
**ATTACHMENTS DISTRIBUTED UNDER SEPARATE COVER -
VOLUME 1**

ITEM-26 CCL 16/04/19 - EXECUTIVE MONTHLY PERFORMANCE REPORT

Attachment A Executive Monthly Performance Report - March 2019

**ITEM-29 CCL 16/04/19 - EXHIBITION OF AMENDMENTS TO DRAFT S7.12
NEWCASTLE LOCAL INFRASTRUCTURE CONTRIBUTIONS PLAN
2019**

Attachment A Draft Section 7.12 Local Infrastructure Contribution Plan 2019

ITEM-30 CCL 16/04/19 - ADOPTION OF THE LIVE MUSIC STRATEGY 2019-2023

Attachment A Live Music Strategy 2019-2023

Attachment B Exhibition Summary Report

Attachment C City of Newcastle's submission to the NSW Independent
Liquor and Gaming Authority's 2017 Newcastle Conditions
Review

**ITEM-31 CCL 16/04/19 - PUBLIC EXHIBITION OF THE 2019/20 OUR BUDGET
(OPERATIONAL PLAN AND DELIVERY PROGRAM)**

Attachment A Draft 2019/20 Our Budget (2018-2022 Delivery Program and
2019/20 Operational Plan)

Attachment B Draft 2019/20 Fees and Charges Register

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ITEM-33 CCL 16/04/19 - ADOPTION OF THE LIBRARY STRATEGY 2019-2029

Attachment A The Library Strategy 2019-2029

**ORDINARY COUNCIL MEETING
16 APRIL 2019**

**CCL 16/04/19
EXECUTIVE MONTHLY PERFORMANCE REPORT – MARCH 2019**

Attachment A: Executive Monthly Performance Report – March 2019

DISTRIBUTED UNDER SEPARATE COVER

Monthly Performance Report

March 2019



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








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Operating progress at a Glance as at 31 March, 2019

Over budget by more than 5% and \$100,000	
Over budget by less than 5% or \$100,000	
Result within budget	


Department / Service Unit	Indicator	Comments	Variance (\$,000)	Variance %
CEO's Office				
CEO's Office			68	6%
Governance				
Governance Director			97	29%
Finance			6,300	6%
Legal			93	2%
Regulatory & Assessment			1,100	26%
Strategy & Engagement				
Strategy & Engagement Director			125	54%
Information Technology			378	8%
Major Events & Corporate Affairs			1,295	25%
Corporate & Community Planning			208	8%
People & Culture				
People & Culture Director			195	47%
People & Culture			960	14%
Infrastructure & Property				
Infrastructure & Property Director			42	12%
Depot Operations			143	27%
Assets & Projects			1,159	5%
Civil Construction & Maintenance			426	4%
Property			645	7%
City Wide Services				
City Wide Services Director			13	4%
Art Gallery			94	6%
Museum			21	2%
Civic Services			211	7%
Libraries & Learning			479	9%
Customer Services			423	18%
Waste Services			878	13%
Facilities & Recreation			264	2%


Income Statement

Result for the financial period ending 31 March, 2019














Full Year Budget	YTD Budget	YTD Actual Result	Variance (\$)	Variance (%)
\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations				
167,893	125,022	125,022		0%
79,182	57,486	62,024	4,538	8%
9,632	7,261	7,890	629	9%
10,476	7,888	8,480	592	8%
15,798	7,910	8,054	144	2%
17,909	9,412	9,394	(18)	0%
		5,491	5,491	
300,890	214,979	226,355	11,376	5%
Expenses from Continuing Operations				
100,856	74,367	71,378	(2,989)	-4%
3,874	2,647	2,647		0%
75,291	53,229	43,696	(9,533)	-18%
41,902	30,534	30,899	365	1%
52,561	37,368	40,580	3,212	9%
2,013	1,787	1,679	(108)	-6%
276,497	199,932	190,879	(9,053)	-5%
24,393	15,047	35,476	20,429	136%
6,484	5,635	26,082	20,447	363%

Operating Analysis as at 31 March, 2019

Over budget by more than 5% 

Over budget by 5% or less 

Result within budget 

Department / Service Unit	Indicator	Var (\$'000)	Var(%)	Issue	Explanation
Operating Revenue					
Rates and charges		0	0%		
User charges & fees		4,538	8%	Summerhill - \$3.6m	- The Summerhill waste management centre has generated above budget income which is offset by an increased state waste levy expense.
Interest		629	9%	Interest on Investments - \$0.6m	- Interest Income exceeded budget due to total portfolio holdings being greater than anticipated and interest rate higher than forecast
Other operating revenues		592	8%	Fines - \$0.4m	- CN is achieving higher revenue through parking and regulatory fines than budgeted.
Grants & contributions - Operating		144	2%		
Grants & contributions - Capital		(18)	0%		
Net Gain from disposal of assets		5,491	0%	Sale of property	The City Administration Centre was sold for \$5m above the written down value providing a gain to Council.
Operating Expenses					
Employee costs		(2,989)	-4%	Staff costs	- Lower than forecast staff costs due to timing of the project program and general vacancies
Borrowing costs		0	0%		
Materials & Contracts		(9,533)	-18%	Projects	- Operational expenditure generated through delivery of the works program is below the forecast (\$5.3m). In addition there is cost savings in projects planned to delivered by MECA (\$0.9m), Waste (\$0.9m), Property (\$0.4m) and Corporate & Community Planning (\$0.3m)
Depreciation & Amortisation		365	1%		
Other operating expenses		3,212	9%	State waste levy - \$3.6m	- Expenditure on the NSW State Waste Levy is above budget due to higher than forecast tonnages. The higher levy is offset by above budget income.
Net Loss from Disposal of Assets		(108)	-6%		

Capital Statement

Result for the financial period ending 31 March, 2019

Full Year Budget \$'000		YTD Budget \$'000	YTD Actual Result \$'000	Variance (\$) \$'000	Variance (%) \$'000
Capital funding					
40,962	General fund contribution to capital	28,246	32,527	4,281	13%
6,255	2012 Special Rate Variation	4,691	4,691		0%
1,972	Stormwater Management Service Charge	1,479	1,479		0%
15,211	Capital Grants & Contributions	9,412	9,394	(18)	0%
3,957	Proceeds from the sale of assets	3,540	19,963	16,423	82%
(3,580)	Net Loans Borrowings / (Repayments)	(2,685)	(2,685)		0%
64,777	Funding available for capital expenditure	44,683	65,369	20,686	32%
Capital Expenditure					
32,029	Asset Renewal	23,696	15,003	(8,693)	-58%
32,865	New / Upgrade	20,564	16,244	(4,320)	-27%
3,843	Priority Projects	1,749	2,125	376	18%
68,737	Total capital expenditure	46,009	33,372	(12,637)	-38%
(3,960)	Transfer to or (Draw down on) reserves	(1,326)	31,997	33,323	104%

Commentary on capital spend

Council's total capital spend at the end of March is \$33.4m. This result is \$12.6m below the YTD budget of \$46m. The total project spend inclusive of operational and capital expenditure is \$50.6m compared with a YTD budget of \$66.5m.

Newcastle City Council

For the month ending 31 March, 2019

	CEO Office		Governance		Strategy & Engagement		People & Culture		Infrastructure		City Wide Services		Capital Works Program		Airport		The City of Newcastle			
	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	Var (\$)	Var(%)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Revenue																				
1 Rates & charges			108,480	108,480					228	228	16,314	16,314					125,022	125,022		0%
2 User charges & fees			3,786	3,952	374	391	1	1	12,256	12,860	30,218	33,972	350	347	10,501	10,501	57,486	62,024	4,538	8%
3 Interest			7,031	7,660											230	230	7,261	7,890		0%
4 Other operating revenues			373	718	157	96	10	10	4,934	5,209	2,414	2,428		19			7,888	8,480	592	8%
5 Grants & contributions - Operating			5,043	5,093	86	81	165	191	1,648	1,659	768	834	200	196			7,910	8,054	144	2%
6 Net Gain from disposal of assets				5,491														5,491	5,491	0%
Total Operating Revenue			124,713	125,903	617	568	176	202	19,066	19,956	49,714	53,548	550	562	10,731	10,731	205,567	211,470	5,274	3%
Operating Expenses																				
6 Employee costs	716	690	12,345	11,899	6,402	5,881	6,613	5,767	22,316	21,270	22,523	21,969	1,761	2,211	1,691	1,691	74,367	71,378	(2,989)	-4%
7 Borrowing costs			2,430	2,430					44	44					173	173	2,647	2,647		0%
8 Materials & contracts	245	236	3,091	2,710	4,898	3,383	722	429	7,989	7,578	16,851	15,198	19,240	13,969	193	193	53,229	43,696	(9,533)	-18%
9 Depreciation & amortisation	1	1	49	49	730	730	61	61	19,476	19,566	8,913	9,188			1,304	1,304	30,534	30,899	365	1%
10 Other operating expenses	167	134	4,582	4,608	1,452	1,433	9	19	5,296	5,138	21,725	25,108		3	4,137	4,137	37,368	40,580	3,212	9%
11 Net Loss from disposal of assets			(1,976)	(2,084)					3,722	3,722					41	41	1,787	1,679	(108)	-6%
Total Operating Expenses	1,129	1,061	20,521	19,612	13,482	11,427	7,405	6,276	58,843	57,318	70,012	71,463	21,001	16,183	7,539	7,539	199,932	190,879	(8,945)	-4%
Total Operating Revenue Less Operating Expenditure	(1,129)	(1,061)	104,192	106,291	(12,865)	(10,859)	(7,229)	(6,074)	(39,777)	(37,362)	(20,298)	(17,915)	(20,451)	(15,621)	3,192	3,192	5,635	20,591	14,956	265%

Governance

For the month ending 31 March, 2019

	Director		Finance		Legal		Regulatory, Planning & Assessment		Governance			
	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	Var (\$)	Var(%)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Revenue												
1 Rates & charges			108,480	108,480					108,480	108,480		0%
2 User charges & fees			305	329	10	12	3,471	3,611	3,786	3,952	166	4%
3 Interest			7,031	7,660					7,031	7,660		0%
4 Other operating revenues			278	376	6	27	89	315	373	718	345	92%
5 Grants & contributions - Operating			5,043	5,089				4	5,043	5,093	50	1%
6 Net Gain from disposal of assets				5,491						5,491	5,491	0%
Total Operating Revenue			121,137	127,425	16	39	3,560	3,930	124,713	125,903	561	0%
Operating Expenses												
7 Employee costs	306	222	3,499	3,527	2,076	2,180	6,464	5,970	12,345	11,899	(446)	-4%
8 Borrowing costs			2,430	2,430					2,430	2,430		0%
9 Materials & contracts	21	11	746	779	1,061	916	1,263	1,004	3,091	2,710	(381)	-12%
10 Depreciation & amortisation					49	49			49	49		0%
11 Other operating expenses	3		2,696	2,731	1,840	1,811	43	66	4,582	4,608	26	1%
12 Net Loss from disposal of assets			(1,976)	(2,084)					(1,976)	(2,084)		0%
Total Operating Expenses	330	233	7,395	7,383	5,026	4,956	7,770	7,040	20,521	19,612	(801)	-4%
Total Operating Revenue Less Operating Expenditure	(330)	(233)	113,742	120,042	(5,010)	(4,917)	(4,210)	(3,110)	104,192	106,291	2,099	2%

Strategy & Engagement

For the month ending 31 March, 2019

	Director		Information Technology		Major Events & Corporate Affairs		Corporate & Community Planning		Strategy & Engagement			
	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	Var (\$)	Var(%)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Revenue												
1 Rates & charges												0%
2 User charges & fees			349	356	25	35			374	391	17	5%
3 Interest												0%
4 Other operating revenues					157	96			157	96	(61)	-39%
5 Grants & contributions - Operating					31	31	55	50	86	81	(5)	-6%
6 Net Gain from disposal of assets												
Total Operating Revenue			349	356	213	162	55	50	617	568	(49)	-8%
Operating Expenses												
7 Employee costs	215	103	2,247	2,185	2,248	1,868	1,692	1,725	6,402	5,881	(521)	-8%
8 Borrowing costs												0%
9 Materials & contracts	15	2	1,682	1,355	2,682	1,782	519	244	4,898	3,383	(1,515)	-31%
10 Depreciation & amortisation			706	706			24	24	730	730		0%
11 Other operating expenses			418	436	456	390	578	607	1,452	1,433	(19)	-1%
12 Net Loss from disposal of assets												0%
Total Operating Expenses	230	105	5,053	4,682	5,386	4,040	2,813	2,600	13,482	11,427	(2,055)	-15%
Total Operating Revenue Less Operating Expenditure	(230)	(105)	(4,704)	(4,326)	(5,173)	(3,878)	(2,758)	(2,550)	(12,865)	(10,859)	2,006	16%

People & Culture

For the month ending 31 March, 2019

	Director		People & Culture		People & Culture			
	YTD Budget \$'000	YTD Actual \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Budget \$'000	YTD Actual \$'000	Var (\$)	Var(%)
Operating Revenue								
1 Rates & charges								0%
2 User charges & fees			1	1	1	1		0%
3 Interest								0%
4 Other operating revenues			10	10	10	10		0%
5 Grants & contributions - Operating			165	191	165	191	26	16%
6 Net Gain from disposal of assets								
Total Operating Revenue			176	202	176	202	26	15%
Operating Expenses								
7 Employee costs	325	216	6,288	5,551	6,613	5,767	(846)	-13%
8 Borrowing costs								0%
9 Materials & contracts	90	3	632	426	722	429	(293)	-41%
10 Depreciation & amortisation			61	61	61	61		0%
11 Other operating expenses		1	9	18	9	19	10	111%
12 Net Loss from disposal of assets								0%
Total Operating Expenses	415	220	6,990	6,056	7,405	6,276	(1,129)	-15%
Total Operating Revenue Less Operating Expenditure	(415)	(220)	(6,814)	(5,854)	(7,229)	(6,074)	1,155	16%

Infrastructure & Property

For the month ending 31 March, 2019

	Director		Depot Operations		Assets & Projects		Civil Construction & Maintenance		Property & Facilities		Infrastructure & Property			
	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	Var (\$)	Var(%)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Revenue														
1 Rates & charges									228	228	228	228		0%
2 User charges & fees					5,546	5,854	3,701	4,018	3,009	2,988	12,256	12,860	604	5%
3 Interest														0%
4 Other operating revenues					2,683	2,758			2,251	2,451	4,934	5,209	275	6%
5 Grants & contributions - Operating			433	416	662	651	515	526	38	66	1,648	1,659	11	1%
6 Net Gain from disposal of assets														
Total Operating Revenue			433	416	8,891	9,263	4,216	4,544	5,526	5,733	19,066	19,956	890	5%
Operating Expenses														
7 Employee costs	297	293	2,367	2,278	5,738	5,027	7,023	6,829	6,891	6,843	22,316	21,270	(1,046)	-5%
8 Borrowing costs									44	44	44	44		0%
9 Materials & contracts	41	4	(6,174)	(6,231)	1,321	1,255	7,091	7,198	5,710	5,352	7,989	7,578	(411)	-5%
10 Depreciation & amortisation	4	4	3,325	3,325	15,434	15,434	21	21	692	782	19,476	19,566	90	0%
11 Other operating expenses	1		711	697	3,595	3,585	63	52	926	804	5,296	5,138	(158)	-3%
12 Net Loss from disposal of assets			(328)	(328)	4,050	4,050					3,722	3,722		0%
Total Operating Expenses	343	301	(99)	(259)	30,138	29,351	14,198	14,100	14,263	13,825	58,843	57,318	(1,525)	-3%
Total Operating Revenue Less Operating Expenditure	(343)	(301)	532	675	(21,247)	(20,088)	(9,982)	(9,556)	(8,737)	(8,092)	(39,777)	(37,362)	2,415	6%

City Wide Services

For the month ending 31 March, 2019

	Director		Art Gallery		Museum		Civic Services		Libraries & Learning		Customer Service		Waste Services		Parks & Recreation		Infrastructure				
	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	Var (\$)	Var(%)	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000			
Operating Revenue																					
1 Rates & charges													16,314	16,314					16,314	16,314	0%
2 User charges & fees			36	51	125	130	1,566	1,570	945	993	238	228	26,153	29,749	1,155	1,251	30,218	33,972	3,754	12%	
3 Interest																				0%	
4 Other operating revenues			72	101	40	37	1,613	1,482	289	259	2	3	271	393	127	153	2,414	2,428	14	1%	
5 Grants & contributions - Operating			120	123	9	9	50	63	392	404			176	186	21	49	768	834	66	9%	
6 Net Gain from disposal of assets																					
Total Operating Revenue			228	275	174	176	3,229	3,115	1,626	1,656	240	231	42,914	46,642	1,303	1,453	49,714	53,548	3,834	8%	
Operating Expenses																					
7 Employee costs	300	282	883	885	676	714	2,480	2,463	4,643	4,400	2,251	1,887	4,693	4,762	6,597	6,576	22,523	21,969	(554)	-2%	
8 Borrowing costs																					0%
9 Materials & contracts	3	8	339	300	253	202	1,648	1,410	1,054	852	376	313	9,709	8,681	3,469	3,432	16,851	15,198	(1,653)	-10%	
10 Depreciation & amortisation			267	267	323	323	1,405	1,405	1,243	1,243	4	4	2,239	2,514	3,432	3,432	8,913	9,188	275	3%	
11 Other operating expenses			234	224	94	88	578	508	206	202	20	15	19,742	23,276	851	795	21,725	25,108	3,383	16%	
12 Net Loss from disposal of assets																					0%
Total Operating Expenses	303	290	1,723	1,676	1,346	1,327	6,111	5,786	7,146	6,697	2,651	2,219	36,383	39,233	14,349	14,235	70,012	71,463	1,451	2%	
Total Operating Revenue Less Operating Expenditure	(303)	(290)	(1,495)	(1,401)	(1,172)	(1,151)	(2,882)	(2,671)	(5,520)	(5,041)	(2,411)	(1,988)	6,531	7,409	(13,046)	(12,782)	(20,298)	(17,915)	2,383	12%	

Debtors Report as at 31 March, 2019

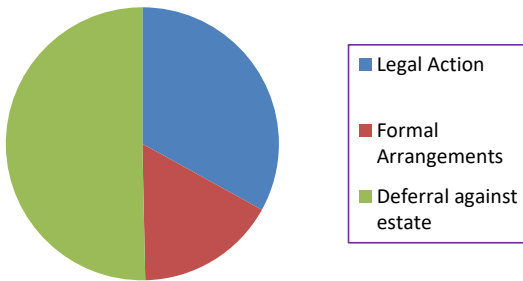
Outstanding Rates

Debt Recovery Action	No. of Properties	\$ Amount
Legal Action	81	451,850
Formal Arrangements	218	227,524
Deferral against estate	42	688,662
Total	341	1,368,035

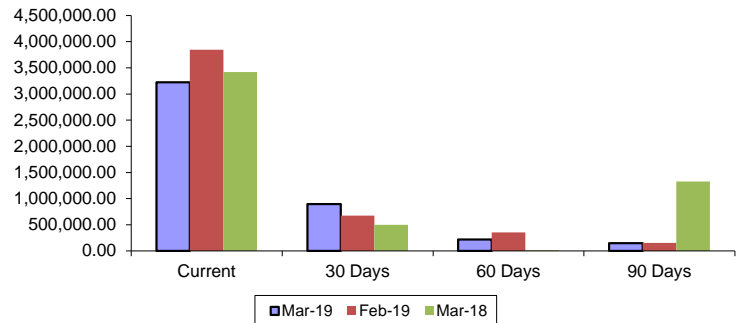
Aged Debtors Report (Major Debtors Report)

Period	Mar-19	Feb-19	Mar-18
	\$	\$	\$
Current	3,225,884	3,844,789	3,419,244
30 Days	893,518	676,735	497,554
60 Days	217,010	351,536	9,964
90 Days	148,482	151,917	1,325,255
Total	4,484,894	5,024,977	5,252,017

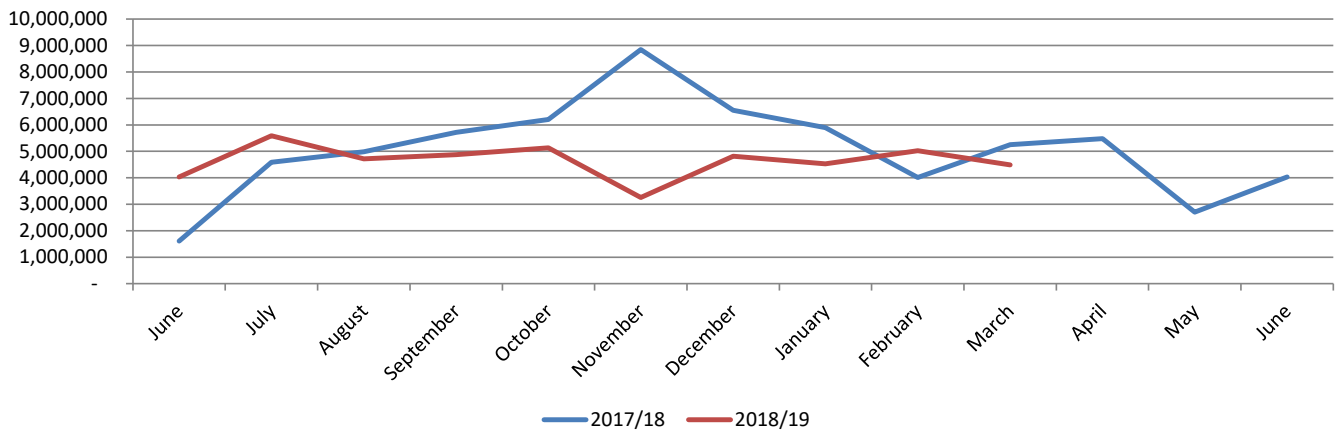
Outstanding Rates (\$)



Debtors balances



Trend of Debtors Balance (\$)



Breakdown of Material Debtors greater than \$100,000

Debtor	Business Unit	Total \$	Current \$	30 Days \$	60 Days \$	90 Days \$
Cleanaway	200023 Waste Management	\$ 358,142	358,142	-	-	-
Veolia Environmental	200024 Waste Management	\$ 717,786	466,669	251,117	-	-
Enviroacific	200198 Waste Management	\$ 652,859	246,055	406,804	-	-
LMCC	200374 Waste Management	\$ 171,499	171,499	-	-	-
Cleanaway	200503 Waste Management	\$ 539,135	539,135	-	-	-
Australasian Civil	200504 Waste Management	\$ 286,329	286,161	168	-	-
Treasury/Crown Finance E	404696 Strategy & Engagement	\$ 226,935	226,935	-	-	-

Commentary on Material Debtors greater than 90 days

Works Program Summary

For the month ending 31 March, 2019

Full Year Revised Budget \$,000	Portfolio/Program	YTD Revised Budget \$,000	YTD Actual Result \$,000	Variance to YTD budget (%)	% of FY Budget Spent
22,415	Buildings, Structures and Places	12,537	10,664	-15%	48%
7	Aquatic Centres	7	54	671%	771%
568	Blackbutt Reserve	450	442	-2%	78%
5,791	Buildings - Council Support Services	2,386	1,620	-32%	28%
603	Caravan Parks and Commercial Properties	604	598	-1%	99%
95	Cemeteries	84	22	-74%	23%
730	City Centre Revitalisation	650	451	-31%	62%
929	Coastal Revitalisation	829	981	18%	106%
726	Community Buildings	333	187	-44%	26%
4,829	Cultural Facilities	2,670	2,139	-20%	44%
1,065	Libraries	601	475	-21%	45%
6,669	Recreation Parks and Sporting Facilities	3,827	3,597	-6%	54%
300	Public Toilets	9	9	0%	3%
103	Retaining Walls	87	89	2%	86%
19,537	Roads	13,593	13,777	1%	71%
2,744	Bridges	1,434	336	-77%	12%
2,535	Footpaths	2,261	2,427	7%	96%
1,463	Road Furniture	1,052	2,868	173%	196%
9,795	Road Rehabilitation	6,800	5,648	-17%	58%
3,000	Road Resurfacing	2,046	2,498	22%	83%
5,533	Transport	3,937	2,673	-32%	48%
1,668	Cycleways	1,180	282	-76%	17%
1,350	Local Area Traffic Management	927	894	-4%	66%
277	Parking Infrastructure	167	126	-25%	45%
2,238	Pedestrian Access and Mobility Plan	1,663	1,371	-18%	61%
7,854	Stormwater	5,201	2,719	-48%	35%
250	Flood Planning	151	183	21%	73%
7,604	Stormwater System	5,050	2,536	-50%	33%
17,586	Environment	9,534	9,614	1%	55%
1,206	Bushland and Watercourses	428	358	-16%	30%
1,235	Coast, Estuary and Wetlands	868	477	-45%	39%
1,060	Street and Park Trees	665	518	-22%	49%
14,085	Waste Management	7,573	8,261	9%	59%
4,265	Information Technology	2,421	2,201	-9%	52%
2,132	Implementation and Upgrade of Applications	1,278	1,104	-14%	52%
1,475	Infrastructure Improvements	634	661	4%	45%
658	Strategic and Systems Analysis	509	436	-14%	66%
16,199	Strategic	13,921	6,367	-54%	39%
15,785	Smart City	13,621	6,162	-55%	39%
414	Strategic Plans	300	205	-32%	50%
7,304	Fleet Replacement	5,317	2,612	-51%	36%
7,304	Fleet Replacement	5,317	2,612	-51%	36%
100,693	Total Works Program	66,461	50,627	-24%	50%

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

Ward 4 Capital Works at 31 March, 2019

Item	Due Date	Actual Date	Reason for delay
(i) Wallsend bridge replacement/upgrade			
Tyrell St bridge concept design	Completed	Jul-17	n/a
Tyrell St detail design under contract	Oct-17	Oct-17	n/a
Tyrell st bridge anticipated construction 2018	2018	Expected 2019	Public Utility Services and private property interaction. The "For Construction" tender will be issued to the market in February 2019 with an anticipated tender period 2 months and construction duration of approximately 9 months.
Boscawan Bridge and Cowper st Bridge	Jun-19		Concept designs have been completed. Currently preparing tender documents for detail design.
Nelson St Bridge Concept Design		Completed	Completed
Channel Widening Concept Design		Completed	Completed
(ii) Wallsend and Beresfield Local Centre Public Domain Plans			
Wallsend Public Domain Plan Draft Concept Plan	Late March 2017	Late March 2017	n/a
Report to Council for adoption of PDP	Jul-17	Council adopted PDP on 22 May 2018	n/a
The Plan was broken in stages for preliminary costing and budgeted for in Council's forward program	2018	2018	n/a
Stage 1 - Kokera St/Cowper St intersection. Detailed design and implementation. Nelson/Cowper St Intersection. Newcastle/Cowper St Intersection	Jun-19		Currently preparing tender documentation for detail design for these 3 intersections. Anticipated date to lodge to the market is February 2019. Kokera St/Cowper St intersection is planned for construction next financial year.
Bunn St Bus stop relocation (outside childcare centre) accelerated.	Design March 2019. Construction Q1 2019/20 FY		Detailed design currently underway, construction yet to be scheduled, but either late this financial year or early next financial year.
Beresfield Local Centre Public Domain Plan Draft Concept Plan	Completion of construction early April	n/a	Lawson Street from the Rail bridge to Newton Street complete. 1/2 Newton Street complete. Works commenced in Beresford Street. Project approximately 75% complete.

Councillors' Expense Register 2018/2019 - YTD March 2019

	OFFICIAL BUSINESS - AUSTRALIA (incl travel, accommodation, attendance at official events)	ACCOMPANYING PERSON - OFFICIAL BUSINESS	OVERSEAS TRAVEL (incl travel, accommodation, attendance at official events)	PROFESSIONAL DEVELOPMENT (including registration, accommodation and materials)	AICD COURSE FEES (including registration, membership, accommodation and materials)	ANNUAL CONFERENCE	COMMUNICATION DEVICES	COMMUNICATION EXPENSES	CARER EXPENSES	OTHER OFFICE SUPPLIES AND FACILITIES	TOTAL 2018/2019 EXPENDITURE
Lord Mayor Policy Provision	\$4,000 per Year	\$1,000 per year	In accordance with resolution	\$5,000 per Year (\$8,000 if attending AICD during year)	\$3,000 per term, can be combined with yearly Professional Development allowance	\$3,000 per Year	\$4,000 per Term	\$3,000 per year	\$6,000 per Year	\$500 per Year	
NELMES Nuatali	2,148.99			687.72			3,921.53	1,362.46		524.23	8,644.93
Councillor Policy Provision	\$2,000 per Year	\$500 per Year	In accordance with resolution	\$5,000 per Year (\$8,000 if attending AICD during year)	\$3,000 per term, can be combined with yearly Professional Development	\$3,000 per Year	\$4,000 per Term	\$3,000 per Year	\$6,000 per Year	\$500 per Year	
BYRNE Matthew	150.00						3,586.53	731.78		177.13	4,645.44
CHURCH JOHN	272.74				7,699.00		3,586.53	300.00		449.09	12,307.36
CLAUSEN Declan	787.74		890.15	214.03			3,821.53	731.78		294.40	6,739.63
DUNCAN Carol	740.94						3,586.53	731.78		-	5,059.25
DUNN Jason	-						3,586.53	731.78		177.13	4,495.44
ELLIOT Kath	1,139.65				7,595.00		3,586.53	731.78		-	13,052.96
LUKE Brad	453.03						3,586.53	731.78		176.61	4,947.95
MACKENZIE John	-						3,586.53	731.78		449.09	4,767.40
ROBINSON Allan	-						3,586.53	731.78		-	4,318.31
RUFO Andrea	37.58						3,586.53	731.78		-	4,355.89
WHITE Emma						1,798.52	3,586.53	731.78		177.13	6,293.96
WINNEY-BAARTZ Peta	904.50						3,586.53	731.78		-	5,222.81
TOTAL (exc LM)	4,486.18	-	890.15	214.03	15,294.00	1,798.52	43,273.35	8,349.58	-	1,900.58	76,206.39
TOTAL (inc LM)	6,635.17	-	890.15	901.75	15,294.00	1,798.52	47,194.88	9,712.04	-	2,424.81	84,851.32

Investment Policy compliance report

March 2019

Executive summary:

1 City of Newcastle's (CN) temporary surplus funds are invested consistent with its adopted Investment Policy and The Local Government Act and Regulations.

2 **Socially Responsible Investment:**

Application of the investment function has remained consistent with requirements outlined within Part E of CN's Investment Policy, "*Environmentally and Socially Responsible Investments (SRI)*".

3 **Investment Portfolio Holdings:**

CN's overall investment portfolio holdings are \$360.0million comprising \$350.1million of invested funds, and \$9.9million Cash At Call.

CN's total Cash and Investment Holdings have increased by \$38.4million for the 2018/19 financial year to March 2019. The large increase in March was due to receipt of proceeds from the sale of 282 King Street. Aside from the impacts of the sale proceeds, cash and investment movements aligned with the prior year.

The December revised budget forecasts a \$4.0million reduction of funds resulting from the 2018/19 operations (exclusive of CAC sale proceeds). Accordingly, total portfolio holdings are forecast to trend downward between now and July 2019 as works program expenditure accelerates.

4 **Investment monthly movements:**

As a result of the receipt of sale proceeds from 282 King Street a significant number of new investments were placed during March.

March witnessed the continued implementation of CN's strategy to offset targeted long-term liabilities with appropriately matched long-term investments. Resultantly a further \$3million was invested into the TCorp Individually Managed Long-Term Growth Fund. Further gradual investment into this fund is anticipated to follow in a considered manner until the strategy is fully executed and the targeted liabilities are fully hedged.

Further disclosure of investment portfolio composition and details of investment placements performed during the reporting period are detailed later in this report.

5 **Performance:**

CN achieved a Net Yield on the investment portfolio for the 12 months to 31 March of 3.09%, against the benchmark of 2.02% 90d Bloomberg AusBond Bank Bill Index.

CN's Investment Policy mandates a KPI Active Return (Net Return less benchmark) of 0.50%. The Active Return for the 12months to March was 1.07%.

6 **Interest Income Budget:**

The 2018/19 budget from CN's cash and investments was revised upward at the September 2018 review to \$9.03million (excluding Newcastle Airport and non-investment portfolio sources of interest). The upward revision was a result of the combined impacts from a temporary spike in short term interest and greater than anticipated cash and investment holdings due to the year to date works program expenditure being behind budget.

A further increase to the budget will be brought in at the March 2019 quarterly review. This is in response to the cumulative impacts of the aforementioned, combined with additional yield to be generated on the sale proceeds from 282 King Street.

Investment Policy compliance report

March 2019

7 **Interest Income Actual:**

Cumulative 2018/19 interest income from CN's cash and investments was \$7.59million (excluding Newcastle Airport and non-investment portfolio sources of interest). Year to date this result exceeds the revised budget of \$6.83million.

The budget to actual interest report as at 31 March 2019 is submitted to Council later in this report.

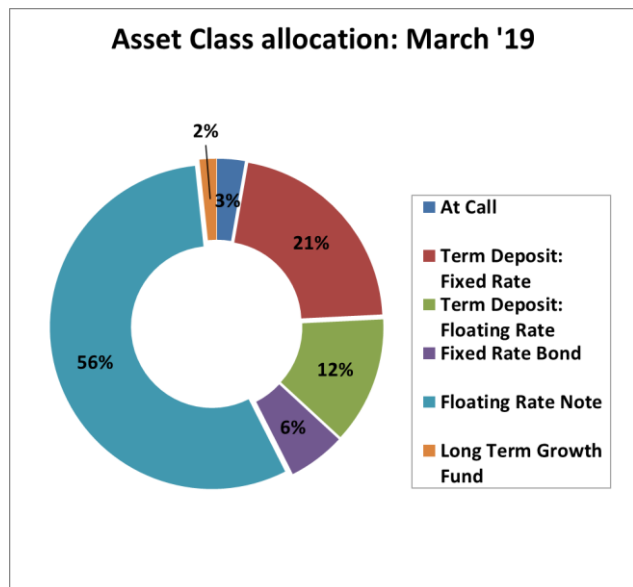
8 In accordance with Council's resolution of 30 May 1995, the schedules of investments (new placements and maturities) from the two previous meetings of Council are provided in detail at the conclusion of this report.

Investment Policy compliance report

March 2019

Portfolio Summary:

Asset Class allocation	
Investment type	Current month March '19
Cash At Call	9,911,064
Term Deposit: Fixed rate	77,278,847
Term Deposit: Floating rate	45,500,000
Floating Rate Note	200,796,719
Fixed Rate Bond	20,491,621
Long Term Growth Fund	6,047,122
Total	360,025,373

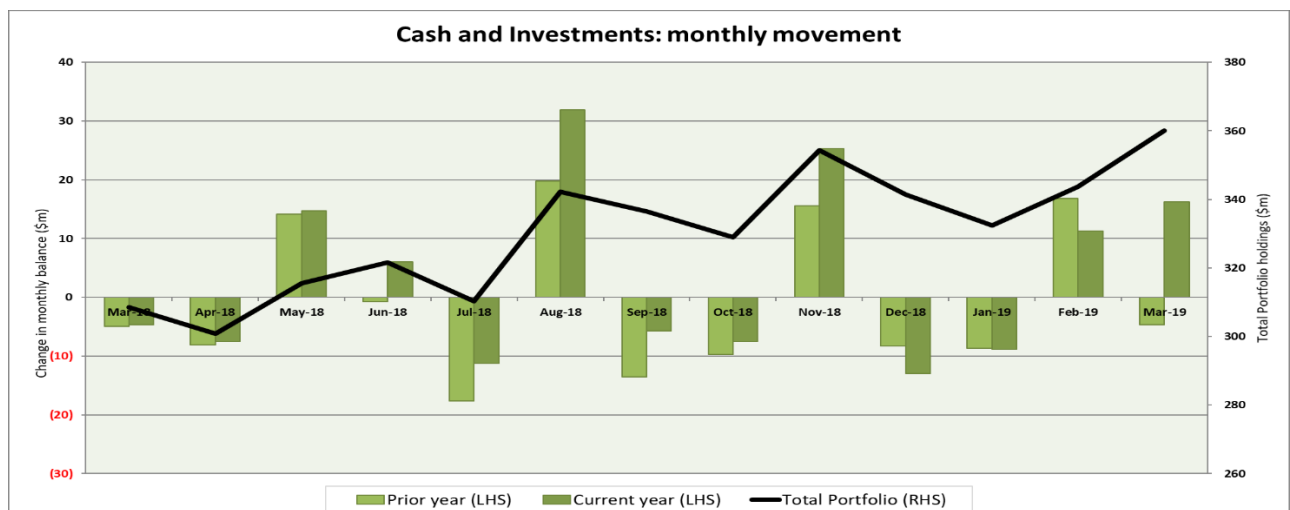
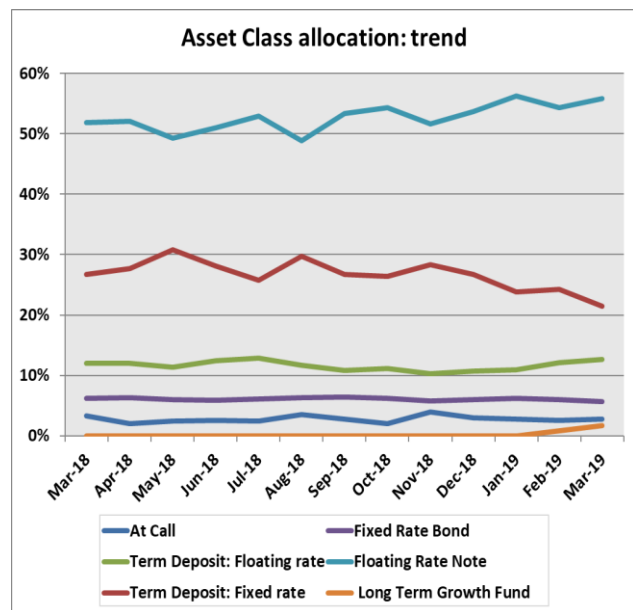


Commentary:

During the month of March 2019 new investments were evenly split across short term and longer term investments.

In March 2019 the strategy to offset targeted long-term liabilities with appropriately matched long-term investments continued, with additional allocation to the “Long Term Growth Fund”. Exposure to this asset class is anticipated to gradually increase in a considered manner until the strategy is fully executed and the targeted liabilities are fully hedged.

Portfolio holdings increased in March primarily due to receipt of 282 King Street sale proceeds. Based on CN’s revised budget portfolio holdings are forecast to decline between now and July.



Investment Policy compliance report

March 2019

New and matured Investments:

Matured Investments:

Date matured	Institution	Asset Class	Principal value	Rate of Return	Original Term	Original date invested
8 Mar 2019	NAB	Term Deposit: Fixed Rate	\$4,000,000	2.69%	147 days	12 Oct 2018
15 Mar 2019	NAB	Term Deposit: Fixed Rate	\$4,000,000	2.67%	133 days	2 Nov 2018
15 Mar 2019	NAB	Term Deposit: Fixed rate	\$3,000,000	2.68%	116 days	19 Nov 2018
22 Mar 2019	Newcastle Permanent	Floating Rate Note	\$5,000,000	90d bbsw + 1.60%	3 years	22 Mar 2016
26 Mar 2019	Bendigo Bank	Term Deposit: Fixed rate	\$4,000,000	2.68%	109 days	7 Dec 2018

New Investments:

Contract date	Settlement date	Institution	Asset Class	Principal value	Rate of Return	Term	Maturity date
19 Feb 2019	4 Mar 2019	CUA	Floating Rate Note	\$2,500,000	90d bbsw + 1.23%	3 years	4 Mar 2022
6 Mar 2019	8 Mar 2019	Bank of Nova Scotia	Floating Rate Note	\$4,000,000	90d bbsw + 0.97%	4.5 years	7 Sept 2023
8 Mar 2019	8 Mar 2019	Newcastle Permanent	Term Deposit: Fixed Rate	\$4,000,000	2.95%	3 years	8 Mar 2022
6 Mar 2019	11 Mar 2019	BoQ	Floating Rate Note	\$5,000,000	90d bbsw + 1.06%	4 years	3 Feb 2023
15 Mar 2019	22 Mar 2019	Rabobank	Floating Rate Note	\$3,000,000	90d bbsw + 0.79%	3.5 years	22 Sept 2022
22 Mar 2019	22 Mar 2019	BoQ	Term Deposit: Fixed Rate	\$5,000,000	2.70%	175 days	13 Sept 2019
26 Mar 2019	26 Mar 2019	ANZ	Term Deposit: Fixed Rate	\$4,000,000	90d bbsw + 1.00%	5 years	26 Mar 2024

I certify that the new investments detailed above have been made in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2005, and Council's adopted Investment Policy.



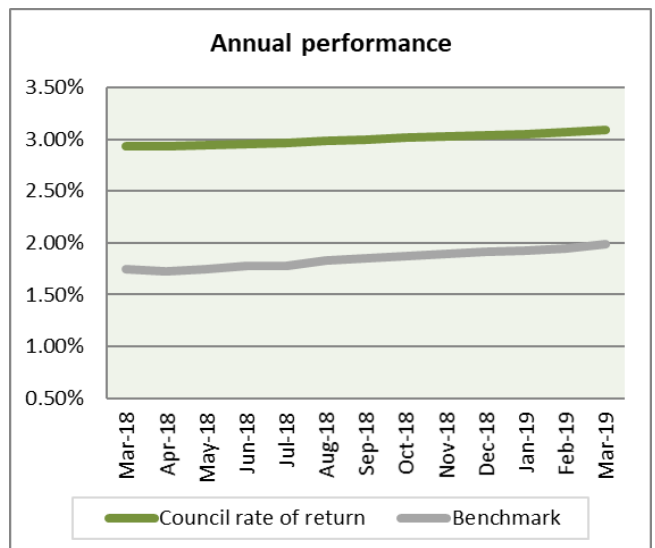
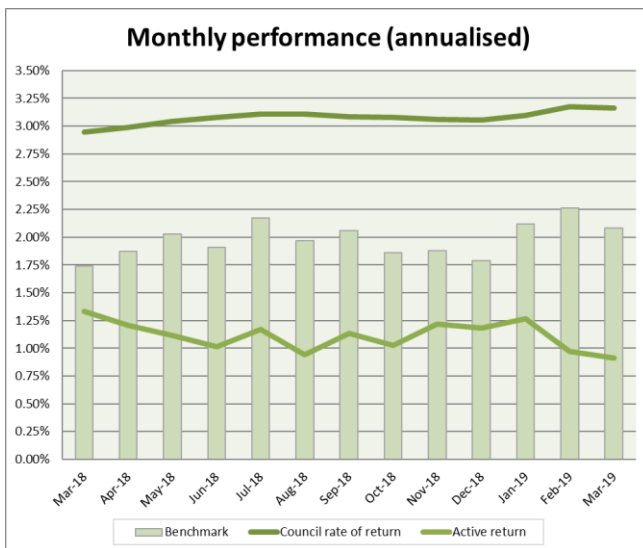
Alissa Jones
Responsible Accounting Officer

Investment Policy compliance report

March 2019

Performance measurement:

	Monthly return (annualised)	12month return (p.a.)
Council return	3.09%	3.16%
Benchmark	2.02%	2.08%



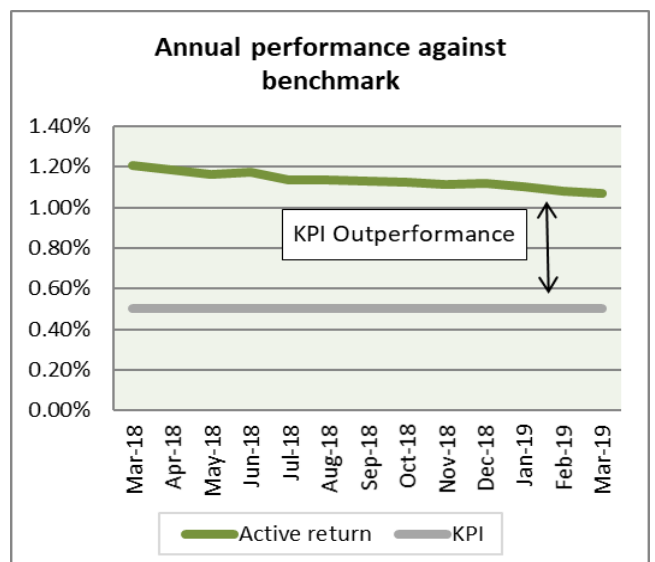
Commentary:

The above table provides a snapshot of the weighted average return (running yield) for CN’s Investment portfolio for both the month of March 2019 as well as the 12months to March 2019.

CN is generating a running yield of 1.07% over the 12month rolling Bloomberg Ausbond Index rate. This equates to KPI outperformance of 0.57% (CN’s KPI is 0.50% above the 12month benchmark).

This performance is deemed as excellent both on an absolute basis (relative to risk) and relative to Local Government peers.

Active return for the portfolio is visibly trending downward over the last twelve months, the cause of which is twofold. As mentioned in last month’s report, as short-term bank bill interest rates decline it has a short-term inverse impact upon the benchmark (causing it to increase). Secondly, there has been a significant tightening trend in ADI credit margins over this period. As lending growth has slowed this has diminished ADI’s needs to raise additional monies to fund their growth. Simplistically, this has meant that fixed income supply has not maintained pace with pent up demand, leading to the laws of demand and supply tightening margins.



Investment Policy compliance report

March 2019

Credit Risk compliance:

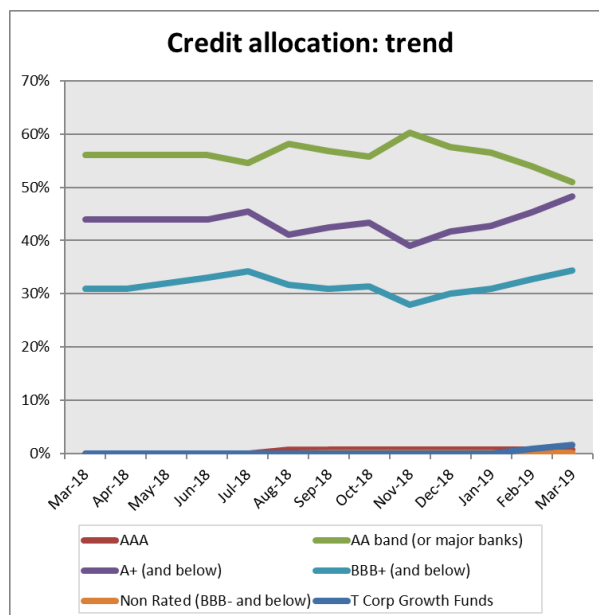
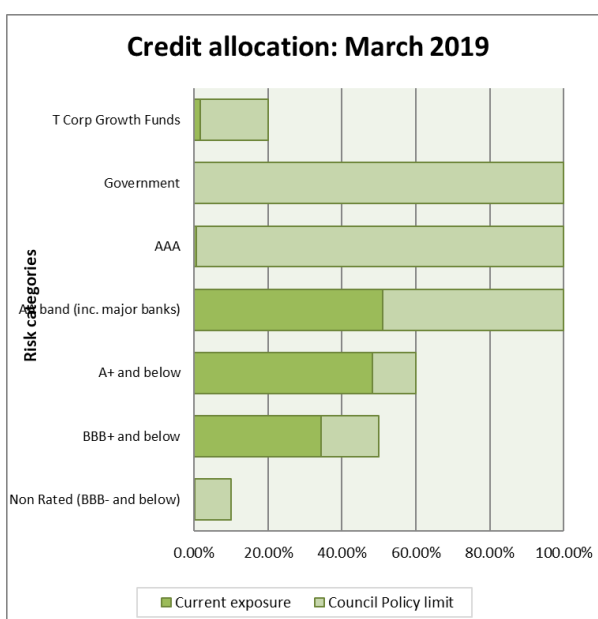
Investment credit rating	Current month		Exposure limits
	\$	%	%
Government	-	-	100%
AAA	2,495,571	1%	100%
AA band (inc. major banks)	180,413,178	51%	100%
A+ and below	171,069,503	48%	60%
BBB+ and below	121,550,112	34%	50%
Non Rated (BBB- and below)	639,424	0%	10%
T Corp Growth Funds	6,047,122	2%	20%

Commentary:

Allocations remain conservative from a credit risk perspective and remain well within CN’s Policy limits.

As at 31 March 2019 all investments managed by CN are in Investment Grade Authorised Deposit Taking Institutions (regulated by ASIC) except for those funds which are invested in the “Long Term Growth Fund”. The Long-Term Growth Fund is a growth focused managed fund, administered by NSW Treasury Corporation, that maintains an average underlying asset class mix of approximately 80% to Growth investments and 20% to Defensive investments.

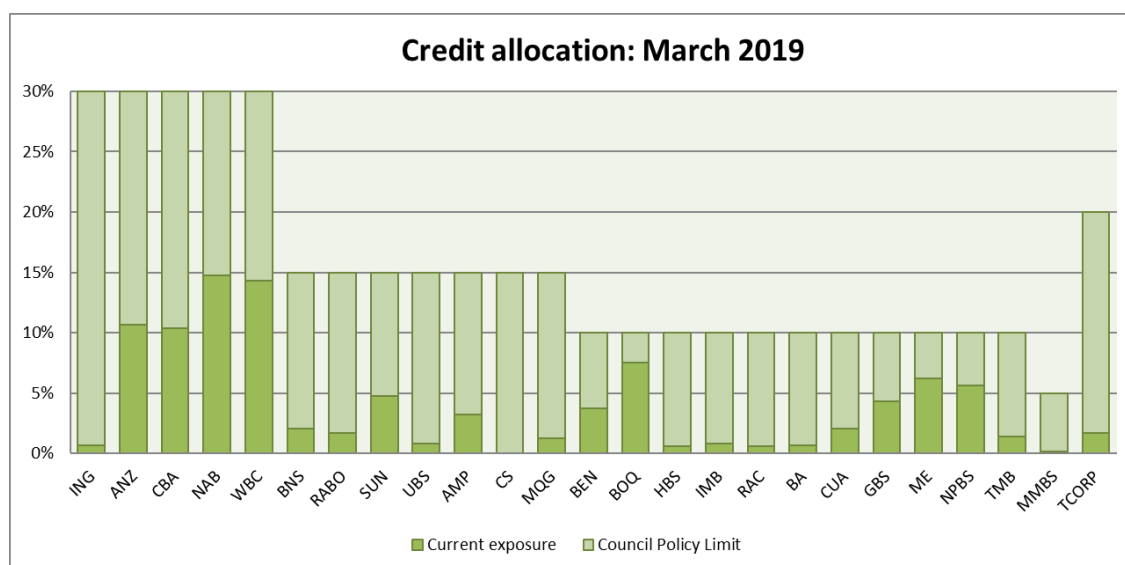
Additional Policy measures are in place to limit credit risk exposure via individual ADI exposure limits and term to maturity limits.



Investment Policy compliance report

March 2019

Credit risk compliance cont:



Institution	Institution abbreviation	Credit rating (S&P)	Current month Mar '19		Prior month Feb '19		Prior year Mar '18	
ING Bank (Australia)	ING	AAA*	2,495,571	1%	2,495,114	1%	-	0%
ANZ	ANZ	AA-	38,492,922	11%	34,492,922	10%	30,985,666	10%
Commonwealth Bank	CBA	AA-	37,452,346	10%	36,502,047	11%	45,211,287	15%
National Australia Bank	NAB	AA-	52,967,727	15%	63,963,399	19%	46,597,312	15%
Westpac	WBC	AA-	51,500,183	14%	49,000,183	14%	46,500,767	15%
Bank of Nova Scotia	BNS	A+	7,501,680	2%	3,500,000	1%	-	0%
Rabobank	RABO	A+	6,000,000	2%	3,000,000	1%	5,000,731	2%
Suncorp Metway	SUN	A+	17,013,054	5%	17,013,054	5%	17,005,382	6%
UBS Australia	UBS	A+	3,000,000	1%	3,000,000	1%	3,000,000	1%
Credit Suisse AG	CS	A	-	0%	-	0%	3,000,000	1%
Macquarie Bank	MQG	A	4,500,000	1%	4,500,000	1%	7,500,000	2%
AMP Bank	AMP	A-	11,504,657	3%	11,504,657	3%	8,506,565	3%
Bendigo Bank	BEN	BBB+	13,500,000	4%	17,500,000	5%	18,507,811	6%
Bank of Queensland	BOQ	BBB+	27,160,087	8%	17,160,687	5%	20,141,028	7%
Heritage Bank	HBS	BBB+	2,050,000	1%	2,050,000	1%	4,050,000	1%
IMB Bank	IMB	BBB+	3,000,000	1%	3,000,000	1%	-	0%
RACQ Bank	RAC	BBB+	2,000,000	1%	2,000,000	1%	-	0%
Bank Australia	BA	BBB	2,500,000	1%	2,500,000	1%	-	0%
Credit Union Australia	CUA	BBB	7,501,193	2%	5,001,306	1%	2,000,000	1%
Greater Bank	GBS	BBB	15,500,000	4%	15,500,000	5%	18,500,000	6%
ME Bank	ME	BBB	22,461,266	6%	22,461,266	7%	16,980,226	6%
Newcastle Permanent	NPBS	BBB	20,237,772	6%	18,987,772	6%	13,978,095	5%
Teachers Mutual	TMB	BBB	5,000,371	1%	5,000,371	1%	1,000,849	0%
Maitland Mutual	MMBS	Non Rated	639,424	0%	639,424	0%	-	0%
NSW Treasury Corp (TCorp)	TCORP	Non Rated	6,047,122	2%	3,012,981	1%		
Total			360,025,374		343,785,181		308,465,720	

Commentary:

* = ING Bank (Australia) maintains a long term credit rating with S&P of "A". However the sole investment CN maintains with ING is assigned a "AAA" rating due to additional credit support assigned to it.

Investment Policy compliance report

March 2019

Maturity risk compliance:

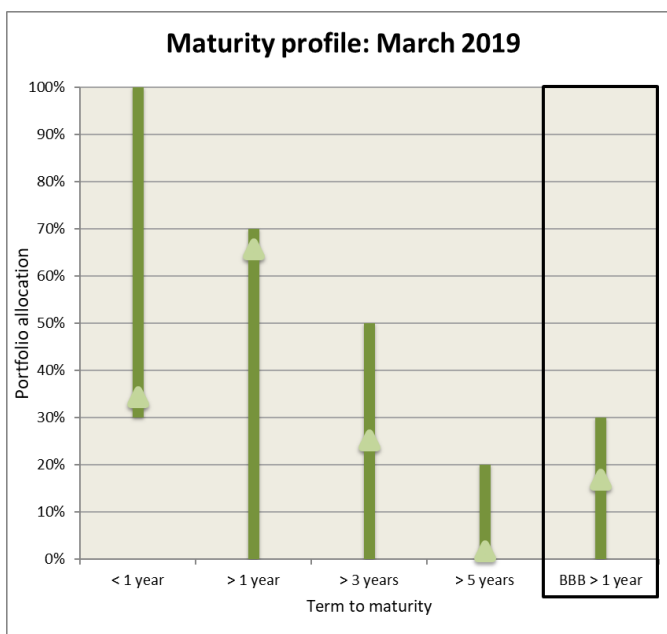
Term to Maturity	Actual allocations		Policy Framework		
	March		Minimum	Maximum	Minimum rating of Investment at purchase
	\$	%	%	%	
0 - 1 Year	123,695,857	34%	30%	100%	
> 1 Year	236,329,517	66%		70% (maximum of 30% to BBB)	BBB
> 3 Years	90,547,444	25%		50%	BBB
> 5 Years	6,047,122	2%		20%	AA- (or major bank) and TCorp IM Growth Funds

Commentary:

CN's Investment Policy mandates that it holds a minimum of 30% of cash and investments with a maximum term to maturity of less than 12 months. This limit is established to ensure CN always retains a comfortable liquidity buffer whilst also ensuring sufficient additional capacity to maintain a long-term maturity profile to enable improved yields and efficient capital management.

On 28 August 2018 a Revised Investment Policy was adopted by the Elected Council that will facilitate an improved ability to match investment duration with underlying long-term liabilities. Specific amendments to The Policy were increased maximum allocations limits to longer duration investments as well as permitting investment into T Corp Individually Managed Growth Funds.

As at 31 March 2019 CN's portfolio was conservatively positioned to focus on future short-term funding requirements as well as providing scope to assess and determine allocations to new long-term investments as and when opportunities arise.



Investment Policy compliance report

March 2019

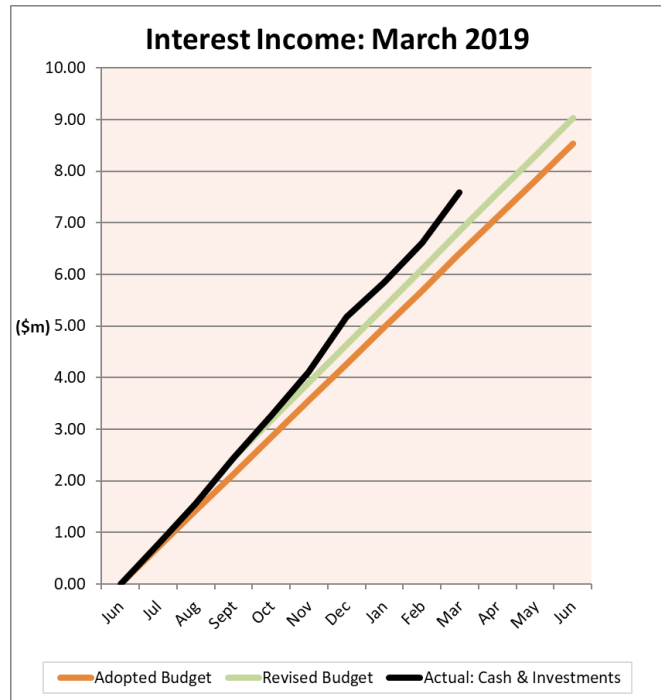
Interest Income Variance analysis:

Commentary:

The revised budget for 2018/19 investment income is \$9.03m which includes an upward revision to the originally adopted budget. The upward revision is a result of combined impacts from higher than forecast short term interest rates and increased cash and investments holdings due to the year to date works program expenditure being behind budget.

The cumulative impacts of the above-mentioned factors, as well as the receipt of 282 King Street sale proceeds, will result in an additional budget reassessment at the next quarterly review.

Total interest income generated in the month to March '19 was \$7.59m, exceeding the revised budget of \$6.83m.



Investment Policy compliance report

February 2019

New and matured Investments:

Matured Investments:

Date matured	Institution	Asset Class	Principal value	Rate of Return	Original Term	Original date invested
1 Feb 2019	NAB	Term Deposit: Fixed Rate	\$3,000,000	2.66%	119 days	5 Oct 2018
4 Feb 2019	Rabobank	Floating Rate Note	\$2,000,000	90d bbsw + 1.00%	5yrs	14 Feb 2014
6 Feb 2019	Bank of QLD	Term Deposit: Fixed rate	\$639,424	2.75%	184 days	7 Aug 2018
8 Feb 2019	Bankwest	Term Deposit: Fixed rate	\$3,000,000	2.65%	122 days	9 Oct 2018
25 Feb 2019	Westpac	Floating Rate Note	\$1,000,000	90d bbsw + 0.89%	5yrs	10 Mar 2014

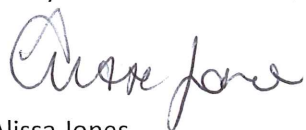
New Investments:

Contract date	Settlement date	Institution	Asset Class	Principal value	Rate of Return	Term	Maturity date
30 Jan 2019	8 Feb 2019	ANZ	Floating Rate Note	\$5,000,000	90d bbsw + 1.10%	5 years	8 Feb 2024
1 Feb 2019	1 Feb 2019	NAB	Term Deposit: Fixed Rate	\$3,000,000	2.71%	126 days	7 Jun 2019
6 Feb 2019	6 Feb 2019	Bank of QLD	Term Deposit: Fixed Rate	\$639,424	2.75%	180 days	6 Aug 2019
12 Feb 2019	12 Feb 2019	NAB	Term Deposit: Fixed Rate	\$3,000,000	2.65%	129 days	21 Jun 2019
13 Feb 2019	1 Mar 2019	Newcastle Permanent	Floating Rate Note	\$2,250,000	90d bbsw + 1.10%	2 years	26 Feb 2021
19 Feb 2019	4 Mar 2019	CUA	Floating Rate Note	\$2,500,000	90d bbsw + 1.23%	3 years	4 Mar 2022
19 Feb 2019	20 Feb 2019	TCorp NSW	Long Term Growth Fund	\$3,000,000	N/A*	N/A**	N/A**
22 Feb 2019	22 Feb 2019	Newcastle Permanent	Term Deposit: Floating Rate	\$5,000,000	90d bbsw + 1.20%	3 years	22 Feb 2022
27 Feb 2019	27 Feb 2019	ME Bank	Term Deposit: Fixed Rate	\$4,000,000	2.65%	121 days	28 Jun 2019

* TCorp Growth Funds do not have a contracted rate of return. However, TCorp provides guidance on Long-Term Return Expectation over a 10year period of CPI + 3.50% with a greater than 50% probability.

**TCorp Growth Funds do not have a contracted maturity date. However, CN's Internal Strategy specifies that the minimum time horizon for the Long-Term Growth Fund is 5years from the date of initial deposit.

I certify that the new investments detailed above have been made in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2005, and Council's adopted Investment Policy.



Alissa Jones
Responsible Accounting Officer

Investment Policy compliance report

31 January 2019

New and matured Investments:

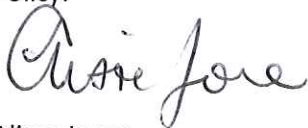
Matured Investments:

Date matured	Institution	Asset Class	Principal value	Rate of Return	Original Term	Original date invested
4 Jan 2019	NAB	Term Deposit: Fixed Rate	\$4,000,000	2.66%	135 days	22 Aug 2018
14 Jan 2019	NAB	Term Deposit: Fixed rate	\$4,000,000	2.65%	136 days	31 Aug 2018
18 Jan 2019	NAB	Term Deposit: Fixed rate	\$4,000,000	2.65%	140 days	31 Aug 2018
25 Jan 2019	NAB	Term Deposit: Fixed rate	\$4,000,000	2.66%	136 days	11 Sept 2018

New Investments:

Contract date	Settlement date	Institution	Asset Class	Principal value	Rate of Return	Term	Maturity date
8 Jan 2019	11 Jan 2019	CBA	Floating Rate Note	\$4,000,000	90d bbsw + 1.13%	5 years	11 Jan 2024
18 Jan 2019	18 Jan 2019	NAB	Term Deposit: Fixed Rate	\$4,000,000	2.71%	154 days	21 Jun 2019
30 Jan 2019	8 Feb 2019	ANZ	Floating Rate Note	\$5,000,000	90d bbsw + 1.10%	5 years	8 Feb 2024

I certify that the new investments detailed above have been made in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2005, and Council's adopted Investment Policy.



Alissa Jones
Responsible Accounting Officer

MAJOR EVENTS & CORPORATE AFFAIRS



What a month it has been for events in the city! From sporting events to music festivals and everything in between, there was something on offer for everyone.

Sally Fitzgibbon and Alex Ribeiro claimed victory at the 34th annual Surfest in excellent conditions at Merewether Beach. Surfest 2019 attracted over 850 national and international competitors from 24 countries. The inaugural Barrelled Wine, Beer and Food Festival complimented the Surfest event, showcasing some of the best Hunter Valley Vineyards on the finals weekend.

Camp Shortland and King Edward Park took centre stage for Live at the Foreshore, Up Down and The Drop Festival attracting over 12,000 people into the city during the weekend. Not even the inclement weather could dampen the spirit of the music fans listening to the likes of Leo Sayer, Angus & Julia Stone and The Bloody Beetroots.

With an abundance of family friendly entertainment and perfect autumn weather the Beaumont Street Carnivale attracted a crowd of more than 30,000 people to Hamilton.

To finish off the blockbuster event month the city hosted the NSW Waratahs vs Japan Sunwolves at McDonald Jones Stadium, Newcastle Beer Fest at Camp Shortland, Feast Fest at Stockton and the inaugural Sail Fest - Newcastle Regatta on Newcastle Harbour.

Newcastle Art Gallery welcomed Sodeisha, a nationally significant exhibition that draws from the Gallery's substantial collection of Japanese Sodeisha ceramics and the result of a collaboration of curators and artists across Australia and Japan.

Two exhibitions opened at Newcastle Museum in March, starting with Underworld – Mugshots from the Roaring Twenties and followed by the Flora of the Hunter Region.

The 2019 season opened at the Civic Theatre during March with three diverse shows, the standout being The Gospel According to Paul playing to a full house.

Our new corporate brand rollout continues with new street sign designs, banners, flags, lanyards, name badges, fence mesh and cover pages for internal reports being produced.

MEDIA, COMMUNICATIONS & ENGAGEMENT



699

media items relating to City of Newcastle

13

Media Releases

30

Media Inquiries

MEDIA HOT TOPICS

Attack on City parking officer

Surfest

Wallaroos Rugby Test

Move to 12 Stewart Avenue

The Drop Festival

EasyPark discounts

Park and Ride

Church Street bus layover

Airport board directorships

Newcastle Now/BIA Dispute

We provided marketing and communications to promote:

Smarter Living: Dedicated webpage and promotion of the IQ Compass pop-up innovation expo on social media.

Stockton community information sessions: Flyers, signage, web and social media promotion of upcoming drop-in session and community presentation in Stockton on 8 April.

Household Chemical Clean Out event: Social media, web, media promotion, print and radio advertising to inform the community of the bi annual event where residents can safely dispose of household chemicals.

Clean Up Australia Day: Social, e-newsletter promotion and print advertising to encourage participation in annual Clean Up Australia Day activities.

Kotara Park Creek Rehabilitation: Flyer and signage to inform the community of commencement of creek rehabilitation works.

City of Newcastle Landcare: Production of two flyers to promote Landcare activities and to recruit volunteers.

We updated our community on these infrastructure projects:

Council Street renewal: Flyer notification and web update to inform residents and businesses of project status.

Lambton Park amenities: Flyers, signage, web and media promotion to inform the community about the construction of new toilets at Lambton Park.

Beresfield Local Centre renewal: Business notification letters, web and social media promotion to advise of upcoming road closures.

Road resealing works: Web promotion, flyer and letterbox drop to inform residents about road resealing works in Adamstown, Shortland, Wallsend and Mayfield.

Our community were involved and provided feedback on:

Pin the City's Art: This mapping project encourages people to photograph their favourite public art and pin the locations to an interactive map.

West End Stage 2 – Streetscape Plan: Dedicated engagement webpage for submissions and survey to gain feedback on the West End Stage 2 – Streetscape Plan on public exhibition.

Library Strategy: Dedicated engagement webpage for submissions and interactive map to gain feedback on the Library Strategy on public exhibition.



PROMOTING OUR CITY

BUSINESS EVENTS AND DESTINATION MARKETING

The Newcastle Business Events team with Newcastle Airport attended Meeting on the Green 2019 at Cypress Lakes Resort. At the event we engaged with 150 Meetings, Incentives, Conferences and Exhibitions (MICE) clients from Melbourne, Sydney and New Zealand. We promoted Newcastle as a business event destination armed with Dougheads donuts branded with our colourful Newcastle logo and the 360 Reasons You Should Be In Newcastle virtual reality experience soon to be launched at the ANZAC Memorial Walk.

Our new Business Event Facilitator has commenced a schedule of 'meet and greets' with bureau members, hotel and venue properties and suppliers to engage them in a consultation process to inform the Business Events 19/20 strategy. Several proposals are also in progress for events to be held between 2020 and 2022.

The Destination Marketing team attended two conferences in March; Destination Australia in Brisbane, and the Local Government NSW Tourism conference in Terrigal. City of Newcastle was invited to present at the latter on the topic of changing perceptions and expectations throughout the customer journey through virtual and augmented reality. Following the presentation was a Q&A panel with other presenters.

Discussions have commenced with Tourism Australia for the opportunity to feature Newcastle on a weeklong Instagram story. The Tourism Australia project features a different city/region each week and provides us with the opportunity to expose our city to over 3,500,000 followers of the @australia Instagram account.



VIBRANT AND ACTIVE PUBLIC SPACES

EVENT SPONSORSHIP

THE CITY SPONSORED FIVE EVENTS THIS MONTH:

INTERNATIONAL WOMEN'S DAY

BEAUMONT STREET CARNIVALE

SURFEST

SAIL FEST- NEWCASTLE REGATTA

NSW WARATAHS VS JAPAN SUNWOLVES

ROTARY DISTRICT 9685 CONFERENCE



SUPPORTING EVENTS IN OUR CITY

35 NEW EVENT BOOKINGS & ENQUIRIES

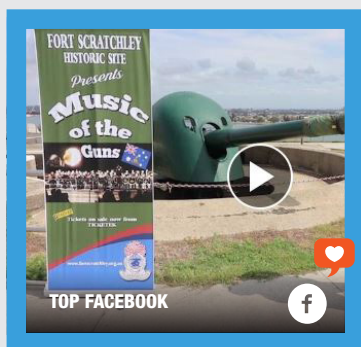
27 EVENT AUTHORISATIONS (not including wedding & private bookings)

0 FILMING PERMITS ISSUED

SOCIAL MEDIA



There has been a change to our social media accounts. We now have City of Newcastle Facebook, Twitter, and LinkedIn accounts; Visit Newcastle Facebook account; and a combined Instagram account.



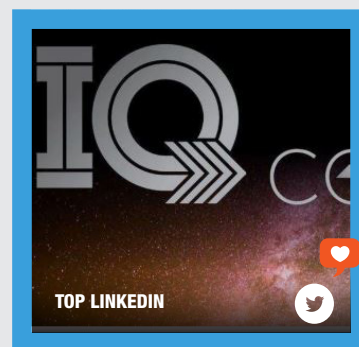
16,121
PEOPLE REACHED
(1,585 REACTIONS
6,116 VIDEO VIEWS)

Looking for something unique to do this Saturday night? Pack a picnic and enjoy Fort Scratchley Historical Society's Music of the Guns. Featuring the Australian Army Band Newcastle and guest musicians - the highlight is the 1812 overture, where the guns of Fort Scratchley join in!



2,870
PEOPLE REACHED
(48 ENGAGEMENTS
193 VIDEO VIEWS)

We're excited to be asking for your feedback in shaping the future of our library services! Visit our website and tell us what you think about our new library strategy



2,978
IMPRESSIONS
(62 ENGAGEMENTS)

Want to know more about how Newcastle is being transformed into a smart, liveable and sustainable global city? Then join us for a pop-up innovation expo - Thurs 21, March at The Station



21,740
PEOPLE REACHED
(238 LIKES)

Newcastle views. Newcastle Music. Love it!



29,853
PEOPLE REACHED
(778 LIKES)

Follow the official Instagram page for Newcastle and tag us @citynewcastle.au to be featured



TOTAL COMBINED FOLLOWERS
116,595

1,841 NEW FOLLOWERS

**ORDINARY COUNCIL MEETING
16 April 2019**

**CCL 16/04/19 - EXHIBITION OF DRAFT S7.12 NEWCASTLE LOCAL
INFRASTRUCTURE CONTRIBUTIONS PLAN 2019**

**Attachment A: Draft Section 7.12 Local Infrastructure Contribution
Plan 2019**

DISTRIBUTED UNDER SEPARATE COVER

Draft Section 7.12 Newcastle Local Infrastructure Contributions Plan 2019

~~Section 94A
Development Contributions Plan 2009~~

April 2019

Policy Title	Section 7.12 Newcastle Local Infrastructure Contributions Plan 2009
Policy Owner	Manager, Regulatory Planning and Assessment
Prepared by	Senior Urban Planner
Approved by	Approved by Council
Date Approved	TBC
Version	Version 5
Category	Plan
Keywords	Developer, contributions, section 7.12
Revision Date	TBC
Relevant Legislation/Codes	Environment Planning and Assessment Act 1979
Related Policies/Documents	Department of Planning Developer Contributions Practice Notes 2005
Related Forms	N/A

Amendment History

Date	Nature of Revision
23 November 2009	Commencement of Plan
December 2010	Draft for exhibition, endorsed by Council (Amendment 1)
March 2011	In force (Amendment 1)
18 December 2012	Draft for exhibition, endorsed by Council (Amendment 2)
22 April 2013	In force (Amendment 2)
13 January 2014	In force (Amendment 3)
26 May 2015	Draft for exhibition, endorsed by Council (Amendment 4)
28 August 2015	In force (Amendment 4)
26 April 2016	Draft for exhibition, endorsed by Council (Amendment 5)
14 August 2017	In force (Amendment 5)
April 2019	Draft for exhibition (Amendment 6)

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Section 1 Administration and Operation of the Contribution Plan

This Contribution Plan has been prepared to determine the Section 7.12 local infrastructure levy that applies and what public facilities are to be funded by the levy.

Levies paid to Council will be applied towards meeting the cost of new and upgraded local infrastructure. This Plan provides a summary of new and upgraded public facilities which will be provided by **Council and Hunter Central Coast Development Corporation** over the coming years, as well as the estimated cost and timing. The timing of projects listed in the plan is indicative only and is dependent upon the level of funds collected and other specific requirements of the projects.

1 Name of the Plan

Draft Section 7.12 Newcastle Local Infrastructure Contributions Plan 2019
~~This plan is called “The City of Newcastle Section 7.12 Development Contributions Plan 2009”.~~

2 Where does this plan apply?

This plan applies to all land within the Newcastle local government area.

3 What is the purpose of the Contribution Plan?

- To authorise the imposition of a condition on certain development consents and complying development certificates requiring the payment of a contribution pursuant to section 7.12 of the *EP&A Act*.
- To assist Council to provide the appropriate public facilities which are required to maintain and enhance amenity and service delivery within the area.
- To publicly identify the purposes for which the levies are required.
- To govern the application of money paid to Council under a condition authorised by this plan

4 When does this Contribution Plan commence?

This Contribution Plan takes effect from the date specified within the public notice pursuant to clause 31(4) of the *Environmental Planning and Assessment Regulation 2000*. (*Regulation*)

~~This Section 7.12 Contributions Plan was adopted by Council and came into force on 23 November 2009.~~

5 Relationship with other development contribution plans

~~This Plan repeals any previous Section 94A and 7.12 Plans applying in the Newcastle local government area.~~

6 What does section 7.12 of the Environmental Planning and Assessment Act 1979 provide?

Section 7.12 of the Act provides that a consent authority may impose, as a condition of development consent, a requirement that the applicant pay a levy of the percentage, authorised by a contributions plan, of the proposed cost of carrying out the development. The money required to be paid by a condition imposed under this section is to be applied towards the provision, extension or augmentation of public amenities or public services (or towards recouping the cost of their provision, extension or augmentation). The application of the money is subject to any relevant provisions of the contributions plan.

7 What Development is exempt from the Levy?

Conditions authorised by this Contribution Plan are subject to any direction given by the Minister of the Department of Planning and Environment under Section 7.17 of the *EP&A Act*. This Plan authorises the imposition of conditions in accordance with any such direction. Under Section 7.17 the Minister has directed Council to exempt development from a levy under this Plan as follows:

- where the proposed cost of carrying out the development is \$100,000 or less;
- if a development contribution under section 7.11 of the *EP&A Act* has been required in respect of the subdivision of land (*initial subdivision*), a levy under section 7.12 of the *EP&A Act* may not be required in respect of any other development on the land, unless that other development will, or is likely to, increase the demand for public amenities or public services beyond the increase in demand attributable to the initial subdivision;
- Seniors Housing under State Environmental Planning Policy Seniors Housing 2004 provided by a Social Housing Provider; or
- within the Port of Newcastle Lease Area shown on the State Environmental Planning Policy (Three Ports) 2013 Lease Area Map.
- ~~for the purpose of disabled access~~
- ~~for the sole purpose of affordable housing~~
- ~~for the purpose of reducing the consumption of mains-supplied potable water, or reducing the energy consumption of a building~~
- ~~for the sole purpose of the adaptive reuse of an item of environmental heritage~~

Council also does not impose a Section 7.12 levy on the following:

- development for the purpose of a single dwelling on a single allotment – ~~this exemption does not apply to the redevelopment of Fort Wallace, North Stockton;~~
- development for the purpose of alterations and additions to existing dwellings;
- development ordinarily incidental or ancillary to the use of a dwelling, such as swimming pools, garages, sheds, tree applications and the like;

- the remediation and grouting of land affected by mine subsidence;
- alterations, fit outs or refurbishment of an existing development, where there is no enlargement, expansion, increase in floor area or intensification of the current land use;
- an application on or behalf of Council for community infrastructure, such as but not limited to libraries, community facilities, recreation areas, recreation facilities and car parks;
- an application by a NSW government department to enable development defined as an 'Infrastructure Facility' under State Environmental Planning Policy (infrastructure) 2007;
- an application for demolition (where there is no replacement building or development); or
- any other development for which Council considers an exemption warranted, where a decision is made by the elected Council.

Where an applicant would like to apply for an exemption to the payment of a Section 7.12 Levy, they are required to submit to Council at development assessment stage, an application for an exemption giving reasons and providing any necessary evidence for the exemption.

8 Council may require payment of the levy as a condition of development consent

This Contribution Plan authorises Council to grant consent to development to which this Contribution Plan applies subject to a condition requiring the applicant to pay to Council a levy of the proposed cost of the development, provided that Council does not also impose on the consent a condition pursuant to section 7.11 of the Act.

9 Obligations of certifying authorities

To the extent that this plan applies to development that is the subject of an application for a Complying Development Certificate, if a Complying Development Certificate is issued, this Contribution Plan requires a certifying authority to include a condition requiring the applicant to pay to Council a percentage levy of the proposed cost of carrying out the development, as specified in this Contribution Plan.

The condition is to include a requirement that payment of the levy is to be made to Council no later than the time that Council is given notice of an intention to commence work, as required by the *EP&A Act*.

10 Determining the proposed cost of carrying out a development

Section 7.12 levies are calculated as a percentage of the cost of development. Clause 25J of the Regulation sets out how the proposed cost of carrying out development is to be determined as follows:

25J Section 7.12 levy - determination of proposed cost of development

- 1 The proposed cost of carrying out development is to be determined by the consent authority, for the purpose of a section 7.12 levy, by adding up all the costs and expenses that have been or are to be incurred by the applicant in carrying out the development, including the following:
 - a if the development involves the erection of a building, or the carrying out of engineering or construction work - the costs of or incidental to erecting the building, or carrying out the work, including the costs (if any) of and incidental to demolition, excavation and site preparation, decontamination or remediation,
 - b if the development involves a change of use of land - the costs of or incidental to doing anything necessary to enable the use of the land to be changed,
 - c if the development involves the subdivision of land - the costs of or incidental to preparing, executing and registering the plan of subdivision and any related covenants, easements or other rights.
- 2 For the purpose of determining the proposed cost of carrying out development, a consent authority may have regard to an estimate of the proposed cost of carrying out the development prepared by a person, or a person of a class, approved by the consent authority to provide such estimates.
- 3 The following costs and expenses **are not** to be included in any estimate or determination of the proposed cost of carrying out development:
 - a the cost of the land on which the development is to be carried out,
 - b the costs of any repairs to any building or works on the land that are to be retained in connection with the development,
 - c the costs associated with marketing or financing the development (including interest on any loans),
 - d the costs associated with legal work carried out or to be carried out in connection with the development,
 - e project management costs associated with the development,
 - f the cost of building insurance in respect of the development,
 - g the costs of fittings and furnishings, including any refitting or refurbishing, associated with the development (except where the development involves an enlargement, expansion or intensification of a current use of land),
 - h the costs of commercial stock inventory,
 - i any taxes, levies or charges (other than GST) paid or payable in connection with the development by or under any law,
 - j the costs of enabling access by disabled persons in respect of the development,
 - k the costs of energy and water efficiency measures associated with the development,

- l the cost of any development that is provided as affordable housing,
- m the costs of any development that is the adaptive reuse of a heritage item.

11 Cost Summary Report must accompany development application or complying development certificate

Where a section 7.12 levy is required under this plan in relation to a DA or application for a CDC, the application is to be accompanied by a Cost Summary Report prepared at the applicant's cost, setting out an estimate of the proposed cost of carrying out the development.

12 Who may provide a Cost Summary Report

The persons approved by Council to provide an estimate of the proposed cost of carrying out development:

- where the applicant's estimate of the proposed cost of carrying out the development is less than **\$750,000** – any building industry professional; or
- where the proposed cost of carrying out the development is **\$750,000** or more – a quantity surveyor who is a registered member of the Australian Institute of Quantity Surveyors.

Sample Cost Summary reports are available on Council's website.

13 How is the proposed cost of carrying out development indexed?

Pursuant to clause 25J(4) of the Regulation, the proposed cost of carrying out development is to be indexed before payment to reflect any increase in the Consumer Price Index - Weighted Average of Eight Capital Cities the date the proposed cost was determined by Council and the date the levy is required to be paid.

The formula governing indexation of the proposed cost of carrying out development is as follows:

$$\text{IDC} = \text{ODC} \times \text{CP2/CP1}$$

Where:

IDC = indexed development cost

ODC = original development cost estimated by the Council

CP2 = Consumer Price Index All Group Index Number for Sydney at the time a levy is paid

CP1 = Consumer Price Index All Group Index Number for Sydney at the date the original development cost was estimated by the Council.

If in the event the CPI at the time of the review is less than the previous CPI the indexed rates will remain the same.

14 Pooling of levies

This Contribution Plan authorises money obtained from levies paid in respect of different developments to be pooled and applied by Council progressively towards the public facilities listed in Part A and Part B of the plan.

15 Construction Certificates and the obligations of accredited certifiers

In accordance with Clause 146 of the *Regulation*, a certifying authority must not issue a construction certificate for building work or subdivision work under a development consent unless it has verified that each condition requiring the payment of levies has been satisfied.

A private accredited certifier who issues a construction certificate for building work or subdivision work is to ensure that the applicant provides a receipt(s) confirming that required levies have been fully paid and copies of such receipts are to be included with the information required to be provided to Council in accordance with Clause 142(2) of the *Regulation*.

16 What is Council's policy on the deferred or periodic payment of levies?

Deferred or periodic payments may be permitted in the following circumstances:

- deferred or periodic payment of the contribution will not prejudice the timing or the manner of the provision of public facilities included in the works program; or
- in other circumstances considered reasonable by Council.

For a deferred or periodic payment to be considered, the applicant must satisfy Council that:

- there are valid reasons for deferred or periodic payment;
- no prejudice will be caused to the community deriving benefit from the services being provided under this plan; and
- no prejudice will be caused to the efficiency and operation of this Contribution Plan.

If Council does decide to accept deferred or periodic payment, Council may require the applicant to provide a bank guarantee for the full amount of the contribution or the outstanding balance on condition that:

- a) the bank guarantee be issued by an Australian bank or a bank in Australia for the amount of the total contribution, or the amount of the outstanding contribution, plus an amount equal to thirteen (13) months interest.;
- b) any charges associated with establishing or operating the bank security are payable by the applicant;
- c) the bank guarantee must carry specific wording identifying the exact obligation to which it relates (i.e. section 7.12 development contributions for development of Lot x DP xxx under Development Consent No. xxx);
- d) the bank unconditionally pays the guaranteed sum to Council if Council so demands in writing not earlier than 12 months from the provision of the guarantee or completion of the work;
- e) the bank must pay the guaranteed sum without reference to the applicant or landowner or other person who provided the guarantee, and without regard to any dispute, controversy, issue or other matter relating to the development consent or the carrying out of development;
- f) the bank's obligations are discharged when payment to the Council is made in accordance with this guarantee or when Council notifies the bank in writing that the guarantee is no longer required; and
- g) where a bank guarantee has been deposited with Council, the guarantee shall not be cancelled until such time as the original contribution and accrued interest are paid.

Deferred or periodic payments may be permitted, in accordance with the above requirements, only with approval of the Council Officer(s) whose position(s) holds the required Council delegations.

17 Are there alternatives to payment of the levy?

If an applicant does not wish to pay the section 7.12 levy applicable to their development they may offer, instead, to enter into a voluntary planning agreement with Council under section 93F of the *EP&A Act* in connection with the making of a development application or in an application for a modification.

The applicant's provision under a planning agreement may be additional to or instead of paying a levy in accordance with a condition of development consent authorised by this plan. This will be a matter of negotiation with Council. The offer to enter into the planning agreement together with draft agreement should accompany the relevant development application.

Acceptance of an offer to enter into a voluntary planning agreement is at the sole discretion of Council and, if Council does not agree to the offer, the payment of the section 7.12 levy will be required.

Applicants should refer to Council's Policy on Planning Agreements for further information.

18 Savings and Transitional Arrangements

A development or complying development application which has been submitted prior to the adoption of this Contribution Plan but not determined shall be determined in accordance with the provisions of the plan which applied at the date of lodgement of the application.

A development or complying development application, which is submitted after the commencement of this Contribution Plan, will be assessed in accordance with the provisions of this Contribution Plan.

19 What definitions apply?

ABS - Australian Bureau of Statistics.

EP&A Act - *Environmental Planning and Assessment Act 1979*.

Council - The City of Newcastle.

CPI - Consumer Price Index.

Levy - a levy under section 7.12 of the Act authorised by Part A and Part B of this Plan.

Local Infrastructure Contribution Plan – a contributions plan made pursuant to section 7.11 of the EP&A Act

Regulation - *Environmental Planning and Assessment Regulation 2000*.

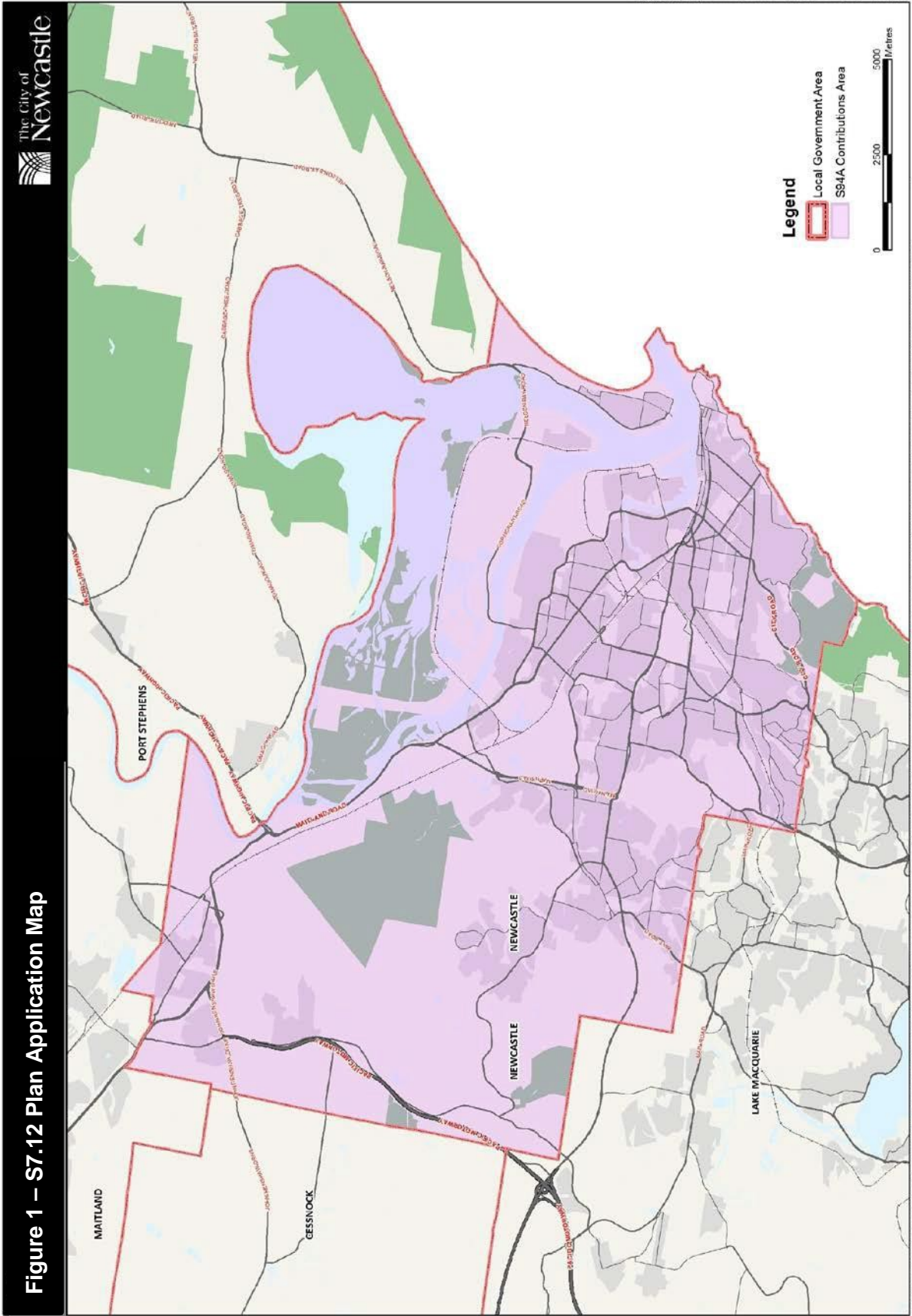


Figure 1 - Section 7.12 Plan Land Application Maps



Figure 2 - Part B Newcastle City Centre

Figure 3 - Part C Honeysuckle Area



Figure 3 - Part C Honeysuckle Area

Part A – Newcastle Local Government Area (excluding Part B and Part C)

1 Land to which Part A of this Plan applies

Part A of this Contribution Plan applies to all land within the Newcastle local government area excluding the land included in the Newcastle City Centre (Part B) and Honeysuckle (Part C) areas.

2 When does Part A of this Plan commence?

Part A of this Plan commenced on 23 November 2009.

3 What is the purpose of Part A of this Plan?

The purposes of Part A of this Plan are:

- to authorise Council to impose, as a condition of development consent, a requirement that the applicant pay to Council a contribution determined in accordance with this Contribution Plan;
- to require a certifying authority (the Council or an accredited certifier) to impose, as a condition of issuing a complying development certificate, a requirement that the applicant pay to Council a contribution determined in accordance with Part A of this Plan, if development consent was granted subject to a condition authorised by Part A of this Plan; and
- to govern the application of money paid to Council under a condition authorised by Part A of this Contribution Plan.

4 What is the Part A Section 7.12 Contributions levy rate/amount?

The Section 7.12 contributions levy for land within Part A is as follows:

Proposed cost of the development	Maximum % of the levy
Up to \$100,000	Nil
\$100,001 - \$200,000	0.5%
More than \$200,000	1.0%

Table 1 – Maximum section 7.12 levy on proposed development costs

5 How will Council apply money obtained from Part A of the levy?

Money paid to Council under a condition authorised by Part A of this Contribution Plan is to be applied by Council towards meeting the cost of one or more of the public facilities that will be or have been provided within the area as listed in Schedule 1.

6 When is the levy payable?

A contribution must be paid to Council at the time specified in the condition that imposes the contribution. If no such time is specified, the timing of the payment of the contribution is as follows:

- development applications involving subdivision: prior to certification of the plan of subdivision;
- development applications involving building work: prior to the issue of a construction certificate; or

- development applications where no subdivision or building works are involved: prior to the commencement of the development or the use of the land or building.

At the time of payment, the levy will be indexed quarterly in accordance with movements in the Consumer Price Index (All Groups Index) for Sydney issued by the Australian Statistician.

7 Expected types of development and demand for public facilities

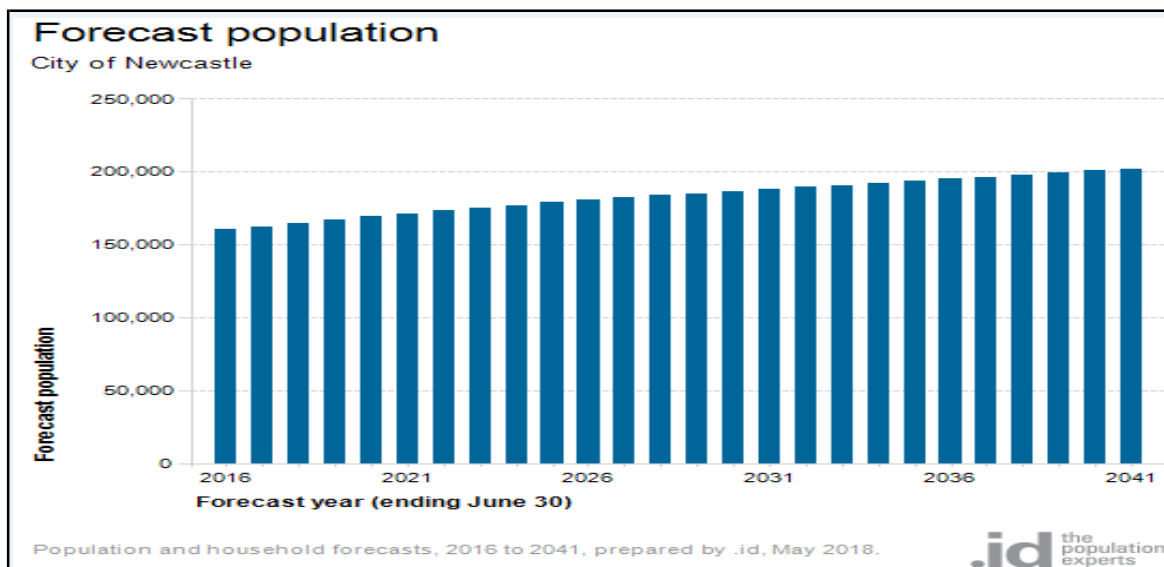
Part A of this Plan broadly identifies the expected types of development in the Newcastle LGA linked to the demand for additional public facilities. The expected types of development include, but are not limited to:

- residential accommodation
- tourist and visitor accommodation
- employment generating development
- industrial development
- Commercial premises
- Retail premises
- Business premises
- Mixed use development
- Educational establishments
- Health service facilities

The relationship between expected development and the demand for social infrastructure is established through consideration of a number of sources.

The *Hunter Regional Plan 2036* projects an additional 129,850 people in the Hunter over next 20 years with approximately 61,500 new jobs. The University of Newcastle *Centre for Urban and Regional Studies* (CURS) research on workforce population also highlights that Newcastle will continue as a major employment destination overall due to its strategic location and attributes, with the City Centre as a Regional Centre. The *Hunter Regional Plan 2036* estimates approximately 7,754 new jobs in the Newcastle City Centre.

The City of Newcastle population forecast (prepared by .id the population experts) for 2019 is 166,984 and is forecast to grow by 21% to 202,049 people by 2041. The number of dwellings is also forecast to grow by 19,500 by 2041.



The projected population growth will require the provision of additional public facilities to meet increasing demand over time. An associated demographic trend is the ageing of the population and substantial growth of the active aged as a proportion of the Newcastle population. Council is also moving from a traditional single purpose community facility model to a multi-purpose community infrastructure model that has the flexibility to meet changing community needs over time. In some circumstances, it will be possible to provide a new community facility; in other circumstances, an existing facility may be enhanced to provide a higher level of flexibility and integration.

The City of Newcastle Community Strategic Plan *Newcastle 2030* strategic themes are an integrated platform for a socially cohesive, economically strong and sustainable city that is adaptable and equipped for the future. The seven strategic directions are:

- Integrated and Accessible Transport
- Protected Environment
- Vibrant, Safe and Active Public Places
- Inclusive Community
- Liveable Built Environment
- Smart and Innovative
- Open and Collaborative Leadership.

Social or community infrastructure includes a wide range of services and facilities that meet community needs for education, health, social support, recreation, cultural expression, social interaction and community development. Investment in social infrastructure is considered to be essential for the health, well-being and economic prosperity of communities. All levels of government have a role to play in the provision of social infrastructure. Council's role is in the provision of community facilities that supports the establishment and functioning of business, industrial and housing development across the LGA.

Schedule 1: New public facilities for which levies will be sought (Part A)

Map Ref	Category	Project Details		Completion Date			
		Location	Works	2019/2020	2020/2021	2021/2022	2022-2032
1	Open Space and Recreation	Bathers Way Improvements – King Edward Park (Bathers Way)	King Edward Park			\$600,000.00	
2	Open Space and Recreation	Cathedral Park Improvements	Completion of Stage 3	\$250,000.00			
3	Open Space and Recreation	Empire Park	Upgrade and construction of pathways, shade, seating, amenities and exercise equipment		\$200,000.00	\$100,000.00	
4	Open Space and Recreation	Federal Park, Wallsend	Playground, shade, seating and pathway		\$50,000.00		
5	Open Space and Recreation	Fernleigh Track, Park Avenue Adamstown	Development of Adamstown Rail Station at Park Avenue		\$300,000.00		
6	Open Space and Recreation	Islington Park	Construction of new amenities building		\$300,000.00		
7	Open Space and Recreation	Jesmond Park	Access improvements		\$100,000.00	\$100,000.00	\$100,000.00
8	Open Space and Recreation	Lambton Park	Installation of Floodlights and construction of new pathways		\$200,000.00		
9	Open Space and Recreation	Lambton Park	Upgrade and construction of new pathways	\$100,000.00	\$100,000.00	\$200,000.00	*Duplicate project
10	Open Space and Recreation	Lambton Pool	Shade Structure		\$50,000.00		
11	Open Space and Recreation	Merewether Baths Improvements	seating, shade and landscaping			\$500,000.00	
12	Open Space and Recreation	Merewether Beach Improvements	Surf Pavilion promenade and Jefferson park			\$500,000.00	
13	Open Space and Recreation	National Park	Implementation of Plan of Management with Shade, seating, landscaping, redevelopment of No. 1 Sports Ground and upgrade of amenities buildings and netball courts			\$250,000.00	\$250,000.00
14	Open Space and Recreation	Passmore Oval, Wickham	Upgrade of sporting facilities		\$100,000.00		
15	Open Space and Recreation	Stockton Skate Park	Construction of new facility and embellishment of other local facilities			\$600,000.00	
16	Open Space and Recreation	Stevenson Park, Mayfield West	Implementation of Stevensons Park Master Plan	\$500,000.00	\$500,000.00		
17	Open Space and Recreation	Stockton Foreshore	District playground, heritage and harbour lookout, play equipment, shade, seating and eastern-landscaping	-	-	\$1,300,000.00	*funded through Fern Bay/Stockton Plan
18	Open Space and Recreation	Tarro Recreation Reserve	Pathways, lighting, playground, cricket facilities, bat ball facilities and amenities building		\$100,000.00	\$200,000.00	
19	Open Space and Recreation	Warabrook Park	Upgrade and construction of playground facilities, pathways, shade, seating and BBQ facilities		\$200,000		
20	Open Space and Recreation	Waratah Park	Upgrade and construction of new pathways, shade and seating areas and exercise equipment		\$300,000.00		
21	Open Space and Recreation	Sports Partnership Grant Program	Matching of grant funding for sporting groups to embellish Council owned facilities		\$100,000.00	\$100,000.00	\$100,000.00

22	Community Facilities	Wallsend Pioneer Hall	Upgrade of Centre			\$200,000	
23	Traffic Management PAMP & LATM Works	Union Street at Bull Street and Laman Street - Cooks Hill	Raised Pedestrian Crossings	-	\$480,000.00	-	Funded from alternate source
24	Traffic Management PAMP & LATM Works	Marton Street at Sandgate Road - Shortland	Pedestrian Refuge	-	\$97,000.00	-	
25	Traffic Management PAMP & LATM Works	Cardiff Road North of Smith Street - Elmore Vale	Pedestrian Refuge	-	\$130,000.00	-	
26	Traffic Management PAMP & LATM Works	Lexington Parade at Kotara High School - Adamstown Heights	Raised Pedestrian Crossing	-	\$200,000.00	-	
27	Traffic Management PAMP & LATM Works	William Street at Bryant Street - Tighes Hill	Footway Reconstruction, Kerb and Gutter, and Kerb Ramps	-	\$500,000.00	-	
28	Traffic Management PAMP & LATM Works	Platt Street at Corpus Christi Primary School - Waratah	Kerb Extension and Footway Ramps	-	\$140,000.00	-	
29	Traffic Management PAMP & LATM Works	Croudace Road at Elmore Vale Public School - Elmore Vale	Kerb Extension and Footway Ramps	-	\$160,000.00	-	
30	Traffic Management PAMP & LATM Works	ChinChen Street at Clyde Street - Islington	Traffic Control Signals	-	\$800,000.00	-	
31	Traffic Management PAMP & LATM Works	Vine Street at Industrial Drive - Mayfield	Ramps to Signalised Crossing	-	\$360,000.00	-	
32	Traffic Management PAMP & LATM Works	Park Avenue at Seaview Street - Kotara	Roundabout	-	\$500,000.00	-	
33	Traffic Management PAMP & LATM Works	Samdon Street, Bibby Street to Tudor Street - Hamilton	Traffic Calming and Pedestrian Refuge	-	\$280,000.00	-	
34	Traffic Management PAMP & LATM Works	Cowper Street East of Kokera Street - Wallsend	Raised Pedestrian Threshold at Existing Pedestrian Refuge	-	\$100,000.00	-	
35	Traffic Management PAMP & LATM Works	Howe Street at Morehead Street - Lambton	Traffic Control Signals	-	-	\$480,000.00	
36	Traffic Management PAMP & LATM Works	Janet Street, Algie Street to Henry Street - North Lambton	Footpaving Southern Side	-	-	\$140,000.00	
37	Traffic Management PAMP & LATM Works	Blue Gum Road, University Drive and Wilkinson Avenue Intersections - Birmingham Gardens	Reconstruct Intersections	-	-	\$2,000,000.00	
38	Traffic Management PAMP & LATM Works	Mackie Avenue at Jellicoe Street - New Lambton	Shared Footbridge and Shared Pathway Connections	-	-	\$450,000.00	
39	Traffic Management PAMP & LATM Works	Park Avenue at Joslin Street - Kotara	Traffic Control Signals	-	-	\$750,000.00	
40	Traffic Management PAMP & LATM Works	Joslin Street between Moruya Parade and Rae Crescent - Kotara	Raised Thresholds and Pedestrian Refuge	-	-	\$300,000.00	
41	Traffic Management PAMP & LATM Works	Lambton Road and Hobart Street - Lambton	Roundabout	-	-	\$1,200,000.00	
-	Traffic Management PAMP & LATM Works	Platt Street - Waratah	Raised Thresholds and Kerb Extensions	-	-	\$250,000.00	

-	Traffic Management PAMP & LATM Works	Northern Avenue and Central Avenue, Anderson Drive to School - Tarro	Footpaving	-	-	-\$120,000.00	
42	Newcastle Cycling Strategy and Action Plan Works	Cycleways Investigation and Development	Feasibility Study and Design of Cycleways	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
43	Newcastle Cycling Strategy and Action Plan Works	Maud Street, Vera Street to Prince Street – Waratah	Cycleway Crossing of Maud Street			\$1,000,000.00	\$1,000,000.00
44	Newcastle Cycling Strategy and Action Plan Works	Shortland to Tarro, Sandgate Road to New England Highway	Shared Pathway along Hunter Water Pipeline Corridor Detailed Design	\$200,000.00			
45	Newcastle Cycling Strategy and Action Plan Works	Richmond Vale Cycleway	Rail Trail Detailed Design Stage 1		\$200,000.00		
46	Newcastle Cycling Strategy and Action Plan Works	ChinChen Street, Scholey Street to Clyde Street – Islington	Shared Pathway Northern Side		\$100,000.00		
47	Newcastle Cycling Strategy and Action Plan Works	Victory Parade, Illoura Street to Newcastle Road Stage 3 - Wallsend	Shared pathway		\$300,000.00		
48	Newcastle Cycling Strategy and Action Plan Works	Scenic Drive, Yule Road to Charlotte Road – Merewether	On Road Cycleway Shoulders		\$180,000.00		
49	Newcastle Cycling Strategy and Action Plan Works	University Drive, H23 Underpass to Wilkinson Avenue - Birmingham Gardens	Shared Pathway and Cycle Refuge Stage 2		\$560,000.00		
50	Newcastle Cycling Strategy and Action Plan Works	Scholey Street, Railway Bridge to Nelson Street – Mayfield	Cantilevered Shared Pathway on Bridge Approach		\$1,100,000.00		
51	Newcastle Cycling Strategy and Action Plan Works	Inner City Bikelanes East West Stage 2 – Chatham Road to Newcastle West	Construct Inner City Bikelanes		\$2,000,000.00		
52	Newcastle Cycling Strategy and Action Plan Works	Chatham Road and Clyde Street, Chin Chen Street to Bates Street - Hamilton North	Shared Pathway, Railway Crossing Upgrade, and Protected Bi-directional Cycleway		\$1,000,000.00		
53	Newcastle Cycling Strategy and Action Plan Works	Brunker Road at Melville Road – Broadmeadow	Traffic Control Signals and Shared Pathway		\$650,000.00		
54	Newcastle Cycling Strategy and Action Plan Works	Fernleigh Track at Park Avenue – Adamstown	Shared Pathway Bridge over Park Avenue		\$250,000.00	\$750,000.00	
55	Newcastle Cycling Strategy and Action Plan Works	Merewether to Newcastle City Centre	Inner City Bikelanes North/South Connection	\$300,000.00	\$400,000.00		
56	Newcastle Cycling Strategy and Action Plan Works	Lambton Park to Croudace Street via Pearson Street or Howe Street – Lambton	Shared Pathway, Separated Bicycle Lane, Kerb Extensions, Cycle Lanterns	\$60,000.00	\$400,000.00		
57	Newcastle Cycling Strategy and Action Plan Works	National Park, Smith Street to SWC and connection to Marketown - Newcastle West	Shared Pathway			\$550,000.00	
58	Newcastle Cycling Strategy and Action Plan Works	National Park, National Park Street to Smith Street - Newcastle West	Shared Pathway			\$200,000.00	
59	Newcastle Cycling Strategy and Action Plan Works	Lambton Road, Brown Road to Bavin Road – Broadmeadow	Shared Pathway			\$140,000.00	

60	Newcastle Cycling Strategy and Action Plan Works	Cowper Street, Nelson Street to Low Street – Wallsend	Shared Pathway, Intersection Realignment, Protected Bi-directional Cycleway			\$530,000.00	
61	Newcastle Cycling Strategy and Action Plan Works	Shortland to Tarro, Sandgate Road to New England Highway	Shared Pathway along Hunter Water Pipeline Corridor	\$500,000	\$3,500,000.00		
62	Newcastle Cycling Strategy and Action Plan Works	Newcastle Inner City Bypass Rankin Park to Jesmond	Cycleway Connections associated with NICB Stage 5			\$1,000,000.00	\$1,000,000.00
63	Newcastle Cycling Strategy and Action Plan Works	Industrial Drive, George Street to William Street - Mayfield East	Shared Pathway over Railway Bridge			\$350,000.00	\$350,000.00
64	Newcastle Cycling Strategy and Action Plan Works	Shortland to Tarro Shared Pathway to Anderson Drive - Tarro	Shared Pathway Bridge over New England Highway	\$100,000			\$1,500,000.00
65	Newcastle Cycling Strategy and Action Plan Works	NSW Coastline Cycleway Connections, NSW Coastline Cycleway to Inner City Bikelandes - Hamilton East	Separated Cycleways, Shared Pathways, Intersection Treatments, and Cyclelanterns				\$1,500,000.00
66	Newcastle Cycling Strategy and Action Plan Works	Lookout Road at Carrington Parade - New Lambton Heights	Shared Pathway between Carrington Parade and Northern Entry to JHH				\$220,000.00
	Newcastle Cycling Strategy and Action Plan Works	Parkway Avenue at Smith Street and National Park Street - Hamilton South	Roundabout bypasses				\$250,000.00
67	Public Transport Works	Public Transport – Bus shelters city wide (estimate \$25k per shelter) approximately two per ward	Bus shelters	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
68	Library Upgrade	Lambton Library	Lambton Storybook Cottage – Early childhood literacy Upgrade to building and amenities	\$100,000			New Project
68	Library Upgrade	New Lambton Library	Upgrade of Library	-	-	-	\$15,000,000.00
69	Library Upgrade	City Library	Upgrade of Library	-	-	-	\$9,000,000.00
70	Library Upgrade	Mayfield Library	Upgrade of Library	-	-	-	\$5,000,000.00
71	Library Upgrade	Stockton Library	Upgrade of Library	-	-	-	\$7,000,000.00
72	Library Upgrade	Beresfield Library	Upgrade of Library	-	-	-	\$7,000,000.00
73	Pool Upgrades	Lambton Pool	Upgrade of Lambton Pool	-	-	-	\$30,000,000.00
74	Pool Upgrades	Upgrade to Council swimming pools	Upgrade of Council swimming pools	-	-	-	\$26,000,000.00
	Library Upgrade	Upgrade to City of Newcastle Libraries	Upgrade to City of Newcastle Libraries				\$43,000,000
	Pool Upgrades	Upgrades to City of Newcastle Pools	Upgrade to City of Newcastle Pools				\$56,000,000
75	Local Centre Upgrades	Beresfield Local Centre Stage 1	Local and Neighbourhood Centres Public Domain Program		\$625,000.00		
76	Local Centre Upgrades	Stockton Local Centre Stage 1	Local and Neighbourhood Centres Public Domain Program		\$845,000.00		
77	Local Centre Upgrades	Llewellyn Street Neighbourhood Centre Stage 1	Local and Neighbourhood Centres Public Domain Program		\$885,000.00		

78	Local Centre Upgrades	Wallsend Local Centre Stage 1	Local and Neighbourhood Centres Public Domain Program		\$750,000.00	\$750,000.00	
			Total	\$1,660,000.00	\$12,945,000	\$7,320,000	\$104,320,000.00

Part B – Newcastle City Centre

1 Where does Part B of this Plan apply?

Part B of this Contribution Plan applies to all new development that has an estimated cost of more than \$100,000 on land in the Newcastle City Centre, as shown in Figure 3.

2 What is the purpose of Part B of this Plan?

The purpose of Part B of this Plan is to provide for funding towards the public domain projects and city centre projects as outlined in Schedule 2.

3 When does Part B of this Plan commence?

Part B of this Plan commenced on 1 February 2008.

4 What is the relationship with other contributions Plans?

Part B of this Plan repeals those parts of any other contributions plans applying to the Newcastle City Centre.

5 What is the Part B section 7.12 contributions levy rate/amount?

The Section 7.12 contributions levy for land within Part B is as follows:

Proposed cost of the development	Maximum % of the levy
Up to \$100,000	Nil
\$100,001 - \$200,000	0.5%
\$200,001 - \$250,000	1.0%
More than \$250,001	3.0%

Note:

~~Residential Development~~

~~Applies to all development defined as Residential Accommodation in the Newcastle Local Environmental Plan 2012.~~

~~Non Residential Development~~

~~A minimum of 60% of the gross floor area of the proposed development must contain a non-residential use as defined by the Newcastle Local Environmental Plan 2012.~~

6 How and when will the levy be paid?

The requirement for development to contribute a levy towards the cost of City Centre projects will be imposed as a condition of development consent under section 7.12 of the EP&A Act.

The section 7.12 levy is payable to Council prior to the issue of a Construction Certificate for new development.

At the time of payment, the levy will be indexed quarterly in accordance with movements in the Consumer Price Index (All Groups Index) for Sydney issued by the Australian Bureau of Statistics.

7 How will the section 7.12 funds be administered?

The City of Newcastle is to administer monies obtained from the section 7.12 levy and make decisions on the funding and provision of the special city projects in accordance with the *EP&A Act and Regulation*. The funds collected under Part B of this Contribution Plan will be pooled for city projects and priorities for spending will be determined as part of Council's annual Management Plan process.

8 Expected types of development and demand for public facilities

Part B of this Plan is based on the growth and development projected in the **Greater Newcastle Metropolitan Plan, Newcastle City Centre Catalyst Area**. The Plan estimates an additional 4,000 dwellings and 7,750 job by 2036.

The City Centre projects identified in Schedule 2 are needed to support growth and development within the City Centre.

Schedule 2: Works schedule for expenditure within the City Centre (Part B)

Map Ref	Category	Project		Completion Date				
		Location	Works	2019/2020	2021/2022	2022/2023	2023/2024	2024-2034
1	Open space and recreation	Newcastle South	Bathers Way Improvements - Newcastle South		\$1,000,000			
2	Open space and recreation	City Centre area	Local and District open space embellishments		\$100,000	\$400,000		\$500,000
3	Open space and recreation	Honeysuckle Waterfront Precinct	Acquisition and embellishment of open space and public domain areas	-	-\$2,000,000	-\$1,000,000	\$1,000,000	\$1,000,000
4	Public Domain Works	Birdwood Park, Little Birdwood Park and Parry Street	Upgrade of Birdwood Park, Little Birdwood Park and Parry Street		\$2,500,000	\$2,000,000		
5	Public Domain Works	Hunter Street - Civic Precinct	Civic Precinct - Planting works, paved activity zones, footpaths, kerb and gutter, stormwater, roads, cycleways, furniture and signage			\$1,000,000	\$2,000,000	\$2,000,000
6	Public Domain Works	Hunter Street - West End	West End - Planting works, paved activity zones, footpaths, kerb and gutter, stormwater, roads, cycleways, furniture and signage		\$1,000,000	\$4,200,000		
7	Public Domain Works	East End Precinct	Implementation of East End Public Domain Plan		\$3,000,000			
8	Public Domain Works	City Centre area	Urban furniture, interpretation signage, paving, lighting, public art, trees, landscaping, transit precinct improvements, cycleways, universal access upgrades.		\$1,000,000	\$2,000,000	\$3,000,000	\$6,000,000
9	Public Domain Works	Darby Street	Embellishment - Stage 1 & 2			\$500,000		
10	Public Domain Works	Wheeler Place	Upgrade of Wheeler Place including planting, paving, furniture, lighting, fountain, bridge, café and shop			\$1,500,000		\$3,000,000
11	Public Domain Works	Hunter Street Mall	Paved zones, planting works, furniture, signage, kerb and gutter					\$3,200,000
12	Public Domain Works	Cottage Creek Improvements (Honeysuckle to National Park)	Create a recreation space along Cottage Creek, including landscaped spaces, pedestrian and cyclists links. Potential for education and interpretation along creek.			\$1,000,000	\$2,000,000	\$2,000,000
13	Public Domain Works	King Street	Upgrade of streetscape			\$1,000,000	\$2,000,000	\$3,000,000
14	Public Domain Works	Scott Street	Upgrade of streetscape		\$1,000,000	\$500,000		\$1,000,000
15	Community Facilities	City Centre area	Construction of a district multipurpose community space				\$5,000,000	\$5,000,000
16	Community Facilities	Civic Precinct	Upgrade of Civic Theatre and City Hall					\$10,000,000
17	Newcastle Cycling Strategy and Action Plan Works	King Street and Hunter Street	Separated cycleway on King and Hunter Streets					\$3,000,000
			Total		\$9,600,000	\$14,100,000	\$14,000,000	\$38,700,000

Part C – Honeysuckle Foreshore Public Domain Area

1 Where does Part C of this Plan apply?

Part C of this Contribution Plan applies to all new development that has an estimated cost of more than \$100,000 on land in the Honeysuckle Foreshore Public Domain Area, as shown in Figure 3.

2 What is the purpose of Part C of this Plan?

The purpose of Part C of this Plan is to provide for funding towards the public domain projects within the Honeysuckle Foreshore Public Domain Area as outlined in **Figure 3**. The public domain projects to which this Plan pertains are listed in **Schedule 3**.

3 When does Part C of this Plan commence?

Part C of this Plan commenced on **TBC**.

4 What is the relationship with other contribution Plans?

Part C of this Plan does not repeal any other contribution plans applying in the Newcastle City Centre.

5 What is the Part C section 7.12 contributions levy rate/amount?

The Section 7.12 contributions levy for land within Part C is as follows:

Proposed cost of the development	Maximum % of the levy
Up to \$100,000	Nil
\$100,001 - \$200,000	0.5%
\$200,001 - \$250,000	1.0%
More than \$250,001	3.0%

6 How and when will the levy be paid?

The requirement for development to contribute a levy towards the cost of Honeysuckle Foreshore Public Domain Area will be imposed as a condition of development consent under section 7.12 of the EP&A Act.

The section 7.12 levy is payable to Council prior to the issue of a Construction Certificate for new development.

At the time of payment, the levy will be indexed quarterly in accordance with movements in the Consumer Price Index (All Groups Index) for Sydney issued by the Australian Bureau of Statistics.

7 How will the section 7.12 funds be administered?

Council is to transfer monies obtained from the section 7.12 levy within the Honeysuckle Foreshore Public Domain Area to the Hunter and Central Coast Development Corporation as specified in the table below. The funds will be transferred to Hunter and Central Coast Development Corporation as they are paid to Council to be used on the projects listed in **Schedule 3**.

Apportionment of Development Contributions	
Hunter and Central Coast Development Corporation	City of Newcastle
80%	20%

Council is not to enter into a Planning Agreement relating to land within the Honeysuckle Public Domain Area without the consent of Hunter and Central Coast Development Corporation.

8 Vision for the Honeysuckle Foreshore Public Domain

The Honeysuckle Foreshore Public Domain Plan (PDP) provides a framework for the delivery of a high quality public domain in the Honeysuckle Precinct which supports the broader renewal of Newcastle citycentre.

Linking Wickham and the emerging commercial centre of the West End with Civic and beyond, Honeysuckle links the indigenous and industrial past of the precinct to the emerging future city and transport arrival corridor of the West End. The PDP that has been prepared for the Honeysuckle Foreshore integrates new parks at the Tree of Knowledge, Cottage Creek and Worth Place west with an extensive foreshore promenade.

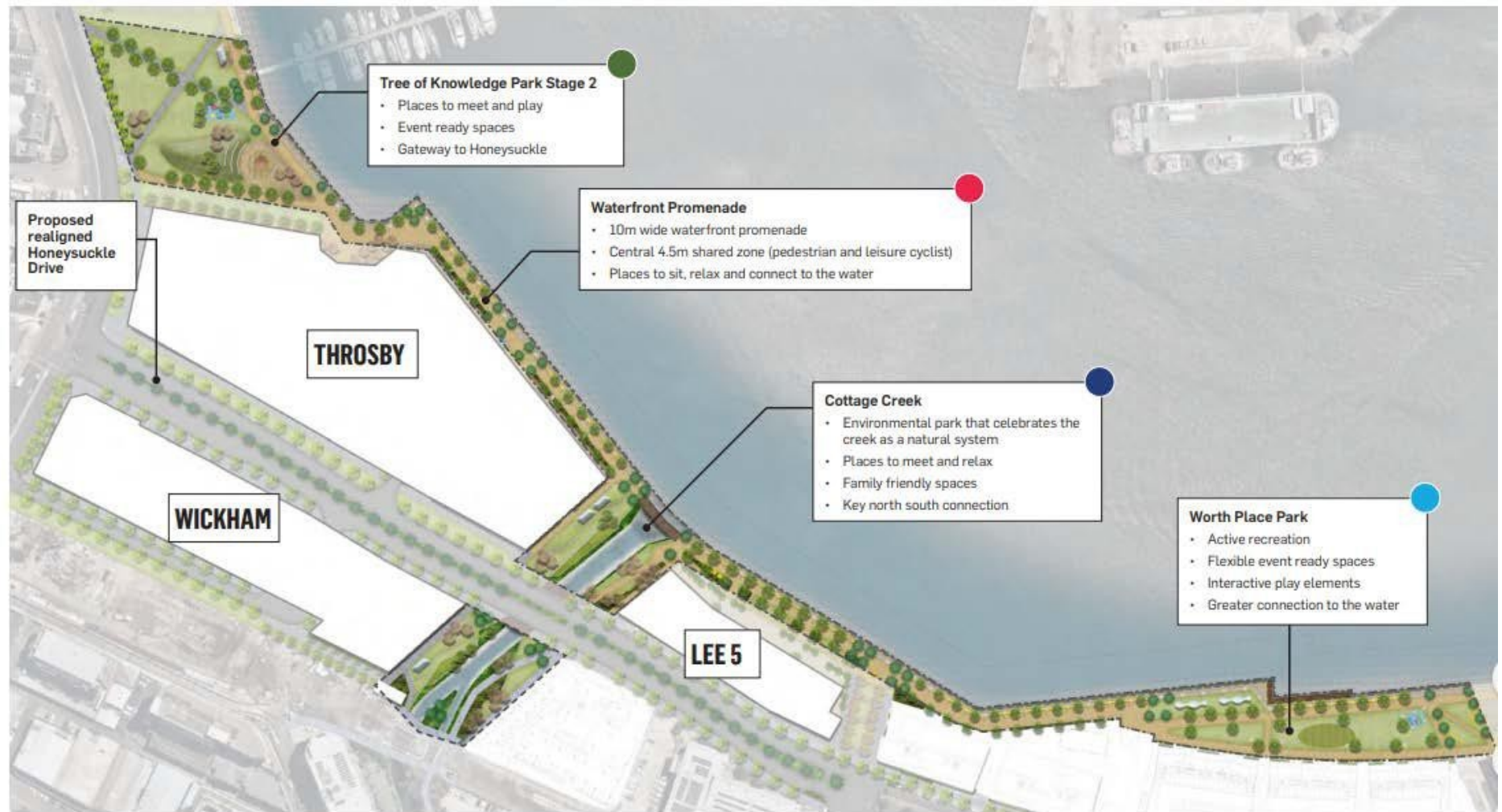
The PDP presents a vision that seeks to create a strong sense of place that will celebrate the indigenous and working harbour heritage, but also recognises Honeysuckle as an important part of Newcastle's future. The urban landscape will provide spaces that add to the value of Honeysuckle as a whole. Delivery of the public domain will contribute to the green space network across the precinct and provide a range of destinations for the community. The PDP recognises the diversity of spaces to support a wide demographic, enabling both active and passive recreation. Place activation is an important component of evolving cities, and the PDP allows for spaces that can cater to a broad program of activities to cater to a growing community. Implicit within the PDP is a strong sense of triple-bottom line sustainability, ensuring a balanced and considered approach to the delivery of this significant public domain for Newcastle.

The Public Domain Plan (2019) can be seen in its entirety at <https://www.hccdc.nsw.gov.au/sites/default/files/2019-01/Honeysuckle%20PDP%20Summary-Jan19.pdf>

Schedule 3 - Works schedule for expenditure within the Honeysuckle Foreshore Public Domain

Map Ref	Category	Project		Completion Date			
		Location	Works	2019/2020	2020/2021	2021/2022	2022/2023
1	Open space and recreation	Honeysuckle Foreshore	Delivery of Tree of Knowledge Park Stage 2			\$4,500,000- \$5,200,000	
2	Open space and recreation	Honeysuckle Foreshore	Delivery of Honeysuckle waterfront promenade		\$1,100,000- \$1,300,000	\$870,000-\$1,000,000	
3	Open space and recreation	Honeysuckle Foreshore	Naturalisation and opening of Cottage Creek as open space	\$1,200,000-\$1,350,000	\$1,200,000- \$1,350,000	\$3,400,000- \$4,000,000	
4	Public Domain Works	Honeysuckle Drive	Replacement of bridge over Cottage Creek to improve flood conveyance	\$1,200,000-\$1,400,000	\$1,200,000- \$1,400,000		
5	Open space and recreation	Honeysuckle Foreshore	Delivery of Worth Place Park West	\$1,300,000-\$1,500,000	\$1,300,000- \$1,500,000		
			Total	\$3,700,000-\$4,250,000	\$4,800,000- \$5,550,000	\$8,770,000- \$10,200,000	

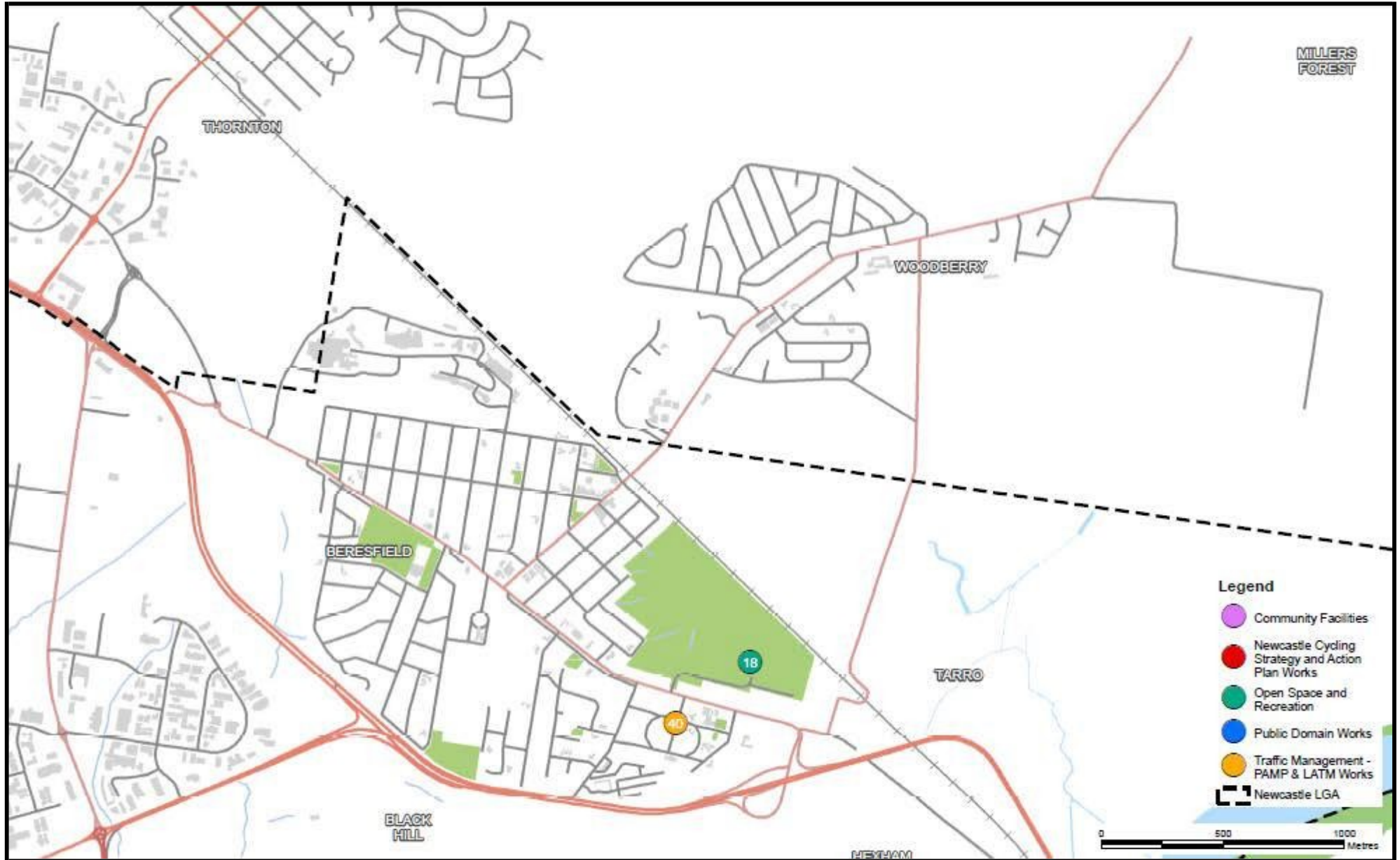
Honeysuckle Public Domain Plan Project location

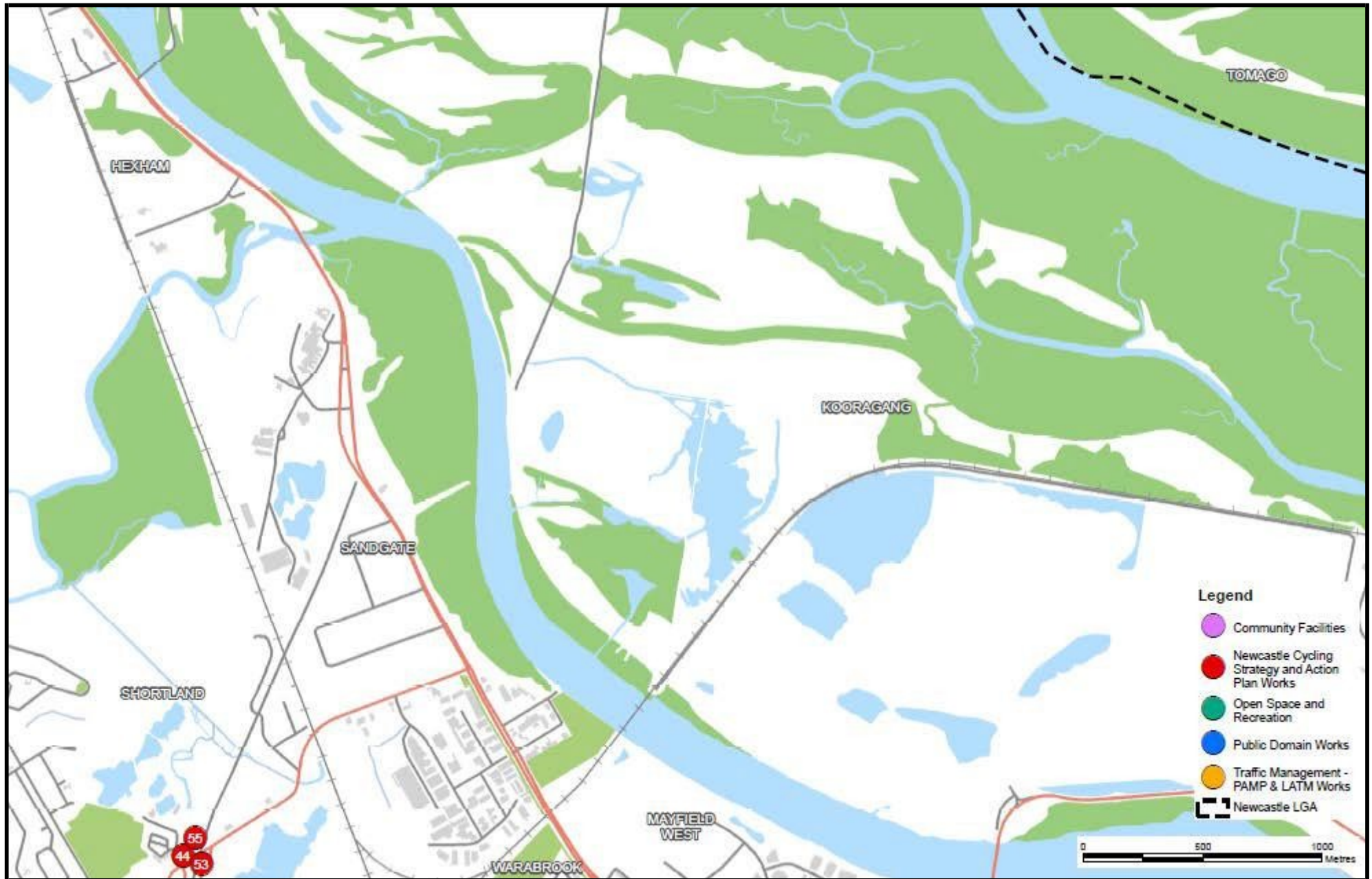


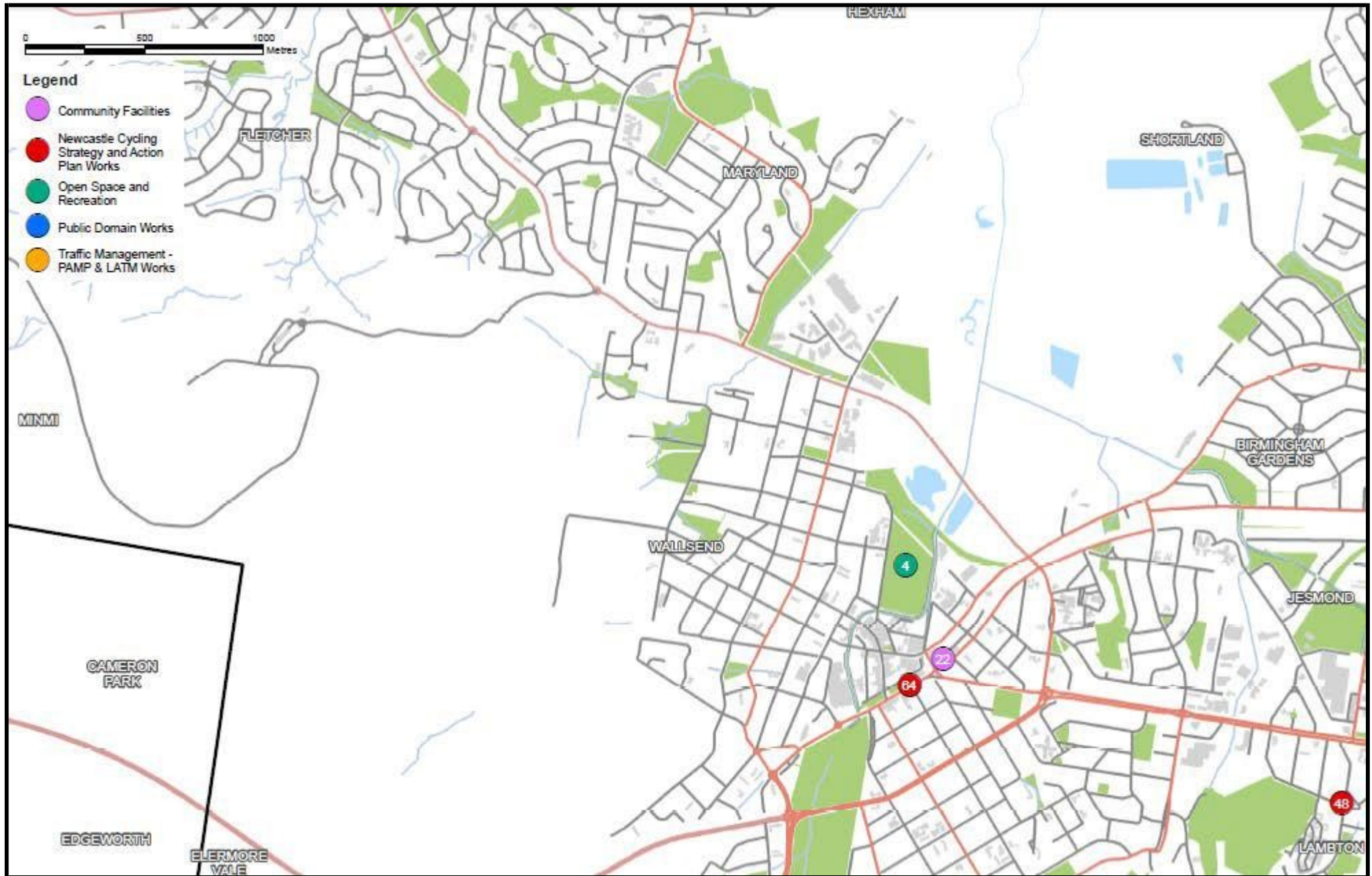
Appendix A Honeysuckle Foreshore Public Domain Plan

Link to Plan - [Honeysuckle Foreshore Public Domain Plan January 2019](#)

Figure 4 - Key Project Map

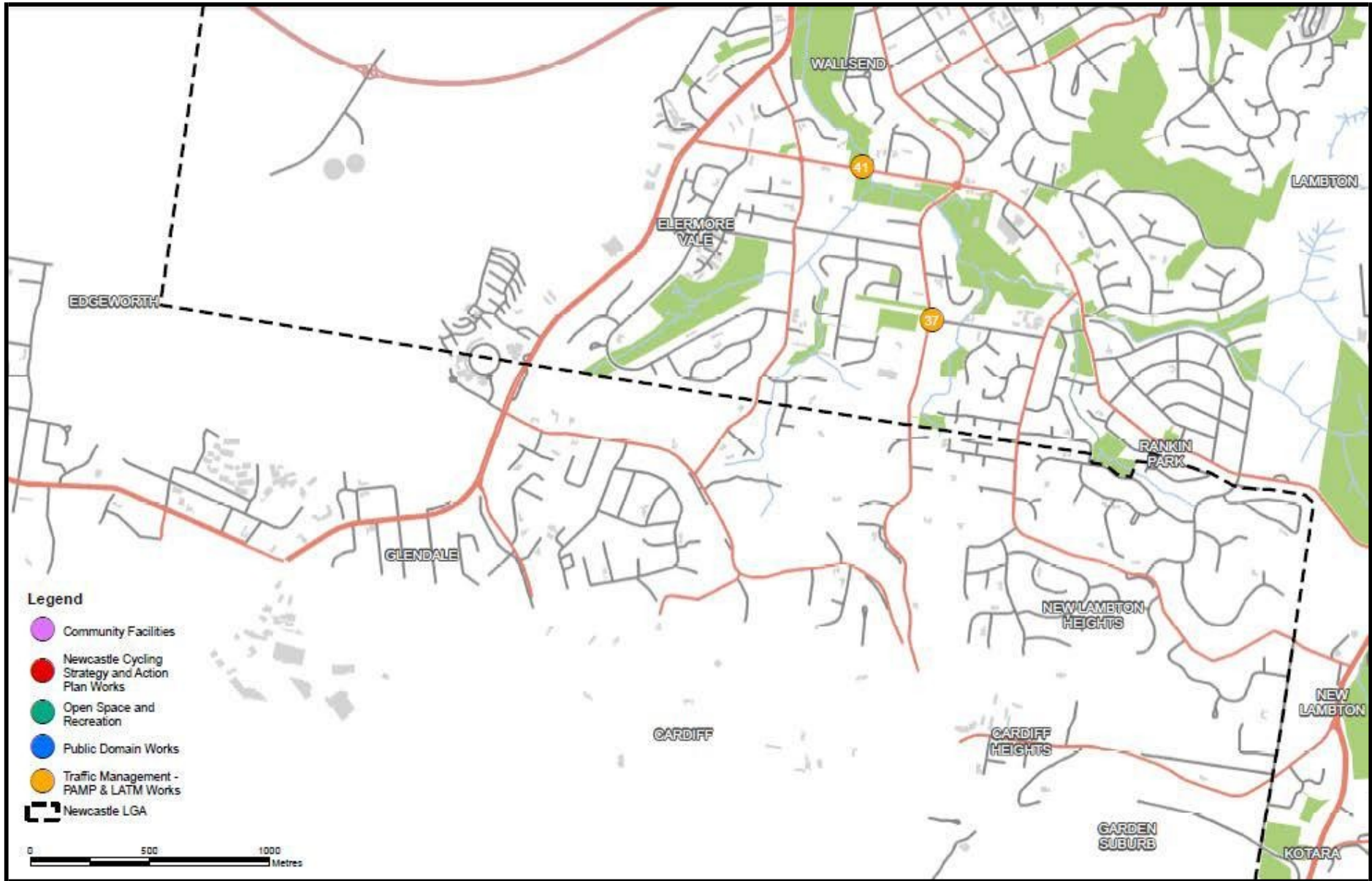


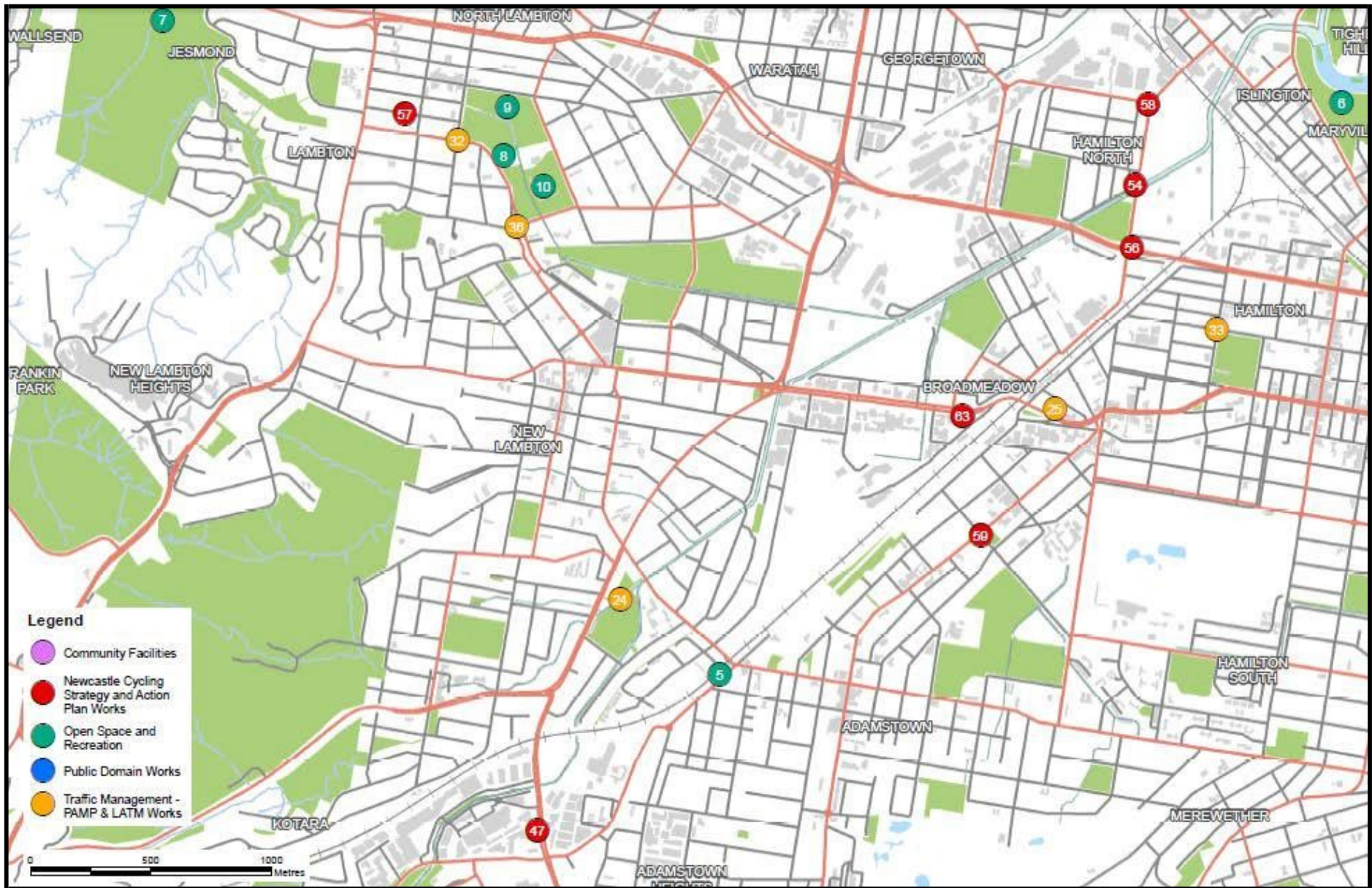




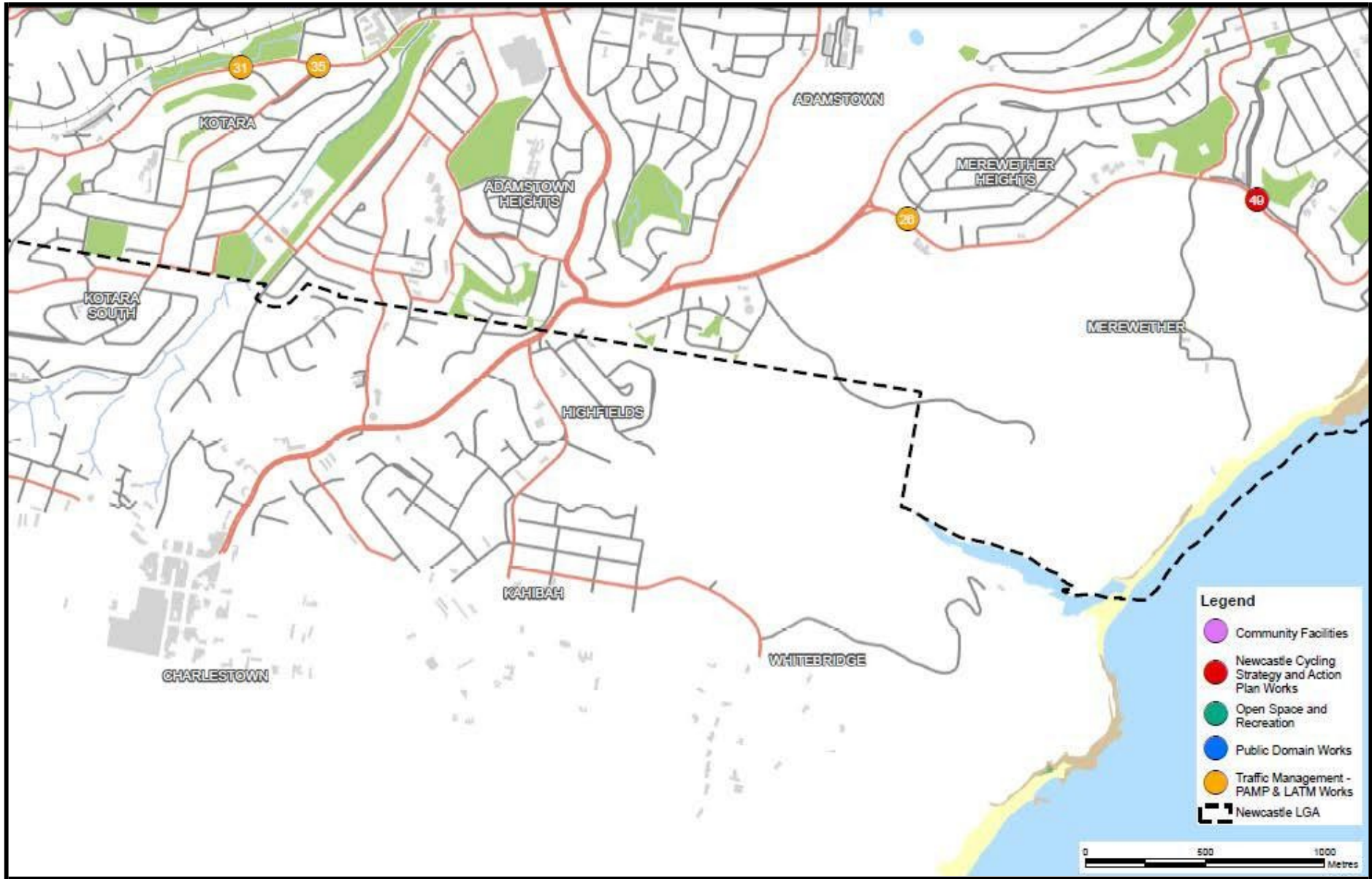














**ORDINARY COUNCIL MEETING
16 APRIL 2019**

CCL 16/04/19

ADOPTION OF THE LIVE MUSIC STRATEGY 2019-2023

- Attachment A:** Live Music Strategy 2019-2023
- Attachment B:** Exhibition Summary Report
- Attachment C:** City of Newcastle's submission to the NSW Independent Liquor and Gaming Authority's 2017 Newcastle Conditions Review

DISTRIBUTED UNDER SEPARATE COVER

**ORDINARY COUNCIL MEETING
16 APRIL 2019**

CCL 16/04/19

ADOPTION OF THE DRAFT LIVE MUSIC STRATEGY 2019-2023

Attachment A: Live Music Strategy 2019-2023

DISTRIBUTED UNDER SEPARATE COVER

Live Music Strategy

2019–2023

Live Music



City of
Newcastle

Acknowledgment

City of Newcastle acknowledges the traditional country of the Awabakal and Worimi peoples. We recognise and respect their cultural heritage, beliefs and continuing relationship with the land, and that they are the proud survivors of more than two hundred years of dispossession. Council reiterates its commitment to addressing disadvantages and attaining justice for Aboriginal and Torres Strait Islander peoples of this community.

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Introduction

Newcastle has a proud night time live music culture that has endured since the early 1970s. The music scene back then was a little raw and unstructured, with scant regard for what we know today as safe work practices and responsible venue management, however it's fair to say that the passion demonstrated by musicians and audiences alike was part of a wave of live music optimism that swept Australian cities and towns during that period.

Fast forward forty years and the city has matured from a predominantly in-your-face pub rock culture to now embrace a range of engaging live music settings and experiences in the night time economy. Changes in the music business landscape including online music creation platforms, recording and production technologies, shifting consumer tastes and a focus on venue safety reflects our city's ongoing evolution, community diversity and links to global markets. We know that the Newcastle community places a high value on experiencing and participating in live music regularly and that there is a depth of local talent and entrepreneurship that is as strong as it ever was.

There is also a large body of research that highlights the importance of live music in early childhood learning, youth identity, social inclusion and end of life well being. City of Newcastle (CN) recognises the role that music plays in contributing to these positive community outcomes as well as the contribution it makes to the city's night time economy through employment opportunities and place activation. This strategy seeks to formally embed the principles of creativity and inclusion associated with live music into strategic thinking as the city grows. This will enable us to create a built environment that encourages and celebrates live music as well as to recognise the need to provide residential amenity for those living in higher density urban centres.

In February 2018 City of Newcastle made a commitment to protecting the Newcastle live music industry guided by evidence based research and examples of good practice in this sector. In making this commitment the City recognised the role it can play through advocating for changes to planning legislation, by the creation of the Newcastle Live Music Task Force to lead change and in nurturing all ages music through CN managed venue provision for rehearsal and performance.

City of Newcastle is aware that no single agency or individual can deliver sustainable growth in live music sector. Positive gains will only be made through investment in the development and monitoring of tangible actions, collaborations and partnerships that provide opportunities for a diverse and inclusive music sector. It is clear that change is a constant in our lives and CN will commit to keeping this strategy up to date as new challenges and opportunities arise so that live music remains a key component of Newcastle's night time economy and cultural landscape.

The overall aim of this strategy is to support a vibrant and sustainable live music sector in Newcastle.

Rock concert at Nobbys Beach, January 1977

104 009296 - 104 009300
Newcastle Morning Herald Collection
Newcastle Region Library



Executive Summary

Live music has been making a positive contribution to the Newcastle community and night time economy for more than forty years. As a community we've continued to incubate and support new talent, venues and audiences against a backdrop of social and built environment changes. To reinforce the contribution live music makes to our city, we've undertaken a body of research and community engagement to develop an action plan that will deliver on this.

The City of Newcastle's (CN) vision for our night time economy includes a vibrant live music scene based on safe and flexible public transport, good practice venue design, residential amenity and a clear set of guidelines for the development and management of live music and sound. The community and music sector stakeholders have also told us that they place a high value on the cultural and economic contribution that live music makes to the city's identity and well being and that there is a need to manage residential amenity and encourage music sector growth.

Planning for a built environment that is reliant on mixed use urban village centres means that governments of all levels will need to collaborate to ensure that residential amenity is maintained, entertainment precincts are identified, venues are encouraged to develop and audiences have safe, flexible transport options to move from performances to home. This work needs to be done using a range of clear legislative controls so that noise levels can be quantified, managed and resolved as required. Further, research will need to be undertaken around improved sound attenuation and advice provided to cultural entrepreneurs to assist in the understanding of planning and compliance legislation.

As the city changes, we will see adaptive re-use of existing buildings for the establishment of new live music venues as well as the upgrade of older venues as audience tastes continue to evolve and the night time economy grows. Venues themselves evolve too as they

seek to add value to their place in the market and as city changes around them.

As a community we've continued to incubate new local talent, venues and audiences against a backdrop of social change and urban renewal. To reinforce the contribution live music makes to our city, we've undertaken a body of research and community engagement to develop an action plan that will achieve this commitment.

Following extensive research and engagement with both music industry stakeholders and the wider community, CN has captured data and feedback that can be summarised under 5 (five) key themes where actions can be delivered to improve to the live music sector:

venue management and safety

promotion, development and diversification of music sector

conflict mitigation between live music venues and surrounding communities

definition, awareness of and expectation management of music precincts

transport mode diversity and service flexibility

In response to these themes CN has developed an Action Plan (refer page 27) that will contribute to sustainable growth of live music in Newcastle. These actions are clustered against the themes above and will be monitored and reported annually using the Newcastle Live Music Task Force as a reference panel to ensure that tangible progress is being made and/or to consider new evidence and trends in live music development.



Newcastle 2030
Community
Strategic Plan

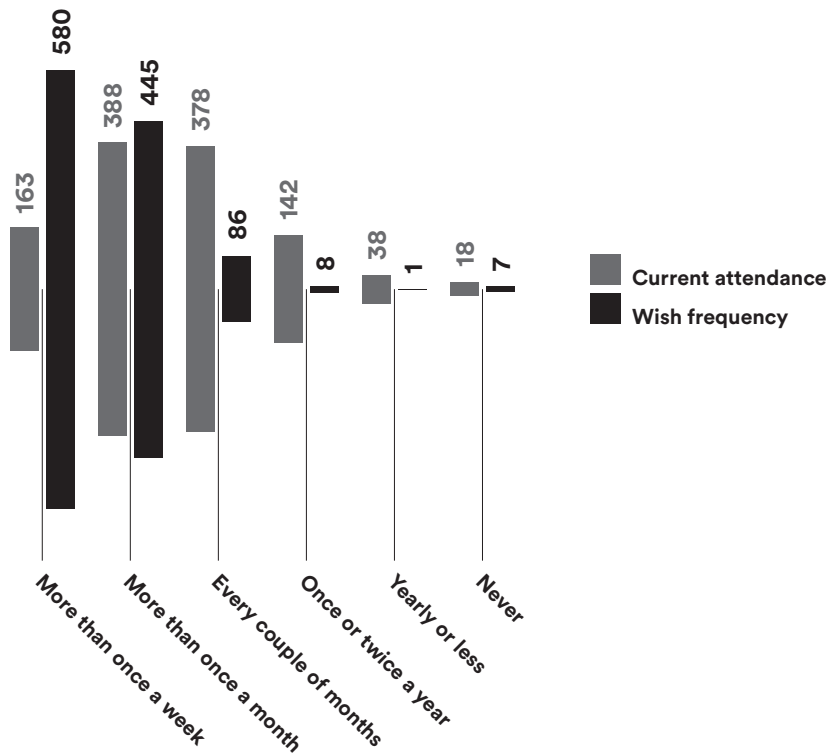
Newcastle
After Dark Strategy
2018–2020

Live Music
Strategy
2019–2023

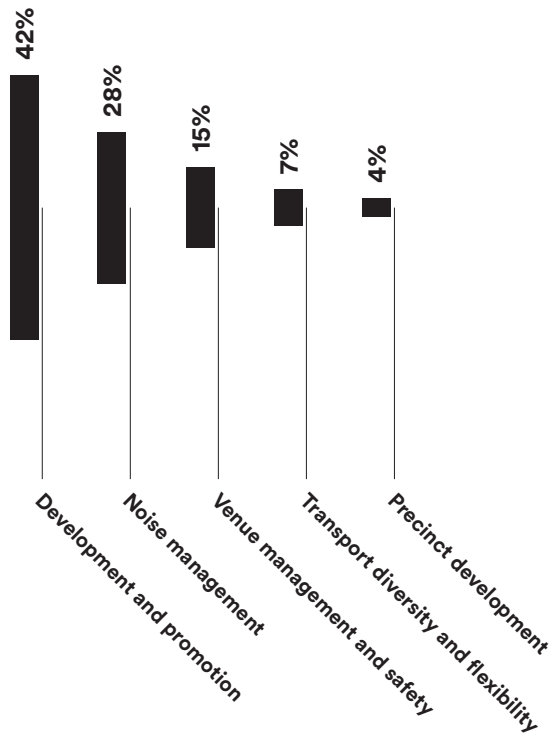
Online mapping and survey results

1130 survey responses received

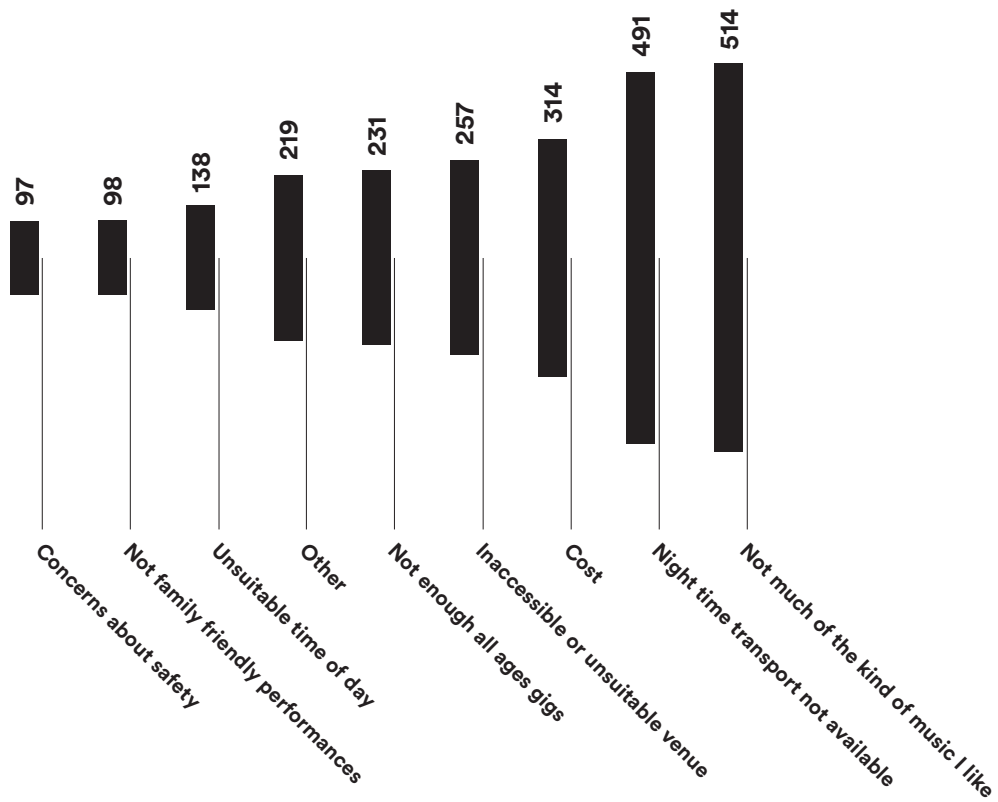
How often you are currently attending live music versus how often you would like to be going?

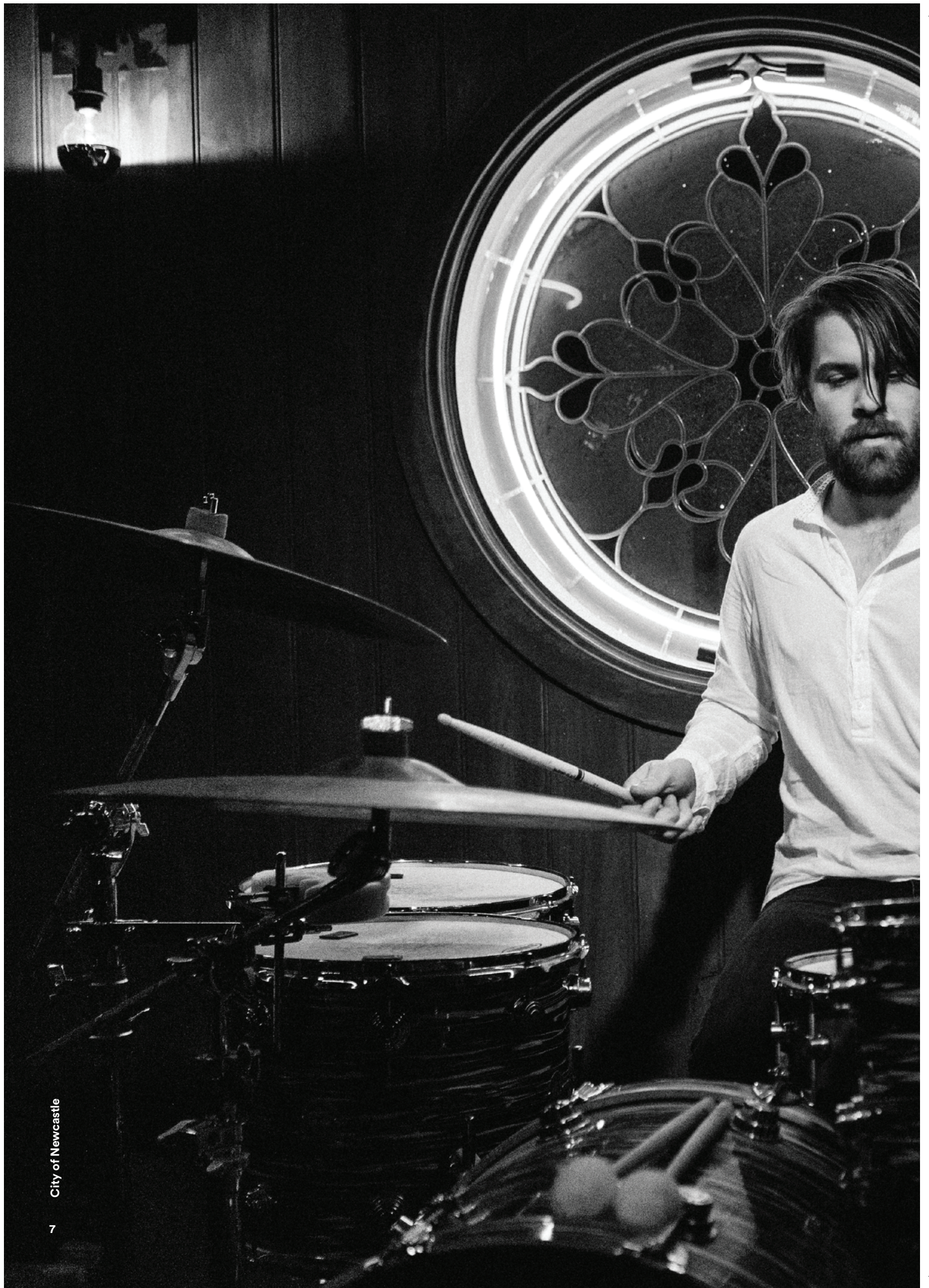


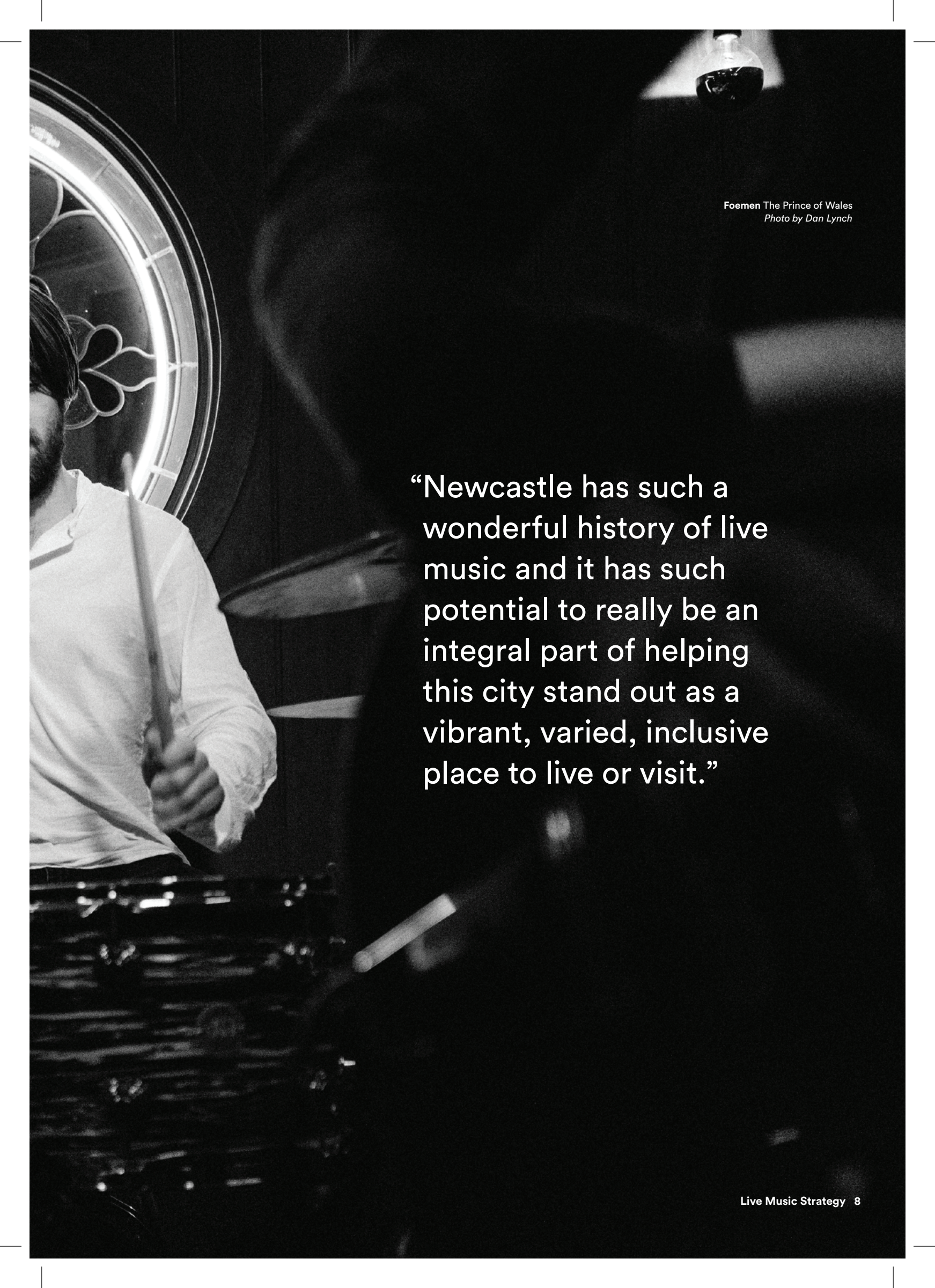
IDENTIFIED THEME



What are the things that prevent you seeing more live music in Newcastle?



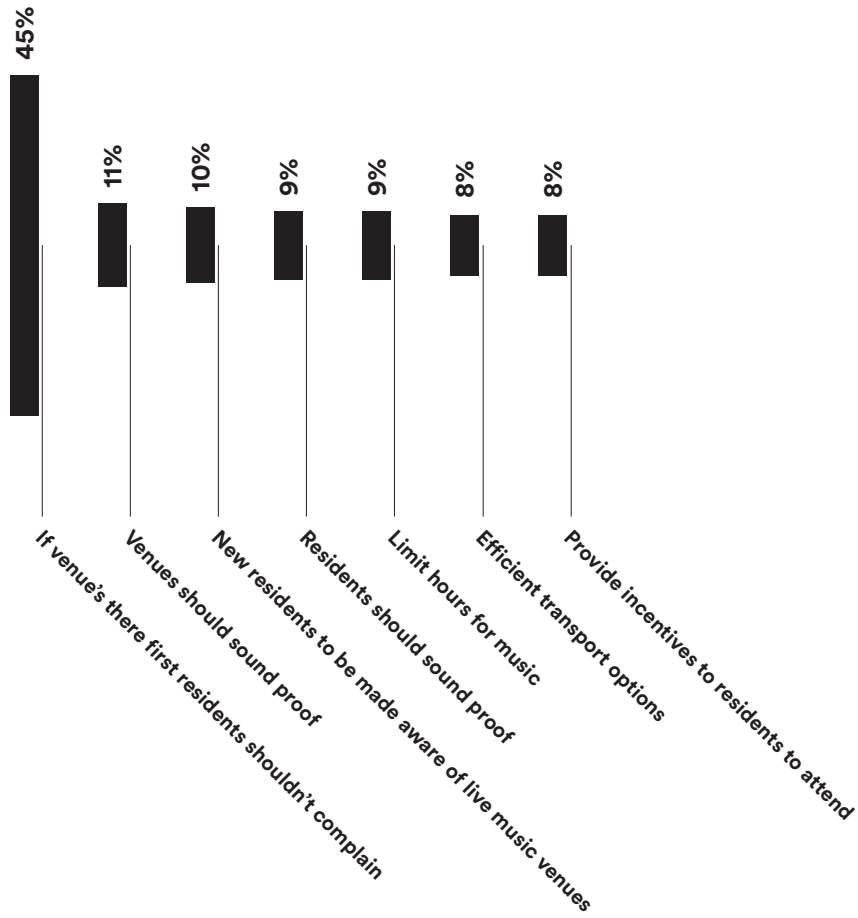




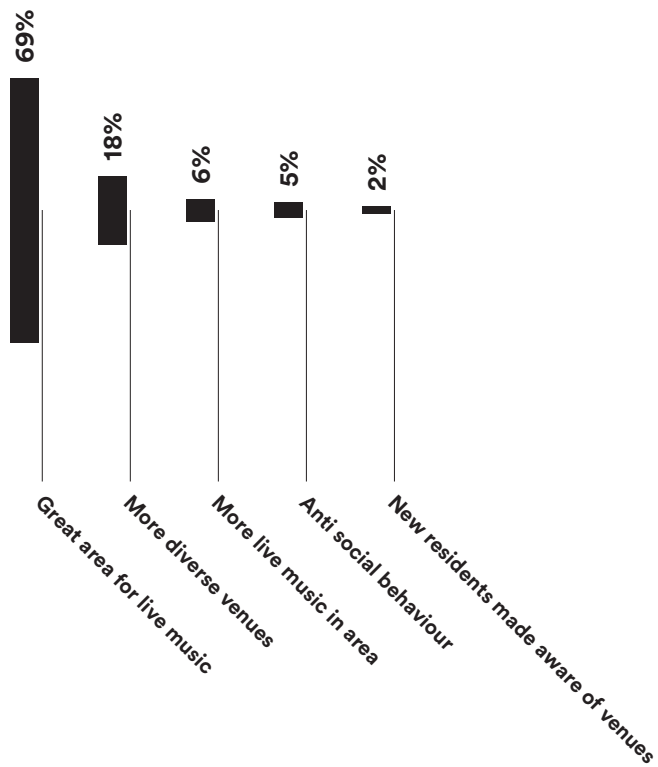
Foemen The Prince of Wales
Photo by Dan Lynch

“Newcastle has such a wonderful history of live music and it has such potential to really be an integral part of helping this city stand out as a vibrant, varied, inclusive place to live or visit.”

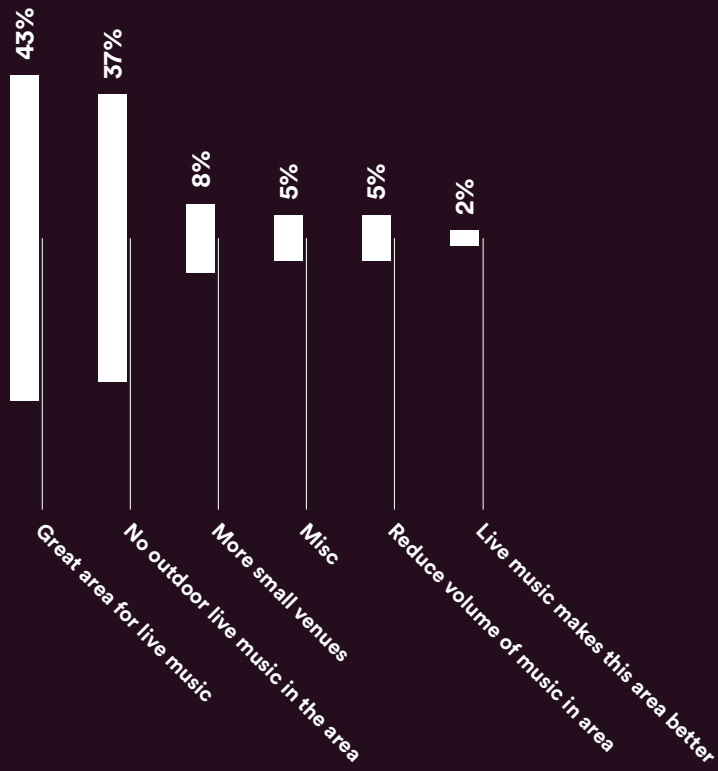
What could be done to improve the quality of life for residents living near live music venues or performances areas?



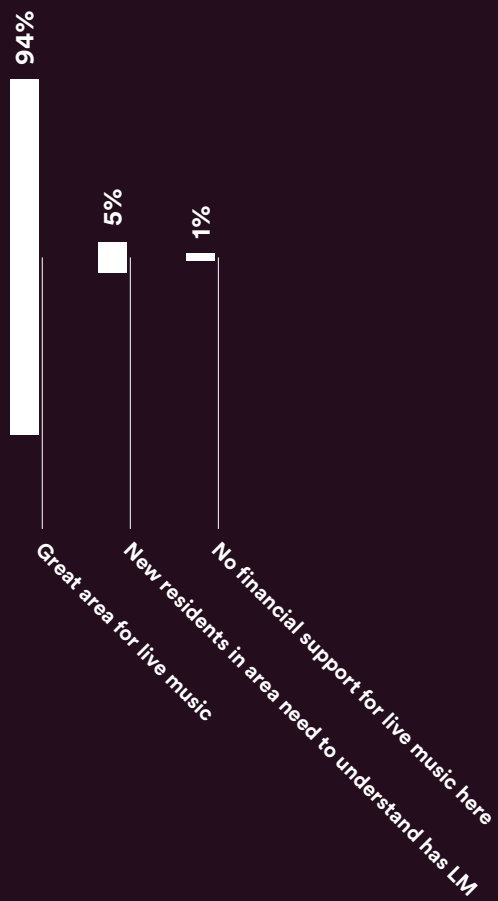
HAMILTON / MAYFIELD / BROADMEADOW



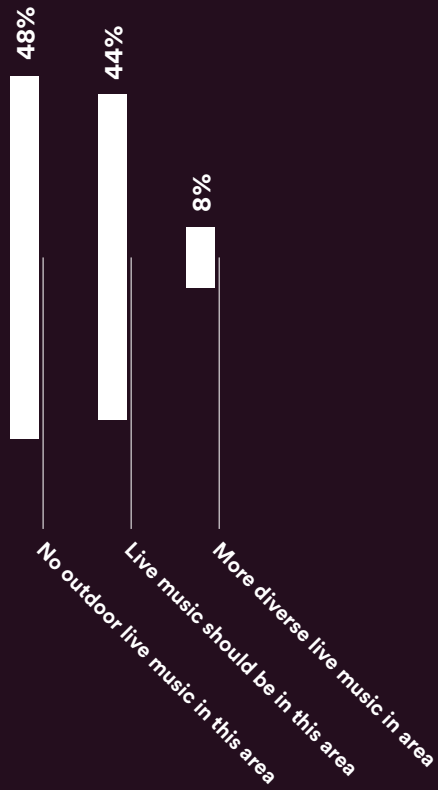
EAST END



WEST END



HONEYSUCKLE



Undertaken across August 2018,
the Newcastle Live Music Census
identified the following:

Gigs		Venues	
TOTAL	471	Hotels	41
		Clubs	16
		Bars	11
		Restaurant	3
		Churches	2
		Theatre	1
		Brewery	1
		Café	1
		Conservatorium	1
		Nightclub	1
		Theatre Restaurant	1
		University	1
		TOTAL	80
Acts			
TOTAL	699		
Venues by Suburb			
Newcastle	25		
Hamilton	7		
Merewether	6		
Wickham	4		
Carrington	3		
Cooks Hill	3		
Lambton	3		
Mayfield	3		
New Lambton	3		
Wallsend	3		
Adamstown	3		
Newcastle West	2		
Stockton	2		
The Junction	2		
Beresfield	1		
Broadmeadow	1		
Callaghan	1		
Elernmore Vale	1		
Hexham	1		
Islington	1		
Jesmond	1		
Kotara	1		
Maryland	1		
Shortland	1		
Waratah	1		
TOTAL	80		
Top 10 Venues - Gigs			
		Lizotte's	19
		Battlesticks Bar	19
		5 Sawyers	17
		West's New Lambton	17
		Hamilton Station Hotel	16
		Customs House	16
		Lass O'Gowrie Hotel	14
		Stag & Hunter	14
		Wickham Park Hotel	13
		Honeysuckle Hotel	12
		Merewether Surfhouse	12
Top 10 Venues - Acts presented			
		Hamilton Station Hotel	54
		Cambridge Hotel	41
		Lass O'Gowrie Hotel	36
		Lizotte's	34
		Wickham Park Hotel	27
		Small Ballroom Newcastle Hotel	26
		Queens Wharf Hotel	22
		Finnegans	21
		5 Sawyers	19
		Battlesticks Bar	19

The Amity Affliction The Bar on The Hill
Photo by Dan Lynch







“Music in all its varieties
reflects a diverse, thriving
and inclusive society.”

The Preatures
Photo by Dan Lynch

“Keep music live, local performers in business and loving what they do!”

Julie Wilson Lizottes, 2018



Evidence and Key Messages

Aims

The aims of the Newcastle Live Music Strategy are:

Sustain and grow the live music element of Newcastle's night time economy as described in CN's Newcastle After Dark Strategy 2018-2022

Manage the impacts of live music on residents and the community without compromising the viability of the city's live music precincts and venues

Facilitate opportunities for the all age music sector to nurture emerging local talent and provide career pathways in the live music sector

Provide safe live music participation opportunities for young audiences in Newcastle

Activate the city centre and growth corridors through the delivery of live performance in a range of indoor and outdoor venues and settings

The underlying principles to these aims are:

Live music promotes social cohesion and community well being

The night time economy is a significant component of the city's overall economy and cultural identity

Residents are entitled to privacy and to not experience undue intrusion from live music venues and events

These principles have been identified through examination of relevant social and economic research, Australian Bureau of Statistics demographic and economic data and engagement with the Newcastle community through online survey and face to face workshops and interviews.

Scope

The Live Music Strategy focuses on music performance and community experiences associated with attending these events in an urban setting. The document covers all musical genres and styles and recognises that live music performance also requires back up from sub-sections of the music industry including training and education, rehearsal and recording, equipment hire and retail and marketing and promotion. Other aspects of city life including stage in life, employment, transport and demographic change heavily influence how people participate in the live music sector. These factors have been included in the development of this strategy.

Purpose

The Live Music Strategy seeks to deliver a range of practical actions in collaboration with partner agencies and individuals that achieves the commitment outlined in Council's Notice of Motion of 27 February 2018 and associated strategic documents. City of Newcastle has made a commitment to managing and facilitating the live music sector as part of the night time economy through the preparation and implementation of strategic documents including the Safe City Plan 2017-2020, Newcastle After Dark Strategy 2018-2022 and this Live Music Strategy. These documents reference City of Newcastle's Community Strategic Plan - Newcastle 2030 which articulates the community's feedback on the need to support and deliver cultural and community programs, events and live music due to its contribution to vibrant, safe and active public places (Newcastle 2030 p.19 Section 3.1).

The Strategy is not a legislative document, rather it is to be read in the context of NSW environmental planning and assessment legislative framework. The document advocates for change in this area so that we move towards a planning and assessment model that provides clarity for evidence based decision making both in terms of venue development and management as well as quality of life choices.

Background

It is documented by Dr Gaye Sheather, author of *Rock this City* (Live music in Newcastle, 1970s-1980s), that the Old Beach Hotel (cnr Watt and King Streets) was the first hotel in NSW to be carpeted - in 1955. Hotels at that time were pretty much focused on serving as much alcohol as possible in a short space of time before being hosed out at closing. The introduction of carpet and the end of the “six o’clock swill” was the beginning of the evolution of the modern Australian pub and the point where licensing legislation and patron behaviour and tastes began to change.

Closely followed by these humble developments was the arrival in the early 1970s of night time live music in partnership with an explosion in numbers of eighteen year old baby boomers. These trends were national and occurred at a time when Japanese electronics manufacturing began mass-producing good quality musical instruments, recording equipment and sound systems. Armed with a handful of chords and some gritty lyrics, anyone could form a band and people would happily listen if cold beer was available.

In Newcastle the locals embraced the live music scene with gusto, attending loud regular gigs that occurred in pubs, clubs, surf clubs, taverns and outdoor festivals. Nationally recognised bands started to tour here and the local music crowd began to listen and learn from their sophisticated sound and production techniques. People traveled throughout the Lower Hunter to see bands on multiple nights of the week and before long some of these local acts achieved national status and then later still, international.

The local music scene grew until the late 1980s before venues and live music itself started to be influenced by further technological and entertainment trends. Pubs looked for easier income streams as noise, random breath testing and licensing legislation tightened up and audiences started to drift to other forms of music consumption and pursuits such as international travel. In the 1990s bands downsized to duos and DJs as the cost of keeping an outfit on the rails skyrocketed compared to static or declining live music incomes.

Sadly, allied with this emerged a binge drinking pub culture and with it came a wave of alcohol related violence. This led to authorities to look more closely at harm minimisation strategies, licensing changes and “one punch” legislation to curb this trend. Newcastle led the way with the introduction of what came to be known as the Newcastle Conditions or “lockout laws” This initiative commenced in 2008 and has contributed strongly to reduction in alcohol related violence and generated sufficient interest to be emulated by other Australian cities. Opinion remains divided on the impact of lockout laws on venues and live music. However, Newcastle’s night time culture has matured and diversified to the point where live music is a strong part of the entertainment mix albeit in a range of more low impact venues (seventy seven as at September 2018).

Feeding into the mix of live music, audiences and venues are students and graduates of TAFE and the University of Newcastle. Skilled young people with qualifications in music, performance, production, business and industry enter the sector looking for professional opportunities.

The city has entered a major renewal phase in parallel with the introduction of light rail and the re-development of the former heavy rail corridor. The pace of investment and development has intensified in the identified growth corridors in tandem. It is now certain that many more Novacastrians will be living in mixed use urban villages often in apartment buildings above street level commercial areas that include food, beverage and entertainment businesses.

The Live Music Strategy aims to support the sustainability of the live music sector through collaborative actions addressing promotions, legislation, incubation and attraction.

Lou Reed Civic Theatre, 1976
Photo by Geoff Moore



Research and Community Engagement Overview

Considerable research and community engagement has gone into the development of the Newcastle Live Music Strategy including:

City of Newcastle Community Strategic Plan
Newcastle 2030 - Community engagement phase
2017

City of Newcastle After Dark Strategy - community
engagement phase 2017/18

City of Newcastle submission to the 2017 NSW
Independent Liquor and Gaming Authority's review of
the Newcastle Conditions

City of Newcastle Notice of Motion 27 February 2018
- Live Music Strategy

The formation of a Newcastle Live Music Task Force
in March 2018 to guide the LMS development.

City of Newcastle online community survey and
social pin point mapping June 2018

City of Newcastle live music industry workshop
August 2018

Newcastle Live Music Task Force live music sector
mapping June/July and October/November 2018

City of Newcastle submission to the NSW Legislative
Council Music and Arts Inquiry Hearing (Portfolio
Committee No 6) August 2018

City of Newcastle submission to the Australian
Government's House Standing Committee on
Communications and the Arts Inquiry into: Factors
contributing to the growth and sustainability of the
Australian music industry September 2018

Adoption by City of Newcastle of Newcastle After
Dark Strategy October 2018





Olly Holbrow and his Empire Palais Players, 1931/32

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Ray Perkins Collection
Newcastle Region Library

Action Plan

The actions listed below are clustered into four themes; legislation, incubation, promotion and attraction. Delivery of these will require multiple agencies and stakeholders to work together to ensure that the opportunities to collaborate are maximised.

1. Develop a Strategic Plan for the music and arts economy in NSW

A State-wide strategic plan for music and arts economy growth would ensure that there is multi-agency and industry focus on an agreed set of targets and actions. Such a document needs to include a focus on developing young talent career pathways and audience engagement in live music delivery.

2. Develop a suite of planning controls to reduce the risk of land use conflict

The existing environmental planning, assessment and protections legislation in NSW needs amendment to reduce the risk of land use conflicts in zones where multiple land uses co-exist e.g. residential and commercial developments in mixed use zones.

The City will consider the use of s149 certificates (officially known as section 10.7(5) zoning certificates under the NSW Environmental Planning and Assessment Act 1979) to manage community perceptions in this regard.

3. Address overlapping regulatory functions

Current non-alignment of liquor licensing and environmental planning and assessment legislation is causing inconsistent decision making around venue development and management.

4. Provide improved noise assessment regulation and guidelines

The current multi-agency approach to noise management in NSW is not delivering consistent outcomes in terms of planning and/or conflict resolution. Existing noise guidelines are restrictive and should be reviewed to more specifically address land use conflicts and noise impacts within mixed use urban zones to facilitate the Night Time Economy. Noise complaint investigations, under the current legislation are problematic as definitions and boundaries are not clear and multiple agencies are required to work in partnership to bring matters to a resolution. It is recommended that the State government develop clear consistent guidelines to assist relevant agencies such as Councils and Licensing Police to undertake planning, assessment and regulatory functions in relation to noise.

5. Create a Night Time Economy unit within State government agencies e.g. NSW Planning and Environment, Create NSW and NSW Industry

The music and arts economy form an integral part of thriving night-time economies. Multiple State and local government agencies play a role in the facilitation and regulation of night-time economies in NSW therefore it is essential that these players be adequately resourced to be aware of the needs of the music and arts industry so that cultural business ventures are encouraged.

6. Implement the recommendations in the City of Newcastle's submission to the NSW Independent Liquor and Gaming Authority's 2017 Newcastle Conditions review

City of Newcastle's submission to this inquiry made a range of recommendations based on the City's vision for more low impact venues as part of a venue hierarchy model allied with a strong consistent focus on noise management and responsible service of alcohol.

7. Targeted funding for youth music and arts development through NSW Family and Community Services and Create NSW Grants Programs

During the community engagement phase of City of Newcastle's Live Music Strategy it was identified that the provision of youth oriented music and arts rehearsal and development spaces and opportunities were limited.

City of Newcastle owns and/or manages a range of community venues that will be made available for the purposes of youth music development and performance across the Newcastle LGA. It is recommended that the State government provide targeted funding, through existing programs such as Youth Week or the Arts and Cultural Development Program to enable young musicians and technicians to have the opportunity to develop their skills using this funding. City of Newcastle already partners with NSW Family and Community Services in Youth Week event delivery.

8. Live music venue liquor licence standard trading across NSW

Standard trading hours for live music venues would assist in the management of community expectations when making decisions around where to live as well as providing venues with a business model that offers a less risky return on investment. Plans of management for licensed live music venues need to include clear targets for the measurement and attenuation of noise as well as adherence to duty of care requirements for patrons leaving a venue.

9. Research and evaluate design solutions for urban noise

Improving the acoustic performance of venues and dwellings in urban settings requires stronger collaborations with design faculties of tertiary learning institutions, music industry stakeholders and the development sector. It is recommended that the State government lobby relevant Australian government agencies to facilitate improvements to legislation such as the National Construction Code so that standards for acoustic performance in building materials are given consideration in future amendments to this document.

10. Improved night time transport services

City of Newcastle's Live Music Strategy community engagement results have clearly indicated that the existing public transport delivery model operating in Newcastle is a barrier to participation in the night time economy. It is recommended that the current service delivery model be revised to ensure that there is a more flexible timetable aligned with venue and precinct operating hours. Further, it is evident that existing transport modes and routes to suburbs are not meeting the needs of those wishing to enjoy live music in the city centre and/or night time precincts. It is recommended that the State government examines transport alternatives with Keolis Downer and/or other transport providers that delivers customer focused timetabling allied with emerging technologies such as online communication, payment and ride share platforms.

Bold move

11. All age Live Music Development

As identified in Council's February 2018 Notice of Motion regarding the support of live music, a process is to be developed to make available Council owned venues like the Civic Playhouse and City Hall Banquet Room for in-kind use on certain days by live music providers catering for all-ages gigs.

12. Online Promotion

Engagement with the local music industry sector has identified the need for provision of an online resource that includes details for local and touring music providers including performers, booking agents, venues, accommodation and music equipment retailers. Support local music events that showcase local performers and match them with promoters, agents and venue providers. Integrate live music theming into destination marketing campaigns.

Yes Commissioner King Edward Park
September 1984



Actions

Goal	Action	Timeline	Identified theme	Key stakeholders	Guiding partners
Promotion	1 Develop a Strategic Plan for the music and arts economy in NSW	2019	Development and Promotion	Create NSW	City of Newcastle Live Music Office
Legislation	2 Develop a suite of planning controls to reduce the risk of land use conflict including notification in Section 10.7 (5) Planning Certificates	2020	Noise Management	NSW Planning and Environment NSW Environmental Protection Agency NSW Police	City of Newcastle
Legislation	3 Address overlapping regulatory functions regarding liquor licensing	2020	Venue Management and Safety	NSW Independent Liquor and Gaming Authority Liquor and Gaming NSW NSW Police	City of Newcastle Liquor Accords
Legislation	4 Provide improved noise assessment regulation and guidelines	2020	Noise Management	NSW Planning and Environment NSW Environmental Protection Agency NSW Police	City of Newcastle
Promotion	5 Create a Night Time Economy unit within relevant State government agencies e.g. NSW Planning and Environment, Create NSW and NSW Industry	2019	Development and Promotion	NSW Planning and Environment Create NSW NSW Industry	Live Music Office
Legislation	6 Implement the recommendations in The City of Newcastle's submission to the NSW Independent Liquor and Gaming Authority's 2017 Newcastle Conditions review	2020	Venue Management and Safety	NSW Independent Liquor and Gaming Authority Liquor and Gaming NSW NSW Police	City of Newcastle
Incubation	7 Targeted funding for youth music and arts development through NSW Family and Community Services and Create NSW Grants Programs	2019	Development and Promotion	Create NSW NSW FACS NSW Industry	City of Newcastle Newcastle Youth Council
Legislation	8 Live music venue liquor licence standard trading across NSW	2020	Venue Management and Safety	NSW Independent Liquor and Gaming Authority Liquor and Gaming NSW NSW Police	City of Newcastle
Attraction	9 Research and evaluate design solutions for urban noise	2019	Precinct Development	University of Newcastle Newcastle TAFE	City of Newcastle
Attraction	10 Improved night time public transport options including safe active transport routes	2019	Transport Diversity and Flexibility	Transport for NSW Keolis Downer Hunter Development Corporation	City of Newcastle Online Ride Share Platforms Community Disability Alliance Hunter
Incubation	11 Facilitate all ages live music development through City of Newcastle venues	2019-2020	Development and promotion	City of Newcastle	Non government agency partners, NSW TAFE and UoN Conservatorium
Promotion	12 Online resource development, destination marketing and live music advocacy	2019	Development and promotion	City of Newcastle	Newcastle Tourism Industry Group Destination NSW Newcastle Live Music Taskforce

Measuring our Progress – an evaluation framework

As we implement the action plan above we will learn more of the initiatives that require increased focus and/or are making a difference to the live music sector in Newcastle. We will formally review and report the strategy's progress two years after adoption and then after four years at the end of its term.

We will use the already established Newcastle Live Music Task Force to monitor progress using tools including:

Ongoing sector mapping to follow changes in live music delivery

Perceptions of safety in public places (City of Newcastle quarterly community survey)

Numbers of special events in public places and spaces including live music

Number of approved development assessments including live music elements

Case studies from projects arising out of the strategy and their evaluation

Night time patronage data analysis from public transport providers



Vellevide The Lass O'Gowrie

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Music Out of Doors Concert, King Edward Park, December 1949

104 000738
Newcastle Morning Herald Collection
Newcastle Region Library

Definitions

Built environment: human-made surroundings that provide settings for human activity ranging in scale from buildings to parks

Evening economy: 6 -10pm (Newcastle After Dark Strategy 2018-2022)

Night time economy: 9pm -1am (Newcastle After Dark Strategy 2018-2022)

Live music; music performed regularly by singers and/or musicians in hotels, bars, restaurants and clubs as well as in temporary venues such as the public domain, festival grounds and special events. Whilst it is recognised that recorded music played by DJs does form part of the live music scene, this strategy focuses on supporting musicians and the associated production and promotion of these creatives.

Growth corridors: locations in the Newcastle Local Government Area formally identified in planning instruments by the NSW State Government for increased population density in mixed used villages.

“By supporting live music you are ensuring Newcastle not only continues to support emerging talent in the music industry, you are also nurturing the broader creative economy that will produce the innovators and entrepreneurs of our exciting future.”

Thank you

City of Newcastle prepared this plan on behalf of the Newcastle community and would like to thank:

Many people have given their time freely and contributed a strong body of knowledge and research necessary to the development of this document. City of Newcastle would like to thank all community music industry members and CN staff that engaged with us during the research and development process.

Special thanks to the Newcastle Live Music Task Force members who have not only given their time willingly, but also reached out to the wider music industry to engage and seek their views. We look forward to working together further to deliver the actions in the document to keep the conversation going as well make progress towards nurturing the live music scene in Newcastle.

newcastle.nsw.gov.au

**ORDINARY COUNCIL MEETING
16 APRIL 2019**

CCL 16/04/19

ADOPTION OF THE LIVE MUSIC STRATEGY 2019-2023

Attachment B: Exhibition Summary Report

DISTRIBUTED UNDER SEPARATE COVER

ATTACHMENT B - EXHIBITION SUMMARY REPORT

Identified Theme	Number of times raised	Issue	Proposed change to Strategy
Noise Management	28	Concern over land use conflict in relation to increased residential densities in proximity to existing live music venues.	No change as Action 2 of the Strategy deals with this issue. Refer Action 2 below.
Transport Diversity and Flexibility	7	Concern over lack of flexible public transport options connecting suburban areas with the city centre.	No change as Action 10 of the Strategy includes a recommendation to examine transport timetables, modes and routes.
Venue Management and Safety	4	Concern over the increase of gaming-based entertainment and the negative impact on floor space available for live music in venues.	No change as Action 1 of the Strategy deals with this issue. Refer Action 1 below.
Precinct Development	4	Support for proactive research into sound attenuation design solutions to minimise land use conflict.	No change. Action 9 deals with this issue.
Development and Promotion	20	Support for CN facilitation of all age music incubation and development using CN managed venues.	Text modification: Edit to Strategy Introduction highlighting the importance of all age contribution to sector growth and sustainability.
Development and Promotion	11	Support for improved promotion of Newcastle as a live music destination based in the City's demonstrated live music culture and identity.	No change Action 12 deals with this issue.
Development and Promotion	11	Support for Newcastle Live Music Taskforce and music venue involvement in Strategy implementation, and advocacy.	Text modification: Add venues as Partners to Actions 1 and 12 Text modification: Add advocacy to Action 12 and include Newcastle Live Music Taskforce as a Partner in Strategy delivery Text modification: Edits to Background in the Strategy highlighting tertiary music sector contribution to live music.
Venue Management and Safety	11	Support for legislative reforms with respect to sound management, extension of lockout laws and harm minimisation.	No change Action 6 deals with this issue and see Appendix C for a copy of the submission.

Live Music Strategy: Actions will require multiple agencies and stakeholders to work together to deliver

1 Develop a Strategic Plan for the music and arts economy in NSW **2** Develop a suite of planning controls to reduce the risk of land use conflict including notification in Section 10.7(5) Planning Certificates **3** Address overlapping regulatory functions regarding liquor licensing **4** Provide improved noise assessment regulation and guidelines **5** Create a Night Time Economy unit within relevant State government agencies e.g. NSW Planning and Environment, Create NSW and NSW Industry **6** Implement the recommendations in The City of Newcastle's submission to the NSW Independent Liquor and Gaming Authority's 2017 Newcastle Conditions review **7** Targeted funding for youth music and arts development through NSW Family and Community Services and Create NSW Grants Programs **8** Live music venue liquor licence standard trading across NSW **9** Research and evaluate design solutions for urban noise **10** Improved night time public transport options including safe active transport routes **11** Facilitate all ages live music development through City of Newcastle venues **12** Online resource development and destination marketing

**ORDINARY COUNCIL MEETING
16 APRIL 2019**

CCL 16/04/19

ADOPTION OF THE LIVE MUSIC STRATEGY 2019-2023

Attachment C: City of Newcastle's submission to the NSW Independent Liquor and Gaming Authority's 2017 Newcastle Conditions Review

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ATTACHMENT C - City of Newcastle's submission to the NSW Independent Liquor and Gaming Authority's 2017 Newcastle Conditions Review

NSW Government

Review of Newcastle CBD Liquor Licence Conditions

Newcastle City Council Submission

January 2018

BACKGROUND

On 21 November 2017 the NSW Government announced an independent Liquor Law Review of the range of special conditions that have applied to 14 hotels and bars in Newcastle's Central Business District (CBD) since 2008.

The review will consider whether the policy objectives of these conditions remain valid and their terms appropriate, for securing the intended objectives.

As a leader in collaborative reforms and strategy in this field, Newcastle City Council (NCC) provides this submission which includes recommendations to guide the review, together with several options to enhance the legislation and provide a safe night time economy in Newcastle. The submission is evidence based and consistent with NCC's strategic objectives set out in the Council's Safe City Plan 2017-2020¹ and the draft Newcastle After Dark: Night Time Economy Plan ².

POLICY CONTEXT

Newcastle is both the second largest non-capital urban centre, and the second oldest city in Australia. The Newcastle Local Government Area (LGA) is home to 152,948 people (2016 census) and is expected to grow by an additional 32,000 people by 2036. The city welcomes about 4.1 million visitors each year. Newcastle is at the centre of the Lower Hunter region (600,000 people) serving as the primary provider of business, health, education and professional services.

The city has undergone a major transformation over the last two decades, with strong growth in services, activity and employment. In particular, there has been growth in knowledge industries, with the expansion of health, higher education, research centres, defence industries and professional and technical services. These industries, along with the traditional energy and engineering sectors, are providing the foundation for growth of Newcastle and the broader region.

Going forward, there are a number of key elements that will shape the future growth of Newcastle LGA and these include:

¹<http://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Plans/Newcastle-Safe-City-Plan-2017-2020.pdf>

² <http://www.newcastle.nsw.gov.au/Community/Health-Safety/Newcastle-After-Dark>

- City centre revitalisation³ - regeneration of the CBD as a place to live, work, invest and visit, e.g. in 2016-17 private investment development pushed through the \$1 billion milestone. 2017-18 is likely to see development exceed \$1.5 billion. The city centre rail interchange opened in October 2017 and light rail will commence operation in March 2019.
- Port of Newcastle development - approved grant to build a \$12.7 million cruise terminal and enhancement of coal export capacity and expansion for other products.
- Development of the visitor economy - through the cruise economy and new airline routes to Newcastle Airport.
- City centre university precinct - University of Newcastle city centre campus was a catalyst project with more stages to come over the next 10 years.
- Digital connectivity in the smart city - The Newcastle Smart City Strategy was adopted in 2017, and two major grant projects are underway: the \$18m Hunter Innovation Project; and the \$15m Smart Moves Project.

Newcastle has a number of strategic advantages that create opportunities for our continued transformation and ongoing growth:

- Newcastle offers high residential amenity with its coastal location and cultural, sporting and leisure facilities and is an attractive place to live and invest.
- Newcastle has a creative culture that is being translated into business opportunities, through mentoring, venture capital programs and industry clusters.
- Newcastle's industrial base includes specialisations in heavy engineering, defence and aerospace.
- Newcastle is accessible and linked to national and international markets through a major port, airport, road and rail.
- Newcastle has a growing local, national and international reputation as a destination and events city for leisure, business, sporting and cultural events. The city is a four time winner of the World Festival and Events City award, it has been acknowledged by international travel brands Lonely Planet and National Geographic as a must-visit destination, and a smart city, creatively rising to the challenges of 21st century urban life. Earlier this year Merewether Beach was named Australia's best city beach, beating the likes of Bondi Beach NSW, Surfers Paradise QLD and Cottesloe Beach WA.

A vibrant and safe night time economy will also be a key contributor to the city's revitalisation. Significant at both a national and regional level, Newcastle's night-time economy is presently the sixth largest in the country. It directly employs over twelve thousand people and accounts for 5.4% of the total Newcastle economy (\$1.358 billion in 2015).

Ten years ago, Newcastle's night-time economy was considered locally to have a sometimes problematic nightlife compared to the remainder of the State. Of particular concern was alcohol-related violence and anti-social behaviour in and around our licensed premises. Community concern regarding undesirable nightlife incidents peaked in 2007 and 2008, prompting a range of State Government agencies to develop a suite of interventions, collectively called the Newcastle 'Intervention', 'Model' or 'Solution', focused on restricting consumption of alcohol and the late-trading licensed premises of the Newcastle city centre. Still in operation today, these interventions were also introduced in the secondary nightlife precinct of Hamilton in 2010. Variations of the Newcastle Model were subsequently adopted by Sydney (CBD and Kings Cross excluding small bars), and by the Queensland Government (1am lock out law in Queensland safe night precincts was cancelled in January 2017).

³ <http://www.planning.nsw.gov.au/~media/Files/DPE/Strategy-documents/newcastle-urban-renewal-strategy-2012-part-1-of-6.ashx>

The complex nature of alcohol-related public disorder issues occurring also warranted an associated set of locally driven strategies. The Safe Newcastle: Alcohol Management Strategy (AMS) 2010-2013 was developed and implemented by NCC in response to growing community expectation of Council's contribution to managing the detrimental impacts of alcohol in the city. Commenced in 2010, the principal focus of the AMS was to reduce alcohol-related harm and anti-social activities in the Newcastle LGA. It included a wide range of initiatives involving Council, NSW Police, other state government agencies and committees, Liquor Accords, University of Newcastle and business improvement associations. Many of the initiatives of the strategy have been successfully established as continuing activities. Continuing its interest in supporting effective management of alcohol consumption and its effects, Council has followed AMS with subsequent locally driven community safety focused strategies.

Since implementation of the interventions, Newcastle has undergone significant change led by a strong growth in smaller 'low impact' night-time venues and a burgeoning creative and dining scene. In this context, we define low impact venues as those with a strong, consistent focus on noise management and responsible service of alcohol, and a proven track record of minimal alcohol-related and liquor licensing incidents. This has coincided with the growing pace of urban renewal projects transforming the city and an increasing city centre residential population (4,499 at the 2016 census; an increase of 1,500 people from 2006).

Newcastle's city centre contains the following late-trading licensed premises. As at November 2017⁴, it contains:

- 137 total licensed premises (437 LGA-wide);
- 88 trade under an on-premises licence (213 LGA-wide);
- 21 trade under a hotel licence (36 LGA-wide);
- 5 trade under a club licence (75 LGA-wide); and
- 6 trade as a small bar (6 LGA-wide).

In response to the city's revitalisation, increases in the inner city residential population, the increasing diversity of late-trading licensed premises in Newcastle, NCC has developed the draft Newcastle After Dark: Night-Time Economy Strategy. The strategy includes actions for making Newcastle's prominent nightlife areas more diverse, more inclusive and safer. Advocating for a greater diversity of late-trade offerings and options beyond those that are solely alcohol focused, is identified as a core principle in the draft Newcastle After Dark strategy. The Strategy will be presented to the elected Council in March 2018, recommending the draft strategy be released for community comment.

The review of the Newcastle CBD liquor licence conditions is an opportunity to build on the work done to date and provides a basis for integrating with Council's strategic direction for the city's night-time economy and revitalisation. The approach outlined below represents a balance between controlling undesirable alcohol related incidents through interventions that seek to stimulate the kind of city life that attracts broader participation and investment in Newcastle, day and night, together with robust plan of management practices and compliance and a solid research base. The approach also seeks to strengthen the alcohol management elements within the reform framework and extend them beyond the existing 14 venues subject to the conditions, to apply LGA-wide, to facilitate the growth of a safe and diverse night time economy across Newcastle.

⁴ Liquor and Gaming NSW

RECOMMENDATIONS

Plans of Management and Compliance Audit Measures

Venues are currently required to develop and submit Plans of Management (PoM) as part of their liquor license application process. Historically the quality of PoMs is highly variable, and their ongoing assessment in terms of assessing venue performance has been not been consistent or clear. Council suggests introduction of the requirement for Plans of Management (PoM) to be more robustly prepared, and linked to closer scrutiny by Liquor and Gaming NSW of premise implementation and disciplinary compliance.

NCC recommends linking the enhanced PoMs to a tiered framework of compliance audits (Level A, B and C) that rewards licenced venues that consistently demonstrate good management policies and practices, including alcohol-related harm reduction measures. Venues that demonstrate high performance would be considered eligible for exemptions subject to additional criteria such as venue audit compliance, and levels of alcohol-related incidents and noise complaints. It is proposed that continued non-compliance and poor performance would result in the removal of exemptions and other provisions. NCC proposes that criteria and metrics for assessing the level of performance of a venue within the compliance audit process be developed collaboratively with key stakeholders.

Indicative Standards of Performance for Compliance Audit Assessment				
	Level C	Level B		Level A
		Under performing	Performing to standard	
Audit Frequency	Every 3 months	Every 3 months	Annual	Every 2 years
L&G NSW support provided	Yes	Yes	On request	On request
Existing disciplinary scheme provisions	Applied	Set time period to resolve issue/s	--	--
Exemptions	Revoked	Warning - subject to monitoring	Eligible for exemptions	Eligible for council determined trading hour exemption
LIV classification (refer later in report)	Revoked	Warning - subject to monitoring	--	Eligible for LIV classification

Recommendation: Introduce the requirement for plans of management (PoM) to be more robustly prepared, and linked to closer vetting by Liquor and Gaming NSW of premise implementation and disciplinary compliance.

Recommendation: The frequency of existing audits be replaced with a tiered framework of compliance audits (Level A, B and C) that rewards licenced venues that consistently demonstrate good management policies and practices, including alcohol-related harm reduction measures.

Recommendation: NCC proposes evidence based criteria for a tiered compliance audit standards of performance framework, including non-compliance mechanisms that return premises to current liquor licence conditions if standards of performance are not met.

Alcohol and Trading Time Restrictions

International⁵ and Australian⁶ research provides strong evidence of correlations between extended hours of trade and levels of alcohol related violence.

Generally, the later trade is permitted and alcohol is sold, incidents of violence are higher. More specifically, adding or subtracting just one or two hours of trading after midnight can make a substantial difference to violence rates⁷. A 2011 study⁸ into the Newcastle Intervention examined the effects of reducing trading hours of licensed premises from 5am to 3am. This reduction in trading time resulted in an estimated 37 per cent reduction in late-night violence. A similar finding was identified in a Perth study⁹, where adding one extra hour of additional trade after midnight was associated with a 70 per cent increase in late-night violence incidents reported to police. However, how this research relates to a diverse range of different venue sizes and styles is unclear. For example, a venue trading under a small bar license for an extra hour may not have an equivalent impact on late night incidents by virtue of a different clientele, culture and management model.

In line with this research, NCC supports a consistent time of night for both restriction of entry of 1:30am and trading close of 3:30am for all premises subject to the conditions, as the existing 10pm sale of alcohol restrictions and conditions, specifically the Responsible Service of Alcohol (RSA) requirements, no stockpiling and ceasing sales 30 minutes prior to closing time. The exception is to permit mixed drinks with more than 30mls of alcohol condition for all licensed premises to 12am.

NCC will continue the case-by-case determination of premise trading hours through its development assessment process. This supports the local government role in undertaking planning assessments of 'time of use' related developments. Council would take the status of a licensed venue as low, medium or high impact under consideration within all development assessments for extension of trading hours. Low impact venues would be approved to trade beyond 12am, in accordance with liquor license category restrictions on a trial system on the following basis:

⁵ Babor T, Caetano R, Casswell S, Edwards G, Giesbrecht N et al. 2010. Alcohol: No ordinary commodity—research and public policy (2nd ed.). Oxford: Oxford University Press

⁶ Kypri K, Jones C, McElduff P & Barker D 2011. Effects of restricting pub closing times on night-time assaults in an Australian city. *Addiction* 106(2): 303–10

⁷ Chikritzhs T & Stockwell T 2002. The impact of later trading hours for Australian public houses (hotels) on levels of violence. *Journal of Studies on Alcohol and Drugs* 63(5): 591–99; Kypri et al., (2011).

⁸ Kypri et al., (2011)

⁹ Chikritzhs and Stockwell (2002)

- 12 month trial, with annual renewal based on achievement of a Level A in compliance audit;
- Failure to comply with low impact venue criteria would see exemptions revoked;
- All venues subject to withdrawal of exemptions and return to current liquor licence conditions if audit standards not met; and
- Supported by research outcomes.

Recommendation: NCC supports a consistent time of night for both restriction of entry of 1:30am and trading close of 3:30am for all premises subject to the conditions.

Recommendation: NCC supports retaining an employee whose sole function is to supervise Responsible Service of Alcohol (RSA) practices at the bar and throughout the premises.

Recommendation: NCC supports retaining existing suite of 10pm sale of alcohol restrictions, no stockpiling and ceasing sales 30 minutes prior to closing time, with the exception of the 'No mixed drinks with more than 30mls of alcohol' condition lifted until 12am. This recommendation is also subject to new recommendations on exemptions for low impact venues.

Recommendation: The condition of 'No mixed drinks with more than 30mls of alcohol' to be removed for all licensed premises. The deletion of this condition will enable venues the option of serving cocktails in a responsible manner while still retaining the conditions of no shots, no ready to drink (RTD) drinks, not more than 4 drinks to any patron at one time and free water available.

Recommendation: Continue the case-by-case determination by NCC of premise trading hours. Council would take as an input into decision-making the status of a licensed venue as low-medium-high impact in considering development applications relating to extension of hours of permissible trade. Low impact venues would be approved to trade beyond 12am, in accordance with liquor license category restrictions (for example 2am closure of small bars) on a trial system on the following basis:

- 12 month trial, with annual renewal based on achievement of a Level A in compliance audit;
- Failure to comply with low impact venue criteria would see exemptions revoked;
- All venues subject to withdrawal of exemptions and return to current liquor licence conditions if audit standards not met; and
- Supported by research outcomes.

Inter-venue communication

Council acknowledges the importance of venues being able to communicate with each other to share information over the course of the day/night concerning incidents or persons of concern, identify potential incidents and facilitate rapid and collaborative responses to incidents. Significant advances in communication technologies have rendered dedicated radio links obsolete. NCC is of the view that more effective network options are available, however, they should be introduced holistically for all late-trading venues that are subject to the conditions, rather than left for venues to determine independently via an ad hoc approach.

Recommendation: NCC supports a transition from a shared radio network to current digital technology options in order to enhance inter-venue communications.

Exemptions¹⁰

Our vision for the city's late-night trade is for:

- more 'low impact' venues¹¹;
- alcohol consumption is robustly managed;
- low rates of site specific alcohol-related incidents;
- effective management of noise;
- positive crowd interactions inside and outside of venues; and
- diverse venues that will attract diverse demographics.

NCC recommends implementation of a system that rewards licenced venues that have consistently demonstrated sound and effective alcohol related management policies and practices. The system for assessing effectiveness would relate to the degree of impact (low, medium, high). Council believes with the right suite of measures, support and compliance monitoring, classification as a low impact venue could be achievable by a range of venues including cinemas, restaurants, craft beer and wine bars, live music and performance venues (acoustic performance, micro theatre, stand-up comedy and poetry). No one venue type would be excluded from achieving low impact status, provided its business practices were maintained to the level of the eligibility criteria.

However, the impact of a venue on surrounding neighbourhood is heavily influenced by venue size and patron capacity. The table below outlines expectations about the relationship between a venue's patron capacity and its ideal level of impact.

Venue Size	100 or less	100-300	300+
Ideal Impact	Low Impact	Low-Medium Impact	Medium Impact

The proposed Low-Medium-High impact venue framework designed to incentivise licensed venues to adopt business, alcohol service and venue management models and practices that mitigate impact on the community and surround areas. It is not structured solely around liquor license category (although that is a consideration), but seeks to integrate a range of criteria that collectively inform notions of impact.

The framework is a tiered structure that incentivises venues to adopt improved practices, while retaining adequate controls to manage and penalise underperforming venue operators. Low Impact Venues are those that contribute economically and culturally to the city's night-time economy without contributing directly to public disorder and alcohol-related harm. It is Council's proposal that the final list of characteristics, tiered metrics and indicators, and relative weightings in assessment would be refined through collaborative stakeholder engagement including Liquor and Gaming NSW and Newcastle Police.

To follow is an indicative framework outlining the kinds of venue characteristics and impact indicators that Council considers would warrant inclusion in assessments of low, medium and high impact.

¹⁰ Freeing or state of being free from a liquor licence obligation or liability imposed on other licenced venues.

Indicative Low-Medium-High Impact Venue Framework			
Venue Characteristics	Low Impact	Medium Impact	High Impact
Alcohol Service Model	Table or Bar Service	Table or Bar Service	Bar Service
Food Service	Food Service Available at all times	Limited Food Service Available	No Food Service
Live Entertainment	Acoustic live music or theatre performance	Live music performance within existing noise thresholds	Amplified live entertainment after midnight
Hours of Trade	Close by 2am	Close after 2am	Close after 2am
Licensing Restrictions	Exempt from aspects of Newcastle conditions	Full Newcastle conditions	Full Newcastle conditions + Violent Venues special conditions
Impact Indicators	Low Impact	Medium Impact	High Impact
Recorded Liquor Licensing Incidents	Less than 5	5-10	10+ licensing incidents
Alcohol related Assaults	Zero	0-8 recorded incidents	Presence on violent venues scheme (8+)
Venue linked Crime Data (exclude non-domestic alcohol related assaults)	Zero	1-10	10+ linked incidents
Plan of Management Assessment	High Compliance PoM Rating	Medium Compliance PoM Rating	Low Compliance PoM Rating
Annual Audit Assessment	Level A performance standard	Level B performance standard	Level C performance standard
Legitimate Noise Complaints	Few and immediately rectified	Some and addressed	Many and unaddressed

The low impact venue (LIV) classification would be supported by a range of exemptions available only to those awarded the classification. The exemptions could include extending restricted alcohol sales to 12am and potential removal of lockout requirements for those with the condition in place.

The ability to be considered for exemption from the existing suite of liquor licence conditions would apply only to low impact venues, incentivising a broad range of venues to work towards the classification. Further, opening the LIV classification up to all venue types as opposed to select types, e.g. small bars, facilitates greater business diversification from a city revitalisation perspective. It will also assist to expand the number of venues actively working towards addressing excessive alcohol consumption and undesirable public disorder issues.

For licensed premises satisfying criteria as low impact venues, NCC supports implementation of trial exemptions. The exemptions would pertain to elements of the existing licensing

conditions including moving the 10pm suite of drink restrictions to 12am. Council will, as required by planning legislation, separately consider later trading for venues, such as small bars and licensed restaurants beyond 12am that have satisfied low impact venue criteria and earned/maintained Liquor and Gaming NSW exemptions.

Recommendation: NCC supports implementation of trial exemptions for licensed premises satisfying criteria as low impact venues. Exemptions in this recommendation are suggested to be on the following basis:

- Exemption for a period of 12 months
- Annual Liquor and Gaming NSW renewal based on achievement of at least a Level A standard in annual compliance audits, and continued satisfaction of low impact venue criteria.
- Failure to comply with low impact venue criteria under existing audit and licensing requirements would see trial exemptions revoked

Recommendation: All premises be subject to the withdrawal of the exemptions (and return to current liquor licence conditions) under existing disciplinary scheme provisions.

Research and Evaluation

The Australian Institute of Criminology (AIC)¹² carried out a study of evaluations that investigated the effectiveness of the liquor licensing reforms in Newcastle following the introduction of the 'Newcastle Model' in 2008. While the AIC concluded the evaluations provided support for the reforms, they could not confidently determine which components effected the change, how they operate and interrelate. Individual conditions such as lock outs and extended trading hours have been subject to research, however, the conditions as a collective package would benefit from detailed research.

Further, investigation into state-wide, downward trends in all crime categories, including significant incidents of non-domestic assaults in licensed premises, over the past several years, along with a slight drop in exceedances of the National Health and Medical Research Council lifetime risk alcohol guideline¹³ (i.e. consumption of no more than two alcoholic drinks on any day) is warranted to determine how this has affected alcohol related assault levels linked to licensed premises in Newcastle. It should be noted over the last year, a spike in alcohol-related assaults has been reported for Newcastle (and Lake Macquarie)¹⁴. Given the increase is recent, additional time will be required to determine if it is indicative of a new trend or isolated incidents.

Development of an effective, revised package of liquor licence conditions for Newcastle can only be realised if grounded in a strong research base that includes the above elements. An evaluation of the revised conditions once implemented, would also provide evidence of the effectiveness of the measures in operation.

¹² Mann M & Willis M 2014. The Newcastle solution: A realist perspective. Paper presented to the Crime Prevention and Communities Conference, Melbourne, June 2014. https://prezi.com/lnjdu_6hkwzy/the-newcastle-solution-a-realist-perspective/

¹³ National Health Survey: First Results, 2014-15 reported by ABS <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/4364.0.55.001~2014-15~Main%20Features~Alcohol%20consumption~25>

¹⁴ http://www.bocsar.nsw.gov.au/Pages/bocsar_media_releases/2017/MR-NSW-Recorded-Crime-Statistics-Sept-2017.aspx

Recommendation: Investigate the effectiveness of the collective package of initiatives that comprised the 'Newcastle Intervention'. This recommendation would aim to understand the effect of individual and integrated conditions at the scale of the specific venue and liquor license category.

- Topics for research would include interrelation of the licensing conditions with an assessment of impact of individual premise business and service models (e.g. table service versus bar service), patron numbers, hours of trade, and relationship to other venues, alcohol consumed versus time of night, crowd street movement and self-regulation initiatives.

Recommendation: Develop a definition of low, medium and high impact venues. Definitions to be developed with stakeholders and confirmed as part of the research and be able to be independently assessed and verified.

Recommendation:- Develop an evidence based standards of performance for compliance audits (including non-compliance mechanisms). Definition to be confirmed as part of the research and be able to be independently assessed and verified.

Recommendation: Implement research recommendations and definitions LGA-wide to ensure consistency of conditions and level competitive footing for businesses.

Recommendation: Undertake an evaluation of revised conditions (Newcastle Model 2.0), including enhanced PoMs and audit frequency:

- Incorporate peer review assessment of alcohol related crime/anti-social behaviour for specific venues (BOCSAR approved data)
- Implement evaluation outcomes LGA-wide

Recommendation: Commit representation from the L&G NSW Licensing division at the NCC Licensed Premised Reference Group monthly panel. The LPRG has representation from L&G NSW Compliance division (seek to continue their attendance in addition to the licensing division), NSW Police, Hunter New England Health and council. The LPRG panel ensures collaborative input into liquor license assessment processes.

**ORDINARY COUNCIL MEETING
16 APRIL 2019**

**CCL 16/04/19
ADOPTION OF THE LIBRARY STRATEGY 2019-2029**

Attachment A: The Library Strategy 2019-2029

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The Library Strategy

2019–2029



newcastle.nsw.gov.au



City of
Newcastle

Acknowledgment

City of Newcastle acknowledges the traditional country of the Awabakal and Worimi peoples. We recognise and respect their cultural heritage, beliefs and continuing relationship with the land, and that they are the proud survivors of more than two hundred years of dispossession. Council reiterates its commitment to addressing disadvantages and attaining justice for Aboriginal and Torres Strait Islander peoples of this community.



The 17 Sustainable Development Goals are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

The Library Strategy contributes to the following Goals.



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Executive Summary

The Library Strategy 2019-2029 outlines a long-term vision for a world class library service in Newcastle — anywhere, anytime, open and accessible 24/7.

The Library Strategy 2019-2029 aims to:

Increase the library’s reach into the community and increase participation and membership through diverse engagement and partnerships,

Integrate a range of City services alongside library services to achieve Community Strategic Plan objectives

Provide engaging programs to enrich and encourage lifelong learning,

Provide easy access to our unique heritage collections,

Provide relevant information services, and bridge the digital divide through technology.

The Strategy will deliver on the objectives of the Newcastle 2030 Community Strategic Plan, to support an inclusive and thriving community where diversity is embraced, community participation is valued and everyone has the opportunity to belong. It will complement related City of Newcastle strategies including the Cultural Strategy 2016-2019, Smart City Strategy 2017-2021 and Social Strategy 2016-2019.

We have experienced essentially a ‘Gutenberg scale’ inflection point in the last 10 years... the world has gone from connected to hyper-connected and from interconnected to interdependent.
Aspen Institute

The Library Strategy 2019-2029 will guide future library infrastructure development and ensure that it meets the needs of a continuously adapting and evolving city. The Strategy highlights that physical infrastructure is only one service channel expected by 21st century consumers to ensure that libraries meet peoples’ changing needs and expectations.

Lifelong learning underpins all library service elements, for in an era of rapidly changing economies, workplaces and communities that have the capacity to continuously learn, adapt and innovate, are resilient and more likely to thrive.

Lifelong learning is essential in an era of abundant data which requires new skills and literacies to navigate and gain value from information. The ability to create, problem solve, continuously adapt and evolve skills, is required alongside digital access and basic literacy skills.

The illiterate of the 21st Century are not those who cannot read and write but those who cannot learn, unlearn and relearn.

Alvin Toffler

In developing the Library Strategy 2019-2029, Newcastle demographic and economic profiles were reviewed. Technology disruptors that shape societal trends and influence community’s customer experience expectations were considered, alongside industry trends. Research included examination of library best practice from around the world.

The consistent thread is that libraries are spaces for people to gather to exchange ideas and information, foster lifelong learning, and preserve information and culture for future generations. Leading libraries encompass multiple functions and co-locate with other services to integrate the community or City functions, creating a one stop “shop” approach.

“As a new resident I find the library a wonderful source of information on community events/ groups. The librarians and the library are my welcome point.”

The Library Strategy has been developed on an evidence base of national and international research and informed by local consultation through a large community survey and numerous community conversations. We have workshopped future directions with Library staff and elected representatives.

The Strategy develops a vision for a community and customer focused library service that provides a wider range of services and learning activities.

The Library Strategy 2019-2029 commits to:

Engaging with the community in the design of services.

Focusing on outcomes for the individual and the community advancing knowledge and skills, and strengthening communities.

Integrating appropriate key City services to achieve Community Strategic Plan objectives and demonstrate value for City investment.

Developing a foundational infrastructure plan for buildings and IT.

Providing clear outcome measures that are inclusive, qualitative and creative.

Providing up to date resources and multiple channels of service entry.

Using an evidence-based approach to service design alongside community consultation to ensure that all services are more relevant to more people.

Inspiring a lifelong learning community built on knowledge, reading and connection as a cornerstone of inclusion.

Telling local stories to enhance a sense of place and pride.

We've shifted from stable stocks of knowledge and an archived world to information flows, participation and states of confusion. Now we create as fast as we learn.

John Seely Brown



1.0 Vision

City of Newcastle

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

As a community we value:

Community Spirit

Resilience

Active Lifestyle

Engaged Citizens

Creativity

Leadership

Innovation

Inclusion

Diversity

Environmental Sustainability

As an organisation we value:

Cooperation

Respect

Excellence

Well-being

Library Vision

**Our City,
Our Stories,
The Library.
A world class library
for a smart, liveable
and sustainable city.**

Mission

As a service to our community:



We Enrich




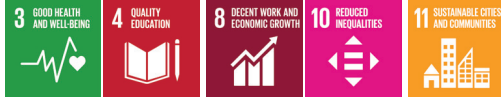


We Inspire



We Strengthen



Four Strategic Priorities for the library service

<p>Contemporary Library</p>	<p>Creating contemporary, connected Library facilities & services</p>	
<p>Living Learning Communities</p>	<p>Developing resilient communities with every child ready to learn</p>	
<p>Digital Inclusion</p>	<p>Creating a smart city for the future</p>	
<p>Newcastle Stories</p>	<p>Creating a sense of place and celebrating Newcastle's identity</p>	

2.0 Our Commitment—

We are committed to—

Engaging with the community in the design of services.

Focusing on outcomes for the individual and the community advancing knowledge and skills, and strengthening communities.

Integrating appropriate key City services to achieve Community Strategic Plan objectives an demonstrate value for City investment.

Developing a foundational infrastructure plan for buildings and IT.

Providing clear outcome measures that are inclusive, qualitative and creative.

Providing up to date resources and multiple channels of service entry.

Using an evidence-based approach to service design alongside community consultation to ensure that all services are more relevant to more people.

Inspiring a lifelong learning community built on knowledge, reading and connection as a cornerstone of inclusion.

Telling local stories to enhance a sense of place and pride.

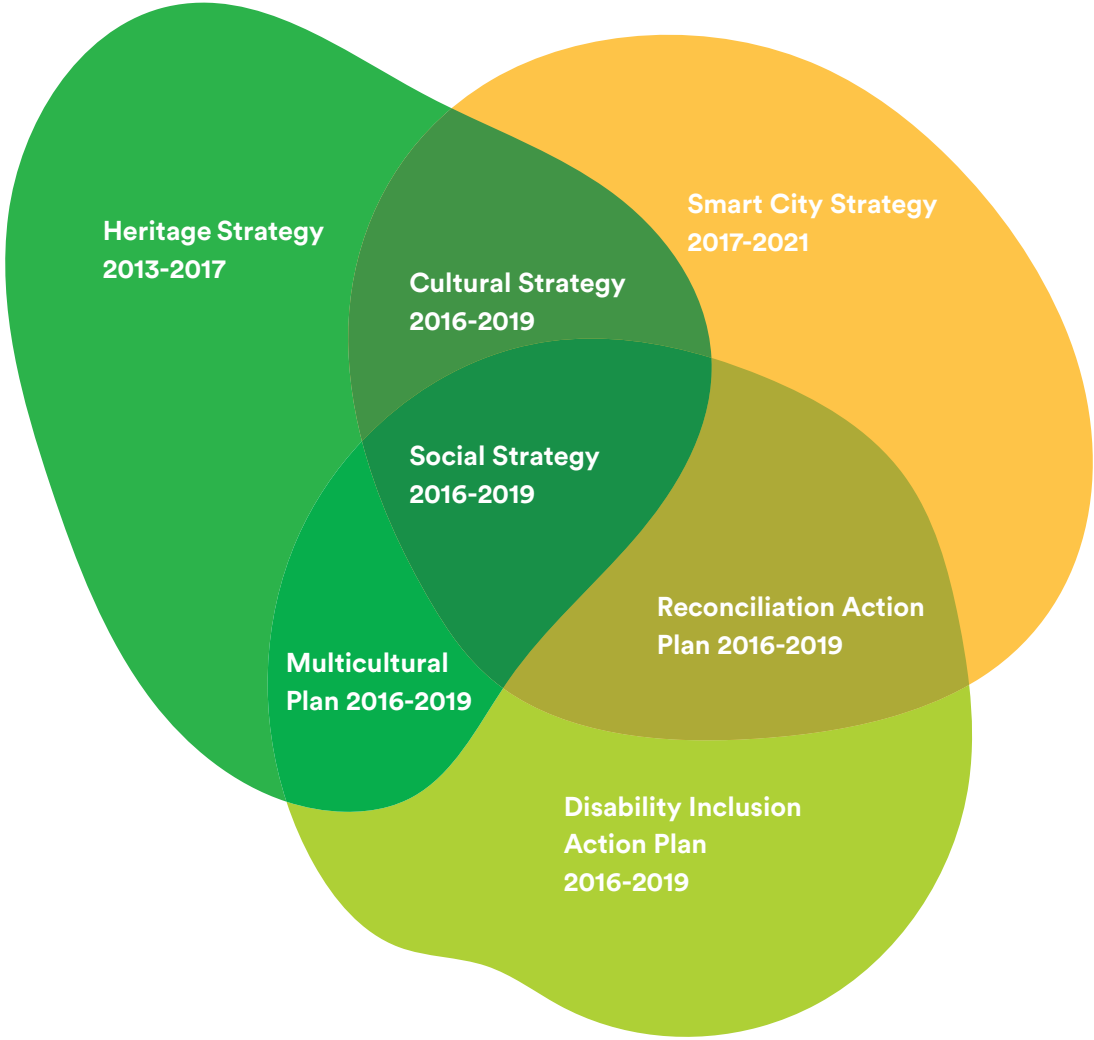
Historical background


City of Newcastle adopted the Library Act on 4 October 1944 prompted by the future bequest of Roland Popes' Collections. In 1946, Roland Pope's gift to the City arrived and Lindsay Miller was appointed as the first City Librarian. In 1948, the first Library Service began with Waratah and Wallsend Libraries. In 1964, Council agreed to the transfer of the property of Newcastle School of Arts to City of Newcastle .

Local History section opened for business on the same day that the War Memorial Cultural Centre was officially declared open by the Governor of New South Wales on 26 October 1957. In 1958, the Local History Collection of local historian Wilfred J Goold was transferred to the Library. There was an official opening of the Local History collection in 1963.

In 1987 following the exit of the Newcastle Gallery the main gallery in the Newcastle War Memorial Cultural Centre was named the Lovett Gallery in recognition of Bert Lovett's contribution to the Library and the City. Mr. Lovett was instrumental in acquiring the famous Snowball Collection of early 20th century images from the Snowball family, which was subsequently donated to the Library.

The Library Strategy 2019-2029 compliments a suite of intersecting planning documents that are connected by the Community Strategic Plan and guide City services in specific focus areas. These documents include:



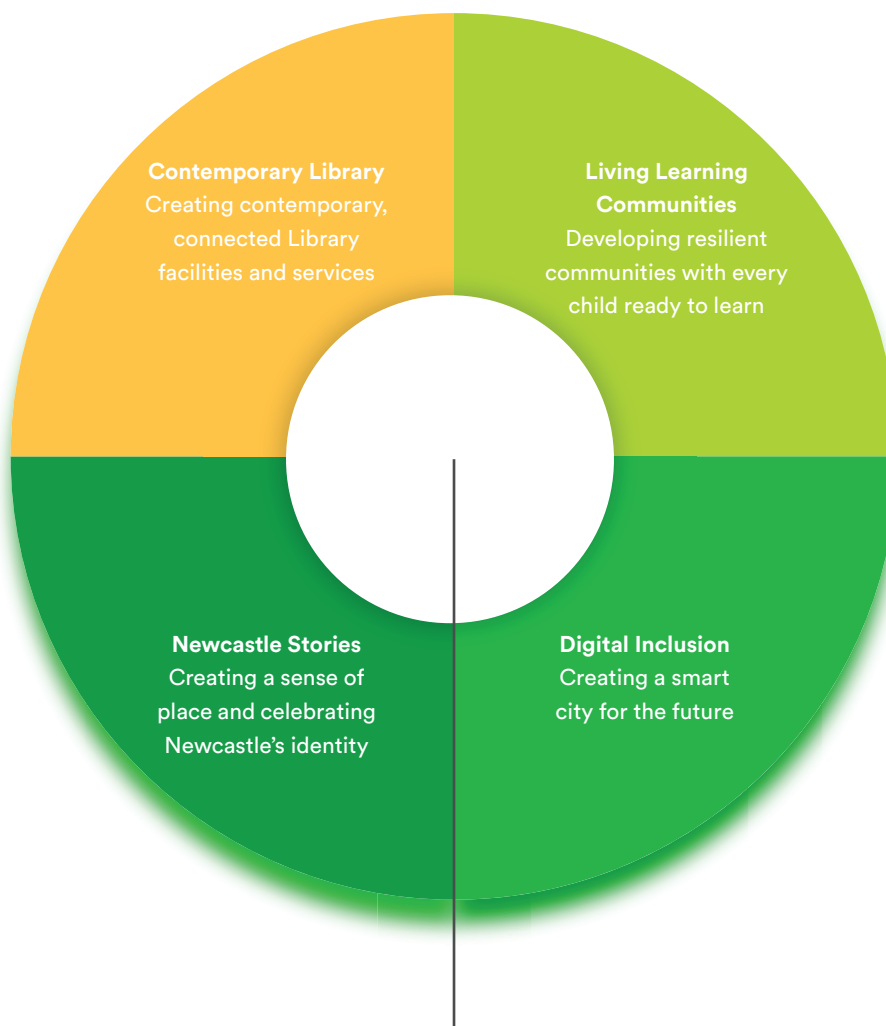


It's my favourite 'me' space ... a portal to anything I am curious about. I love the Family History section. I love ordering a special book. I love the different exhibitions, and free discontinued books. I like the community feel. It is a real pleasure to me."

3.0 Strategic Priorities

Four strategic priorities emerged from the community and staff consultation, the legislative context, and national and international research.

The four strategic priorities identified are supported by central principles of “how we work”. By embedding these four priorities and making them principles of practice, the Library will proactively support the numerous communities of Newcastle to rise to the challenge of the future.



Leadership, Governance and Values

How we work:

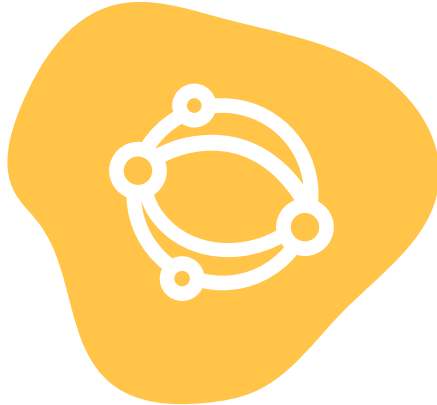
Integrated customer-centred service model

Partnerships and collaborations

Learning and lifestyle programs

Professional skill development

3.1 Contemporary Libraries



Creating contemporary, connected library facilities and services

The Library will deliver services via a variety of channels – onsite through physical branches, online through the digital tools and downloadable digital resources, and offsite through outreach activities, pop-up facilities and home library services.

Libraries need to be available - 24 hours a day - anywhere, anytime! Libraries need to be sustainable and relevant to the communities they serve with collections that are responsive to the needs of the community in multiple formats. The service points require attractive and inclusive physical facilities that provide flexible, welcoming and adaptable physical spaces with zoned

areas. This is essential to supporting the objectives of the Community Strategic Plan.

The Library needs to cater for a mix of meeting, study, quiet and active spaces. This will enable diverse programs, learning activities and technology hubs alongside passive, safe places to relax.

Services and service points will differ by location, space available and community need.

Options for facilities and infrastructure will be explored through the actions (as outlined in Appendix A; p34) to ensure that we are opportunity ready.

In the future, library service points should cater for multipurpose visits and be co-located with other City and potentially community services. A service point should be in priority population growth areas and close to other services, retail activity centres and transport hubs.

IT infrastructure should facilitate robust connectivity innovation technologies and engage the community in lifelong learning to support digital inclusion activities. Service points must offer a range of accessible and creative technologies with wifi. The future encompasses the expansion of our online virtual library service, supported by professional staff, remotely in some cases.



Action	Partners/Method	Due	Measure
Develop an overarching future focussed, Contemporary Libraries Infrastructure Plan including IT infrastructure	External consultancy	2019	Infrastructure Plan adopted by Council
Develop a Library Engagement and Marketing Plan	Major Events and Corporate Affairs	2019	Consistent look and feel across all communications Increase awareness of online services and resources 10% increase in membership
Establish a fully resourced virtual library and seamless online membership experience	City IT	2019	Complimentary physical and virtual collections Increased usage of online resources Upgrade online catalogue and website Deliver Library App upgrade Implement cashless self-serve systems and online payment gateways
Integrate City of Newcastle services into service points – ensure that the customer experience is consistent and positive across all channels of communication OB7.4 c	Customer Service City IT	2020	Pilot program of integrated customer services trialled at Wallsend Library
Update of existing libraries and planning for new libraries in accordance with the Libraries Infrastructure Plan	Vendor, City IT, Building Trade Services, Projects, Contracts	2019-2022	Complete update Lambton Library and pilot 24/7 open access technologies Complete update Wallsend Library.
Update existing libraries operating and access hours to achieve diverse and equitable access		2020	Increased visitation
Provide library services where people gather through pop-up facilities and co-location	Vendors Community partners	2020	Concept(s) developed and delivered
Preserve our collections and upgrade climate control in the basement stack, War Memorial Cultural Centre	External design	2022	Completion of works Improved quality of stored collections

3.2 Living Learning Communities



Develop resilient communities with every person ready to learn

Public libraries play a key role in learning and have undertaken a valuable role in helping children to learn to read for a long time through activities such as Storytime programs. Adult learning opportunities, formal and informal, will be increased to focus on key skills such as critical thinking and innovation, and critical literacies such as digital, health and financial.

The learning activities will form the core of a wide range of collections, programs and facilities to connect people of all ages and foster the development of traditional reading and literacy. The Library is a gateway to understanding the knowledge economy, supporting an inclusive approach for the benefit of all citizens.

The Library will provide formal and informal learning opportunities for all ages to:

Foster critical and innovation thinking,

Provide access to new digital learning models,

Foster the exchange of ideas,

Provide accessible and affordable learning opportunities outside of formal education,

Provide opportunities to learn and socially connect through volunteering,

Foster creativity through curiosity.



Action	Partners/Method	Due	Measure
Measure the impact of early childhood activities for libraries and childcare over a period to develop proven methodologies which has every person ready to learn	Research partner Family Action Centre and State Library NSW	August 2020	Improve early childhood readiness to learn AEDC scale Increase participation in early childcare education Research Partnership established
Establish Adult Learning volunteer program	Learning and Development volunteering Relevant community partners	2019-2022	Develop partners and increase volunteer programs on annual basis
Target lifelong learning resources and programs to improve skills in financial literacies; health literacies; living sustainably and promoting wellbeing	Community or education partners Waste Education	2019	Grow the number of diverse Programs established with community partners – min 2 per annum
Ideas Matter – develop concept to foster active citizenship	University of Newcastle faculties	2020	Active citizenship measured with number of programs; number of participants and range of diverse topics. 2 events delivered per annum
Reading Matters - develop a winter reading/author series engage readers on topic that matter	Relevant presenters and partners	ongoing	Min 5 programs per annum
Incorporate online learning with range of learning products into online learning Hub	Vendors - LYNDA Training partners – Open University	2020	Hub established and launched
Support the United Nations Sustainable Development Goals to transform our world	UoN Business and Law: CIFAL	2019	Two events per annum to meet Sustainable Development Goals Embed and align 100% of programs with Sustainable Development Goals
Target lifelong learning for community governance workshops to support City and community volunteer organisations	Partner organisations Relevant City departments	2019	One program delivered per annum

3.3 Digital Inclusion



Creating a smart city for the future

The Library will play an integral role in providing resources and programs to bridge the digital divide. In implementing the Community Strategic Plan and the Smart City Strategy objectives, the Library will develop programs to improve digital literacies and showcase smart city initiatives and technologies. It will create opportunities for the wider community to experience augmented and virtual reality, 3D technologies and the maker culture. The Library will partner with stakeholders in the smart city ecosystem to promote initiatives to improve liveability, sustainability and local innovation.



Action	Partners/Method	Due	Measure
Develop a specific Library IT Infrastructure Plan	City IT, Smart City, Art Gallery and Museum	2019	IT Plan adopted and implementation budget approved Rolling schedule of review and renewal of Key library systems
Improve, promote and facilitate equitable access to services and facilities	Smart City, City IT, Vendors	2019-2020	Upgrade and increase Public Access computers across service points Upgrade Print Copy Scan Devices across service points Provide access to Virtual Reality, robotics, coding etc. through programs Implement Tech for loan
Support and encourage innovation and creativity at all levels	Smart City UoN Local Community groups/school	2019-2022	Incorporate Makerspace in Wallsend Library refurbishments Incorporate STEM into programming across all ages Undertake Partnerships with local start-ups and entrepreneurs to deliver community projects such as Grow a Reader Podcasting tech for loan Creative tech for loan in Makerspace Deliver Novel Newcastle project
E-Smart Library that fosters digital citizenship	Alannah and Madeline Foundation Good things Foundation Australia	2019-2022	Undertake Cyber Safety Awareness campaign Provide access to resources and programs to support Cyber safety Implement programs and support for online applications such as MyGov Initiate series of short videos such as "lunchbox ideas that matter" Provide access to programs and resources to improve digital literacy
Contribute to liveability and sustainability of LGA communities through data collection	United Nations and International Federation Library Associations Smart City UoN Industry partners such as Newie Ventures	2019-2022	Contribute data to Library Map of the World Contribute Data to Smart City App Become part of IoT network Partner with Smart City to facilitate Community Lab workshops

3.4 Newcastle Stories



Creating a sense of place and celebrating Newcastle's identity

The Library's unique heritage collections will play a vital role in growing community pride. The Library will have a strong link to storytelling and will support the recording of stories, and developing new narratives about Newcastle's identity by leveraging collections and archives.

The Library will continue to be a nominated State Records Regional Repository – public offices that house and make available local and State archives of regional significance, including the archives from Local Land Boards, schools, councils, police and local courts.

The archival collection and the specialist expertise, position the Library as a lead agent in the collection, preservation and presentation of Newcastle's stories.

It is a priority to enhance access to the collections through digitisation, improve physical storage and increase digital storage.

The Library will establish itself as a regional partner for local history research and storytelling. Collaborative partnerships with University of Newcastle, Newcastle Art Gallery, Newcastle Museum, Aboriginal people, local historical societies and other public records agencies, will assist the Library to increase access to existing collections and create new content for new collections.

AOA CO'S ESTATE

COOKS HILL SUBDIVISION

For Sale by Auction on the Ground **Saturday 1st December 1917 AT 3.p.m.**

27 IDEAL BUSINESS & RESIDENTIAL BLOCKS.
AT 1st TRAM SECTION FROM CITY OF NEWCASTLE.

CREER & BERKELEY
Auctioneers, NEWCASTLE.

TERMS Most Liberal
15% CASH DEPOSIT
BALANCE BY ANNUAL INSTALMENTS PAYABLE

Facing Centennial Park, CONVENIENT TO BAD BEACH

LOCAL SKETCH

BRUCE ST, CORLETTE ST, RESERVE ST

73	26 1/2	76	77	78	79	80	81	82	83	84	85	86	88	30 1/2
74	25 1/2	26 1/2	28 1/2	29 1/2	24 1/2	25 1/2	24 1/2	23 1/2	24 1/2	21 1/2	21 1/2	21 1/2	21 1/2	29 1/2
75	28 1/2													

SOLD

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Action	Partners/Method	Due	Measure
Secure and preserve Newcastle's stories, heritage & history collections	Consultation & Partnership	2019	Preservation needs assessment undertaken
	State Library of NSW		Heritage storage, rare book & stack condition report complete
	State Records of NSW		
	Museum		Heritage & history collection development plan adopted
	Art Gallery		
Increase the accessibility of Heritage & History collections through digitisation and digital excellence projects	UoN Library		Shared physical storage project for preservation
	Partnership	2022	Annual digitisation delivery program completed
	UoN		
	Museum		Digital excellence digitisation lab launched
	Education and business		
	Creative Industries		Annual volunteer digitisation program delivered
State Library of NSW	Universal catalogue project		
Develop an Aboriginal local history and cultural heritage delivery plan		2021	Global Newcastle project delivered
	Consultation & partnership		Annual local stories project delivered
	Land Councils		Content in Language project delivered
	UoN		
Unlock Newcastle's History by collaborating to develop diverse exhibitions and programming	Miromaa Aboriginal Language and Technology Centre		
	Civic Services	2022	Annual oral history program in place
	Schools		Guest exhibition curator program developed
	UoN partnership		School local history digital program
	Partner with artist and historians		
	Creative industries		History podcasting hub project
	Local and family history societies		Historian in residence program

4.0 How We Work —

Leadership, Service, Governance and Values

Strategy	2019-2029
Increase focus on customer and user experiences	<p>Deliver high standards of service through all service channels</p> <p>Enable easy access for members to manage their personal and family memberships</p> <p>Provide customer driven collections that continue to be relevant and responsive to our community</p>
Provide an integrated service point for City, eGov and library services	<p>Develop an integrated customer service model for appropriate City services and eGov learning hubs using the latest technologies for easy access</p>
Invest in staff professional development	<p>Foster a culture of service, to achieve the strategic priorities for the benefit of all the community</p> <p>Develop leadership capabilities</p> <p>Provide ongoing digital literacy training</p> <p>Build strong respectful relationships in the workplace</p> <p>Build capacity in managing difficult situations</p>
Provide a clear policy and governance framework for decisions to ensure the library customer experience is consistent and engaging across all channels.	<p>Update key guidelines and policies with a community perspective and customer centred focus.</p> <p>Critically analyse performance measures and align to outcomes</p> <p>Support local initiatives in programs and resources.</p>
Build collaborations, partnerships and community focused services	<p>Build internal capabilities to foster collaborations and partnerships</p> <p>Focus on service design with the community not for the community</p>

5.0 Library Service Options

The Library Strategy sets out how the library is diversifying the service delivery options. The strategy emphasises a direction to ensure relevant services, improved community outcomes and optimised value and return on investment for the whole of the City spend. The strategy moves the focus away from where a library is located to delivering accessible, sustainable services to all residents of the city regardless of their location.

Physical library branches or service points are increasingly important in providing the community with a range of safe, welcoming places that cater for a wide range of uses, particularly learning activities. Community expectations for a library service that is anywhere and anytime - online and mobile are extremely high.

The options are underpinned by the principles of inclusion, equity and sustainability.

The community feedback to the Library Satisfaction Survey articulated a clear desire to see facilities refreshed and opening hours extended. While existing library users love the services they are familiar with, potential members and new residents moving in from other cities have expectations of a more sophisticated and diverse service offering in modern surroundings.

The aim is to achieve a more diverse membership, increased audiences and increased use of current facilities and resources, ensure equitable access to City services for all residents across the city, and provide the ability to demonstrate innovation and increased efficiencies through co-location and partnerships.

The trend toward customer centric services is strong across the local government sector. Customers want to have multiple choices and fast responsive service levels.

The current service is built on a strong foundation of community support. The future library service needs to complement the activities of the City as part of the

smart, global city environment and the objectives of the relevant Strategies. It also has a significant role to play in preserving and making Newcastle's history accessible. However, the service needs to be reimagined as one that can continuously adapt and innovate to meet rapidly changing expectations.

With new technology, opportunities for co-location and new service delivery models, the service point ratio needs to be applied through a different lens. Public libraries across Australia have successfully developed new service models that achieve more sustainable use of infrastructure. The Libraries Infrastructure Plan for Buildings and IT will explore how these could apply to the local context.

Based on the analysis significant gaps exist in several of the LGA suburbs.

5.1 Anywhere, anytime

Significant resources need to be invested / reallocated over the period to continually build our capacity in the online environment. This ensures that customers can engage with the library service via their channel of choice.

This includes:

Developing an online, virtual library supported by professional staff. The virtual library will be live and interactive, with a proactive approach to anticipate future customer expectations and needs.

Streamlining the resource platforms to create a one stop shop. Potential to develop this in collaboration with other partners.

Continued mobile device optimisation.

5.2 Library Service Points

Library service points can use the latest technologies to provide secure, safe, easy access to the collections and library spaces. They may or may not have fulltime staff resourcing. The IT infrastructure will provide access to PCs, printing, wifi, maker technologies. Library Service points will be serviced daily to ensure quick, responsive turnaround times for customers.

A library service point may be:

A static standalone library facility owned or leased by the City with dedicated staff resources for information and programs.

A co-located library sharing spaces and resources with other community services - either City owned or community operated with dedicated full or part-time staff resources to provide a professional information service and support programs for learning and connecting community.

A drop off and pick up service point located within other City buildings or community facilities (run by partners) with staff resource provided for partnerships and programs.

An online “virtual” service point with staff resources.

A specialist research centre specifically relevant to the main pillars of the library strategy.

5.3 Flexible Design

Throughout this process strong consideration will be given to location factors and design approaches which determine the following:

To build or refurbish buildings to optimise flexibility of library spaces for multiple uses (e.g. individual and group spaces, quiet and noisy spaces, learning and recreational spaces, collaborative and co-working spaces, shared community spaces).

To build or refurbish to include technologies that streamline access to the collections, to the library spaces and facilitate members having a choice.

To co-locate services in community centres, designated urban activity centres or existing service centres.

To embed technology access and connectivity to foster digital participation.

To build or refurbish to attract, engage and inspire everyone in the community to use the library like their lounge or living room.

To enhance access to services by locating service points in activity centres (a one stop visit), access to parking and public transport, disability access, and facilitating 24/7 or independent access to buildings.

To retain or develop a niche local character or speciality while leveraging the full resources of the library network.

5.4 Location Requirements

Consistent with understanding the importance of developing people places, Library service points are determined by a diverse weighting of outcome

To meet the needs and service natural population clusters to achieve equitable access points geographically across the city.

To meet the needs of specific population growth areas such as Minmi/Fletcher, Stockton and Newcastle West.

Located in designated activity centres so that customer trips are optimised/minimised - “a one stop shop” with a multipurpose open plan design approach including a library, and community space that engages community and City staff.

Be located/co-located alongside or within other community, sporting or City facilities so that customer trips are optimised/ minimised.

Allow for remote or isolated communities - communities separated by distance or geographically defined by those who tend to use their local facilities.



Appendix A

Our Community

Newcastle is Australia's second largest, non-capital urban centre, and second oldest city. The Newcastle Local Government Area (LGA) is home to 162,766 people (erp 2017) and welcomes about 4.1 million visitors each year. The LGA is anticipated to continue to grow with an additional 32,000 people by 2036. Newcastle is the Hunter region's urban centre and earmarked for significant development as part of The Hunter Regional Plan 2036.

Newcastle is known for its skilled workforce, high-standards of research and a business environment typified by cross-company collaboration and networking. The services sector (education, health and social care, finance and insurance) is the bedrock of the economy while construction is booming. Manufacturing in the region is globally competitive through innovation in an emerging advanced manufacturing sector. Newcastle is increasingly being acknowledged as a smart city, creatively rising to the challenges of 21st century workforce and economies. Newcastle is a city of makers and creators. The creative industries, entrepreneurs and inventors are finding a place for their talents in high value jobs, such as aerospace, medical technology and advanced manufacturing. Entire industries are being upended by the impact of the disrupting technologies, allowing sectors to be global while also local and niche.

The term 'community' used to be defined by geographic boundaries. Now online 'communities' are shaped by mutual interests. Networks have grown across borders and politics and exist alongside neighbourhoods. They significantly influence modern forms of social organisations.

The challenge to upskill is urgent. The transition from old industrial and service-based economies, to a knowledge-driven economy is rapid, underpinned by creativity and making. There is a need for affordable access to digital technologies and fluency in digital skills. The ability to continuously relearn and adapt those skills will be essential.

Research indicates that communities with a strong emphasis on learning are more likely to thrive.

Knowledge, reading and learning is the cornerstone of building an inclusive, cohesive community. Communities are saturated with an overabundance of information. This creates new essential skills required to understand and gain value from information in a way that did not exist a generation ago.

National population data from the 2016 census shows a nation that is living longer and ageing. As a nation, over 80% of our population lives in an urbanised environment. More than 80% of the population owns a smart device (phone or tablet) and has a Facebook account.

Between 2001 to 2016, Newcastle's population increased by approximately 20,000 people, with the Lower Hunter experiencing very fast growth. Newcastle is on par with regional NSW averages. Cessnock and Maitland are experiencing higher than average growth. In Newcastle the strongest growth was in the 20-30 years age bracket. 31.4% of the population are aged 0-24 years 34.7% are aged 25-49 years with the remaining 33.5% over 50 years.

More than 40% of Australians aged 15 to 74 years do not have sufficient literacy skills to cope with the complex demands of everyday life and work in a knowledge-based economy.

In 2016, there were 10,011 Newcastle households (from 62,000=16%) that did not have internet access.

It is forecast that an estimated 30-40% of roles across a broad range of professions may be replaced by automation within 10-20 years (Committee for economic development of Australia).

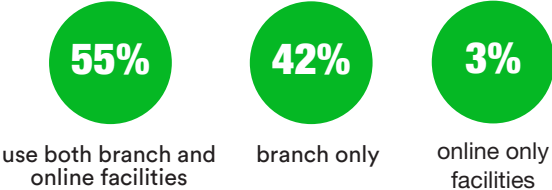
The Strategy has a strong emphasis on learning. Extensive demographic and economic data and research supports the concept that the activation of lifelong learning across the Libraries' network, benefits individuals and communities. In Newcastle, 11% of children who started school in 2015 were assessed as being developmentally vulnerable (4%) or at risk (7%) on the language and cognitive skills domain which is a basic measure of childhood literacy and readiness to read and learn.

How frequently do you visit a Newcastle Region Library branch or use the library's online resources?



- Never
- More than 2 years ago
- A few times a year
- At least yearly
- At least monthly
- At least weekly

How do you access library facilities?



Experience satisfaction with Libraries



90%

Were satisfied overall



94%

Feel safe



89%

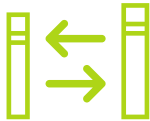
Satisfied with cleanliness/
quality of maintenance



85%

Rated the signage and information as easy to read

Top 3 things participants found useful



95%

Lending books



87%

Exhibitions - local, national and international



94%

Staff assistance

Top 3 things most liked about libraries



27%

Accessibility



27%

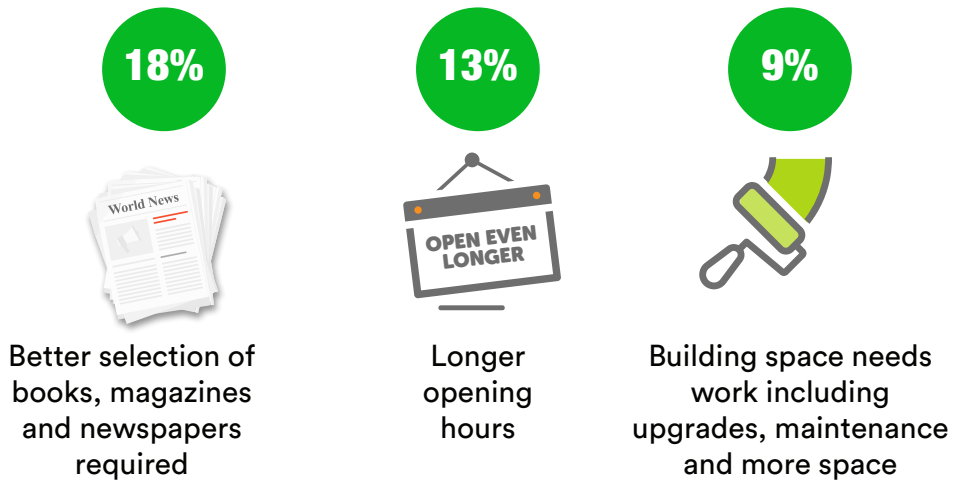
Books, magazines and newspapers



26%

Customer service

Top 3 ways to improve



What could be offered that would make using the library attractive to you?



77% of the participants that don't use the library still found the library services useful to the community.

Background

Current Newcastle Library Service - What we already offer

Newcastle has one of the state's largest public library services in loans and visitation. Operating as a region library, it currently delivers services through an integrated network of library branches or service points, local history, the library catalogue and website, associated mobile applications, and outreach activities in the community. The library has ten physical service points.

2017/2018	Size/sq.m	Open Hours/wk	Loan/annum	Visits/annum	Loans/hour	Visits/hour	PC usage/annum	% PC occupancy	Self serve %
Wallsend	1,735	60.5	356,637	208,519	117.9	68.9	20/12931.09	21.37%	57.67%
Newcastle City*	905	57	191,981**	106,774**	67.4	37.5	14/13621.4	34.14%	73.90%
New Lambton	357	56	162,070	91,630	57.9	32.7	3/2497.0	29.73%	58.47%
Mayfield	264	43.5	91,472	54,432	42.1	25.0	3/2031.0	31.13%	57.56%
Hamilton	263	26	68,951	44,283	53.0	34.1	3/1340.7	34.38%	63.18%
Adamstown	235	26	59,820	42,176	46.0	32.4	2/1020.5	39.25%	51.39%
Beresfield	254	26	19,218**	9,745**	14.8	7.5	2/1360.8	52.34%	44.46%
Stockton	157	19.5	31,156	14,565	32.0	14.9	2/600.0	30.77%	33.84%
Home Library	N/A	N/A	18,517	1,675	N/A	N/A	N/A	N/A	N/A
Lambton	72	13	11,211	10,492	17.2	16.1	1/254.0	39.08%	N/A
Service Sub total	4,242	327.5	1,011,033*	584,291	69.38	40.6	N/A	(av.) 37.33	(av.) 53
Local History/ War Memorial Cultural Centre	234	51	390	31,567	N/A	N/A	N/A	N/A	N/A
Lovett Gallery	180	51	N/A	41,320	N/A	N/A	N/A	N/A	N/A
E-loans	N/A	N/A	229,307	N/A	N/A				
Programs and Exhibitions	N/A	N/A	N/A	84,849*	N/A				
TOTAL			1240,730	742,027					

** = 17/18 refurbishment - reduced capacity * = exclude e loans

Newcastle Region Library		17/18
Members - percentage	73,536	45.6%
Visits physical visits to branches - per capita	665,320	4.9
Loans (incl. downloads, streaming sessions) -	1,322,657	8.22
Wi-Fi sessions - per capita	77,625	1.6
PC sessions - per capita	67,822	
Lending collections including e collections- total number per capita	429,850	2.66
Heritage collections - total number per capita	440,000	2.73
Attendance: Exhibitions - per capita	41,320	0.42
Attendance: Programs - per capita	27,442	
Number of Information enquiries -	85,957	0.55
Enewsletters opened - total	38,475	
App Downloads total	22,358	
Website views total	363,068	

City of Newcastle's investment in library services is commensurate with national and state benchmarks. Newcastle has a higher number of buildings per population that are on average smaller than the benchmark average. This is not surprising given that Newcastle Region Library was originally established in 1957 in a different social and economic world. The smaller footprint is a barrier to providing particular programs, services and engagement activities.

In analysing the statistics, higher usage is linked to having a larger space followed by longer opening hours. The size of the space allows significantly more depth and breadth in all service aspects - collections, programs and events for learning and engagement.

The Library Asset Management Plan (2018) rated most of the library buildings assets a score of 2 out of possible 5. Only Newcastle Library and Wallsend Library rated above this at 4 and 5 respectively. The Asset Management Plan assessed the condition of the buildings and whether the buildings were fit for purpose in size, shape, layout, and accessibility.

Despite the limitations of individual sites, the branches are an integral part of everyday life for over 60,000 people per month to visit, loan and return books and other media, access the internet and technology. In addition, there are around 7,000 people per month who attend programs and exhibitions.

The number of visits to service points has remained stable for ten years but program attendances have increased year on year (except for when large periods of time restricted use of spaces because of refurbishments).

Loans increased in 16/17 by 1%, arresting a ten year decline of 25%. The increase was driven by a large increase in the use of ebooks, online magazines, music and video streaming. The stable rate of visitation and the uptake of eresources indicates that customers are using the library in different ways for different purposes. Ebooks and a range of other databases and online collections entered the collection in 2010 and now comprise 17% of all loans, an increase of 100% in the last 3 years

Our Places and Spaces

Libraries provide accessible, affordable and appropriate places and spaces to meet, connect and study. It is an essential part of the modern library service offering and was highlighted by responses throughout the survey and the community conversations.

The modern library has been described as ‘the third space’ – a place after home and work/school where people can feel comfortable in a communal environment. Community feedback demonstrated that the library is considered a safe place where all are welcome, access is free, and there are no judgments.

Collections

Newcastle Libraries provide print materials, multimedia and electronic resources for reading, listening to and viewing that support its core roles in lifelong learning, reading for pleasure and the documentation and preservation of cultural memory.

The lending collection numbers over 420,000 items comprising fiction and non-fiction books, magazines, and audio-visual items.

The Local History collection of archives, records, photographs, old newspapers and rare books numbers almost 440,000 with items dating back to the early 1800s.

The online collections are extensive and include information databases such as encyclopedia, reference and standards; recreational material including music and multimedia streaming, ebooks, eaudio books, magazines and newspapers.

Programs and Exhibitions

Newcastle Libraries’ programs and events calendar activates the library spaces and supports our core role

of lifelong learning. They are designed for people of all ages, abilities and interests at library branches across the city.

Programs and exhibitions often relate to a part of the library collection, a targeted population demographic, a learning outcome or the development of skills. They may be delivered or curated by library staff, invited presenters, partner organisations or volunteers. Programming provides the libraries with the opportunity and the capacity to efficiently deliver real and significant benefits to individuals and communities.

Digital Inclusion, Information Services and Technology Access

Library professionals are skilled customer-centred guides who focus on helping people to develop skills in navigating and accessing the information they need in whatever mode the customer chooses - in person, by telephone, or online. Library staff provide instruction in the use of online collections and subscription databases; mobile devices, tablet and ereaders; give advice on searching the internet and assessing the reliability of websites and assist people with low skills or limited access to understand the online environment including cybersafety.

Digital literacy and technology access are integral to effective participation in contemporary society. Increasingly, the only way to access information, government or business services is online. Access to fast reliable technology and connectivity is integral to bridging the digital divide and achieving a cohesive society.

Industry Context

Local Government Legislative

Local government is legislated to provide free library services under the NSW Library Act 1939. It therefore makes sense for the City to maximise the value from its investment, recognising the role libraries play in enabling lifelong learning and building strong, cohesive and inclusive communities.

Strategic

The Library Strategy 2019-2029 expands on the relevant components of Newcastle 2030 Community Strategic Plan which outlines actions that will contribute to delivering the overall vision for Newcastle in 2030. The Library Strategy 2019-2029 connects the aspirations of the libraries with services of the City within the overarching context of the Community Strategic Plan and its cultural, community and capacity building objectives.

The Library has demonstrated the ability to reach large audiences and improve community-focused outcomes relating to key community outcomes of the Community Strategic Plan specifically relating to inclusive community:

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

Strategy 4.2b Improve local access to higher education and life long learning opportunities, facilities and services.

State

State Library of NSW works in partnership with the public library network and administers the subsidy/grants to libraries each year. It is governed by The Library Council of NSW and this body has a role in advising local authorities on matters of policy and administration relating to library services. It has developed guidelines to assist local government authorities in interpreting the provisions of the Library Act 1939.

<http://www.sl.nsw.gov.au/public-library-services/guidelines-local-government-authorities>

The Library Act of NSW was passed by State Parliament in 1939. This landmark legislation led to the provision of free library services for the people of NSW.

<https://www.legislation.nsw.gov.au/#/view/act/1939/40>

The Library Regulation outlines elements of the provision of library services within NSW.

<https://www.legislation.nsw.gov.au/#/view/regulation/2010/445>

National

The Library Strategy has been informed by the 2016 Australian Library and Information Association (ALIA) Public Library Standards and framework. ALIA, the peak national body for libraries developed the framework to provide clear outcome measures that are inclusive, productive and creative. The framework focusses on

outcomes for the individual or community that can result from libraries helping people to improve their knowledge and skills, or change attitudes and behaviours. The focus groups and community conversations were based around these measures and outcomes.

Strategic Community Focus	Public libraries			Individual and Community Outcomes
	Service Management	Service Offering	Service Delivery	
Public libraries work actively with their communities to provide services that are responsive to community needs and build individual and community capacity.	Governance <ul style="list-style-type: none"> Strategic decision making Strategic planning Accountability and reporting Advocacy 	Content/Collections <ul style="list-style-type: none"> General and specialised Local studies, heritage, culture Digital 	Service points <ul style="list-style-type: none"> Branches (incl. opening hours) Mobile libraries Website and online services Outreach services 	Effective library programs and services help individuals to change their knowledge, skills, attitudes and behaviours and communities to be more inclusive, productive and creative.
Ensure access for all	Management <ul style="list-style-type: none"> Policy and planning Human resources management Financial asset management Technology management 	Information and reference services <ul style="list-style-type: none"> Literacy Learning Creative, cultural Technology awareness, digital literacy 	Staffing <ul style="list-style-type: none"> Staffing levels Skills, qualifications 	
Reflect community needs and aspirations	<ul style="list-style-type: none"> Public relations and promotions Monitoring and evaluation 	Programs <ul style="list-style-type: none"> Computers Internet and wifi 	Funding <ul style="list-style-type: none"> Operating Capital Sustainability 	Stronger and more creative communities
Engage the community in shaping library services		Technology access <ul style="list-style-type: none"> Read and relax Study and work Meet and connect Collaborate and create 	Partnership and collaboration <ul style="list-style-type: none"> Community Government Education & business Library sector Volunteers 	Informed and connected citizens
Champion the community's cultural identity		Places (physical and digital)	Customer service	Digital inclusion
Create partnerships to build community and individual resilience and capacity				Personal development and wellbeing
				Economic and workforce development

ALIA National Framework for Australian Public Libraries

The 2016 Australian Public Library framework describes six key outcomes from the work of libraries.

Literacy and Lifelong Learning

Public libraries have played a valuable role in helping children to learn to read for a long time through Storytime programs. Adult learning opportunities, formal and informal, will be increased to focus on key literacies such as innovation, health and financial. The learning activities will complement a wide range of collections, programs and facilities to connect people of all ages.

Every year 24,000 children participate in early years' literacy programs at Newcastle libraries. The Library's aim is for every child to start school ready to learn by engaging children in learning before they start school.

Stronger and More Creative Communities

Public libraries build social capital by providing an inclusive forum and support for expression of creativity and cultural identity. They preserve the past, celebrate the present and embrace the future by:

Ensuring free and equitable access to all people

Providing access to general and community-focused content and collections

Collecting and promoting local cultural content (e.g. Local History Library, family history classes, and exhibitions at the Lovett Gallery)

Nurturing and partnering with community groups

Celebrating diversity and promoting acceptance, tolerance and understanding

Newcastle Libraries' Local History section at the War Memorial Cultural Centre, is a significant cultural institution which collects and curates Newcastle's stories, and attracts tourists who wish to see local historical and cultural collections.

Informed and Connected Citizenship

Many people come to their library to connect with one another and find out what is happening in their community. In many ways the library is the new 'town square', a non-commercial place in a bustling central location (like the Wallsend Shopping Centre), close to or co-located with other community facilities, education and cultural organisations.

At the library, people can meet formally and informally, learn about community issues and news, and learn about government services.

Digital Inclusion

Newcastle Libraries support digital inclusion and provide a safety net to address the digital divide by providing free access to Wi Fi, computers and the internet; technical support and advice to people using the library's computers; and training to people with low levels of digital literacy. The ability to access and use technology is fundamental to fully engage and participate in modern society.

More than 16% of households in Newcastle (compared to national level of 10% of Australian households) do not have internet access.

Personal Development and Wellbeing

A public library supports personal development and wellbeing allowing everyone to use the library as they choose. The survey showed that people use the library in many ways:

Reading for pleasure and enjoying a wide choice of viewing or listening material;

Meeting friends and people with common interests;

Talking to other library users and library staff or relaxing in a quiet welcoming environment, accessing everyday information like newspapers, bus timetables and City information.

Accessing information that supports health, fitness and wellness

Being where there are other people, where it is safe - cool on a hot day or warm on a cold day.

Economic and Workforce Development

The support for economic and workforce development is an emerging role for libraries. Libraries do this by providing internet and PC access to allow people to search and apply for jobs online, write job applications, and resumes. Libraries partner with local community education providers to promote or provide vocational training opportunities and job-ready skills development through makerspaces, space where micro business entrepreneurs can research and collaborate.

International

In 2017, the International Federation of Library Associations (IFLA) updated its Trend Report. The report identified five important trends which will continue to influence and shape the future of library services providing challenges and opportunities:

The disruption of new and rapidly emerging technologies;

The rise of online education - bridging the education gap; new channels of learning;

The impact of hyper-connected societies;

The impact of the global information (knowledge) economy - preserving truth in the 21st century; and

Changing boundaries of privacy and data protection - data harvesting and open source.

Destination library tourism is a growing trend. Cities across the world such as Geelong, Aarhus (Denmark), Helsinki (Finland), Austin (US) Christchurch(NZ) have all recently opened new libraries to world acclaim for their innovation, architectural merit, sustainability credentials and their place at the heart of their communities.

United Nations Sustainable Development Goals

International Federation Library Associations and Australian Library and Information Association have both adopted the United Nations's 17 Sustainable Development Goals (SDG)



The Sustainable Development Goals encompass people, prosperity, partnerships, a protected planet and a peaceful inclusive society.

Libraries are key institutions to help achieve the Sustainable Development Goals as they touch all ages, cut across jurisdictions and impact in both large and small communities. Libraries are well placed to collaborate with partners and stakeholders in business and the community, to have a wider impact in raising awareness of the goals and how the community can contribute to their actions.

The Library Strategy will contribute to several Sustainable Development Goals:

Lifelong learning programs and activities which reduce inequality and improve an individual's ability to seek employment,

Engagement and support for schools and educational institutions to widen learning for all ages, ethnicities, abilities and interests,

Create activities and engagement to promote social participation, promote cohesion through education and awareness and inclusion through a welcoming approach for all people, ages, abilities and interests.

Consultation and Research

Consultation

As already outlined, the development of The Library Strategy 2019-2029 has been significantly informed by community conversations and surveys. Participants included library members, non-members, (residents and non-residents who work in the LGA), library partners, community organisations, library staff and City staff.

The Library conducted exit surveys in November 2016 in libraries as well as community activity spots such as shopping centres. 285 users and non-users completed these surveys. A similar online survey was run through Newcastle Voice in February 2017 and over 1100 surveys were completed.

Multiple staff workshops visioned the strategic directions within the Australian Library and Information Association framework including two specifically for library staff. There were over 25 “community conversations” with organisations who are community partners.

In the surveys and community conversations, people were asked to consider the value of library services individually, and to the community. They were asked what people thought of services, programs, and infrastructure, and what could be done better. For those that were not users, they were asked what would attract them to become users.

The findings indicate that the current library is a well-loved service that is highly valued by those who use it regularly and is respected by non-users who consider that it is ‘good’ for the community.

There is a need to reach more of the community who are either not aware of the services or who choose not to use the service for other reasons. The survey provided evidence that sections of the community were unaware of the breadth of services, collections and programs that would be useful to them. There was a general lack of awareness of the role of the library in supporting the City’s strategic objectives.

Through the conversations, there was strong engagement in shaping the library’s strategic direction and a sense of expectation and optimism. A repeated comment through the consultation was to ‘aim high, be bold.’ This has been interpreted to mean that the library service should strive to make more meaningful and demonstrable contributions to the community.

Through the survey, it was evident that libraries are many things to many people, but the consistent commentary from the consultation was to provide attractive welcoming spaces for different users and different purposes. We need flexible spaces and services; fast, reliable connectivity and technology, and user friendly access. The survey also highlighted that a majority of existing users still prefer a physical item but there was an imperative to better communicate the breadth of resources available to non-users, and improve response times for requests. The survey also identified improvements to streamline the online customer interface.

The survey revealed that some community members have a different view with regards to the value of the library service to the community and highlighted the significant information gaps as to what resources and services are currently offered. Some respondents commented that 99% of what libraries offer is already accessible ‘from the comfort of my home device’. The comments assume that all community members have the skills to navigate the online world. The comments also ignore the intrinsic value of programs, exhibitions and opportunities to learn and socialise in a safe and affordable environment. A small percentage of survey respondents (8%), believed the City should ‘stick to the basics and lower rates’.

The areas for improvement raised during the consultation included a focus on:

youth engagement,

digital literacy,

outreach services,

creativity and innovation, and

ongoing training.

The community consultation confirmed there is a very strong sense of place surrounding Newcastle’s libraries. There is pride in Newcastle and the places where people live, work, learn and play. There is a sense of belonging to a special community and of having a unique history and an exciting future. Newcastle’s specialist collections were seen as having a vital role in maintaining and growing this sense of place despite them being relatively unknown outside of the professional circles of researchers and the industry.

Improving Community Outcomes

The six key community outcomes developed by the Australian Library and Information Association were used as part of the consultation structure and participants were asked to rate them in order of priority.

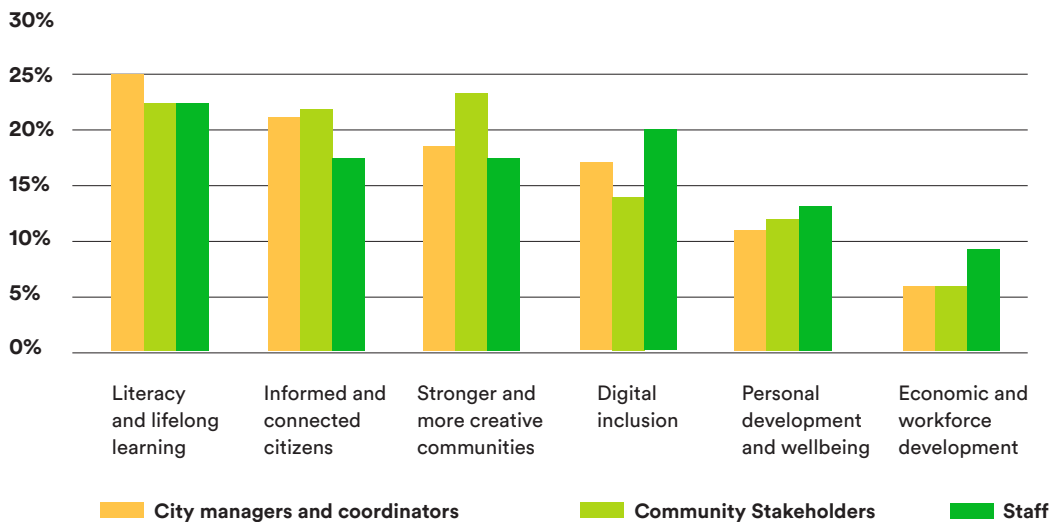


Figure 1: Prioritisation of Australian Library and Information Association National Guidelines

Literature Review and Research Findings

A review of best practice examples of library services confirms the benefits of a professional, people-centred, customer service approach. It confirmed the need to include:

Up-to-date relevant resources in multiple formats chosen by the users,

Multiple channels of service entry tailored to the users choosing,

A focus on service design that enhances the customer experience,

Engaging and informative programs designed to deliver improved outcomes,

Fast, reliable access to technology,

Fresh, modern, welcoming places and spaces.

Future library services depend on ongoing commitment to build staff capabilities and the delivery of high quality, customer-driven collections/services sustained by a partnership approach.

Libraries are not bookshops, and are much more than repositories of books and computers. People are at the centre of the library's mission to inspire, cultivate learning, advance knowledge and strengthen communities. The research shows that transforming to a people-centred, outcome driven model will ensure our services:

Adapt quickly to respond to community needs,

Continually engage and involve all stakeholders in shaping services to improve quality and effectiveness,

Are accountable to the community,

Demonstrate value for money.

Library facilities are ideally located in or near busy activity centres and are co-located with other services to create easy, one stop access to services.

Staff Development

It is clear from consultation with existing library users that staff skills and customer service are key determinants of return visitation. Members expect the library staff to be professional, agile problem solvers who are attentive, responsive and friendly.

The Library's future depends on the continued growth of the library professional skill set. Therefore, there is a need to invest in developing an expanded view of the library professionals' role to ensure that staff are equipped to adapt to meet ongoing change by:

Creating an internal culture of learning, collaboration and support, to facilitate and analyse the vast amounts of information that need synthesizing, storing and curating,

Leveraging the diverse specialist skills within the team to foster creativity and innovation,

Recruiting specialist skills to facilitate programming, championing all literacies to connect everyone to resources and information,

Developing strong capabilities to nurture partnerships and volunteers.

Appendix B

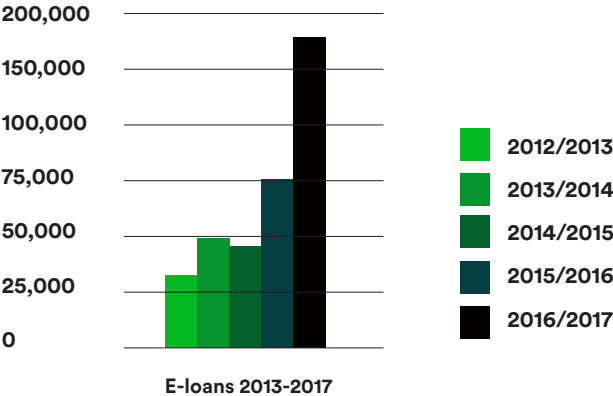
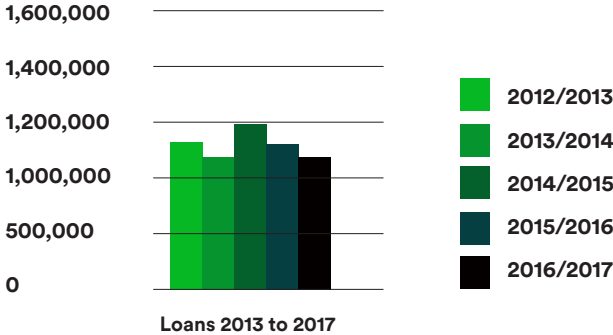
The Library Strategy 2019-2029

The Library Statistics

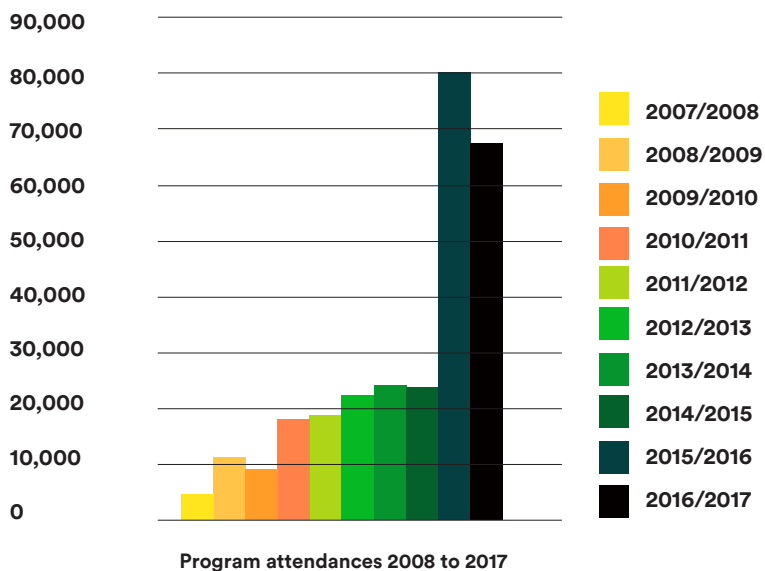
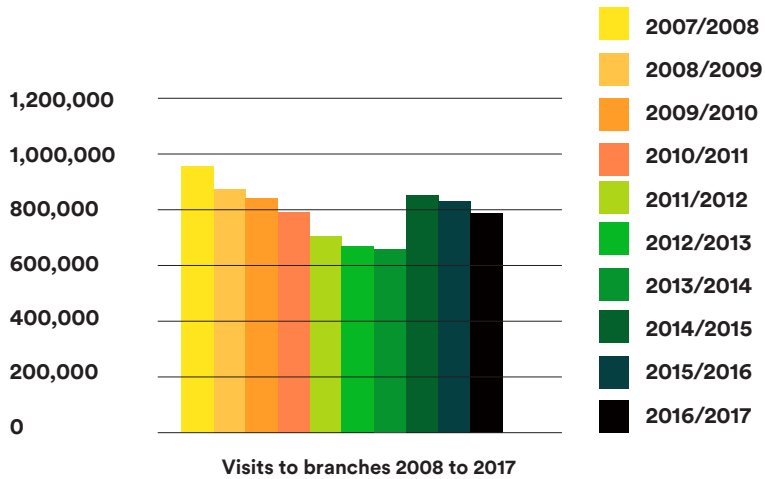
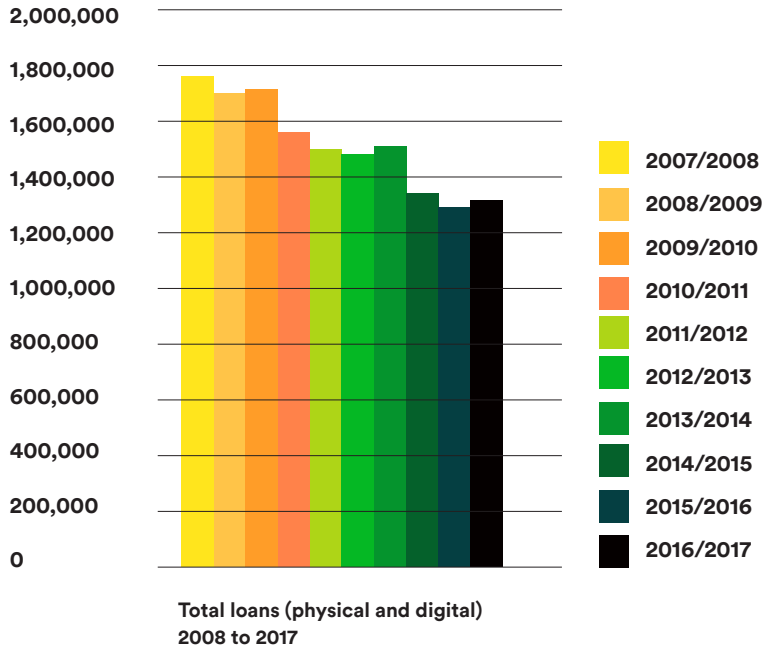
Ten Year Usage Trends

Column 1	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
Loans 2008 to 2017	1,785,642	1,748,329	1,765,891	1,587,056	1,534,318	1,511,856	1,527,444	1,353,256	1,281,247	1,322,657
Visits to branches 2008 to 2017	970,996	864,670	841,230	794,944	736,633	697,111	686,207	884,470	866,233	788,243
Program attendances 2008 to 2017	5,756	11,443	9,751	19,100	19,354	22,023	23,737	23,087	80,942	68,762
ebooks and eresources (loans, downloads, streaming)						32,488	49,296	47,689	75,786	176,027

Five Year Usage trends: Physical Loans vs Digital Loans

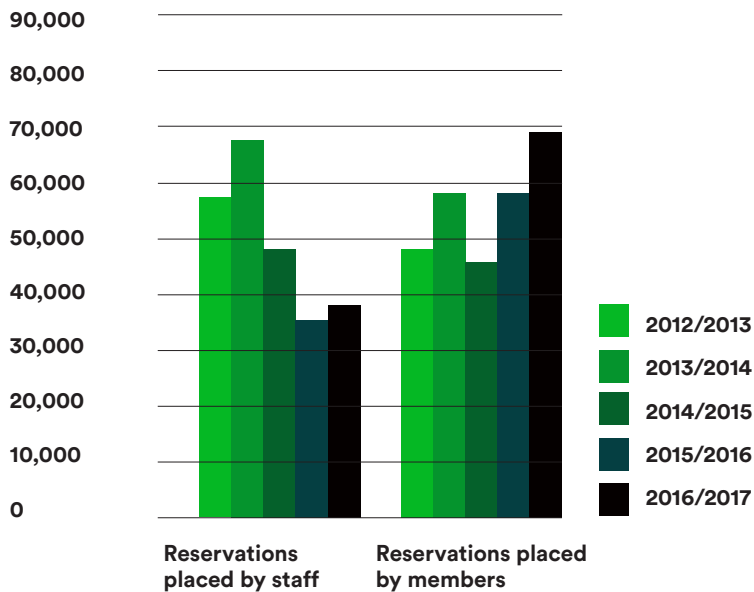


Ten Year Usage Trends

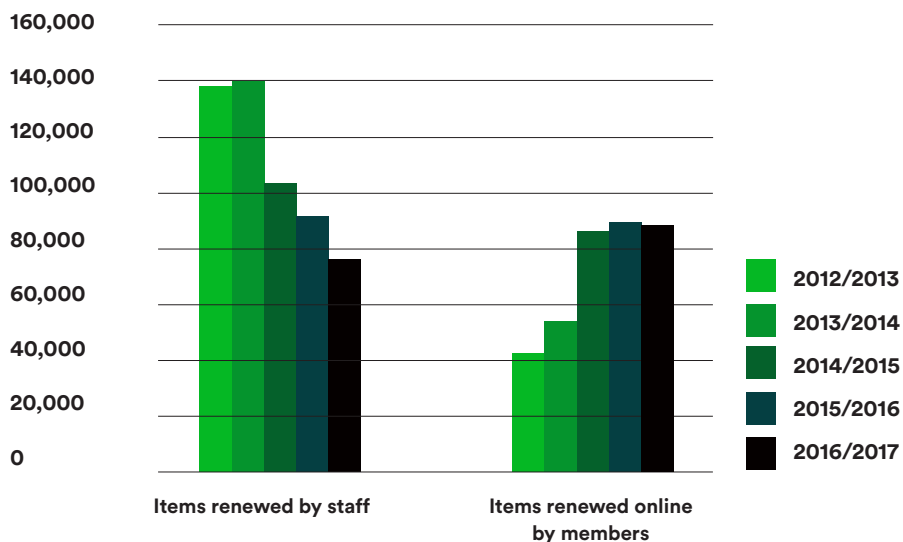


Staff Activities

Reservations Placed	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Reservations placed by staff	68,795	78,230	59,043	45,959	46,829
Reservations by members	58,253	67,847	55,883	67,707	78,948
Total	127,048	146,077	114,926	113,666	125,777

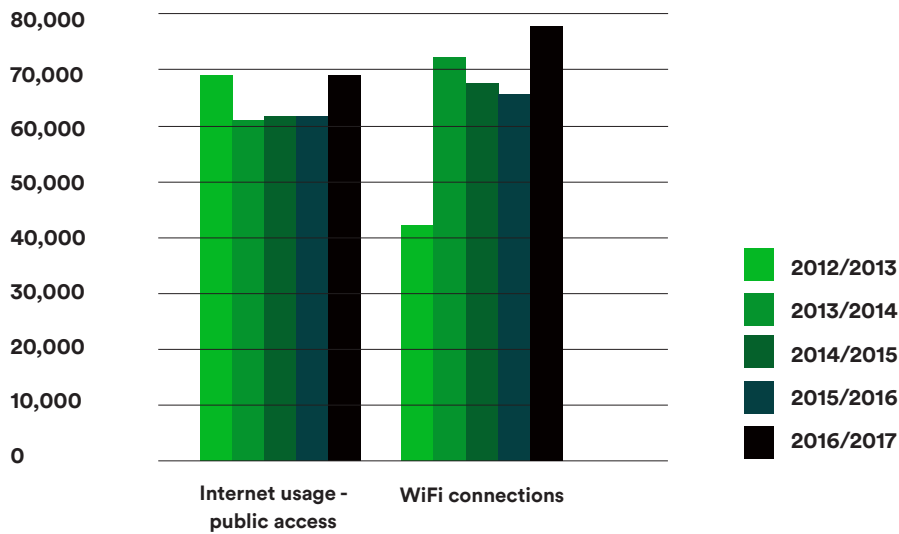


Items Renewed	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Items renewed by staff	139,058	139,387	104,244	93,471	77,100
Items renewed online by members	184	42,421	54,811	86,623	85,699
Total	139,242	181,808	159,055	180,094	162,799

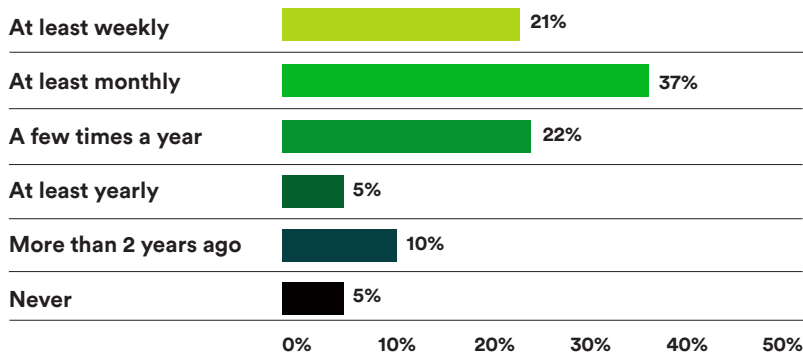


Digital Inclusion and Technology Access

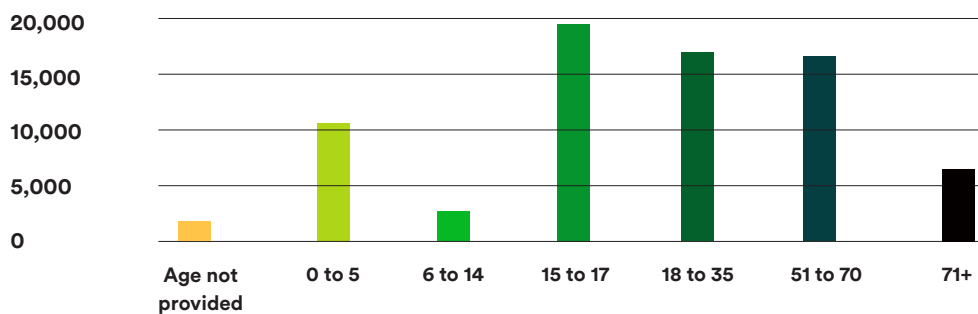
Public Access	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Internet usage - public access	67,595	62,487	62,992	63,315	67,822
WiFi connections	43,625	71,062	67,889	65,838	77,625



How frequently do you visit a Newcastle Library branch or use the library's online resources?



Membership breakdown by age group



Comparative data for Newcastle and NSW public libraries 2016/2017

Statistics sourced from NSW Public Library Statistics collection 2016/17, compiled by the State Library of NSW

Library	Newcastle (LGA only)	Campbelltown	Canada Bay	Lake Macquarie	Randwick
Population	160,919	161,998	90,427	205,748	147,408
Expenditure on library service per capita	\$56.64	\$38.71	\$111.17	\$58.18	\$66.12
Expenditure on library material	\$750,000	\$480,855	\$412,481	\$818,193	\$349,079
Expenditure on library material per capita	\$4.60	\$2.90	\$4.56	\$3.97	\$2.37
Total floor area sq. m	4,242	5,412	3,561	5,474	4,195
Number of physical service points	9 Plus Local History and Exhibition	4	3	10	3
Number of Hours open	375 + 51	213	115	440.25	159
Membership	73,000	89,998	37,404	59,719	61,704
% population	45%	55%	41%	29%	42%
Library lending collection	380,150	149,919	129,452	248,694	176,514
Circulation per annum	1,270,219	478,564	503,470	1,360,181	863,650
Circulation per visit	1.50	1.15	1.46	1.9	1.40
Circulation per membership	16	5.3	13.4	22.7	13.9
Visits	778,000	554,403	344,770	709,330	615,527
Visits per popn	4.83	3.42	3.8	3.44	4.17
Visits by membership	10.65	6.16			
Website visits	363,068	123,947	87,940	276,576	441,787
Number of PCs	96	71	57	64	56
Number of PCs per 10,000	6	4.4	6.3	3.2	4
Program attendance	68,762	14,476	21,484	40,760	44,076

Comparative Data Newcastle and National Figures 2014-2015

National statistics sourced by Australian Public Libraries Statistical Report 2014 -2015, compiled by the State Library of Queensland

Library indicator 2014/2015 (latest available)	Newcastle 2014/2015	National	NSW Median
Expenditure per capita excluding library materials	\$59.71*	\$44.	\$43.32
Expenditure on salaries per capita	\$25.67	\$25.83	\$24.35
Expenditure on library material per capita	\$5.64	\$5.47	\$4.35
Library material number per capita	3.75	1.6	1.97
% library material purchased in last 5 years	46.1%	63%	49.5%
Acquisitions per capita	0.26		0.21
Circulation per capita excluding eresources	7.4	7.3	5.73
Turnover of stock (how often borrowed)	4.0	4.3	3.1
Internet capable devices per 10,000 persons	6	5.5	4.62
Circulation per staff member EFT	22,891	21,894	17,274
Population served per service point	16,122	16,186	16,561
Population per staff member	3,208	3,122	3,307
Total staff FTE per 10,000 population	3.08	3.2	3.06
Customer visits per capita	4.75	4.9	4.6
Registered membership (active) as a % of population	42%	35%	40%
Customers per month per service point	3,208	5,829	n/a
Attendances programs per capita	0.18#	0.24	0.21

Compared with Annual Statistical Report, compiled by the State Library of NSW

Attendances to exhibitions artificially inflate numbers so have been excluded.

*NCC includes purchasing for Dungog and Port Stephens plus activity based costing. Unclear if data includes ABC model.

References and related reading

2016 Guidelines, Standards and Outcome Measures for Australian Public Libraries

https://read.alia.org.au/sites/default/files/documents/guidelines_standards_and_outcome_measures_for_australian_public_libraries.pdf

Australian Library Information Association Early Literacy Framework and Strategy 2011

https://www.alia.org.au/sites/default/files/ALIA-PLAC-Early-Literacy-Framework-Strategy_0.pdf

https://www.alia.org.au/sites/default/files/Australian%20Libraries%20-%20the%20digital%20economy_website.pdf

International International Federation Library Associations 2017 Trend Report

https://trends.ifla.org/files/trends/assets/documents/ifla_trend_report_2017.pdf

Powershift: Knowledge, Wealth, and Power at the Edge of the 21st Century

Director, Deloitte Centre for the Edge, Aspen Institute Report 2014

Programme for the International Assessment of Adult Competencies, 2014.

Australia ranks 34th of 36 OECD countries. Education at a Glance 2014: Australia, OECD. <http://www.oecd.org/edu/>

Australian Early Development Census, 2015

Thank You

City of Newcastle prepared this plan on behalf of the Newcastle community and would like to thank:

The 1,300 community members who have given their time, and the 76,000+ members that support our library service on a daily basis.

newcastle.nsw.gov.au