

Delivery Program
2018–2022

Operational Plan
2018/19

Quarterly Performance Report

March 2019



newcastle.nsw.gov.au



City of
Newcastle

Acknowledgment

City of Newcastle acknowledges that we are meeting on 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.

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

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Strategic Directions

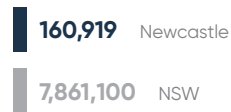
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Our City, Our People



Our People

Population



Aboriginal population



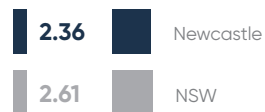
Born overseas



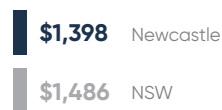
Median age



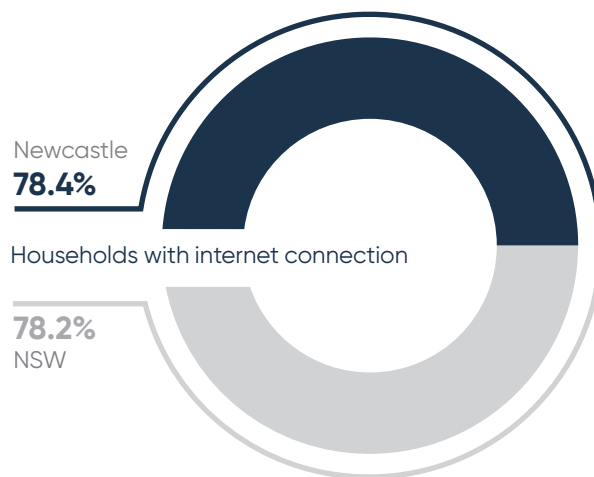
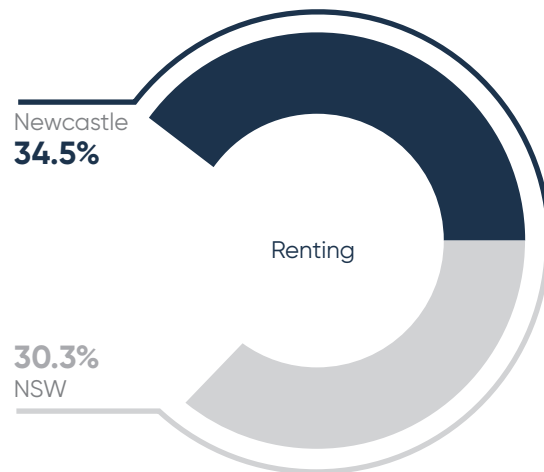
Average household size



Median weekly household income



Median property price*



* Source: Domain, June 2018
All other figures from 2016 Australian Bureau of Statistics Census



187km²

Total land area



62,909

Total number of residential houses



12,129

Total number of businesses



850km

Length of roads



6

Main beaches



79km

Length of creeks



7

Ocean baths and aquatic centres



88

Bushland parcels



54

Sporting facilities



97,428

Street and park trees



15

Grandstands



116

Playgrounds



9

Skate facilities



An aerial photograph of a coastline. The ocean is a deep blue, with white foam from waves crashing against a rocky shore in the foreground. The water transitions to a lighter turquoise near the beach. A sandy beach is visible on the left side, with a dark structure extending into the water. The sky is a clear, bright blue.

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

Who We Are

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

The Elected Council and The Administration.

City of Newcastle (CN) employs over 950 staff and is responsible for providing services and facilities to more than 160,000 people.

Elected Council

Twelve councillors and a popularly elected Lord Mayor make up the elected body of City of Newcastle. 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*, councillors have a responsibility to:

Participate in the determination of the budget

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

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

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

The Administration

The Administration is organised into five Directorates, 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.

The Administration



Chief Executive Officer

Jeremy Bath

Governance	Strategy and Engagement	People and Culture	Infrastructure and Property	City Wide Services
Finance	Information Technology	Organisational Development	Depot Operations	Art Gallery
Legal	Major Events and Corporate Affairs	HR Operations	Assets and Projects	Museum
Regulatory, Planning and Assessment	Corporate and Community Planning	WHS and Injury Management	Civil Construction and Maintenance	Civic Services
		Training and Learning	Property and Facilities	Libraries and Learning
		Payroll		Customer Experience
				Waste Services
				Parks and Recreation

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

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

Ward 2

Adamstown, Adamstown Heights, Broadmeadow, Hamilton, Hamilton East, Hamilton South, Hamilton North, Merewether, Merewether Heights, The Junction (part)

Ward 3

Georgetown, Jesmond, Kotara, Lambton, New Lambton, New Lambton Heights, North Lambton, Wallsend (part), Waratah, Waratah West

Ward 4

Beresfield, Birmingham Gardens, Black Hill, Callaghan, Elmore Vale, Fletcher, Hexham, Lenaghan, Maryland, Minmi, Rankin Park, 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

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.

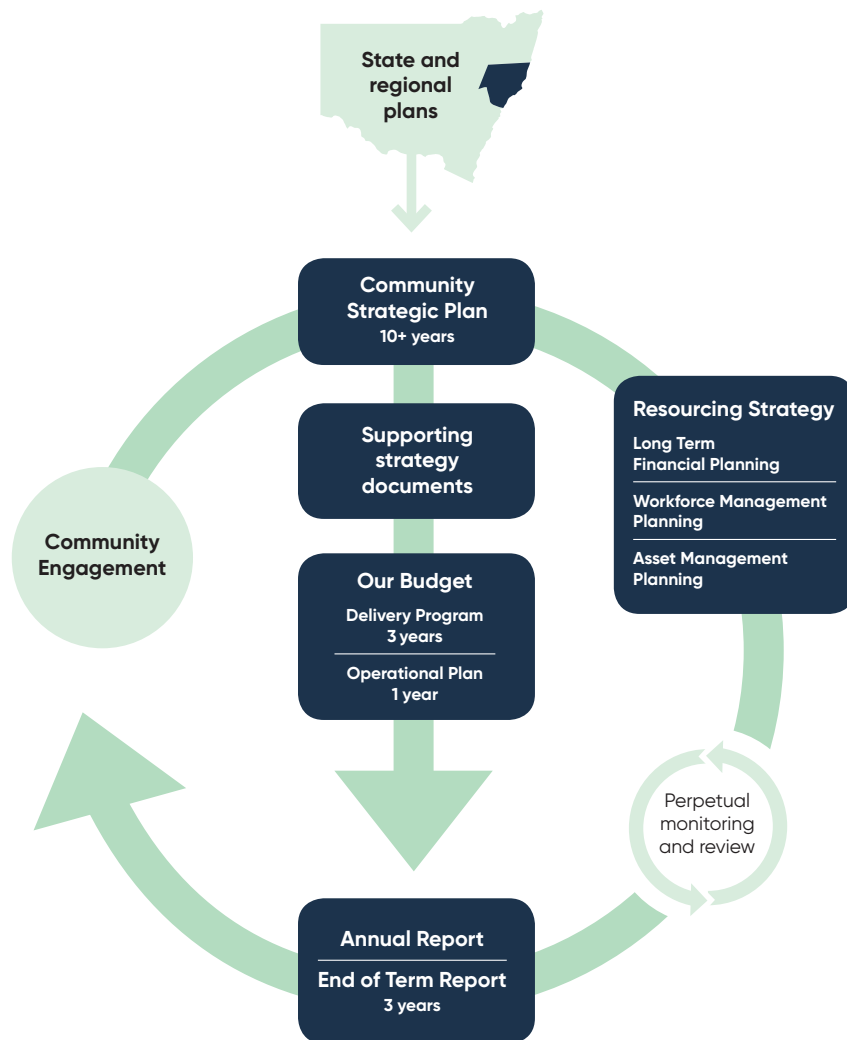
We work with local communities and business owners to improve the places we live, via our business improvement associations, place making initiatives, murals in public places and other beautification projects.



Why We Do The Quarterly Performance Report

It's a report to our community on our performance against our Delivery Program Strategies.

CN is required under the *Local Government Act 1993 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 report, 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 will report on the key activities it has undertaken which contribute to achieving our Delivery Program and in the long term our Community Strategic Plan, Newcastle 2030.



A full-page photograph of a sunset over the ocean. The sky is a vibrant orange and yellow, with wispy clouds catching the low light. The horizon is dark, and the water in the foreground is dark blue with white foam from waves crashing. The overall mood is serene and powerful.

Our Performance

July-March 2019 Highlights

100,951

calls made to
4974 2000

**Over
5,858
people**

visited us at our
customer counter

25%

more compliments
than complaints



78%

customers rated face
to face contact with
CN positively
(March quarter)



Overall satisfaction
with CN's performance
(Quarterly community
survey)



Library attendance

574,837

↑ 18% (last year)



Beresfield pool
attendance

51,101

↑ 26% (last year)

971

Development
Applications approved



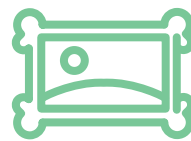
value of Development
Applications
approved

**\$535
million**

183,775

total tonnes into
Summerhill Waste
Management Centre

Attendance



46,389

Newcastle Art Gallery



86,760

Newcastle Museum



67,540

Civic Theatre/
Playhouse



99.84%

bin collection
success
↑ 0.04% (last
quarter)

Total initiatives

90%

Of initiatives completed or on track



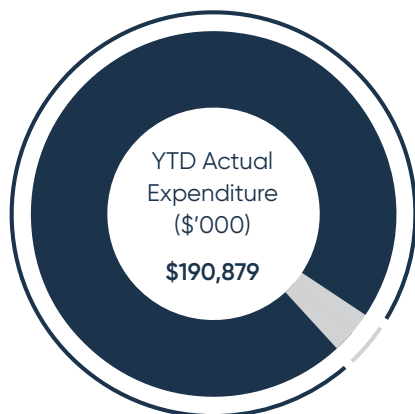
Monitor 2 | 0.98% **On Track** 184 | 89.76%

Off Track 19 | 9.27% **No Target** 0 | 0%

Total expenditure

\$199,932*

YTD Budget ('000)



Variance 5% **Actual** \$190,879

* March Monthly Report figures

Highlights

Library Strategy

Adopted by Council

New grandstand taking shape

We've begun upgrading the Clarke grandstand at Townson Oval, Merewether

Carrington Local Center

Renewal underway

Dogs in Open Space Plan

Adopted by Council

Hamilton South's Darling Street Oval

Installation of the new state-of-the-art lights

Cycleway education and promotion

Share the roads and path cycle safety animations were posted to our social media

New West End plans

Put to the public for comment

Surfest makes global splash

We've supported the annual Surfest festival for the 34th-straight year, promoting our City once again

Community Satisfaction Survey

Our third Community satisfaction survey is completed with another positive response. 815 people participated in the survey which is conducted every three months to help inform the City's decision making and service provision. Here is a taste of the things you told us were going well and some areas where we need to improve. The full report with detailed results is available on our website.



- We read the City News publication and think it's informative
- Most of us can find what we're looking for on our website
- More of us prefer to participate in online than face-to-face community engagement activities
- We think that our community centres and halls are important



- Many of us aren't aware of CN's Facebook page

People think we should do more:

- Letterbox flyer updates
- Community engagement activities
- Signage around the LGA
- Traditional media advertising



Integrated and Accessible Transport

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

Community Objective

1.1 Effective and integrated public transport

1.2 Linked networks of cycle and pedestrian paths

1.3 Safe, reliable and efficient road and parking networks

Our supporting Strategies and Plans

Newcastle Transport Strategy 2014

Newcastle Cycling Strategy and Action Plan 2012

Connecting Newcastle 2017

Disability Inclusion Action Plan 2016-2019

Highlights of Integrated and Accessible Transport

Roads

Level of service



43% agree Newcastle LGA is a cycle friendly area

(very satisfied, satisfied or not concerned)



Park and Ride has taken

35,000 cars off inner-city streets

since its introduction in November 2017



609% parking transactions

paid by phone app from July 2018 (6,914 transactions) compared to March 2019 (49,030 transactions)

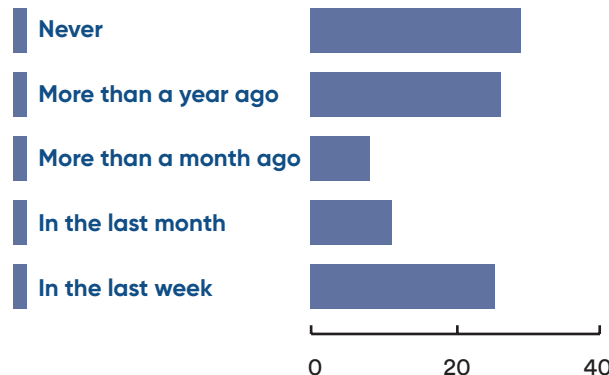


Satisfaction with conditions of **footpaths**

18,051

unique users of the EasyPark app

When did you last ride a bike in Newcastle?



What we did

Parking discounts driving-up app's use

Record numbers of drivers are using the City's EasyPark mobile phone app to take advantage of 25% discounts on hourly rates. Pay-by-phone transactions shot up 80% from December to January (15,000-27,000) and a further 30% from February to March (27,000-35,000), proving Novocastrians are willing to embrace smart city technology.

From when the discount was introduced on 1 January to 1 March, 62,000 transactions were made via the mobile phone application – more than double the 30,000 for the two months from November to December. Transactions had been increasing at a steady average of 20% a month between March 2018, when EasyPark was introduced, and December.

From July, users of the EasyPark app will be able to log in and view the availability of parking spaces across the City. The app will have the ability to point out to drivers the most likely place to find a park, based on sophisticated parking algorithms.

Pioneering local transport options

A driverless vehicle will soon hit Newcastle's streets as part of an innovative year-long free public transport trial. The autonomous shuttle bus will be able to carry 12 people at once and cover a short beach and harbour-front circuit.

Newcastle is among a select number of Australian cities trialling an autonomous vehicle, with its use part of our Smart City Strategy. Alternate and sustainable transport options are also being encouraged across the City.

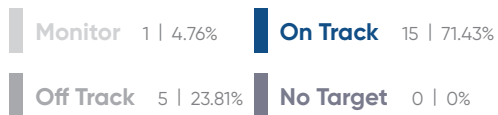
Upcoming installation of public electronic vehicle (EV) charge points are expected to promote and accelerate private ownership of the environmentally-friendly cars. Integrated solar-powered batteries will enable some of the EV stations to use renewable energy to recharge the vehicles, helping reduce greenhouse gas emissions. The first week of trips on the driverless shuttle will be open to the public through a ballot.

How we performed

Total initiatives

71%

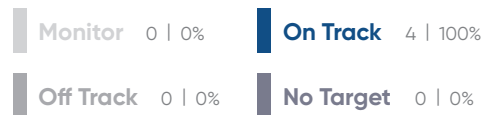
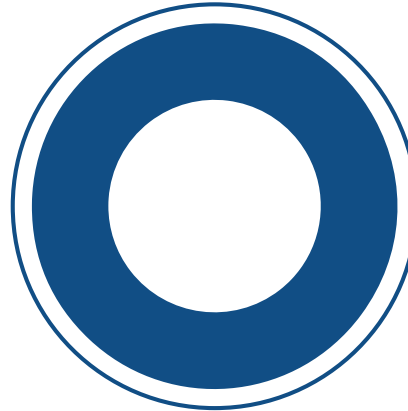
Of initiatives completed or on track



Total Key Performance Indicators

100%




Of KPIs completed or on track








1.1 Effective and integrated public transport

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
1.1.1 Support implementation of the regional transport strategy			
Liaise and partner with other government agency representatives to facilitate optimum transport outcomes for Newcastle	Actively represent Newcastle's position in relation to public transport needs in cross-government forums	Assets and Projects	✓
Promote sustainable transport	Enhance information about public transport and active transport on CN's website	Assets and Projects	✓
1.1.2 Advocate for public transport improvements including extension of the light rail			
Advocate to the State and Federal Government for improved transport outcomes for Newcastle	CN will continue to advocate to other levels of government for assistance to meet compliance standards for transport stops	Assets and Projects	✓
	Lead the formation of a working party to deliver an expanded light rail network with relevant state agencies, Keolis Downer and the community	Assets and Projects	✓





1.1.3 Plan and deliver accessible local infrastructure improvements for public transport


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

1.2 Linked networks of cycle and pedestrian paths





Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
1.2.1 Continue to upgrade and extend cycle and pedestrian networks			
Develop a network of safe, linked cycle and pedestrian paths integrated with key destinations and green space	Continue to implement the Newcastle Cycling Strategy and Action Plan	Assets and Projects	
	Continue to support delivery on our special rate variation project cycleways	Assets and Projects	
Promote walking and cycling	Continue to implement the ongoing cycling education and promotion campaign	Assets and Projects	
	Enhance information about active transport on CN's website	Assets and Projects	
Enhance the safety of cyclists and pedestrians	Incorporate consideration of lighting in cycling and pedestrian projects	Assets and Projects	

1.3 A transport network that encourages energy and resource efficiency

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
1.3.1 Ensure safe road networks through effective planning and maintenance			
Improve the safety, quality and amenity of local roads through increased road reconstruction, resurfacing and line marking programs	Develop and implement the roads resurfacing program and road renews works program	Assets and Projects	
	Improved safety for all road users, through implementation of pedestrian access and mobility plan project and local area traffic management projects	Assets and Projects	
Support the continuation of parking education and enforcement programs across Newcastle, particularly around schools and sporting fields/venues	Undertake parking safety education programs	Assets and Projects	
1.3.2 Ensure community and business needs for adequate and accessible parking are prioritised			
Implement a parking management strategy in high traffic areas to achieve safety and turnover of spaces	Enforce the parking provision of the NSW road rules to achieve traffic and pedestrian safety and turnover of parking	Assets and Projects	

Improve way-finding signage in commercial centres to assist drivers to locate available parking in a more timely manner	Install parking infrastructure that supports the use of available technology and smart parking initiatives	Assets and Projects	
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1.3.3 Implement technology solutions to improve transport infrastructure and experiences, and encourage mobility innovation

Maintain the quality of local and regional roads through road reconstruction and resurfacing programs	Develop and implement the roads resurfacing and renewal works programs	Civil Construction and Maintenance	
Improve the safety of local and regional roads through pedestrian access and mobility planning and local area traffic management	Continue with review and implementation of local area traffic management studies	Assets and Projects	
	Undertake planning for a principal pedestrian network	Assets and Projects	
Introduce technology to provide greater access to parking payment options and information	Support the continuation of the trial of pay by phone application	Regulatory, Planning and Assessment	





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

Our supporting Strategies and Plans

Newcastle Environmental Management Strategy 2013

Newcastle 2020 Carbon and Water Management Action Plan 2011

Smart City Strategy 2017-2021

Throsby Creek Action Plan 2017

Urban Water Cycle Policy 2017

Newcastle Coastal Zone Management Plan Stockton 2018

Hunter Estuary Coastal Zone Management Plan 2017

Highlights of Protected Environment



53 clean up sites

were registered across the City for Clean Up Australia Day



8,747 tonnes

recycled from our yellow bins, 785 tonnes contaminated



Over 4.25 million

potential collections over this period with a missed collections rate of 0.16%

Bulk waste collections

1,973 tonnes

995

incidents of illegal dumping clean-ups performed

Environment Education team

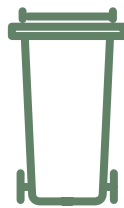
Four free family-friendly events with over 120 participants

Coastal walk from Nobby's to The Obelisk

A look at the creatures who live in sand

A ramble through rock pools

A wild wetlands tour



Red lid residual waste

26,633 tonnes

Green lid garden organics

10,386 tonnes

Recycling

9,532 tonnes

What we did

Urban forest success story

Our Environmental Educator and Tree Planting Officers are proud to see the results of six consecutive years of National Tree Day community planting activities at our Stevenson Park Urban Forest site.

It now has eucalyptus growth over ten metres high and a diverse native understory, providing valuable biodiversity, urban habitat for wildlife, and urban heat island temperature reduction. The plantings also offer acoustic and aesthetic benefits for the residents of Gregson Avenue in Mayfield West and anyone traveling along Industrial Drive.

We're currently determining the next Urban Forest site for July's National Tree Day community planting event.

Recognition for innovation

We've been Highly Commended in the 2018 Local Government NSW Excellence in the Environment Awards for Innovation in Planning, Policies and Decision Making.

A 10-year rolling program to rehabilitate urban creeks has evolved from humble beginnings. From responding to the Pasha Bulker storm to receiving this recognition for its innovative approach.

The honour represents the ongoing collaboration across Asset and Projects and the Bushland Services team for their expertise in riparian, native vegetation restoration to ensure erosion and sediment control and sustainable habitat creation.

Coastal activities a hit

Our Environmental Education team has been busy running the very successful summer coastal activities, with more than 120 people attending the four events.

The program showcased our natural assets and contributed to participants' sense of place by developing an understanding of Newcastle's beautiful coastline. Here are some comments we received:

"It increased awareness of a place we visit often, we now see the beach in a different light."

"The kids really enjoyed using the scientific equipment. The scientists were fantastic, especially with the kids and their questions."

"Real life scientists inspire kids."

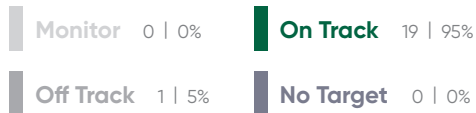
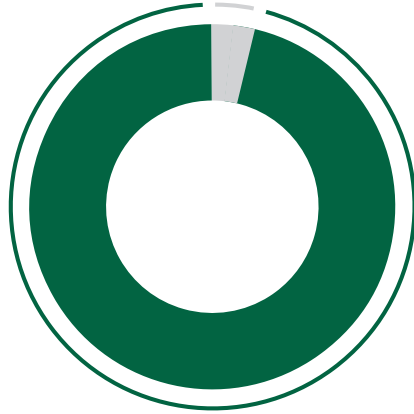
"I like that it teaches my children about nature, ecosystems and how we are all dependent... so that they grow into adults that care to look after it."

How we performed

Total initiatives

95%

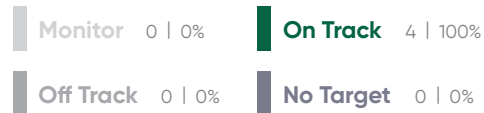
Of initiatives completed or on track



Total Key Performance Indicators

100%

Of KPIs completed or on track



2.1 Greater efficiency in the use of resources

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
2.1.1 Improve waste minimisation and recycling practices in homes, work places, development sites and public places			
Develop internal waste management programs that reduce waste and increase recycling within CN	Work with individual business units to develop service level plans that reduce waste generation and increase resource recovery	Waste Services	✓
Develop customer interface to enable sharing of waste performance data and to enable customer self-service for bulk collections and vouchers	Identify key deliverables and develop a delivery strategy over a three-year period	Waste Services	✓
Improve public place waste and recycling services that both raise awareness of waste and increase resource recovery	Roll out of at least 20 new waste recycling stations with improved aesthetics and cleanliness	Waste Services	○
Improve and increase recycling infrastructure at Summerhill to increase resource recovery	Start construction of new Small Vehicle Drop Off Facility	Waste Services	✓

2.1.2 Investigate and implement renewable energy technologies

Increase the percentage of CN's electricity sourced from low carbon energy sources	Construct a mid-scale Summerhill Solar Farm project to offset CN's energy use and greenhouse emissions	Waste Services Corporate and Community Planning	✓
Support the objectives and implementation of the Newcastle Carbon and Water Management Action Plan	Establish No.2 Sportsground as the trial site for smart grid and smart city energy technologies	Projects and Contracts	✓



2.1.3 Encourage energy and resource efficiency initiatives

Pilot and deploy technologies that improve energy and resource sustainability across CN and the broader community	Install private street lighting network throughout our Local Government Area (LGA) utilising LED technology and smart lighting controls	Corporate and Community Planning	✓
	Commence construction of electric vehicle charging stations throughout the city	Corporate and Community Planning	✓




2.2 Our unique natural environment is maintained, enhanced and connected

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
2.2.1 Provide and advocate for protection and rehabilitation of natural areas			
Continue to implement our City Wide Maintenance Policy to achieve an expanded and sustainable canopy cover through our streets and parks trees	Implement the tree inspection program in line with the City-Wide Maintenance Policy	Civil Construction and Maintenance	✓
Promote environmentally sustainable business practices	Proactively monitor and regulate activities to minimise environmental impact, including implementing CN's business pollution prevention program and erosion and sediment control program	Regulatory and Assessment	✓
Ensure development takes place in accordance with the requirements of environmental planning	Manage contaminated land information and seek appropriate remediation through the development application process	Regulatory and Assessment	✓
Promote environmentally sustainable management of onsite wastewater systems	Proactively monitor and regulate onsite sewage management systems to minimise the risk of water pollution and public health impacts	Regulatory and Assessment	✓
Implement the Newcastle Coastal Management Plan maintaining a balance between long term use and conservation	Deliver environmental improvement projects and maintenance along the coastline	Parks and Recreation	✓
Implement the Plan of Management for Blackbutt Reserve	Deliver environmental improvement projects and deliver the Blackbutt Reserve Master Plan	Parks and Recreation	✓
Ensure priority natural environment areas are maintained and improved	Ensure the priority natural environment areas are included in environment renewal program	Assets and Projects	✓

2.2.2 Encourage and support active community participation in local environmental projects

Incorporate opportunities for community involvement in the delivery of natural environment areas maintenance and improvement projects	Deliver the natural connections and living streets community education initiatives in coordination with the delivery of key environment, storm water and road projects	Assets and Projects	
Continue to support and promote Landcare and other volunteer groups as ancillary delivery mechanism for natural asset management	Deliver environmental improvements throughout the LGA with the assistance of Landcare and corporate groups by one off events and weekly activities	Parks and Recreation	

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

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
2.3.1 Ensure decisions and policy response to climate change remains current and reflects community needs			
Keep the community involved in the development of climate change adaption measures consistent with the adopted plans	Monitor sea level rise and ground water behaviour in low lying suburbs	Assets and Projects	
2.3.2 Build community readiness by engaging the community in risk management processes			
Support individuals to prepare, respond and recover from emergency events	Coordinate prevention, preparedness, response and recovery activities in accordance with legislation and emergency plan responsibilities	Legal	
	To formalise an Integrated Emergency Management Capability and Capacity Development Framework to enhance CN's capacity to effectively prevent, prepare for, respond to, and recover from significant emergency events impacting the communities of Newcastle	Legal	





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

Our supporting Strategies and Plans

Parkland and Recreation Strategy 2014

Cultural Strategy 2016-2019

Safe City Plan 2017-2020

Events Plan 2016-2019

Newcastle After Dark 2018-2022

Disability Inclusion Action Plan 2016-2019

Dogs in Open Spaces Strategy 2019

Outdoor Exercise Facility Strategy 2018

Newcastle Libraries Strategy 2019-2029

Highlights of Vibrant, Safe and Active Public Places

Nobbys Beach

voted best beach access way and cleanest beach (very satisfied, satisfied or not concerned)



No. of people attending live performance at City Hall

3,095

No. of live performances at City Hall

10



574,837 ↑ 18%

library attendance

725,995 ↓ 3%

library loans

Self checkout loans are **62%** of total loans

☆ ☆ ☆ ☆ 3.5

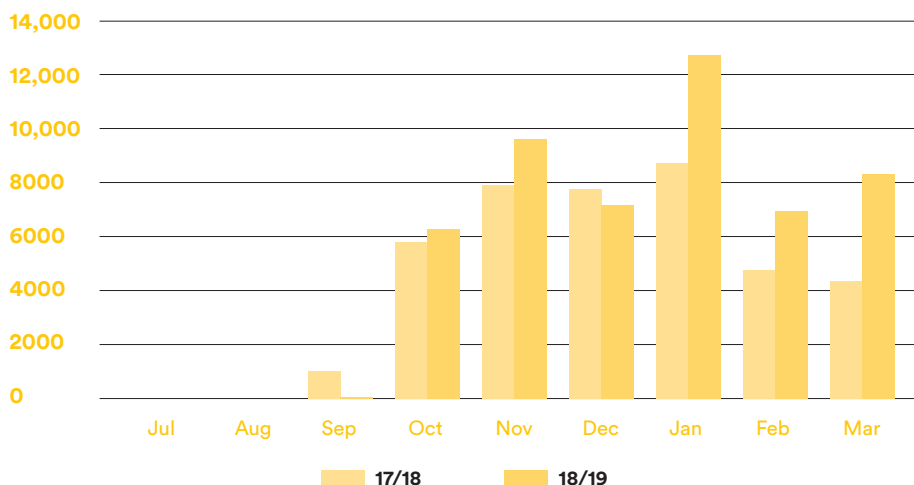
Satisfaction with **playground** equipment available

Satisfaction with **condition** of sportsgrounds and facilities

17,000

Views on the draft library strategy

Swimming pool visitation - Beresfield



What we did

Stevenson Park Masterplan adopted

CN will deliver a new-and-improved community and sporting precinct in Mayfield West under the Stevenson Park Masterplan adopted by Council.

The Masterplan identifies priorities that will activate the park and create a vibrant and inclusive space for Mayfield West residents and visitors.

The plan includes more car parking, a larger, better playground for kids, a fenced off-leash area for dogs, new footpath connections and upgrades to existing sporting infrastructure. Stage 1 of the plan will be implemented this year.

South Stockton Active Hub

Construction is progressing well on our \$1.9 million playground and skate plaza precinct at Griffith Park, Stockton, planned to open in April.

The playground and skate park are well underway in Griffith Park. The playground will feature a range of equipment including a flying fox, double swing, climbing structure and accessible carousel spinner, as well as a barbecue, picnic table and shelter.

The urban skate plaza includes rails, angle ledges, kerb cuts, an A-frame kicker and a half pipe. The project is part funded by the NSW Government's Newcastle Port Community Contribution, as well as section 94 developer levies. Completion of the project is expected in the middle of the year, weather permitting.

State-of-the-art lighting for Hamilton South's Darling Street Oval

High-quality floodlights equipped with a powerful, energy-efficient beam brighten up night-time sporting fixtures for players and spectators at Hamilton South's Darling Street Oval. CN invested \$295,000 into the \$400,000 project to provide an improved night-time playing experience for users and sporting clubs.

The LED lights utilise a world first, Australian-designed reflector system which improves lighting performance, delivering a high-powered LED floodlighting experience 40% more efficient than traditional floodlights.

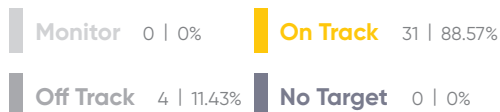
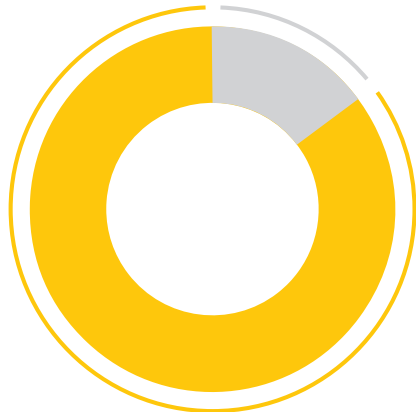
The new lights give us the ability to activate the oval for longer periods of time, and also to give back to our community through sporting clinics including events and football clinics for refugee children.

How we performed

Total initiatives

89%

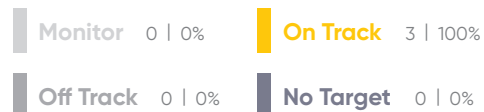
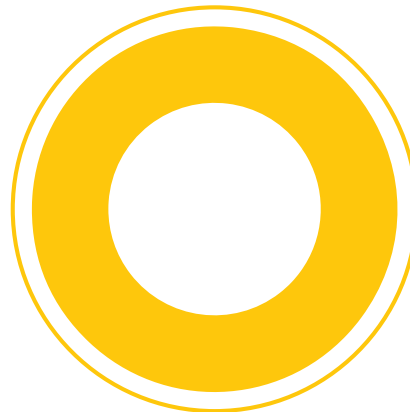
Of initiatives completed or on track



Total Key Performance Indicators















100%

Of KPIs completed or on track



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

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
3.1.1 Provide quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs			
Continue to support and deliver on our special rate variation project Blackbutt Reserve Revitalisation	Upgrading Blackbutt Reserve Project - develop designs and plans for the next stage	Assets and Projects	○
Continue to upgrade and enhance our existing libraries	Upgrade to Lambton Library to create the StoryBook Cottage Early Literacy Centre in partnership with community agencies	Libraries and Learning	✓
Promote the environmental and recreational community use of our local parks and open space	Deliver positive communications regarding local parks and open spaces that educate the community	Parks and Recreation	✓

Upgrade and enhance our parkland and recreational facilities	Deliver recreational facility improvements throughout the city – playgrounds, outdoor courts, sportsgrounds, exercise equipment, dog off-leash areas	Parks and Recreation	
	Review and upgrade Lambton Pool facility to meet current community needs and industry requirements	Parks and Recreation	
	Refurbishment of tennis facilities (<i>deferred</i>)	Parks and Recreation	
	South Newcastle Reserve – playground design	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	
Ensure spaces and facilities are multi-functional, and adaptable to changing needs	Undertake plans of management and masterplans to reflect the current community needs	Parks and Recreation	
3.1.2 Enhance our beaches and coastal areas through upgraded facilities			
Continue to support and deliver on Coastal Revitalisation	Plan and design for the implementation of the Bathers Way at South Newcastle, Bar Beach and King Edward Park	Assets and Projects	
3.1.3 Plan, coordinate and deliver cultural and community infrastructure and programs			
Develop and deliver a range of learning-based community events and programs in partnership to enhance social connections	Deliver annual One City, One Book Big Book Club	Libraries and Learning	
	Deliver the Community Living Lab – Backyard Detectives – a Smart City Partnership	Libraries and Learning	
	Deliver Reading Matters – a series of author programs to discuss ideas and ethics	Libraries and Learning	
Ensure Newcastle audiences have access to a diverse range of exhibitions and works of high quality	Maintain a balance of programming targeted to a breadth of audience demographics including works of new and emerging thinking, forms and technology	Art Gallery Civic Services	
Ensure Newcastle audiences have access to a diverse range of audience engagement programs	Maintain a balance of audience engagement programs targeted to a breadth of audience demographics	Museum	
Partner with Newcastle's small to medium not for profit arts and cultural organisations in growing arts and culture in the city	Establish up to five programming partnerships of up to three-year terms with key programming deliverables for the city	Civic Services	
Partner with Newcastle community organisation to deliver diverse opportunities	Establish partnerships with key programming deliverables for the city	Museum	

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

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
3.2.1 Celebrate Newcastle's history, cultural heritage and cultural diversity			
Grow the city's identity via its collections of art and artefacts, local history and architecture	Plan, support and maintain the city's art exhibitions and collections to generate educational programming	Art Gallery	
	Present Art Gallery shows that feature local stories and cultural identity across the LGA	Art Gallery	
	Present shows within Civic Services that feature local stories and cultural identity across the LGA	Civic Services	
	One major event developed per annum to showcase and/or to the collections	Libraries and Learning	
	Maintain a balance of local stories told through exhibitions, web contents	Museum	
	Number of accessioned objects for the Museum	Museum	





3.2.2 Increase collaboration with artists and practitioners in the cultural sector

Promote the Newcastle Library's Local History and Heritage Collections through a range of exhibitions, partnerships and programs	Deliver the Local History and Heritage Collections three-year strategy to outline collecting profiles	Civic Services Libraries and Learning	
	One major event developed per annum to showcase and/or add to the collections	Libraries and Learning	
Expose local stories, both historic and contemporary, through cultural programming and build Newcastle's cultural identity	Present shows that feature local stories and cultural identity across the local government area	Museum	
	Deliver Arts and Cultural support programs	Civic Services Art Gallery	

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

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
3.3.1 Collaborate with local groups and services to address crime and safety			
Provide safe on and off-street parking facilities	Deliver parking safety programs and improved accessibility across Newcastle through parking safety initiatives, management and enforcement	Assets and Projects	
	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 and premises with water cooling systems (legionella) and public swimming pools	Regulatory, Planning and Assessment	
Develop public places that are safe, welcoming and inclusive	Deliver park improvement projects that integrate safer by design principles	Parks and Recreation	

3.3.2 Plan for a night-time economy, characterised by creativity, vibrancy and safety, that contributes to cultural and economic revitalisation

Implement policy and strategic initiatives to encourage more diverse night time venues	Adopt and implement the Newcastle After Dark Strategy	Corporate and Community Planning	
	Deliver, with partners, the night-time spaces project to create more interactive and safer public spaces in the city's nightlife precincts	Corporate and Community Planning	
	Apply crime prevention through environmental design principles for all new and replacement infrastructure	Corporate and Community Planning	
	Implement creative and safety lighting programs	Assets and Projects	



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

Our supporting Strategies and Plans

Multicultural Plan 2016-2019

Disability Inclusion Action Plan 2016-2019

Newcastle Libraries Strategy 2019-2029

Social Strategy 2016-2019

Aboriginal Employment Strategy 2018-2021

Highlights of Inclusive Community

78% feel welcomed and connected

with their local community
(summer survey results)



4.2/5 agree the impact of cultural events and activities foster a **creative community to live in**



46,389
visitors to the Art Gallery

139

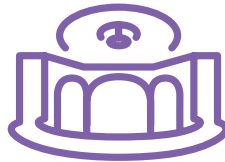
educational/public programs engaging with Aboriginal people, people with disability, young people and people living in regional NSW



86,760
visitors to the Museum

5 exhibitions

Wine, Vines & Identity
Festival X
Shadows if Sacrifice
Flora
Supernova Summer of Science



Highlights of the shows at Civic Theatre and Playhouse

The Gospel According to Paul opened the 2019 Season with a full house

Senior Moments
Three well attended performances



No. of people attending live performance

61,586 Civic Theatre

5,954 Playhouse

No. of live performances

64 Civic Theatre

54 Playhouse

Newcastle Museum collaborated with **34** different community organisations in March 2019

What we did

Newcastle Art Gallery record visitor numbers

World-class exhibitions, increased youth engagement and the growing appeal of the lucrative KILGOUR PRIZE has helped Newcastle Art Gallery's visitation numbers to their highest levels in 10 years.

Close to 77,000 people walked through the doors of the Gallery in 2018, up 14,000 or 23% on 2017 visitors.

High quality exhibitions take time to develop, and what our visitors experienced last year was the culmination of years of hard work from the Gallery team. Twelve diverse exhibitions from a range of local and internationally recognised artists are behind the success.

Just two were toured from other venues, while the remaining 10 were developed inhouse by the Gallery and only exhibited here in Newcastle.

Progress on Nobbys project

The new accessible amenities at Nobbys Beach will be completed by April and the upgraded external showers will open soon.

The amenities include an assisted change room with toilet, basin, shower and bench, and a separate dual-purpose room for parents with baby change bench, accessible toilet and children's toilet.

Other improvements include new access ramps, seating and landscaping around the lifeguard tower.

Civic Theatre off to a great start to the year

February and March were a busy few months for the Civic Theatre and Playhouse with 13,400 people attending the 15 performances.

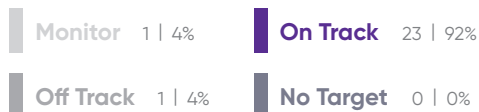
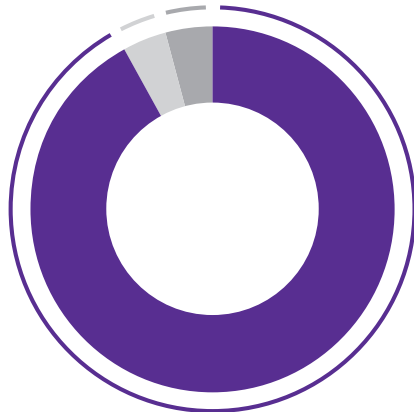
Show	Audience	Performance
Nigella Lawson	1,362	1
The Empire Strips Back	1,271	1
Raw Comedy	173	1
The Gospel According to Paul	1,466	1
Eddie Izzard	894	1
Nashville Live	506	1
Senior Moments	2,346	3
Gratitude & Grief: Elixir	715	1
The Killer Queen Experience	1,469	1
I Want to Know What Love Is	238	1
The Wiggles	2,910	2
ACO	47	1

How we performed

Total initiatives

92%

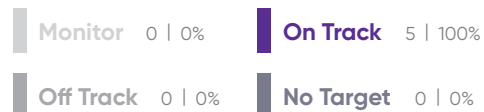
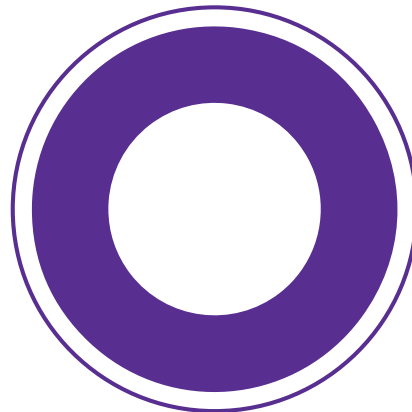
Of initiatives completed or on track



Total Key Performance Indicators

100%

Of KPIs completed or on track



4.1 A welcoming community that cares and looks after each other

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
4.1.1 Acknowledge and respect local Aboriginal history, cultural heritage and peoples			
Develop and deliver programs or events aimed at adding to the Library Local History resources and engaging and highlighting the local Aboriginal history and cultural heritage	Deliver one event highlighting the local Aboriginal history and cultural heritage	Libraries and Learning	✓
Deliver an Aboriginal Heritage Management Strategy	Complete and implement the Aboriginal Heritage Management Strategy	Corporate and Community Planning	✓
Know our heritage and enhance our community's knowledge or and regard for Aboriginal cultural heritage items and places	Complete the dual naming project with the installation of signage at eight locations and supporting website	Corporate and Community Planning	✓
Continue to work on reconciliation	Implement CN's Reconciliation Action Plan	Whole of Organisation	✓
Increase engagement with local Aboriginal community	Continue 'Cultural Conversations' with Aboriginal and Torres Strait Islander peoples	Corporate and Community Planning	✓

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









Support and encourage recreational programs and events by community groups and not for profit groups	Advocate and liaise with groups in relation to open space bookings and events	Property and Facilities	
Ensure open space and facilities are multi-functional and support whole of community use	Upgrades to community facilities to improve accessibility	Property and Facilities	
Improve and develop existing library facilities, services and resources ensuring their ongoing relevance to the community	Develop and deliver the Beresfield Library Community Hub - focus on wellbeing, community participation and learning	Libraries and Learning	
Deliver the Disability Inclusion Action Plan	Further develop advice and guidance on delivering accessible and inclusive events. Deliver/develop partnerships for inclusive events	Corporate and Community Planning	
	Promote and support roll out of Abilitylinks Better App	Corporate and Community Planning	
	Continue to undertake accessibility audits for particular locations or assets	Corporate and Community Planning	

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

Improve and develop existing library facilities, services and resources ensuring their ongoing relevance to the community	Develop and deliver the 10 Year Library Infrastructure Plan	Libraries and Learning	
Deliver the Disability Inclusion Action Plan	Implement Disability Awareness training as part of staff induction process	Corporate and Community Planning	
Promote a culture of responsive customer service	Undertake second audit of website accessibility to assess progress towards content compliance	Corporate and Community Planning	
Celebrate inclusive practice and access outcomes	Liaise with and promote accessible and inclusive sports and activities within Newcastle	Parks and Recreation	
Improve staff awareness of disability issues to provide responsive services for customers with a disability	Undertake break down the barriers awareness with councillors, executive leadership and other staff	Corporate and Community Planning	

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

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
4.2.1 Ensure people of all abilities can enjoy our public places and spaces			
Ensure that a variety of parklands and recreational facilities are provided, that are accessible and distributed equitable across the city	Deliver recreational facility improvements throughout the city - playgrounds, outdoor courts, sportsgrounds, exercise equipment, dog off-leash areas	Parks and Recreation	

Demonstrate leadership in public domain improvements	Promote new lift and change facilities at Nobby's Beach. Develop priority list of potential lift and change locations	Corporate and Community Planning	
	Continue to implement the Disability Inclusion Action Plan and work with our newly established Disability Inclusion Advisory Committee	Corporate and Community Planning	
New or renewed infrastructure will be delivered in accordance with Disability Standards where practical	Continuously upgrade CN's assets to meet the requirements of the Disability Discrimination Act	Assets and Projects	
4.2.2 Improve access to formal and informal learning opportunities, facilities and services			
Increase focus on young people (16-30 yrs.)	Actively invest in programming and communications targeted to young people including youth services	Art Gallery Civic Services	
Develop and deliver community programs, partnerships, information and learning programs designed to create wide opportunities for all	Provide targeted lifelong learning resources and programs to improve pathways to higher education and skillsets in technology literacies, digital literacies, physical/mental health and wellbeing	Libraries and Learning	
4.2.3 Promote recreation, health and wellbeing programs			
Support and encourage development of recreation and leisure opportunities and events	Regularly update our website and social media to encourage development of recreation and leisure events	Parks and Recreation	
Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals	Expand upon the existing Responsible Pet Ownership program, to have three to four community events per year in collaboration with RSPCA and other stakeholders	Regulatory, Planning and Assessment	
Develop an integrated agency response policy to address the issue of animal hoarding and squalor within the community	Develop partnerships with involved agencies including RSPCA, Dept of Housing, Newcastle local health district and Fire & Rescue NSW	Regulatory, Planning and Assessment	





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

Our supporting Strategies and Plans

Local Planning Strategy 2015

Heritage Strategy 2013-2017

Aboriginal Heritage Management Strategy 2018

Affordable Living Plan 2018

Local Environmental Plan 2012

Development Control Plan

Highlights of Liveable Built Environment



Average value of DAs approved/month

\$59,485,848

Mean net determination times for Development Applications

69 days



6

heritage conservation areas



The average number of Development Applications received/month

132 applications



No. of development applications and value of works

Approved	971	\$535,372,630
Determined	1,176	\$641,374,510
Received	1,055	\$1,120,197,475

What we did

New West End plans

New dedicated green spaces, a cycle way connecting Wickham Park to Union Street and Hunter Street pedestrian crossings are among improvements to the West End to gain preliminary approval from Council.

A variety of projects to improve the City's newly emerging CBD was open to the community for feedback on the draft West End Streetscape - Stage 2 Plan which was on public exhibition during March.

The Stage 2 Plan follows the adoption of Stage 1 in 2018 which includes plans to upgrade Birdwood and Little Birdwood Parks and Parry Street west. Bluestone paving will also be laid as it has been in the City's east.

Together, the plans will support the growth of Newcastle's new CBD and civic precinct.

Civic operators welcome first five-star hotel

Civic Precinct operators have hailed Newcastle's first five-star hotel, citing the increased tourism and investment it will bring as huge boosts for the City's premiere cultural facilities.

The 136-room hotel - which will be built just hundreds of metres from the doorstep of Newcastle Art Gallery, Newcastle Museum and City Hall - will transform the Civic Precinct into a thriving hub that will increase Newcastle's reputation as a key cultural and events destination.

How we performed

Total initiatives

87%

Of initiatives completed or on track



Monitor 0 | 0%
On Track 19 | 86.36%
Off Track 3 | 13.64%
No Target 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 Target 0 | 0%

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

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
5.1.1 Protect and promote our unique built and cultural heritage			
Ensure compliance with environmental planning regulations	Undertake investigations into alleged breaches of planning laws and development consents and promote awareness of policy, procedure and laws to encourage voluntary compliance	Regulatory, Planning and Assessment	✓
Ensure development controls and zoning protect the heritage significance of items and conservation areas	Implement the recommendations from the Review of Heritage Conservation Areas Final Report. This includes the preparation of planning proposals and a review of Development Control Plans and Technical Manuals	Regulatory, Planning and Assessment	✓
Apply a flexible approach to development provisions in order to support the adaptive reuse of heritage items where it achieves their ongoing preservation and use	Review Heritage Technical Manual and Development Control Plans relating to heritage to ensure they support the adaptive reuse of heritage buildings	Regulatory, Planning and Assessment	✓
Grow the city's identity via its collections of art and artefacts, local history and architecture	Allocate public programming resources to increase access to the city's cultural collections	Civic Services	✓
Ensure we protect and maintain our unique built and cultural heritage infrastructure	City Hall restoration - restore the Southern facade of City Hall, along with the remaining eastern facade	Assets and Projects	✓

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

Ensure the development and building controls achieve positive built form outcomes	Ongoing review and updating of development and building controls in urban areas	Regulatory, Planning and Assessment	
The land use pattern will reinforce mixed use centres, educational nodes, opportunities for technology-based businesses, supported by integrated transport	Prepare the Local Strategic Planning Statement as required in the Environmental Planning and Assessment Act 1979 and update the Local Planning Strategy	Regulatory, Planning and Assessment	







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

Protect and enhance heritage buildings, streetscapes, views and key features, as well as, encouraging building innovation	Ensure development is consistent with the principles in CN's Local Planning Strategy 2015 including ensuring development addresses public spaces and is scaled for the pedestrian to provide vibrant and activated public spaces	Regulatory, Planning and Assessment	
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5.2 Mixed-use urban villages supported by integrated transport networks


Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
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5.2.1 Plan for concentrated growth around transport and activity nodes






Implement the recommendations of CN's Parking Study and Parking Management Action Plan	Provide improved access and management of on-street parking spaces across Newcastle consistent with CN's adopted Parking Management Framework	Assets and Projects	
	Provide increased traffic regulation of on road clearways	Assets and Projects	
	Implement the recommendations of CN's Permit Parking Guidelines, consolidating control of all CN's parking permits into one management area	Assets and Projects	
	Support Park and Ride and investigate possible new locations	Assets and Projects	
Promote integrated, sustainable, long term planning for Newcastle	Review the Local Planning Strategy, to implement the priority actions in the Greater Newcastle Metropolitan Plan relating to Outcome 3 - Deliver Housing close to jobs and services	Regulatory, Planning and Assessment	
	Implement the actions in the Wickham Master Plan to deliver on the vision to create a diverse and dynamic mixed-use neighbourhood	Regulatory, Planning and Assessment	

5.2.2 Plan for an urban environment that promotes active and healthy communities



Raise fire safety awareness of all property owners and managers, tenants and business operators	Promote and encourage voluntary compliance with fire safety regulations through submissions of Annual Fire Safety Statements and through the Fire Safety Statement Program	Regulatory, Planning and Assessment	
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Develop a community education littering campaign	Collaborate with Keep Australia Beautiful littering campaign and involvement with Regional Illegal Dumping Squad to develop and implement strategies to reduce littering, identify littering or dumping hot spots through intelligence-based trend analysis and increased proactive patrols to identify offenders	Waste Services	
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5.3 Greater diversity of quality housing for current and future community needs

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
5.3.1 Ensure sufficient housing diversity to meet community needs, including affordable and adaptable housing options			
Promote fire safety in medium to high density boarding houses	Annual compliance inspections of registered and assisted boarding houses, as well as premises being used as unauthorised boarding houses to ensure compliance with fire safety and planning legislation	Regulatory, Planning and Assessment	
Ensure sufficient housing capacity for our future population	CN to work with the Department of Planning and Environment to establish an Urban Development program to monitor delivery of housing in the Lower Hunter	Regulatory, Planning and Assessment	
Ensure sufficient housing diversity to meet community needs	Review the minimum lot size and Floor Space Ratio in the R2 Low Density Residential Zone	Regulatory, Planning and Assessment	
Encourage adaptable housing that can meet the needs of residents throughout the life cycle	CN to advocate for a stronger legislative position	Regulatory, Planning and Assessment	
Facilitate affordable living	Adopt and implement the Affordable Living Plan	Regulatory, Planning and Assessment	

5.4 Sustainable infrastructure to support a liveable environment

5.4.1 Advocate for implementation of energy and resource efficiency in new developments			
Improved waste and recycling infrastructure	Finalise waste management in new developments guidelines which set minimum planning requirements	Waste Services	
5.4.2 Plan, provide and manage infrastructure that continues to meet community needs			
Implement best practice asset management to deliver sustainable services	Prioritise renewal of infrastructure to deliver desired levels of service	Assets and Projects	





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

Our supporting Strategies and Plans

Smart City Strategy 2017-2021

Economic Development Strategy 2016-2019

Destination Management Plan 2016-2019

Events Plan 2016-2019

Newcastle Libraries Strategy 2018-2020 (draft)

Highlights of Smart and Innovative

The City's New Year's Eve celebrations

30,000

Patrons to the foreshore for free public entertainment



Highest performing facebook post

104,930

people reached



120 smart poles installed

8,000

People celebrated the city's diversity at Australia Day in Foreshore Park

Supporting events in our city

368 New event bookings and enquiries

205 Event authorisations

33 Filming permits issued

IQ - Innovation Quarterly

120 attendances

2,978 impressions on LinkedIn

What we did

New logo for a new city

Newcastle Art Gallery, Civic Theatre, Blackbutt Reserve and other city jewels have been united under a new corporate logo to reflect Newcastle's revitalisation and ensure Novocastrians are aware of the assets they collectively own.

A multi-coloured 'N', the main feature of the new City of Newcastle logo, was inspired by the emergence of a new city and designed to promote its growing appeal to tourists.

All our facilities and services will be united under a single banner that Novocastrians can be proud of. The new 'N' logo bears seven colours in a simple yet effective design that encapsulates Newcastle as an emerging global city. The ripple effect represents water, as a strong symbol and shared connection across our coastal city. The vibrant palette captures the beauty of Newcastle's natural environment and represents the city's bright outlook.

The look proudly complements our highly successful Newcastle 'See Change' destination brand. The two will often feature side by side as we work to deliver services and facilities to Newcastle as well as promote the city as a destination.

Through consultation with our community for our Newcastle 2030 Strategic Plan, we found that our coastline was an important element to the Newcastle region and our fresh brand reflects this.



Smart City tech rolls out

Free public Wi-Fi will soon be on offer across areas of the East End and City Centre as part of our Smart City infrastructure rollout. The initiative is expected to provide flow-on benefits to local businesses, with free Wi-Fi shown to increase the time spent on premises or in a certain area. The complimentary internet service will help provide connectivity for public events and meet the expectations of international tourists.

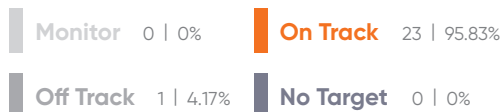
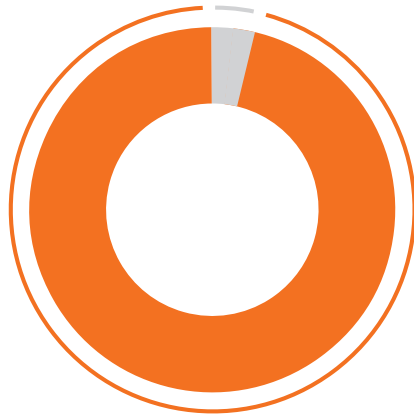
In coming months our Smart City infrastructure will also support sensors that are able to monitor the environment, providing data on the quality of the air we breathe and temperature and humidity across the city. This will help us understand the health and planning impacts of urbanisation.

How we performed

Total initiatives

96%

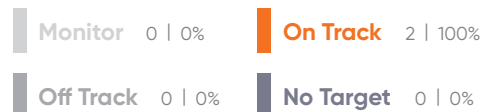
Of initiatives completed or on track



Total Key Performance Indicators

100%

Of KPIs completed or on track



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


Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
6.1.1 Recognise and strengthen Newcastle's role as a regional capital and hub for industry, education, health, business, personal, tourism, port and logistics services			
Embrace digital platforms to broaden audiences for culture	Invest in digital platforms to broaden and deepen audience engagement	Art Gallery Museum Civic Services	✓
Promote the lifestyle and cultural values of Newcastle as a place to work, invest and live	Develop an opportunities prospectus to promote Newcastle as the perfect business and lifestyle location nationally and internationally	Major Events and Corporate Affairs	✓
Promote Newcastle as a United Nations City	Participate in the United Nations Compact City Partnership Program	Corporate and Community Planning	✓
6.1.2 Attract new business and employment opportunities			
Continue to work with the NSW Government to promote revitalisation of the city centre and attract new investment, business and jobs	Gather and analyse economic and industry information to identify gaps and business opportunities	Corporate and Community Planning	○
Strengthen the existing commercial and activity centres and service and employment centres	Continue to deliver the Local Centres Public Domain program to foster new growth in local centres	Assets and Projects	✓


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

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
6.2.1 Support and advocate for innovation in business, research activities, education and creative industries			
Continue to build on and promote Newcastle's advantages in education, health, energy research and smart city initiatives	Deliver the Smart Cities and Suburbs program	Corporate and Community Planning	✓
Increase support for, and engagement with, local artists, innovative thinkers, academic creatives and cultural practitioners	Support development of artists and practitioners through mentoring and professional placements	Art Gallery	✓
	Establish program for tertiary students in cultural disciplines and professional practitioners, to view ticketed programming at reduced prices	Art Gallery Museum	✓
Continue to facilitate innovative ecosystem development projects	Support the strategic development of the regional incubator collaborative project and the iQ series of events	Corporate and Community Planning	✓
6.2.2 Support and advocate for the small business sector			
Encourage and support local business networks and industry clusters	Participate actively in the small business friendly councils program sponsored by the NSW Office of the Small Business Commissioner	Corporate and Community Planning	✓


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


Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
6.3.1 Facilitate events that attract visitors and support the local economy and the vibrancy of Newcastle			
Maintain a diverse program of events to appeal to a broad audience that build on Newcastle's assets	Deliver the annual Event Sponsorship program	Major Events and Corporate Affairs	✓
Build cultural tourism by presenting events that celebrate the city and contribute to its identity	Expose local stories through cultural programming and build Newcastle's cultural identity	Art Gallery Museum Civic Services Major Events and Corporate Affairs	✓
6.3.2 Work with the tourism sector to further develop Newcastle as a visitor and event destination			
Implement the Destination Management Plan	CN to continue its leadership role in developing the visitor economy and partnering with Newcastle Tourism Industry Group and operators	Major Events and Corporate Affairs	✓
Continue to research and promote sector infrastructure issues, including accommodation and conference facilities	Maintain the visitor website as well as print promotions such as maps and self - guided tours	Major Events and Corporate Affairs	✓

Utilise economic and business information to track city and key industry trends	Investigate the visitor services model	Major Events and Corporate Affairs	
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Continue to identify signature events and experiences for the Newcastle community and our visitors	Through Newcastle Convention Bureau promote Newcastle as a destination for business, association and professional conferences and events	Major Events and Corporate Affairs	
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6.3.3 Work with businesses, planners and government at all levels to facilitate key infrastructure to support business growth


Work with our community, business sector and government to identify and facilitate key infrastructure projects	Continue to work with Venues NSW on the Hunter Sports Precinct Plan	Parks and Recreation	
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Continue to support the development of Newcastle Airport expansion and national and international routes	Corporate and Community Planning	
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6.3.4 Foster a collaborative approach to continue city centre renewal

Revitalisation of our city centre to provide the standard of facilities necessary to attract people to live, work and play in Newcastle	Work with State Government agencies on Newcastle Light Rail and urban renewal projects in the city centre	Corporate and Community Planning	
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Continue the planning process for the city centre	Corporate and Community Planning	
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Deliver economic development and activation projects across the city to help Hunter Street and surrounds	Corporate and Community Planning	
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Are we putting more effort or money towards so
many communities are thriving in every area?

al Services
We provide art and cultural programming including the exhibitions through the Newcastle Museum, Civic Theatre, City Library. We are the custodian of the city's historical collection which also include public art, public-space activation, murals, graffiti, and contribute to a vibrant and healthy community.

Library Services
Newcastle Region Library Service provides a range of services to support the community. We have a range of services available in all branches to support the needs of the community.

Roads & Parking

Community Buildings

Parks & Playgrounds
The City of Newcastle manages a range of parks and playgrounds across the city. We provide a range of services to support the needs of the community.

Blackbutt Reserve
Blackbutt Reserve is a natural bushland area containing a range of native plants and animals. The site is managed by the City of Newcastle and is a popular destination for families and friends. We provide a range of services to support the needs of the community.

Waste & Recycling Services

Ocean Baths & Beaches

ing Pools

Environment



Open and Collaborative Leadership

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

Community Objective

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

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

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

7.4 A local government organisation of excellence

Our supporting Strategies and Plans

Open and Transparent Governance Strategy 2017

Information and Communication Technology Strategic Plan 2018-2020 (ICT Strategic Plan)

Asset Management Strategy 2018-2027

Aboriginal Employment Strategy 2013-2017

Long Term Financial Plan 2018-2027

Workforce Management Plan 2018-2022

Highlights of Open and Collaborative Leadership



5,858

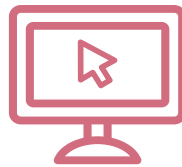
visitors to our customer counter

78%

satisfaction with face to face contact with CN

100,951

calls taken on 4974 2000



73%

found what they were looking for on CN's website (quarterly community survey)

**Total followers
40,915**



Followers ↑ 18%

**6,180 new
followers**

Note - From 1 March 2019 CN took over the Visit Newcastle Instagram account and re-branded it as a combined account.

78%

read our City News newsletter (quarterly community survey)



5,700

media items relating to CN

Top three reasons why customers contacted CN (in the last quarter)

41% Waste services

24% Request a service or maintenance

13% Make a complaint

What we did

Get Social with City accounts

The Visit Newcastle and City of Newcastle Instagram accounts have joined forces to create a one-stop insta space for everyone who lives, plays, visits and loves Newcastle.

Make sure you are following @citynewcastle.au to see all our spectacular images of our beautiful city and make sure you tag @citynewcastle.au so we can see and feature your pics.

The Major Events and Corporate Affairs team also manage the official Facebook, Twitter and LinkedIn accounts for the City.

City Change

The City Change project involves moving administration staff from head offices in Civic precinct to 12 Stewart Avenue, Newcastle West in October 2019.

The objective of the office move is to create a more efficient and effective working environment for CN staff by improving collaboration, communication and productivity. These are direct correlations to what staff have expressed, which supports cultural improvement, and in the process unite staff currently located in three buildings into one.

The City Change project is as an opportunity to align staff with our organisational vision, values and strategic directions, and leverage the great work the organisation is undertaking which supports cultural improvement.

Civil works mapping tool launched

We recently launched an online interactive mapping tool to help residents track the latest civil works projects across the city.

From large road maintenance activities to major development projects, the interactive map provides a location and overview of the types of activities the City is delivering - all on one page. Its intuitive design makes it easier for residents to stay in touch with the City's whopping 2018/19 Civil Works Program.

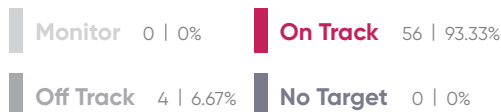
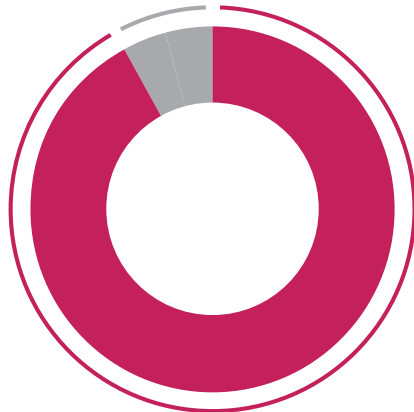


How we performed

Total initiatives

93%

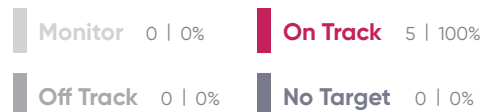
Of initiatives completed or on track



Total Key Performance Indicators

100%










Of KPIs completed or on track





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

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
7.1.1 Encourage and support long term planning for Newcastle, including implementation, resourcing, monitoring and reporting			
Implement the Integrated Planning and Reporting framework	Develop and deliver an updated Community Strategic Plan (CSP) in partnership with state agencies, community groups and individuals	Corporate and Community Planning	✓
	Develop and deliver a four-year Delivery Program detailing CN's priorities which are aligned with achieving the objectives of the CSP	Corporate and Community Planning	✓
	Clearly detail and be accountable for the actions taken to achieve the objective of the CSP	Corporate and Community Planning	✓
	Adopt an Operational Plan including a detailed annual budget	Finance	✓
7.1.2 Ensure long-term financial sustainability through short, medium- and long-term financial planning			
Review and incorporate the financial strategies underpinning all short and medium-term plans into the Long-Term Financial Plan	Ensure the management of CN's budget allocation and funding alternatives are compliant with CN policy and relevant legislation to ensure the long-term financial sustainability of the organisation	Finance	✓
	Improve investment performance of CN's reserves funds within agreed risk	Finance	✓
	Coordinate and update CN's 10 years long term financial plan	Finance	✓

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

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
7.2.1 Conduct Council business in an open, transparent and accountable manner			
Maintain a strong ethical culture and high standard of conduct	Councillors, the CEO and CN's senior staff are expected to demonstrate, through both their words and actions, commitment to that Code of Conduct	Legal	
	Education and training for both Councillors and staff to ensure they appropriately understand their governance obligations is important to CN	Legal	
Provide open and accessible government information as well as a commitment to the protection of privacy	Making open access information that is required under the GIPA Act to be available on the website	Legal	
	Proactively publishing more information on CN's website than is legally required and improve efficient release of information	Legal	
	Processing all informal requests for information efficiently and effectively	Legal	
	Process all formal access applications within the statutory timeframes and in compliance with the GIPA Act	Legal	
7.2.2 Provide timely and effective advocacy and leadership on key community issues			
Provide a clear line of communications between members of the public and Councillors	Release business papers to members of the public in advance of Council meeting	Legal	
	Keep Councillors' contact details available and updated so the public can email or speak to Councillors about issues	Legal	
7.2.3 Establish collaborative relationships and advocate for local needs with all stakeholders			
Develop partnerships and networking with community, government and business	Develop partnerships and networking with community, government and business	Corporate and Community Planning	

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

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
7.3.1 Provide opportunities for genuine engagement with the community to inform Council's decision-making			
Increase opportunities for community input into CN's decision-making processes	Review internal business processes to ensure all projects with high community impact receive appropriate community engagement	Major Events and Corporate Affairs	
Raise awareness of the importance of community engagement in decision making	Implement a staff education program	Major Events and Corporate Affairs	

Increase profile of community engagement as an integrated function of CN	Review the Community Engagement Policy 2013 for consideration by elected Council	Major Events and Corporate Affairs	✓
Increase engagement with hard to reach groups	Develop targeted engagement strategies to ensure feedback from hard to reach groups is incorporated in CN's decision making	Major Events and Corporate Affairs	✓
Build capacity of the organisation to be able to involve community in decision making	Develop and promote community engagement toolkit	Major Events and Corporate Affairs	✓






7.3.2 Provide clear, consistent, accessible and relevant information to the community

Improve reputation and trust	Develop and implement a Corporate Brand Strategy	Major Events and Corporate Affairs	✓
Provide accessible and inclusive communications	Use a range of methods and channels to ensure broad reach	Major Events and Corporate Affairs	✓
	Utilise options to increase accessibility	Major Events and Corporate Affairs	✓
	Implement guidelines for accessible, clear and easy to read graphic design and publishing	Major Events and Corporate Affairs	✓
	Review web content to comply with Web Content Accessibility 2.0 guidelines	Major Events and Corporate Affairs	○
Increase CN's digital and social media profile and encourage information sharing online	Develop a Social Media Style Guide that aligns with Corporate Brand Strategy	Major Events and Corporate Affairs	○
	Produce regular print and electronic communications to inform community about CN activities, events and projects	Major Events and Corporate Affairs	✓
Enhance digital platforms	Conduct website audit or corporate website www.newcastle.nsw.gov.au to review and improve content	Major Events and Corporate Affairs	✓
Provide clear and concise communications	Produce regular print and electronic communications to inform community about CN activities, events and projects	Major Events and Corporate Affairs	✓
Planned and proactive communications	Advise, implement and deliver effective communication plans and products to promote our activities and services	Major Events and Corporate Affairs	✓


7.4 A local government organisation of excellence

Delivery Program objective	Operational Plan Action 2018/19	Responsibility	Status
7.4.1 Continuous improvement in services delivery based on accountability, transparency and good governance			
Develop a culture of continuous improvement across CN	Continually improve of our policies and processes to increase the efficiency and effectiveness of service delivery	Legal	✓

Provide the community with easy to understand and meaningful information about performance of CN	Annual Report and Six-monthly progress report on the Delivery Program	Corporate and Community Planning	✓
7.4.2 Provide services that deliver on sustainable community service expectations			
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	✓
7.4.3 Provide the community with a personalised and responsive customer service			
Provide our customers with simple and convenient ways to access and do business with CN	Ensure the community can access CN by phone, email and mail easily and without undue delays or effort	Customer Service	✓
	Explore new channels for interaction with CN	Customer Service	✓
	Review and improve forms, letters and communications that CN sends to members of the community to ensure that they are respectful, clear and easily understood	Customer Service	✓
Ensure that the customer experience with the Libraries is a consistent and positive one across all channels of communication - in person, over the phone and online	Improve the customer request for purchase forms on the Library Management Database to ensure plain English and easy to access	Libraries and Learning	✓
7.4.4 Maintain high quality workforce that is committed to delivering on CN's vision and goals			
Attract and retain a high quality, committed workforce	Create a positive induction/on boarding experience	People and Culture	✓
	Develop and implement an improved salary system and progression framework and recognition of critical roles	People and Culture	✓
	Communicate and progress CN's Employee Value Proposition	People and Culture	✓
Invest in the capabilities of our people	Develop and implement a performance management framework including identification of career paths and access to development opportunities (<i>this is a multiyear action</i>)	People and Culture	✓
	Invest in leadership development for both current and future leaders	People and Culture	✓
Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing	Continued investment in activities to enhance our organisational culture and build courage, trust and pride in 2018-2022 (<i>this is a multiyear action</i>)	People and Culture	✓
	Review reward programs and opportunities for recognition that highlight the important work CN does	People and Culture	✓
	Design, develop and implement a holistic Wellbeing Strategy (<i>this is a multiyear action</i>)	People and Culture	✓

Plan for our future workforce needs	Expand and align annual vocational/ tertiary program recruitment to critical roles and retirement trends <i>(this is a multiyear action)</i>	People and Culture	
	Develop and implement transition to retirement arrangements to facilitate knowledge transfer	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 <i>(this is a multiyear action)</i>	People and Culture	
	Ensure our mandatory training requirements are continuously met <i>(this is a multiyear action)</i>	People and Culture	

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

Focusing on delivering valuable services to the customer by driving seamless and effective customer engagement across multiple channels and changing into a regional information hub	Continue to meet the needs of our customers in regard to our apps and CN's 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	



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