

## ATTACHMENTS DISTRIBUTED UNDER SEPARATE COVER

### CCL 18/01/2021 – Public Exhibition of the draft Community Strategic Plan

<b>PAGE 003</b>	<b>ITEM-06</b>	<b>Attachment A:</b>	Draft Newcastle 2040
<b>PAGE 050</b>	<b>ITEM-06</b>	<b>Attachment B:</b>	Newcastle 2040 Insights Report

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# Ordinary Council Meeting

18 January 2022



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**ITEM-06**      **Attachment A:**      Draft Newcastle 2040

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# NEWCASTLE 2040

it's our

*future*



City of  
Newcastle

## Enquiries

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# Welcome

## Acknowledgement of Country

**We all sit on Awabakal and Worimi land**  
**'Niirun Yalawa Awabakal and Worimi burrei'**

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

**Always was, always will be Aboriginal land**  
**'Wunyibu wunyibu warra wunyibu wunyibu gkuuba Aboriginal burrei'**

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

Nobbys Head – **Whibayganba**

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Flagstaff Hill – **Tahlbihn**

---

Pirate Point – **Burrabihngarn**

---

Port Hunter – **Yohaaba**

---

Hunter River (South Channel) – **Coquun**

---

Shepherds Hill – **Khanterin**

---

Ironbark Creek – **Toohrnbing**

---

Hexham Swamp – **Burraghinhbihng**

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## Lord Mayor Message

Nuatali Nelmes

It's fair to say that we believe Newcastle is the best place to live, work and play anywhere in the world.

But while there's plenty to love about our incredible city today, we always need to keep our focus on tomorrow, and on how we can continue to enjoy this place we love – long into the future.

That's why we've created Newcastle 2040: our shared vision for achieving a liveable, sustainable, inclusive global city.

Newcastle 2040 has been developed in consultation with you, the community, over a period of 12 months. It represents the collaboration of thousands of interactions, including face-to-face conversations, workshops, surveys, online feedback, advisory committees and stakeholder engagement.

Through this community consultation, we have developed four key themes that reflect the aspirations and values of the Newcastle community:

Liveable Newcastle

Sustainable Newcastle

Creative Newcastle

Achieving Together

These themes are integral to the future of Newcastle and are underpinned by our commitment to the United Nations Sustainable Development Goals.

The next decade is set to be an exciting and rewarding time for all of us as Newcastle grows from a great regional city to an emerging global city.

I invite you to dream big and join us to make our city a better place for everyone.

**Councillor Nuatali Nelmes**  
Lord Mayor of Newcastle



## CEO Message

Jeremy Bath

The importance of Newcastle 2040 for the future of our city can't be overstated. Representing the highest level of planning we undertake at local government level, it's a shared community vision that will inform our projects and programs for the next 10 years and beyond.

Creating a vision for our city is one thing – but what's just as important is having a plan to make sure we get things done.

As custodians of Newcastle 2040, we'll implement an integrated approach to planning and reporting, enabling the community and our partners in government and business to track our progress and see our achievements, year-to-year, for each of the key themes.

City of Newcastle alone cannot deliver the priorities and objectives of Newcastle 2040. Shared decision-making and collaborative partnerships with government agencies, non-government organisations, business and, of course, our local community, will be critical to our collective success as a region.

Every one of us has a role to play in realising our shared future.

As we move towards achieving our goals for Newcastle 2040, we will work closely with you, our community and partners, on the actions, projects and services we need to deliver to bring this plan to life.

Together, we can create a liveable, sustainable, inclusive global city.

**Jeremy Bath**  
Chief Executive Officer





# Our vision

Newcastle is a liveable, sustainable, inclusive global city



# Planning for our future

Newcastle 2040 is a shared community vision, developed as a guide to inform policies and actions throughout the city for the next 10+ years. For all of us who live, work, play and study in Newcastle, this vision sets the direction for how we want our city to grow. With direct input from a wide cross-section of the community, it represents what we value in our city and what we want to prioritise. We will be a better city in 2040 thanks to the input and insight of the community members who contributed their time to this planning process.

In 2040, Newcastle will be a **liveable, sustainable, inclusive global city**. We will celebrate our unique city and protect our natural assets. We will optimise opportunities and build resilience in the face of future challenges.

We will champion inclusion so that everyone is valued, and we will encourage innovation and creativity. As we make our way towards 2040, we will work together to achieve our vision by building trust and collaborative relationships.

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

- Liveable
- Sustainable
- Creative
- Achieving Together

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



# NEWCASTLE 2040

it's our *future*

Newcastle is a liveable, sustainable, inclusive global city

## Our commitments

Inclusion

Aboriginal and Torres Strait Islander peoples and culture

Supporting local

Our planet

Innovation

Social justice principles



### 1. Liveable



### 2. Sustainable



### 3. Creative



### 4. Achieving Together



#### 1.1 Enriched neighbourhoods and places

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



#### 1.2 Connected and fair communities

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



#### 1.3 Safe, active and linked movement across the city

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



#### 1.4 Innovative and connected city

- 1.4.1 Emerging technologies
- 1.4.2 Digital inclusion and social innovation



#### 2.1 Action on climate change

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



#### 2.2 Nature-based solutions

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



#### 2.3 Circular economy

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



#### 3.1 Vibrant and creative city

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



#### 3.2 Opportunities in jobs, learning and innovation

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



#### 3.3 Celebrating culture

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



#### 3.4 City shaping partnerships

- 3.4.1 Optimise city opportunities
- 3.4.2 Government relations and advocacy



#### 4.1 Inclusive and integrated planning

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



#### 4.2 Trust and transparency

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



#### 4.3 Collaborative and innovative approach

- 4.3.1 Collaborative organisation
- 4.3.2 Innovation and continuous improvement
- 4.3.3 Data innovation and insight

# Our commitments

Some things are non-negotiable. They go above and beyond strategic directions, themes and priorities and are central to everything we do. These are our commitments.

CN's commitments underpin Newcastle 2040 and inform the actions we take, the choices we make, the behaviours we demonstrate and the interactions we have.

CN is committed to:

Inclusion

Aboriginal and Torres Strait Islander peoples and culture

Supporting local

Our planet

Innovation

Social justice principles



## Inclusion

CN believes in access, equity and justice for all. We support the rights of every person to participate fully in the social, economic, civic and cultural life of our community.

'Inclusion' is the term used to reflect the community's desire to not only be welcoming and open, but to actively respect and embrace differences. Inclusion occurs when people feel valued and when conditions for equal opportunities have been created.

CN commits to identifying and considering inclusion in the decisions we make, the projects we deliver and the partnerships we foster.

## Aboriginal and Torres Strait Islander peoples and culture

CN recognises Aboriginal peoples as the first people of Australia and the Traditional Custodians of the land. Aboriginal people have lived here for over 60,000 years and are recognised as the oldest continuous culture in the world. We understand and appreciate that Aboriginal people have diverse, unique languages and spiritual beliefs and an enduring reciprocal relationship with the land.

CN acknowledges and regrets the acts of dispossession and settlement, the discriminatory policies, and the cumulative acts of colonial and contemporary governments since the commencement of colonisation, all of which have led to a legacy of economic and social disadvantage for many Aboriginal and Torres Strait Islander people.

CN commits to developing a genuine understanding of our shared history and its lasting impact on Aboriginal and Torres Strait Islander peoples so that we do not repeat past injustices. We embrace moving forward together and building a relationship based on mutual respect that acknowledges, values and celebrates Aboriginal and Torres Strait Islander peoples, their spirits, their spiritual beliefs and their culture. CN commits to delivering economic and social outcomes for Aboriginal and Torres Strait Islander peoples.

## Supporting local

Local businesses are the lifeblood of our community. Supporting local businesses creates jobs, reduces carbon footprints, injects money into the local economy and promotes a sense of community.

CN preferences local businesses, where appropriate, when procuring goods and services.

## Our planet

Our global challenge is to meet the human needs and wellbeing of all while simultaneously regenerating our planet and reducing our ecological impact to a sustainable level.

CN commits to respecting our natural environment by minimising our overall impact and protecting our natural resources.

CN commits to measuring and understanding the environmental impact of our operations in order to develop ways to mitigate the effects while balancing the needs of our community.

## Innovation

Innovation is a process of empathy and invention, of collaborative problem-solving and actively shaping the future. A community that harnesses innovation will have the tools to confidently adapt to change.

CN commits to embracing creativity and innovation in our organisation and in our community.

CN commits to applying innovation to improve our community's experience and equity, and to enhance the sustainability, amenity and liveability of our city.

## Social justice principles

CN believes in a just society for all. Social justice means that all people have equal access to wealth, health, wellbeing, justice and opportunity.

The four principles of social justice are:

### Equity:

Resources are allocated according to need with the aim of achieving more equal outcomes, particularly for those with greater needs or barriers to access.

### Access:

People have fair access to services, resources and opportunities to improve their quality of life.

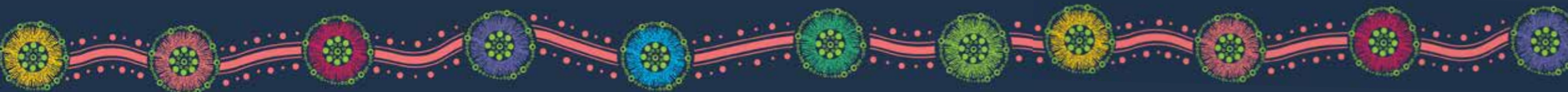
### Participation:

People can fully participate in community life and genuinely influence decisions that affect their lives.

### Rights:

Human rights are universal – everyone has the right to be treated with respect, equality and dignity. Human rights are the basic freedoms and protections that people are entitled to, including economic, social, cultural and political rights.

CN commits to the implementation of social justice principles with the aim of decreasing or eliminating inequity, promoting inclusiveness of diversity, and establishing environments that are supportive of all people.



# About Newcastle 2040

## from vision to action

### What is Integrated Planning and Reporting (IPR)?

IPR requirements for local government were introduced in 2009. They arose from the notion that all council planning should originate from a sound understanding of the community's expectations around priorities and service levels. The IPR framework comprises a series of interrelated documents that provide a consistent, integrated approach to community planning across all NSW local councils, while also ensuring alignment with regional and state priorities.

### Why is IPR important?

CN operates in an increasingly complex environment, with responsibilities under more than 50 different pieces of legislation and direct relationships with over 20 NSW and Commonwealth Government agencies. The IPR framework allows CN to navigate these complexities in a meaningful and purposeful way, and to:

Integrate community priorities into strategies and plans

Support our community and stakeholders to play an active role in shaping the future of their community

Articulate the community's vision and priorities

Assign resourcing to support delivery of our vision and priorities, while also balancing aspirations with affordability

Maintain accountability and transparency through regular monitoring and reporting.

### Newcastle 2040

#### Our community's vision

Newcastle 2040 is the highest-level plan that CN prepares. Its purpose is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. Newcastle 2040 guides all other CN strategies and plans and must be developed with and on behalf of the community.

### Delivering Newcastle 2040

#### Our commitment of delivery to the community

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

**Operational Plan** (includes annual budget) is CN's action plan for achieving the community priorities outlined in Newcastle 2040 and the Delivery Program. An Operational Plan is prepared each year and adopted by Council. It identifies the projects, programs and actions that CN will manage to achieve the commitments in the Delivery Program.

### Resourcing Newcastle 2040

#### How we will resource delivery

Resourcing Newcastle 2040 clearly articulates how CN will implement and resource our vision. This consists of three components:

1. Long-Term Financial Plan
2. Workforce Management Plan
3. Asset Management Plan.

### Reporting on Newcastle 2040

#### Our accountability to the community

Evaluation of the quality and effectiveness of our services is an important accountability mechanism between CN, Councillors and the community. The IPR framework requires CN to report in the following ways:

Quarterly Financial Budget Review Statements

Six-Monthly Performance Progress Reports

Annual Report

State of Our City Report

(replaces End of Term Report)

### Monitoring Newcastle 2040

#### How well are we doing

Key indicators and measures assist in understanding how well CN is performing. They also allow for evidence-based decision-making to inform other stages in our planning cycle.



#### Community Indicators

The wellbeing of our city and community



#### Service Indicators

The high-level impact of CN's service delivery on our city and community



# Our Newcastle



# Our city, our people

Newcastle is a proud community that has been shaped by our heritage.

**We have survived earthquakes, superstorms and the closure of major industries, and we continue to grow and change.**

The Awabakal and Worimi peoples are acknowledged as the Traditional Custodians of the land and waters of Newcastle. The tangible and intangible cultural heritage of the Awabakal and Worimi peoples continues to enrich and inform contemporary Aboriginal and non-Aboriginal communities of Newcastle and the Hunter region.

European settlement introduced a range of activities, from farming to coal mining and industry. While the industrial sector continues to play an important employment role, a substantial and growing portion of our economy is now based around the service sector.

We are home to artists, galleries, museums, theatres, creative enterprises, arts organisations, cultural education providers, cultural collections, and a community that embraces cultural expression. We have a diverse natural environment, from coastal headlands and beaches to wetlands, mangrove forests, steep ridges and rainforest gullies. Our suburbs are also diverse – from the heritage lined streets of Newcastle East to the leafy homes of our middle suburbs such as Lambton and Kotara, and more recent greenfield estates at Fletcher and Minmi.

## Our place in the region

Newcastle is located about 160 km north of Sydney. It is Australia's seventh-largest city and is the centre of the Greater Newcastle Region, the largest regional centre in NSW. Newcastle is the economic hub of the Hunter Region, with an international profile as a major port city and a gateway to the world for the Hunter's rich resources. Newcastle accounts for approximately 30% of the Hunter's developed industrial space and 80% of its office space. Newcastle is home to the University of Newcastle; the John Hunter Hospital, which is the tertiary referral hospital for Northern NSW; and a number of world-class research organisations, including the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and Hunter Medical Research Institute. Newcastle is the cultural heart of the Hunter Region, supporting Newcastle Art Gallery, Newcastle Museum, and the Civic Theatre and Playhouse, and hosting a diverse calendar of cultural events. The Hunter Regional Plan 2036 and the Greater Newcastle Metropolitan Plan 2036 are the key regional development planning documents that support Newcastle. The Greater Newcastle Metropolitan Plan states that:

**'Metropolitan cities succeed and perform best when all tiers of government collaborate and work together with business, industry and community to deliver a shared vision for their city.'**

## Our population

Newcastle population 2021

**171,307**

Population by 2041

**199,700**

Greater Newcastle population 2021

**608,700**

Population by 2041

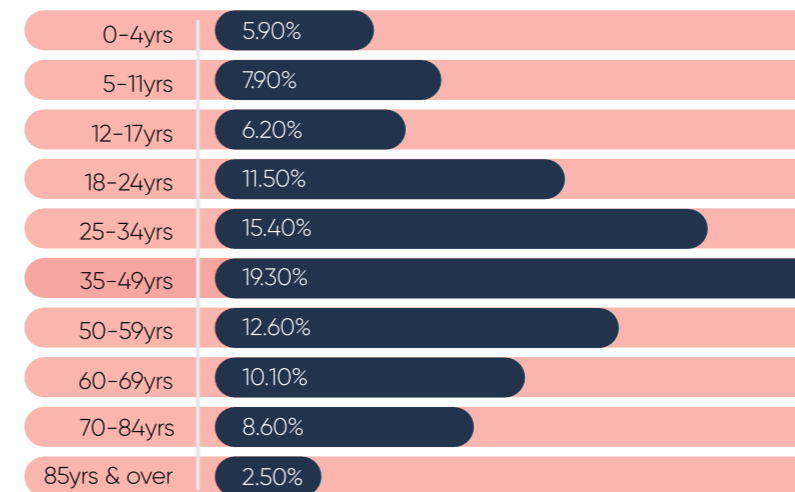
**699,200**

Estimated annual population growth rate **1%**

Planning NSW Population Projections, forecast.id



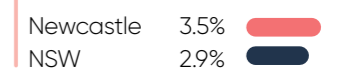
### People



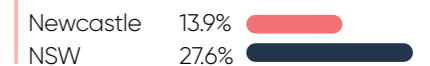
### Median age



### Aboriginal and Torres Strait Islander population



### Born overseas



### Speak a language other than English



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

### Number of people living with disability



Defined as people needing help or assistance in one or more of the three core activity areas of self-care, mobility and communication, because of a disability or long term health condition.



### Homeless categories

- 'severely' crowded dwellings
- temporarily with other households
- improvised dwellings, tents, or sleeping out
- boarding houses
- supported accommodation for the homeless
- other temporary lodgings

Overall 13% of households are experiencing 'housing stress' – 31% of renters and 7.3% of mortgage holders (2016).

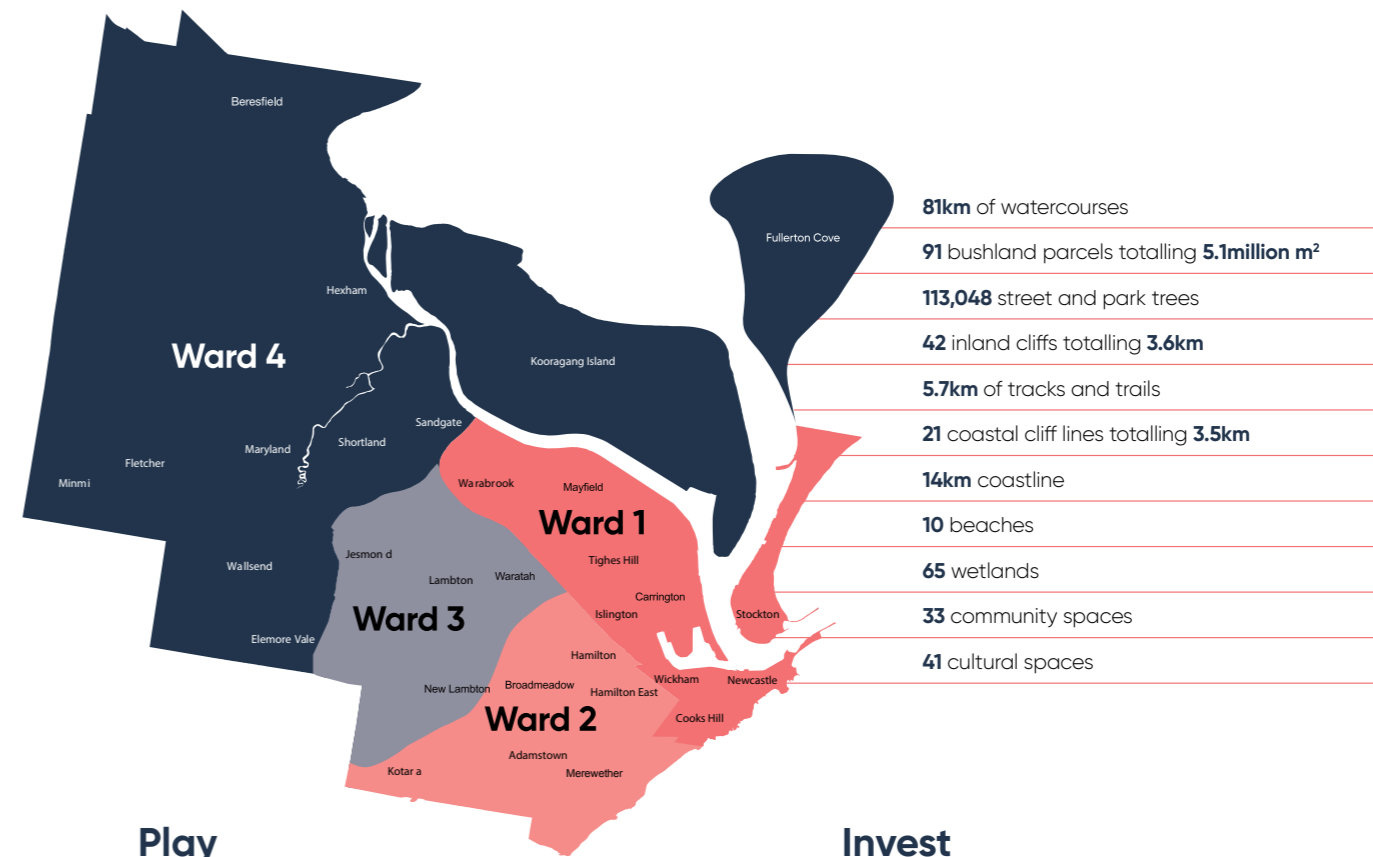
**20,000** people



**Up to 11% of Australians may have a diverse sexual orientation, sex, or gender identity. In Newcastle this equates to approximately 20,000 people.**

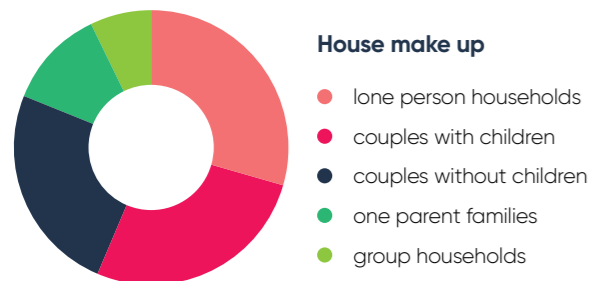
Source: Australian Human Rights Commission, (2014) Face the Facts

# How Newcastle lives, works, plays and invests

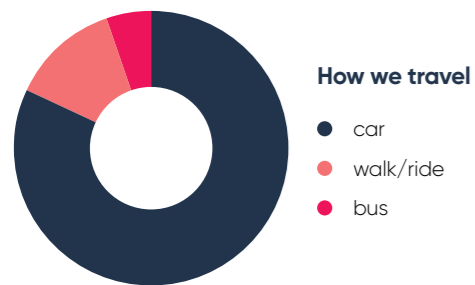


- 81km of watercourses
- 91 bushland parcels totalling 5.1million m<sup>2</sup>
- 113,048 street and park trees
- 42 inland cliffs totalling 3.6km
- 5.7km of tracks and trails
- 21 coastal cliff lines totalling 3.5km
- 14km coastline
- 10 beaches
- 65 wetlands
- 33 community spaces
- 41 cultural spaces

## Live

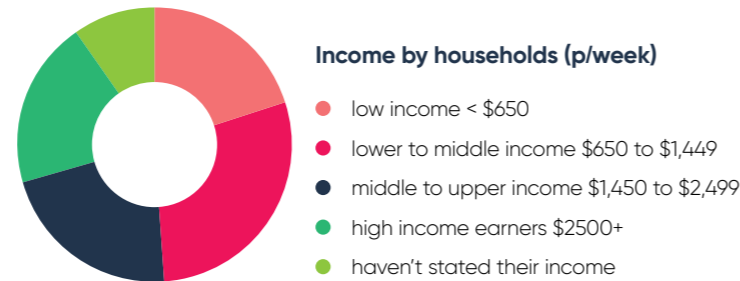


- 52 Suburbs
- 2.36 people average household size
- 80.85% internet access at home
- 30% of dwellings are medium or high density
- 29% of residents fully own their home; 30.3% have a mortgage; 34.5% are renting
- 40.5% recycling rate
- 9.4kg waste & recycling generated per person per week



- 1 ferry - Queens Wharf to Stockton
- 2.7km light rail, with 6 stations
- 127 transport shelters
- 850km of roads

## Work



- Top 3 industry sectors by employment**
- Health care & social assistance – creating 20,293 jobs
  - Education and training – creating 9,789 jobs
  - Retail trade – creating 8,803 jobs

- 102,800 jobs in Newcastle
- 49% live within LGA
- \$1,398 (p/week) average household income
- 5.3% unemployment rate
- 73.3% journey to work by car

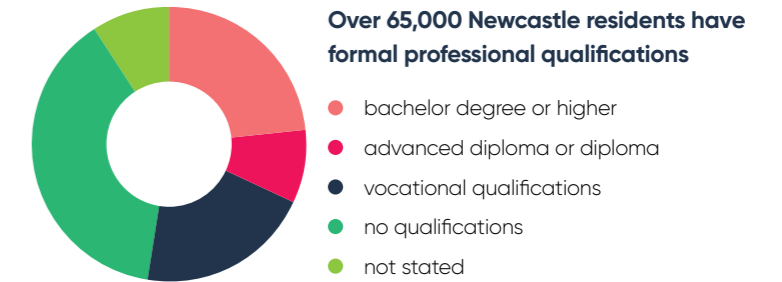
- 36,331 businesses
- 30% of the Hunter's developed industrial space
- 80% of the Hunter's office space

## Play



- 2 ocean baths
- 5 aquatic centres
- 6 main patrolled beaches
- 8 lifeguard facilities
- 17 dog off-leash areas
- 4 outdoor exercise facilities
- 14 community gardens
- 14 libraries (including 3 privately owned)
- 6 surf clubs
- 250 recreation parks
- 972km pathways
- 147 sporting grounds
- 63 sports venues
- 15 grandstands
- 13 BMX /skate parks
- 134 playgrounds (that contain either a playground or exercise equipment)

## Invest



- 1 airport
- 1 holiday park
- 41 cultural institutions
- 1 waste & resource recovery centre
- 125 early education and childcare centres
- 62 primary & secondary education facilities
- \$1.15 billion value of building approvals (2019/20)
- \$18.4 billion Newcastle's Gross Regional Product
- 4.63 million annual visitors (2019)
- \$2 billion value of city owned assets
- \$46 million received in grants and subsidies (2020/21)
- 11 tertiary education facilities
- First in family degree: 11,387 students or 48% of Newcastle-based registrations in 2021
- Indigenous enrolments: 1080 students or 4.5% of Newcastle-based registrations in 2021
- Investment into Innovation: approx. \$50 million in 2020
- Largest regional innovation ecosystem in Australia with 180 elements



# Our shared future





# Our approach

We all have an important role to play in Newcastle 2040. Together, we have developed an ambitious long-term vision that sets out our priorities for the future. Our community is passionate about Newcastle, and they love where they live. This willingness to engage has helped shape our city's future.

## Collaboration and listening

Newcastle 2040 has been developed through an extensive engagement process undertaken throughout 2020–2021. The focus of this process was to listen to the needs and aspirations of our community to determine our future priorities based on our strengths, challenges and opportunities.

Our engagement began at local community events and was followed by workshops, stakeholder meetings, surveys, online discussions and local neighbourhood conversations. We wanted to make sure we heard from all of Newcastle – young and old, from Bar Beach to Beresfield and everywhere in between.

## Where we've been

External
City Leaders Talk
Councillor Strategic Workshop
Plattsburg Public School
Newcastle TAFE
IQ Innovation Event
Newcastle Show
Library summer stories event LGBTQIA+
Count us in – Launch
Count us in – Multicultural pop-up library
Guide Dogs Newcastle
Seniors week
Jesmond Harmony Day
Jesmond Shopping Centre
Blackbutt Indigenous Youth Workshop
Youth Week – Wallsend Skate Park
Wallsend Shopping Centre
Marketown Shopping Centre
Beresfield Local Centre
Dixon Park
Aboriginal and Torres Strait Islander Network Event
Waratah High School Leaders
Future Entrepreneur Workshop
New Local Event – Workshop
Liveable Cities Advisory Committee
Community and Culture Advisory Committee
Strategy and Innovation Advisory Committee
Access and Inclusion Advisory Committee
Youth Council
Guraki Advisory Committee
Newcastle Art Gallery Youth Advisory Group

External (Online)
CSP Survey Feb 2020 Online survey
Quarterly Community Survey December 2020
Quarterly Community Survey May 2021
Social Pinpoint Survey
Community Online Workshop November 2021

Internal
City Administration Centre Wall Takeover
City Administration Centre
Works Depot
Libraries Staff – all branches
New Local Event - Workshop
Executive Leadership Team
Newcastle 2040 Champions – Session 1
Newcastle 2040 Champions – Session 2

## Community involvement

We listened to over **2,600** people

**550** people rated satisfaction on current Newcastle 2030 Strategic Directions

**450** survey contributions about our vision and values

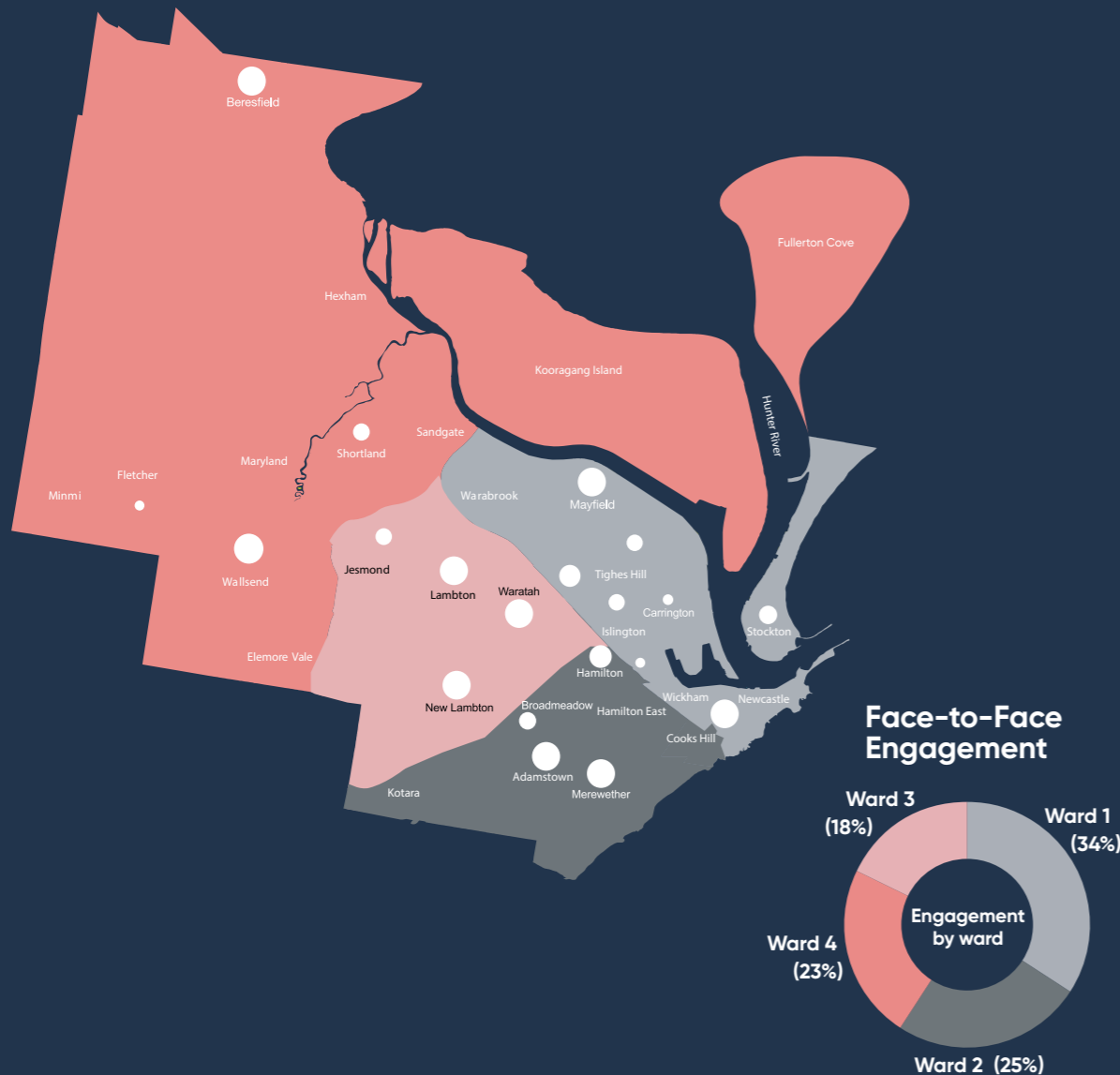
**400** online vision wall ideas

Prioritising what we heard survey **1,000** responses

**5,000+**  
people engaged

**40+**  
events and activities

## CSP engagement by ward



# Opportunities and challenges

CN acknowledges that there are challenges facing Newcastle in our journey to becoming a liveable, sustainable, inclusive global city. CSIRO's global megatrend research has identified significant shifts in environmental, economic and social conditions that will play out over the coming decades. Acknowledgement of these challenges and identification of how they can be mitigated, or even turned into opportunities, will be key to delivering Newcastle's vision.

## Low education

At the 2016 Census, just over half (53.1%) of Newcastle's population above the age of 20 had attained a post-school qualification of Certificate III or above. With 9 out of 10 future jobs estimated to require post-school qualifications, there is likely to be a significant decline in demand for an unqualified labour force. This will have a substantial impact on the Newcastle economy, polarising employment opportunities and increasing economic inequality into the future.

## Population challenges

When compared to Australian trends, Newcastle has a number of unique population challenges. These include:

**Moderate population growth:** A past challenge for Newcastle has been our lagging population growth compared to Australia's other major population centres, which may contribute to slower economic diversification, output and opportunities. In the period 2019-20, Newcastle's population grew by 1.1%, compared to a capital city average growth rate of 1.4%. Newcastle's population grew slowly compared to similar regional centres like Geelong (2.3%), Adelaide (2.5%) and the Gold Coast (2.4%).

**Local Brain Drain:** Regional population data suggests that the population cohort most likely to move away from Newcastle is people aged 15-24. This is the age group most likely to be engaging in post-school education and entering the workforce.

**Lack of Diversity:** Compared to the rest of NSW's population, residents of Newcastle are more likely to have been born in Australia (86.1% versus 72.4%) and to only speak English at home rather than other languages (90.0% versus 74.9%). This may signify less exposure to diverse cultures and innovative practices, and fewer international connections.

## Climate change

The climate emergency has become the key social and economic challenge of the 21<sup>st</sup> century. We are already beginning to glimpse the impacts of a changing climate on our everyday lives. The likely effects of more extreme climate events include more frequent and widespread bushfires, flooding, extreme heat, and increased risk of disease and pandemics – all with indeterminate impact on our economic and social fabric.

## COVID-19

The COVID-19 pandemic has been an unprecedented economic and social challenge for Australia. Although some industries have recovered or will recover strongly, other sectors such as tourism and hospitality have been disproportionately impacted and are struggling to return to normal trading levels.

Alongside these challenges are new opportunities for Newcastle, particularly in the accelerated adoption of work-from-home practices and subsequent technological shifts. This trend is encouraging a demographic shift away from congested capital cities and represents an opportunity to attract more internal migration to Newcastle, with the working population enticed by lifestyle factors, cost of living considerations and competitive infrastructure.

## Industry transition

The mining sector continues to play a significant role in our local economy – particularly coal, which is extracted in the Upper Hunter region and exported through the Port of Newcastle. The significance of coal mining to the local economy highlights Newcastle's exposure to volatility and long-term downturns in the industry. There is opportunity for economic restructuring towards ecological and social sustainability through creation of new green jobs, as well as provision of support for people and communities who might be disadvantaged during the change process.

## Affordable housing

Forecasts show that Newcastle's population is set to grow to 199,700 by 2041 – an increase of 28,393 residents, stimulating demand for some 19,450 new dwellings. A mix of affordable and sustainable future housing is imperative to meet the diverse needs of our growing community.

Unfortunately, due to a significant shortfall in the supply of longer-term social (and affordable) housing, housing unaffordability ('housing stress') and homelessness for our vulnerable families and individuals is increasing. Newcastle's housing affordability problem for lower-income households has become acute and its impact is being felt strongly.



# From local to global

## How Newcastle 2040 fits in with other strategies and plans

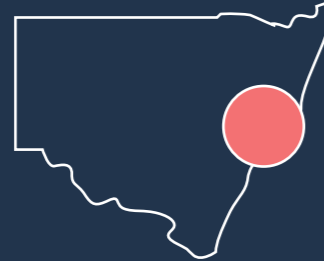


### Delivered at the local level

Include: local roads, parks, waterways, waste, libraries, events, community wellbeing and facilities, development

Integrated Planning and Reporting Framework (featuring Newcastle 2040 Community Strategic Plan)

CN's policies, strategies and plans



### Delivered at the regional level

Include: regional planning, health and wellbeing, water catchment management

Hunter Region Plan 2036

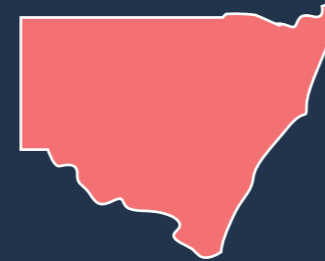
Greater Newcastle Metropolitan Plan 2036

Health District Plan Regional

Hunter Joint Organisations Strategy

Regional Water Strategy

Greater Newcastle Transport Plan



### Delivered at the state level

Include: health, care (aged, child, disability), transport, education, employment, police, development

State Plan NSW Housing

NSW Smart Places Strategy

NSW Energy Plan

NSW Disability Inclusion Action Plan (2020–2024)

NSW Net Zero Plan

Future Transport Strategy 2056

NSW Infrastructure Strategy

NSW State Health Plan

Premier's Priorities

NSW State Emergency Service Strategic Plan

NSW Waste and Sustainable Materials Strategy

NSW Circular Economy Policy Statement

Strategy NSW Biodiversity

NSW Biodiversity Strategy



### Delivered at the national level

Include: defence, immigration, taxation, communications, trade

Places for People: An Urban Protocol for Australian Cities

Social Inclusion Agenda

Australian Modern Manufacturing Strategy

National Agreement on Closing the Gap

Australia's Biodiversity and Conservation Strategy

National Digital Economy Strategy

Infrastructure Australia Strategy

National Climate Resilience and Adaptation Strategy

National Waste Policy and Action Plan



### Delivered at the global level

Include: environmental and social issues; political, health or economic crises

United Nations Sustainable Development Goals (SDG)



Paris Climate Agreement

China National Sword Policy

# Sustainable Development Goals

In September 2015, 193 countries committed to the United Nations SDGs. These goals provide a global roadmap for all countries to work towards a better world for current and future generations.

CN immediately declared our support and intention to deliver the SDGs and began proactively implementing action and engagement. We are committed to contributing to the achievement of the SDGs and have been working towards increasing and improving our contribution to this shared global vision.

Newcastle 2040 and our ongoing engagement with the community shape our localisation of the goals, and we apply the ideals and intent of SDGs throughout our organisation. The interconnectedness and integration of actions towards the SDG targets has influenced the development of themes, priorities and objectives in Newcastle 2040.

The SDGs are significant and will take time to achieve. However, it is important to recognise the steps we are taking to progress these goals. While CN recognises the importance of all 17 SDGs, we have focused our efforts on the areas where we can have the most impact in our local communities.



## Localising SDGs for Newcastle

SDG	SDG Goal and how it is addressed by CN
	<b>Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</b> CN supports opportunities and initiatives that help to build the educational basis for lifelong learning. From early childhood programs at the library through to vocational education and training support for workers, we are focused on improving the inclusivity and equity of education and training to support community outcomes.
	<b>Goal 5. Achieve gender equality and empower all women and girls</b> CN promotes opportunities to recognise and celebrate the rights of women and girls and full participate across the spectrum of political, economic and public life. We enable and empower women through our own employment practices and by supporting information and communications technology programs and advocacy. We support organisations and charities that actively focus on the unique experiences of women and girls.
	<b>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b> CN encourages equal opportunities for all by actively considering inclusivity across our program design. Our strategies and programs support innovative, productive enterprises that provide decent job creation and promote local culture, economy and products.
	<b>Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</b> CN is taking action to build the resilience of our city's infrastructure. We are consistently identifying and promoting inclusive, sustainable solutions to modern challenges in new and responsive ways.
	<b>Goal 10. Reduce inequality within and among countries</b> CN is progressively achieving greater equality by identifying and eliminating inequalities of outcomes through appropriate legislation and policies, and through the way we operate and interact in our community and beyond. We provide direct investment and promote the social, economic and political inclusion through action and initiatives. We also seek active participation and representation, reflective of our community makeup, in development of all our guiding strategies.
	<b>Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable</b> SDG 11 is considered the local government driven goal and our work in creating a sustainable city is extensive. CN commits to building a sustainable city through initiatives and advocacy in housing; transport and natural heritage; waste, green and public space; and the deliberate planning of our city using local materials.
	<b>Goal 12. Ensure sustainable consumption and production patterns</b> CN aims to move towards more sustainable patterns of consumption and production, including reviewing and improving on waste and natural resource use.
	<b>Goal 13. Take urgent action to combat climate change and its impacts</b> CN is leading in many aspects of climate change policy, strategy and planning. We are working to mobilise and improve our capacity and that of our community through education, awareness-raising and strategies for climate change mitigation, adaptation, impact reduction and early warning. We are building and transitioning to green jobs and encouraging sustainable, inclusive growth of climate-aware enterprise.
	<b>Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development</b> With some of the best beaches in the world, Newcastle values its coastline, and CN recognises our responsibility to ensure its conservation, resilience and restoration. The need to sustainably manage marine resources for the use of our community is integral to our future, as is the positioning of Newcastle as an international tourist destination.
	<b>Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</b> Protecting the natural assets, green space and biodiversity of our region is an important part of CN's work. We have mobilised resources toward management, conservation and planning to ensure biodiversity and sustainable ecosystems.
	<b>Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</b> CN seeks to be inclusive, participatory and representative in all our decision-making. Our continuous improvement processes focus on our effectiveness, accountability and transparency with public access to information. Our initiatives focus on how our work impacts the community and how we can best ensure safety and security for all, especially the most vulnerable members of our community.
	<b>Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</b> CN has a strong focus on building and maintaining partnerships for the progress of the SDGs. Through formal and informal partnerships, we are able to best effect change on behalf of our community and to mobilise resources and expertise for the good of Newcastle. In building partnerships, we build our community.

# Our priorities for Newcastle



# CN's role and services

As Newcastle continues to grow, CN, our stakeholders and our community need to work together to invest in our individual and collective wellbeing.

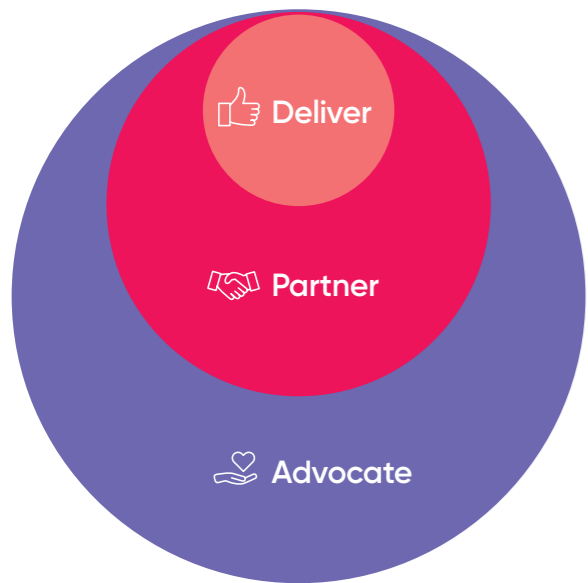
While CN has a custodial role in initiating, preparing and delivering Newcastle 2040 on behalf of the community, it is not solely responsible for its implementation.

Many of the issues and concerns facing Newcastle are complex and beyond the direct control and influence of CN, such as public transport, health, education, housing, planning and employment.

To deliver our vision, CN works with various stakeholders and partners, including other levels of government and their affiliated agencies, local businesses and industry, educational institutions, community groups, and other service providers.

Depending on the activity being undertaken, CN's role is to Deliver, Partner and/or Advocate.

By building partnerships, taking a strong leadership role and delivering on its own commitments, CN plays an important role in shaping our city and making Newcastle a place for everyone.



## Deliver (Control)

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



## Partner (Influence)

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



## Advocate (Concern)

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







# Liveable Newcastle

Our neighbourhoods are safe and thriving, with diverse and equitable housing that supports local living. Our public places bring people together for active living and social connection. We plan for areas of identified growth and change.

Our city is walkable, connected by safe roads and accessible parking, and options for active transport are available, enabling access to services and facilities.

Our community is connected and equitable, and everyone is valued. We use innovation and technology and promote health, wellbeing and equal opportunities to increase residents' quality of life.



# Why Liveable Newcastle?

You told us that you want a Liveable Newcastle. Liveable Newcastle is about creating a great city for our community to live in, and supporting all members of our community to succeed and live well.

## The following priorities have been identified as key to achieving a Liveable Newcastle:



### Enriched neighbourhoods and places

Places are well planned to be meaningful, engaging and accessible to all. Sustainable, healthy and inclusive streets, open spaces, and neighbourhood centres with unique character and heritage are important.

We value public places supported by planned infrastructure that bring people together for active living and social connection. Pride in the culture and heritage of our city enhances our sense of identity.



### Connected and fair communities

Connected and fair communities value all people and embrace diversity. We are respectful of culture and work towards inclusion to achieve a sense of belonging for all. We promote health, wellbeing, digital inclusion and equal opportunities to improve quality of life.



### Safe, active and linked movement across the city

Moving across the city with ease is important to the liveability of Newcastle. Diverse transport options, active travel and safe roads play a major role in keeping us physically connected to work, leisure and services.

Active transport becomes the preferred transport method for people of Newcastle. Every time someone rides or walks to work, to university, to the beach or to the local shops instead of using a car means less congestion, less noise, less pollution and better streetscapes for people.



### Innovative and connected city

A city that confidently harnesses innovation and technology will ensure increased quality of living for all. We consider digital infrastructure in our planning and development to future-proof our city and local centres. We utilise digital infrastructure and emerging technologies to better identify and service community needs, improve efficiency and increase city amenity.

"Newcastle could be the world's greenest, safest, most self-sufficient, innovative and liveable city in Australia"  
– Online survey

"Newcastle hasn't lost its roots – there's pride in the area. People look you in the eye. People are proud"  
– Count Us In event

"There is potential for diverse, lively and vibrant urban areas to cater for people's needs"  
– Count Us In event

#### Our role:



Deliver



Partner



Advocate

## Priorities and objectives



### 1.1 Enriched neighbourhoods and places

#### 1.1.1 Great spaces

Provide quality, stimulating and inclusive leisure, learning and recreation options that enable all people to participate and thrive.

#### 1.1.2 Well designed places

Prioritise, create and maintain contemporary, sustainable, healthy and inclusive streets, buildings, neighbourhoods, local centres and facilities that result in better places to live, work and enjoy.

#### 1.1.3 Protected heritage places

Conserve and protect our rich cultural heritage places, as they provide local character and enhance our sense of identity.



### 1.2 Connected and fair communities

#### 1.2.1 Connected communities

Support diverse communities to build strong social and cultural connections through tolerance, participation and inclusion, so that everyone feels welcome in Newcastle and enjoys a sense of belonging and place.

#### 1.2.2 Inclusive communities

Recognise, acknowledge and celebrate the Awabakal and Worimi people's strength, resilience and living culture. Champion inclusion across our community so that everyone is supported, valued and respected.

#### 1.2.3 Equitable communities

Support access to affordable, sustainable and inclusive housing, services, programs and facilities to improve quality of life and the strength of our community.

#### 1.2.4 Healthy communities

Promote and support active and healthy communities that have strong physical, mental and spiritual health and feel safe and secure in the city.



### 1.3 Safe, active and linked movement across the city

#### 1.3.1 Connected cycleways and walking networks

Provide safe and connected walking and cycling networks, making active movement a convenient, accessible way of getting around.

#### 1.3.2 Road networks

Manage and maintain local road networks to connect people and places comfortably across the city.

#### 1.3.3 Managed parking

Manage parking to improve the amenity of our streets, support the accessibility of our centres, and encourage a shift to active and public transport.

#### 1.3.4 Effective public transport

Support the implementation of regional transport strategies and plans and public transport network improvements to allow easy movement across the city.



### 1.4 Innovative and connected city

#### 1.4.1 Emerging technologies

Embrace emerging technologies, creative ideas and new approaches to address city challenges and improve quality of life for the community.

#### 1.4.2 Digital inclusion and social innovation

Support capacity-building and inclusive digital access to narrow the digital divide and ensure the benefits of innovation are applied equitably across the community.



# Elsa Licumba

As a migrant herself, Elsa Licumba knows all too well that a sense of belonging is important for everyone to have. After the culture shock of leaving Mozambique and arriving to study in Australia, she felt what it was like to lose herself between places and become invisible to society. To regain her sense of belonging, she realised she had to change her mindset and first give herself the freedom to belong.

Elsa authored "Freedom to Belong", a book to show how she and other migrants could reinvent themselves and their identity while living in a foreign land. She also founded a support service with the same name to help migrants find their place in a new country.

Having lived in Newcastle for ten years now, the city's appeal is as strong as ever for Elsa. She has always found it to be a welcoming city and that its citizens are inclusive, multi-cultural and focused on the well-being of the area and each other.

At home, she loves to garden. Creating something that lives and thrives under her care and the act of putting roots down helps to remind her that she is doing the same thing here in the Newcastle community.

"I want every single migrant to understand that belonging has nothing to do with a place. You can have two homes if you want to – this place, the city of Newcastle, can be your home too," says Elsa.

## Community indicators

The wellbeing of our city and community.

CN uses these indicators to track trends to ensure that we are moving towards our vision.

Overall liveability and wellbeing score  
(Source: CN Liveability and Wellbeing Survey)

Cycle-friendly and walkable city  
(Source: CN Liveability and Wellbeing Survey)

Travel patterns on an average weekday for residents  
(Source: NSW Transport - Household Travel Survey (HTS))

Newcastle digital inclusion index score  
(Source: National digital inclusion data)

## Service indicators

The high-level impact of CN's service delivery on our city and community.

CN uses these indicators to track progress and performance against our service delivery and to guide our decision-making.

Social Infrastructure index score: % of residents that live within 800m of community facilities, public transport, recreation facilities and greenspace.  
(Source: CN Geographic Information System (GIS) mapped data)

% of houses that are within 800m (walkable) of a local centre  
(Source: CN (GIS) mapped data)

% and distance of cycling network improved  
% and distance of cycling network added  
(Source: CN (GIS) mapped data)





# Sustainable Newcastle

Our environment sustains our community, economy, health and wellbeing. It is at the heart of all that we do.

Our city acts on climate change to achieve net zero emissions and build resilience in our community, infrastructure and natural areas.

We protect, enhance and connect our green and blue networks, and we're transforming our city through circular economy solutions.



# Why Sustainable Newcastle?

You told us that you want a Sustainable Newcastle. Sustainable Newcastle is about valuing our natural environment and responding to challenges such as climate change, biodiversity loss and overuse of resources.

## The following priorities have been identified as key to achieving a Sustainable Newcastle:



### Action on climate change

We respond to the climate emergency by committing to net zero emissions and preparing for risks from increasing temperatures, storms, coastal erosion, flooding and bushfires. Decisions we make build resilient communities, infrastructure and natural areas.



### Nature-based solutions

We manage and enhance our blue, green and natural spaces for biodiversity, recreational amenity and human wellbeing through education and engagement of our local community. We strengthen our blue and green grid through sustainable, integrated management that is adaptable to current and future risks. We regenerate our natural systems and work towards zero pollution through collaboration with our community and industry partners.



### Circular economy

Through our transition to a circular economy, we design out waste, creating new opportunities and technologies in our local economy, promoting renewable products and sustainable infrastructure, and rethinking our use of resources as a circular flow.

"Green with trees and plants, waste minimisation, optimal use of resources, response to climate change and environmental emergencies"  
– Ideas wall

"Focus on individuals, businesses and council being proactive about recycling"  
– CN staff feedback

"Let's focus on looking after natural resources and living sustainably"  
– Online survey

#### Our role:



Deliver



Partner



Advocate

## Priorities and objectives

### 2.1 Action on climate change

#### 2.1.1 Towards net zero emissions

Achieve net zero emissions by increasing energy and waste efficiency and reducing emissions from buildings, transport, infrastructure and supply chains. Encourage clean technology and future energy initiatives and industries.

#### 2.1.2 Know and share our climate risk

Undertake holistic, evidence-based assessment and monitoring of climate risks to enable best-practice risk and investment planning as we prepare for extreme weather events and support community and business to do likewise.

#### 2.1.3 Resilient urban and natural areas

Create resilient communities, economies and natural areas that prepare for and adapt to climate risks. Prioritise social equity and ensure vulnerable communities are not left behind.

### 2.2 Nature-based solutions

#### 2.2.1 Regenerate natural systems

Strengthen our natural environments, including our waterways and beaches, to support healthy, biodiverse systems; minimise pollution; and maintain recreational amenity as well as ecological and community value.

#### 2.2.2 Expand the urban forest

Manage and care for Newcastle's urban forest and maximise urban greening, resulting in a healthy, green and biodiverse city that provides economic, ecological and social benefits.

#### 2.2.3 Achieve a water-sensitive city

Integrate the water cycle into planning, design and construction to create liveable urban spaces. Capture water at the source, mitigate flood impacts through design, and create public spaces that collect, clean and recycle water.

### 2.3 Circular economy

#### 2.3.1 Design out waste

Create sustainable material cycles through the city's economy. Establish resource recovery industries and circular economy precincts. Increase recycling and productive reuse of organics.

#### 2.3.2 Localised supply chain and sustainable procurement

Foster resilience and sustainability through procurement, resource-sharing and construction activities that preference local suppliers and supply chains.





# Natalie Mitchell

When Natalie looks at a household item, she doesn't picture herself owning it. Instead, she imagines all the future people that can share in its usefulness over time.

Natalie runs the Share Shop in Newcastle, a community non-profit run entirely by volunteers. It's a library of things, full of useful household items that you might use sparingly, such as power tools, a whipper snipper, or a bread maker. Rather than everyone buying these items to sit in a garage unused for most of its life, the Share Shop lets its members use the items like a lending library. By borrowing items, members can break the cycle of over-production and waste and strengthen their mindset for reuse.

She loves how the community in Newcastle have come together to support the shop and its goal to promote a circular economy. Most items in the shop are donated by the community, while volunteers donate their time to help out around the shop or support the upkeep of equipment.

*"I think Newcastle, the same as anywhere else, needs to be looking towards the future. I think about how our children will grow up and what the world will be like for them. We don't want to be filling our world with so much individual waste. I believe that bringing back that sense of community is important for their future,"* says Natalie.

By 2040, Natalie hopes that all Novocastrians share a mindset to reuse, recycle and repurpose, rather than throw things away. She believes that by choosing things that can be reused, shared and passed on to others, we're helping to create a better future for generations to come.

## Community indicators

The wellbeing of our city and community.

Community greenhouse gas emissions  
(Source: Ironbark Sustainability)

Community uptake of electric vehicles  
(Source: ABS data)

Whole LGA canopy cover  
(Source: CN (GIS) mapped data)

Proximity to natural areas  
(Source: CN (GIS) mapped data)

Satisfaction with our green, blue and wild spaces  
(Source: CN Satisfaction Survey)

Per capita or household water usage  
(Source: Hunter Water - State of the Environment Report)

Municipal waste diversion from landfill  
(Source: CN data)

## Service indicators

The high-level impact of CN's service delivery on our city and community.

CN uses these indicators to track progress and performance against our service delivery and to guide our decision-making.

CN operational greenhouse gas emissions  
(Source: CN data)

CN uptake and support of electric vehicles  
(Source: CN data)

Road and open parkland canopy cover  
(Source: CN (GIS) mapped data)

CN operational water consumption  
(Source: Hunter Water)

Use of local suppliers  
(Source: CN data)





# Creative Newcastle

Our city is vibrant, inclusive and creative. Newcastle is a destination known for its culture, heritage, entertainment and innovative ideas.

We are excited about the city's opportunities in the areas of jobs, education and the economy.

Multiculturalism, Aboriginal culture, diverse communities and the arts are celebrated. Locals and visitors gather for events and cultural experiences, and to feel part of the community.

Newcastle is driven by city-shaping partnerships that enhance our opportunities and attract people to live, play and invest in our city.



# Why Creative Newcastle?

You told us that you want a Creative Newcastle. Creative Newcastle is about creating a city full of opportunities for enjoyable experiences, economic success, innovation and celebration.

## The following priorities have been identified as key to achieving a Creative Newcastle:



### Vibrant and creative city

We are a vibrant city, actively shaped by our culture, heritage, entertainment and bold ideas. We are a welcoming city, activated day and night with diverse offerings. We are a visitor and events destination with a rich art, culture and foodie scene and accessible nature-based and coastal experiences.



### Opportunities in jobs, learning and innovation

We are excited about opportunities for work, education and lifelong learning, now and into the future. These opportunities will result in skilled and innovative people in our city.



### Celebrating culture

Culture is an essential part of Newcastle, valued for its contribution to people's lifelong learning and wellbeing and to the city's identity and economy. We recognise the richness of our heritage and our diverse backgrounds, and the traditional knowledge that this brings. Our industrial heritage is activated through creative expression.

Celebrating culture and the institutions that support it helps to unite and educate locals and visitors alike.



### City-shaping partnerships

Newcastle is driven by city-shaping partnerships that enable success and attract people to live and invest in our city. We leverage the growth sectors of the new economy to allow the city to think globally and act locally. We retain Newcastle's unique identity while embracing innovation and change that will unlock the city's potential.

"I feel our city is on the verge of something great. Young people and families are relocating to our city and can see the huge potential that perhaps we long term residents take for granted"  
– Listening post

"Newcastle is an amazing place of opportunity, beautiful natural features and home to people with a fun, generous spirit, always ready to lend a hand and support each other"  
– Social pinpoint survey

#### Our role:

- Deliver
- Partner
- Advocate

## Priorities and objectives

### 3.1 Vibrant and creative city

#### 3.1.1 Vibrant events

Plan and support events to enhance community wellbeing and social inclusion and showcase our city to a local, national and international audience.

#### 3.1.2 Bold and challenging programs

Deliver accessible, nationally significant programming and events that enliven people's experiences of objects, performances, collections and exhibitions.

#### 3.1.3 Tourism and visitor economy

Promote Newcastle as a premier Australian visitor and events destination, showcasing a rich art, cultural and food scene, a vibrant night-time economy, and accessible nature-based and coastal experiences.

#### 3.1.4 Vibrant night-time economy

Support a creative, vibrant and safe nightlife that offers a diversity of experiences for all and contributes significantly to the cultural and economic activity of Newcastle.

### 3.2 Opportunities in jobs, learning and innovation

#### 3.2.1 Inclusive opportunities

Support participation in learning, training and employment initiatives to allow equal opportunities for our community to learn and grow – particularly its most vulnerable members.

#### 3.2.2 Skilled people and businesses

Grow our local skills base, attract domestic and international talent to Newcastle, and embed inclusive practices in all actions of local business to establish a skills-based labour market.

#### 3.2.3 Innovative people and businesses

Embrace and cultivate innovation with business and industry to create new opportunities. Encourage entrepreneurship, where anyone can nurture an idea into a successful business.

### 3.3 Celebrating culture

#### 3.3.1 Nurture cultural and creative practitioners

Nurture arts and cultural practitioners to provide stimulating experiences that expand, resonate and connect with their audiences.

#### 3.3.2 Promote Newcastle as a major arts and cultural destination

Attract visitors and strengthen Newcastle's reputation as an arts and cultural destination by creating a nationally significant platform for arts, culture, festivals and expression.

#### 3.3.3 Culture in everyday life

Culture in everyday life  
Facilitate opportunity for creative ideas to flourish and for communities to be immersed in culture that is local, diverse and accessible. Celebrate the richness of our cultural heritage and diverse backgrounds.

### 3.4 City-shaping partnerships

#### 3.4.1 Optimise city opportunities

Optimise existing and future growth opportunities to improve infrastructure and capitalise on city-shaping initiatives.

#### 3.4.2 Government relations and advocacy

Advocate and collaborate across government, industry and business to foster competitive advantages and global opportunities for the city.





# Maria José Sanchez Varela Barajas

**Maria loves big cities and seeing the way their microcosms and ecosystems come together in unique ways. She's especially fond of watching them grow and has dedicated her life to helping them flourish.**

In 2016, she led a successful bid for Guadalajara to become a United Nations Educational, Scientific and Cultural Organisation (UNESCO) Creative City for Media Arts. This involved bringing together local talent, establishing creative hubs and strengthening the connections between the arts and other creative fields in the city to exchange cultural ideas.

To Maria, cities such as Singapore, Dubai and Barcelona have a vibrancy and energy to them. In these places, culture and heritage are embraced and come together with art, science and innovation in an authentic way.

She sees that same vibrancy here in Newcastle and wants to play a part in bringing different people, thinking and ecosystems together to unleash their creative energy. As Co-Founder and part of Art Thinking, she's already helped to bring festivals and ideas to Newcastle, where technology, art, science and entrepreneurship could intersect and interact.

*"I like to live in Newcastle because it has all the perfect elements to me. Creativity, great location, art and then combining it all with innovation and entrepreneurship. It's a perfect melting pot for everything to come together and to grow a city from,"* says Maria.

When thinking about Newcastle in the future, Maria wishes for all the potential she sees right now to flourish and thrive. With her help and that of other local legends, she's already contributing to help it become a reality.

## Community indicators

The wellbeing of our city and community.

CN uses these indicators to track trends and ensure the changes that have occurred are moving us towards our vision.

Rate of economic growth - Gross Regional Product (GRP)  
(Source: REMPLAN)

Tourism # of visitors to the city from outside the LGA  
(Source: Tourism Research Australia)

Employment rates by age group (youth specifically)  
(Source: ABS - Labour Force Data)

Early Childhood Development Index  
(Source: Australian Early Development Census (AEDC))

# of international university students  
(Source: University of Newcastle)

## Service indicators

The high-level impact of CN's service delivery on our city and community.

CN uses these indicators to track progress and performance against our service delivery and to guide our decision-making.

Return on investment on events  
(Source: CN data)

Diversity of cultural expression  
(Source: CN Liveability and Wellbeing survey)

Value of building approvals  
(Source: CN data)





# Achieving Together

Our people come together to collaborate, share great ideas and opportunities, and co-create positive change for our organisation and city.

Our culture is one of trust and understanding, where honest conversations empower our people, customers and community. We value diverse perspectives and deliver what we promise.

Our strength is growing our capability to manage community and customer expectations and continuously improve our service delivery.



# Why Achieving Together?

You told us that Achieving Together was important. Achieving Together involves our people coming together to collaborate, share great ideas and opportunities, and co-create positive change for our organisation and city.

## The following priorities have been identified as key to Achieving Together:



### Inclusive and integrated planning

Considered, holistic planning is crucial to the city's future growth – locally, regionally and globally. We use evidence-based decision-making for the development of our policies and strategies and undertake research to understand the trends and issues affecting our community.

We have good governance that supports transparency in monitoring outcomes and reporting them to the community.



### Trust and transparency

Our culture encourages empathy, understanding and willingness to help each other. We have trust and confidence in the leadership of our city and work together to create better outcomes for our customers and community.

Our culture values integrity and accountability and encourages open, transparent decision-making. We promote our opportunities and celebrate our stories.



### Collaborative and innovative approach

We build strong relationships where knowledge is exchanged. Effective collaboration between our people, community, businesses, industry and government is essential.

Innovative services and ways of working empower our people and community, and continuously improve our service delivery.

“Want genuine engagement from Council with the community and for Council to really listen to the community”  
– Listening post

“Let's focus on planning for the future”  
– CN staff feedback

“If planned properly Newcastle could be the best city in the world”  
– Listening post

#### Our role:



Deliver



Partner



Advocate

## Priorities and objectives



### 4.1 Inclusive and integrated planning

#### 4.1.1 Financial sustainability

Make sound financial decisions that are consistent with CN's risk management framework and long-term planning. Sustainably manage assets and revenue streams to meet community expectations.

#### 4.1.2 Integrated planning and reporting

Undertake a holistic approach to planning that is reflective of community needs and aspirations. Identify the current and future needs and services desired by our community and deliver them in a sustainable manner.

#### 4.1.3 Aligned and engaged workforce

Plan for our future workforce to ensure we have highly skilled and engaged people to deliver on our community's priorities. Put our people first and strive to create a positive employee experience where equity, diversity and inclusion are championed.



### 4.2 Trust and transparency

#### 4.2.1 Genuine engagement

Encourage participation and provide opportunities for genuine, representative community engagement. Engagement is planned, proactive and meaningful and results in a shared responsibility for success, where people are inspired to actively participate in decision-making to shape Newcastle's future.

#### 4.2.2 Shared information and celebration of success

Proactively share clear, consistent, accessible and relevant information with the community, leading to an understanding of CN's actions and decisions. Celebrate the success of CN and the community by sharing positive stories across communication channels.

#### 4.2.3 Trusted customer experience

Continuously review and improve our service delivery to meet our customers' needs, creating great physical and digital experiences and building trust in CN.



### 4.3 Collaborative and innovative approach

#### 4.3.1 Collaborative organisation

Build a culture that listens and encourages empathy, understanding and willingness to help our customers and colleagues.

#### 4.3.2 Innovation and continuous improvement

Encourage innovation and continuous improvement to enhance overall performance, efficiency and effectiveness of products and services provided to the community.

#### 4.3.3. Data innovation and insight

Harness the digital transformation of the organisation to drive innovative approaches and insights using quality data to make strategic decisions.



## Andy Jones

Throughout his career, Andy Jones has always worked towards creating positive change. He strives to develop sustainable approaches and innovative thinking with organisations that benefit the environment, the community and those living in more vulnerable communities.

As a representative of the Hunter Region Sustainable Development Goals Taskforce, it's his role to facilitate bringing together community, not-for-profit, government and private sector organisations to collaborate and progress the goals within the region.

The United Nations Sustainable Development Goals are 17 international goals developed as a blueprint for peace and prosperity for people and the planet. The goals include some of the most significant challenges for humans; ending poverty and hunger, providing quality education, clean water and energy, responsible consumption and building sustainable cities, just to name a few.

*"In the Hunter, it's important that we all come together to progress the Sustainable Development Goals because none of us can achieve them all on our own. We need to work together to progress them as a region,"* says Andy.

He hopes that in the future, we'll all be closer to achieving the goals and living harmoniously with each other and the environment around the region.

As for himself, Andy can't picture living anywhere else but Newcastle. Being so close to the ocean, among friendly people, and with a good music scene – what more could he ask for.

### Community indicators

The wellbeing of our city and community.  
CN uses these indicators to track trends and ensure the changes that have occurred are moving us towards our vision.

Levels of volunteering in the community  
(Source: CN data)

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### Service indicators

The high-level impact of CN's service delivery on our city and community.  
CN uses these indicators to track progress and performance against our service delivery and to guide our decision-making.

Operating performance ratio  
Own source operating revenue ratio  
Unrestricted current ratio  
Debt service cover ratio  
Rates and annual charges outstanding percentage  
Cash expense cover ratio  
(Source: CN Financial Statements)

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Long term planning and vision for the city  
(Source: CN Satisfaction Survey)

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Trust in CN  
(Source: CN Liveability and Wellbeing survey)

---

Response to community needs  
(Source: CN Satisfaction Survey)

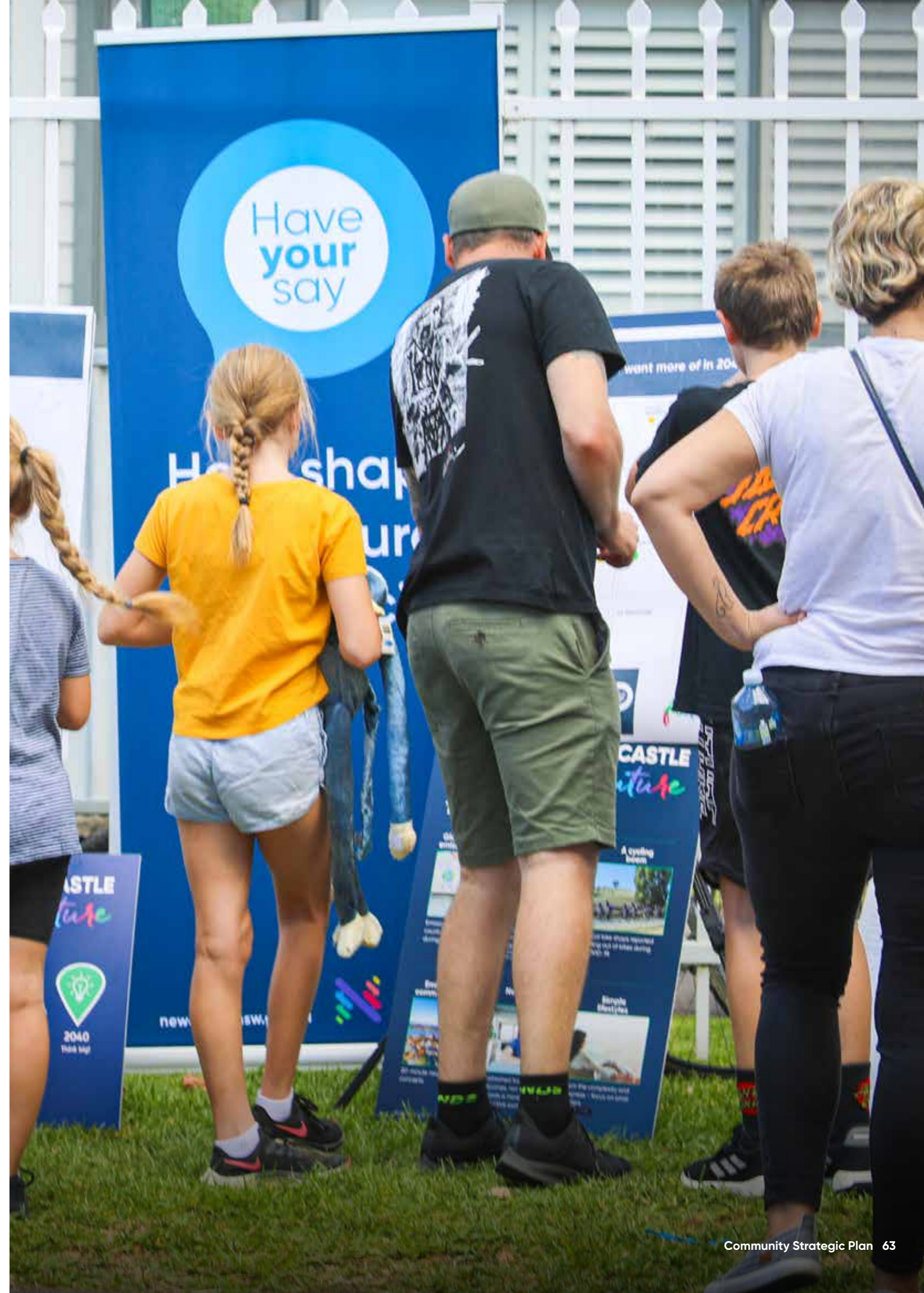
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# and value of community grants  
Value of inwards grants  
(Source: CN data)

---

# of partnerships held  
(Source: CN data)

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# Newcastle 2040 Appendix



# How to read Newcastle 2040

The following information helps to explain the key headings and terminology used in the plan.

## Theme

Our themes provide structure for this plan and inspire our vision to be a liveable, sustainable, inclusive global city. The themes have been developed in consultation with our community.

**Liveable Newcastle**

Our neighbourhoods are safe and thriving, with diverse and equitable housing that supports local living. Our public places bring people together for active living and social connection. We plan for areas of identified growth and change.

Our city is walkable, connected by safe roads and accessible parking, and options for active transport are available, enabling access to services and facilities.

Our community is connected and equitable, and everyone is valued. We use innovation and technology and promote health, wellbeing and equal opportunities to increase residents' quality of life.

**SUSTAINABLE DEVELOPMENT GOALS**

**Why Liveable Newcastle?**

You told us that you want a Liveable Newcastle. Liveable Newcastle is about creating a great city for our community to live in, and supporting all members of our community to succeed and live well.

The following priorities have been identified as key to achieving a Liveable Newcastle:

- Enriched neighbourhoods and places**: Places are well planned to be meaningful, engaging and accessible to all. Sustainable, healthy and inclusive streets, open spaces, and neighbourhood centres with unique character and heritage are important. We value public places supported by planned infrastructure that bring people together for active living and social connection. Pride in the culture and heritage of our city enhances our sense of identity.
- Connected and fair communities**: Connected and fair communities value all people and embrace diversity. We are respectful of culture and work towards inclusion to achieve a sense of belonging for all. We promote health, wellbeing, digital inclusion and equal opportunities to improve quality of life.
- Safe, active and linked movement across the city**: Moving across the city with ease is important to the liveability of Newcastle. Diverse transport options, active travel and safe roads play a major role in keeping us physically connected to work, leisure and services. Active transport becomes the preferred transport method for people of Newcastle. Every time someone rides or walks to work, to university, to the beach or to the local shops instead of using a car means less congestion, less noise, less pollution and better streetscapes for people.
- Innovative and connected city**: A city that confidently harnesses innovation and technology will ensure increased quality of living for all. We consider digital infrastructure in our planning and development to future-proof our city and local centres. We utilise digital infrastructure and emerging technologies to better identify and service community needs, improve efficiency and increase city amenity.

Our role: Deliver Partner Advocate

**Council's Role**

**What we can do**

While CN has a custodial role in initiating, preparing, and maintaining Newcastle 2040 on behalf of the community, it is not wholly responsible for its implementation. CN's role, depending on the activity being undertaken, is to Deliver, Partner, and/or Advocate.

**Priorities and objectives**

- 1.1 Enriched neighbourhoods and places**
  - 1.1.1 Great spaces: Provide quality, stimulating and inclusive leisure, learning and recreation options that enable all people to participate and thrive.
  - 1.1.2 Well designed places: Prioritise, create and maintain contemporary, sustainable, healthy and inclusive streets, buildings, neighbourhoods, local centres and facilities that result in better places to live, work and enjoy.
  - 1.1.3 Protected heritage places: Conserve and protect our rich cultural heritage places, as they provide local character and enhance our sense of identity.
- 1.2 Connected and fair communities**
  - 1.2.1 Connected communities: Support diverse communities to build strong social and cultural connections through tolerance, participation and inclusion, so that everyone feels welcome in Newcastle and enjoys a sense of belonging and place.
  - 1.2.2 Inclusive communities: Recognise, acknowledge and celebrate the Awabakal and Worimi people's strength, resilience and living culture. Champion inclusion across our community so that everyone is supported, valued and respected.
  - 1.2.3 Equitable communities: Support access to affordable, sustainable and inclusive housing, services, programs and facilities to improve quality of life and the strength of our community.
  - 1.2.4 Healthy communities: Promote and support active and healthy communities that have strong physical, mental and spiritual health and feel safe and secure in the city.
- 1.3 Safe, active and linked movement across the city**
  - 1.3.1 Connected cycleways and walking networks: Provide safe and connected walking and cycling networks, making active movement a convenient, accessible way of getting around.
  - 1.3.2 Road networks: Manage and maintain local road networks to connect people and places comfortably across the city.
  - 1.3.3 Managed parking: Manage parking to improve the amenity of our streets, support the accessibility of our centres, and encourage a shift to active and public transport.
  - 1.3.4 Effective public transport: Support the implementation of regional transport strategies and plans and public transport network improvements to allow easy movement across the city.
- 1.4 Innovative and connected city**
  - 1.4.1 Emerging technologies: Embrace emerging technologies, creative ideas and new approaches to address city challenges and improve quality of life for the community.
  - 1.4.2 Digital inclusion and social innovation: Support capacity-building and inclusive digital access to narrow the digital divide and ensure the benefits of innovation are applied equitably across the community.

## Sustainable Development Goals (SDGs)

The United Nations' SDGs are established global goals that provide a roadmap for all countries towards a better world for current and future generations. We aim to contribute to achieving the SDGs noted through delivery of the community objectives and strategies.

## Priorities





The priorities are the community's high-level focus areas for Newcastle. They contribute to achieving each of the four themes.

## Objectives

The objectives represent what we want to accomplish and the outcomes CN wants to achieve for the community.

# Alignment with state and regional priorities

The following information shows how Newcastle 2040 priorities and objectives align with key state and regional plans. For more information on these state and regional plans, see [Links for further information](#) section of Appendix.

Themes	Priorities	State				
		NSW 2021	Premier's Priorities	State Plan NSW Housing	NSW State Infrastructure Strategy	NSW Smart Places Strategy
 <b>Liveable</b>	1.1 Enriched neighbourhoods and places	1.1.1 1.1.2 1.1.3	1.1.1 1.1.2 1.1.3		1.1.1 1.1.2 1.1.3	1.1.1 1.1.2
	1.2 Connected and fair communities	1.2.1 1.2.2 1.2.3 1.2.4	1.2.1 1.2.2 1.2.3 1.2.4	1.2.1 1.2.2 1.2.3 1.2.4	1.2.1 1.2.2 1.2.3 1.2.4	1.2.1 1.2.2 1.2.3 1.2.4
	1.3 Safe, active and linked movement across the city	1.3.2 1.3.4			1.3.1 1.3.2 1.3.3 1.3.4	
	1.4 Innovative and connected city				1.4.1 1.4.2	1.4.1 1.4.2
 <b>Sustainable</b>	2.1 Action on climate change	2.1.3				2.1.1 2.1.2 2.1.3
	2.2 Nature-based solution	2.2.1 2.2.2	2.2.1 2.2.2		2.2.2	2.2.2
	2.3 Circular economy				2.3.3	2.3.1 2.3.2 2.3.3
 <b>Creative</b>	3.1 Vibrant and creative city		3.1.3 3.1.4		3.1.3	
	3.2 Opportunities in jobs, learning and innovation	3.2.1 3.2.2	3.2.1 3.2.2		3.2.1 3.2.2 3.2.3	3.2.1 3.2.2 3.2.3
	3.3 Celebrating culture	3.3.3			3.3.3	
	3.4 City-shaping partnerships	3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2
 <b>Achieving Together</b>	4.1 Inclusive and integrated planning	4.1.1 4.1.2	4.1.2	4.1.2	4.1.2	4.1.2
	4.2 Trust and transparency	4.2.1 4.2.2 4.2.3	4.2.1 4.2.2 4.2.3			
	4.3 Collaborative and innovative approach			4.3.1		4.3.1 4.3.3

NSW Disability Inclusion Action Plan (2020-2024)	NSW Net Zero Plan	Regional				
		Future Transport Strategy 2056	Hunter Region Plan 2036	Greater Newcastle Metropolitan Plan	Hunter Joint Organisation Strategic Plan	Greater Newcastle Transport Plan
<b>Newcastle 2040 Objectives</b>						
1.1.1 1.1.2		1.1.1 1.1.2	1.1.1 1.1.2 1.1.3	1.1.1 1.1.2 1.1.3	TBA	1.1.1 1.1.2
1.2.1 1.2.2 1.2.3 1.2.4		1.2.1 1.2.2 1.2.3 1.2.4	1.2.1 1.2.2 1.2.3 1.2.4	1.2.1 1.2.2 1.2.3 1.2.4	TBA	1.2.1 1.2.2 1.2.3 1.2.4
		1.3.1 1.3.2 1.3.3 1.3.4	1.3.1	1.3.4	TBA	1.3.1 1.3.2 1.3.3 1.3.4
1.4.2			1.4.1 1.4.2	1.4.1 1.4.2	TBA	
	2.1.1 2.1.2 2.1.3		2.1.1 2.1.2 2.1.3	2.1.1 2.1.2 2.1.3	TBA	
			2.2.1 2.2.2	2.2.1 2.2.2	TBA	
	2.3.1 2.3.2 2.3.3				TBA	
			3.1.3 3.1.4	3.1.3 3.1.4	TBA	
3.2.1			3.2.1 3.2.2 3.2.3	3.2.1 3.2.2 3.2.3	TBA	
					TBA	
3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2	TBA	3.4.1 3.4.2
4.1.2	4.1.2	4.1.2	4.1.2	4.1.2	TBA	4.1.2
					TBA	
					TBA	

# Sustainable Development Goals

The interconnectedness and integration of actions towards the SDG targets has influenced the development of themes, priorities and objectives in Newcastle 2040. Below are the links between SDG targets and Newcastle 2040 objectives. For further details on SDG targets, visit <https://sdgs.un.org/goals>

Theme	Priority	Objectives
 <p><b>Liveable</b></p>	1.1 Enriched neighbourhoods and places	1.1.1 Great spaces
		1.1.2 Well-designed places
		1.1.3 Protected heritage places
	1.2 Connected and fair communities	1.2.1 Connected communities
		1.2.2 Inclusive communities
		1.2.3 Equitable communities
		1.2.4 Healthy communities
	1.3 Safe, active and linked movement across the city	1.3.1 Connected cycleways and walking networks
		1.3.2 Road networks
		1.3.3 Managed parking
		1.3.4 Effective public transport
	1.4 Innovative and connected city	1.4.1 Emerging technologies
		1.4.2 Digital Inclusion and social innovation
 <p><b>Sustainable</b></p>	2.1 Action on climate change	2.1.1 Towards net zero emissions
		2.1.2 Know and share our climate risk
		2.1.3 Resilient urban and natural areas
	2.2 Nature-based solution	2.2.1 Regenerate natural systems
		2.2.2 Expand the urban forest
		2.2.3 Achieve a water-sensitive city
	2.3 Circular economy	2.3.1 Design out waste
		2.3.2 Localised supply chain and sustainable procurement

SDG Priority																
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
			4.1, 4.2, 4.3, 4.4, 4.5, 4.6							11.7					16.3	
		3.1														16.1
										11.4						
										11.7						
	2.3		4.5, 4.7							11.3, 11.7					16.1	
									10.2						16.3	
		3.2														
		3.1								11.2						
		3.6														
										11.2						
										11.2						
							8.2									
			4.4													
						7.2, 7.3		9.4			12.4	13.2	14.3			
								9.4		11.3	12.6, 12.7, 12.8	13.1, 13.2, 13.3				17.6, 17.7
1.5					6.6									14.2	15.5, 15.9	
															15.1, 15.2	
					6.4, 6.5										14.2	
					6.3, 6.4					11.6	12.4, 12.5				14.1	
	2.3							8.3, 8.9			12.7					



Theme	Priority	Objectives
 <b>Creative</b>	3.1 Vibrant and creative city	3.1.1 Vibrant events
		3.1.2 Bold and challenging programs
		3.1.3 Tourism and visitor economy
		3.1.4 Vibrant night-time economy
	3.2 Opportunities in jobs, learning and innovation	3.2.1 Inclusive opportunities
		3.2.2 Skilled people and businesses
		3.2.3 Innovative people and businesses
	3.3 Celebrating culture	3.3.1 Nurture cultural and creative practitioners
		3.3.2 Promote Newcastle as a major arts and cultural destination
		3.3.3 Culture in everyday life
	3.4 City-shaping partnerships	3.4.1 Optimise city opportunities
		3.4.2 Government relations and advocacy
 <b>Achieving Together</b>	4.1 Inclusive and integrated planning	4.1.1 Financial sustainability
		4.1.2 Integrated planning and reporting
		4.1.3 Aligned and engaged workforce
	4.2 Trust and transparency	4.2.1 Genuine engagement
		4.2.2 Shared information and celebration of success
		4.2.3 Trusted customer experience
	4.3 Collaborative and innovative approach	4.3.1 Collaborative organisation
		4.3.3 Innovation and continuous improvement
		4.3.4. Data innovation and insight

SDG Priority																
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
							8.9									
									10.2							
							8.9									
				4.2, 4.4			8.1, 8.5									
							8.6, 8.8									
							8.2, 8.3									
							8.6, 8.8, 8.9									
			4.7				8.2, 8.3									
			4.7						11.4							
			4.3				8.2									
							8.3								16.5	17.3, 17.13
															16.7	
															16.1	17.16
															16.5	
																17.17
																17.19

# Newcastle 2040 indicators


CN uses indicators to gauge the progression, or otherwise, towards specific targets.


**Community indicators:** CN uses these indicators to track trends and ensure the changes that have occurred are moving us towards our vision.


**Service indicators:** the high-level impacts of CN's service delivery on our city and the community.

Theme	Priorities	Community indicators	Service indicators	Target	
 <b>Liveable</b>	All	Overall liveability and wellbeing score for Newcastle		Trending up	
	1.1 Enriched neighbourhoods and places		Social Infrastructure index score: % of residents that live within 800m (walkable) of community facilities, public transport, recreation facilities, local centres and greenspace	Trending up	
	1.3 Safe, active and linked movement across the city		% of houses that are within 800m (walkable) of a local centre		Trending up
			% and distance of shared pathways network improved		Trending up
			% and distance of shared pathways network added		Trending up
		Cycle-friendly and walkable city			Trending up
		Travel patterns on an average weekday for residents			Vehicle trending down
1.4 Innovative and connected city	Newcastle digital inclusion index score			Trending up	

Baseline	Why this is important	Source
Baseline to be established in March 2022	The liveability and wellbeing score is based on community perceptions of what Newcastle is like to live in and the quality of life of its residents. It takes into consideration elements such as environmental quality, safety, learning and health provision, access to shops and services, recreational facilities and cultural activities.	City of Newcastle - Liveability and Wellbeing Survey
Baseline to be established by July 2022	Social inclusion refers to people's ability to participate adequately in society. Access to social infrastructure such as community facilities and green spaces, is a key component of social inclusion. Lack of access can result in barriers which make it difficult or impossible for people to participate fully in society.	City of Newcastle - GIS mapped data
Baseline to be established by July 2022	Local centres play an important role in our communities. They provide places where people from a range of backgrounds and interests can interact, learn, recreate, be supported and grow. Local centres are also vital for the local economy. More houses in close proximity to local centres results in greater social and economic benefits for our city.	City of Newcastle - GIS mapped data
Baseline to be established by March 2022	Walking and cycling are basic, affordable and clean forms of travel available to almost all ages and groups in society. In Newcastle, though private cars are the dominant mode for commuting and, indeed, all trip purposes, the large majority of trips are at distances that could reasonably be undertaken by walking or cycling. Coupled with large areas of relatively flat topography and Newcastle's favourable climate, potential for mode substitution is high and this indicator assesses the perceived walkability and cycle-friendly nature of our city.	City of Newcastle - GIS mapped data
Baseline to be established in March 2022		City of Newcastle - Liveability and Wellbeing Survey
2019/20 - Mode Share % Vehicle Driver - 61.4% Vehicle Passenger - 17.5% Train - 1.6% Bus - 5.2% Walk / Cycle / Other - 14.3%	The HTS collects information about people's day-to-day travel, such as where they go, when they travel, the purpose of the trip, the modes of transport used and the costs associated with the trip. The data collected in the survey is essential to gain a complete picture of travel patterns in the LGA and how they change over time. The aim is to have the mode of travel shift from vehicle use.	NSW Transport - Household Travel Survey (HTS)  <a href="https://www.transport.nsw.gov.au/data-and-research/passenger-travel/surveys/household-travel-survey-hts">https://www.transport.nsw.gov.au/data-and-research/passenger-travel/surveys/household-travel-survey-hts</a>
2021 National average - 71.1 NSW Average - 71.0 Newcastle - 69.0	Digital inclusion is about ensuring that all community members can access and use digital technologies effectively. This is not just a tech issue. Digital inclusion is about enabling access to everything the digital world has to offer to improve quality of life and ensure no one is left behind. People with low levels of income, education and employment, those living in some regional areas, people aged over 65 and people with a disability are at particular risk of experiencing the digital divide.	National digital inclusion data  <a href="https://www.digitalinclusionindex.org.au/dashboard/National.aspx">https://www.digitalinclusionindex.org.au/dashboard/National.aspx</a>

Theme	Priorities	Community indicators	Service indicators	Target	Baseline	Why this is important	Source
 <b>Sustainable</b>	2.1. Action on climate change		CN operational greenhouse gas emissions	50% reduction in carbon emissions by 2025 100% not later than 2030	Scope 1 Emissions: 43,423t CO <sub>2</sub> -e in 2020 Scope 2 Emissions: - 8,276t CO <sub>2</sub> -e in 2020 (negative due to excess renewable energy) Scope 3 Emissions: 8,924t CO <sub>2</sub> -e in 2020 Total; 38,973t CO <sub>2</sub> -e in 2020	The assets, services and operations of CN create emissions that contribute to the global effect of climate change. Moving to net zero emissions allows us to reduce our contributions to climate change but also provide leadership to our community.	CN Data
		Community greenhouse gas emissions		30% reduction in city-wide emissions by 2025 100% reduction in city-wide electricity emissions by 2030	2,554,000t CO <sub>2</sub> -e in 2019 (waste 2%, transport 16%, gas 14%, electricity 68%)	Our community, including our local business and industry, create greenhouse gases that cause climate change. Working with our community to reduce their emissions will reduce the effects of climate change.	Ironbark Sustainability <a href="https://snapshotclimate.com.au/">https://snapshotclimate.com.au/</a>
			CN uptake and support of electric vehicles	100% CN fleet EV by 2030 Number of charging stations trending upward	4 full electric passenger vehicles replacing pool cars (X% of total fleet) 11 charging bays, 7 chargers, 4 sites	CN has a large number of pool vehicles that currently run on petrol. Moving to electric allows the emissions from their use to drop as well as providing leadership to our community and beyond.	CN Data
		Community uptake of electric vehicles		10,000 registered electric vehicles in LGA by 2025.	295 electric vehicles registered in the Newcastle LGA in 2020	Transport emissions play a significant role in our city's carbon emissions as well as air and noise pollution which will be reduced through the uptake of electric vehicles.	ABS Data <a href="https://explore.data.abs.gov.au/">https://explore.data.abs.gov.au/</a>
	2.2. Nature based solution	Whole LGA canopy cover		Whole LGA canopy cover upward trending	4,921ha in 2018 (26% of total LGA 18680ha). Excluding wetlands	Biodiversity, wildlife, urban heat and aesthetics are all improved by an increase in our public and private canopy as well as retention of existing canopy.	CN GIS Data
			Road and open parkland canopy cover	Road reserve tree canopy cover increase to 15% by 2045 CN Parklands tree canopy cover increase to 40% by 2045	Road 6% 2018 Parkland 33% 2018	An increase in canopy cover as well as replacement of existing trees in our road reserves and parklands improves biodiversity, wildlife, reduces urban heat and makes our spaces more attractive.	CN GIS Data
		Proximity to natural areas		Increasing number of houses are within 300-500 meters of a greenspace (i.e., open space, recreation area, natural or waterways) that are more than 0.5 hectares in size	Approx. 50% of all residents are located within 500m of parkland 0.5ha or greater in size	Being able to walk to a natural green and or open space provides opportunity for recreation, exercise and social engagement.	CN GIS Data
		Satisfaction with our green, blue and wild spaces		Satisfactory and above, and trend increasing	Satisfied / very satisfied; 71% coastal & aquatics 69% waste 67% parks and recreation 49% environment	CN plays a role in the provision of green, blue and wild spaces for the health and enjoyment of the community. Community satisfaction with these spaces is examined in the annual satisfaction survey with the aim to increase satisfaction scores year on year. Our community should be satisfied with the environmental assets and services that CN provide.	CN Satisfaction Survey
			CN operational water consumption	Trending downwards	418,938 kL in 2018/2019	Water is a precious resource to conserve and not waste. CN assets, operations and services use water and by decreasing our consumption we are able to save water as well as be a leader for our community and beyond	Hunter Water
		Per capita or household water usage		Trending downwards	2020/21 Annual dwelling consumption 139kL (2020/21) 150kL (5 year average)	Our community can reduce their water usage through efficiency and behavioural change, allowing us to ensure water is preserved and not wasted.	Hunter Water - State of the Environment Report
		2.3. Circular economy	Municipal waste diversion from landfill		80% diversion by 2030	40% in 2020	Waste is just 'stuff in the wrong place' - we must move from putting materials into landfill and finding ways to rethink, refuse, reduce, repurpose, reuse, recycle and rot! The benefits are to reduce the environmental effects of landfill but also to keep materials in use longer, reducing creation and consumption costs
			Use of local suppliers	Trending upwards	In 2020/2021 \$73m (36.3%) procured with suppliers within Newcastle LGA and \$45m (22.5%) in adjoining LGAs. Total local spend \$118.3m (58.8%)	Local businesses are the lifeblood of our community. Supporting local businesses creates jobs, reduces carbon footprints, injects money into the local economy and promotes a sense of community. CN commits to the preference of local businesses when considering the acquisition of goods and services.	CN Data

Theme	Priorities	Community indicators	Service indicators	Target	Baseline	Why this is important	Source
 <b>Creative</b>	All	Rate of economic growth - Gross Regional Product (GRP)		Trending upwards	\$18.4b	GRP is the net measure of wealth generated by the region. GRP has been measured using an expenditure approach where all forms of final expenditure, including consumption by households, consumption by governments, additions or increases to assets (minus disposals) and exports (minus imports), are added. The expenditure approach does not include intermediate expenditure, as this would lead to double counting. eg. the wheat and flour in a loaf of bread. These methodological approaches are the same as those used to calculate Gross State Product (GSP) at a state level and Gross Domestic Product (GDP) at a national level.	REMPAN <a href="https://app.rempplan.com.au/newcastle/economy/industries/gross-regional-product?state=gZ5wFk!46bKCO1M8Tvw9wpH6r6GMTZcGf6Z1u0fGfKljfm5Y">https://app.rempplan.com.au/newcastle/economy/industries/gross-regional-product?state=gZ5wFk!46bKCO1M8Tvw9wpH6r6GMTZcGf6Z1u0fGfKljfm5Y</a>
	3.1. Vibrant and creative city	Tourism # of visitors to the city from outside the LGA		Trending upwards	4,627,000 Total domestic and international visitors in 2019 <Note - 2019 figures used due to impacts of COVID-19 on travel ability from 2020>	Newcastle is a contemporary urban playground, steeped in heritage, bustling with arts and culture with a vibrant night-time economy, while boasting a stunning section of the NSW east-coast. Celebrating and promoting the city, its events, natural assets and cultural heritage is anticipated to result in increased number of visitors to our LGA in the future.	Tourism Research Australia - National and International Visitor Surveys <a href="https://www.tra.gov.au/data-and-research">https://www.tra.gov.au/data-and-research</a>
			Return on investment (ROI) on events conducted		Trending upwards	Baseline to be established in July 2022	Newcastle has positioned itself as an events city with events delivering both an immediate and ongoing benefit for the community and economy, with greater visitation, investment and liveability outcomes. The economic benefit of events conducted by CN can be evaluated through examination of the ROI for these events.
	3.2. Opportunities in jobs, learning and innovation	Employment rates by age group (youth specifically)		Trending upwards	Newcastle and Lake Macquarie unemployment rate - 5.3% Youth unemployment rate (15-24 yr olds) - 10.4% NSW overall unemployment rate - 5.4% Youth unemployment rate (15-24 yr olds) - 11.8%	The unemployment rate is defined as the percentage of unemployed workers in the total labor force. It is widely recognised as a key indicator of the performance of a place's labor market. The unemployment rate doesn't just impact those individuals who are jobless - the level and persistence of the factors of unemployment have wide-ranging impacts across the broader economy.	ABS - Labour Force Data <a href="https://lmp.gov.au/default.aspx?LMIP/Downloads/ABSLabourForceRegion">https://lmp.gov.au/default.aspx?LMIP/Downloads/ABSLabourForceRegion</a>
		Early Childhood Development Index		Trending upwards	19.6% children vulnerable in at least one domain (2018)	The Australian Early Development Census (AEDC) measures the development of children in Australia in their first year of full-time school. The census consists of approximately 100 questions across five key domains, which are closely linked to child health, education and social outcomes. For each of the five AEDC domains, children receive a score between zero and ten, where zero is most developmentally vulnerable.	AEDC <a href="https://www.aedc.gov.au/data/data-explorer?id=135202">https://www.aedc.gov.au/data/data-explorer?id=135202</a>
		# of international students		Trending upwards	7399 International students enrolled in UON in 2020	International students not only provide economic benefits to the city but also enrich learning environments and communities with cultural perspectives.	From EDS - <TBA>
	3.3. Celebrating culture		Diversity of cultural expression	Trending upwards	Baseline to be established in March 2022	The identity of Newcastle is influenced by the quality and diversity of our cultural activities. This indicator assesses community perceptions of the diversity of cultural expression in the city.	CN- Liveability and Wellbeing Survey
	3.4. City shaping partnerships		Value of building approvals - Development Applications / Complying Development Certificates - State Significant Developments	Trending upwards	Baseline to be established in July 2022	Building approvals provide strong economic benefits such as jobs and services to boost local economies, while also delivering the infrastructure needed to create cohesive and engaged local communities. Development Applications (DA) - is a merit-based assessment conducted directly through CN. Complying Development Certificate (CDC) - is a combined planning and construction approval process. It is designed to enable straightforward development applications to be fast-tracked. It can be conducted by either CN or a private certifier. State Significant Development (SSD) - some types of development are deemed to have state significance due to the size, economic value or potential impacts. All of these building approvals provide investment into our city.	CN Data

Theme	Priorities	Community indicators	Service indicators	Target	Baseline	Why this is important	Source
 <b>Achieving Together</b>	4.1. Inclusive and integrated planning		1. Operating performance ratio 2. Own source operating revenue ratio 3. Unrestricted current ratio 4. Debt service cover ratio 5. Rates and annual charges outstanding percentage 6. Cash expense cover ratio	1. >0.00% 2. >60.00% 3. >1.50x 4. >2.00x 5. <10.00% 6. >3.00 months	1. (8.16)% 2. 86.31% 3. 2.23x 4. 3.15x 5. 3.91% 6. 6.62 months	Accurate and timely financial reporting provides vital information on CN's financial position, outlook and performance. It is an important tool used to ensure councils are made accountable for their actions. Baselines have been set by the Office of Local Government (OLG).	CN Financial Statements
			Long term planning and vision for the city	Trending upwards	2021 - 3.3	During engagement for Newcastle 2040, the community told us that considered and long term planning should be a key focus area to ensure our vision of a liveable, sustainable, inclusive global city is obtained. Community views on the success of CN to plan long term is gained through the annual satisfaction survey with the aim to increase satisfaction scores year on year.	CN - Satisfaction Survey
	4.2. Trust and transparency		Trust in CN	Trending upwards	Baseline to be established in March 2022	Trust in CN centres on the community's belief that CN will act consistently with their expectations of positive behaviour. CN will gauge community perception of trust in CN through surveying areas such as responsiveness, reliability, integrity, openness and fairness.	CN - Liveability and Wellbeing Survey
			Response to community needs	Trending upwards	2021 - 3.4	A key responsibility of CN is to respond to community needs. The community perception of this response is gained through the annual satisfaction survey and indicates the success of CN in this space.	CN - Satisfaction Survey
			# people engaged	Trending upwards	2020-21 20,300 people provided feedback on plans, projects and activities	Genuine community engagement is a key element in achieving the priority of trust and transparency. The number of people engaged with across all CN projects and activities gives an indication of the level of community engagement across the city.	CN Data
	4.3. Collaborative and innovative approach		# and value of community grants Value of inwards grants	Trending upwards	Baseline for Community grant program to be established in July 2022 \$46 million in Federal and State Government grants and contributions.	CN collaborates with numerous government organisations, businesses, community groups and individuals to deliver positive outcomes for the Newcastle community. Our Community Grants provide a number of funding opportunities to support initiatives that contribute to the social, cultural, environmental, and economic life of the city. Federal and State Government contributions to CN allow..."	CN Data
			Levels of community volunteering for CN	Trending upwards	Baseline to be established in July 2022	Volunteers play a vital role in making Newcastle a wonderful place in which to live, work and play. Hundreds of people of all ages and from all walks of life kindly donate their time and expertise to CN each year, from ushers at the Civic Playhouse to guides at Newcastle Museum, and from wildlife carers at Blackbutt Reserve to volunteer crews working on our natural assets and environmental projects.  Volunteers are also the lifeblood of the numerous committees and advisory panels that operate across the city. That's not to mention the work our volunteers perform to make one-off events and functions a success."	CN Data
			# of partnerships held	Trending upwards	Baseline to be established in July 2022	CN collaborates with numerous government organisations, businesses, community groups and individuals to deliver positive outcomes for the Newcastle community. The number of partnerships is an indication of the focus on this area and breadth of collaboration occurring between CN and others.	CN Data

# Glossary

- **ABS** Australian Bureau of Statistics
- **ADVOCACY** The act of speaking or arguing in favour of something, such as a cause, idea, or policy. In the context of the Strategic Priorities it refers to another sphere of government or organisation delivering a service or outcome for the city.
- **BIODIVERSITY** The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.
- **CIRCULAR ECONOMY** is a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible.
- **CITY OF NEWCASTLE (CN)** In this document City of Newcastle (CN) means Newcastle City Council.
- **COMPLYING DEVELOPMENT CERTIFICATE (CDC)** – a combined planning and construction approval process. It is designed to enable straightforward development applications to be fast-tracked. It can be conducted by either CN or a private certifier.
- **DEVELOPMENT APPLICATION (DA)** – a merit-based assessment conducted directly through CN.
- **DELIVERY PROGRAM** A strategic document with a minimum four-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes.  
  
(Note: this is a legislative requirement.)
- **LOCAL GOVERNMENT AREA (LGA)** Newcastle LGA covers an area of 187sqkm.
- **NEWCASTLE 2040 COMMUNITY STRATEGIC PLAN (CSP)** This integrated Community Strategic Plan (CSP) provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community.
- **OPERATIONAL PLAN** A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the Community Strategic Plan.  
  
(Note: this is a legislative requirement.)
- **PARTNERING** A structured approach to working together with other parties to achieve a mutually beneficial outcome.
- **RISK MANAGEMENT** A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.
- **STATE SIGNIFICANT DEVELOPMENT (SSD)** Some types of development are deemed to have state significance due to the size, economic value or potential impacts.
- **SUSTAINABLE DEVELOPMENT** is development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.
- **SDGs** Sustainable Development Goals.
- **TARGET** A goal to be reached by a specific date which may be higher than the forecasted performance. It aims to continually improve performance.
- **WE / OUR / US** in this document refers collectively to the community of Newcastle and CN.

# References and research

## CN Strategies and plans

Name	Link
Customer Experience Strategy	Internal document
Economic Development Strategy	<a href="https://newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Strategies/Economic-Development-Strategy-Final.pdf">https://newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Strategies/Economic-Development-Strategy-Final.pdf</a>
Local Housing Strategy	<a href="https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Strategies/Local-Housing-Strategy-Updated-2021.pdf">https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Strategies/Local-Housing-Strategy-Updated-2021.pdf</a>
Local Strategic Planning Statement	<a href="https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Strategies/Local-Strategic-Planning-Statement-March2021.pdf">https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Strategies/Local-Strategic-Planning-Statement-March2021.pdf</a>
Heritage Strategy	<a href="https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Strategies/4251-ADOPTED-Heritage-Strategy-2020-30-V4.pdf">https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Strategies/4251-ADOPTED-Heritage-Strategy-2020-30-V4.pdf</a>
On our bikes - Cycling Plan	<a href="https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Plans/On-our-bikes-Cycling-Plan-2021-2030.pdf">https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Plans/On-our-bikes-Cycling-Plan-2021-2030.pdf</a>
On the street – Parking Plan	<a href="https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Plans/On-the-street-Parking-Plan-February-2021.pdf">https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Plans/On-the-street-Parking-Plan-February-2021.pdf</a>
Newcastle Climate Action Plan	<a href="https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Plans/Climate-Action-Plan.pdf">https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Plans/Climate-Action-Plan.pdf</a>

## External resources

Australian Bureau of Statistics 2021b, Newcastle: Region Data Summary – Newcastle (SA3) (11103), Australian Bureau of Statistics, Canberra, accessed 28 November 2021  
<https://dbr.abs.gov.au/region.html?lga&rgn=15900> and <https://dbr.abs.gov.au/region.html?lga=sa3&rgn=11103>

Australian Human Rights Commission, Face the facts (2014)  
<https://humanrights.gov.au/sites/default/files/FTFLGBTI.pdf>

Forecast.ID, Population Forecasts, accessed 14 December 2021  
<https://forecast.id.com.au/newcastle>

NSW DIPE 2020, NSW 2019 Population Projections, NSW Department of Planning, Industry and Environment, accessed 27 November 2021. Dataset – Population, Household and Implied Dwelling Projections by LGA (ASGS 2019)  
<https://www.planning.nsw.gov.au/Research-and-Demography/Population-projections/Projections>

NSW Office of Local Government (OLG), Integrated Planning & Reporting Handbook for Local Councils in NSW (September 2021).  
<https://www.olg.nsw.gov.au/wp-content/uploads/2021/10/IPR-Handbook-2021-20102021.pdf>

Remplan 2021, 'City of Newcastle: Economy, Jobs and Business Insights' and 'Our Place – Our Community' webpages. City of Newcastle, Newcastle NSW, accessed 27 November 2021  
<https://app.remplan.com.au/newcastle/economy/industries/employment?state=gZ5wFk!GW1dFWXkYFokWkLSw8wGAhPcVfq2OUL3J3eu4X2X8c6f6LjfnHee4gHKmO> and <https://app.remplan.com.au/newcastle/community/population/indigenous?state=4l1Dir!YpBQSE879TzJGJrt7A7V4iMfQu7klhatou6u2bhNu8sZFkrz>

# Acknowledgements

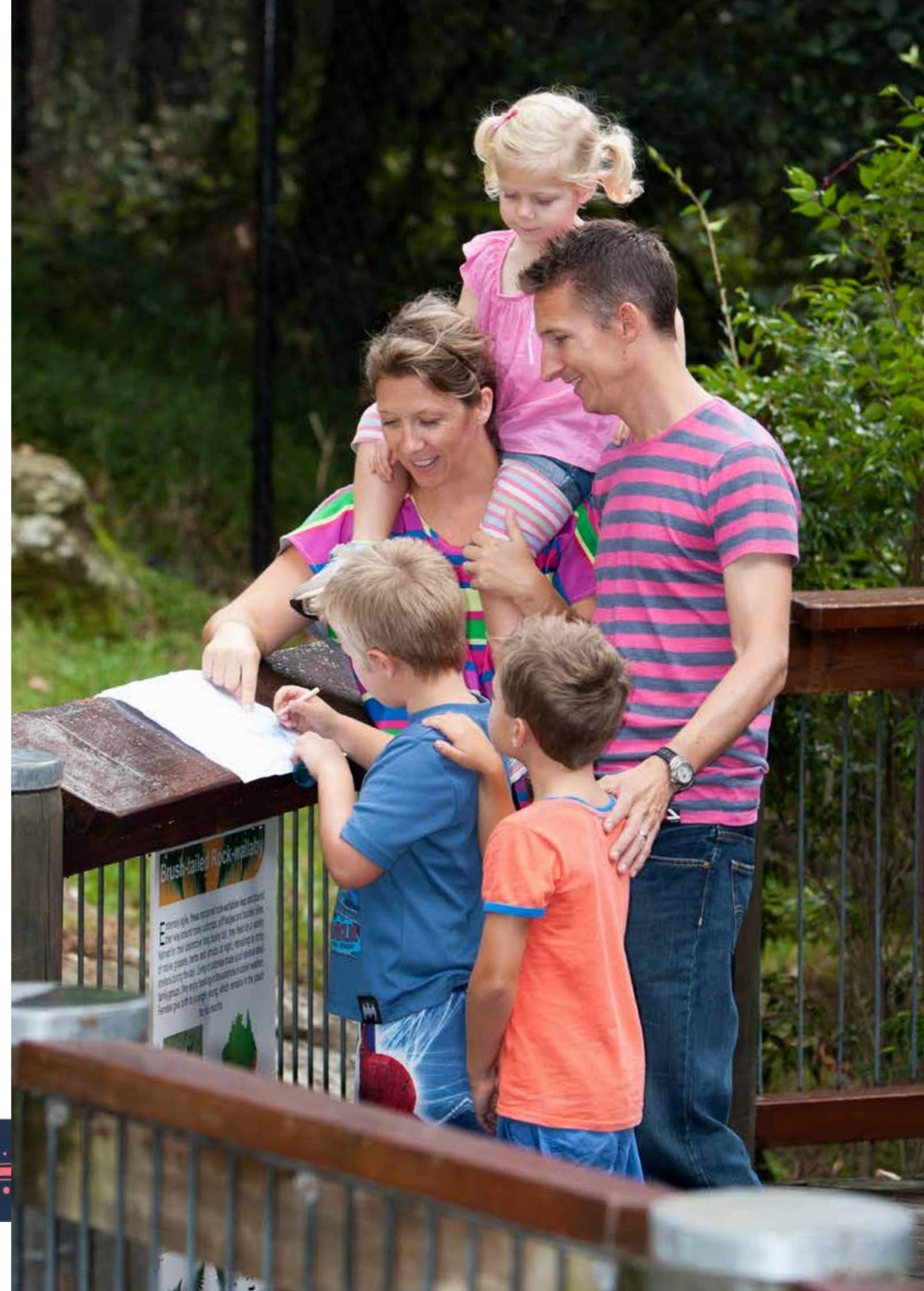
- All Councillors, CN staff and community members who attended and participated in workshops and engagement activities to ensure Newcastle 2040 reflects the views of all of Newcastle.
- Rod Smith who created the featured songline artwork used in Newcastle 2040. Rod Smith is a Newcastle-born-and-bred Aboriginal man. His family moved here from Anaiwan country of New England in the late 1950s and worked on the railway, creating Smith General Contractors. With a long tradition of culture in music, dance and art, there is no lack of talent in the arts in the Smith family. Rod's creativity comes from family and environment.
- Straight Stick Photography who partnered with CN to deliver youth engagement workshop and provided featured photography.
- Councillors for their ongoing commitment to supporting the preparation of Newcastle 2040 and to achieving the long-term vision for Newcastle.
- Plattsburg Public School and Callaghan College Waratah Campus for allowing students to give their feedback on what they want Newcastle to be in the future.
- Guraki Aboriginal Advisory Committee who assisted in the formulation of the Acknowledgement of Country and Commitment piece for Aboriginal and Torres Strait Islander peoples and culture.
- All members of the following CN advisory committees and groups that provided valuable insights and feedback that shaped the direction of Newcastle 2040:
  - Community and Culture Advisory Committee
  - Access Advisory Committee
  - Liveable Cities Advisory Committee
  - Newcastle Youth Council
  - Strategy and Innovation Advisory Committee
  - Newcastle Art Gallery Youth Advisory Group
- Community members featured in our Local Stories.
  - Elsa Licumba
  - Natalie Mitchell
  - Maria José Sanchez Varela Barajas
  - Andy Jones

# Links for further information

	Name	Link
Regional Plans	Hunter Region Plan 2036	<a href="https://www.planning.nsw.gov.au/-/media/Files/DPE/Plans-and-policies/Plans-for-your-area/Regional-plans/Hunter-Regional-Plan-2036.pdf">https://www.planning.nsw.gov.au/-/media/Files/DPE/Plans-and-policies/Plans-for-your-area/Regional-plans/Hunter-Regional-Plan-2036.pdf</a>
	Greater Newcastle Metropolitan Plan	<a href="https://www.planning.nsw.gov.au/Plans-for-your-area/Greater-Newcastle-metropolitan-planning">https://www.planning.nsw.gov.au/Plans-for-your-area/Greater-Newcastle-metropolitan-planning</a>
	Hunter Joint Organisation Strategic Plan 2018-21	<a href="https://www.hunterjo.com.au/wp-content/uploads/2020/04/HunterJOStrategicPlan_2018_2021.pdf">https://www.hunterjo.com.au/wp-content/uploads/2020/04/HunterJOStrategicPlan_2018_2021.pdf</a>
	Greater Newcastle Transport Plan	<a href="https://future.transport.nsw.gov.au/sites/default/files/media/documents/2018/Greater_Newcastle_Future_Transport_Plan_V1.pdf">https://future.transport.nsw.gov.au/sites/default/files/media/documents/2018/Greater_Newcastle_Future_Transport_Plan_V1.pdf</a>
	Health District Plan Regional	<a href="https://www.hnehealth.nsw.gov.au/_data/assets/pdf_file/0008/401768/HNELHD_2021-26_Strategic_Plan.pdf">https://www.hnehealth.nsw.gov.au/_data/assets/pdf_file/0008/401768/HNELHD_2021-26_Strategic_Plan.pdf</a>
	Regional Water Strategy	<a href="https://www.industry.nsw.gov.au/water/plans-programs/regional-water-strategies">https://www.industry.nsw.gov.au/water/plans-programs/regional-water-strategies</a>
State Plans	NSW 2021	<a href="https://www.ipc.nsw.gov.au/sites/default/files/file_manager/NSW2021_WEBVERSION.pdf">https://www.ipc.nsw.gov.au/sites/default/files/file_manager/NSW2021_WEBVERSION.pdf</a>
	Premier's Priorities	<a href="https://www.nsw.gov.au/premiers-priorities">https://www.nsw.gov.au/premiers-priorities</a>
	State Plan NSW Housing	<a href="https://www.planning.nsw.gov.au/-/media/Files/DPE/Reports/Policy-and-legislation/NSW-Housing-Strategy-Report-2021-Mayv2.pdf">https://www.planning.nsw.gov.au/-/media/Files/DPE/Reports/Policy-and-legislation/NSW-Housing-Strategy-Report-2021-Mayv2.pdf</a>
	NSW state infrastructure strategy	<a href="https://www.nsw.gov.au/nsw-infrastructure-strategy-2018-2038">https://www.nsw.gov.au/nsw-infrastructure-strategy-2018-2038</a>
	NSW Smart Places Strategy	<a href="https://www.dpie.nsw.gov.au/_data/assets/pdf_file/0017/348110/Smart-Places-Strategy.pdf">https://www.dpie.nsw.gov.au/_data/assets/pdf_file/0017/348110/Smart-Places-Strategy.pdf</a>
	NSW Disability Inclusion Action Plan (2020-2024)	<a href="https://www.dcj.nsw.gov.au/about-us/disability-inclusion-action-plan">https://www.dcj.nsw.gov.au/about-us/disability-inclusion-action-plan</a>
	NSW Net Zero Plan	<a href="https://www.environment.nsw.gov.au/-/media/OEH/Corporate-Site/Documents/Climate-change/net-zero-plan-2020-2030-200057.pdf?la=en&amp;hash=D65AA226F83B8113382956470EF649A31C74AAA7">https://www.environment.nsw.gov.au/-/media/OEH/Corporate-Site/Documents/Climate-change/net-zero-plan-2020-2030-200057.pdf?la=en&amp;hash=D65AA226F83B8113382956470EF649A31C74AAA7</a>
	Future Transport Strategy 2056	<a href="https://future.transport.nsw.gov.au/sites/default/files/media/documents/2018/Future_Transport_2056_Strategy.pdf">https://future.transport.nsw.gov.au/sites/default/files/media/documents/2018/Future_Transport_2056_Strategy.pdf</a>
	NSW Energy Plan	<a href="https://www.energy.nsw.gov.au/government-and-regulation/electricity-strategy">https://www.energy.nsw.gov.au/government-and-regulation/electricity-strategy</a>
	NSW State Health Plan	<a href="https://www.health.nsw.gov.au/statehealthplan/Pages/NSW-state-health-plan-towards-2021.aspx">https://www.health.nsw.gov.au/statehealthplan/Pages/NSW-state-health-plan-towards-2021.aspx</a>
	NSW SES Strategic Plan	<a href="https://www.ses.nsw.gov.au/media/4537/building-our-future-our-plan-2021-2024.pdf">https://www.ses.nsw.gov.au/media/4537/building-our-future-our-plan-2021-2024.pdf</a>
	NSW Waste and Sustainable Materials Strategy	<a href="https://www.dpie.nsw.gov.au/our-work/environment-energy-and-science/waste-and-sustainable-materials-strategy">https://www.dpie.nsw.gov.au/our-work/environment-energy-and-science/waste-and-sustainable-materials-strategy</a>
NSW Circular Economy Policy Statement	<a href="https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/recycling/19p1379-circular-economy-policy-final">https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/recycling/19p1379-circular-economy-policy-final</a>	

# Links for further information

	Name	Link
National Needs	Places for People: An Urban Protocol for Australian Cities	<a href="https://www.infrastructureaustralia.gov.au/publications/creating-places-people-urban-design-protocol-australian-cities">https://www.infrastructureaustralia.gov.au/publications/creating-places-people-urban-design-protocol-australian-cities</a>
	Australian Modern Manufacturing Strategy	<a href="https://www.industry.gov.au/data-and-publications/make-it-happen-the-australian-governments-modern-manufacturing-strategy/our-modern-manufacturing-strategy">https://www.industry.gov.au/data-and-publications/make-it-happen-the-australian-governments-modern-manufacturing-strategy/our-modern-manufacturing-strategy</a>
	National Agreement on Closing the Gap	<a href="https://www.closingthegap.gov.au/national-agreement">https://www.closingthegap.gov.au/national-agreement</a>
	Australia's Biodiversity and Conservation Strategy	<a href="https://www.awe.gov.au/environment/biodiversity/conservation/strategy">https://www.awe.gov.au/environment/biodiversity/conservation/strategy</a>
	National Digital Economy Strategy	<a href="https://digitaleconomy.pmc.gov.au/">https://digitaleconomy.pmc.gov.au/</a>
	Infrastructure Australia Strategy	<a href="https://www.infrastructureaustralia.gov.au/publications/2021-australian-infrastructure-plan">https://www.infrastructureaustralia.gov.au/publications/2021-australian-infrastructure-plan</a>
	National Climate Resilience and Adaptation Strategy	<a href="https://www.awe.gov.au/science-research/climate-change/adaptation/strategy">https://www.awe.gov.au/science-research/climate-change/adaptation/strategy</a>
Global Issues	SDGs	<a href="https://sdgs.un.org/goals">https://sdgs.un.org/goals</a>
	Paris Climate Agreement	<a href="https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement">https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement</a>
	China National Sword Policy	<a href="https://www.epa.nsw.gov.au/your-environment/recycling-and-reuse/response-to-china-national-sword">https://www.epa.nsw.gov.au/your-environment/recycling-and-reuse/response-to-china-national-sword</a>
Other	Integrated Planning and Performance Framework	<a href="https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/">https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/</a>





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

**ATTACHMENTS DISTRIBUTED UNDER SEPARATE COVER**

**CCL 18/01/2021 – Public Exhibition of the draft Community  
Strategic Plan**

**ITEM-06    Attachment B:**    Newcastle 2040 Insights Report

**DISTRIBUTED UNDER SEPARATE COVER**

# Ordinary Council Meeting

18 January 2022



**DISTRIBUTED UNDER SEPARATE COVER**

# NEWCASTLE 2040

it's our *future*

**INSIGHTS PAPER**  
March–November 2021



City of  
Newcastle

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## Enquiries

For information about  
this document contact

City of Newcastle  
PO Box 489, Newcastle NSW 2300  
[newcastle.nsw.gov.au](http://newcastle.nsw.gov.au)

# Welcome

A photograph of three young girls walking on a stone path that overlooks a vast, open landscape. The girls are dressed in casual clothing; one in a light blue jacket and pink skirt, another in a denim jacket and blue pants, and the third in a white long-sleeved shirt and black pants. The landscape beyond the path is a mix of green grass, tall reeds, and a small pond, with rolling hills in the distance under a sky filled with large, soft clouds. The lighting suggests late afternoon or early morning.

## Acknowledgement of Country

We all sit on Awabakal and Worimi land  
'Niirun Yalawa Awabakal and Worimi burrei'

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

Always was, always will be Aboriginal land  
'Wunyibu wunyibu warra wunyibu wunyibu gkuuba Aboriginal burrei'



**Newcastle 2040** (Community Strategic Plan) represents the highest level of strategic planning undertaken by local government.

Thanks to extensive community and stakeholder engagement, we have a strong sense of our vision, priority areas, and values for Newcastle's future.

Key to this engagement was the commitment to ensure a valid representation of our community was consulted. We wanted to hear from all of Newcastle, young, old, from Bar Beach to Beresfield and everywhere in between.

This insights paper provides details on who we spoke to, what they said and what this means for the formulation of **Newcastle 2040**.

# Community involvement

We listened to over **2,600** people

**550** people have rated satisfaction on current Newcastle 2030 Strategic Directions

**450** survey contributions about our Vision and Values

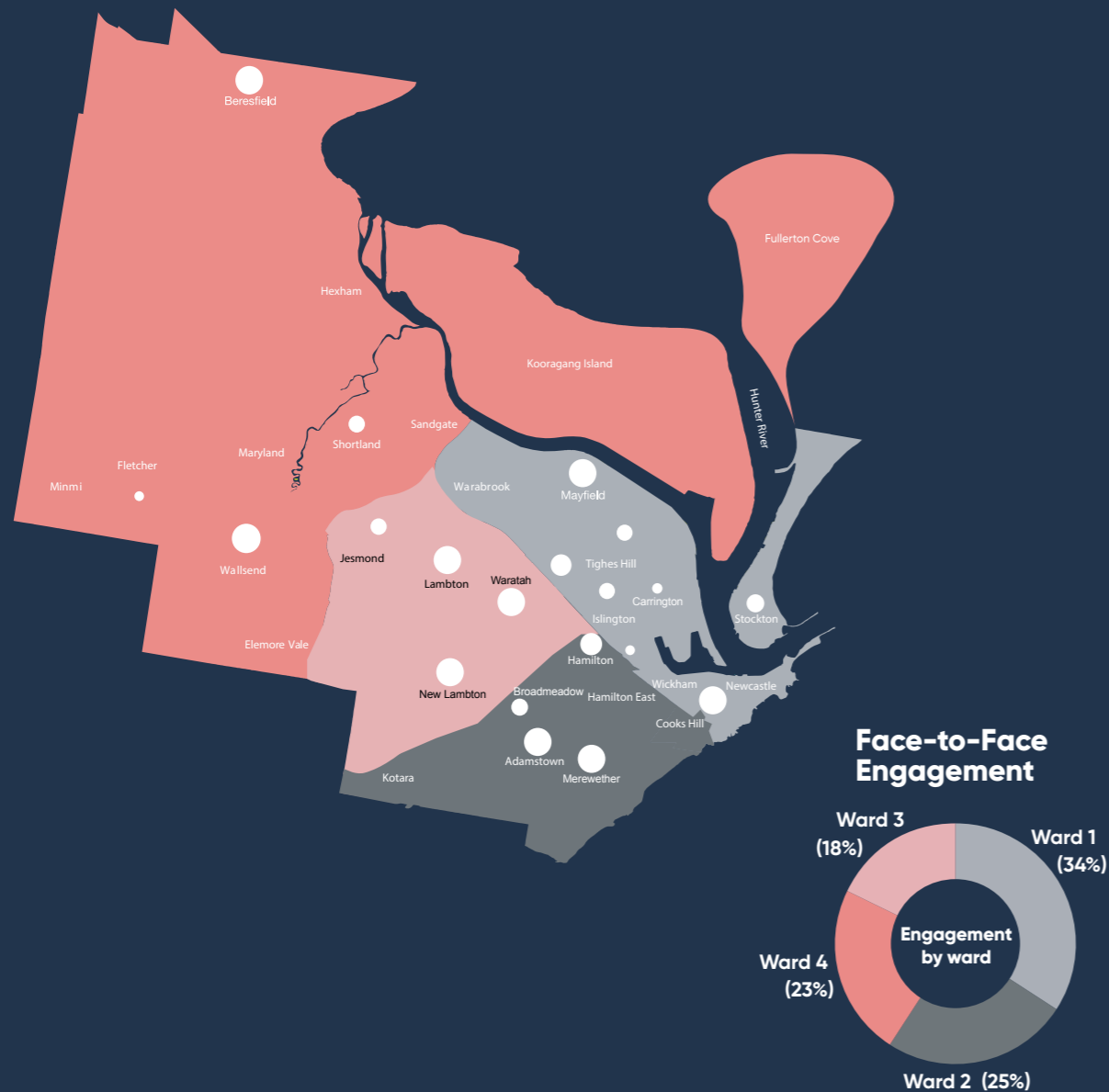
**400** online vision wall Ideas

Prioritising what we heard survey **1000** responses

 **5,000+**  
people engaged

**40+**  
events and activities 

# CSP engagement by ward










# Where we've been

Activities	Engagement type	Internal / External Stakeholders
City Leaders Talk	Face-to-face	External
Councillor Strategic Workshop		
Plattsburg Public School		
Newcastle TAFE		
IQ Innovation Event		
Newcastle Show		
Library summer stories event LGBTQIA+		
Count Us In - Launch		
Count Us In - Multicultural pop-up library		
Guide Dogs Newcastle		
Seniors Week		
Jesmond Harmony Day		
Jesmond Shopping Central		
Blackbutt Indigenous Youth Workshop		
Youth Week - Wallsend Skate Park		
Wallsend Shopping Centre		
Market Town Shopping Centre		
Beresfield Local Centre		
Dixon Park		
Aboriginal and Torres Strait Islander Network Event		
Waratah High School Leaders		
Future entrepreneur Workshop		
New Local Event - Workshop		
Liveable Cities Advisory Committee		
Community and Culture Advisory Committee		
Strategy and Innovation Advisory Committee		
Access and Inclusion Advisory Committee		
Youth Council		
Guraki Aboriginal Advisory Committee		
Newcastle Art Gallery Youth Advisory Group	Face-to-face	Internal
City Administration Centre Wall Takeover		
City Administration Centre		
Works Depot		
Libraries Staff - all branches		
New Local Event - Workshop		
Executive Leadership Team		
Newcastle 2040 Champions - Session 1		
Newcastle 2040 Champions - Session 2		
CSP Survey Feb 2020	Online survey	External
Quarterly Community Survey December 2020		
Quarterly Community Survey May 2021		
Social Pinpoint Survey		
Community online workshop November 2021	Online workshop	External



## Communication and promotion

A communications plan was developed to elevate the profile of the CSP and encourage community and stakeholder participation throughout the engagement program. Overall reach throughout the engagement program is estimated to be about **40,000**. This included:

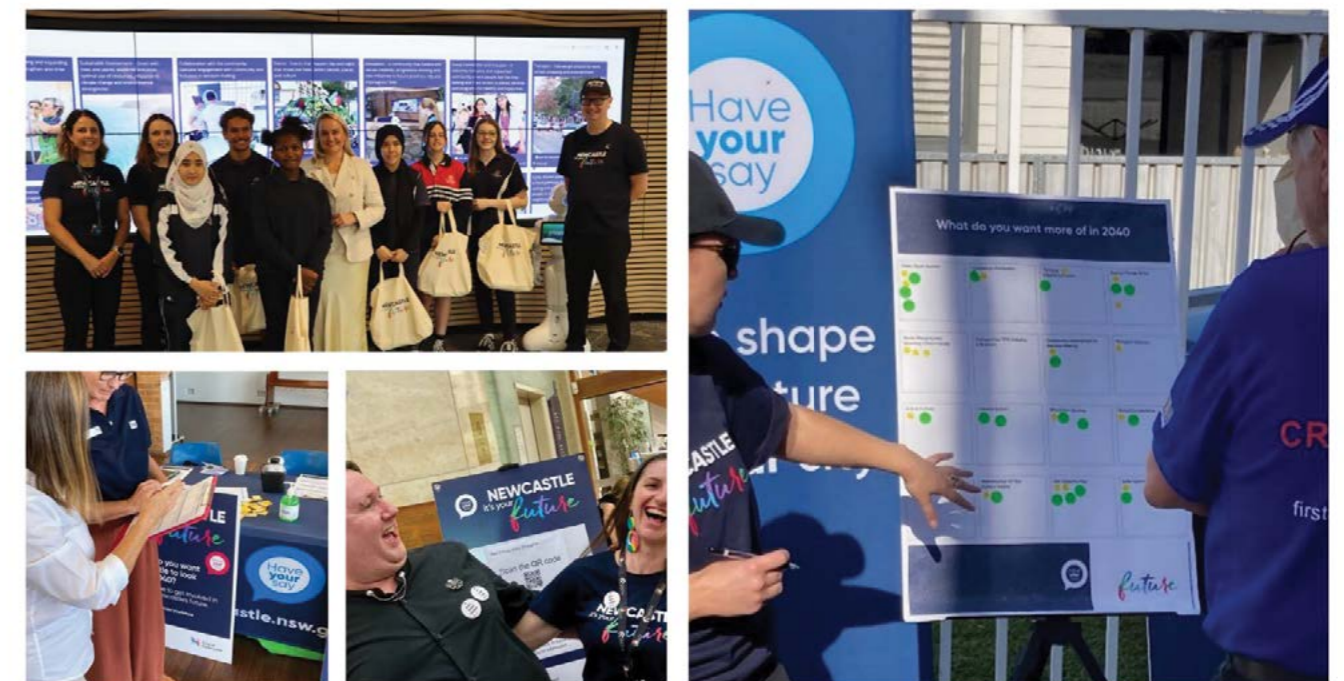
Channel	Description	Reach
 <b>Have Your Say webpage</b>	Dedicated CN <b>Have Your Say</b> page as the key platform for consultation and engagement.	7,757 visits across 2020 and 2021
 <b>Billboard</b>	Billboard on Hannell Street, Wickham (city bound).	n/a
 <b>Social media</b>	Social media posts predominantly on Facebook.	Reach = 38,446
 <b>Newsletters</b>	e-newsletters were distributed to: CN community panel – 8 Dec 2020 + 29 Apr and 4 May 2021 City e-news – 2 May 2021.	6,000+
 <b>Advertising</b>	Print, digital and social advertising across various publications and platforms including Newcastle Herald, Swell Magazine, Newcastle Live, Newcastle Weekly and Hunter Headline.	n/a
 <b>Media release</b>	A media release was issued on 1 April 2021, <i>City calls on the community to shape 2040 vision.</i>	n/a
 <b>Podcasts and videos</b>	Your Newcastle podcast – Shaping Newcastle’s future (season 1, episode 4). City of Newcastle YouTube channel – Newcastle 2040 and Newcastle 2040 – Lord Mayor with students.	112 downloads 642 views

## In-person engagement activities

We carried out a series of in-person engagement activities including workshops, pop-up information stalls and 'listening posts' in early 2021 across the Newcastle LGA to hear from a broad cross-section of our community about their aspirations for Newcastle's future.

### Questions focussed on:

- What do you want Newcastle to look like in 2040?
- What do you want to see more of in Newcastle?
- What do you love/excites you about Newcastle?
- What's missing or concerns you?
- Have we been on the right track or could we be doing anything better?
- I would like Newcastle to have more...



### Top eight topics



**Transport options**  
How we get around for work, school, shopping and entertainment. Includes connected networks and parking



**Deliberate planning**  
Integrated, sustainable long-term planning for Newcastle and the Region using evidence-based decision-making



**Climate action**  
A city that is green with trees and plants, and a focus on waste minimisation, optimal use of resources, response to climate change and environmental emergencies



**Events and activation**  
Vibrant local neighbourhoods with events that happen day and night that showcase Newcastle's people, places, and culture



**Parks and playgrounds**  
Spaces for the community to gather, be physically active and interact together



**Trees and natural spaces**  
Valuing open, green spaces to enhance the beauty and environmental quality of neighbourhoods and to offer recreation space for the community



**Affordable housing**  
Availability of housing that is appropriate for the needs of a range of households



**Cycleways and footpath**  
Linked pathways that provide for safe cycling and pedestrian use and encourage people to actively move around their neighbourhoods

# Targeted engagement

## Youth Workshop – Through your lens

CN partnered with Straight Stick Photography to deliver a workshop aimed at Aboriginal and Torres Strait Islander young peoples.

The purpose was to develop skills in creative photography while capturing visual images that reflect participants views of their community. 11 Aboriginal young people attended and were encouraged to participate in learning basic camera operations and to think of photography as a form of artistic expression and a way to connect to country.



Kyarah Douglas, 12



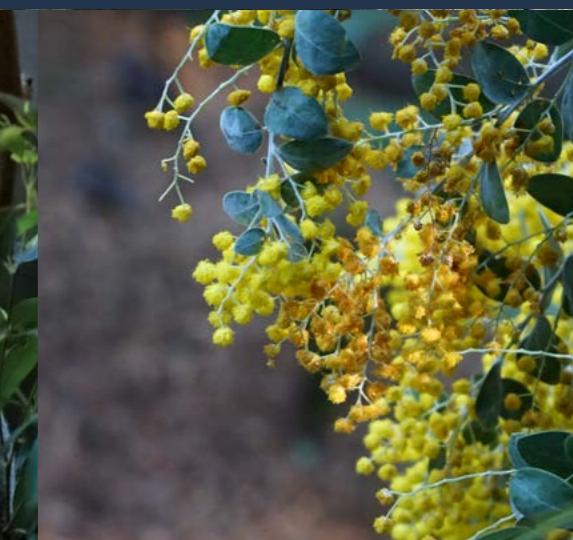
Xander Kapsimallis, 11



Alyssa Kelly, 12



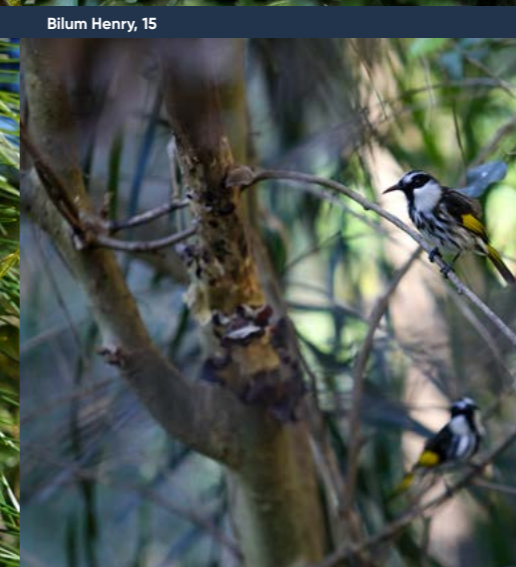
Bilum Henry, 15



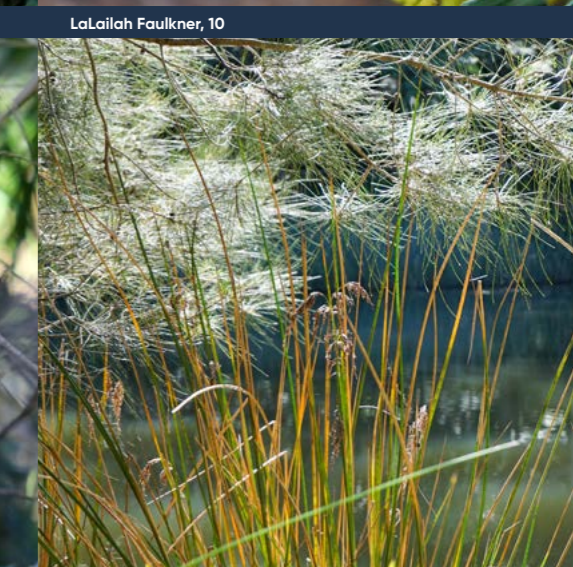
LaLailah Faulkner, 10



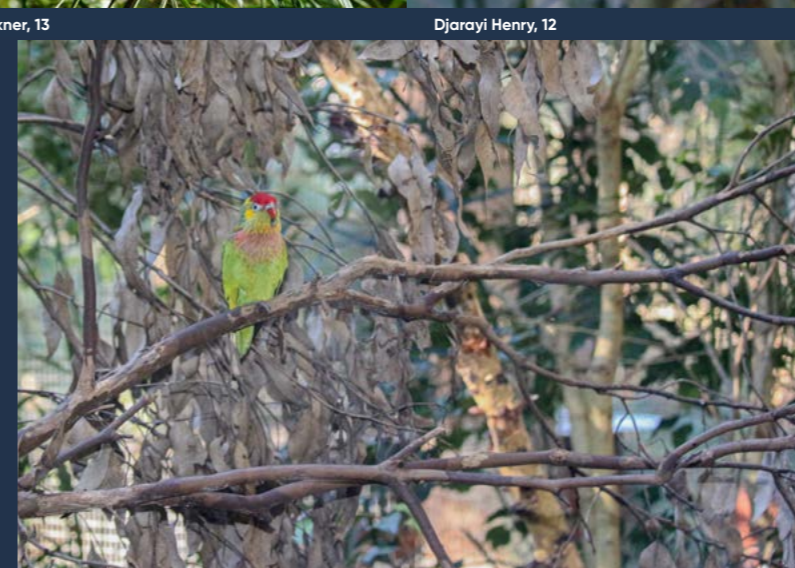
Halle Faulkner, 13



Djarayi Henry, 12



Michaela Faulkner, 14



Dakota Lavelle, 12



Riley Marshall, 12

## Rise from the Embers

Attendance at this community event was a collaborative approach with the Local Social Strategy. The event was a unique 2-day land and cultural festival raising awareness and celebrating the rich Aboriginal Cultural Heritage of the Hunter Region.

Engagement focused on social outcomes and wellbeing with almost 300 survey responses received with 200 of those respondents identifying as Aboriginal and/or Torres Strait Islander peoples.



## Harmony Day

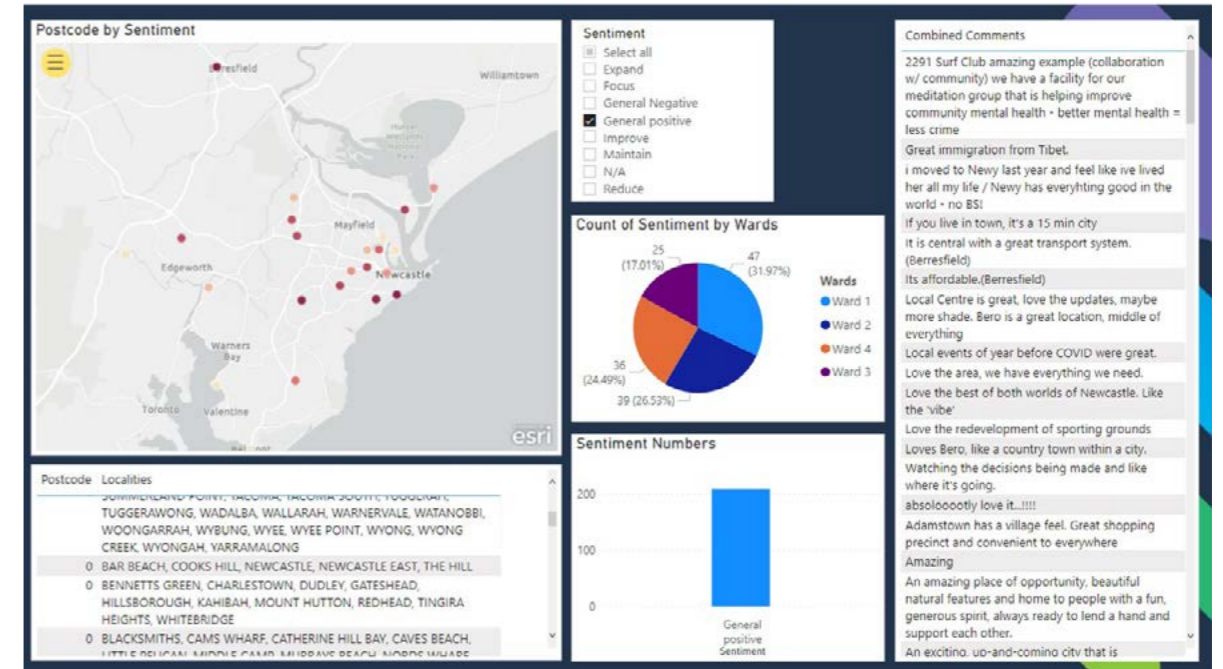
Attendance at this community event was a chance for high level engagement around what people loved about Newcastle and what CN needed to focus on or change for the future of our city.

The outcome was to understand broad priority areas for harder to reach people and groups.



## Analysing the data

Themes and priorities have been identified through analysis of engagement data and testing and refining this data with key internal stakeholders. A Newcastle 2040 Power BI database was built to allow interactive analysis of our data by age, suburb, ward and topic and to collect the language used by our community.



The sentiment of each response received was coded in order to determine respondent attitudes to particular topics. Details of categories used can be found in the table below.

Sentiment	Details	Example
Maintain	acceptable level / it's ok / keep doing what you are doing	"There are a lot of playgrounds now, which is good"
Improve	fix / not good enough	"Lack of parking for people outside of the CBD"
Expand	need more / not enough	"More shade in the main street"
Focus	concentrate on / invest / investigate	"Focus more on connectivity of transport or parking if there isn't a public transport option"
Reduce	too much / too many	"Less development and high rises"
General Positive		"Love quality of life here and the quieter atmosphere"
General Negative		"Worried for the future"





City of Newcastle



## Liveable Newcastle

Our neighbourhoods are safe and thriving with diverse and equitable housing that support local living. We have public places that bring people together for active living and social connection. We plan for areas of identified growth and change.

Our city is walkable, connected by safe roads and accessible parking and options for active transport are available, enabling access to services and facilities.

We are connected, equitable and everyone is valued. We promote health, wellbeing and equal opportunities to increase the quality of life of residents.

We use innovation and technology to ensure increased quality of living for all.

# Insights



 **2,000+**  
responses received on a Liveable Newcastle

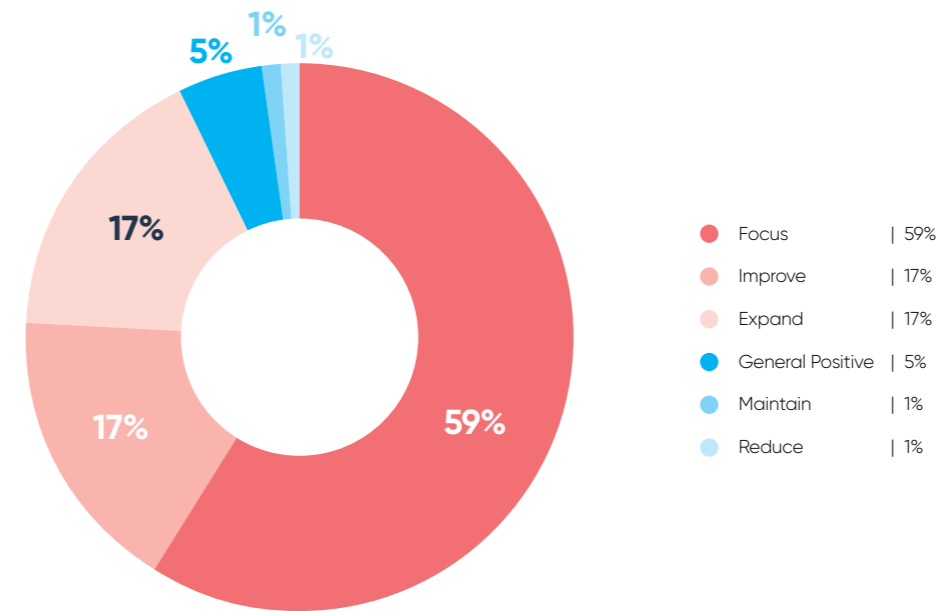
## What the community said

"Newcastle could be the world's greenest, safest, most self-sufficient, innovative and liveable city in Australia"

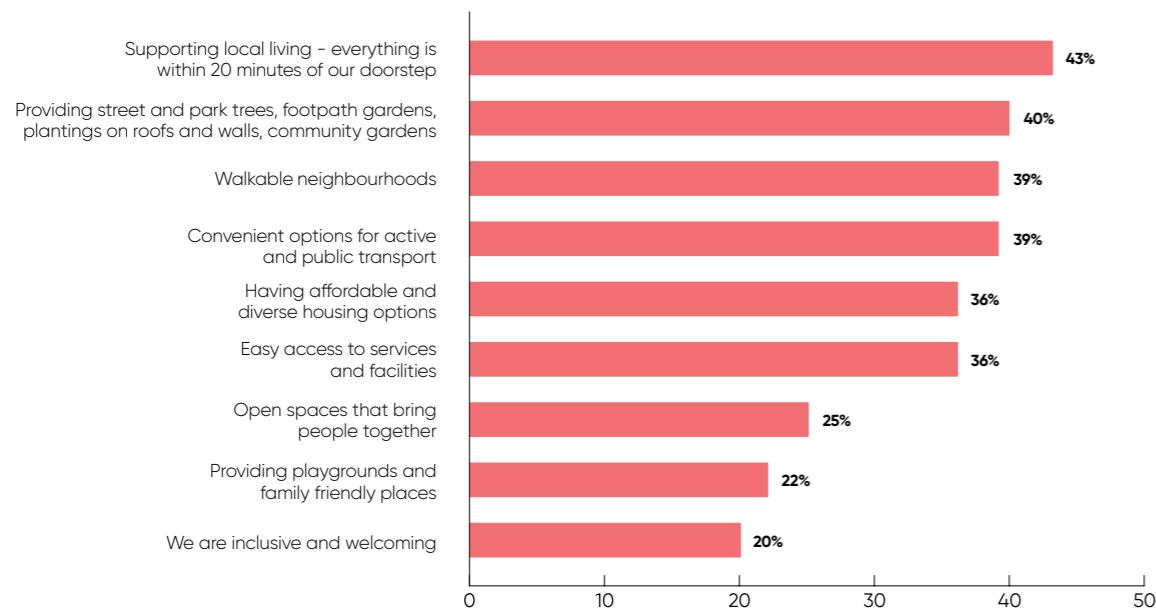
"There is potential for diverse, lively and vibrant urban areas to cater for people's needs"

"Newcastle hasn't lost its roots - there's pride in the area. People look you in the eye. People are proud"

Community sentiment for a Liveable Newcastle called for a **focus** on this theme, followed by **improve / expand**.



## We asked respondents to rank the most important things to support a liveable city











## Safe, active and linked movement across the city

Moving around the city with ease is important to the liveability of Newcastle. Transport plays a major role in keeping us physically connected to work, leisure, and services.

674 responses were received on safe, active and linked movement across the city.

### Here is what we learnt:

People overwhelmingly wanted a city that was easy to move around where people could readily get to where they needed to go.

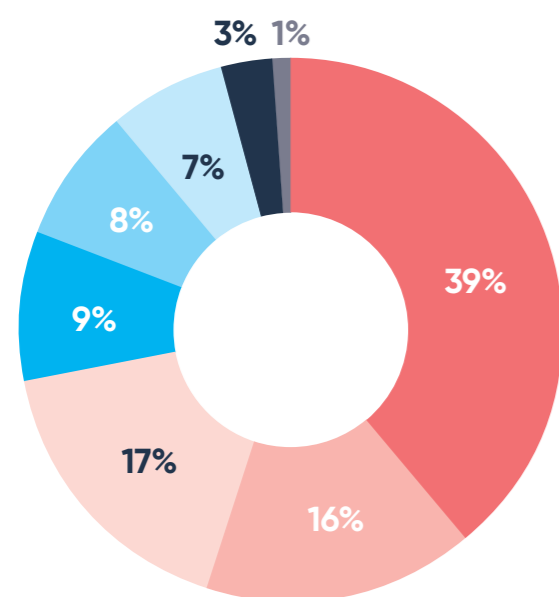
299 respondents wanted **cycleways and footpaths** to be a key focus in a connected city, with the highest respondents being between 35-49. More cycleways, pathways that are completely linked and separated from roads, and safe direct cycleways were just a few of the issues mentioned by respondents.

116 responses were about **public transport** with people wanting to be able to access the city through different transport options. They wanted reliable and direct public transport that was accessible and affordable. CN has an advocacy role in the public transport space, with state government being responsible for its delivery.

110 responses were about **parking**. People wanted more parking, particularly at our beaches, public transport hubs and in the city. They wanted parking to be affordable.

Whilst a small number of respondents specifically mentioned maintenance, it can be implied through the majority of responses referencing safety, connection and cycleways/footpaths.

### Key topics



CN is responsible for delivery of **56%** of feedback under this priority

- Cycleways and footpaths | 39%
- Parking | 16%
- General | 17%
- Buses and public transport | 9%
- Trams, trains, light rail | 8%
- Traffic and congestion | 7%
- Transport connections | 3%
- Road maintenance | 1%

### Top issue



Cycleways / Footpaths

Respondents told us they wanted CN to **focus on (51%), expand (37%)** or **improve (11%)** them.

All suburbs in the Newcastle LGA identified this as key to a Liveable Newcastle.

Key words used **Safe, connected, and separate**

### What suburbs cared about



Beresfield – Hexham = traffic congestion

Birmingham Gardens = parking at transport / public transport

Bar Beach = public transport and parking



Those aged between 12-17 identified **transport connections** as the key liveability issue.

50-59 year olds were the highest group of respondents that identified **parking** as an issue.



## Innovative and connected city

A city that confidently harnesses innovation and technology will ensure increased quality of living for all. We consider the merits of digital infrastructure in our planning and development of our city and local centres. We utilise digital infrastructure and emerging technologies where appropriate to better identify and service community needs, improve efficiency and increase city amenity.

**Whilst almost 100 comments were received specifically on innovation, the concept of increasing quality of life by harnessing progress, including technology, was a common topic throughout the engagement.**

### Here is what we need for an innovative and connected city:

**Emerging technologies** to be embraced and creative ideas and new approaches to address city challenges and improve quality of life for the community.

Support capacity-building and inclusive digital access to **narrow the digital divide** and ensure the benefits of innovation are applied equitably across the community.

## What the community said

A community that fosters and values creativity, progressive thinking and new initiatives to future proof our city and improve our lives.

A city where ideas can come alive quickly.

It's about innovation and how the city can progress.

There is a big aspect of inclusion in the digital space. Need to close the digital divide.

Need better Wifi and tech.

## Community values

To help inform future planning, respondents in the Quarterly Community Survey were asked to rate the performance of values that underpin our work at CN. Innovation was in the top three best performing values.

### The values where CN performs most strongly:

1. Active lifestyle - 47%
2. Innovation - 38%
3. Resilience and diversity - 34%





## Sustainable Newcastle

Our environment sustains our community, economy, health and wellbeing. It is at the heart of all we do.

Our city acts on climate change to achieve net zero emissions and build resilience in our communities, infrastructure and natural areas.

We protect, enhance and connect our green and blue networks, and we're transforming our city through circular economy solutions.

# Insights



## What the community said

"Green with trees and plants, waste minimisation, optimal use of resources, response to climate change and environmental emergencies"

"Focus on individuals, businesses and council being proactive about recycling"

"Let's focus on looking after natural resources and living sustainably"



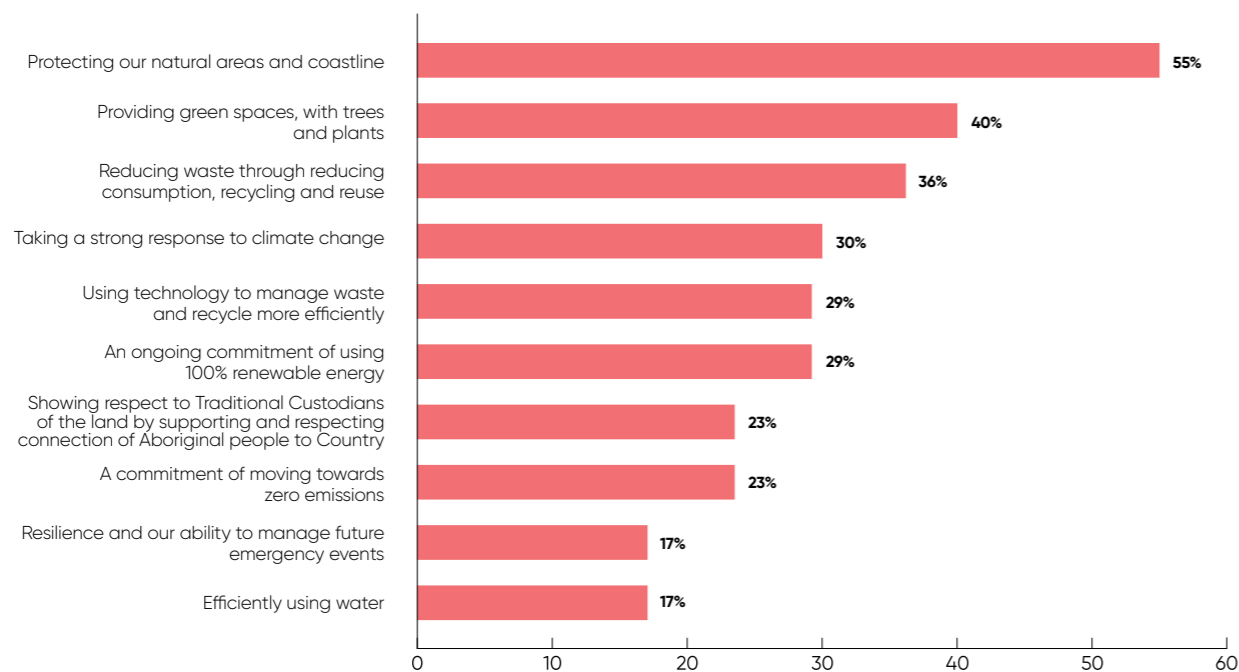
**650+**

responses received on a **Sustainable Newcastle**

'Trees and natural spaces' was the 4th highest topic of all engagement (behind transport, events and activations and thriving neighbourhoods), rating the highest between 24-49 year old respondents, defined as the young workforce.

A green city filled with trees was a common comment.

## We asked respondents to rank the most important things to support a Sustainable city



## Priorities – What is important to our community?



### Action on climate change

A city that responds to climate change and minimises threats such as pollution to our natural environment systems. Our people plan for, respond to, and recover from environmental emergencies such as floods, storms, bushfires, coastal erosion and earthquakes. We have a restorative relationship with our natural systems.

142 responses were received on responding to climate change.

#### Here is what we learnt:

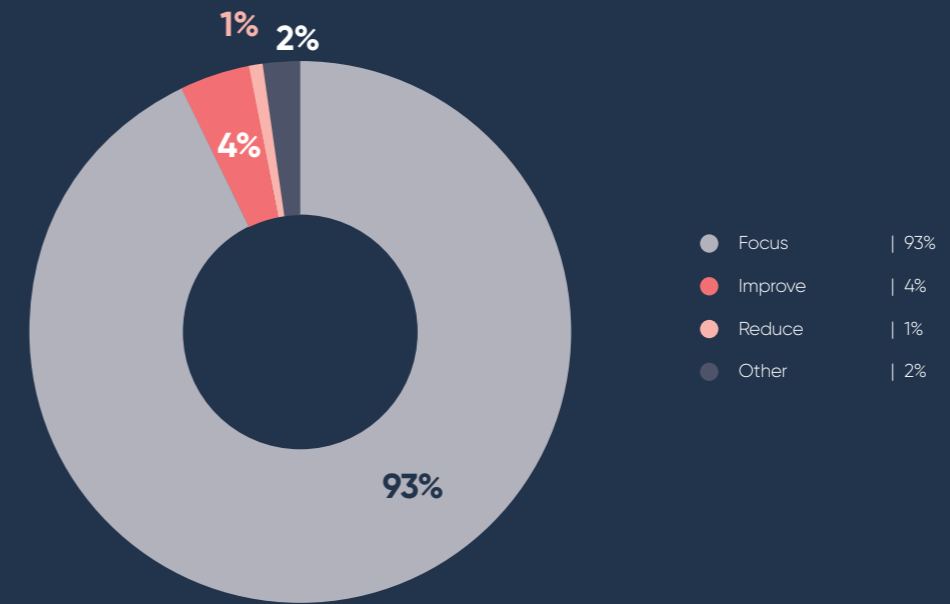
**Climate change** is an important issue for everyone but rated highest with our younger age group 18–37.

93% of 142 respondents said that this needs to be a focus area and it was our 8th highest topic discussed during our engagement. People said they were concerned with increasing temperatures, pollution levels, beach erosions, lack of adaptation plans, rising sea levels and not being prepared.

#### Key findings



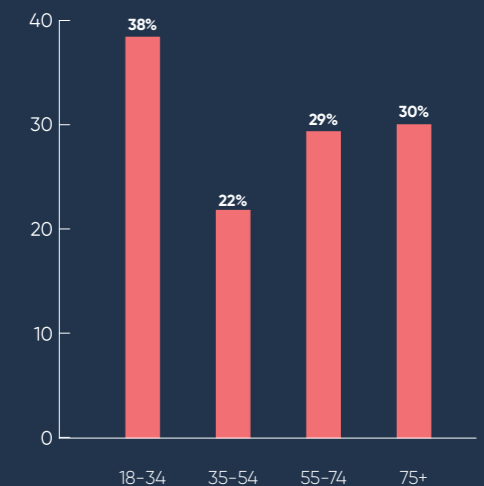
Community Sentiment on our response to climate change overwhelmingly called for a **focus** and **improvement** on this issue



#### Taking a strong response to climate change

This was the fourth most important priority in the Quarterly Community Survey for a **Sustainable** city (out of ten).

Percentage of respondents that ranked this in their top three priorities by age:







## Ideas for a Sustainable Newcastle

"More solar (we ask builders to ensure they have water tanks, why not solar?)"

"Let's be a global leader in materials recycling"

"Solar powered instead of fossil fuels resulting in jobs"

"A renewable energy industrial precinct"

"Single plastics to be banned"

"Focus on renewables"

"We have all the resources and skill sets here to harness and create renewable and better energy"

"Being more productive with respect to recycling and helping community members to access information about resources"







## Creative Newcastle

Our city is vibrant, inclusive and creative. Newcastle is a destination known for its culture, heritage, entertainment and innovative ideas.

We are excited about the city's opportunities in the areas of jobs, education and the economy.

Multiculturalism, Aboriginal culture, diverse communities and the arts are celebrated. Locals and visitors gather for events and cultural experiences, and to feel part of the community.

Newcastle is driven by city-shaping partnerships that enhance our opportunities and attract people to live, play and invest in our city.

# Insights



## What the community said

"I feel our city is on the verge of something great. Young people and families are relocating to our city and can see the huge potential that perhaps we long term residents take for granted"

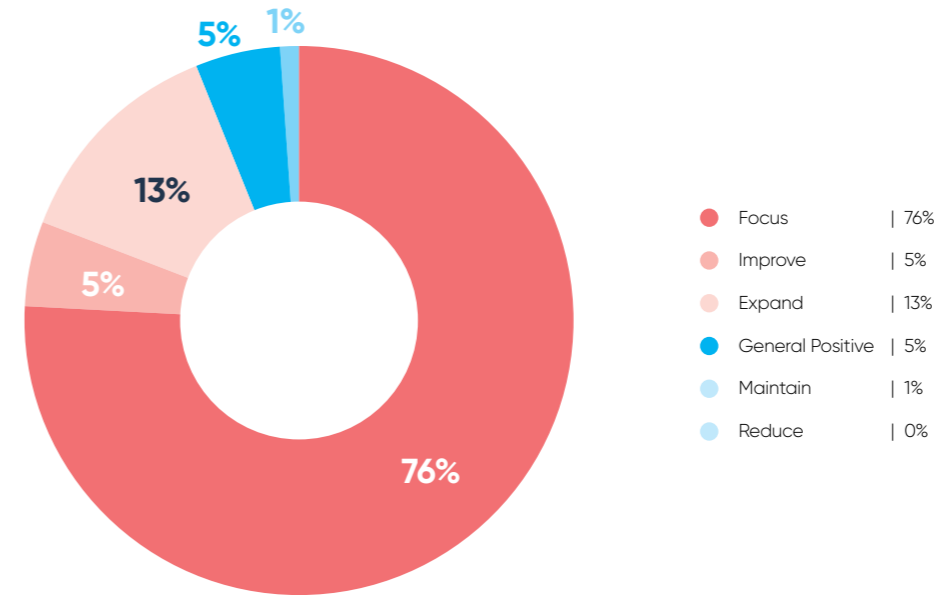
"Newcastle is an amazing place of opportunity, beautiful natural features and home to people with a fun, generous spirit, always ready to lend a hand and support each other"



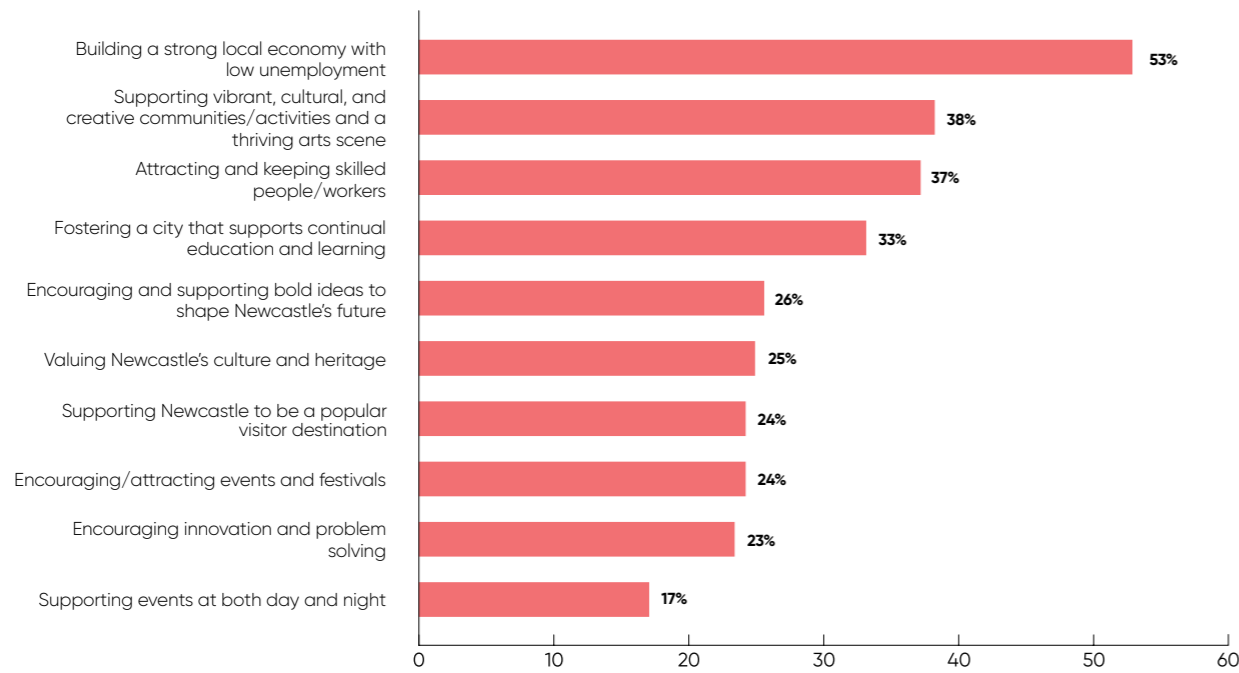
**1,200+**

responses received on a Creative Newcastle

Overwhelmingly, community sentiment called for a **focus** on the Creative Newcastle theme.



## We asked respondents to rank the most important things to achieve a Creative Newcastle







## Opportunities in jobs, learning and innovation

We are excited about the opportunities the city has in the areas of jobs, education, and the economy. These opportunities will result in skilled and innovative people in our city. We enable and expand human capabilities to strengthen and drive existing and future opportunities.

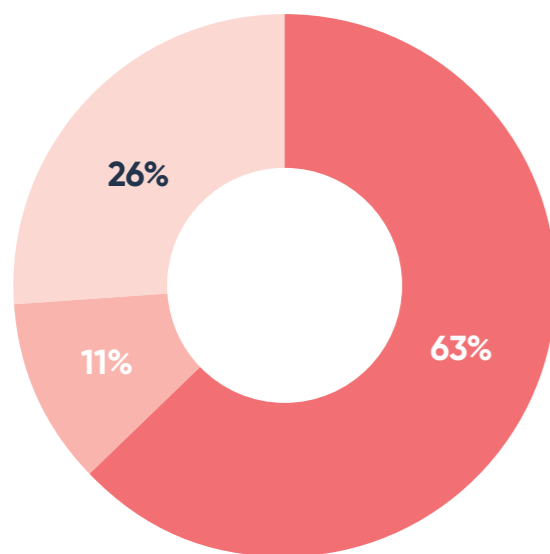
**278 responses were received on opportunities in jobs, learning and innovation.**

### Here is what we learnt:

174 people wanted to focus and expand on **job opportunities**. People wanted us to be a city that grows small business, upskills and educates workers in Newcastle for new jobs and industries, has diverse employment opportunities and encourages large companies/industry to the city. There was a mix between excitement for what's to come, and concern for not embracing the change.

91 people wanted us to be an **innovative city**, a city that fosters and values creativity, progressive thinking and new initiatives that improve our lives.

### Key topics



Almost **95%** of responses wanted to **focus** (80%) or **expand** (14%) job opportunities in Newcastle

- Job opportunities | 63%
- Education | 11%
- Innovation | 26%

**Building a strong local economy with low unemployment** was the most strongly endorsed priority across all suburbs and ages in the Quarterly Community Survey.

For those aged 55 - 74 years and in western parts of the LGA (wards 3 and 4), **attracting and keeping skilled workers** was the second highest priority.

"Big shift in innovation in Newcastle we need to continue this"

"Focus on transition away from mining into new opportunities"

A move from older industries such as mining into new industries was identified as an opportunity by respondents

"Can we create more jobs in health, education and renewables"

"Manufacturing, mines and the port plus the uni may all diminish as employers so let's become a MAJOR online jobs market"





## City-shaping partnerships

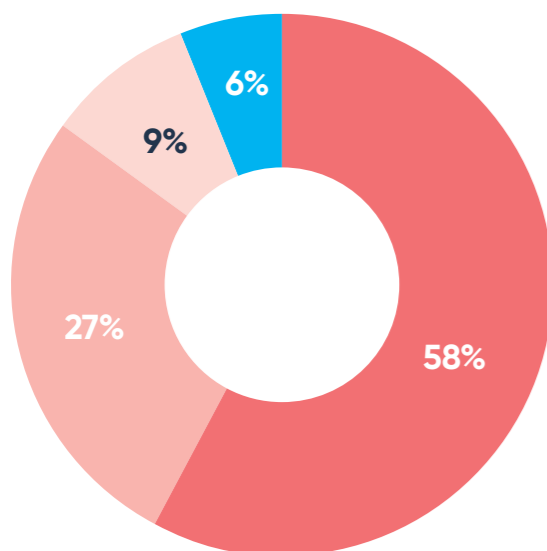
Newcastle is driven by city shaping partnerships that enable success and attract people to live and invest. We leverage the growth sectors of the new economy to allow the city to think global and act local. The identity that makes Newcastle unique is retained whilst innovation and change that will unlock the city's potential is embraced.

**291 responses were received on city-shaping partnerships.**

### Here is what we learnt:

170 responses were on our **city's identity** and 20% were positive statements referring to the love for Newcastle. Newcastle is inspiring, Newcastle is now becoming a 'true city', Newcastle could be the hub of the world, proud Novocastrian, and Newcastle is spectacular. A lot of concern in this priority was becoming like Sydney. People love that we were a city and have all the opportunities of a big city, but we're still relaxed and easy to navigate.

### Key topics



## Responsibility

**97% of responses referred to issues or initiatives that CN does not have direct control over. This highlights the importance of partnerships and advocacy work within this priority.**

Identity	58%
Opportunity	27%
Global	9%
Digital Transformation	6%

## Newcastle's identity - what do we love about Newcastle

Protecting Newcastle's identity was a common theme throughout the discovery stage of the Newcastle 2040 engagement. To capture this we asked respondents to describe "what do you love about Newcastle and your local area". Here is what they said:





## Achieving Together

Our people come together to collaborate, share great ideas and opportunities, and co-create positive change for our organisation and city.

Our culture is one of trust and understanding, where honest conversations empower our people, customers and community. We value diverse perspectives and deliver what we promise.

Our strength is growing our capability to manage community and customer expectations and continuously improve our service delivery.

# Insights



## What the community said

"Want genuine engagement from Council with the community and for Council to really listen to the community"

"We will create a unified vision to work in the same direction"

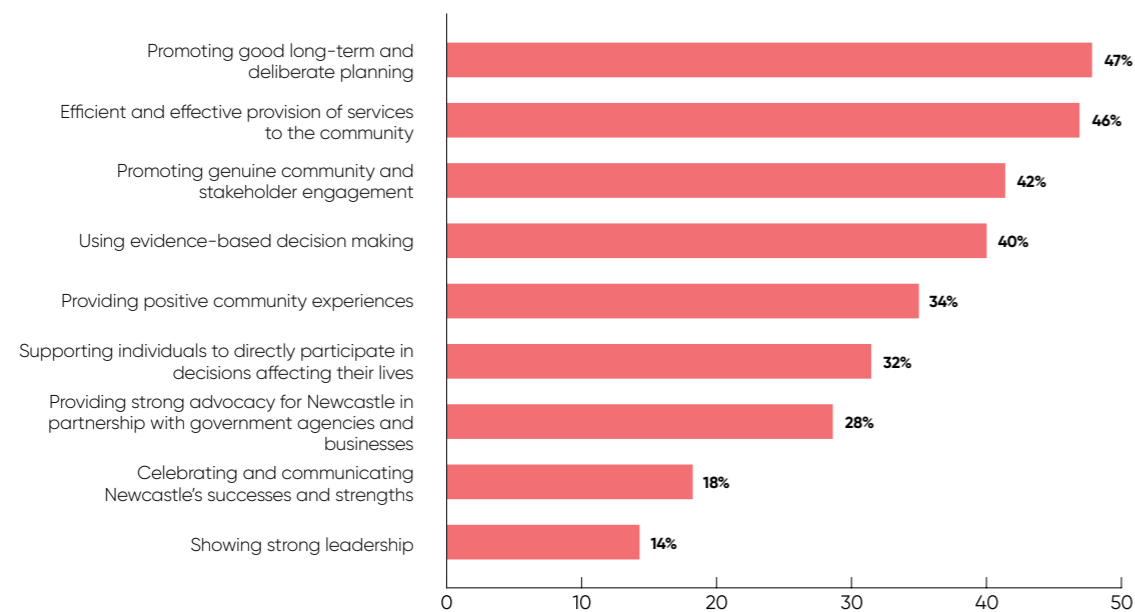
"If planned properly Newcastle could be the best city in the world"



**525**

responses received on Achieving Together

## We asked respondents to rank the most important things to ensure we achieve together









## Trust and transparency

Our culture encourages empathy, understanding and willingness to help each other. We have trust and confidence in the leadership of our city and work together to create better outcomes for our customers and community.

Our culture values integrity and accountability and encourages open, transparent decision-making. We promote our opportunities and celebrate our stories.

**113 responses were received on building trust and transparency.**

### Here is what we learnt:

People wanted to be listened to, they wanted CN to have **genuine engagement with the community**. People wanted us to be leaders in making decision with the community and they want CN to be **accountable and transparent**.

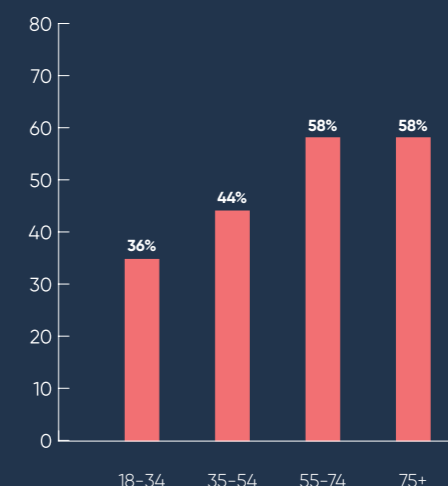
## What does building trust look like



## Efficient and effective provision of services to the community

This was ranked second in the Quarterly Community Survey for Achieving Together. The importance of this increased with age.

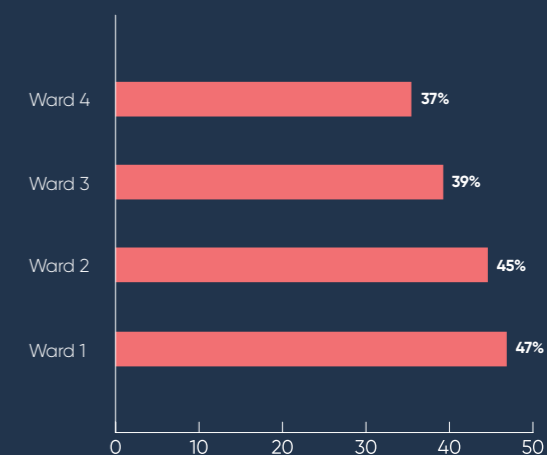
Percentage of respondents that ranked this in their top three priorities by age:



## Promoting genuine community and stakeholder engagement

This was ranked third in the Quarterly Community Survey for Achieving Together.

Percentage of respondents that ranked this in their top three priorities by ward:





## Collaborative and innovative approach

We build strong relationships where knowledge is exchanged. Effective collaboration between our people, our community and government is essential.

Collaborative approach was a common topic across many priorities, both internally and externally.

### Here is what we learnt:

The community wanted us to take a **collaborative approach to decision making**. Respondents stated that collaboration with federal and state government and other agencies was needed in order to make sure we are all working together for a **common goal**. This was also a strong topic raised among CN staff.

### What does a collaborative and innovative approach look like?

'Local is the new Superpower', a staff empowerment workshop, was held on Friday May 7th, 2021, with staff from various teams across CN.

The larger group discussion explored aspirations, group agreements and opportunities and challenges and key ideas around creating a "yes" culture in the organisation.



## Here's what we learnt

### Aspirations for CN culture

Develop bold, long-term thinking

Deeper appreciation of culture and more manifestations of it throughout the city

Become more agile i.e., able to fail fast, confidently

Bringing in more community: understanding what they need and how they can contribute more and have their own agency

Greater authenticity

Understand how we can come together to best achieve united goal

### How do we get to a culture of "Yes"?

Top-down; bottom-up advocacy

Encourage and support vulnerability

Small, incremental steps

Encourage and reward cross department collaboration

Work with strengths

Greater transparency

Freedom and flexibility within a framework

Long term thinking

Connect individuals to purpose

Try to uncover unknown skill sets across the organisation

Mentorship

Celebrate success

Shared vision

Clear, continual communication

### What are the blockages to getting to a culture of "Yes"?

Internal communication

Fixed mindsets

Individuals with heavy workloads may have mindset of 'no space for change'

Fear of failure

Working in silos

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