

Six-monthly  
December 2023

# Performance Report



**Delivery Program 2022-2026**  
**Operational Plan 2023-2024**



**City of  
Newcastle**

# Acknowledgement of Country

City of Newcastle acknowledges with the deepest respect the Traditional Custodians of this land, a people who belong to the oldest continuing culture in the world.

We recognise their continuing connection to the land and waters, and unique cultural and spiritual relationships to the land, waters, and seas.

We are grateful for the rich, diverse, living cultures of Aboriginal people. We recognise the history of truth that acknowledges the impact of invasion and colonisation on Aboriginal people and how this still resonates today.

We pay our respect to Elders, past, present, and emerging, for they hold the memories, the traditions, the cultures, and the aspirations of Aboriginal people.

## Enquiries

For information about this document contact:

City of Newcastle  
PO Box 489, Newcastle NSW 2300  
newcastle.nsw.gov.au

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# Why we do the performance report

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

CN is required under the Local Government Act s405 to provide progress reports on the Delivery Program and Operational Plan at least every six months. Our quarterly performance report details CN's progress on the principal activities detailed in the Delivery Program, *Delivering Newcastle 2040*.

### Reporting to our community

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

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

Every three months, CN reports on the key activities it has undertaken which contribute to achieving our Delivery Program, *Delivering Newcastle 2040* and in the long term our Community Strategic Plan (CSP), *Newcastle 2040*.



## Newcastle 2040 Community Strategic Plan

Newcastle 2040 is a shared community vision, developed as a guide to inform policies and actions throughout the city for the next 10+ years.

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

- Liveable
- Sustainable
- Creative
- Achieving Together

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



## Delivering Newcastle 2040

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

The Operational Plan (including annual budget) is CN's action plan for achieving the community's priorities outlined in *Newcastle 2040* and the Delivery Program. An Operational Plan is prepared each year and adopted by Council. It identifies the projects, programs and actions that CN will deliver over a 12-month period commencing from 1 July.





# How to read our performance report

## Our commitment to the community

Provides an overview for each N2040 Theme. These pages highlight the supporting initiatives identified in the Resourcing Strategy to implement *Newcastle 2040*, including:

- Funding
- Services
- Assets
- Informing strategies
- Service indicators
- Key initiatives.

The 'Our commitment to the community' section is divided into four thematic panels, each with a distinct color scheme and layout. Each panel includes:

- Our commitment to the community:** A brief statement of commitment and a 'Total funding for 2022-2023' chart.
- Services:** A list of services with icons and counts.
- Assets:** A list of assets with icons and values.
- Informing strategies:** A list of strategies with icons and descriptions.
- Service indicators:** A list of indicators with icons and descriptions.
- Key initiatives:** A list of key initiatives with icons and descriptions.

**Overview of our performance**  
July 2022 to March 2023

- 80,837 Council staff
- 1,940 Council-owned properties
- 1,058 Council-owned vehicles
- 106,592 Council-owned assets
- 20,035 Council-owned vehicles
- 140,315 Council-owned properties
- \$126 million Council-owned properties
- 150,544 Council-owned vehicles
- 106,808 Council-owned assets
- 263,209 Council-owned vehicles

**Works program summary**  
July 2022 to March 2023

- City operations: \$12 million
- Infrastructure: \$18 million
- Development: \$19 million
- Transportation: \$1.4 million
- Water: \$2.8 million
- Waste: \$2.7 million
- Other: \$4.7 million

**Works program summary (continued)**

- Works program: \$58.1 million
- Total expenditure: \$248.7 million
- Total works: 242
- Total measures: 66

## Overview

A high-level overview of our performance including action progress, works program and total expenditure.

## Our performance

Our actions and measures of performance by Theme.

**How we performed**

- Total initiatives: 92% (100% completed)
- Total Key Performance Indicators: 100% (100% completed)

**Priority 2.1 Action on climate change**

Theme	Strategy	BAU	Measure	Status
2.1.1 Towards net zero emissions	Reduce our carbon footprint	Reduce our carbon footprint	Reduce our carbon footprint	On Track
		Reduce our carbon footprint	Reduce our carbon footprint	On Track
		Reduce our carbon footprint	Reduce our carbon footprint	On Track
2.1.2 Know and share our climate risk	Know and share our climate risk	Know and share our climate risk	Know and share our climate risk	On Track
		Know and share our climate risk	Know and share our climate risk	On Track
2.1.3 Resilient urban and natural assets	Resilient urban and natural assets	Resilient urban and natural assets	Resilient urban and natural assets	On Track
		Resilient urban and natural assets	Resilient urban and natural assets	On Track

## Action progress

Action progress by Priorities and Objectives.

The Strategy column indicates actions that deliver against our strategies while the BAU column indicates actions that are business as usual.

Action progress is shown in the status column with the below indicators:

- On Track ✔
- Monitor ⚠
- Off Track ✘

**1.1.2 Well-designed places**

Measure	Strategy	BAU	Status
Well-designed places	Well-designed places	Well-designed places	On Track
Well-designed places	Well-designed places	Well-designed places	On Track
Well-designed places	Well-designed places	Well-designed places	On Track

**1.1.3 Protected heritage**

Measure	Strategy	BAU	Status
Protected heritage	Protected heritage	Protected heritage	On Track
Protected heritage	Protected heritage	Protected heritage	On Track
Protected heritage	Protected heritage	Protected heritage	On Track

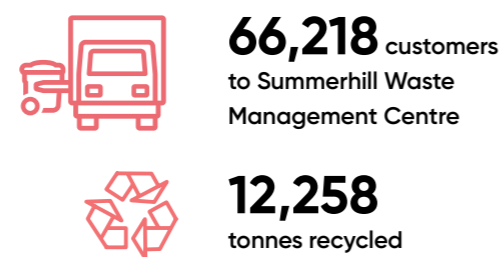
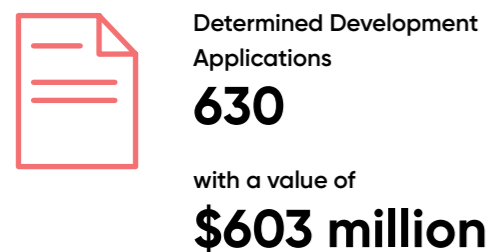
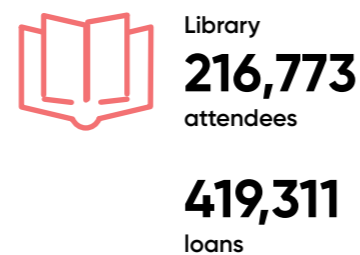
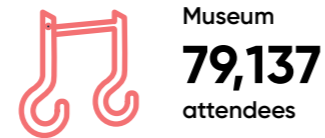
## Measures

Measures for each priority help us understand how well we are performing and allow for evidence-based decision-making to inform other stages in our planning cycle. They are reported six-monthly in the performance report and annually in the annual report. See page 60 for baseline data and more detail.



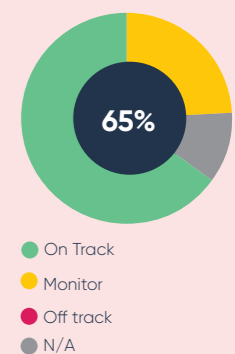
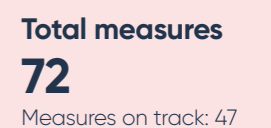
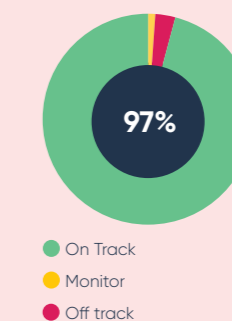
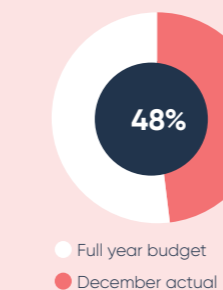
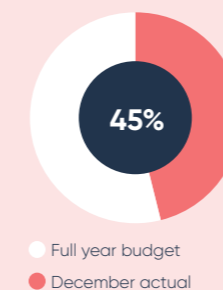
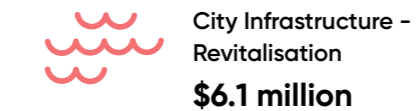
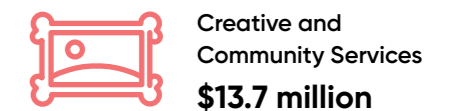
# Overview of our performance

July 2023 to December 2023



# Works program summary

July 2023 to December 2023





# Liveable Newcastle

We have made a commitment to working together with our community, stakeholders and partners to create a liveable Newcastle, supported by the following services, assets, strategies, plans and key initiatives.

## Services



Library services



Digital services & innovation projects



Strategic planning



Open spaces & city greening



Regulatory services



Aquatic services



Facilities management & city presentation



Parking services



Development assessment



Community facilities, programs & partnerships



Transport, traffic & local roads



Construction & building trades

## Assets

1 holiday park

972km shared pathways

11 libraries

767km local roads

250 Multi-function poles

134 playgrounds

250 recreational parks

147 sporting grounds

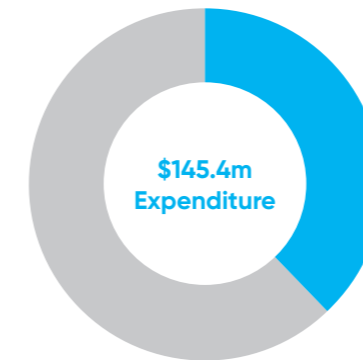
127 transport shelters

17 off-leash dog areas

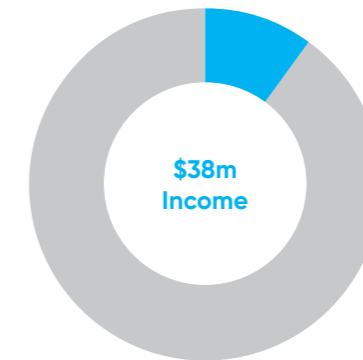
15 community halls & centres

2 ocean baths  
5 inland swimming pools

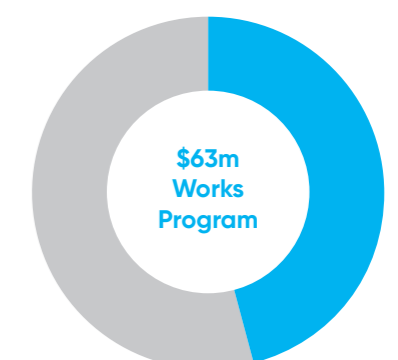
## Total funding for 2023-2024



● Liveable Newcastle  
● Total Budget



● Liveable Newcastle  
● Total Budget



● Liveable Newcastle  
● Total Budget

## Informing strategies

The following strategies have been developed to provide more specific and detailed guidance on the objectives of Liveable Newcastle.



Social Strategy



Social Infrastructure Strategy (future draft)



Local Strategic Planning Statement 2020-2040

### Supporting strategies and plans:

- Disability Inclusion Action Plan 2022-2026
- Cycling Plan 2021-2030
- Parking Plan 2021-2030
- Local Housing Strategy 2020-2040
- Heritage Strategy 2020-2030
- Strategic Sports Plan 2020-2030

## Key initiatives

- Local Centre upgrades
- Foreshore Park upgrade
- Playground Improvement Program
- Newcastle Ocean Baths upgrade
- Walking and Mobility Plan
- Boscawen Street Bridge replacement at Wallsend

## Service indicators

Service indicators show the high-level impact of CN's service delivery on our city and community.

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

Social infrastructure index score: % of residents that live within 800m of community facilities, public transport, recreation facilities and green space (Source: CN Geographic Information System [GIS] mapped data)

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

\* Source: CN's Liveability and Wellbeing survey

## How we performed

### Total actions

72

Actions completed or on track: 72

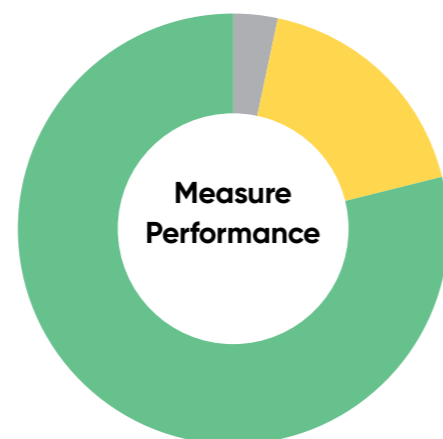


On Track 72 | 100%  
Monitor 0 | 0%  
Off Track 0 | 0%

### Total measures

25

Measures on track: 18



On Track 18 | 72%  
Monitor 4 | 16%  
Off Track 0 | 0%  
N/A 3 | 12%



Deputy Lord Mayor Declan Clausen, City of Newcastle Assets Coordinator – Stormwater Ben Lovell and City of Newcastle Asset Engineer Luke Jaszcyk celebrate the completion of the stormwater upgrade at Boatman Creek.

## Priority 1.1 Enriched neighbourhoods and places

### 1.1.1 Great spaces

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Assist Transport for NSW in the maintenance and asset renewal of regional and state roads to create and enhance welcoming entrances to the city	BAU	Civil Construction & Maintenance	✓
Work towards the launch of a world-class building expansion in late 2024 and renewed Newcastle Art Gallery identity in the lead-up	Strategy	Art Gallery	✓
Provide aquatic facilities to meet community needs and industry requirements	BAU	Community & Recreation Services	✓
Support safe use of beaches and baths through professional lifeguard services	BAU	Community & Recreation Services	✓
Provide and maintain active and passive open spaces to promote the wellbeing of the community	BAU	Community & Recreation Services	✓
Implement Social Infrastructure Strategy and plan for healthy and vibrant community centres	BAU	Community & Recreation Services	✓
Facilitate the operation of community centres and halls for use by the community	BAU	Community & Recreation Services	✓
Plan parks and recreation facilities that support inclusivity, health and wellbeing, safety and liveability	BAU	Community & Recreation Services	✓
Provide and maintain sportsgrounds and supporting services to appropriate standards that meet community needs	BAU	Community & Recreation Services	✓
Provide venues and spaces across the service unit's facilities for hire by the community	BAU	Museum Archive Libraries & Learning	✓
Deliver recreational and educational opportunities and expand community learning at Blackbutt Reserve	BAU	Environment & Sustainability	✓
Build on relationships with Local Area Land Councils	BAU	Planning, Transport & Regulation	✓

BAU: business as usual

Strategy: actions that deliver against CN's strategies



### 1.1.2 Well-designed places

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Provide a responsive, high-quality facility management service across the organisation to meet service level standards	BAU	Assets & Facilities	✓
Undertake building asset condition inspection and reporting to identify and implement maintenance action plans, asset standards, gap analysis and long-term capital upgrade program	BAU	Assets & Facilities	✓
Provide responsive building trade services to ensure high-quality facilities management for CN's facilities and assets to meet service level standards	BAU	Assets & Facilities	✓
Develop and implement asset management processes to guide delivery of services for CN's built and civil infrastructure	BAU	Assets & Facilities	✓
Deliver retaining wall program, including inspections, design and renewal implementation to meet service level standards	BAU	Assets & Facilities	✓
Plan, design and implement remaining sections of Bathers Way	BAU	Project Management Office	✓
Apply appropriate design principle considerations and standards to public domain infrastructure project design	BAU	Project Management Office	✓
Continue to deliver Local Centres Public Domain Program to foster new growth in urban centres	BAU	Project Management Office	✓
Implement Property Portfolio Strategy to sustainably manage property assets	BAU	Finance, Property & Performance	✓
Deliver parks and recreation facilities that support inclusivity, health and wellbeing, safety and liveability with construction of new assets and renewal of existing assets	BAU	Community & Recreation Services	✓
Deliver improvements that are focused on inclusion	BAU	Museum Archive Libraries & Learning	✓
Carry out renewal and maintenance of assets and facilities to ensure they are fit for purpose	BAU	Museum Archive Libraries & Learning	✓
Deliver a high standard of development outcomes for the built environment, including efficient determination of applications	BAU	Planning, Transport & Regulation	✓
Prepare updated Newcastle Development Control Plan	BAU	Planning, Transport & Regulation	✓
Participate in government planning reform and implement required changes to internal processes	BAU	Planning, Transport & Regulation	✓
Implement Housing Strategy and continue to develop Affordable Housing Contribution Scheme	Strategy	Planning, Transport & Regulation	✓
Implement initiatives through Local Strategic Planning Statement and facilitate delivery of actions	Strategy	Planning, Transport & Regulation	✓
Prepare and facilitate delivery of Broadmeadow Place Strategy	Strategy	Planning, Transport & Regulation	✓

### 1.1.3 Protected heritage

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Ensure operation of heritage assets (City Hall and Civic Theatre) meets conservation goals and is legislatively compliant	BAU	Civic Services	✓
Plan and manage community land as per Local Government Act 1993 and Crown Land Management Act 2016	BAU	Community & Recreation Services	✓
Increase local community understanding and participation to conserve, enhance and celebrate Newcastle's heritage places	BAU	Planning, Transport & Regulation	✓

#### Measures



\* Measure changed from sportsgrounds to sporting facilities in 2021/2022.

## Priority 1.2 Connected and fair communities

### 1.2.1 Connected communities

ACTION	STRATEGY/ BAU	SERVICE UNIT	STATUS
Maintain and deliver community information and data sources to support community development within the city	BAU	Community & Recreation Services	✓
Drive campaigns, education and awareness-raising initiatives that support community inclusion, liveability and belonging and speak to Local Social issues	BAU	Community & Recreation Services	✓

### 1.2.2 Inclusive communities

ACTION	STRATEGY/ BAU	SERVICE UNIT	STATUS
Implement Inclusion, Diversity and Equity Strategy (2023–2027)	Strategy	People & Culture	✓
Implement identified actions within the Disability Inclusion Action Plan (2022–2026)	BAU	Community & Recreation Services	✓

### 1.2.3 Equitable communities

ACTION	STRATEGY/ BAU	SERVICE UNIT	STATUS
Embed Sustainable Development Goals across the LGA through support, advocacy and strategic alignment of CN activities	BAU	Finance, Property & Performance	✓
Govern and support Grants and Sponsorship Program and support grant governance across the organisation	BAU	Finance, Property & Performance	✓
Build capacity within the community to improve the quality of grant applications and funded activities within the LGA	BAU	Finance, Property & Performance	✓
Implement Reconciliation Action Plan (2022–2025)	Strategy	People & Culture	✓
Undertake social research, analysis and advocacy that supports the community	BAU	Community & Recreation Services	✓
Facilitate projects and programs that support and build capacity of the community sector	BAU	Community & Recreation Services	✓
Facilitate targeted partnerships that contribute to socio-economic inclusion outcomes for the people of Newcastle	BAU	Community & Recreation Services	✓
Coordinate fair and equitable licensing of public spaces with positive customer experience	Strategy	Media, Engagement, Economy & Corporate Affairs	✓

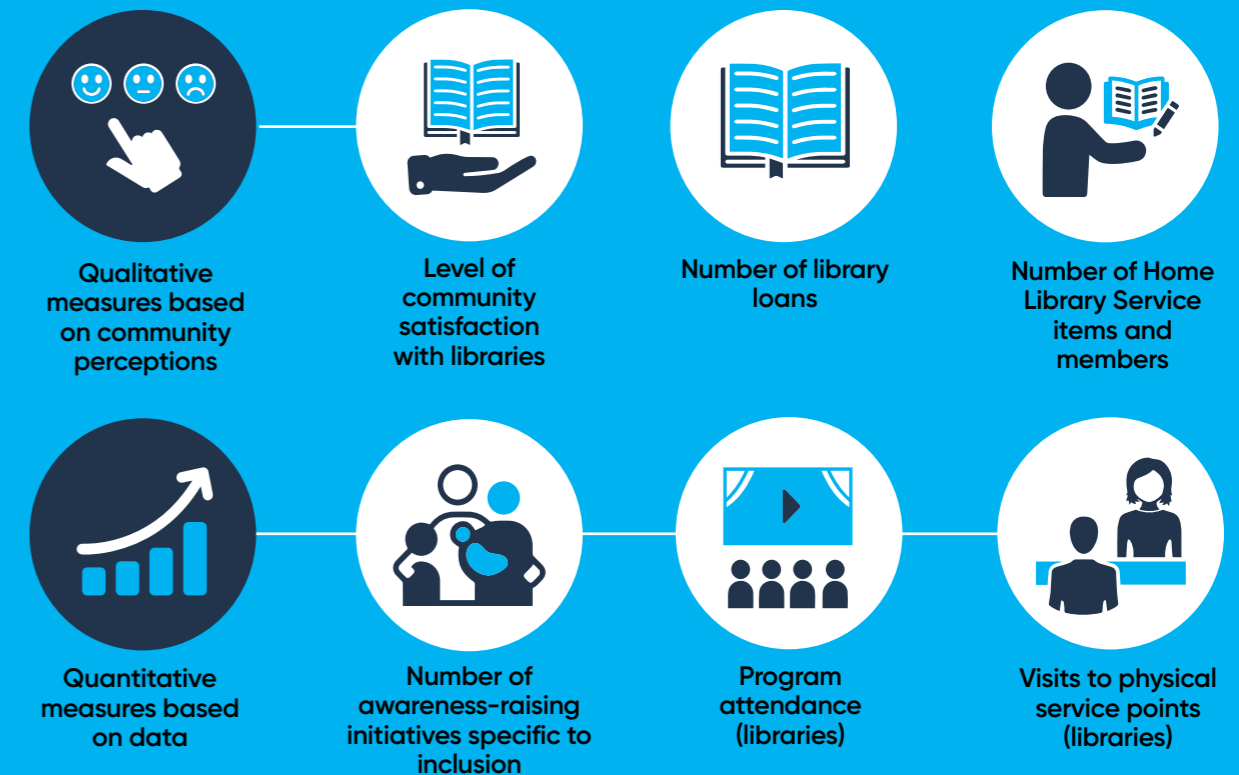
## 1.2.4 Healthy communities

ACTION	STRATEGY/ BAU	SERVICE UNIT	STATUS
Deliver programs for maintenance, renewal and upgrade of existing stormwater infrastructure	BAU	Assets & Facilities	✓
Maintain city and coastline assets to a high standard of cleanliness for community and visitors	BAU	Assets & Facilities	✓
Promote water safety awareness that supports community wellbeing and continue to develop and deliver initiatives to increase awareness	BAU	Community & Recreation Services	✓
Undertake Social Impact Assessment on identified development as part of Development Assessment process	BAU	Community & Recreation Services	✓
Facilitate community programs to meet objectives of Local Social Strategy	BAU	Community & Recreation Services	✓
Facilitate cemetery operations and management in Minmi, Stockton and Beresfield	BAU	Community & Recreation Services	✓
Promote and encourage use of recreation parks and facilities for community health and wellbeing through a variety of channels	BAU	Community & Recreation Services	✓
Deliver high-quality childcare and early childhood education services to families in Beresfield and surrounds that is responsive, fit for purpose and meets legislative and statutory requirements	BAU	Museum Archive Libraries & Learning	✓
Provide animal management services, including education of the community and enforcement of regulations	BAU	Planning, Transport & Regulation	✓
Carry out a broad range of compliance activities, including patrols, inspections, investigations and education, to protect public safety, the environment and public amenity	BAU	Planning, Transport & Regulation	✓



Cr Elizabeth Adamczyk, Lord Mayor Nuatali Nelmes, Cr Margaret Wood, City of Newcastle staff, Daracon staff and Community Reference Group members get a sneak peek of the refurbished Newcastle Ocean Baths.

### Measures





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

### 1.3.1 Connected cycleways and pedestrian networks

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Ensure projects incorporate objectives in the Disability Inclusion Action Plan (2022–2026) to enable safe and active movement across the city	BAU	Assets & Facilities	✓
Deliver improvements to existing infrastructure to accommodate better pedestrian connectivity and accessibility across the LGA's network of footpaths, shared paths and cycleways	BAU	Civil Construction & Maintenance	✓
Undertake forward planning based off data-driven projections and manage effective delivery of investment in transport infrastructure in alignment with strategic goals under the Transport Program (Parking, Pedestrian, Cycling, Traffic Management)	Strategy	Planning, Transport & Regulation	✓
Upgrade, expand and connect cycling facilities (in accordance with the Safe System approach), including shared paths, dedicated cycleways, bike parking and on-road provision	BAU	Planning, Transport & Regulation	✓

### 1.3.2 Road networks

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Develop and implement road rehabilitation and resurfacing programs to meet service level standards	BAU	Assets & Facilities	✓
Deliver bridge program, including inspections, design and renewal to meet service level standards	BAU	Assets & Facilities	✓
Schedule and deliver routine inspection program for building and civil infrastructure asset condition	BAU	Assets & Facilities	✓
Deliver Capital Works Program for civil infrastructure renewal and replacement in line with community needs and nominated targets for roads and drainage assets, and proactively manage maintenance of existing road infrastructure	BAU	Civil Construction & Maintenance	✓

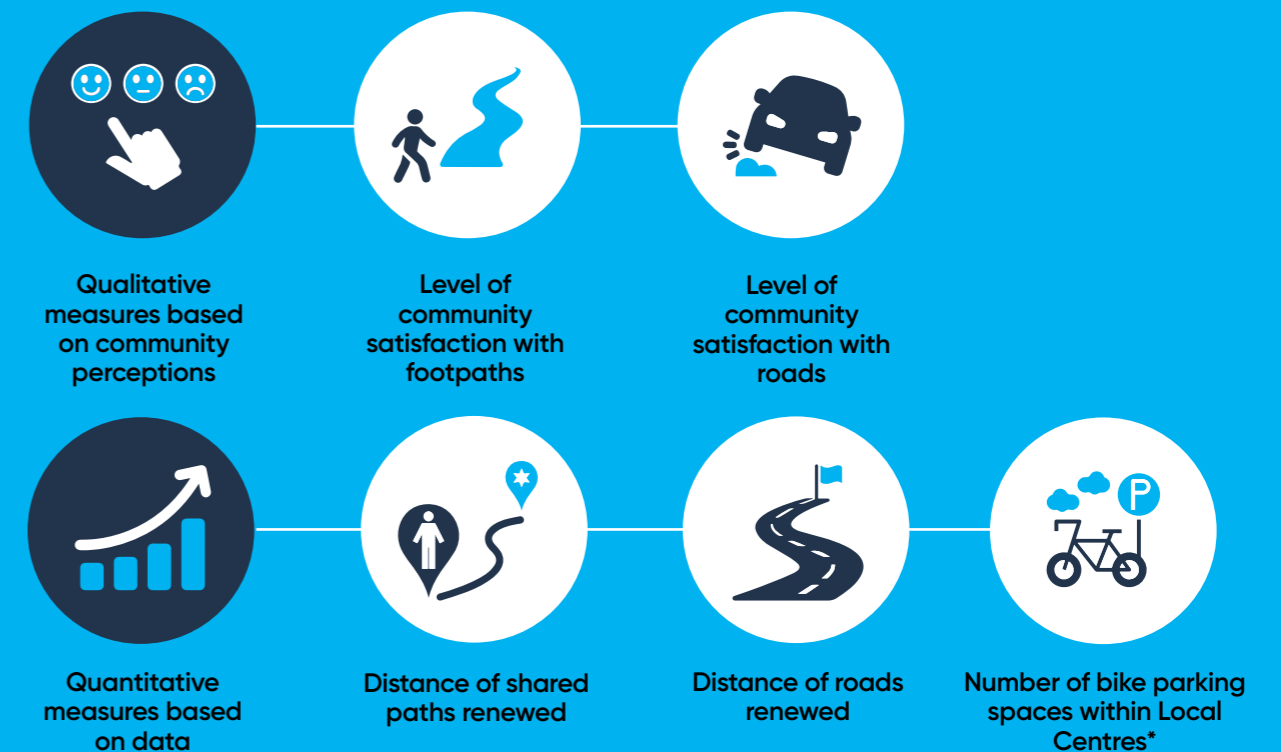
### 1.3.3 Managed parking

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Enforce legislation related to parked vehicles, as delegated to CN under the Roads Act 1993 and Local Government Act 1993	BAU	Planning, Transport & Regulation	✓
Manage all areas with on-street parking restrictions, including paid parking areas, assets, services and signage, and undertake strategic approach to paid parking elements, rates and innovation in smart parking	BAU	Planning, Transport & Regulation	✓

### 1.3.4 Effective public transport

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Develop Transport Stop Renewal and Upgrade Program	BAU	Assets & Facilities	✓
Develop and promote effective traffic and transport management, information and strategy, including coordination with transport stakeholders on strategic transport outcomes and promotion of modal shift and active transport	Strategy	Planning, Transport & Regulation	✓

### Measures



\* New measure, no data available.



# Priority 1.4 Innovative and connected city

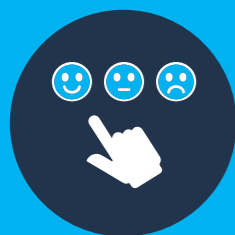
## 1.4.1 Emerging technologies

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Continue to mature and enhance Spatial Digital Twin to include more of the city's natural, built and social environments and facilitate better planning, service delivery and outcomes for the city	BAU	Information Technology	✓
Evolve smart city data and platforms, including sensors, IoT networks, data platforms and apps to inform decision-making	BAU	Information Technology	✓

## 1.4.2 Digital inclusion and social innovation

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Establish a fully resourced virtual library and seamless online membership experience	Strategy	Museum Archive Libraries & Learning	✓
Create and improve digital experiences and focus on Science, Technology, Engineering and Maths (STEM) and Robotics to provide inclusive access and exposure to current and future technologies	BAU	Museum Archive Libraries & Learning	✓
Provide access to technology and Wi-Fi for research and recreation to increase participation in a digital society and reduce social isolation	BAU	Museum Archive Libraries & Learning	✓

### Measures



Qualitative measures based on community perceptions



Level of community satisfaction with the city's innovation



Level of community satisfaction with online services such as the website\*



Quantitative measures based on data



Number of heritage collection items digitised



Number of Pay by Phone parking transactions



Number of webchat conversations



Number of e-Library loans

\* Webchat satisfaction measure removed due to changes in software. This measure has been added to replace webchat satisfaction.

Hunter Street cycleway stage one







# Sustainable Newcastle

We have made a commitment to working together with our community, stakeholders and partners to create a sustainable Newcastle, supported by the following services, assets, strategies, plans and key initiatives.

## Services



Sustainability programs



Natural area/  
bushland services



Waste collections  
& cleaning services



Landfill  
operations



Resource  
recovery &  
recycling



Education  
programs



Commercial &  
internal waste



Innovation  
& futures



Asset services



Fleet management

## Assets

81km  
Waterways

113,048  
Street & park trees

91  
Bushland parcels

65  
Wetlands

5.7km  
Bushland tracks  
& trails

2  
Ocean baths

3.5km  
Coastal cliff line

10  
Beaches

8.7km  
River walls

3.7km  
Sea walls

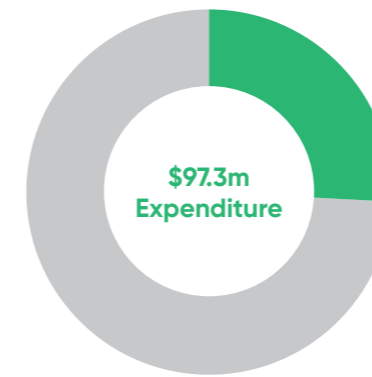
14km  
Coastline

1  
Waste & resource  
recovery centre

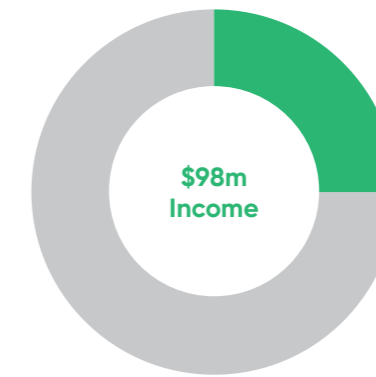
1  
Solar farm

14,500  
Solar panels

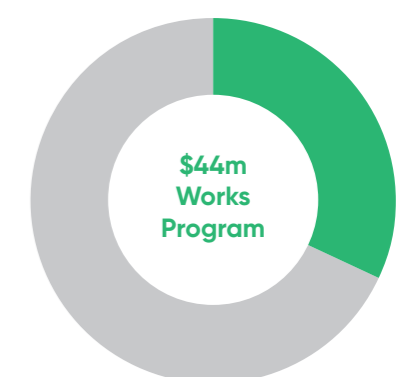
## Total funding for 2023-2024



● Sustainable Newcastle  
● Total Budget



● Sustainable Newcastle  
● Total Budget



● Sustainable Newcastle  
● Total Budget

## Informing strategies

The following strategies have been developed to provide more specific and detailed guidance on the objectives of Sustainable Newcastle.



Newcastle  
Environment  
Strategy



Sustainable Waste  
Strategy

## Supporting strategies and plans

- Coastal Management Plan
- Cycling Plan 2021-2030
- Climate Action Plan 2021-2025
- Local Strategic Planning Statement 2020-2040
- Stockton Coastal Management Plan 2020
- Smart City Strategy 2017-2021

## Key initiatives

- Food Organics and Green Organic (FOGO) Facility
- Tree planting commitment
- Fleet Transition Plan



## Service indicators

Service indicators show the high-level impact of CN's service delivery on our city and community.

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

CN operational greenhouse gas emissions (Source: CN data)

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

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

CN operational water consumption (Source: Hunter Water)

Use of local suppliers (Source: CN data)

Municipal waste diversion from landfill (Source: CN data)

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



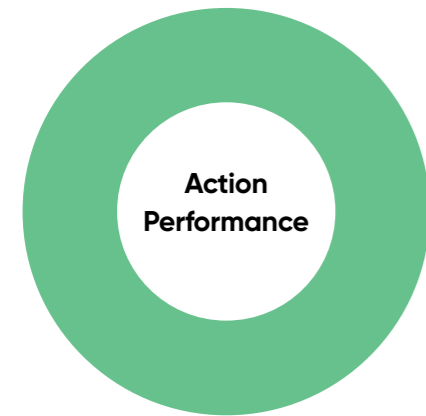


## How we performed

### Total actions

17

Actions completed or on track: 17

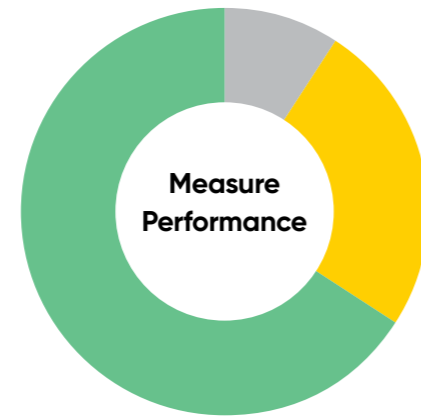


● On Track 17 | 100%  
 ● Monitor 0 | 0%  
 ● Off Track 0 | 0%

### Total measures

12

Measures on track: 8



● On Track 8 | 66%  
 ● Monitor 3 | 25%  
 ● Off Track 0 | 0%  
 ● N/A 1 | 9%

## Priority 2.1 Action on climate change

### 2.1.1 Towards net zero emissions

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Develop transition plan to zero-emissions vehicles for entire fleet and continue replacement of fleet with Electric Vehicles (EV)	Strategy	Environment & Sustainability	✓
Deliver priority actions from Climate Action Plan (2021–2025)	Strategy	Environment & Sustainability	✓

### 2.1.2 Know and share our climate risk

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Improve our knowledge of the risks of climate change on our urban and natural environments and our community	BAU	Environment & Sustainability	✓

### 2.1.3 Resilient urban and natural areas

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Deliver coastal management program for Newcastle LGA	Strategy	Environment & Sustainability	✓
Deliver flood risk management program for Newcastle LGA	Strategy	Environment & Sustainability	✓
Integrate climate-resilient species and successional planting into urban forest improvement program	BAU	Environment & Sustainability	✓
Develop Climate Risk and Resilience Action Plan, including a climate risk analysis, to support CN and community adaptation	Strategy	Environment & Sustainability	✓

BAU: business as usual

Strategy: actions that deliver against CN's strategies



CN Nursery: Landscaping and arboriculture apprentice Shanden Mills, Lord Mayor Nuatali Nelmes, Greening Coordinator Tahn Woolmer and Tree Planting Officer Michael Linsley at City of Newcastle's nursery, which provides thousands of plants for greening projects each year.

## Measures



Qualitative measures based on community perceptions



Level of community satisfaction with climate action



Quantitative measures based on data



All installed lighting to be LED



Reduction in CN electricity use



Number of EV chargers available to the community

## 2.2.2 Expand the urban forest

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Deliver street and park tree replacement program to expand the city's urban forest	BAU	Environment & Sustainability	✓
Commence development of blue and green grid mapping for Newcastle LGA	BAU	Environment & Sustainability	✓

## 2.2.3 Achieve a water-sensitive city

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Partner with external stakeholders to implement stormwater management and water quality improvements across the city	BAU	Environment & Sustainability	✓

## Priority 2.2 Nature-based solutions

### 2.2.1 Regenerate natural systems

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Review and update natural asset registers to support improved strategic and operational planning	BAU	Environment & Sustainability	✓
Deliver projects that improve the health and condition of our natural assets and protect and enhance the natural environment	BAU	Environment & Sustainability	✓
Deliver environmental education and volunteering programs to enhance community stewardship of our natural environment	BAU	Environment & Sustainability	✓

## Measures



Qualitative measures based on community perceptions



Level of community satisfaction with wetlands and estuary



Level of community satisfaction with bushland and waterways



Level of community satisfaction with greening and tree preservation



Quantitative measures based on data



Tree vacancies identified in Tree Asset Management System\*



Number of plants used in urban forest planting

\* Data is currently on hold due to changes in CN systems.



## Priority 2.3 Circular economy

### 2.3.1 Design out waste

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Positioning for delivery of Sustainable Waste Strategy	Strategy	Waste Services	✓

Note: Actions relating to the Sustainable Waste Strategy have been updated with the above Action as we focus on early-stage positioning to better enable delivery upon the strategy.

### 2.3.2 Localised supply chain and sustainable procurement


ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Ensure works program will incorporate local suppliers and sustainable procurement where financially responsible	BAU	Finance, Property & Performance	✓
Showcase local suppliers and support circular economy with 85% of menu items from within the catchment of the Hunter Joint Organisation	BAU	Civic Services	✓
Provide a unique retail space that showcases local artists and producers	BAU	Media, Engagement, Economy & Corporate Affairs	✓

# Newcastle


# ENVIRONMENT

# Strategy

Roadmap to a sustainable Newcastle



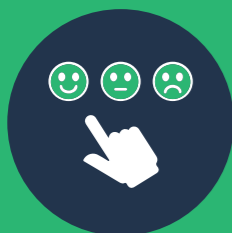
2023



City of Newcastle

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

### Measures



Qualitative measures based on community perceptions



Level of community satisfaction with green waste collection



Quantitative measures based on data

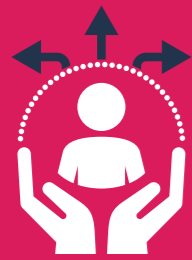


Tonnes of waste material recovered



Tonnes of municipal waste material landfilled
















# Creative Newcastle

We have made a commitment to working together with our community, stakeholders and partners to shape a creative Newcastle, supported by the following services, assets, strategies, plans and key initiatives.

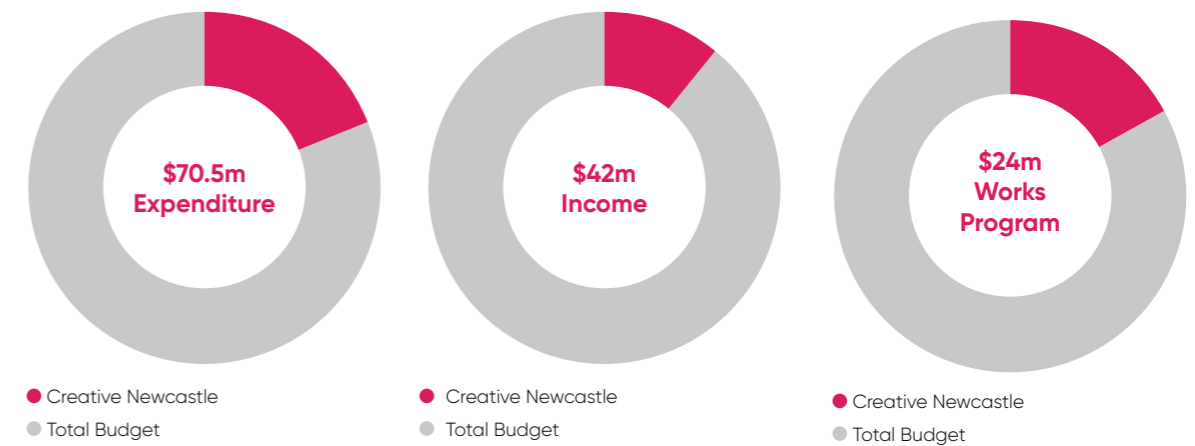
## Services

 Art Gallery	 Museum
 Civic Theatre & Playhouse	 Visitor Information Centre
 Newcastle Venues	 Libraries & learning
 Marketing	 City events
 Tourism	 Economic development
 Business development	

## Assets

176 public art, fountains and monuments	1 airport
1 Art Gallery	41 cultural spaces
150 public Wi-Fi network access points	1 Visitor Information Centre
1 Civic Theatre & Playhouse	1 City Hall
1 Digital Library	1 Museum

## Total funding for 2023-2024



## Informing strategies

The following strategies have been developed to provide more specific and detailed guidance on the objectives of Creative Newcastle.



Economic Development Strategy 2021-2030

### Supporting strategies and plans:

- Destination Management Plan 2021-2025
- Disability Inclusion Action Plan 2022-2026
- Cultural Precinct Masterplan 2022

## Key initiatives

- Art Gallery expansion
- New Annual Festival
- Tourism destination management
- Cultural activation
- Digital prospectus

## Service indicators

Service indicators show the high-level impact of CN's service delivery on our city and community.

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

There are meaningful employment opportunities across Newcastle (Source: CN Liveability and Wellbeing survey)

Newcastle is a good place to start or grow a business (Source: CN Liveability and Wellbeing survey)

Newcastle has a thriving arts and culture scene (Source: CN Liveability and Wellbeing survey)

Newcastle offers a diverse range of events and activities (Source: CN Liveability and Wellbeing survey)

Return on investment on events (Source: CN data)

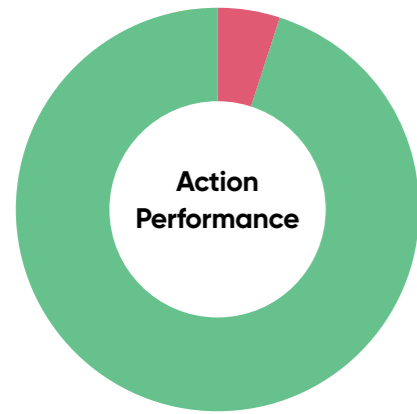
Value of building approvals (Source: CN data)



## How we performed

**Total actions**  
**35**

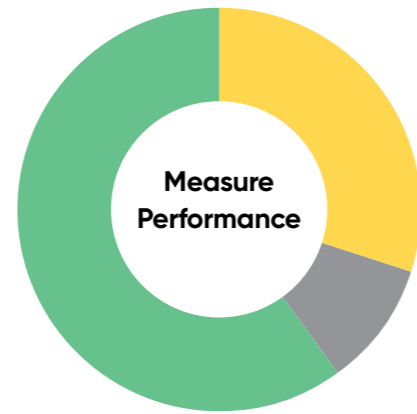
Actions completed or on track: 33



● On Track 33 | 95%  
● Monitor 0 | 0%  
● Off Track 2 | 5%

**Total measures**  
**20**

Measures on track: 12



● On Track 12 | 60%  
● Monitor 6 | 30%  
● Off Track 0 | 0%  
● N/A 2 | 10%



## Priority 3.1 Vibrant and creative city

### 3.1.1 Vibrant events

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Plan and develop launch of a new artistic program of temporary exhibitions	BAU	Art Gallery	✓
Present offsite programming that foreshadows the reopening program	BAU	Art Gallery	✓
Attract business events to City Hall from outside the LGA	BAU	Civic Services	✓
Deliver Event Sponsorship Program and Strategic Events Partnership Program to create vibrant spaces for community and visitors and support Newcastle's visitor economy	Strategy	Media, Engagement, Economy & Corporate Affairs	✓
Deliver New Annual, CN's flagship arts and cultural event	BAU	Media, Engagement, Economy & Corporate Affairs	✓
Develop and deliver updated Events Plan aligned with Destination Management Plan (2021–2025)	Strategy	Media, Engagement, Economy & Corporate Affairs	✓

### 3.1.2 Bold and challenging programs

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Plan and prepare an opening and ongoing artistic program that is inclusive, representative and reflects the strength and diversity of global artistic expression	BAU	Art Gallery	✓
Present the best of international, national and local live performances across a broad arts spectrum	BAU	Civic Services	✓
Deliver Major Events Program including New Year's Eve and Anzac Day	BAU	Media, Engagement, Economy & Corporate Affairs	✓
Develop and deliver a program of permanent, travelling, temporary and community exhibitions for and about Newcastle	BAU	Museum Archive Libraries & Learning	✓
Deliver engaging, diverse and inclusive programs that support, connect and reflect our community	BAU	Museum Archive Libraries & Learning	✓

BAU: business as usual

Strategy: actions that deliver against CN's strategies



### 3.1.3 Tourism and visitor economy

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Develop a Masterplan for Stockton Beach Holiday Park that promotes Newcastle's tourism and visitor economy and ensures financial sustainability	BAU	Finance, Property & Performance	✓
Lead sustainable growth of Newcastle's visitor economy as identified in the Newcastle Destination Management Plan (2021–2025)	Strategy		✓
Manage Newcastle's destination brand Seek Off Beat	Strategy		✓
Maintain destination digital consumer assets, including Visit Newcastle website and Business Events website, as well as print promotions such as City Guide, self-guided itineraries and maps	Strategy		✓
Increase awareness of Newcastle as a premier regional business events destination and secure high-yielding business events that support Newcastle's visitor economy	Strategy	Media, Engagement, Economy & Corporate Affairs	✓
Enhance digital engagement for CN's corporate and social sites	BAU		✓
Provide complimentary support to visitor economy businesses and large-scale events	BAU		✓
Support tourism industry to enhance visitor experience in Newcastle	BAU		✓

### 3.1.4 Vibrant night-time economy

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Support projects to understand, increase and enhance venue diversity at night	Strategy	Media, Engagement, Economy & Corporate Affairs	✓
Deliver place activation and continue to develop and advocate for strategic policy and planning to enable, enhance and support night-time economy and live music	Strategy	Media, Engagement, Economy & Corporate Affairs	✓



Lord Mayor Nuatali Nemes joins Santa and some furry friends at Wheeler Place to begin a month of festive fun.

### Measures





## Priority 3.2 Opportunities in jobs, learning and innovation

### 3.2.1 Inclusive opportunities

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Design and deliver member-responsive, diverse, entertaining, innovative and educational library collections	BAU	Museum Archive Libraries & Learning	✓

### 3.2.2 Skilled people and businesses

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Implement New Move community program and leverage to drive engagement, talent attraction and advocacy	BAU	Media, Engagement, Economy & Corporate Affairs	✓
Deliver economic and workforce development programs and resources at our libraries to improve employment and productivity outcomes	BAU	Museum Archive Libraries & Learning	✓

### 3.2.3 Innovative people and businesses

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Deliver programming that supports attraction and development of startup/scaleup businesses	Strategy	Media, Engagement, Economy & Corporate Affairs	✓

## Priority 3.3 Celebrating culture

### 3.3.1 Nurture cultural and creative practitioners

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Present accessible and inclusive range of free or low-cost activities to build new audiences	BAU	Civic Services	✓
Manage, conserve and digitise cultural collections, ensuring adherence to relevant policies and procedures	BAU	Museum Archive Libraries & Learning	✓
Provide sector development support for Newcastle and the Hunter Region's network of volunteer and community-initiated museums, historical societies and Keeping Places	Strategy	Museum Archive Libraries & Learning	✓

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

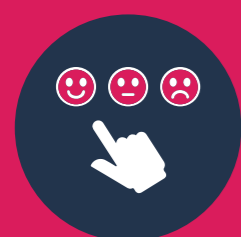
ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Attract new and existing audiences from across the state, nation and globe and deepen engagement with art and artists through public and educational programming	BAU	Art Gallery	✓
Prepare the Gallery's permanent collection for long-term public displays within the expanded Newcastle Art Gallery	BAU	Art Gallery	✓
Deliver NewSkills program to provide support for training initiatives that address skills gaps and areas of economic transformation	Strategy	Media, Engagement, Economy & Corporate Affairs	○

\*This project is on hold due to a shift in focus.

### 3.3.3 Culture in everyday life

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Collaborate with internal CN partners to deliver cultural activities of community benefit	BAU	Civic Services	✓
Maintain community access to physical and digital cultural collections for the purposes of research, entertainment and education	BAU	Museum Archive Libraries & Learning	✓
Enhance and expand cultural collections through the acceptance of relevant heritage material, ensuring adherence to relevant policies and procedures	BAU	Museum Archive Libraries & Learning	✓

### Measures



Qualitative measures based on community perceptions



Level of community satisfaction with economic development

## Measures



Qualitative measures based on community perceptions



Level of community satisfaction with Art Gallery and programs



Level of community satisfaction with Civic venues



Level of community satisfaction with Museum



Quantitative measures based on data



Students attending Art Gallery programming\*



Number of Museum ticketed attendees



Number of artists celebrated in Art Gallery programming

\* New measure due to closure of Art Gallery for expansion works.

## Priority 3.4 City-shaping partnerships

### 3.4.1 Optimise city opportunities

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Develop and maintain a digital platform aimed at raising the profile of Newcastle's economic development opportunities	BAU	Media, Engagement, Economy & Corporate Affairs	✓

### 3.4.2 Advocacy and partnerships

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Develop and implement rolling 12-month Government Relations Roadmap that articulates forthcoming advocacy actions	Strategy	Media, Engagement, Economy & Corporate Affairs	○
Support the operation of Newcastle's 4 Business Improvement Associations	Strategy	Media, Engagement, Economy & Corporate Affairs	✓
Establish a monthly newsletter to local businesses	Strategy	Media, Engagement, Economy & Corporate Affairs	✓

\*This project is on hold due to a shift in focus.

## Measures



Qualitative measures based on community perceptions



Level of community satisfaction with management of residential development



Quantitative measures based on data



Number of DAs determined



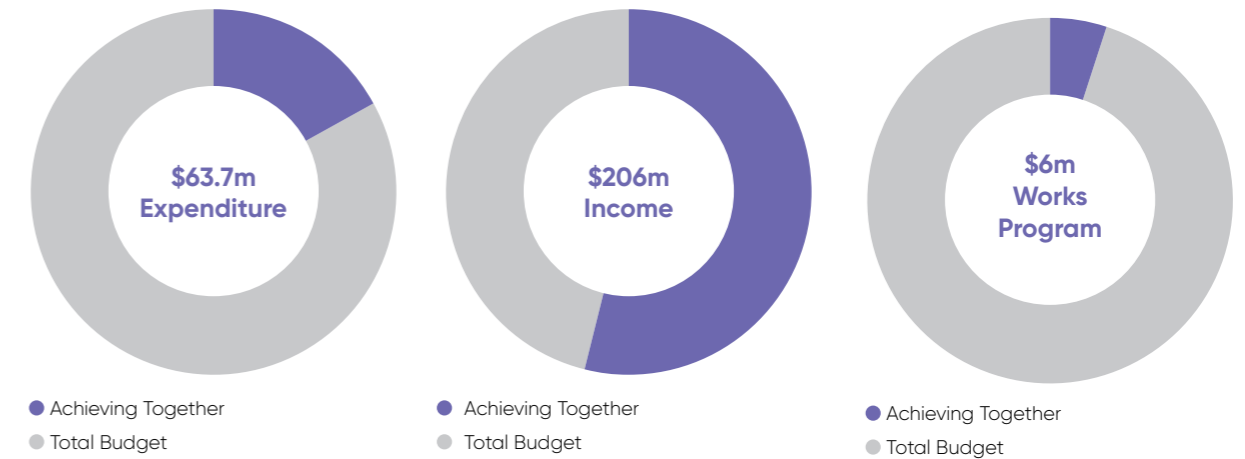
Reduction in backlog of undetermined DAs



# Achieving Together

We have made a commitment to Achieving Together with our community, stakeholders and partners with the support of the following services, assets, strategies, plans and key initiatives.

## Total funding for 2023-2024



## Services

 Procurement & contracts	 Corporate planning & performance
 Corporate finance	 Rates & debt management
 Legal services	 Governance
 Records & information	 Audit & risk
 Information technology	 Media & stakeholder relations
 Customer experience	 People & culture

## Assets

1,300 CN staff	7 Informing strategies within N2040
\$2 billion Total value of assets	4 Strategic Advisory Committees
171,307 Residents	304 Volunteers
1 Customer Service Centre	1 Have Your Say engagement site
13 Lord Mayor & councillors	1 Guraki Aboriginal Advisory Committee
1 Newcastle Youth Council	1 Audit & Risk Committee

## Informing strategies

The following strategies have been developed to provide more specific and detailed guidance on the objectives of Achieving Together Newcastle.



### Supporting strategies and plans:

- Inclusion, Diversity & Equity Strategy 2023-2027
- Disability Inclusion Action Plan 2022-2026
- Aboriginal Employment Strategy 2021
- Reconciliation Action Plan 2021-2024

## Key initiatives

- Our people
- Financial sustainability
- Customer Experience Transformation Program
- Digital transformation

## Service indicators

Service indicators show the high-level impact of CN's service delivery on our city and community.

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

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

Overall performance (Source: CN's Community Satisfaction survey)

Operating performance ratio \*

Own source operating revenue ratio \*

Unrestricted current ratio \*

Debt service cover ratio \*

Rates and annual charges outstanding percentage \*

Cash expense cover ratio \*

\* Source: CN's financial statements



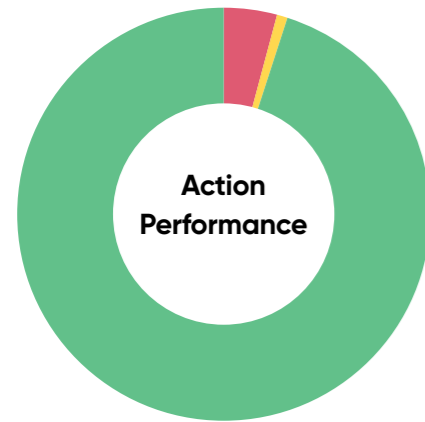


## How we performed

### Total actions

**77**

Actions completed or on track: 73

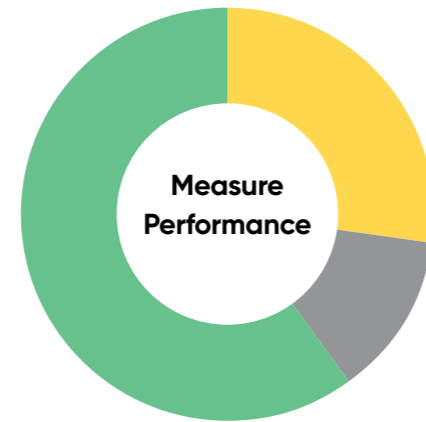


On Track 73 | 95%  
 Monitor 1 | 1%  
 Off Track 3 | 4%

### Total measures

**15**

Measures completed or on track: 9



On Track 9 | 60%  
 Monitor 4 | 27%  
 Off Track 0 | 0%  
 N/A 2 | 13%

## Priority 4.1 Inclusive and integrated planning

### 4.1.1 Financial sustainability

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Lead prudent and proactive financial management across the organisation that ensures a positive financial legacy	BAU	Finance, Property & Performance	✓
Ensure timely and accurate management of accounts payable, stores and logistics, purchasing procedures and financial authorisations to provide both internal and external customers with a high level of service	BAU	Finance, Property & Performance	✓
Ensure rates and charges for the financial year are levied and collected in accordance with relevant legislation, while also incorporating rates assistance provisions	BAU	Finance, Property & Performance	✓
Provide effective management of investment portfolio to maximise return within our policy and risk framework	BAU	Finance, Property & Performance	✓
Increase ticket sales and optimise financial returns, including through use of a range of commercial models for venue hires and partnerships	BAU	Civic Services	✓
Operate commercial function and event venues to full capacity and maximise profit	BAU	Civic Services	✓

### 4.1.2 Integrated planning and reporting

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Coordinate and report on the Capital Works Program	BAU	Project Management Office	✓
Develop Delivering Newcastle 2040 and quarterly reports through inclusive, Integrated Planning and Reporting and collaboration across the organisation	BAU	Finance, Property & Performance	✓
Build awareness across councillors and the community around Newcastle 2040 and its impact on the work we do in response to community needs	BAU	Finance, Property & Performance	✓
Integrate Newcastle 2040's vision and priorities into all that we do, through structured and supported planning and monitoring and reporting activities across CN	BAU	Finance, Property & Performance	✓
Build awareness and capabilities around Integrated Planning and Reporting and strategic planning with a corporate online hub	BAU	Finance, Property & Performance	✓
Manage CN's privacy management obligations	BAU	Legal & Governance	✓
Deliver ongoing best practice improvements and embed Corporate Governance Framework	BAU	Legal & Governance	✓

BAU: business as usual

Strategy: actions that deliver against CN's strategies

### 4.1.3 Aligned and engaged workforce

ACTION	STRATEGY/ BAU	SERVICE UNIT	STATUS
Develop and implement a Psychological Claims and Injury Management Pathway	BAU	People & Culture	✓
Develop and implement an end-to-end process for managing return to work	BAU	People & Culture	✓
Develop and deliver Safety Education Program	Strategy	People & Culture	✓
Review and assess Work Health and Safety Management System to ensure it remains fit for purpose	Strategy	People & Culture	✓
Embed a resource-to-risk approach to SWP service delivery	BAU	People & Culture	✓
Continue to develop and deliver Safety Culture Program	Strategy	People & Culture	✓
Build CN's employer brand	BAU	People & Culture	✓
Build resource planning capability and ensure resourcing is aligned with Newcastle 2040 objectives	BAU	People & Culture	✓
Implement Remuneration Governance Framework	BAU	People & Culture	✓
Develop and implement Cultural Strategy 2016-2019	Strategy	People & Culture	✓



CEO Jeremy Bath and Lord Mayor Nuatali Nelmes join City of Newcastle staff at the Works Depot Christmas party.

### Measures





## Priority 4.2 Trust and transparency

### 4.2.1 Genuine engagement

ACTION	STRATEGY/ BAU	SERVICE UNIT	STATUS
Deliver information to the community to enable active participation in CN's decision-making process	Strategy	Media, Engagement, Economy & Corporate Affairs	✓
Deliver best practice engagement that is inclusive and accessible	Strategy	Media, Engagement, Economy & Corporate Affairs	✓
Deliver best practice community engagement services that build trust in the process	Strategy	Media, Engagement, Economy & Corporate Affairs	✓
Ensure delivery of engaging communications and promotional campaigns to promote services and offerings	Strategy	Museum Archive Libraries & Learning	✓
Regularly engage with, listen to and encourage participation of stakeholders	Strategy	Waste Services	✓
Provide important and relevant updates to stakeholders regarding development, planning and regulations	BAU	Planning, Transport & Regulation	✓

### 4.2.2 Shared information and celebration of success

ACTION	STRATEGY/ BAU	SERVICE UNIT	STATUS
Develop and implement communication campaigns using a range of channels and media to support achievement of strategic priorities	BAU	Media, Engagement, Economy & Corporate Affairs	✓
Identify high-risk projects and ensure strategic communication and stakeholder management plans are in place to manage risks to reputation	BAU	Media, Engagement, Economy & Corporate Affairs	✓
Deliver impactful centralised marketing programs to improve commercial and community outcomes for major events, key projects, CN cultural institutions and corporate marketing through integrated planning and strategic partnership	BAU	Media, Engagement, Economy & Corporate Affairs	✓
Foster a positive reputation and community goodwill by effective management of the CN brand	BAU	Media, Engagement, Economy & Corporate Affairs	✓
Celebrate our achievements through our Annual Report	BAU	Finance, Property & Performance	✓
Review the performance of CN using comparison analysis of local government and collaborate to improve processes	BAU	Finance, Property & Performance	✓
Maintain and deliver best practice information management including access, storage and release of information	BAU	Legal & Governance	✓
Deliver ongoing best practice improvements and embed Enterprise Risk Management Framework	BAU	Legal & Governance	✓
Implement Leadership Capability Framework and facilitate Leadership Development Program	Strategy	People & Culture	✓

### 4.2.3 Trusted customer experience

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Oversee corporate website content, including homepage curation and coordination of the editor/champion network	BAU	Media, Engagement, Economy & Corporate Affairs	✓
Develop and deliver a Digital Marketing Strategy to increase online profile and presence	Strategy	Media, Engagement, Economy & Corporate Affairs	✓
Provide regular and meaningful communications to both internal and external customers around customer experience improvement initiatives and customer satisfaction/success indicators	BAU	Customer Experience	✓
Manage and expand Voice of the Customer Program to ensure effective operation of closed-loop feedback	BAU	Customer Experience	✓
Deliver complaints-handling management and reporting	BAU	Customer Experience	✓
Continue to provide high-quality, responsive customer service delivery to the community via phone, digital and counter channels	BAU	Customer Experience	✓
Design customer-centred experiences, digitised services and ways of working to empower customers and employees	Strategy	Customer Experience	○*
Embed a trusted customer experience and a collaborative approach with both internal and external stakeholders through best practice property management	BAU	Finance, Property & Performance	✓
Deliver business partnering excellence by building on a foundation of trust and recommending solutions that sustainably enable CN's strategic priorities	BAU	Information Technology	✓
Implement business partnering and consistent project management to facilitate delivery of CN's strategic priorities	BAU	Information Technology	✓
Develop and implement information security operations to manage and audit IT governance and meet legislation and regulatory compliance requirements	BAU	Information Technology	✓
Provide timely advice and representation in high-risk legal matters supporting the delivery of strategic objectives	BAU	Legal & Governance	✓
Provide an exceptional visitor experience for all customers and stakeholders	BAU	Civic Services	✓
Develop and maintain high-quality customer experiences and satisfaction	BAU	Museum Archive Libraries & Learning	✓

\*Continuing with the Experience Design Engagements with Waste and Rates service areas, a total of 15 customer request forms have now been designed ready for configuration, testing and rollout next quarter. Discovery phase has commenced for the design of customer requests relating to Animals and Parking matters. CN's venue booking system, currently in use for Community Hall bookings, is being configured to support booking capability for Blackbutt Reserve, Museum and Libraries spaces. Website landing pages have been designed in readiness for implementation next quarter.



### Measures



Qualitative measures based on community perceptions



Level of community satisfaction with CN's response to community needs



Quantitative measures based on data



CN website visitors per month



Number of council resolutions completed and resolved



Number of compliments and complaints received at CN



## Priority 4.3 Collaborative and innovative approach

### 4.3.1 Collaborative organisation

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Explore and deliver partnerships, delivery models and funding opportunities based on greatest benefit for community and customers	Strategy	Waste Services	✓
Support delivery of Capital Works Program through the provision of survey, design, planning, project and program management	BAU	Project Management Office	✓
Strengthen CN's crisis and emergency management capabilities	BAU	Legal & Governance	✓
Maintain a best practice internal audit function in compliance with legislative requirements and Office of Local Government guidelines	BAU	Legal & Governance	✓
Support delivery of CN functions through provision of event services for meetings and civic events	BAU	Civic Services	✓

### 4.3.2 Innovation and continuous improvement

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Establish data analytics service under City Intelligence Program, aimed at providing evidence-based insights to the business community	Strategy	Media, Engagement, Economy & Corporate Affairs	✓
Maintain operational fleet and plant to provide cost-effective, safe, fit-for-purpose, legislatively compliant assets that support the needs of internal customers in delivering services to the community	BAU	Civil Construction & Maintenance	✓
Develop and implement Business Excellence Framework and continuous improvement program through a holistic Service Review program of work	BAU	Finance, Property & Performance	✓
Drive cost savings and improved customer service levels through growth in use of electronic rates emailing platform	BAU	Finance, Property & Performance	✓
Undertake Service Review of land transactions and other dealings to implement innovation and continuous improvement	BAU	Finance, Property & Performance	✓
Continue optimisation of Human Resource Information System (TechOne)	BAU	People & Culture	✓
Expand Employee Listening Strategy and engagement with staff	Strategy	People & Culture	✓
Pursue best practice service delivery through a process of continuous improvement and investments in technology	BAU	Civic Services	✓
Identify process improvements to optimise processing timeframes and continue to improve customer experience	BAU	Planning, Transport & Regulation	✓

### 4.3.3. Data-driven decision-making and insights

ACTION	STRATEGY/BAU	SERVICE UNIT	STATUS
Manage, improve and refine fleet assets through strategic planning, data-driven decision-making, alignment with CN's sustainability goals and legislation to meet service requirements	BAU	Assets & Facilities	✓
Develop a Property Investment Strategy that is underpinned by data-driven decision-making and financial sustainability	BAU	Finance, Property & Performance	✓
Deliver digital transformation of CN services by leading development of platforms and processes to maximise benefit of digital investments	BAU	Information Technology	✓
Create a data-led organisation where business intelligence actively informs decision-making and future strategy development	BAU	Information Technology	✓
Deliver needs-based solution architecture that directly links to CN's priorities, objectives and governance requirements	BAU	Information Technology	✓
Establish safety and wellbeing KPIs	Strategy	People & Culture	✓
Automate Performance and Development process	BAU	People & Culture	○
Develop an organisation position matrix and critical skills inventory	BAU	People & Culture	○*
Build digital literacy for digital enablement	BAU	People & Culture	○**

\*This Action has not started yet.

\*\* The Learning Planning & Engagement team is currently reviewing the digital literacy programs available at CN to ensure they meet current and future digital skill needs.

### Measures







# Budget review statement



# Income and expenses budget review statement

Result for the financial quarter ending 31 December, 2023

FULL YEAR ADOPTED BUDGET	INCOME STATEMENT	SEPTEMBER 2023 ADOPTED CHANGES	DECEMBER 2023 RECOMMENDED CHANGES	PROJECTED YEAR END RESULT 2023/24	YTD ACTUAL RESULT
\$ '000		\$ '000		\$ '000	\$ '000
<b>Income from continuing operations</b>					
219,236	Rates & annual charges	-	-	219,236	109,563
117,640	User charges & fees	137	700	118,477	59,072
9,341	Other revenues	269	367	9,977	5,256
21,220	Grants & contributions - operating	1,055	(678)	21,597	3,873
38,626	Grants & contributions - capital	389	-	39,015	9,729
9,315	Interest & investment revenue	558	2,137	12,010	7,151
7,089	Other income	24	91	7,204	4,461
<b>422,467</b>	<b>Total income from continuing operations</b>	<b>2,432</b>	<b>2,617</b>	<b>427,516</b>	<b>199,106</b>
<b>Expenses from continuing operations</b>					
131,648	Employee benefits & on-costs	(844)	151	130,955	66,011
112,483	Materials & services	1,659	756	114,898	51,006
4,039	Borrowing costs	-	-	4,039	2,062
69,601	Depreciation & amortisation	-	-	69,601	35,053
52,147	Other expenses	815	(190)	52,772	25,130
7,002	Net loss from the disposal of assets	-	2,000	9,002	2,579
<b>376,920</b>	<b>Total expenses from continuing operations</b>	<b>1,630</b>	<b>2,717</b>	<b>381,267</b>	<b>181,840</b>
<b>45,547</b>	<b>Operating result from continuing operations</b>	<b>802</b>	<b>(100)</b>	<b>46,249</b>	<b>17,266</b>
<b>6,921</b>	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>413</b>	<b>(100)</b>	<b>7,234</b>	<b>7,537</b>

# Income statement variations

Result for the financial quarter ending 31 December, 2023

	RECOMMENDED CHANGES (\$'000)	EXPLANATION
<b>INCOME</b>		
Rates & annual charges	-	
User charges & fees	700	\$0.7m increase in revenue related to live performance and ticketing income related to Civic Theatre \$0.2m reduction in DA and zoning revenue offset by increase in Museum and Childcare revenue
Other revenues	367	\$0.4m increase in revenue from Summerhill gas generation \$0.2m increase in commission and sponsorship income \$0.2m reduction in revenue from Summerhill solar farm
Grants & contributions - operating	(678)	\$0.3m reduction in waste grant funded projects \$0.4m reduction related to expected timing of income
Grants & contributions - capital	-	
Interest & investment revenue	2,137	Increase in interest income based on forecast market conditions
Other income	91	
<b>Income from continuing operations</b>	<b>2,617</b>	
<b>EXPENSES</b>		
Employee benefits & on-costs	151	
Materials & services	756	\$0.4m increase in fuel costs
Borrowing costs	-	
Depreciation & amortisation	-	
Other expenses	(190)	
Net loss from the disposal of assets	2,000	Expected increase relating to the nature of assets disposed
<b>Expenses from continuing operations</b>	<b>2,717</b>	



# Capital statement

Result for the financial quarter ending 31 December, 2023

FULL YEAR ADOPTED BUDGET		CHANGES		PROJECTED YEAR END RESULT 2023/24	ACTUAL YTD
		SEPTEMBER 2023 ADOPTED CHANGES	RECOMMENDED DECEMBER 2023		
\$'000		\$'000		\$'000	\$'000
<b>CAPITAL FUNDING</b>					
70,107	General fund contribution to capital	412	1,900	72,419	38,208
2,410	Stormwater Management Service Charge	-	-	2,410	1,205
32,127	Capital Grants & Contributions	389	-	32,516	9,729
719	Proceeds from the sale of assets	-	-	719	159
(3,339)	Net Loans Borrowings / (Repayments)	-	12,600	9,261	10,931
<b>102,024</b>	<b>Funding available for capital expenditure</b>	<b>801</b>	<b>14,500</b>	<b>117,325</b>	<b>60,231</b>
<b>CAPITAL EXPENDITURE</b>					
42,956	Asset Renewal	-	8,810	51,766	15,241
41,764	New / Upgrade	-	(5,883)	35,881	21,865
<b>84,720</b>	<b>Total capital expenditure</b>	<b>-</b>	<b>2,927</b>	<b>87,647</b>	<b>37,106</b>
<b>17,304</b>	<b>Transfer to or (Draw down on) reserves</b>	<b>801</b>	<b>11,573</b>	<b>29,678</b>	<b>23,125</b>





# Cash and investments budget review statement

Result for the financial quarter ending 31 December, 2023

	OPENING BALANCE IN NOTE C1-3	TRANSFERS TO	TRANSFERS FROM	ADOPTED CHANGES FOR COUNCIL RESOLUTION	RECOMMENDED CHANGES FOR COUNCIL RESOLUTION	CLOSING BALANCE IN NOTE C1-3
	01/07/2023	2023/24	2023/24	(Sep QBR)	(Dec QBR)	30/06/2024
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
<b>Unrestricted (Available Cash)</b>	<b>26,512</b>	<b>-</b>	<b>(912)</b>	<b>135</b>	<b>(990)</b>	<b>24,745</b>
<b>EXTERNAL RESTRICTIONS</b>						
Included in Liabilities						
Security bonds, deposits and retentions	1,412	-	-	-	-	1,412
Special purpose unexpended grants - general fund	10,097	-	(4,073)	-	-	6,024
Other	-	-	-	-	-	-
Specific purpose unexpended grants (recognised as revenue) - general fund	7,697	-	(7,697)	-	-	-
Developer Contributions	22,506	-	(3,478)	-	6,544	25,572
Contributions to Specific works	344	-	(344)	-	-	-
Domestic Waste Management	11,611	-	(2,410)	-	2,410	11,611
Bequests and Donations	1,542	-	-	-	-	1,542
Special Benefit rates	1,254	-	(49)	(103)	103	1,205
Rawson Crown Land Reserve	3,376	-	(810)	(148)	173	2,591
Building Better Cities	324	-	(80)	-	-	244
Community Facilities fund	243	-	-	-	-	243
Childcare sinking fund	806	212	-	-	-	1,018
Deferred Salary Scheme	418	119	(159)	-	(23)	355
<b>Total Externally restricted</b>	<b>61,630</b>	<b>331</b>	<b>(19,100)</b>	<b>(251)</b>	<b>9,207</b>	<b>51,818</b>
Internal Restrictions						
Works program: New and upgrade	14,722	-	70,273	(1,438)	3,356	86,913
Works Program: Infrastructure Agreed level of service	173,478	-	-	-	-	173,478
Works program: Specific projects	19,614	-	(122)	1,355	-	20,847
Works carried forward	10,834	-	(10,834)	-	-	-
Waste Management: Remediation Provision	61,972	-	(22,332)	-	-	39,640
Employee Leave Entitlements	13,451	-	-	-	-	13,451
Superannuation: Defined Benefits	655	-	-	-	-	655
Workers Compensation: Self insurance	10,001	-	-	-	-	10,001
Newcastle Airport Partnership	9,717	-	-	-	-	9,717
Local Committees and childcare	628	-	-	-	-	628
Inland Pools Reserve Fund	-	-	-	1,000	-	1,000
<b>Total Internally restricted</b>	<b>315,072</b>	<b>-</b>	<b>36,985</b>	<b>917</b>	<b>3,356</b>	<b>356,330</b>
<b>Total Restricted</b>	<b>376,703</b>	<b>331</b>	<b>17,885</b>	<b>666</b>	<b>12,563</b>	<b>408,147</b>
<b>Total cash and investments</b>	<b>403,215</b>				<b>3,356</b>	<b>432,893</b>

# Works program summary

FULL YEAR ADOPTED BUDGET \$,000	PORTFOLIO/PROGRAM	SEPTEMBER 2023 ADOPTED CHANGES (\$,000)	RECOMMENDED DECEMBER 2023 (\$,000)	PROJECTED YEAR END RESULT (\$,000)	ACTUAL YTD (\$,000)
35,313	City Infrastructure - Assets & Facilities	-	(4,396)	30,918	10,730
260	Buildings - Council Support Services	-	238	499	350
150	Public Toilets	-	(135)	15	-
140	Retaining walls	-	1,210	1,350	427
7,780	Bridges	-	(5,956)	1,824	337
1,160	Footpaths	-	(466)	694	693
1,983	Roadside Furniture	-	(879)	1,103	549
7,240	Road Rehabilitation	-	(2,473)	4,767	1,225
7,500	Road Resurfacing	-	3,720	11,220	5,219
300	Parking Infrastructure	-	(146)	154	1
4,975	Stormwater System	-	491	5,466	1,728
3,825	Fleet Replacement	-	-	3,825	201
5,000	Planning & Environment - Transport	-	(494)	4,506	1,643
3,610	Cycleways *	-	(832)	2,778	575
250	Pedestrian Access and Mobility Plan (PAMP)	-	583	833	602
1,140	Local Area Traffic Management (LATM)	-	(245)	895	466
13,458	Planning & Environment - Environment & Sustainability	-	151	13,609	4,743
1,050	Blackbutt Reserve	-	(260)	790	70
254	Flood Planning	-	-	254	75
8,009	Coast, Estuary and Wetlands	-	205	8,214	2,798
1,810	Bushland and Watercourses	-	201	2,011	664
1,660	Street and Park Trees	-	-	1,660	793
675	Sustainability & Climate	-	5	680	345
6,400	Corporate Services	-	(400)	6,000	1,845
800	Digital Enablement	-	(250)	550	175
5,600	Core Systems Development & Maintenance	-	(150)	5,450	1,670
41,160	City Shaping	-	(4,394)	36,766	15,507
36,500	Citywide	-	(1,000)	35,500	14,568
4,660	Summerhill	-	(3,394)	1,266	940

FULL YEAR ADOPTED BUDGET \$,000	PORTFOLIO/PROGRAM	SEPTEMBER 2023 ADOPTED CHANGES (\$,000)	RECOMMENDED DECEMBER 2023 (\$,000)	PROJECTED YEAR END RESULT (\$,000)	ACTUAL YTD (\$,000)
22,334	Creative & Community Services	-	491	22,825	13,645
7,450	Aquatics	-	2,281	9,731	7,895
349	Community Buildings	-	2	351	172
920	Civic Venues / Civic Services	-	77	997	434
12,245	Recreation & Sport	-	(1,857)	10,388	4,680
475	Economic Development	-	(70)	405	107
150	Art Gallery	-	4	154	4
745	Museum / Libraries / Historic Fort Scratchley	-	54	799	352
4,375	Waste Services	-	4,341	8,716	7,152
4,375	Waste Management	-	4,341	8,716	7,152
9,216	City Infrastructure - Revitalisation	-	4,701	13,916	6,196
5,620	City Centre	-	(2,287)	3,333	1,092
2,300	Coastal	-	5,605	7,905	3,506
1,296	Urban Centres	-	1,383	2,679	1,598
137,255	<b>Total Works Program</b>	-	-	137,255	61,463

\* The total spend on Cycleways across all Programs YTD totals \$1.5m against the projected year end result of \$6.3m.



# Contracts

Result for the financial quarter ending 31 December, 2023

CONTRACTOR	CONTRACT DETAIL	CONTRACT VALUE	COMMENCEMENT DATE	ESTIMATED COMPLETION	BUDGETED (Y/N)
Cleanaway Co Pty Ltd	Recyclable Waste Collection Services and Bin Supply	\$33,000,000	01/11/2023	31/10/2031	Y
Ironbuilt Infrastructure Pty Ltd	Replace 2 X Leachate Pits	\$3,780,502	10/01/2024	06/02/2024	Y
Awarded to a panel of 7 companies	Project Management Services Panel	\$2,200,000	16/10/2023	16/10/2024	Y
Synergy Resource Management Pty Ltd	SWMC Cell 9 Stage 2 - Upper Batter	\$2,020,068	15/12/2023	30/09/2024	Y
Tonkin Zulaikha Greer Architects	Newcastle Ocean Baths Stage 2 - Principal Design Consultant	\$1,376,758	19/10/2023	21/02/2025	Y
Awarded to a panel of 2 companies	Supply of Bituminous spray sealing services	\$825,000	01/10/2023	30/09/2025	Y
Awarded to a panel of 4 companies	Quantity Surveyor Professional Services Panel	\$1,250,000	16/10/2023	16/10/2024	Y
The Missing Link Security Pty Ltd	Tenable One - Enterprise Subscription to Tenable One	\$460,556	28/12/2023	27/12/2024	Y
Mothership Events Pty Ltd	New Years Eve 23/24 Events Management	\$320,800	27/10/2023	31/01/2024	Y
Inter-Chillers Pty Ltd	Civic Theatre - Chiller Replacement	\$307,932	29/11/2023	28/06/2024	Y
Ground Stabilisation Systems Pty Ltd	South Newcastle Beach Cliff Grooming	\$286,008	05/12/2023	30/06/2024	Y
SMEC Australia Pty Ltd	SWMC Materials Processing Relocation and Bulk Earthworks Civil and Environmental Design Services	\$268,162	01/11/2023	29/02/2024	Y
Awarded to a panel of 3 companies	Stockton Emergency Response Panel	\$800,000	01/11/2023	31/10/2025	Y
Daracon Contractors Pty Ltd	Rock Mulch Works South Newcastle	\$250,435	08/12/2023	30/06/2024	Y
HP PPS Australia Pty Ltd	End User Hardware Refresh Program	\$220,000	15/12/2023	30/09/2026	Y
National Plant & Equipment Pty Ltd	Hire of Water Truck - SWMC	\$209,000	01/11/2023	01/05/2024	Y
Mullane Maintenance Pty Ltd	Irrawang Watermain Replacement	\$194,828	14/01/2024	29/02/2024	Y
Select Civil Pty Ltd	Hire of Cat826K Compactor	\$194,800	23/12/2023	30/06/2024	Y
Data#3 Limited	Appspace workplace experience platform	\$89,238	14/10/2023	13/10/2026	Y
The Missing Link Security Pty Ltd	Next-Gen Email Security Platform	\$82,454	22/12/2023	21/12/2024	Y
Data#3 Limited	Adobe Enterprise Arrangement	\$72,913	18/10/2023	17/10/2024	Y
Valvoline (Australia) Pty Ltd	Vehicle Oils and Lubricants	\$70,000	11/12/2023	30/01/2025	Y

Notes:

1. Minimum reporting contract value is \$50,000
2. Contracts listed are those entered into during the quarter and have yet to be fully performed, excluding contractors that are on Council's 'preferred supplier list'
3. Contracts for employment are not included.

# Consultancy and legal expenses

Result for the financial quarter ending 31 December, 2023.

EXPENSES	EXPENDITURE YTD \$	BUDGETED
Consultancies	\$4,545,815	Y
Legal	\$485,292	Y

Notes:

1. A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.
2. Where any expenses for consultancy or legal fees (including Code of Conduct expenses) have not been budgeted for, an explanation is to be given. Report on external expenses only (not internal expenses).

City of Newcastle

**Report by Responsible Accounting Officer for the quarter ending 31 December 2023.**

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

It is my opinion that the Quarterly Budget Review Statement for Newcastle City Council for the quarter ended 31 December 2023 indicated that Council's projected financial position at 30 June 2024 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_

Responsible Accounting Officer, City of Newcastle





# Appendix



# Works program

City Infrastructure - Assets & Facilities
Bridges
Boscawen Street Bridge Renewal
Bridge (Pedestrian) Waratah and Jesmond Parks
Bridge and large Culvert repairs
Bridge inspection and load rating
Chinchen St Bridge Renewal
Cottage Creek Bridge replacement
Nelson Street Wallsend Bridge renewal
Pedestrian Bridge Handrail replacement
Pedestrian Bridges Renewal
Buildings - Council Support Services
Engineering Advice General
Rooftop Solar Upgrade program
Structures- Survey
Fleet Replacement
Fleet Replacement Program 2024
Footpaths
Citywide - Minor Footpath renewal
Fernleigh trck - Stairs
Honeysuckle Drv Newcastle - footpath reinstatement
Throsby Creek Shared Pathway Renewal Wickham to Maryville
Union Street Wickham - Footpath Upgrade Wickham Master
Various cycleways - linemarking and signage program
Various Footpath Connectivity
Warabrook Wetland Reserve - Shared Path Renewal
William St Tighes Hill - footpath rehabilitation
Parking Infrastructure
Off Street Car Parks Furniture Renewal
Off Street Car Parks Minor Renewal
Off Street Car Parks Resurfacing
Parking Meter Replacement
Public Toilets
Waratah Park Tennis club Toilets - Demolition and Repla
Retaining walls
Retaining Wall - Perkins Street Newcastle
Retaining wall Renewal - Various
Spruce Street - Batter Protection repair

## Works program (continued)

Road Rehabilitation
Citywide - Laneway Renewal
Citywide - Road and Laneway Dedication
Corona St Hamilton East reconstruction
Duncan Cl Elmore Vale - turning facility
Fern St Islington road reconstruction
Harriet St Waratah reconstruction
Hope Street Wallsend - road renewal
Howell St Kotara- road reconstruction
Howell Street Kotara - Road rehabilitation extension betw
Lambton Road New Lambton - Alma Rd to Avondale Rd - Road
Lexington Pde AdamHts - road embankment
Longworth Ave Wallsend - road renewal design
Madison Drive Adamstown Heights - Road Renewal
Margaret St Merewether watermain renewal
Mathieson St Carrington - road renewal design
Memorial Drive The Hill - Road Embankment
Menkens Lane The Hill
Minmi Rd Bunnings Roundabout - intersection upgrade
Minmi Rd Wallsend - road upgrade
Old Maitland Road Hexham - road renewal
Pride Ave Lambton - road renewal design
Samdon St Hamilton - road renewal design
Tyrone Road New Lambton reconstruction
Unnamed Laneway off Morehead St Lambton - renewal & upg
Vera St Waratah West
Wall Lane North Lambton
Woodward St Merewether road and embankment
Workshop Way Newcastle Road Renewal and Upgrade
Road Resurfacing
Road Resurfacing - pavement and road roughness testing
Road Resurfacing - site preparation
Road Resurfacing Citywide

## Works program (continued)

<b>Roadside Furniture</b>
Albert Street Wickham - Traffic Calming Devices
Banner Holder Removal or Replacement in Newcastle CBD
Bathers Way - furniture renewal and maintenance
Bathers Way - Lighting Renewal
Bulkara St Wallsend - guardrail and footpath
Charlestown Rd Kotara - fence renewal and footpath
City Wide - CN Smart Pole - Renewal
City Wide - CN Smart Pole Inspection and Maintenance
City Wide - Lighting Renewal
City Wide - street lighting assessment
CityWide - Structural Inspection - Art & Monuments in R
Fernleigh Track - fencing, furniture renewal and mainte
Honeysuckle Promenade - Lighting Renewal
Local Centre - furniture renewal and maintenance
Northcott Drive Kotara at Rail Over Bridge - Fencing
Road Furniture - renewal
Roadside Furniture - renewal
Transport Stop Upgrade
Young Street Georgetown - Turton to Parkview St -
<b>Stormwater System</b>
Albert Street Stormwater Design
Chilcott St, Lambton Stormwater Rehabilitation
City Centre Drainage Master Plan
Citywide - stormwater quantity and quality modeling
Citywide - trenchless technology drainage rehab implementati
Coorumbung Road Broadmeadow Drainage Rehabilitation
Creeks and Waterways - inspect erosion and sediment control
Fairfield Avenue New Lambton - Stormwater Design & Construct
Glebe Road Adamstown - Stormwater drainage Upgrade (Sta
Grandview Pde Elmore Vale- Sediment basin and culvert
Low Lying Suburbs- Tide gate rehabilitation
Mayfield East Drainage Design (George St construct & Selwyn
Minmi Rd Detention Basin Fletcher Dam Safety Works and
Mitchell Street Merewether - Stormwater Drainage upgrad
Roe Street Mayfield - Drainage connection laneway
Sandgate Road Birmingham Gardens - Drainage Constructio
Stockton Laneways - Infiltration and unrelieved sags
Stormwater Drainage - Construct Access
Stormwater Drainage - Replace Grates
Tooke St Cooks Hill - Stage 2 Drainage Rehabilitation Design
Union Street Cooks Hill BetweenTooke St and Parkway Ave
Various Headwall & Outlet Rehabilitation
Young Road Lambton Stormwater Project

## Works program (continued)

<b>City Infrastructure - Revitalisation</b>
City Centre
2021 Christmas Tree Installation and Removal
HSR - Civic PDP
HSR - East End PDP - (Hunter St Mall)
HSR - Place Activation Initiatives (Signage)
HSR - West End PDP - Stage 2 (Cycleway)
Wickham PDP Implementation
<b>Coastal</b>
Bathers Way - King Edward Park
Bathers Way - South Newcastle
Bathers Way Signage Strategy
Coastal Building Revitalisation Plan
Coastal Revitalisation - Planning
<b>Urban Centres</b>
Darby Street - SASS grant trial
Georgetown Local Centre Renewal
Local Centres - Establishment Maintenance
Local Centres - Facade Improvement Scheme
Local Centres - Feasibility
Local Centres - Orchardtown Rd New Lambton
City Shaping
<b>Citywide</b>
Art Gallery - Expansion
Astra St Remediation
<b>Summerhill</b>
Bulk Earthworks for the Organics Processing Facility
Construction of operational area at SWMC and relocation
Organics Facility
OSD_MRF - Construction - Phase 1 - Shed
<b>Corporate Services</b>
<b>Core Systems Development &amp; Maintenance</b>
Computing Hardware Refresh
Directorate Technology Initiatives
Enterprise Risk
Geographic information system (GIS)
Information Security and Privacy
Kentico Upgrade
Technology Foundations
TechOne CiA migration
<b>Digital Enablement</b>
Customer Experience
Employee Experience
Storing, analysing, governing and understanding data



## Works program (continued)

<b>Creative &amp; Community Services</b>
Aquatics
Inland Pools - Minor Infrastructure Renewal Program
Lambton Pool Grandstand Upgrade
Lambton Swimming Centre - Staged facility upgrade and
Newcastle Ocean Baths Upgrade - Stage 2
Newcastle Ocean Baths Upgrade Project
Art Gallery
Art Gallery - cultural asset preservation
Art Gallery Works of Art
Civic Venues / Civic Services
City Hall - Refurbish operational areas
City Hall - Storage of Lord Mayoral gifts
City Hall Fire Dampers Rectification Works and Upgrades
Civic Theatre - Replace Playhouse seating
Civic Theatre - replace technical equipment
Civic Theatre - replace vinyl flooring
Civic Theatre - Upgrade Air Conditioning Units
Civic Theatre- reupholster 50 seats in Stalls & Dress
Fort Scratchley Function Centre -flooring replacement
Community Buildings
Community Buildings refurbishment/renewal
Economic Development
City Analytics Program
Digital Prospectus
Economic Development Strategy Implementation
Newcastle After Dark
Museum / Libraries / Historic Fort Scratchley
Historic Fort Scratchley - Salt and Moisture Levels
Library Resources
Museum - Paving Replacement
Recreation & Sport
Darling St Oval - Grandstand
Fenced Off Leash Dog Areas
Fencing - Sports Grounds
Floodlight Renewal Program
Foreshore Park - All abilities playground & water park
Gregson Park Playground
Park Accessibility Improvement Program
Passmore Oval Grandstand Upgrade
Plans of Management Review
Playground replacement programme
Playground Shade Program
Smith Park - Field Renovation

## Works program (continued)

Sportsgrounds - Renew sub surface drainage/irrigation system
Sportsgrounds - Renewal of lighting poles
Western Corridor Active Hub - Wallsend
<b>Planning &amp; Environment - Environment &amp; Sustainability</b>
Blackbutt Reserve
Blackbutt Planning and Design
SRV - Blackbutt CARA Kiosk - Detailed Design
Bushland and Watercourses
Aries Way Reserve - creek rehabilitation
Blackbutt Reserve - bushland regeneration
Bush Fire Prone Land Mapping (BFPLM)
Community Education at environment rehabilitation worksites
Condition and Investigation - Natural Assets
Environmental Management System (EMS) - Develop and Imp
Environmental Project Delivery Support
Green Newcastle Strategy
Inland Clifline Rehabilitation - Waratah West
Ironbark Ck Rehabilitation - St 5 - 7
Jesmond Bushland Complex Rehabilitation
Maryland Creek - Rehabilitation
Natural Asset Management Systems - development
Natural Connection - Newcastle's Healthy Catchments Program
North Lambton Catchment- Drainage and creek design
Various Creeks - rehabilitation
Various Reserves - bushland regeneration
Waterdragon Ck Kotara Park- Riparian rehabilitation
Wentworth Creek Rehabilitation - Stage 1 of 2
<b>Coast, Estuary and Wetlands</b>
Astra St EEC Action Plan
Buried Protection Structures - Barrie Crescent Stockton
Buried Protection Structures - Zone 2 (2 sites - Sth Mi
Coastal Cliffline Rehabilitation Monitoring
Coastal Cliff line Rehab Stabilisation- Kilgour and Nobbys
Coastline - dune preservation and restoration
Hunter Estuary Coastal Management Program Preparation
Hunter River Foreshore Stockton - revegetation
Jersey Road Sandgate - Wetland Rehabilitation
Lloyd St Res Merewether-Littoral Rainforest Restoration
Market Swamp Wetland- rehabilitation design and construct
Mitchell St Sea Wall repair Stockton
Newcastle Coastal Management Program Investigation and
Newcastle South Seawall Rehabilitation
Newcastle Sth Cliffline (North of skate park)

## Works program (continued)

Southern Beaches Coastal Management Program Preparation
Stockton Beach Nourishment
Stockton Coastal Works
Stockton King St Breakwater Protection Structure
Stockton Riverwall- Stage 6 -9 design & construct - Stage 7
Stockton SLSC Seawall Maintenance - Zone 1
Various Seawalls Monitoring and Works
Various Sites - coastal revegetation
Wetlands- Rehabilitation design and construct
<b>Flood Planning</b>
Amplification of Hunter Water Drainage Network
Flash Flood Alert Service - Operation & Maintenance
Flood Education Campaign
Sea and Groundwater Level Monitoring
Update existing flood studies to 2019 AR&R methodology
Upgrade of major flood evacuation routes
<b>Street and Park Trees</b>
Citywide - Community Urban Forest Program
Citywide - tree audit for all attributes
Citywide Tree - inspection and monitoring
Gateway Tree Planting - Hannel Street Wickham & Maryvil
Living Streets Campaign
Park and Street Tree - Life extension program
SAPTRP - Street Tree Planting
Street Verge Gardens
<b>Sustainability &amp; Climate</b>
2020 CWMAP review and update

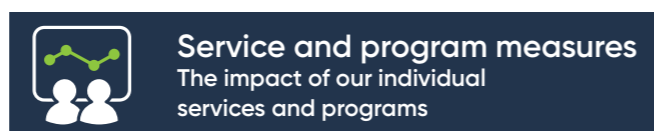
## Works program (continued)

Electric Vehicle Trial - Pool Car replacement
Energy Savings Projects
Smart Moves Newcastle
<b>Planning &amp; Environment - Transport</b>
<b>Cycleways</b>
CP - Chatham Road and Clyde Street, Hamilton North
CP - Chinchon St Islington - Scholey St to Maitland Rd (Isli
CP - Cycleways Education and Promotion
CP - Cycleways Investigation & Development
CP - Glebe Rd Adamstown to Newcastle West
CP - Hunter Street Trial Cycleway - National Park St, N
CP - Lambton Park to Croudace St
CP - Maud Street - University to City Centre Cycleway
CP - Mayfield Precinct - Feasibility Study & Concept Design
CP - Parkway Avenue to Honeysuckle Foreshore, Newcastle
CP - Parkway Avenue, Hamilton South - Roundabout Bypass
CP - Richmond Vale Rail Trail
CP - Shortland to Tarro Cycleway
Cycleways Program Management
H23 Overpass to Mordue Parade
<b>Local Area Traffic Management (LATM)</b>
LATM - Croudace Road at Garsdale Avenue - Traffic Contr
LATM - Design and Construction of Traffic Calming Devic
LATM - Glebe Rd & Park Ave, Adamstown - Traffic Control Sign
LATM - Traffic Modelling, Local Area Traffic Management
<b>Pedestrian Access and Mobility Plan (PAMP)</b>
PAMP - Design and Construction - PPN Projects
PAMP/LATM Minor Works
<b>Waste Services</b>
<b>Waste Management</b>
Cell 10 Landfill Design and Construction
Domestic Bins (Repair, Replacement, New Deliveries and
Public Place Bins (Replacement and Upgrades)
Stormwater and Leachate Management - Design & Review of
Summerhill site Upgrades
Summerhill Waste Management Centre - road rehabilitation
SWMC Landfill Rehabilitation Program



# Measures

Measures help us understand how well CN is performing. They also allow for evidence-based decision-making to inform other stages in our planning cycle.



KEY FOR BASELINE DATA	
<i>All baseline data is 2020-2021 unless otherwise stated</i>	
*New measure	New measure means targets will be set after 12 months of data collection.
**Satisfaction reasoning	A mean score above 3.0 indicates more satisfaction than dissatisfaction within the community. CN aims for satisfaction with these assets and services.
	A mean score above 3.5 indicates high satisfaction. CN aims for higher satisfaction for these higher-performing assets and services.

N2040 THEME: LIVEABLE NEWCASTLE			N2040 THEME: LIVEABLE NEWCASTLE		
PRIORITIES	SERVICE AND PROGRAM MEASURES	TARGET	BASELINE	WHY THIS IS IMPORTANT	SOURCE
1.1 Enriched neighbourhoods and places	<ul style="list-style-type: none"> <li>Level of community satisfaction with sporting facilities</li> <li>Level of community satisfaction with beaches and beach facilities</li> <li>Level of community satisfaction with parks and recreational areas</li> <li>Number of community seasonal sport bookings</li> <li>Beach usage attendance</li> <li>Pool attendance</li> </ul>	<ul style="list-style-type: none"> <li>Greater than 3.5**</li> <li>Greater than 3.5**</li> <li>Greater than 3.5**</li> <li>New measure*</li> <li>Maintain</li> <li>Maintain</li> </ul>	<ul style="list-style-type: none"> <li>3.8</li> <li>4.0</li> <li>3.7</li> <li>114</li> <li>1,411,258</li> <li>336,703</li> </ul>	<p>The community satisfaction survey's intention is to provide insights into the factors that drive satisfaction within the community and show CN the effectiveness of its service delivery in meeting community expectations. Satisfaction is measured out of 5 with a mean score above 3.0 indicating more satisfaction than dissatisfaction within the community in relation to a particular CN attribute.</p> <p>CN is responsible for the development, maintenance and management of many community assets including parks, gardens, playgrounds and ovals, beaches and pools, to name just a few. Within these spaces there may be a number of facilities including BBQs, fitness and play equipment, toilets, walking tracks, irrigation systems and water features.</p> <p>This data provides insight into how people use our city over time and informs decision-making that responds to current and future needs and behaviours of our community.</p>	<ul style="list-style-type: none"> <li>CN - Satisfaction Survey</li> <li>CN - Satisfaction Survey</li> <li>CN - Satisfaction Survey</li> <li>CN - Booking System</li> <li>BlueFit Report</li> </ul>

N2040 THEME: LIVEABLE NEWCASTLE			N2040 THEME: LIVEABLE NEWCASTLE		
PRIORITIES	SERVICE AND PROGRAM MEASURES	TARGET	BASELINE	WHY THIS IS IMPORTANT	SOURCE
1.3 Safe, active and linked movement across the city	<ul style="list-style-type: none"> <li>Level of community satisfaction with footpaths</li> <li>Level of community satisfaction with roads</li> <li>Distance of shared paths renewed</li> <li>Distance of roads renewed</li> <li>Number of bike parking spaces within local centres</li> </ul>	<ul style="list-style-type: none"> <li>Greater than 3**</li> <li>Greater than 3**</li> <li>800m</li> <li>4.2km</li> <li>N/A*</li> </ul> <p>*Data not available</p>	<ul style="list-style-type: none"> <li>3.1</li> <li>3.2</li> <li>800m</li> <li>4.2km</li> <li>N/A*</li> </ul> <p>*Data not available</p>	<p>The community satisfaction survey's intention is to provide insights into the factors that drive satisfaction within the community and show CN the effectiveness of its service delivery in meeting community expectations. Satisfaction is measured out of 5 with a mean score above 3.0 indicating more satisfaction than dissatisfaction within the community in relation to a particular CN attribute.</p> <p>Walking and cycling are basic, affordable and clean forms of travel available to almost all ages and groups in society. In Newcastle, though private cars are the dominant mode for commuting and, indeed, all trip purposes, the large majority of trips involve distances that could reasonably be undertaken by walking or cycling. Coupled with large areas of relatively flat topography and Newcastle's favourable climate, potential for mode substitution is high, and this indicator assesses the perceived walkability and cycle-friendly nature of our city.</p>	<ul style="list-style-type: none"> <li>CN - Satisfaction Survey</li> <li>CN - Satisfaction Survey</li> <li>CN data</li> <li>CN data</li> <li>CN data</li> </ul>
1.4 Innovative and connected city	<ul style="list-style-type: none"> <li>Number of heritage collection items digitised</li> <li>Number of Pay by Phone parking transactions</li> <li>Number of webchat conversations</li> <li>Number of e-Library loans</li> <li>Level of community satisfaction with the city's innovation</li> </ul>	<ul style="list-style-type: none"> <li>10,000 per annum</li> <li>Increase by 10%</li> <li>Increase by 10%</li> <li>Maintain</li> <li>Greater than 3.5**</li> </ul>	<ul style="list-style-type: none"> <li>67,027 items</li> <li>851,827</li> <li>1,546</li> <li>105,773</li> <li>3.5</li> </ul>	<p>For more than 60 years the Library has been committed to collecting and documenting the story of Newcastle and the Hunter. Over that time the Library has acquired an extensive and important collection of books, documents, archives, maps, pictures and photographs that document the story of Newcastle. The Library has a number of collections that feature rare, unique and notable items. Many of the items in these collections have come to the Library through the generous donations of members of the community. Key to accessing this information is the use of new digital technologies to make old information more widely accessible and able to be reused.</p> <p>Increased digital uptake will support improvements in living standards, ensuring we remain globally competitive and are well positioned to protect our interests. Greater adoption of digital technology in a secure and trusted environment is one of the drivers of liveability.</p> <p>The community satisfaction survey's intention is to provide insights into the factors that drive satisfaction within the community and show CN the effectiveness of its service delivery in meeting community expectations. Satisfaction is measured out of 5 with a mean score above 3.0 indicating more satisfaction than dissatisfaction within the community in relation to a particular CN attribute.</p>	<ul style="list-style-type: none"> <li>CN - Library data</li> <li>CN data</li> <li>CN data</li> <li>CN data</li> <li>CN data</li> <li>CN - Satisfaction Survey</li> </ul>



N2040 THEME: SUSTAINABLE NEWCASTLE			N2040 THEME: SUSTAINABLE NEWCASTLE		
PRIORITIES	SERVICE AND PROGRAM MEASURES	TARGET	BASELINE	WHY THIS IS IMPORTANT	SOURCE
2.1 Action on climate change	<ul style="list-style-type: none"> <li>Installed lighting to be LED</li> <li>CN reduction in electricity use</li> <li>Number of EV chargers available to the community</li> <li>Level of community satisfaction with climate action</li> </ul>	<ul style="list-style-type: none"> <li>100% of all installed lighting to be LED by 2025</li> <li>30% reduction by 2025</li> <li>All key sites throughout the city</li> <li>Greater than 3**</li> </ul>	<ul style="list-style-type: none"> <li>5,000</li> <li>20.8% progress to date</li> <li>4 public EV charging sites (7 chargers, 11 charging bays)</li> <li>3.2</li> </ul>	<p>LED lighting produces less waste light and more useful lumens than other lighting technologies. By replacing all the lighting in our LGA with LEDs, we will see as much as a 60% to 70% improvement in our overall energy efficiency.</p> <p>Saving electricity reduces energy costs, as well as how much carbon dioxide is released into the atmosphere.</p> <p>Transport emissions play a significant role in our city's carbon emissions, as well as air and noise pollution, which will be reduced through the uptake of electric vehicles.</p> <p>The community satisfaction survey's intention is to provide insights into the factors that drive satisfaction within the community and show CN the effectiveness of its service delivery in meeting community expectations. Satisfaction is measured out of 5 with a mean score above 3.0 indicating more satisfaction than dissatisfaction within the community in relation to a particular CN attribute.</p>	<ul style="list-style-type: none"> <li>TBA</li> <li>Ironbark Sustainability snapshotclimate.com.au</li> <li>CN data</li> <li>CN - Satisfaction Survey</li> </ul>
2.2 Nature-based solutions	<ul style="list-style-type: none"> <li>Tree vacancies identified in Tree Asset Management System (TAMS)</li> <li>Number of plants used in urban forest planting (CN open space) annually</li> <li>Level of community satisfaction with the city's wetlands and estuary</li> <li>Level of community satisfaction with greening and tree preservation</li> <li>Level of community satisfaction with the city's bushland and waterways</li> </ul>	<ul style="list-style-type: none"> <li>85% of vacancies to be planted by 2045. 100% of vacancies to be planted by 2060 (TAMS)</li> <li>4 areas per annum</li> <li>Greater than 3.5**</li> <li>Greater than 3.5**</li> <li>Greater than 3.5**</li> </ul>	<ul style="list-style-type: none"> <li>63,000 vacant tree spots at 31/01/2022 (TAMS) reducing by effective 500 p.a.</li> <li>4 areas per annum</li> <li>3.6</li> <li>3.4</li> <li>3.5</li> </ul>	<p>The overall performance of tree planting needs to be a comparison between the trees planted vs the trees being removed within the same timeframe to be a true record. Vacancies are measured because when vacancies reduce, there is a net gain in trees.</p> <p>Native plants play a very important role in our ecosystems. They are more favourable for supporting local wildlife and have evolved for survival. Consequently, they tend to be more naturally adapted to local growing conditions and often require fewer inputs (for example, fertiliser or water) for successful establishment, and this can mean reduced maintenance.</p> <p>CN plays a role in the provision of green, blue and wild spaces for the health and enjoyment of the community. Community satisfaction with these spaces is examined in the annual satisfaction survey with the aim to increase satisfaction scores year on year. Our community should be satisfied with the environmental assets and services that CN provides.</p>	<ul style="list-style-type: none"> <li>TAMS</li> <li>CN data</li> <li>CN - Satisfaction Survey</li> <li>CN - Satisfaction Survey</li> <li>CN - Satisfaction Survey</li> </ul>

N2040 THEME: SUSTAINABLE NEWCASTLE			N2040 THEME: SUSTAINABLE NEWCASTLE		
PRIORITIES	SERVICE AND PROGRAM MEASURES	TARGET	BASELINE	WHY THIS IS IMPORTANT	SOURCE
2.3 Circular economy	<ul style="list-style-type: none"> <li>• Tonnes of recyclables recovered</li> <li>• Level of community satisfaction with green waste collection</li> <li>• Tonnes of municipal waste material landfilled</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain</li> <li>• Greater than 3.5**</li> <li>• Maintain</li> </ul>	<ul style="list-style-type: none"> <li>• 31,928.77 tonnes</li> <li>• 3.7</li> <li>• 52,344 tonnes</li> </ul>	<p>Reducing waste conserves space in our landfills and reduces the need to build more landfills, which take up valuable space and are a source of air and water pollution.</p> <p>By reducing our waste, we are also conserving our resources. Resources like aluminium, petroleum and trees are all used to make new materials such as cans, plastic bags and paper packaging.</p> <p>Less energy is used to recycle materials as opposed to creating new materials. The manufacturing of consumer goods is a process that consumes a lot of energy, so by limiting the amount of new resources required, a large amount of energy can be saved.</p> <p>By recycling, reusing and reducing the amount of waste we have, we are helping to build a more sustainable future for all. We only have a limited amount of natural resources on this planet and a limited capacity to process waste, so it's important to do our part each day towards a better future.</p> <p>The community satisfaction survey's intention is to provide insights into the factors that drive satisfaction within the community and show CN the effectiveness of its service delivery in meeting community expectations. Satisfaction is measured out of 5 with a mean score above 3.0 indicating more satisfaction than dissatisfaction within the community in relation to a particular CN attribute.</p> <p>Local businesses are the lifeblood of our community. Supporting local businesses creates jobs, reduces carbon footprints, injects money into the local economy and promotes a sense of community. CN commits to the preference of local businesses when considering the acquisition of goods and services.</p>	<ul style="list-style-type: none"> <li>• CN data*</li> <li>• CN - Satisfaction Survey</li> <li>• CN data</li> </ul> <p>* Includes kerbside collection, bulk waste and drop-off</p>



N2040 THEME: CREATIVE NEWCASTLE			N2040 THEME: CREATIVE NEWCASTLE		
PRIORITIES	SERVICE AND PROGRAM MEASURES	TARGET	BASELINE	WHY THIS IS IMPORTANT	SOURCE
3.1 Vibrant and creative city	<ul style="list-style-type: none"> <li>Number of events delivered</li> <li>Number of event licences processed</li> <li>Number of ticketed attendance at Civic Theatre and City Hall</li> <li>Growth in business tourism</li> <li>Level of community satisfaction with promotion of tourism</li> <li>Level of community satisfaction with entertainment and events</li> <li>Number of social media followers across all CN platforms</li> <li>Social media reach on the CN corporate channel</li> </ul>	<ul style="list-style-type: none"> <li>Increase by 10%</li> <li>Increase by 10%</li> <li>Increase by 10%</li> <li>New measure*</li> <li>Greater than 3.5**</li> <li>Greater than 3.5**</li> <li>New measure*</li> <li>Increase by 5%</li> </ul>	<ul style="list-style-type: none"> <li>252 (2021/22)</li> <li>462/240</li> <li>101,259</li> <li>\$219m (2019)</li> <li>3.4</li> <li>3.7</li> <li>285,846 (Q1 2022)</li> <li>225,259 (Q1 2022)</li> </ul>	<p>Success begins with getting to know your audience members – what motivates them, what makes them engage or disengage. Tailoring your event design to create meaningful, personal connections with attendees will ultimately help you drive behaviour change and create value for your business.</p> <p>An event is recognised as having a low, medium, high or major impact based on numbers of attendees. Minor: 1 to 250, Low: 250 to 2,500, Medium: 3,000 to 6,000, High: 6,500 to 10,000, Major: 10,000 to 25,000 + Multiple Venues.</p> <p>Events and performances are a key component of developing a sense of community and pride, generating economic growth, accentuating natural and man-made assets, and giving the city its identity, both regionally and nationally.</p> <p>In addition to being one of the key drivers of the tourism industry's development, the business events sector is an important generator of income, employment, innovation and investment. Individual LGA profiles are no longer available; consequently Newcastle data is incorporated into Hunter Region data.</p> <p>The community satisfaction survey's intention is to provide insights into the factors that drive satisfaction within the community and show CN the effectiveness of its service delivery in meeting community expectations. Satisfaction is measured out of 5 with a mean score above 3.0 indicating more satisfaction than dissatisfaction within the community in relation to a particular CN attribute.</p> <p>We use social media to engage and communicate with our community. We can measure how people are interacting with us and if our message resonates with them. We can also use social media to learn from our customers and community about how we can improve their experience. 'Reach' provides a meaningful measure, as it looks at how many individual people actually engage with our social media.</p>	<ul style="list-style-type: none"> <li>Ungerboeck</li> <li>Ungerboeck</li> <li>CN data</li> <li>CN data</li> <li>CN – Satisfaction Survey</li> <li>CN – Satisfaction Survey</li> <li>CN data</li> <li>CN data*</li> </ul> <p><i>*Includes CN Corporate Facebook (CN FB), LinkedIn (LI)</i></p>

N2040 THEME: CREATIVE NEWCASTLE			N2040 THEME: CREATIVE NEWCASTLE		
PRIORITIES	SERVICE AND PROGRAM MEASURES	TARGET	BASELINE	WHY THIS IS IMPORTANT	SOURCE
<b>3.3 Celebrating culture</b>	<ul style="list-style-type: none"> <li>Level of community satisfaction with Art Gallery and programs</li> <li>Level of community satisfaction with Civic venues</li> <li>Level of community satisfaction with Museum</li> <li>Number of Art Gallery outreach program attendees</li> <li>Number of artists celebrated in Art Gallery programming</li> <li>Number of Museum ticketed attendees</li> </ul>	<ul style="list-style-type: none"> <li>Greater than 3.5**</li> <li>Greater than 3.5**</li> <li>Greater than 3.5**</li> <li>New measure*</li> <li>New measure*</li> <li>Increase by 5%</li> </ul>	<ul style="list-style-type: none"> <li>3.7</li> <li>3.7</li> <li>3.7</li> <li>New measure*</li> <li>176</li> <li>105,745</li> </ul>	<p>The community satisfaction survey's intention is to provide insights into the factors that drive satisfaction within the community and show CN the effectiveness of its service delivery in meeting community expectations. Satisfaction is measured out of 5 with a mean score above 3.0 indicating more satisfaction than dissatisfaction within the community in relation to a particular CN attribute.</p> <p>Over the next two years the Art Gallery will modify some of the ways it connects with the community, while its physical space is being upgraded. This change will lead to increased outreach programs. To capture the Art Gallery's impact on how we celebrate culture, outreach programs will be measured by number of people attending.</p> <p>Reinforce the links between artistic creations and society, encourage greater awareness of the diversity of artistic expressions and highlight the contribution of artists to sustainable development.</p> <p>Events and performances are a key component of developing a sense of community and pride, generating economic growth, accentuating natural and man-made assets, and giving the city its identity, both regionally and nationally.</p>	<ul style="list-style-type: none"> <li>CN - Satisfaction survey</li> <li>CN - Satisfaction survey</li> <li>CN - Satisfaction survey</li> <li>CN data</li> <li>CN data</li> <li>Camms</li> </ul>
<b>3.4 City-shaping partnerships</b>	<ul style="list-style-type: none"> <li>Number of DAs determined</li> <li>Level of community satisfaction with management of residential development</li> <li>Reduction in backlog of undetermined DAs</li> </ul>	<ul style="list-style-type: none"> <li>Maintain</li> <li>Greater than 3**</li> <li>Maintain</li> </ul>	<ul style="list-style-type: none"> <li>1,645</li> <li>3.2</li> <li>410</li> </ul>	<p>Development Applications (DAs) are a merit-based assessment conducted directly through CN.</p>	<ul style="list-style-type: none"> <li>CN data</li> <li>CN data</li> <li>CN - Satisfaction survey</li> <li>CN data</li> </ul>



N2040 THEME: ACHIEVING TOGETHER			N2040 THEME: ACHIEVING TOGETHER		
PRIORITIES	SERVICE AND PROGRAM MEASURES	TARGET	BASELINE	WHY THIS IS IMPORTANT	SOURCE
4.1. Inclusive and integrated planning	<ul style="list-style-type: none"> <li>Level of community satisfaction with CN's long-term planning and vision for the city</li> <li>Level of community satisfaction with CN's overall performance</li> <li>Decrease first year employee turnover rate</li> <li>Increase Indigenous workforce representation</li> <li>Increase our workplace engagement score</li> </ul>	<ul style="list-style-type: none"> <li>Greater than 3**</li> <li>Greater than 3.5**</li> <li>Less than 12.50%</li> <li>4%</li> <li>7.2%</li> </ul>	<ul style="list-style-type: none"> <li>3.3</li> <li>3.7</li> <li>12.50%</li> <li>3%</li> <li>7%</li> </ul>	<p>During engagement for Newcastle 2040, the community told us that considered and long-term planning should be a key focus area to ensure our vision of a liveable, sustainable and thriving global city is obtained. Community views on the success of CN to plan long-term are gained through the annual satisfaction survey with the aim to increase satisfaction scores year on year.</p> <p>The community satisfaction survey's intention is to provide insights into the factors that drive satisfaction within the community and show CN the effectiveness of its service delivery in meeting community expectations. Satisfaction is measured out of 5 with a mean score above 3.0 indicating more satisfaction than dissatisfaction within the community in relation to a particular CN attribute.</p> <p>This data provides insights into our people. A strong culture attracts talent that fits into our organisation better and helps keep them on board longer. People who feel like they are where they belong are more likely to stay, which means higher retention rates and lower turnover and increases overall wellbeing for both individuals and communities.</p>	<ul style="list-style-type: none"> <li>CN - Satisfaction survey</li> <li>CN - Satisfaction survey</li> <li>HRIS</li> <li>HRIS</li> <li>Engagement Survey</li> </ul>
4.2. Trust and transparency	<ul style="list-style-type: none"> <li>Number of resolutions, completed and resolved</li> <li>Level of community satisfaction with CN's response to community needs</li> <li>Number of compliments received at CN</li> <li>Number of complaints received at CN</li> <li>CN website visitors per month</li> </ul>	<ul style="list-style-type: none"> <li>Greater than 80%</li> <li>Greater than 3.5**</li> <li>Maintain higher compliments than complaints</li> <li>More than 334,496</li> </ul>	<ul style="list-style-type: none"> <li>227 total/191 completed</li> <li>3.4</li> <li>288 compliments/122 complaints</li> <li>334,496</li> </ul>	<p>Council resolutions are decisions made at Council to take action; this measure provides insights into how many resolutions happen at Council and how many are completed within the year.</p> <p>The community satisfaction survey's intention is to provide insights into the factors that drive satisfaction within the community and show CN the effectiveness of its service delivery in meeting community expectations. Satisfaction is measured out of 5 with a mean score above 3.0 indicating more satisfaction than dissatisfaction within the community in relation to a particular CN attribute.</p> <p>A key responsibility of CN is to respond to community needs. The community perception of this response is gained through the annual satisfaction survey and indicates the success of CN in this space.</p>	<ul style="list-style-type: none"> <li>CN data</li> <li>CN - Satisfaction survey</li> <li>CN data</li> <li>CN data</li> </ul>
4.3. Collaborative and innovative approach	<ul style="list-style-type: none"> <li>Number and value of community grants</li> <li>Number of process completed within Promapp</li> <li>Number of staff trained in process mapping</li> <li>Level of community satisfaction with involvement in council decision-making</li> </ul>	<ul style="list-style-type: none"> <li>Maintain</li> <li>N/A</li> <li>N/A</li> <li>Greater than 3**</li> </ul>	<ul style="list-style-type: none"> <li>\$585,110</li> <li>N/A</li> <li>N/A</li> <li>3.2</li> </ul>	<p>CN collaborates with numerous government organisations, businesses, community groups and individuals to deliver positive outcomes for the Newcastle community. Our Community Grants provide a number of funding opportunities to support initiatives that contribute to the social, cultural, environmental and economic life of the city.</p> <p>Measuring process improvements is important because it allows us to see whether the actions we take are actually helping CN thrive and become more efficient over time.</p> <p>The community satisfaction survey's intention is to provide insights into the factors that drive satisfaction within the community and show CN the effectiveness of its service delivery in meeting community expectations. Satisfaction is measured out of 5 with a mean score above 3.0 indicating more satisfaction than dissatisfaction within the community in relation to a particular CN attribute.</p>	<ul style="list-style-type: none"> <li>CN data</li> <li>CN data - Promapp*</li> <li>CN data - Promapp*</li> <li>CN - Satisfaction survey</li> </ul> <p><i>*This data is no longer available due to changes in software.</i></p>

# Glossary

**ABS** Australian Bureau of Statistics.

**ADVOCACY** The act of speaking or arguing in favour of something, such as a cause, idea or policy. In the context of the Strategic Priorities it refers to another sphere of government or organisation delivering a service or outcome for the city.

**BAU** Business as usual.

**COMMUNITY LAND** Land classified as community land must be kept for use by the general community. All community land must be regulated by a Plan of Management, which may apply to one or more areas of land.

**CN** City of Newcastle.

**CROWN LAND** Land is land that is owned by the NSW Government but managed on its behalf by Council.

**CX STRATEGY** Our plan for a better customer experience. Our CX strategy aims to flip the power from the institution to the customer, building life-long trust.

**DA** Development Application.

**DCP** Development Control Plan.

**DIAP** The Disability Inclusion Action plan will act as a roadmap to guide CN's actions and establish strategies to ensure we create an inclusive community for all people who live, visit and work in Newcastle.

**DELIVERY PROGRAM** A strategic document with a minimum four-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes. (Note: this is a legislative requirement).

**EEO** Equal Employment Opportunity.

**ELT** CN's Executive Leadership Team is led by the CEO and comprises five Directorates: Governance, Strategy and Engagement, People and Culture, Infrastructure and Property, and City Wide Services.

**FBT** Fringe Benefits Tax.

**FINANCIAL YEAR** The financial year we are reporting on in this document is the period from 1 July 2023 to 30 June 2024.

**FTE** Full-time equivalent. In relation to staff numbers this refers to a figure that is based on the wages for full-time staff.

**GIPA** *The Government Information (Public Access) Act 2009* (NSW), or GIPA Act, replaced freedom of information legislation.

**GIS** Geographic Information System.

**IPART** Independent Pricing and Regulatory Tribunal.

**KPI** a quantifiable measure of performance over time for a specific objective. KPIs provide targets for teams to shoot for, milestones to gauge progress, and insights that help people across the organization make better decisions.

**LGA** Local Government Area.

**LIVEABILITY AND WELLBEING SURVEY** The Liveability and Wellbeing survey is conducted to help benchmark key measures and track themes within the Newcastle 2040 Community Strategic Plan, measure quality of life and liveability within Newcastle and understand trust towards CN.

**NEWCASTLE 2040 (N2040)** *Newcastle 2040* is our integrated Community Strategic Plan which provides clear strategic direction for the long term and identifies the main priorities, aspirations and future vision of the community.

**DELIVERING NEWCASTLE 2040 (DN2040)** *Delivering Newcastle 2040* is our combined Delivery Program and Operational Plan, and translates the community's visions and priorities into clear actions. It is the primary reference point for all activities undertaken by Council during its term of office.

**OPERATIONAL PLAN** A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the Community Strategic Plan. (Note: this is a legislative requirement.)

**PAMP** Pedestrian Accessibility and Mobility Plan.

**PARTNERING** A structured approach to working together with other parties to achieve a mutually beneficial outcome.

**PERFORMANCE** The results of activities and progress in achieving the desired outcomes over a given period of time.

**RATE PEGGING** The percentage limit by which a council may increase the total income it will receive from rates. The percentage is set each year by the NSW Minister for Local Government.

**RISK MANAGEMENT** A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

**SRV** Special Rate Variation.

**SUSTAINABLE DEVELOPMENT** Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.

**SDGs** Sustainable Development Goals.

**TARGET** A goal to be reached by a specific date, which may be higher than the forecasted performance. It aims to continually improve performance.



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