars in Newcastle.

Council voted unanimously to support a trial to extend the trading hours of restaurants in the city until midnight and to 2am for small bars, as first proposed in the CN After Dark Strategy, also unanimously adopted in 2018.

Twenty-three small bars and restaurants opted into the trial as part of efforts to grow the night-time economy and support the hospitality industry's recovery from the impact of COVID-19 related restrictions.



How we performed

Total initiatives

100%

Of initiatives completed or on track



Monitor	0   0%
On Track	26   100%
Off Track	0   0%
No Targets Set	0   0%

Total Key Performance Indicators

100%

Of KPIs completed or on track



Monitor	0   0%
On Track	6   100%
Off Track	0   0%
No Targets Set	0   0%

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>6.1.1 Recognise and strengthen Newcastle's role as a regional capital and hub for industry, education, health, business, personal, tourism, port and logistics services</b>			
Embrace digital platforms to broaden audiences for culture	Implement digital platforms to improve functionality required for staff and visitors to the Art Gallery	Art Gallery	✓
	Invest in digital platforms to broaden and deepen audience engagement in the Museum	Museum	✓
Promote the lifestyle and cultural values of Newcastle as a place to work, invest and live	Adopt and commence implementation of an Economic Development Strategy for Newcastle	Corporate and Community Planning	✓
<b>6.1.2 Attract new business and employment opportunities</b>			
Promote the benefits of Newcastle to potential businesses	Develop a digital prospectus for Newcastle to inform existing and potential businesses on the strengths of the local Newcastle economy	Corporate and Community Planning	✓
Strengthen the existing commercial and activity centres; and service and employment centres	Continue to deliver the Local Centres Public Domain Program to foster new growth in local centres	Asset and Projects	✓

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>6.2.1 Support and advocate for innovation in business, research activities, education and creative industries</b>			
Increase support for and engagement with, local artists, innovative thinkers, academic creatives and cultural practitioners	Support development of artists and practitioners through professional mentoring and Art Gallery projects	Art Gallery	✓
	Establish program for tertiary students in cultural disciplines and professional practitioners, to view ticketed programming at reduced prices	Museum	✓
	Develop and commence implementation of the Library Infrastructure Plan	Libraries and Learning	✓
	Support the United Nations Sustainable Development Goals	Libraries and Learning	✓
	Promote informed citizenship and foster safe digital practices	Libraries and Learning	✓
Deliver a strategic program of internal engagement activities to increase awareness and participation in smart city platforms and innovative projects		Corporate and Community Planning	✓
	Continue to facilitate innovative ecosystem development projects	Deliver the Living Lab innovation program including city hackathon, research workshops, innovation matchmaker events and community co-design sessions	Corporate and Community Planning
<b>6.2.2 Support and advocate for the small business sector</b>			
Continue to build on and promote Newcastle's advantages in education, health, energy research and smart city initiatives	Deliver the Newcastle Living Lab Framework to promote technology innovation trials and research	Corporate and Community Planning	✓
	Deliver six local events in partnership with local agencies to support the success of local small/medium enterprises	Corporate and Community Planning	✓
	Development of new functionality for City App including commissioning of augmented reality content	Corporate and Community Planning	✓
	Smart City Infrastructure deployed throughout City Centre through co-programming with scheduled civil works and public domain and local centre upgrades	Corporate and Community Planning	✓
	Provide online population and forecast products to staff, community and industry	Corporate and Community Planning	✓



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

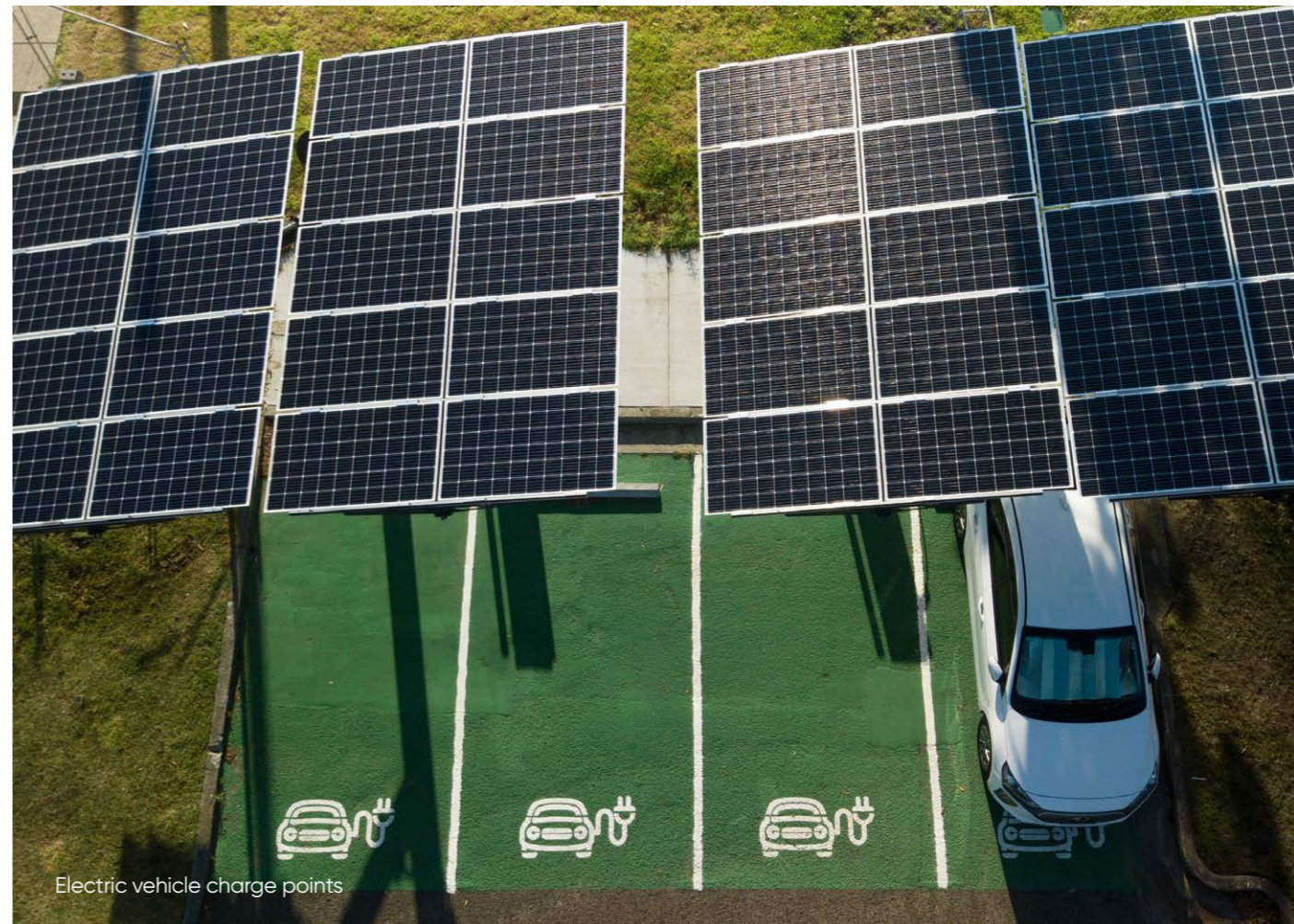
Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>6.3.1 Facilitate events and festivals that attract visitors and support the local economy</b>			
Maintain a diverse program of events to appeal to a broad audience that build on Newcastle's assets	Deliver the CN Event Sponsorship Program	Major Events and Corporate Affairs	✓
	Support events via provision of Visitor Services to increase visitor nights and expenditure	Civic Services	✓
	Deliver CN Grants and Sponsorship Program	Corporate and Community Planning	✓
	Investigate the visitors service model	Civic Services	✓
	Support industry through training opportunities and increase visitor experience	Civic Services	✓
Build cultural tourism by presenting events that celebrate the city and contribute to its identity	Develop ambitious exhibitions, programming and events that attract local, regional, state and national audiences	Art Gallery	✓
<b>6.3.2 Work with the tourism sector to further develop Newcastle as a visitor and event destination</b>			
Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
Implement the Destination Management Plan	CN to continue its leadership role in developing the visitor economy	Major Events and Corporate Affairs	✓
Continue to work on researching and promoting sector infrastructure issues, including accommodation and conference facilities	Maintain the visitor website as well as print promotions such as maps and self - guided tours	Major Events and Corporate Affairs	✓
Work with our community, business sector and government to identify and facilitate key infrastructure projects	Continue to support the development of Newcastle Airport and expansion and national and international routes	Major Events and Corporate Affairs	✓
Continue to identify signature events and experiences for the Newcastle community and our visitors	Promote Newcastle as a destination for business, association and professional conferences and events	Major Events and Corporate Affairs	✓
Utilise economic and business information to track city and key industry trends	Strategic research, analysis and knowledge sharing: collect data, undertake strategic analysis, and provide demographic and economic development information to industry, academia, government and business	Corporate and Community Planning	✓

### 6.3.3 Work with businesses, planners and government at all levels to facilitate key infrastructure to support business growth

Work with our community, business sector and government to identify and facilitate key infrastructure projects	Contribute to metropolitan and state-wide strategic economic planning	Corporate and Community Planning	✓
--	---	----------------------------------	---

### 6.3.4 Foster a collaborative approach to continue City centre renewal

Facilitating revitalisation projects which encourage improved facilities in our city and local centres	Deliver economic development and activation projects across the city	Corporate and Community Planning	✓
--	--	----------------------------------	---







# Open and Collaborative Leadership

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

## Community Objective

- 71 Integrated, sustainable long-term planning for Newcastle and the Region
- 72 Considered decision-making based on collaborative, transparent and accountable leadership
- 73 Active community engagement in local planning and decision-making processes and a shared responsibility for achieving our goals
- 74 A local government organisation of excellence



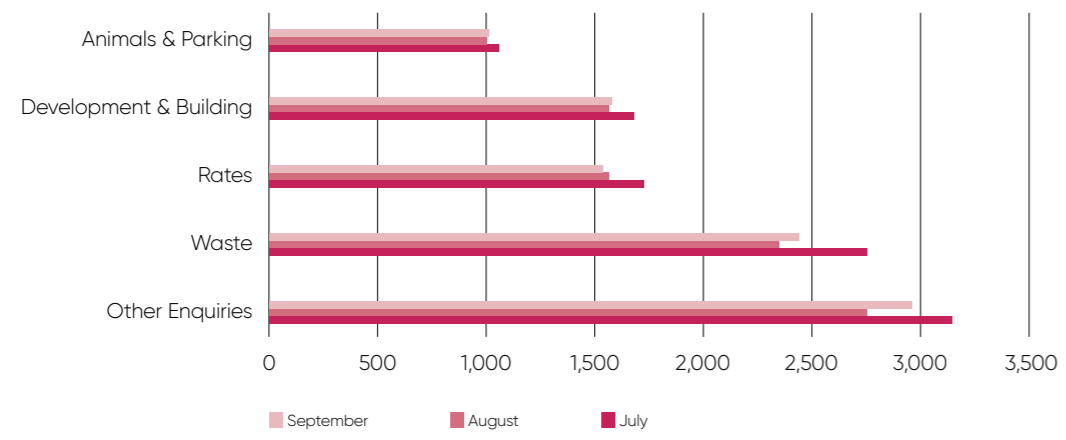
<p><b>5</b> GENDER EQUALITY</p>	<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>	<p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p>
<p><b>17</b> PARTNERSHIPS FOR THE GOALS</p>			



### Highlights of Open and Collaborative Leadership



### Top reasons why customers contacted CN (July to September 2019)



### What we did

#### City supports accredited training for COVID-19 affected workers

Newcastle small business workers had access to free accredited online training as part of an initiative of CN delivered through TAFE NSW, the University of Newcastle and Novaskill.

The training packages included a focus on customer behaviour, digital and social media marketing, management and finance, and were part of the CN response to the economic impact of COVID-19.

Training on business innovation and growth, community engagement, and leadership skills is also covered within the 14 online programs being offered.

Newcastle's business community had been hit hard by the pandemic and the prolonged period of slower economic activity that had followed.

The training is targeted at providing local businesses and their staff with an ongoing benefit during the recovery phase and beyond, as the economy returns to a 'new normal' state.

#### CN continues to provide high quality customer service to the community

Following the forced closure of our counter service from late March 2020 as a result of COVID-19, face to face services resumed in September 2020 from the new service at Stewart Avenue with our team assisting 224 customers in the first 4 weeks of operations (approx 50% less traffic than the same period last year).

A survey kiosk was implemented to capture customers' feedback on their experience/interaction in the Customer Service Centre and Digital Library with 26 customers providing feedback which resulted in 99.1% positive responses.

Phone services continued as normal throughout the pandemic with 32,122 calls received this quarter. Customer Service Officers provided critical public health information and updates to the community on changes to services and facilities. Continuity across all customer service requests and application registrations was successfully maintained via phone and digital channels without any impact to service quality. Where required, applications were revised to allow for phone submissions for those members of the community who either were not comfortable, or did not have access to digital channels.



**How we performed**

**Total initiatives**  
**100%**

Of initiatives completed or on track



Monitor	0   0%
On Track	73   100%
Off Track	0   0%
No Targets Set	0   0%

**Total Key Performance Indicators**  
**100%**

Of KPIs completed or on track



Monitor	0   0%
On Track	1   100%
Off Track	0   0%
No Targets Set	0   0%

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>7.1.1 Encourage and support long term planning for Newcastle, including implementation, resourcing, monitoring and reporting</b>			
Implement the Integrated Planning and Reporting framework	Provide extensive education and strategic framework related to the CSP to staff and newly elected councillors	Corporate and Community Planning	✓
	Complete CN's Integrated Planning and Reporting requirements including quarterly reporting against the Operational Plan 2020/21, development of the Operational Plan 2021/22 and the Annual Report 2019/20	Corporate and Community Planning	✓
<b>7.1.2 Ensure long-term financial sustainability through short-, medium- and long-term financial planning</b>			
Review and incorporate the financial strategies underpinning all short and medium-term plans into the Long-Term Financial Plan	Ensure the management of CN's budget allocation and funding alternatives are compliant with our policy and relevant legislation to ensure the long-term financial sustainability of the organisation	Finance	✓
	Co-ordinate and update CN's 10 year long term financial plan	Finance	✓
	Improve investment performance of CN's reserves funds within agreed risk	Finance	✓

Effectively and efficiently manage financial operations, systems and information	Manage, monitor and review CN's financial performance in accordance with the Financial Reporting framework	Finance	✓
	Ensure the rates and charges for the financial year are levied and collected in accordance with relevant legislation, whilst also incorporating rates assistance provisions	Finance	✓
	Ensure timely and accurate management of accounts payable, logistics, purchasing and financial authorisations to provide both internal and external customers with a high level of service	Finance	✓

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>7.2.1 Conduct CN business in an open, transparent and accountable manner</b>			
Maintain a strong ethical culture and high standard of conduct	Ensure Councillors, the CEO and CN's senior staff demonstrate, through both their words and actions, commitment to the Code of Conduct	Legal	✓
	Provide education, induction and training for both Councillors and staff to ensure they appropriately understand their governance obligations	Legal	✓
Provide open and accessible government information as well as a commitment to the protection of privacy	Process all formal access applications within the statutory timeframes and in compliance with the Government Information Public Access (GIPA) Act	Legal	✓
	Proactively publish more information on CN's website than is legally required and improve efficient release of information	Legal	✓
	Ensure CN meets the highest level of public disclosure regarding all dealings with officials while also meeting its obligations under the relevant privacy legislation and CN's Privacy Management Plan	Legal	✓



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

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

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

Develop partnerships and networking with community, government and business	Support the administration of Business Improvement Associations in Newcastle, Hamilton, Wallsend and Mayfield	Corporate and Community Planning	✓
	Work with partners to further explore the United Nations Sustainable Development Goals and how they align to the Newcastle community	Corporate and Community Planning	✓

## 7.3 Active community engagement in local planning and decision-making processes and a shared responsibility for achieving our goals

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>7.3.1 Provide opportunities for genuine engagement with the community to inform CN's decision-making</b>			
Increase opportunities for community input into CN's decision-making processes	Conduct genuine community engagement for project plans and strategy	Major Events and Corporate Affairs	✓
Increase profile of community engagement as an integrated function of CN	Expand CN engagement with the community through improved use of digital platforms and communication regarding CN projects	Major Events and Corporate Affairs	✓
Increase engagement with hard to reach groups	Develop targeted engagement strategies to ensure feedback from hard to reach groups is incorporated in CN decision-making	Major Events and Corporate Affairs	✓
<b>7.3.2 An informed community through clear and consistent communications</b>			
Improve reputation and trust	Protect and enhance corporate reputation through media releases	Major Events and Corporate Affairs	✓
	Manage on-budget delivery of CN marketing programs including major event, project specific, facilities and corporate marketing	Major Events and Corporate Affairs	✓
Provide accessible and inclusive communications	Use a range of methods and channels to ensure broad reach	Major Events and Corporate Affairs	✓
	Develop dedicated team of marketing professionals including the internal graphic design service	Major Events and Corporate Affairs	✓
	Implement guidelines for accessible, clear and easy to read graphic design and publishing	Major Events and Corporate Affairs	✓

Increase CN's digital and social media profile and encourage information sharing online	Develop a Social Media Style Guide that aligns with Corporate Brand Strategy	Major Events and Corporate Affairs	✓
	Produce regular print and electronic communications to inform community about CN activities, events and projects	Major Events and Corporate Affairs	✓
	Develop and deliver CN's digital marketing strategy to increase CN's online profile and presence	Major Events and Corporate Affairs	✓
	Advise, implement and deliver effective communication plans and products to promote activities and services	Major Events and Corporate Affairs	✓
Enhance digital platforms	Oversee a website revamp project to improve customer service and access to CN information and news	Major Events and Corporate Affairs	✓
	Implementation of marketing strategic projects including Smart Cities campaign, launch of internal graphic design as costed service, establishment of What's On webpage	Major Events and Corporate Affairs	✓

## 7.4 A local government organisation of excellence

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>7.4.1 Continuous improvement in services delivery based on accountability, transparency and good governance</b>			
Develop a culture of continuous improvement across CN	Promote continuous improvement across CN's services to increase the efficiency and effectiveness of service delivery	Corporate and Community Planning	✓
	Undertake a comprehensive review of all CN advertising expenditure and placement to identify and outline a framework for cost savings and improved processes	Major Events and Corporate Affairs	✓
Promote an organisation that eliminates or minimises risk	Maintain and adopt a risk management framework and risk management committee to appropriately identify and manage our risks	Legal	✓
	Ensure compliance with record-keeping standards and legislation, providing for timely and accurate access to information to support evidence based decision-making	Legal	✓
	Adopt and maintain an audit committee in accordance with statutory obligations and recognised best practice	Legal	✓
Ensure accountability for public money and high-level services	Ensure external audits of our financial reports are carried out in accordance with accounting standards	Finance	✓

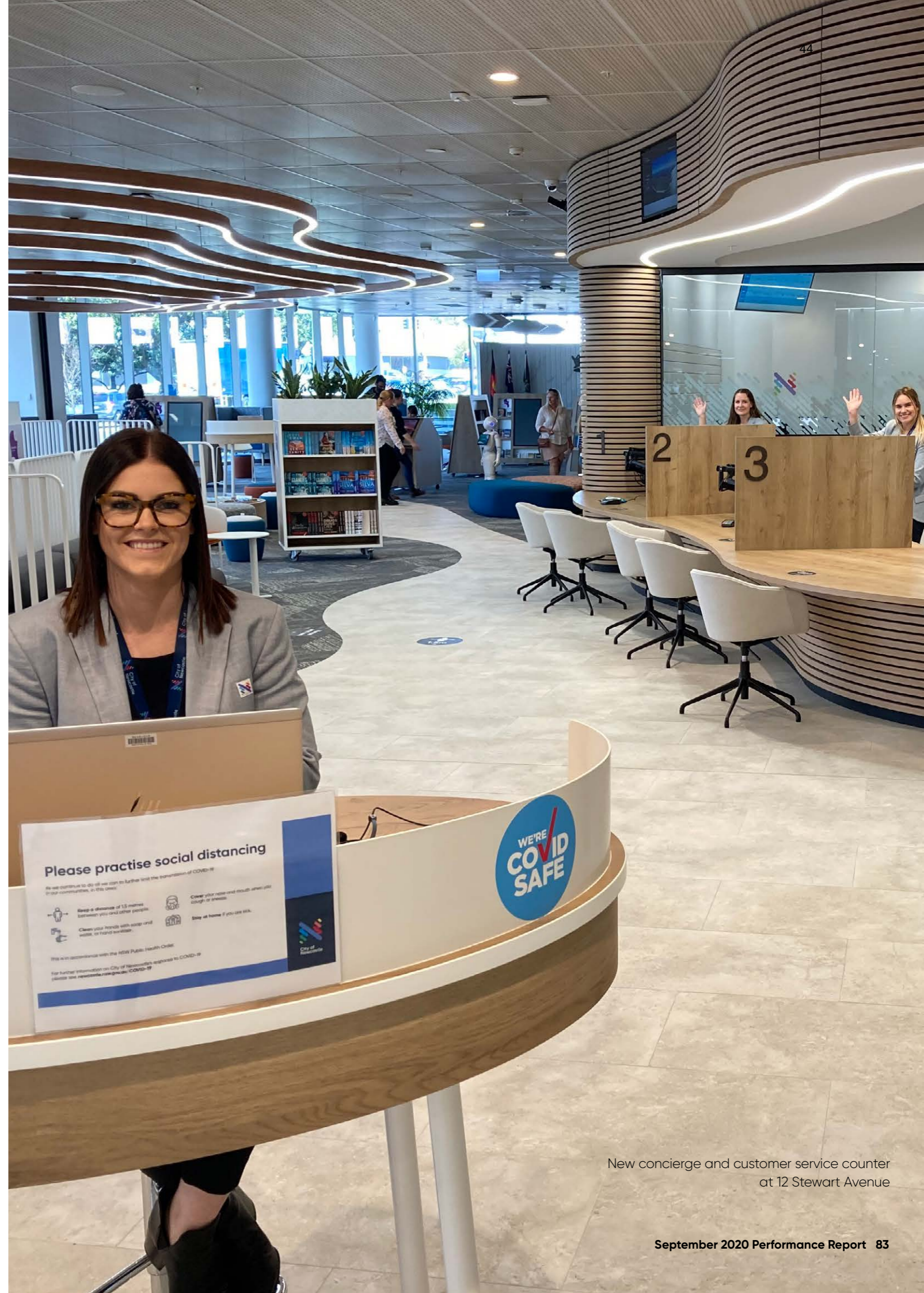


Effectively and efficiently manage Depot and Fleet operations, systems and information	Provide continued improvement, support and management of CN procedures required to manage the operational works depot and provide the facilities to support the services delivered to the community	Depot Operations	✓
	Manage the operational fleet and plant to provide safe, fit for purpose and legislatively compliant assets	Depot Operations	✓
<b>7.4.2 Provide services that deliver on sustainable community service expectations</b>			
Ensure Asset Management Strategy and Plans capture community service expectations	Integrate business practices with service reporting and review of Service Asset Plans	Corporate and Community Planning	✓
<b>7.4.3 Provide the Community with responsive customer service</b>			
Provide our customers with simple and convenient ways to access and do business with CN	Continue to provide high quality customer service delivery to the community via phone and counter channels	Customer Experience	✓
	Evaluate and realign the customer service team structure and resources to enable an outward looking customer experience culture/focus.	Customer Experience	✓
	Provide regular and meaningful communications around customer experience improvement initiatives and customer satisfaction/success indicators to both internal and external customers	Customer Experience	✓
Focus our customer service around the quality of service	Create and maintain a high level of customer satisfaction through all services provided at the Museum	Museum	✓
<b>7.4.4 Maintain a high-quality workforce that is responsive to the needs of CN and the community</b>			
Attract and retain a high quality, committed workforce	Communicate and progress CN's Employee Value Proposition	People and Culture	✓
	Create a positive induction/on boarding experience	People and Culture	✓
	Conduct a salary system review which includes a progression framework, job evaluation tools and recognition of critical roles in collaboration with the parties to the City of Newcastle Enterprise Agreement (2019).	People and Culture	✓
	Develop and implement an improved performance and development system including recognition mechanism for high performers	People and Culture	✓
	Review and update position descriptions to ensure role clarity and capacity to meet future demands	People and Culture	✓
	Review use of contingent labour to address short term needs and provide job security for permanent staff	People and Culture	✓

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



Continue to develop our safety culture	Develop opportunities for improved return to work processes and collaborative inclusion	People and Culture	✓
	Develop opportunities for Work Health and Safety (WHS) mobility and ease of user access. Establish dynamic WHS statistical reporting	People and Culture	✓
	Ensure our mandatory training requirements are continuously met	People and Culture	✓
<b>7.4.5 Support the community and organisation through improved IT services that meet community needs</b>			
Focusing on delivering valuable services to the customer by driving seamless and effective customer engagement across multiple channels and changing into a regional information hub	Continue to meet the needs of our customers regarding our Apps and CN interfaces	Information Technology	✓
Establishing a sustainable, high performing organisation that leverages technology to enable a modern and agile workforce and translates data into actionable insights to optimise business operations	Next Generation Information and Communication Technology operating model	Information Technology	✓
	Governance for information and technology	Information Technology	✓
	Continue to be a Geographic Information systems leader	Information Technology	✓
Setting a strong foundation in information and communication technology governance, weaving into all areas of CN as a reliable business partner and facilitating new opportunities for technology transformation	Data ownership and governance model	Information Technology	✓
	Review OneCouncil implementation	Information Technology	✓
	Establish integration framework	Information Technology	✓
Proactively identifying and exceeding customer expectations of the future through driving agility and connectivity, and ultimately supporting the evolution of Newcastle into one of the leading local governments nationally	Implement smart city technology foundation	Information Technology	✓



New concierge and customer service counter at 12 Stewart Avenue



[newcastle.nsw.gov.au](http://newcastle.nsw.gov.au)