The City of Newcastle

# Draft Community Strategic Plan

# Newcastle 2030

## Acknowledgement

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

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'Newcastle’s transformation into a smart, liveable and sustainable global city is underpinned by our community values' Lord Mayor Nuatali Nelmes

# Message from the Lord Mayor, Nuatali Nelmes

Welcome to Newcastle 2030 - our shared vision to help us thrive and prosper as we transition through a period of amazing change, innovation and renewal.

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

This plan encompasses our role as an emerging global city underpinned by our commitment to the United Nations Sustainable Development Goals. Our seven key strategic directions reflect the aspirations that matter most to us as a progressive community.

Protecting our environment, providing accessible transport and creating an inclusive community where everyone is equally embraced are among the goals towards which we are committed.

They also highlight our greatest strengths as a city: our resilient people, our idyllic location and our enviable lifestyle.

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

Nuatali Nelmes, Lord Mayor of Newcastle

# Message from the Chief Executive Officer, Jeremy Bath

This Community Strategic Plan represents the highest level of planning we undertake at local government level. It is a shared community vision that will inform our policies and actions for the next 10 years and beyond.

We’ve undertaken exhaustive community engagement to make this happen, far beyond the paper surveys and other traditional measures of gauging public opinion.

We held workshops, created an online budget simulator, provided a website for people to get involved and engaged with hundreds of people from all walks of life at events and Council facilities throughout the LGA. I would like to thank the thousands of people had their say and made it clear to us what our strategic priorities should be.

This plan is the result of all that feedback. Let’s make the most of it!

Jeremy Bath, CEO

# Our Vision

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

We will celebrate our cultural heritage and history, protect our natural environment and support our people to thrive and prosper. As an inclusive community, we will strive for equal rights and access for all. We will face challenges with integrity, innovation and creativity. Support business growth, education and employment opportunities. We will be a leading lifestyle city with vibrant public places and spaces, connected transport networks and unique urbanism. This will be achieved within a framework of open and collaborative leadership.

## Vision Definitions

Smart refers to a city that puts its community at its centre; enjoys smart and digitally connected public and urban infrastructure; and works to develop a thriving ecosystem to drive innovation and creativity.

Liveable refers to the factors that influence our quality of life, including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and cultural, entertainment and recreation possibilities.

Sustainable refers to both environmental and financial sustainability. Sustainability is about meeting the needs of the present generation without compromising the ability of future generations to meet their needs.

Inclusive is used to reflect the community’s desire not just to be welcoming and open, but to actively recognise and embrace differences.

Community refers to everyone; residents, workers, businesses, visitors and stakeholders.

Newcastle Urbanism (refer to Local Planning Strategy) refers to a built environment that addresses public spaces, is scaled for pedestrians, and also respects culture, heritage and place. Urban form that encourages safe and activated places; promotes active and healthy communities and provides opportunities for social interaction.

# Our Plan

The Newcastle 2030 Community Strategic Plan is based on the aspirations, knowledge and values of our community. The Community Strategic Plan (CSP) is a shared community vision to inform actions over the next 10 years. This plan is reviewed every four years to ensure it still meets our community's needs.

The CSP represents the highest level of strategic planning undertaken by local councils. The *Local Government Act 1993* requires Council to have a CSP that identifies the main priorities and aspirations of its community.

Newcastle City Council developed this Plan through consultation with the community and analysis of key economic, environmental and societal trends, to ensure appropriate planning and service delivery. This Plan is prepared with regard to the social justice principles of equity, access, participation and rights, and addresses social, environmental, economic and governance matters.

## Integrated Planning and Reporting Framework

The CSP is the cornerstone document of the NSW Government's Integrated Planning and Reporting (IP&R) framework. The IP&R framework provides the structure from which all of Council's strategic and operational documents are connected, including reporting and accountability.

## Measuring Progress

The IP&R framework requires Councils to measure and report on progress in implementing this Plan using a set of Community Indicators. Our community indicators are listed in this Plan under each theme heading (Refer to pages 15 - 28).

## Integrated Planning and Reporting Framework Long Text Alternative

State and regional plans and community engagement help to generate a community strategic plan which lasts 10 years. The community strategic plan informs the development of our budget which includes a 4 year delivery program and a 1 year operational plan. Council provides feedback to the community on the delivery of these plans in an annual report and end of term report after 4 years. Council has three resourcing strategies that ensure the community strategic plan can be delivered, including a long term financial plan, workforce management plan, and asset management plan. All of the plans mentioned undergo perpetual monitoring and review.

# Our Community

Population of the Newcastle Local Government Area (LGA) has grown from 148,531 people (2011 census) to 160,919 people (2016 census). Projected Newcastle population forecast is 195,530 by the year 2036. Newcastle welcomes 4.1 million visitors each year.

The population of the LGA will increase and we will play a stronger role as the capital of the region as its population grows to 1 million in 2036.

## Who are we?

### Languages and ethnicity

* 14% born overseas
* 10% (over 14,500) residents speak a second language at home
* Males = 49.3% Females = 50.7%
* Aboriginal and Torres Strait Islander population = 3.5%
* 37 is the median age

### **Largest age groups**

* 21,433 Babies to primary schoolers (0 to 11)
* 9,573 Secondary schoolers (12 to 17)
* 41,706 Tertiary education and young workforce (18 to 34)
* 29,936 Parents and homebuilders (35 to 49)
* 35,389 Over 50s (50 to 69)
* 17,485 seniors (70+)
* 34% of our population is over 50 years of age (ageing population)

## How we live and work?

### Employment

* 92.6% of our population are employed

### Top 3 industry sectors of employment

* 18.5% Health Care and Social Services
* 10% Education and Training
* 9.5% Retail Trade

### **Our homes**

* 35% Own outright
* 35% Rent
* 30% Mortgage
* Average household size (persons per dwelling) = 2.36

Source: Australian Bureau of Statistics 2016 as compiled by [.id(opens a new window)](http://home.id.com.au/about-us/), the population experts

# Guiding Principles

Our Guiding Principles underpin this Plan and all of Council’s decision making processes.

* Recognise diverse local community needs and interests
* Consider social justice principles of equity, access, participation and rights
* Consider long term and cumulative effects of actions on future generations
* Consider principles of ecologically sustainable development

*Guiding Principles source: Local Government Act 1993, Section 8A Guiding principles for councils.*

# Our Values

What we value is important to the way we plan for our future. Values describe what is important to us and how we would like to live as a community.

As a community we value:

* Community Spirit
* Resilience
* Active Lifestyle
* Engaged Citizens
* Creativity
* Leadership
* Innovation
* Inclusion
* Diversity
* Environmental Sustainability

# Our Role

Newcastle City Council takes a lead role in implementation of this Plan; however, responsibility for achieving our long-term goals rests with all levels of government, businesses, industry groups, community organisations and individuals.

Our community often asks Newcastle City Council to take more action in the areas of health, education, transport and environmental protection. Council is committed to advocating and facilitating change on behalf of the community in these priority areas, however delivering on these priorities is largely the responsibility of the NSW Government.

Key to Council's role is understanding our community's desired level of service and demand for key facilities and programs. The desired level of service is the balance between the service provided; the level of service the community expect and what the community is prepared to pay for.

It is important that our community's desired level of service inform key strategies in this Plan and actions within subsequent plans, e.g. Delivery Program and Operational Plan. Council's role in the delivery of services, facilities and programs is further detailed in a range of Council strategies and plans identified under each of the seven Strategic Directions.

Collaboration and partnerships are crucial to achieving our long-term goals.

This Plan identifies some of our key partners in delivery, however, the list is not exhaustive and we always welcome new partners.

## In the delivery of this Plan Newcastle City Council acts as:

Provider: We provide a range of infrastructure, services, facilities and programs that meet the needs of the community.

Leader: We identify key community issues and mobilise both local and external stakeholders to respond where appropriate. Plan and provide direction through policy and practices.

Collaborator: We support and partner with the community, private and government organisations to deliver tangible benefits to the community.

Planner: We will use our professional expertise to undertake research, provide information, and in consultation with community stakeholder, develop and evaluate ways to resolve identified issues. We will undertake this work from a whole of community perspective.

Capacity Builder: Work with community groups and agencies to meet local needs. Mentor and/or assist community groups to obtain the necessary resources through partnerships with other agencies.

Advocate: Give a voice to the community by advocating to achieve benefits and best possible outcomes for Newcastle.

# International Goals

## Aligning with Sustainable Development Goals and New Urban Agenda

In September 2015, Australia was one of 193 countries, to commit to the Sustainable Development Goals (SDGs). These goals were developed by the United Nations to provide a global roadmap for all countries to work toward a better world for current and future generations.

Newcastle is a United Nations City, with a CIFAL research institute at the University of Newcastle. Newcastle City Council has adopted the SDGs and the NUA as cornerstones to our planning. All stakeholders, including governments, civil society, the private sector, are expected to contribute to the realisation of these goals.

Table 1: Alignment of Council Strategic Directions with Sustainable Development Goals

| **Newcastle City Council Strategic Directions** | **United Nations Sustainable Development Goals** |
| --- | --- |
| Integrated and Accessible Transport | SDG 3 Good Health and Well-beingSDG 9 Industry, Innovation and InfrastructureSDG 11 Sustainable Cities and CommunitiesSDG 12 Responsible Consumption and Production |
| Protected Environment | SDG 3 Good Health and Well-beingSDG 6 Clean Water and SanitationSDG 7 Affordable and Clean EnergySDG 12 Responsible Consumption and Production SDG 13 Climate ActionSDG 14 Life Below WaterSDG 15 Life on Land |
| Vibrant, Safe and Active Public Places | SDG 3 Good Health and Well-beingSDG 10 Reduced InequalitiesSDG 11 Sustainable Cities and Communities |
| Inclusive Community | SDG 1 No PovertySDG 2 Zero HungerSDG 3 Good Health and Well-beingSDG 4 Quality EducationSDG 10 Reduced InequalitiesSDG 11 Sustainable Cities and CommunitiesSDG 16 Peace, Justice and Strong InstitutionsSDG 17 Partnerships for the Goals |
| Liveable Built Environment | SDG 3 Good Health and Well-beingSDG 4 Quality EducationSDG 7 Affordable and Clean EnergySDG 8 Decent Work and Economic GrowthSDG 11 Sustainable Cities and Communities |
| Smart and Innovative | SDG 4 Quality EducationSDG 6 Clean Water and SanitationSDG 7 Affordable and Clean EnergySDG 8 Decent Work and Economic Growth SDG 9 Industry, Innovation and InfrastructureSDG 10 Reduced InequalitiesSDG 11 Sustainable Cities and CommunitiesSDG 17 Partnerships for the Goals |
| Open and Collaborative Leadership | SDG 5 Gender EqualitySDG 8 Decent Work and Economic Growth SDG 9 Industry, Innovation and InfrastructureSDG 16 Peace, Justice and Strong InstitutionsSDG 17 Partnerships for the Goals |

# Integrated and Accessible Transport

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

Related Sustainable Development Goals (SDG's**)**

SDG 3 Good Health and Well-being, SDG 9 Industry, Innovation and Infrastructure, SDG 11 Sustainable Cities and Communities and SDG 12 Responsible Consumption and Production.

|  |  |  |  |
| --- | --- | --- | --- |
| **Where do we want to be?** | **How will we get there?** | **Council's Role** | **Who are our partners?** |
| 1.1 Effective and integrated public transport | 1.1a Support implementation of the regional transport strategy | Collaborator Advocate | Transport for NSW, Neighbouring Councils, Newcastle Transport  |
| 1.1b Advocate for public transport improvements | Advocate | Community, Newcastle Transport  |
| 1.1c Plan and deliver accessible local infrastructure improvements for public transport | ProviderPlannerAdvocate | Transport for NSW, Newcastle Transport |
| 1.2 Linked networks of cycle and pedestrian paths | 1.2a Continue to upgrade, extend and promote cycle and pedestrian networks | ProviderPlanner | Transport for NSW, Roads and Maritime Service, Hunter Development Corporation, Neighbouring Councils e.g. Richmond Vale Rail Trail |
| 1.3 Safe, reliable and efficient road and parking networks | 1.3a Ensure safe road networks through effective planning and maintenance | ProviderCollaboratorPlanner | Transport NSW, Roads and Maritime Services |
| 1.3b Ensure community and business needs for adequate and accessible parking are prioritised | ProviderCollaboratorPlanner | Community, Business Associations. Hunter Business Chamber |
| 1.3c Implement technology solutions to improve transport infrastructure and experiences, and encourage mobility innovation | ProviderLeaderCollaborator | Transport for NSW, Newcastle Transport & BYKKO |

|  |  |  |
| --- | --- | --- |
| **Community Indicator** | **Measure** | **Source** |
| Improved access to active transport options | The proportion of walking and cycling trips is increasing | NSW Bureau of Transport Statistics - Household Travel Survey |
| Satisfaction with provision of cycleways | Level of community satisfaction with provision of cycleways | Newcastle City Council Community Survey |
| Use of public transport in Newcastle (train, bus & ferry) | Percentage of journeys to work involving public transport | Australian Bureau of Statistics Census  |
| Roads in Newcastle Council area are in a good condition | Level of community satisfaction with roads | Newcastle City Council Community Survey |
| Footpaths in Newcastle Council area are in good condition | Level of community satisfaction with footpaths | Newcastle City Council Community Survey |
| Reduced emissions - use of electric vehicles in Newcastle (electric cars, buses and bikes) | Number of registered and recreational electric vehicles  | Transport for NSW, Newcastle Transport, Roads and Maritime Service & BYKKO |
| Parking - enabling people to shop, work and access recreation activities |  |  |
| Improved road safety | Reduction in accidents resulting in death or serious injury | NSW Police |

## Our supporting Strategies and Plans

* Newcastle Transport Strategy 2014
* Newcastle Cycling Strategy and Action Plan, 2012
* Connecting Newcastle 2017

# Protected Environment

Our unique environment will be understood, maintained and protected.

## Related Sustainable Development Goals (SDG's)

SDG 3 Good Health and Well-being, SDG 6 Clean Water and Sanitation, SDG 7 Affordable and Clean Energy, SDG 12 Responsible Consumption and Production , SDG 13 Climate Action, SDG 14 Life Below Water and SDG 15 Life on Land.

|  |  |  |  |
| --- | --- | --- | --- |
| **Where do we want to be?** | **How will we get there?** | **Council's role** | **Who are our partners?** |
| 2.1 Greater efficiency in the use of resources | 2.1a Improve waste minimisation and recycling practices in homes, work places, development sites and public places | ProviderLeaderCollaboratorPlannerCapacity BuilderAdvocate | Community, NSW Government, Neighbouring Councils |
| 2.1b Investigate and implement renewable energy technologies | Leader Collaborator | Ausgrid, NSW Government, CSIRO, Neighbouring Councils |
| 2.1c Encourage energy and resource efficiency initiatives | Provider CollaboratorPlanner | Ausgrid, NSW Government, Hunter Water, CSIRO, Neighbouring Councils |
| 2.2 Our unique natural environment is maintained, enhanced and connected | 2.2a Provide and advocate for protection and rehabilitation of natural areas | Provider Advocate | Community, NSW Government |
| 2.2b Encourage and support active community participation in local environmental projects | ProviderCollaborator Capacity Builder | Community, Landcare NSW |
| 2.3 Environment and climate change risks and impacts are understood and managed | 2.3a Ensure decisions and policy response to climate change remains current and reflects community needs | ProviderPlannerAdvocate | Community, Australian Government, NSW Government, Neighbouring Councils |
| 2.3b Support individuals and communities to prepare, respond and recover from emergency events | Leader Collaborator | NSW Government, University of Newcastle (UoN), CIFAL (UoN), Neighbouring Councils, State Emergency Service (SES) |

|  |  |  |
| --- | --- | --- |
| **Community indicator** | **Measure** | **Source** |
| Greenhouse gas emissions | Annual tonnes of carbon equivalent emissions | Annual carbon accounting reports to ICLEI (NCC resolved to undertake annual city wide GHG reporting at ordinary council meeting in Feb this year) |
| Domestic waste diverted from landfill | Percentage of domestic waste diverted from landfill | Newcastle City Council |
| Recycling and green waste diverted from landfill | Tonnes of recycling and green waste diverted from landfill  | Newcastle City Council |
| Household water usage | Annual household water usage  | Hunter Water |
| Household electricity usage | Average daily household electricity consumption | Ausgrid |
| Air quality | Daily Regional Air Quality Index | NSW Office of Environment & Heritage |
| Coastal water quality | Water quality at coastal swimming locations | NSW Beachwatch |
| Area of community natural assets rehabilitated | Extent of natural area rehabilitation investment occurring annually | The City of Newcastle |
| Migratory shorebirds | Estimated number of species recorded at the Hunter Estuary  | Hunter Bird Observers Club |

## Our supporting Strategies and Plans

* Newcastle Environmental Management Strategy, 2013
* Smart City Strategy 2017-2021
* Throsby Creek Action Plan, 2017
* Urban Water Cycle Policy, 2017
* Newcastle 2020 Carbon and Water Management Action Plan, 2011

# Vibrant, Safe and Active Public Places

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

## Related Sustainable Development Goals (SDG's)

|  |  |  |  |
| --- | --- | --- | --- |
| **Where do we want to be?** | **How will we get there?** | **Council's Role** | **Who are our partners?** |
| 3.1 Public places that provide for diverse activity and strengthen our social connections | 3.1a Provide quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs | Provider | Community, Office of Sport, Neighbouring Councils, Venues NSW (Broadmeadow Precinct), Department of Planning |
| 3.1b Enhance our beaches and coastal areas through upgraded facilities | Provider Collaborator | Community, NSW Government, Surf Life Saving NSW, Surfing Australia |
| 3.1c Support and deliver cultural and community programs, events and live music | ProviderLeaderCollaboratorPlanner | Community, Australian Government, NSW Government, Cultural Sector, NSW Live Music Office |
| 3.2 Culture, heritage and place are valued, shared and celebrated | 3.2a Celebrate Newcastle's cultural heritage and diversity | Leader Collaborator Advocate | Community, NSW Government, Cultural Sector |
| 3.2b Celebrate Newcastle's identity by sharing local stories, both historical and contemporary, through arts and cultural programs | Leader Collaborator Advocate | Community, Australian and NSW Government, Cultural Sector |
| 3.3 Safe and activated places that are used by people day and night | 3.3a Collaborate with local groups and services to address crime and safety issues  | Collaborator | Community, NSW Government, Business Improvement Associations, Police, Peak Associations |
| 3.3b Plan for a night-time economy, characterised by creativity, vibrancy and safety, that contributes to cultural and economic revitalisation | Leader Collaborator | Community, NSW Government, Business Associations, Police, NSW Live Music Office, Residents Groups, Peak Associations |

SDG 3 Good Health and Well-being, SDG 10 Reduced Inequalities, and SDG 11 Sustainable Cities and Communities.

|  |  |  |
| --- | --- | --- |
| **Community indicator** | **Measure** | **Source** |
| Satisfaction with parks and recreational areas | Level of community satisfaction with parks and recreational areas | Newcastle City Council Community Survey |
| All residents have access to a park/recreation area within 400 metres from home | A network of recreation spaces within 400m of homes | Newcastle City Council Community Survey |
| Satisfaction with maintenance of beaches and beach facilities | Level of community satisfaction with maintenance of beaches and beach facilities | Newcastle City Council Community Survey |
| Satisfaction with local arts, entertainment and culture | Level of community satisfaction with the provision of arts, entertainment and culture | Newcastle City Council Community Survey |
| Cultural participation | Annual attendance and participation in cultural events at Council facilities | Newcastle City Council |
| Growth in the creative sector  | Employment and economic output in the cultural and heritage sector is increasing | REMPLAN |
| Crime rates | BOCSAR outdoor/public places offences recorded | NSW Bureau of Crime Statistics and Research |

## Our supporting Strategies and Plans

* Parkland and Recreation Strategy, 2014
* Cultural Strategy 2016-2019
* Events Plan 2016-2019
* Safe City Plan 2017-2020
* Newcastle Night-Time Economy Strategy 2018-2021

# Inclusive Community

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

## Related Sustainable Development Goals (SDG's)

SDG 1 No Poverty, SDG 2 Zero Hunger, SDG 3 Good Health and Well-being, SDG 4 Quality Education, SDG 10 Reduced Inequalities, SDG 11 Sustainable Cities and Communities, SDG 16 Peace, Justice and Strong Institutions and SDG 17 Partnerships for the Goals.

|  |  |  |  |
| --- | --- | --- | --- |
| **Where do we want to be?** | **How will we get there?** | **Council's Role** | **Who are our partners?** |
| 4.1 A welcoming community that cares and looks after each other | 4.1a Acknowledge and respect First Nations peoples | Leader Collaborator | Community, Awabakal, Worimi and Minderibba Aboriginal Land Councils, Traditional Owners and Aboriginal Enterprises |
| 4.1b Support initiatives and facilities that encourage social inclusion and community connections | Leader CollaboratorCapacity BuilderAdvocate | Community, Australian Government, NSW Government, Human Services Sector |
| 4.1c Improve, promote and facilitate equitable access to services and facilities | ProviderLeader Collaborator | Community, NSW Government, Human Services Sector, Businesses  |
| 4.2 Active and healthy communities with physical, mental and spiritual wellbeing | 4.2a Ensure people of all abilities can enjoy our public places and spaces | Provider Leader Collaborator | Community, NSW Government, Sporting Associations, Human Services Sector |
| 4.2b Improve access to formal and informal lifelong learning opportunities, facilities and services | CollaboratorAdvocate | Education and Training Sector |
| 4.2c Promote recreation, health and wellbeing programs | ProviderCollaboratorAdvocate | Community, Australian and NSW Government, Sporting Associations, Volunteer Programs |

|  |  |  |
| --- | --- | --- |
| **Community indicator**  | **Measure** | **Source** |
| Volunteer participation rates | Volunteer participation rates remain stable or are increasing | Australian Bureau of Statistics Census and Newcastle City Council |
| Wellbeing Index | Community wellbeing index continues to reflect the average Australian wellbeing score | Regional Wellbeing Survey\* and the Australian Unity Wellbeing Index |
| Equitable access to health, education, aged care and child care | Community's perception of their access to key services is increasing | Regional Wellbeing Survey\* |
| Equitable access to education and lifelong learning is supported | Monitor improvements in the percentage of children on-track over time | Australian Early Development Index |
| Growth in post school qualifications | Percentage of community with post school qualifications | Australian Bureau of Statistics Census |
| Equitable access for all members of the community to our local places and spaces | The number of access audits conducted on public domain projects are increasing  | Newcastle City Council |

**\***The Regional Wellbeing Survey currently covers the Hunter exc. Lake Macquarie & Mid-Coast (LGAs).

## Our supporting Strategies and Plans

* Social Strategy 2016-2019
* Multicultural Plan 2016-2019
* Disability Inclusion Action Plan 2016-2019
* Newcastle Libraries Strategy 2018-2020 (draft)
* Aboriginal Employment Strategy 2018-2021

# Liveable Built Environment

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

## Related Sustainable Development Goals (SDG's)

SDG 3 Good Health and Well-being, SDG 4 Quality Education, SDG 7 Affordable and Clean Energy, SDG 8 Decent Work and Economic Growth, SDG 10 Reduced Inequalities, SDG 11 Sustainable Cities and Communities and SDG 17 Partnerships for the Goals.

|  |  |  |  |
| --- | --- | --- | --- |
| **Where do we want to be?** | **How will we get there?** | **Council's Role** | **Who are our partners?** |
| 5.1 A built environment that maintains and enhances our sense of identity | 5.1a Protect and promote our unique built and cultural heritage | Leader | NSW Government, Development and Construction Sector |
| 5.1b Ensure our suburbs are preserved, enhanced and promoted, while also creating opportunities for growth | Planner Advocate | Community, NSW Government, Business Associations, Development Sector |
| 5.1c Facilitate well designed and appropriate scale development that complements Newcastle's unique character | LeaderAdvocate | NSW Government, Development Sector |
| 5.2 Mixed-use urban villages supported by integrated transport networks | 5.2a Plan for concentrated growth around transport and activity nodes | CollaboratorAdvocate | NSW Government, Development Sector |
| 5.2b Plan for an urban environment that promotes active and healthy communities | CollaboratorPlannerAdvocate | Community, NSW Government, Development Sector |
| 5.3 Greater diversity of quality housing for current and future community needs | 5.3a Ensure sufficient housing diversity to meet community needs, including affordable living and adaptable housing options | CollaboratorAdvocate  | NSW Government, Development Sector, Community Housing Providers |
| 5.4 Sustainable infrastructure to support a liveable environment | 5.4a Advocate for implementation of energy and resource efficiency in new developments | CollaboratorPlannerAdvocate | Community, NSW Government |
| 5.4b Plan, provide and manage infrastructure that continues to meet community needs  | ProviderLeader CollaboratorPlanner | NSW Government, Australian Government |

|  |  |  |
| --- | --- | --- |
| **Liveable Built Environment**  | **Measure** | **Source** |
| Listed heritage items | Number of heritage items listed | Newcastle Local Environmental Plan, State Heritage Register |
| Satisfaction with heritage conservation | Percentage of residents satisfied with heritage conservation in Newcastle | Newcastle City Council Community Survey |
| Development Application Approvals | Total number of development applications approved | Newcastle City Council |
| Greater diversity of dwelling type | Increased diversity of dwelling type | Australian Bureau of Statistics Census |

**Advocate to Federal and State Governments for a minimum 10% affordable housing to be provided in appropriate scaled residential and mixed use developments.**

## Our supporting Strategies and Plans

* Local Planning Strategy 2015
* Heritage Strategy 2013-2017
* Aboriginal Heritage Management Strategy 2018
* Affordable Living Plan
* Local Environmental Plan
* Development Control Plan

# Smart and Innovative

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

## Related Sustainable Development Goals (SDG's)

SDG 4 Quality Education, SDG 6 Clean Water and Sanitation, SDG 7 Affordable and Clean Energy, SDG 8 Decent Work and Economic Growth, SDG 9 Industry, Innovation and Infrastructure, SDG 10 Reduced Inequalities, SDG 11 Sustainable Cities and Communities and SDG 17 Partnerships for the Goals.

| **Where do we want to be?** | **How will we get there?** | **Council's Role** | **Who are our partners?** |
| --- | --- | --- | --- |
| 6.1 A vibrant diverse and resilient economy built on educational excellence and research | 6.1a Recognise and strengthen Newcastle's role as a regional capital and hub for education, health, tourism, creative, port and logistics industries | Collaborator | Australian and NSW Government, University of Newcastle, TAFE NSW, Hunter New England Health (HNEH), Newcastle Airport, Port of Newcastle, HunterNet, Newcastle Tourism Industry Group (NTIG), Hunter Business Chamber  |
| 6.1b Attract new business and employment opportunities | CollaboratorPlanner | Business Associations, HunterNet, Hunter Business Chamber, The Business Centre, Hunter Workers |
| 6.2 A culture that supports and encourages innovation and creativity at all levels | 6.2a Support and advocate for innovation in business, research activities, education and creative industries | Provider Advocate | Australian and NSW Government, Business Associations, University of Newcastle, TAFE NSW, CSIRO, The Business Centre, HunterNet, Hunter Workers, Aus Trade, Al Group |
| 6.2b Support and advocate for the small business sector | ProviderLeader Collaborator Advocate | Business Associations, Hunter Business Chamber, The Business Centre |
| 6.3 A thriving city that attracts people to live, work, invest and visit | 6.3a Facilitate events that attract visitors and support the local economy and the vibrancy of Newcastle | ProviderLeader CollaboratorPlanner | Community, Australian and NSW Government, TAFE NSW, Business Associations |
| 6.3b Work with the tourism sector to further develop Newcastle as a visitor and event destination | ProviderLeader CollaboratorPlanner | Australian and NSW Government, Newcastle Tourism Industry Group (NTIG) |
| 6.3c Work with businesses, planners and government at all levels to facilitate key infrastructure to support business growth | Collaborator | Australian and NSW Government |
| 6.3d Foster a collaborative approach to continue city centre renewal | Collaborator | Community, Australian and NSW Government, Business Associations |

|  |  |  |
| --- | --- | --- |
| **Community indicator** | **Measure** | **Source** |
| Growth in business tourism | Annual value spend in the region for confirmed bookings is increasing | Newcastle Convention Bureau |
| Growth in tourism and visitation  | Number of visitors to Newcastle is increasing | Tourism Research Australia |
| Financial support provided by Council through the Events Sponsorship Program | Economic value of grants provided by the Events Sponsorship Program | Newcastle City Council |
| Commercial investment | Estimated value of approved commercial developments is increasing | Newcastle City Council |
| Unemployment rate | Overall unemployment rate is decreasing and the youth unemployment rate is decreasing (aged 15 - 24) | Australian Bureau of Statistics |
| Growth in small business | Number of registered small businesses | Australian Business Register Data (ABR) |

## Our supporting Strategies and Plans

* Smart City Strategy 2017-2021
* Economic Development Strategy 2016-2019
* Destination Management Plan 2016-2019
* Events Plan 2016-2019
* Newcastle Libraries Strategy 2018-2020

# Open and Collaborative Leadership

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

## Related Sustainable Development Goals (SDG's)

SDG 5 Gender Equality, SDG 8 Decent Work and Economic Growth, SDG 9 Industry, Innovation and Infrastructure, SDG 16 Peace, Justice and Strong Institutions and SDG 17 Partnerships for the Goals.

|  |  |  |  |
| --- | --- | --- | --- |
| **Where do we want to be?** | **How will we get there?** | **Council's Role** | **Who are our partners?** |
| 7.1 Integrated, sustainable long-term planning for Newcastle and the Region | 7.1a Encourage and support long term planning for Newcastle, including implementation, resourcing, monitoring and reporting | Leader | Australian and NSW Governments, Neighbouring Councils  |
| 7.1b Ensure long-term financial sustainability through short, medium and long-term financial planning | ProviderLeader | Australian and NSW Governments, Neighbouring Councils |
| 7.2 Considered decision-making based on collaborative, transparent and accountable leadership | 7.2a Conduct Council business in an open, transparent and accountable manner | ProviderLeader | Australian and NSW Governments, Neighbouring Councils |
| 7.2b Provide timely and effective advocacy and leadership on key community issues | ProviderLeader | Australian and NSW Governments, Neighbouring Councils |
| 7.2c Establish collaborative relationships and advocate for local needs with all stakeholders  | ProviderLeader | Community, Stakeholders |
| 7.3 Active citizen engagement in local planning and decision-making processes and a shared responsibility for achieving our goals | 7.3a Provide opportunities for genuine engagement with the community to inform Council's decision-making | ProviderLeader | Community, Contracted Service Providers |
| 7.3b Provide clear, consistent, accessible and relevant information to the community | ProviderLeader | Community, Contracted Service Providers |
| 7.4 A local government organisation of excellence | 7.4a Continuous improvement in services delivery based on accountability, transparency and good governance | ProviderLeader | Australian and NSW Governments, Neighbouring Councils |
| 7.4b Provide services that deliver on sustainable community service expectations  | ProviderLeader | Community, Stakeholders, Australian and NSW Governments, Neighbouring Councils |
| 7.4c Provide the community with responsive customer service | ProviderLeader | Community, Contracted Service Providers |
| 7.4d Maintain a high quality workforce that is committed to delivering on our communities' and Council's vision and goals | ProviderLeader | Unions, Neighbouring Councils |
| 7.4e Support the community and the organisation through improved IT services that meet community needs | ProviderLeader | Community, Contracted Service Providers |

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| --- | --- | --- |
| **Community indicator** | **Measure** | **Source** |
| Additional support to achieve community outcomes by seeking targeted grant funding | Increasing number of community grants applied for by Council | Newcastle City Council Grant Register |
| Informing residents about Council activities | Increased satisfaction with informing residents about Council activities | Newcastle City Council Community Survey |
| Opportunities for genuine community engagement | Increased satisfaction with involvement in decision making | Newcastle City Council Community Survey |
| Quality of service provided to ratepayers | Increased satisfaction with standards of services provided to ratepayers | Newcastle City Council Community Survey |
| Effective and efficient IT services | Total number of completed IT Service Requests  | Newcastle City Council |
| Overall Council performance | Increased satisfaction with Council’s overall performance | Newcastle City Council Community Survey |

## Our supporting Strategies and Plans

* Open and Transparent Governance Strategy 2017
* Asset Management Strategy 2018-2027
* Community Engagement Framework 2013-2018
* Information and Communication Technology Strategic Plan 2018 - 2020 (ICT Strategic Plan)
* Aboriginal Employment Strategy 2013-2017

# Appendix

## Community Engagement

### What we asked you

1. Has there been a change in the community's awareness of the Newcastle 2030 Community Strategic Plan?
2. Are the core values in the existing CSP still relevant and do they represent the values of the Newcastle community?
3. Is the current Vision Statement appropriate or does it need to be modified?
4. What are the strengths of Newcastle and its people?
5. What does the community think are the challenges facing Newcastle?
6. Are the current strategic directions appropriate or do they need to be modified?
7. What does the community think are the opportunities for Newcastle?
8. What are the community's priorities for services and projects?

### How we engaged with you

#### Online

Engagement hub, Ideas Wall, Budget Simulator and surveys.

#### Face to face

At community workshops in Merewether, Wallsend, Jesmond and Newcastle.

Activities at Council displays at events including NAIDOC week, Hunter Homeless Connect Day, Wallsend Winter Fair, Tarro playground opening and YesFest.

#### On paper

Through hard copy surveys.

Competition cards at workshops and library information hubs across the LGA.

Editors Notes: The estimated number of community members involved during engagement is 2700 people. It is not possible to ascertain the exact numbers of people that contributed to this project, as people may have contributed to multiple activities and for some activities (e.g. Ideas Walls) people may have contributed multiple times. Stakeholders for the purpose of this project were not limited to residents and ratepayers of Newcastle. Participation from people that lived outside the LGA was supported.

## Text alternative of an infographic showing the engagement activities undertaken to inform this plan.

Better Together Our 2030 Plan (engagement branding)

### Your involvement statistics

* 1,591 Surveys completed
* 115 people attended 5 Community Workshops
* 5 Community events attended
* 799 Participated in Ideas Wall
* 319 Created a budget using 'Budget Simulator' online
* 209 entries for competition cards
* 810 got involved at libraries and events
* 64 Registrations for 2017 Stakeholder Workshop for community and government organisations

# How to read our Plan

Key headings and terminology used on pages 11-24 of this Plan.

Strategic Direction: Our focus areas for achieving the 2030 vision; and provide structure for this Plan. The strategic directions have been developed in consultation with our community.

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

Community Objective: These are the community’s long-term aspirations for Newcastle; and contribute to achieving the community's vision for 2030.

Strategies: These are identified community and Council priorities to achieve the community objectives. Agencies like Council will put in place actions to deliver on these strategies.

Council's Role: Council has a custodial role in working towards each community objective, however is not wholly responsible for achieving them. Responsibility rests with everyone including other levels of government, businesses, industry groups, community organisations and individuals.

Partners: Collaboration and partnerships are crucial to achieving our long-term goals. This Plan identifies some of our key partners in delivery, however, the list is not exhaustive and we always welcome new partners.

Supporting Documents: Council has a range of documents that provide more detail in the delivery of each strategic direction. These documents have been informed by targeted community engagement undertaken during their development.

Community Indicators: These provide a framework to measure and report progress in implementation of this Plan. Indicators are based on a range of available data sets.

# State and Regional Plans

Our CSP must reflect the needs of our community and also support State and Regional planning goals.

## NSW 2011 State Plan Goals

### Hunter Regional Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Rebuild the economy** | **Strengthen our local environment and communities** | **Return quality services** | **Renovate Infrastructure** | **Restore accountability to government** |
| *The leading economy in Australia* | *A biodiversity-rich natural environment* | *Thriving communities* | *Greater housing choice and jobs* |  |  |  |

### Draft-Greater Newcastle Metropolitan Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Rebuild the economy** | **Strengthen our local environment and communities** | **Return quality services** | **Renovate Infrastructure** | **Restore accountability to government** |
| Create a workforce skilled and ready for the new economy | Enhance environment, amenity and resilience for quality of life | Improve connections to jobs, services and recreation | Deliver housing close to jobs and services |  |  |  |

### Newcastle 2030 Community Strategic Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Rebuild the economy** | **Strengthen our local environment and communities** | **Return quality services** | **Renovate Infrastructure** | **Restore accountability to government** |
| A vibrant diverse and resilient economy built on educational excellence and research | Greater efficiency in the use of resources | A welcoming community that cares and looks after each other | Greater diversity of quality housing for current and future community needs | Effective and integrated public transport | A built environment that maintains and enhances our sense of identity | Integrated, sustainable long-term planning for Newcastle and the Region |
| A culture that supports and encourages innovation and creativity at all levels | Our unique natural environment is maintained, enhanced and connected | Active and healthy communities with physical, mental and spiritual wellbeing | Mixed-use urban villages supported by integrated transport networks | Linked networks of cycle and pedestrian paths | Best practice energy and water efficient buildings and infrastructure | Considered decision-making based on collaborative, transparent and accountable leadership |
| A thriving city that attracts people to live, work, invest and visit | Environment and climate change risks and impacts are understood and managed | Public places that provide for diverse activity and strengthen our social connections | A transport network that encourages energy and resource efficiency | Active citizen engagement in local planning and decision-making processes and a shared responsibility for achieving our goals |

# How our community can get involved

We have been involving community in decision making, and providing effective communications to ensure we have an informed community for many years.

You can actively get involved, or see how your input has influenced our decision making by visiting our Have Your Say page [newcastle.nsw.gov.au/YourSay](http://www.newcastle.nsw.gov.au/YourSay)

## Stay connected

You can find out about our news and events through a variety of communication channels by visiting [newcastle.nsw.gov.au](http://www.newcastle.nsw.gov.au/Home) or calling 02 4974 2000 for hard copy options.

## Our community has helped shape the future of Newcastle in the following areas:

* Arts, entertainment and culture
* Beaches, parks and recreation
* Budgets and rates
* Building and planning
* Environmental / water / waste
* Roads and traffic
* Tourism and economy

# Thank you

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

* Community members who participated in community engagement processes, providing valuable input into the development of this Plan.
* Callaghan College Wallsend Campus, San Clemente High School Mayfield and Hunter School of Performing Arts for enabling Council to engage with your students.
* Councillors, Council staff and community members who attended and participated in Ward based workshops hosted during June and July 2017.
* Government agencies, community organisations, local businesses and Council staff who attended our Better Together Stakeholders Workshop in November 2017.
* Councillors for their ongoing commitment to supporting the preparation of the Plan and to achieving the long-term objectives for Newcastle.