

# Annual Report

2018/19

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



City of  
Newcastle

## Acknowledgment

City of Newcastle acknowledges that we operate on the grounds of 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.

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

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## Contents

### Welcome

Lord Mayor message **6**

CEO message **7**

Year in review **8**

### Our City

Newcastle at a glance **28**

Our people, our city **30**

Our vision **32**

Governing our city **35**

Our organisation **51**

Why we do an Annual Report **68**

Our stakeholders **70**

### Our Performance

2018/19 highlights **74**

Strategic directions

Integrated and Accessible Transport **77**

Protected Environment **87**

Vibrant, Safe and Active Public Places **97**

Inclusive Community **107**

Liveable Built Environment **119**

Smart and Innovative **129**

Open and Collaborative Leadership **139**

Financial performance **158**

Sustainable Development Goal performance **170**

### Our Statutory Reporting

Our accountability **178**

### Appendix

Legislative checklist **200**

Glossary **201**

# Welcome



Bathers way walk, Bar Beach



## A message from our Lord Mayor

As a United Nations city we are committed to contributing towards the achievement of the United Nations Sustainable Development Goals (SDGs). We have adopted the SDGs and New Urban Agenda as cornerstones for our planning. We are committed to ensuring Newcastle is a Sustainable City and Community, that is inclusive, safe, and resilient recognising that all SDGs have targets directly or indirectly related to our work. I'm proud that our annual report now includes reporting against the SDGs.

This year again has been one of substantial achievement delivering a record \$91.6 million capital works program for 2018/19. Our commitment to collaborative leadership and strong financial management has protected and delivered high-quality services while also fostering innovation, investment and job creation.

Development and investment activity remain strong, with the total value of building approvals topping \$1 billion again in 2018/19, all while we continue to maintain heritage assets while revitalising and reinventing our city. For the first time in nearly twenty years a substantial new heritage conservation area for Hamilton Residential Precinct was created. We have also seen an increase in attendance at our pools, Civic Theatre and Art Gallery.

Over the last year we have attracted twenty percent more visitors the city with our increased investment in events, Smart City free wifi, and community activities. Supporting The Newcastle 500, Surfest, The Newcastle Writers Festival and The Newcastle Unity in Diversity Festival that celebrated the cultural diversity of Newcastle in the spirit of inclusiveness and harmony.

Our investment in capital works has been growing over the past four years as we continue to balance

infrastructure renewal with revitalisation projects to meet the higher community expectations that come with sustained growth. Our works program reached every pocket of the City. This year we have built new playgrounds in Wallsend, Stockton, Richley Reserve and Adamstown and completed a local centre renewal program in Carrington, undertaking much needed improvements to roads, pathways, drainage and parking. There are also many major projects, such as the restoration of City Hall, renewal of the Beresfield Local Centre, and expansion of the Summerhill Waste Recovery Centre which will continue into the new financial year.

Over 14,500 solar panels have been installed in the Solar Farm at Summerhill Waste Management Centre. Work is now underway to build the connection between the solar farm and Ausgrid's substation so that we can start generating over 7.5 Gigawatt hours of renewable energy. Enough to power more than half of our entire electricity needs.

We have delivered a free public Wi-Fi network in Newcastle's East End. The City Wi-Fi network is one initiative of our Smart City program designed to increase connectivity and information sharing between the community, business and the digital world. We spent almost three hundred million dollars this year to provide services and facilities to more than 160,000 people. We managed two billion dollars worth of assets including roads, galleries, museums, bridges, halls, lands, recreation and leisure facilities, drains, libraries and parks.

Thank you to the Councillors, our community and volunteers together with our dedicated hard-working staff who have supported our endeavours over the past year.

**Councillor Nuatali Nelmes**  
Lord Mayor of Newcastle



## A message from our Chief Executive Officer

City of Newcastle (CN) had a record-setting 2018/19 for all the right reasons, not least because of our financial performance: a \$94 million end-of-year surplus.

Our positive financial position allowed continued investment in a record capital works program of \$91.6 million, an amount that surpassed the previous record year set twelve months earlier.

The Newcastle 500 last November attracted a crowd of 162,000 to our city for the three day Supercars event. It again proved an incredible postcard for engaging new audiences and showcasing our city's unique coastal views and working harbour while boosting the local economy by more than \$30 million.

Construction of the \$6 million Resource Recovery Centre at Summerhill is complete and is now in operation. This facility will enable CN to increase resource recovery by an additional 5,700 tonnes of material a year and reduce what we send to landfill. Every tonne sent to landfill attracts a levy of \$141.20 which is paid to the NSW Government. Last year we paid \$33 million as a result of just this one levy.

Smart Moves Newcastle is a flagship innovation project funded through a \$5 million Federal Government grant. This project has dramatically accelerated Newcastle's transition to a smart city and centre of innovation and has established the concept of the city as a living lab. The smart mobility suite of projects was recently awarded one of the best smart city initiatives in the Asia-Pacific, winning an International Data Corporation (IDC) smart cities award.

From landmark infrastructure projects to local centre upgrades and progress towards flood mitigation in Wallsend, we're improving the amenity, safety and sense of community right across the city.

A variety of projects to improve the city's newly emerging CBD are included in the West End Streetscape – Stage 2 Masterplan which will see new dedicated green spaces, a cycle way connecting Wickham Parks to Union Street and Hunter Street pedestrian crossings.

Our organisation continued its journey of rapid internal transformation with the ratification of a new enterprise agreement in December 2018, the first new agreement in 9 years. This agreement provides genuine flexibility in the way staff work as well as supporting the need for our staff to move to more agile ways of working. Such new ways of working combined with a commitment to support staff via an investment in new technologies and upgraded systems, will generate many synergies for the 450 staff who will be based at the new Council Administration Centre (CAC) located at 12 Stewart Avenue.

The move to the new head office allowed for the previous CAC (commonly known as the Roundhouse) to be sold for \$18.15 million (inc GST) to the Crystalbrook Collection. The building is now being converted to a five-star hotel, the first in our amazing city. The move to Newcastle West consolidates staff across just five floors in one building instead of the previous 12 floors across three buildings, bringing significant efficiencies and improved productivity.

I thank our Councillors, staff and stakeholders for their efforts to ensure Newcastle's growth and development continues in a way that benefits our entire community. Our city's success is the sum of many parts, and CN's result in 2018/19 is testament to the performance of everyone involved.

**Jeremy Bath**  
Chief Executive Officer

# Year in review

## Capital investment

2018/19 was a record year for capital investment, with \$91.6 million spent on improving our city.

Our investment in capital works has been growing over the past four years as we continue to balance infrastructure renewal with revitalisation projects to meet the higher community expectations that come with sustained growth.

## Our annual capital works program reached every pocket of the Local Government Area (LGA)

The program included: construction of the highly popular playground at Blackbutt's Richley Reserve and the South Stockton active hub; a new glass pavilion and gym in the Clarke Grandstand at Merewether's Mitchell Park; removal of Queens Wharf Tower and an upgrade of the Carrington Local Centre.

Other projects completed include: the refurbishment of Beresfield Library; road and drainage rehabilitation at various locations including Merewether, The Junction, Newcastle CBD, New Lambton and Lambton, pedestrian crossing upgrades in Mayfield, Adamstown, Elmore Vale, Kotara, Rankin Park, Tighes Hill and Waratah, road widening at Minmi Road Wallsend and resurfacing projects across the LGA.

There are also many major projects, such as the restoration of City Hall, renewal of the Beresfield Local Centre, and expansion of the Summerhill Waste Recovery Centre which will continue into the new financial year.

Here is a closer look at a few of our major projects.

### South Stockton active hub

The \$2 million playground and skate plaza precinct at Griffith Park, Stockton were completed just in time for the Easter long weekend. The playground features a range of equipment including a flying fox, double swing, climbing structure and accessible carousel spinner, as well as a barbecue, picnic table and shelter.

The urban skate plaza includes rails, angle ledges, kerb cuts, an a-frame kicker and a half pipe.

### Merewether sporting club grandstand pavilion

A new \$2 million grandstand pavilion for Merewether sporting clubs at Mitchell Park Oval has been completed. Including an impressive glass-pavilion that sits above a new gym, lift access and refurbished change rooms in the existing Clarke Grandstand. This was a joint project between CN and local sporting clubs.

### Waste projects

#### Summerhill landfill capacity

Approximately 50% of the bulk earthworks are complete and 90% of required liner materials, sourced both nationally and internationally, have been delivered to site. To date, approximately 365,000m<sup>3</sup> of material has been excavated.

#### Organics processing facility

A tender to design and construct the organics processing facility has been completed and applications received. The expected design and construction will take approximately 18 months once the project is awarded.

#### Resource Recovery Centre

Construction of the \$6 million Resource Recovery Centre is complete and began operating in September 2019. This facility will enable CN to increase resource recovery by an additional 5,700 tonnes of material per year and reduce waste disposed to landfill.

### Carrington village upgrade

The \$3 million revitalisation of Carrington saw infrastructure improvements to roads, pathways and parking along Young Street, and the addition of street trees, bike racks and bins. The installation of a smart bus shelter that will provide free Wi-Fi coverage is to follow.

### City Hall

The eastern facade works are now complete, and access has reopened along with works to the south and east facades. Restored window frames have been reinstalled to both north and west facades.

Reconstruction of the western parapet is underway. Preparation for stone replacement on the remainder of the west façade is continuing. The distinctive 'Yellowblock' sandstone, excavated from a building site in George Street, Sydney, was used throughout. Restoration of City Hall's vehicle ramp and driveway reached the halfway mark before Christmas 2018.

### A united logo for our City

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



All CN facilities and services have been united under a single banner that Novocastrians can be proud of.

The colour scheme complements our highly successful Newcastle 'See Change' destination brand. The two will often feature side by side as CN works to deliver services and facilities to Newcastle as well as promote the city as a destination.

## Supporting our community

### Our youth

National Youth Week celebrates young people and their contribution to their local communities. It is now the largest annual youth participation event in Australia. Youth Week is a week to celebrate young people and provide them with opportunities to express their views and act on issues that affect their lives.

Youth Week 2019 was held between 10 and 18 April and CN was involved in the following activities:

Youth Mock Council

Live at the Library

Halloween event

Girls who skate

Youth frontiers

Youth live music gig

Act 4 Sustainable Development Goals (SDG) Day

### Youth Mock Council

Over two days during May, the Newcastle Youth Council ran Youth Mock Council. This was the second year this program has run and saw a dramatic increase in attendance from eight participants in 2018 to 21 participants in 2019. Youth Mock Council engages students from local high schools to participate in workshops with councillors on how local government decisions are made and how to write a Notice of Motion (NOM). The students then presented their NOMs in a 'mock' council session in council chambers. Councillors Nelmes, Winney-Baartz, Clausen and Mackenzie participated in the event.

### Live at the Library

On 13 April Newcastle Libraries hosted an all-ages music event at Newcastle Library. The event was planned and delivered in collaboration with youth groups The Y Project, Softys Clubhouse and the Newcastle Youth Council. 150 people attended the event, with four youth bands playing throughout the night. The library also live streamed the event to their facebook page, with 1,200 views and a reach of nearly 3,000 people.

### Our seniors

CN maintained its commitment to our growing Seniors community. The City offers many services for Seniors, extending to active adventures like exploring our Bathers Way walk to an event or exhibition at our libraries. Here are a just a few of the things CN delivered for our seniors;

### Libraries

Events and exhibitions – national and international travelling photography exhibitions; work produced by local artists; items from our extensive rare book and photographic collections

Craft sessions – sit and stitch or knit with fellow crafter

Tech savvy senior programs

Home library service delivery. Delivered 19,236 items and courier made 1,900 individual book bag drops. In June 2019 Regis Elmore Vale Aged Care has been added to the Home Library Services (HLS) delivery runs with 10 new customers.

### Art Gallery

The Newcastle Art Gallery has one of Australia's most significant collections valued at more than \$95 million, featuring works from indigenous artists, colonial and contemporary periods. The gallery delivered 37 educational and public programs for people aged 65+ in 2018/19.

### Volunteer

Volunteers' effort, knowledge and opinions are valued and contribute to developing a stronger healthier community. CN offers volunteer programs such as Landcare, the Museum, Playhouse and Gallery, just to name a few. Of the 26,700 hours contributed this year 65% of our volunteers were over the age of 60.



Art Gallery

## Inclusion

CN's Disability Inclusion Action Plan is our way of defining how the organisation will make targeted and continual effort to reduce the barriers that people face when living, working and visiting the Newcastle LGA. Some of our achievements are:

Street accessibility

AUSLAN interpreted shows

BeConnected workshops

Bin assistance

Events and exhibitions.

## NAIDOC Week

NAIDOC week 8-15 July 2018 celebrated the history, culture and achievements of Aboriginal and Torres Strait Islander (ATSI) people, with this year's theme, Because of Her, We Can. Celebrating the invaluable contributions that Aboriginal and Torres Strait Islander women have made – and continue to make – to our communities, our families, our rich history and to our nation.

As part of NAIDOC week's opening celebrations, CN and community partners launched virtual reality (VR) technology to transport viewers back in time to when Awabakal and Worimi people lived traditionally within the local lands of Newcastle.

Using a virtual reality headset or a smart phone, the Niiarrnumber Burrai, or Our Country video immerses the viewer in Newcastle's landscape prior to European settlement with Elder characters sharing knowledge of their significant places, their traditional names and cultural stories.

## Partnerships

### Inclusion based partnerships

As well as representing the community, CN also facilitates and partners in a wide range of activities which promote the well-being of their communities. Some of these partnerships include:

Facilitating the Newcastle Community Services Interagency (Quarterly)

Facilitating CN's Disability Inclusion Advisory Committee (Bi-monthly)

Participating in the Hunter Joint Organisation Planners Network (Quarterly)

Working in partnership with social housing providers on issues related to affordable housing

Partnering with stakeholders to improve employment outcomes for people with disabilities, and also attending the Disability Employment Advisory Group

Working with state and community stakeholders on issues related to homelessness and anti-social behaviours, in local centres and across the city

Assisting NSW Family and Community Services (FACS) deliver workshops related to the Targeted Earlier Intervention program reform

Establishing the Newcastle Community Development Group

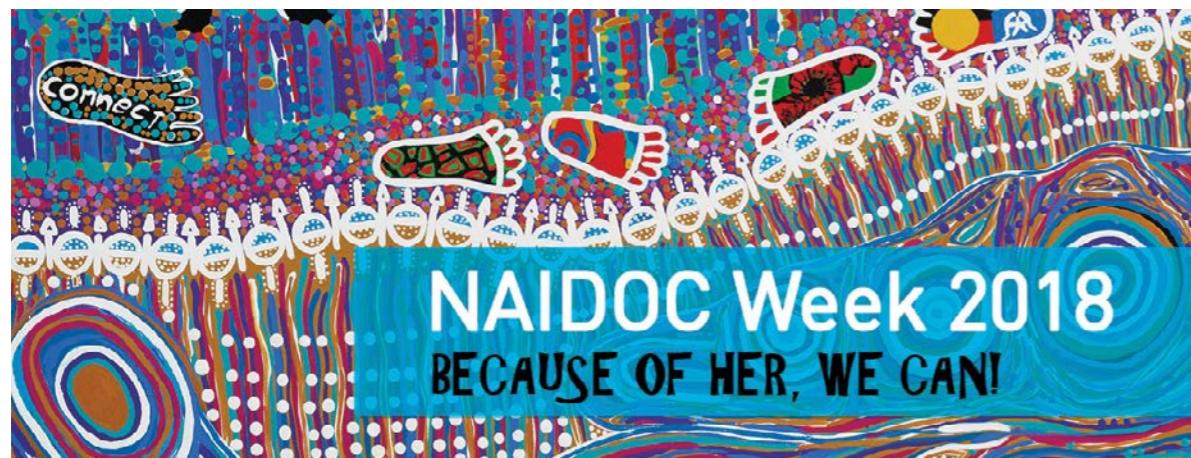
Supporting the Hunter New England Local Health District Men's Health Network and annual forum

Homelessness – ongoing partnership with FACS (both Housing and Community Services areas) and specialist homelessness services to address ongoing challenges, undertake research and field work and support best practice approaches.

Facilitating the Guraki Aboriginal Advisory Committee

Facilitating the Urban Design Consultative Group

Member of Pride in Diversity





2019 Surfest

## Grants and sponsorship

### Events sponsorship program

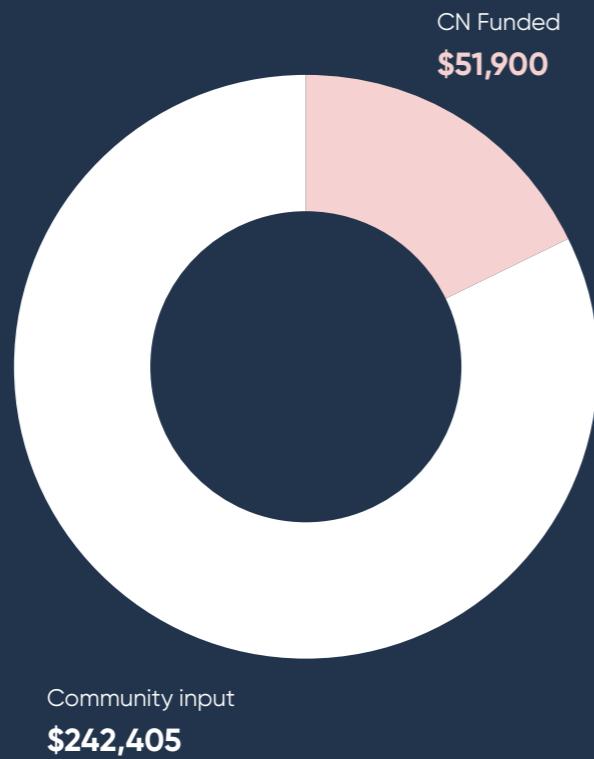
CN funded a range of events under the banner of the events sponsorship program (ESP), sponsoring 32 events to the value of \$225,000. The events included:

Affordable Living – New Urban Agenda	5,000
Back in Time Pop Culture	11,000
Bikers for Kids Toy Run	10,000
Carols by Candlelight	15,000
Celebration of Cricket	10,000
Celebrating Polish History and Culture	2,500
Hunter Hurricanes	5,000
King of Concrete	5,000
Make it Made It	3,000
Mattara Festival	2,000
NCC T20 Summer Bash	5,000
Newcastle China Week	5,000
Newcastle Music Festival	10,000
Newcastle Pride Festival	4,500
Newkulele Festival	5,000
Network of Women Students Australia	3,000
Nonomaterial Conference	5,000
This Land	3,000
Wallsend Winter Fair	10,000
Australian Boardriders Battle	35,000
ClubsNSW Regional Academy Games	24,000
Matildas vs Chile international women's football game	38,700
Sail Fest	20,000
Supermoto event	30,000
Surfest	50,000
Waratahs v Sunwolves	50,000
Volvo Ocean Race Research	47,500

In addition to the ESP, we also sponsored other events to the value of \$295,200.

## Community make your place grants

Twenty projects were funded, via the make your place grants totalling \$51,900 with \$242,405 of value added by the community.



### Creative

Bicycle crab pots, Hamilton South community mural, meditation drawing sessions, merry mélange drama group, mini murals, burner maker workshops, Newcastle short story awards

**CN funded \$19,300 | Community input \$92,550**



### Environmental

Increase awareness and change waste management behaviours and water pollution

**CN funded \$5,415 | Community input \$21,000**



### Community gardens

Growing our gardens Merewether and Tighe's Hill community garden

**CN funded \$5,865 | Community input \$33,000**



### Community events

Not just for laughs comedy, Wallsend community carols

**CN funded \$5,000 | Community input \$25,100**



### Cultural events

Aboriginal Dance Group - Bloodline Sister Girls, Newcastle Harmony Day Festival, Railway Workshop Projections, enlivening Lambton

**CN funded \$10,820 | Community input \$42,725**



### Educational

Seniors Transacting Online Safely

**CN funded \$1,300 | Community input \$11,580**



### Active community

Newcastle Walking and Cycling Festival and Tweed Ride celebrating Bike Week

**CN funded \$3,000 | Community input \$9,600**



### Safety

Campaign against Domestic Violence

**CN funded \$1,200 | Community input \$6,850**

### Economic development sponsorship program

Under this program, we contributed \$69,500 to ten projects/events.

2018 Hunter Local Business Awards	2,500
Greater Hunter Makers and Technology Festival 2018	7,500
HunterNet Gold Membership	10,000
Hunter Young Professionals 2018-19	5,000
Junior Theatre Celebration	8,000
Lunaticks - The conversation	5,000
SME Business Workshop and Events series program 2018	5,000
Tip Jar Song Competition	6,000
The Lock-Up Public Programs and Industry Education	8,000
Young Endeavour Scholarship Voyage	3,950

### National youth week grants

In April 2019, seven National Youth Week events to the value of \$6,500 were funded through our Youth Week Grants program, including a live music event, a community festival, an event showcasing cultural foods and a sporting event. These projects directly involved 140 young people in the planning and organising of events, with 500 young people attending these events across Newcastle's LGA.

### Arts and cultural grants

CN also provided support for arts and cultural organisations in Newcastle with a total of \$185,400 granted over five projects.

Catapult Dance Choreographic Hub	50,000
Newcastle Writers Festival	37,910
Newcastle Youth Orchestra	35,400
Octapod Association	41,568
Tantrum Youth Arts	20,522

### Smart City

Our smart city work has been recognised at a national event highlighting the latest technologies being deployed across Australia's building, transport and utilities industries. Presented during the Smart Cities 2019 Conference, the award – Smart City of the Year Metropolitan, confirms we have moved ahead of other local governments, including finalists Randwick, Townsville and Lake Macquarie City Councils, as an advanced smart city.

This is not the only award for our smart team. A pair of awards at the IDC Smart Cities Asia Pacific Awards has reaffirmed CN's standing as a leading smart city with wins in the 'Land Use and Planning' category and the 'Connected and Autonomous Vehicles, Public Transit and Rideshare' category.

Progressing Newcastle 2030's strategic direction as *Smart and Innovative - A leader in smart innovations with a prosperous, diverse and resilient economy*, our Smart City Strategy continues to provide a roadmap for a smart future.

### Engagement

We have been out and about at NAIDOC Family Fun Day, Newcastle Pride Fair and Wallsend Winter Fair talking to people about the types of things they would like to hear more about from CN and how they primarily find out about things happening in their community.

The Newcastle community was actively engaged across a range of projects where the community had the opportunity to have their say including:

Beresfield Child Care Centre parent satisfaction survey	Live Music Strategy
City Marketing and Engagement Strategy	Museum satisfaction survey
Community Engagement Policy	NAIDOC Community Day
Community facilities strategy survey	Our Budget 2019/20
Carrington Greenspace Concept Plan	Pin the City's Art
Darby Street parking study	Quarterly community survey (four)
Dogs in Open Spaces Strategy	Quarterly customer service survey (four)
East End – Public Domain Plan	Stevenson Park Masterplan
Engagement at community events	Visitor Information Centre survey
Interactive civil works map	Water safety survey
James Street Plaza	West End Stage 2 – Streetscape Plan
Library Strategy	

## Customer service

The contact centre is the main port of call for the majority of Newcastle customers. It provides information and advice on a wide range of subjects including rates, animal registrations, planning and development (building), trees, traffic enquiries, residential parking permits and associated studies. Providing a high customer experience is a priority at CN and with results like 77% satisfaction with face to face contact, we know we are doing a good job.



Quick closed requests



CCC served 91.7% of counter enquiries

**68%**

### Phone performance

Overall calls	131,590
Average wait time (min:sec)	02:32
Average handle time (min:sec)	06:50



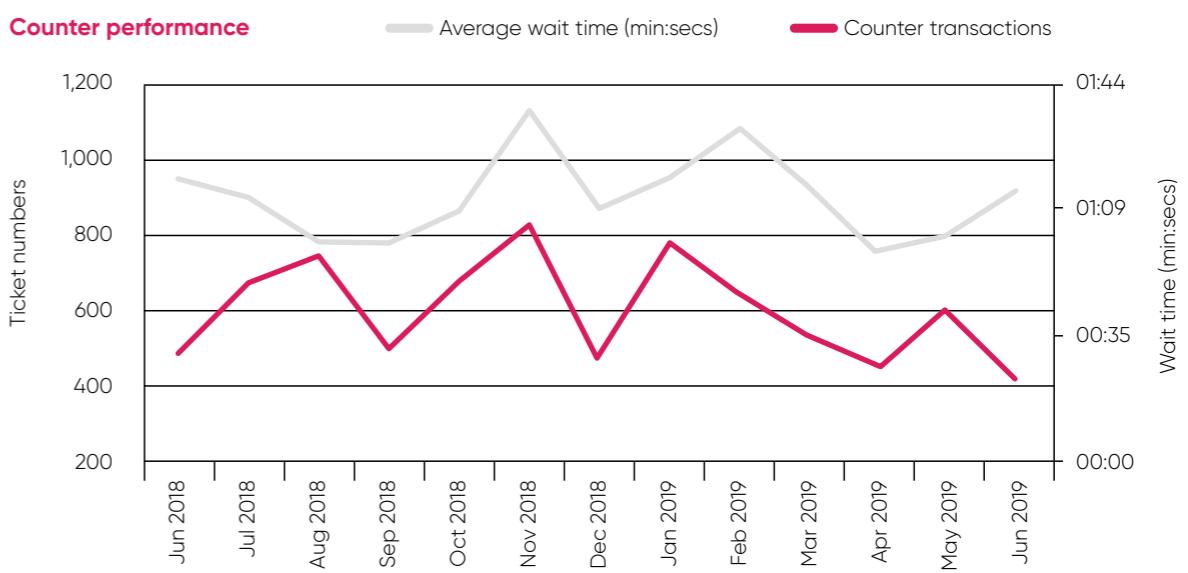
Average phone wait time

**152 seconds**

### Counter performance

Overall transactions	7,330
Average wait time (min:sec)	01:13
Average handle time (min:sec)	15:22

### Counter performance



### Phone performance



## Women in leadership

City of Newcastle is committed to an inclusive workforce, embracing diversity and creativity of our staff

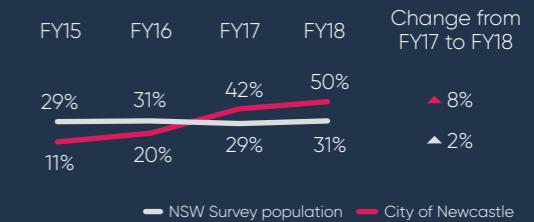
**24%** Of our female staff have worked here for more than 15 years

**38%** Of our elected council are female (including a female Lord Mayor)

**42%** Of our supervisors/managers are women (Management level 1 to 5)

**50%** Of our leadership group are women (13)

### Female managers and above



## Major Events

# 2018

### July

Make it Made It  
Network of Women Students Australia

### August

Newcastle Music Festival  
Newcastle Pride Festival  
Wallsend Winter Fair

### September

Mattara Festival  
Newcastle China Week  
Super Moto

### October

Back in Time Pop Culture  
Celebrating Polish History and Culture  
Nanomaterial Conference  
Newkulele Festival

### November

Affordable Living – New Urban Agenda  
Jets W League football  
Matildas v Chile football  
Newcastle 500 Supercars  
Nonomaterial Conference  
This Land

### December

Bikers for Kids Toy Run  
Carols by Candlelight  
Jets W League football  
King of Concrete



# 2019

### January

Celebration of Cricket  
Hunter Hurricanes  
Jets W League football  
NCC T20 Summer Bash

### February

Aust Board Riders Battle  
Celebration of Cricket  
Hunter Hurricanes  
NCC T20 Summer Bash  
Newcastle Para Tri

### March

Beaumont Street Carnivale  
Hunter Hurricanes  
International Women's Day  
Rotary Conference  
Sail Fest  
Surfest  
Volvo Ocean Race Research  
Waratahs v Sun Wolves Rugby



### April

Academy Games  
Combined Schools ANZAC Service  
Dinosaur Dig  
Hunter Hurricanes

### May

Africa Day  
Guardians of the Gold Bowl  
Newcastle Comedy Festival  
Pop Up Cultural Showcase  
Port to Port MTB



### June

Unity in Diversity Day

## Finance highlights



**\$9.4 million**  
operating surplus



**\$172 million**  
collected in rates



We spent  
**\$91.6 million**  
on capital works



Including  
**\$65.6 million**  
on new infrastructure



Operating performance ratio  
**2.13 percent**



Investment return  
**3.2 percent**



CN achieved a  
**perfect 6 for 6 scorecard**  
from the Auditor-General for NSW



**\$47 million**  
received in grants from State and  
Commonwealth governments

## Community satisfaction survey

Four community surveys were completed with very positive responses. More than 3,200 people participated in the survey which are conducted every three months to help inform the city's decision making and service provision. Here is a taste of the things you told us were going well and some areas where we need to improve. The full report with detailed results is available on our website.



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



- # Many of us aren't aware of CN's Facebook page
- # People think we should do more:
  - Letterbox flyer updates
  - Community engagement activities
  - Signage around the LGA
  - Traditional media advertising



- # We think our cultural institutions such as Civic Theatre, Newcastle Art Gallery and Newcastle Museum help promote our city and attract audiences
- # Newcastle is our top choice as a destination for enjoying the arts and culture
- # We feel Newcastle's cultural events and activities are making the city a creative place to live



- # Our top two community safety issues are domestic violence and alcohol related anti-social behaviour and violence
- # We consider a lack of time, work or other commitments as barriers to participating in community life
- # Other challenges facing us include:
  - Access to public transport
  - Housing affordability
  - Community safety/security

# Our City



Newcastle Baths

# Newcastle at a glance

**Newcastle Population:** 165,050  
(planningnsw.gov.au)

**Population by 2036:** 198,350

**Greater Newcastle Population:** 575,000  
(planningnsw.gov.au)

**Population by 2036:** 692,000



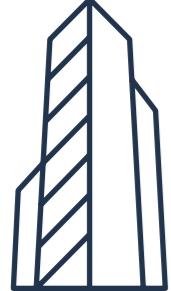
**5.075 million**

annual visitors  
(year ending March 2019,  
Tourism Research Australia)



**69,019 Dwellings**

**30.3%**  
of the dwellings are medium  
or high density compared  
to 17% in regional NSW



Average  
household size  
**2.36** people



**78.4%**  
of homes have internet



**\$17.680 billion**  
Gross Regional Product

Average household income  
**\$1,398** per week



Median property price  
**\$631,500**



\*Id profile and 2016 sensors data



**8.78**

people/hectare  
population density



**972km**

pathways



**850km**

length of roads



**6**

main beaches



**79km**

length  
of creeks



**7**

ocean baths and  
aquatic centres



**88**

bushland parcels



**54**

sporting facilities



**97,428**

street and  
park trees



**15**

grandstands



**116**

playgrounds



**9**

skate facilities

# Our people, our city

Newcastle is Australia's seventh largest city. Over the past decade the population of the Newcastle LGA has surged with significant growth in its western corridor.

The city offers a remarkable and diverse natural environment – from coastal headlands and beaches to wetlands, mangrove forests, steep ridges and rainforest gullies. This diversity presents significant challenges for CN in terms of maintaining this environment and the broad range of workforce skills required to do so.

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

Novocastrians are a proud community who have been shaped by their heritage.

For thousands of years, the area we now know as Newcastle was nurtured and protected by local traditional custodians, including the Worimi and Awabakal peoples, who lived around the mouth of the Hunter River. They called this place Muloobinba and the river, the Coquun.

From the traditional custodians to European settlement, our culture is shaped collectively by our history as a penal settlement and the birthplace of the Australian coal industry. Ships, convicts and coal—these early and difficult beginnings have made us what we are today: a loyal, welcoming and diverse community.



NYE Honeysuckle

# Our Vision

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

## SUSTAINABLE DEVELOPMENT GOALS



We are committed to contributing towards achievement of the United Nations' Sustainable Development Goals (SDGs). We have adopted the SDGs and New Urban Agenda as cornerstones for our planning.

In September 2015, Australia was one of 193 countries, to commit to the SDGs. These goals provide a global roadmap for all countries to work towards a better world for current and future generations.

# Governing our city

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

The Elected Council and The Administration.

A popularly elected Lord Mayor and 12 elected Councillors make up the elected body of CN.

### Elected Council

The Newcastle LGA is divided into four wards, with each ward represented by three councillors who are elected for a four-year term.

- Under the Local Government Act 1993, the role of a councillor is to:
- be an active and contributing member of the governing body;
  - make considered and well-informed decisions as a member of the governing body;
  - participate in the development of the integrated planning and reporting framework;
  - represent the collective interests of residents, ratepayers and the local community;
  - facilitate communication between the local community and the governing body;
  - uphold and represent accurately the policies and decisions of the governing body;
  - make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

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

### The Administration

The Administration is organised into five groups, each with a range of responsibilities.

The Chief Executive Officer (CEO) leads the administrative arm of CN and is responsible for the efficient and effective operation of the business and ensuring that the decisions of the elected Council are implemented.

The CEO reports to the elected Council.

## Elected Council



**Cr Nuatali Nelmes**  
Lord Mayor (Labor)

Nuatali Nelmes was returned for a second consecutive term as the Lord Mayor of Newcastle in 2017, now serving as Lord Mayor for five years.

Councillor Nelmes previously served as Councillor on Newcastle City Council for 6 years from 2008, before being elected Lord Mayor of Newcastle in 2014.

Nuatali holds a Bachelor of Business degree with a double major in industrial relations/human resource management and marketing from the University of Newcastle, is a Graduate of the Australian Institute of Company Directors and Currently participating in Bloomberg Harvard City Leadership Institute. She worked in small business and recruitment before being elected to The City of Newcastle Council in 2008.

Throughout her time on Council, Nuatali has championed the revitalisation of the City and Newcastle's coastline; and worked to improve vital Council services providing Novocastrians with equitable access to high-quality public facilities.

During the 2017 General Council Election, which Nuatali won with more than 42 per cent of first preference votes, she campaigned on a strong track record of delivery, including returning Council to financial sustainability, doubling councils works program while protecting jobs and services, as well as overseeing record levels of development approved throughout the City of Newcastle. Under her collaborative leadership, Newcastle has become a United Nations City committed to the United Nations Sustainable Development Goals (SDGs). Adopting the SDGs and New Urban Agenda ensuring Newcastle is a Sustainable City and Community, that is inclusive, safe, and resilient.

Cr Nelmes has overseen a record increase in tourism to Newcastle of sixty percent in last five years through the promotion and investment in events, Smart City infrastructure, and community activities. Supporting The Newcastle 500, Surfest, The Newcastle Writers Festival and The Newcastle Unity in Diversity Festival that celebrated the cultural diversity of Newcastle in the spirit of inclusiveness and harmony. Through commitment to progressive policy and jobs, City of Newcastle will be the first council to source a 100% renewable energy contract while constructing a five megawatt solar farm.

Nuatali has represented Labor as a Councillor on committees overseeing recreation, urban planning and design, assets, and catchment management; and is currently a member of Council's Asset Advisory Board and was the foundation Chair of Council's Coastal Revitalisation Working Party, she has overseen the inception, collaboration and delivery of the six kilometre Bathers Way and associated multimillion dollar upgrade of public amenity and facilities along Newcastle's beaches and coastline. Nuatali also sits on the Boards of the Newcastle Airport Partnership and Newcastle Airport Pty Ltd and The Hunter Joint Organisation after serving a four year term on the Westpac Rescue Helicopter Board.

Councillor Nelmes is only the second female Lord Mayor of Newcastle after popular 1970s-era mayor Joy Cummings, and she is the youngest Lord Mayor of Newcastle. Nuatali was raised and educated in Newcastle, is married with three children and has enjoyed a representative sporting career in basketball.



**Cr Emma White**  
(Labor)

Emma White was first elected in September 2017. Emma has a Bachelor in Business (Human Resources/Industrial Relations). Her experience includes 17 years as an advocate and representative for public services and public service jobs.

Years of service - two.

Advocate and representative for workers' rights and conditions.

### Membership on advisory committees

Guraki Aboriginal Advisory Committee

Infrastructure Advisory Committee

### Membership on external committees

Building Better Cities  
Housing Management and Development Committee

Northern Settlement Services Management Committee (alternate)

### Membership on CN committees

Audit and Risk Committee

Public Art Reference Group (working party)

### Membership on external committees

Building Better Cities  
Housing Management and Development Committee

Hunter and Central Coast Joint Regional Planning Panel

Newcastle Bush Fire Coordinating Committee



**Cr John Mackenzie**  
(Greens)

Dr John Mackenzie is a policy research consultant with over fifteen years' experience in academic, government and consulting roles. Dr Mackenzie brings to Council expertise in social research, impact assessment, community engagement and evaluation. He has worked around the country on policy initiatives that bring communities together to find solutions to complex, divisive and intractable natural resource management problems, such as water allocation in the Murray Darling Basin and Indigenous water rights in Cape York and the Kimberley.

Years of service - two.

### Membership on advisory committees

Liveable Cities Advisory Committee

### Membership on external committees

Building Better Cities  
Housing Management and Development Committee



**Cr John Church**  
(Independent)

John Church was first elected in September 2017. Born and bred Novocastrian with a career background in media and small business. He is currently employed as Marketing Manager. Married to Lynne with three children.

Passionate about this city and community.

Member Salvation Army Red Shield Committee and Advisory Board.

Years of service - two.

### Membership on advisory committees

Liveable Cities Advisory Committee

### Membership on external committees

Building Better Cities  
Housing Management and Development Committee



**Cr Carol Duncan**  
(Labor)

Carol Duncan is an experienced media professional with a broadcast career of over 25 years during which time she worked in Sydney, Canberra and Hobart, however, most of her career has been in Newcastle. A former member of the HMRI Foundation and Invited Director of the Newcastle Art Gallery Foundation, Carol is also the founder of the Lost Newcastle community history group which has a membership of nearly 50,000. She has a deep interest in arts, medical research, heritage and commitment to seeing Newcastle become a truly international city.

Years of service - two.

#### Membership on advisory committees

Access and Inclusion Advisory Committee

Community and Culture Advisory Committee

#### Membership on CN committees

Public Art Reference Group (working party)

#### Membership on external committees

Fort Scratchley Historical Society Management Committee

Northern Settlement Services Management Committee



**Cr Kath Elliott**  
(Independent)

Kath Elliott was first elected in September 2017.

Years of service - two.

#### Membership on advisory committees

Community and Culture Advisory Committee



**Cr Brad Luke**  
(Liberal)

Brad Luke was first elected in 2008. Brad is a Certified Financial Planner and member of Australian Institute of Company Directors.

Years of service - 11.

#### Membership on advisory committees

Asset Advisory Committee

Strategy and Innovation Advisory Committee



**Cr Jason Dunn**  
(Labor)

Jason Dunn was first elected in September 2012.

He is a Solicitor.

Jason held the position of Deputy Lord Mayor for a two-year period during his first term of Council.

Years of service - seven.

#### Membership on advisory committees

Infrastructure Advisory Committee

Asset Advisory Committee

#### Membership on external committees

Hunter Water Corporation Consultative Forum

Newcastle Art Gallery Foundation Board



**Cr Matthew Byrne**  
(Labor)

Matthew Byrne was first elected in September 2017. Matthew is a Registered Nurse and Solicitor.

Years of service - two.

#### Membership on advisory committees

Access and Inclusion Advisory Committee

Strategy and Innovation Advisory Committee

#### Membership on CN committees

Audit and Risk Committee

#### Membership on external committees

Hunter and Central Coast Joint Regional Planning Panel

Lower Hunter Councils Transport Group



**Cr Allan Robinson**  
(Independent)

Allan Robinson was first elected in September 2012

Years of service - seven.

#### Membership on advisory committees

Infrastructure Advisory Committee

Youth Council



**Cr Declan Clausen**  
Deputy Lord Mayor (Labor)

Declan Clausen was elected to Council at a by-election in February 2015 and re-elected in September 2017.

Declan was elected to the role of Deputy Lord Mayor in September 2017 and re-elected in August 2018.

Declan holds a BEng (Hons I) from the University of Newcastle and is currently completing a Masters of Sustainable Urban Development at the University of Oxford. He additionally holds qualifications as a Graduate of the Australian Institute of Company Directors, and a Certificate IV in leadership and management.

Declan is particularly interested in sustainability and environmental conservation, urban amenity and planning, and the City's Smart City program.

Years of service - four.

#### Membership on advisory committees

Youth Council

Strategy and Innovation Advisory Committee

Asset Advisory Committee

#### Membership on external committees

Hunter Joint Organisation  
Regional Economic Transition Standing Committee

NSW Public Libraries Association



**Cr Andrea Rufo**  
(Independent)

Andrea Rufo was first elected to Council in September 2012 and for a second term in September 2017.

Andrea held the position of Deputy Lord Mayor for a period from March 2015 to November 2015.

Andrea is a Newcastle man who is committed to making a difference. Over the past 35 years, he has carried out many hours of voluntary community work.

He has been described as a person who has a sincere, cheerful attitude and provides a warm welcome to all.

Andrea has been recognised by both Local and State Governments for his contribution to Community Welfare and fundraising for Breast Cancer research.

Years of service - seven.

#### Membership on advisory committees

Access and Inclusion Advisory

Community and Culture Advisory Committee

Guraki Aboriginal Advisory Committee



**Cr Peta Winney-Baartz**  
(Labor)

Peta Winney-Baartz was first elected in September 2017.

Peta is a proud Novocastrian, raising her four children locally. She is a Child Care Worker with over 25 years' experience in the Family/Youth sector.

Peta sits on the Board of Hunter Homeless Connect and is passionate about helping people. She works closely with many local organisations to highlight disadvantage and advocates for all.

Years of service - two.

#### Membership on advisory committees

Guraki Aboriginal Advisory Committee

Liveable Cities Advisory Committee

Youth Council

#### Membership on CN committees

Public Art Reference Group (working party)

Fort Scratchley Historical Society

#### Membership on external committees

Hunter Sports Centre Inc.

Lower Hunter Councils Transport Group

Newcastle City Traffic Committee

## Ward 1

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

## Ward 2

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

## Ward 3

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

## Ward 4

Beresfield,  
Birmingham  
Gardens, Black  
Hill, Callaghan,  
Elmwood Vale,  
Fletcher, Hexham,  
Lenaghan,  
Maryland,  
Minmi, Rankin  
Park, Sandgate,  
Shortland, Tarro,  
Wallsend (Part)



## Council Meetings

All Ordinary Council Meetings as well as the Development Applications Committee, Public Voice Committee and Briefing Committee meetings are open to the public unless required to be closed in accordance with the Local Government Act 1993 (Act).

CN makes its business papers available on our website in advance of Council Meetings as well as in hard copy from CN's City Administration Centre. Minutes of all open Council Meetings are also made available to the public via our website and meetings are live streamed.

### Code of meeting practice

The elected Council adopted a new Code of Meeting Practice in June 2018. The Code of Meeting Practice applies to Council Meetings, Extraordinary Council Meetings and Committee of Council Meetings. The object of the code is to provide for the convening and conduct of meetings. The code covers:

adopting a meeting cycle for regular Council meetings;

provision of notice of Council meetings and means by which Councillors can add items to the Council meeting agenda;

publicly advertising the dates and times of Council meetings;

the timeframes and form for the issuing of agendas and business papers by the CEO to Councillors and the public;

approval of minutes at the next Council meeting and the signing of minutes by the Lord Mayor;

voting on items of business in Council meetings;

quorum at meetings;

the attendance of the public at meetings, except where meetings must be closed to the public in accordance with the Act;

the requirement to vote by division and record the voting by individual Councillors on planning instrument matters; and

Councillors declaring conflict of interests at Council meetings.

### Advisory committees

Council established four additional advisory committees now resulting in eight. The four new committees will take effect from 1 July 2019 until the day before the next election in September 2020.

The purpose of these committees is to provide guidance and make recommendations to the elected Council within a particular area of expertise. The committees include representatives from the community, stakeholders and Councillors.

The committees meet to discuss issues that fall within their area of expertise and make recommendations back to the elected Council.

Infrastructure Advisory Committee

Access and Inclusion Advisory Committee

Strategy and Innovation Advisory Committee

Asset Advisory Committee

Communication and Cultural Advisory Committee

Guraki Aboriginal Advisory Committee

Liveable Cities Advisory Committee

Youth Council

Newcastle

Hamilton

Wallsend

Mayfield

Following a review the new scheme will be introduced in July 2019, designed to increase investment in projects to benefit business and improve accountability.

### Business Improvement Associations

CN also had a number of Business Improvement Associations (BIAs) for part of or all of the financial year. The purpose of BIAs is to provide oversight of the special benefit rates within each nominated commercial centre.

### Code of Conduct

The Code of Conduct (Code) applies to staff, Councillors, Council Committee members, Delegates of Council and Council Advisors. It is based on the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct) which has been prescribed under the Local Government (General) Regulation 2005.

The Model Code of Conduct sets the minimum standards of conduct for CN officials. It is prescribed by regulation to assist CN officials to:

understand and comply with the standards of conduct that are expected of them

enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439)

act in a way that enhances public confidence in local government.

## Mayor and Councillor expenses

The following expenses are the combined total for the Lord Mayor and 12 Councillors.

<b>Financial Year 2018/19</b>	<b>\$</b>
Members fees	501,875
Superannuation	-
Official business	8,509
Overseas visits (for official Business)	-
Professional development	24,568
Australian Institute of Company Directors Course fees	16,266
Annual conference	9,104
Incidental expenses	561
Communication devices	570
Communication expenses	15,455
Accompanying Person	160
Other office supplies and facilities	2,313
<b>Total</b>	<b>579,381</b>

### Details and purpose of overseas visits by Councillors, CN staff or other persons representing Council Regulation CL 217(1)(a)

#### Lord Mayor overseas visits

During the 2018/19 financial year the Lord Mayor was invited to be a part of the Newcastle Business Delegation in Auckland from 3-5 February 2019.

The itinerary included:

forum with business, government and tourism leaders from Newcastle and Auckland and opportunities for business meetings and/or site visits.

There was no cost to CN for the Lord Mayor's attendance and all incidentals not covered as part of the delegation were met by the Lord Mayor personally.

#### Councillor overseas visits

No overseas visits.

#### CN officer's overseas visits

During the 2018/19 financial year two of CN's Destination Marketing Officers attended a trade delegation in Auckland, New Zealand to promote the direct flights between NTL-AKL with industry and consumers.

## Councillor professional development

For the first time, councils are required to report on the participation of each Councillor in a professional development program during the year. The costs of professional development activities are governed by the Councillor Expenses and Facilities Policy.

Councillors participate in professional development:

Through their attendance at monthly Councillor workshops. The first section of the report confirms 12 workshop sessions were held in the 2018/19 period and records the number of sessions attended by each Councillor. The workshop sessions include a variety of topics including but not limited to updates on planning laws/ instruments, financial and corporate planning.

Through their enrolment in professional development courses individually. The second section lists the number of standalone professional development sessions attended by a Councillor in 2018/19.

<b>Councillors who participated in professional development program</b>	<b>Training and other activities provided to Councillors during the year (including Councillor Workshops)</b>	<b>Additional individual training or other activities</b>
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<b>Councillor</b>	<b>Provided</b>	<b>Participated in</b>		
Cr Byrne	✓	12	11	0
Cr Church	✓	12	12	0
Cr Clausen	✓	12	12	1
Cr Duncan	✓	12	12	1
Cr Dunn	✓	12	4	0
Cr Elliott	✓	12	6	1
Cr Luke	✓	12	9	0
Cr Mackenzie	✓	12	12	0
Lord Mayor, Cr Nelmes	✓	12	8	0
Cr Robinson	✓	12	4	0
Cr Rufo	✓	12	7	0
Cr White	✓	12	11	0
Cr Winney-Baartz	✓	12	11	0

## Councillor attendance at meetings and workshops

Councillor	No. Ordinary			No. Committees			No. Extraordinary (including Council meetings and committee meetings)		
	Attended	Absence (Granted)	Absence (Not Granted)	Attended	Absence (Granted)	Absence (Not Granted)	Attended	Absence (Granted)	Absence (Not Granted)
Cr Byrne	10	1	0	13	6	0	1	0	0
Cr Church	11	0	0	19	0	0	1	0	0
Cr Clausen	10	1	0	19	0	0	1	0	0
Cr Duncan	10	1	0	17	2	0	1	0	0
Cr Dunn	10	1	0	11	7	1	1	0	0
Cr Elliott	11	0	0	13	6	0	1	0	0
Cr Luke	7	4	0	13	6	0	0	1	0
Cr Mackenzie	11	0	0	19	0	0	1	0	0
Lord Mayor, Cr Nelmes	11	0	0	15	4	0	1	0	0
Cr Robinson	9	2	0	19	0	0	1	0	0
Cr Rufo	6	5	0	19	0	0	0	1	0
Cr White	11	0	0	16	3	0	1	0	0
Cr Winney-Baartz	10	1	0	17	2	0	0	1	0

Councillor	Total meetings				Total meeting nights
	Attended	Absence (Granted)	Absence (Not Granted)		
Cr Byrne	24	7	0		18
Cr Church	31	0	0		22
Cr Clausen	30	1	0		21
Cr Duncan	28	3	0		20
Cr Dunn	22	8	1		16
Cr Elliott	25	6	0		19
Cr Luke	20	11	0		13
Cr Mackenzie	31	0	0		22
Lord Mayor, Cr Nelmes	27	4	0		20
Cr Robinson	29	2	0		20
Cr Rufo	25	6	0		16
Cr White	28	3	0		21
Cr Winney-Baartz	27	4	0		19

On Committee meeting nights, there may be more than one meeting held. When a Councillor is absent on the night, they will be recorded as being absent from each individual meeting.

## External bodies, companies or partnerships Regulation cl 217(1)(a8)

### **Hunter Integrated Resources**

Hunter Integrated Resources is a public company limited by guarantee and not having share capital. CN has an interest in this company that was incorporated on 7 December 2000 but is not currently carrying out any active business. It was originally incorporated to undertake a Hunter Region waste project joint venture between CN, Lake Macquarie City Council, Maitland City Council and Cessnock City Council.

### **Hunter Joint Organisation Group Entities**

The Hunter Joint Organisation group is the hub for local government collaboration, which strengthens our communities by being the local voice on regional strategic issues in the Hunter and delivering tailored local government solutions. For over sixty years, local government in the Hunter has found significant benefit in working together through positive cooperation and resource sharing.

There are four key entities creating and operating as part of the current enterprise offering:-

**Hunter Joint Organisation** – a statutory body under the Local Government Act 1993 (NSW), established in 2018 to identify, advocate for and collaborate on regional strategic priorities for the Hunter.

**Strategic Services Australia Limited** (and its wholly owned subsidiary **Hunter Councils Legal Services Limited**) – are companies limited by guarantee under the Corporations Act 2001 (Cth) and established to improve the quality and efficiency of local government services throughout the Hunter Region. These organisations offer tailored local government services through its five divisions; Local Government Training Institute, Local Government Legal, Regional Procurement, Screen Hunter (which, under delegation from member councils, licences film production on council owned and control land), and the Environment Division (which delivers a regional environmental management program on behalf of both member councils from the Hunter region and Central Coast Council).

**Hunter Councils Incorporated** – an incorporated association under the Associations Incorporation Act 2009 (NSW) that holds property assets for the Hunter Joint Organisation group.

CN has representation on each entity's Board, and shares ownership and/or control with the other nine councils of the Hunter Region.

### **Newcastle Airport Pty Ltd**

Newcastle Airport Pty Limited is jointly owned by CN and Port Stephens Council, who each receive an annual dividend if the funds are available. It is serviced by all the major domestic airlines that provide services to the major destinations along the east-coast of Australia. The Airport is significantly contributing to the domestic and international growth of business and tourism to the surrounding region. Since the introduction of jet services into Newcastle Airport, the number of passengers using the Airport has increased from 214,000 in 2003 to a record 1.28 million for the year 2018/19.

### **NSW Local Government Mutual Liability Scheme (Statewide)**

The NSW Local Government Mutual Liability Scheme started in 1993 as a joint venture with 96 members forming a 'self-insurance mutual' covering public liability and professional indemnity insurance.

Membership has expanded to include councils, the Local Government Association, the Local Government Shires Association, a rural Water Board and a Noxious Weed Eradication Board.

Over 18 years, Statewide has delivered many benefits including stable premiums, reduced premium outcomes for CN as well as cost containment and spread of risk.

## Functions delegated by Council Regulation cl 217(1)(a6)

To better engage the community and reflect local community views and needs, CN delegates a range of its functions to volunteer committees and other organisations.

### **Parks committees**

Parks committees manage local parks and reserves on behalf of the community including:

Beresfield/Tarro Parks Committee

Stockton Parks Committee

Kotara Parks Local Committee

Centennial Park Local Advisory Committee

New Lambton Ovals Board

Heaton Birmingham Committee.

Stevenson Parks Local Committee

### **Community facility committees**

Community facility committees manage local community facilities on behalf of the community. We support community facility committees for:

Carrington Community Centre

### **Advisory committees**

The purposes of these committees are to provide guidance and make recommendations to the elected council within a particular area of expertise.

Youth Council

Guraki Advisory Committee

Disability Inclusion Advisory Committee

Smart and Innovative Cities Committee (dissolution 30 June 2019)

Newcastle Cycling Advisory Committee (dissolution 30 June 2019)

Newcastle Floodplain Risk Management Committee (dissolution 30 June 2019)

Environmental Advisory Committee (dissolution 30 June 2019)

Coastal Revitalisation Consultative Committee (dissolution 30 June 2019).

# Our organisation

**CN employs almost 1,300 staff and is responsible for providing services and facilities to more than 160,000 people**



**Chief Executive Officer**  
Jeremy Bath

Governance	Strategy and Engagement	People and Culture	Infrastructure and Property	City Wide Services
 A portrait of a man with glasses, a beard, and short hair, wearing a dark suit and tie.	 A portrait of a man with a beard and short hair, wearing a dark suit and tie.	 A portrait of a woman with dark hair, wearing a dark blazer over a purple top.	 A portrait of a man with grey hair, wearing a dark suit and tie.	 A portrait of a woman with long blonde hair, wearing a black top with a floral pattern.
Finance	Information Technology	Organisational Development	Depot Operations	Art Gallery
Legal	Major Events and Corporate Affairs	HR Operations	Assets and Projects	Museum
Regulatory, Planning and Assessment	Corporate and Community Planning	WHS and Injury Management	Civil Construction and Maintenance	Civic Services
		Training and Learning	Property and Facilities	Libraries and Learning
		Payroll		Customer Experience
				Parks and Recreation
				Waste Services

## Our values

Our values guide the day-to-day activities and behaviour of our staff and organisation and underpin the culture of our organisation.

Our values were reviewed and updated in 2019 to ensure that they remain reflective of the culture and the way in which we work and behave, as individuals and as an organisation.



### Cooperation

We work together as an organisation, helping and supporting each other



### Respect

We respect diverse views and opinions and act with integrity



### Excellence

We strive for quality and improvement in everything we do



### Wellbeing

We develop a safe and supportive environment

## Our staff

**As an employer CN prides itself on providing opportunities for staff to be part of a high performing dynamic and progressive team and establish fulfilling careers. Our workforce is as diverse as it is skilled and closely represents the cultural diversity of our community.**

### Our workforce

Our workforce comprises of 1,250 employees with the majority being permanent staff (full time and part time). Approximately one quarter of our staff are employed on a casual, temporary or fixed term basis or are participating in tertiary/vocational education programs. Our approved Equivalent Full Time (EFT) positions are 957.

Our employee base is supplemented by contract employees and external labour hire which fluctuates in accordance with short term work-based demand. This approach allows flexibility to meet periods of peak demand while protecting ongoing job security for our employees. Over reliance on this type of labour can present challenges and ongoing viability and utilisation is reviewed regularly.



**58% Male  
42% Female**



**1,250 Employees**



**15%**  
of our employees have over 25 years' service



**30%**  
of our employees are over the age of 55 years



**12.6%**  
turnover



**74%** Permanent  
**15%** Casual  
**9%** Temporary/Term contract  
**2%** Apprentice/Trainee/  
Cadet/Undergrad

## What we do

We are responsible for providing a wide range of community facilities and services. They include:

- construction and maintenance of local roads, drains and bridges;
- waste management and recycling;
- assessing residential and commercial development applications;
- parking strategy and enforcement;
- maintenance of parks, sporting fields, pools and beach facilities;
- lifeguard patrols at our beaches;
- community and cultural facilities including libraries, Newcastle Art Gallery, Civic Theatre, the Playhouse, community centres and Newcastle Museum;
- pet registration and animal control;
- tourism and economic development;
- childcare;
- strategic planning – our long-term planning;
- community engagement about plans, services and facilities;
- regulatory services; and
- events, licensing and production.

We are responsible for the construction and maintenance of around 3,500 kilometres of roads, footpaths, drainage, and kerbs and guttering. Many natural assets are our responsibility too, including 14 kilometres of spectacular coastline, almost 100,000 street trees and more than 400 parks, reserves and wetlands.

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

## Training and learning opportunities

Training and learning opportunities are highly valued at CN and leadership development is a key focus for training and development over the next four years. CN's CEO has committed to an organisational design process with the key objectives of encouraging leadership across the organisation and developing our future leaders.

Recent investments in leadership development including two accredited leadership programs commenced at CN this year:

BluePrint - Offering a skillset in CertIV Leadership and Management for 24 participants. This program runs every month, February to September 2019. Funding is supported by NSW Local Government Skills Funding.

LEAD Program - offering a skillset in Diploma Leadership and Management for 20 participants. This program runs a full day session every month, February to September 2019. Funding support is gained through access to NSW Local Government Skills funding. Each of the monthly sessions is opened by a Senior Manager or Director from the organisation who addresses the cohort focusing on their own understanding of good leadership and by speaking to their experience and learnings of leadership throughout their career.

## Training for new and emerging technology

Individual teams have and continue to use Training and Learning to assist with the training needs associated with hardware or software needs associated with new technologies. A recent example has been the use of drones to replace technical and/or high-risk work previously undertaken by staff. Training and Learning have assisted these teams to obtain the necessary training to obtain the relevant licenses and tickets to operate drones commercially.

## Apprentices, trainees, undergraduates and graduates

With significant focus and investment Training and Learning increased CN's cohort of apprentices and trainees, undergraduates and graduates to align with critical job areas and retirement trends across the organisation.

### Apprentices and trainees

The disciplines identified for recruitment include:

Civil design

The caliber of the candidates for the civil design recruitment was so high that the organisation determined to offer positions to the top two candidates, bringing the total number of recruits from four to five.

Childcare

Human resource management

Arts administration.

### Undergraduates and graduates

Following a successful EOI process, recruitment for four new undergraduates and three new graduates was completed.

The following disciplines were targeted:

Undergraduate Development Officer - Engineering

Undergraduate Development Officer - Building

Undergraduate Environmental Officer

Undergraduate Venues and Visitor Services Officer

Graduate - Civil Engineering x 2

Graduate - Planning Officer.



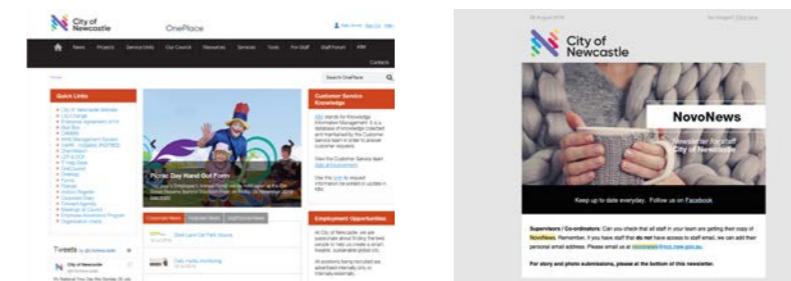
Council Administration Centre

## Investment in activities to enhance our organisational culture and build courage, trust and pride

Our new cultural planning program by ARUP has seen 122 participants attend workshops this financial year. An employee pulse check and wellbeing survey has been conducted with the creation of employee focus groups to drive initiatives enhancing our employee experience.

### Keeping staff informed

Keeping staff informed and connected is central to ensuring that our employees are engaged with their role and the broader objectives and goals of CN. The intranet, OnePlace, and our weekly newsletter NovoNews, are a hub of important information, staff news, events, successes, completed projects, a knowledge board where staff share information about their service unit and internal resources and tools.



### Diversity and inclusion

CN is committed to the development of a culture that promotes Equal Employment Opportunity (EEO) principles in the workplace and is dedicated to the advancement of Newcastle's diverse community through employment opportunities.

Our supporting strategies and plans are:

[Equal Employment Opportunity Management Plan \(2018 – 2021\)](#)

[Aboriginal Employment Strategy \(2018 – 2021\).](#)

Inclusion across our plans:

People with disabilities, creating an accessible and inclusive work environment;

LGBTIQ inclusion, celebrating and recognising the rich diversity of our community at CN including our lesbian, gay, bisexual, transgender, intersex and queer employees;

Gender equality, CN is committed to providing workplace flexibility and gender equality for all employees;

Aboriginal employment, increase Aboriginal employment and retention for new and existing Aboriginal and Torres Strait Islander staff across CN; and

Cultural Inclusion, support, value and respect the wide variety of cultural identities, languages and beliefs within our workplace.

CN is committed to fostering a safe, inclusive and respectful environment, where everyone is free to respectfully and openly express ideas and opinions regardless of their cultural identity or religious affiliation.

## Employee wellbeing



**619 staff participated in the survey**

As part of CN's wellbeing strategy development, consultation has been undertaken on the wellbeing needs of CN. An organisation-wide wellbeing survey was available to all staff from April 29 April to 24 May 2019. 619 workers participated in this survey which has helped capture baseline data.

In addition to the survey, over 300 workers have been consulted on the wellbeing project and many more communicated to through NovoNews, OnePlace and posters.

A wellbeing OnePlace page has been created which will continue to bring everything together and evolve as the project progresses. A wellbeing email address has also launched for any enquiries and communications.

Wellbeing focus groups are currently being held which along with other useful data being collected, will help shape an evidence-based Wellbeing Strategy customised to supporting the wellbeing needs of all of our staff.



## Contributions to charity

**"We do our best things when we partner"**

**Mel Histon**

**Founder, Director and CEO - Got Your Back Sista**

CN has been developing a Community Impact Program with a focus on how we can support local not for profit groups to grow, develop and have a sustainable impact. As a pilot, CN partnered with a local domestic violence support service, Got Your Back Sista (GYBS).

Through this partnership, CN has assisted GYBS to improve their governance and volunteer support systems. We have promoted them both within our organisation and to the broader community. We have provided opportunities to attend local events to raise awareness and raise much needed funds, and we have provided direct volunteer support with CN employees putting up their hands to support GYBS events.



## Celebrating achievements

### Awards and recognition program

Our recognition program provides guidelines on the program available to employees and shows that people's contribution is valued and appreciated.

CN encourages the use of the recognition program in recognising employees and teams for outstanding achievements. The recognition program supports the fulfillment of our performance development program in recognising individuals and teams.

The program enhances employee engagement and supports the creation of building a collaborative culture across CN through recognising 'blue bus' principles of playing hard through teamwork, performance, collaboration and celebration of achievements.

Within the last 12 months over half of the organisation have been recognised for their contribution which makes a difference to the services delivered to the community.

## Awards

Description	Award	Project
Ministers' Awards for Women in Local Government 2019	Highly Commended – Alissa Jones Chief Financial Officer (CFO)	Women in a Non-Traditional Role – Metropolitan Council
The Smart Cities Award	Smart City of the Year – Metropolitan	Smart City
International Data Corporation (IDC) Smart Cities Asia-Pacific Awards	IDC Smart City 2019 – Land Use and Planning	Hunter Innovation Project – Smart City Infrastructure
IDC Smart Cities Asia-Pacific Awards	IDC Smart City 2019 – Connected and Autonomous Vehicles, Public Transit and Rideshare category	Smart Moves Newcastle – Mobility Projects
Australasian Reporting Awards	Bronze Excellence in Reporting Award	2017/18 Annual Report
2018 Local Government NSW Excellence in the Environment Awards	Highly Commended for Innovation in Planning, Policies and Decision Making	Urban creek rehabilitation and naturalisation
Planning Institute of Australia Awards for Planning Excellence 2018 – NSW Chapter	Public Engagement and Community Planning – commendation	Newcastle 2030 Community Strategic Plan
2018 Local Government NSW RH Dougherty Award	Reporting to your Community Division C: More than 70,000 Highly Commended	Newcastle 2030 Community Strategic Plan, Community Engagement
Garage Sale Trail Awards for Council Excellence	Winner of Best Campaign Award for the national Garage Sale Trail program	Garage Sale Trail Program
2019 Local Government Awards	Service Delivery Initiative - Population over 60,000	Water Safety Education Program
LG Professionals	Dick Cahill Memorial Scholarship	Cassandra Cleary and Julia Zotova

## Total remuneration for Chief Executive Officer (CEO) and senior officers

During the 2018/19 financial year CN's senior officers were comprised of:

### Chief Executive Officer Executive Office

Jeremy Bath

Governance	Strategy and Engagement	People and Culture	Infrastructure and Property	City Wide Services
Finance	Information Technology		Depot Operations	Civic Services
Legal	Major Events and Corporate Affairs		Assets and Projects	Libraries and Learning
Regulatory, Planning and Assessment	Corporate and Community Planning		Civil Construction and Maintenance	Customer Experience
			Property and Facilities	Parks and Recreation
				Waste Services

All figures stated are in line with relevant legislation that requires the following components to be reported:

- (i) the total of the values of the salary components of their packages;
- (ii) total amount of any bonus payments, performance payments or other payments made to the CEO that do not form part of the salary component of the CEO;
- (iii) total amount payable by Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the CEO may be a contributor;
- (iv) total value of any non-cash benefits for which the CEO may elect under the package;
- (v) total amount payable by Council by way of fringe benefits tax for any such non-cash benefits.

Chief Executive Officer:	\$ 446,516
Senior officers x 20:	\$4,424,774
	<b>\$4,871,290</b>

Fringe benefits tax for non-cash benefits: \$43,357

Fringe benefits tax (FBT) includes costs associated with parking, entertainment expenses, senior executive services relocation expenses and FBT associated with motor vehicle private usage.

## Work health and safety

The past 12 months have seen a number of key initiatives rolled out across CN, aimed at promoting a safe workplace and developing Work Health and Safety (WHS) best practice.

CN focused on delivering the following initiatives or achievements:

Figtree dashboard (CN's WHS system)

Figtree training sessions

WHS safety innovation awards

Each ICAM (Investigation APP) presented to Executive Leadership Team (ELT);

Drug and alcohol training

Initiation and development of a CN Wellbeing Strategy

## Workers compensation

In line with previous achievements CN again achieved top tier exemplary performance for workers compensation, as assessed by an external agency;

Continued the proactive and productive approach to claims management

Developed workers compensation and return to work training program.

To enhance CN's WHS management system, the following documents underwent major or minor review for compliance to the WHS Act, WHS Regulation, Codes of Practice and/or Australian Standards or via WHS Audits.

Two policy documents  
Eight system procedures  
Four operating procedures  
52 forms  
One register  
Four competency assessments  
Two training packages.

Opportunities identified to enhance the WHS system were monitored through the mySafety Incident and hazard corrective action system and as a result the WHS system is continually reviewed to ensure meeting CN's legislative compliance.

Overall, CN's WHS performance in the 2018/19 financial year recorded the following:

Zero Improvement Notices or Prosecutions

The Lost Time Injury Rate (LTIR- the number of Lost Time Injuries that have occurred per 100 workers)  
- 4.02

The Lost Time Injury Frequency Rate (LTIFR - the number of Lost Time Injuries that have occurred per 1,000,000 hours worked)  
- 16.83

Lost Time Injuries  
- 39

Total Injuries  
- 180

Positive performance indicators results	%	Status
Corrective actions (21/11/15 to current)	76.41%	
Incidents entered <=1 Days (month)	91.25%	
Workplace inspections (Month)	99.05%	
Workplace inspections entered into our record management system (Month)	90.38%	
Systems or compliance audits (month)	100%	
Training attendance (Month)	90.22%	
<b>Group overall performance</b>	<b>91.22%</b>	



# Instagram



visitnewcastle\_aus

Newcastle, Australia >

• • •



56000 likes

NEW energy NEW events NEW experiences NEWCASTLE

#visitnewcastle #newcastlensw #visitnsw



## Our volunteers

CN volunteers have a significant impact on our community and how our organisation delivers quality services both with, and to our community. During 2018/19, our volunteers contributed more than 26,700 hours to programs such as Landcare, Museum, The Playhouse, Art Gallery and a number of Committees. CN volunteers can be found contributing almost every day of the week and provide a wonderful way for our residents to make a real contribution to our community.

Considerable work has been undertaken internally with how we manage and support our volunteers. This investment has seen a vast improvement in how CN meets the National Standards for Volunteer Involvement. We have also seen the development of our Volunteer Management Framework, how we communicate with our volunteers and how we recognise and reward our volunteers for their efforts.

Highlights for this year have included an International Volunteers Day/Christmas recognition dinner, a volunteer strategic workshop and a National Volunteers Week morning tea.



**350 volunteers  
26,700 hours**



Bush Care  
**9,958**  
hours



Halls  
**720**  
hours



Museum  
**3,604**  
hours



Committee  
**835**  
hours



Landcare  
**4,311**  
hours



NewCrew  
**814**  
hours



Gallery  
**1,854**  
hours



Libraries  
**301**  
hours



Parks and Fields  
**9,958**  
hours



Playhouse  
**369**  
hours

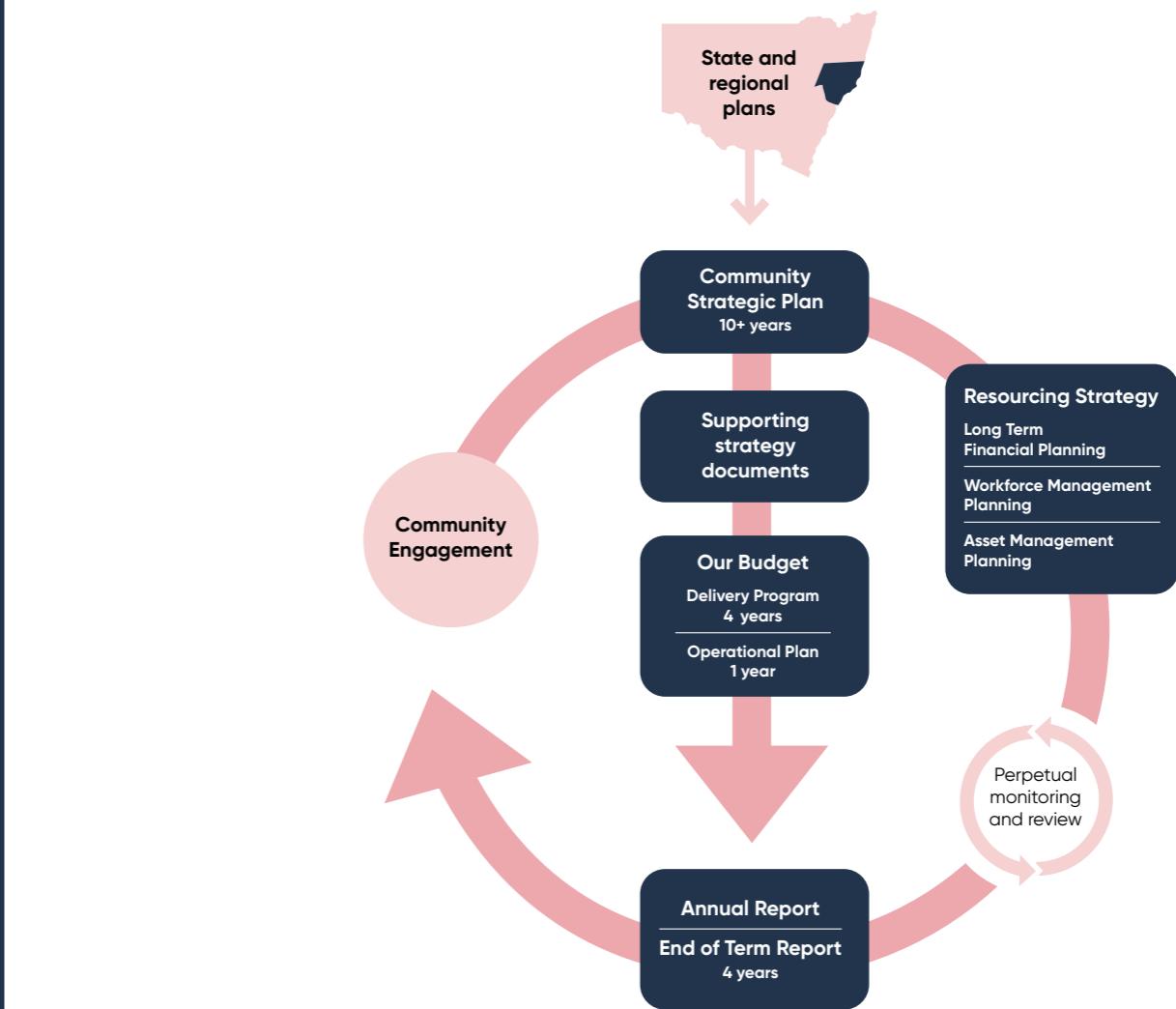


General  
**482**  
hours

# Why we do an Annual Report

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

CN is required under section 404(5) of the Act to provide progress reports on the Delivery Program and Operational Plan at least every six months. Our Annual Report details CN's progress on the principle activities detailed in the Delivery Program.



## Reporting on our performance

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

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

Every three months, CN reports on the key activities it has undertaken which contribute to achieving our Delivery Program and in the long term our Newcastle 2030, Community Strategic Plan.

# Our stakeholders

At CN we have a diverse group of stakeholders and engage with them in many ways, depending on their needs. Community and stakeholder engagement are also an integral part of our service. Our goal is that our community is kept informed of all works we are delivering and services we are providing.

Stakeholder group	Why our stakeholders are important to CN	Why we are important to our stakeholders	CN engages with this group via
 Employee	Central to the success of our organisation by providing valued knowledge, skills and labour.	Provide a fair, engaging and enriched work experience with career development and flexible work arrangements.	One Place (Intranet), briefings, meetings, surveys, emails, NovoNews (newsletter), exit interviews and interviews.
 Community groups and volunteers	Build trust and connections with local communities through these services.	Provide support and partnerships.	Focus groups, committees and training.
 Government	Provide funding opportunities, guidance through regulation and legislation, services, planning direction and networks.	Provide local strategies, partnerships and networks.	Formal meetings, briefings and networking meetings, correspondence and events, legislative reporting and 1:1 meetings.
 Partners	Provide shared knowledge, networks, cultural experiences and economies of scale.	Provide advocacy, leadership, cultural vibrancy, and resources in line with policy and legislation.	Contract management, account management relationships, networking meetings and regular engagement through site visits.
 Ratepayers	Provide funding for local services and infrastructure, provide guidance, values, engagement and feedback.	Generate sustainable growth and returns to the community.	Rates notices, community meetings, surveys, City News and other publications, website and Annual Report.
 Businesses	Build capacity, create vibrance and drive our city's economy.	Provide opportunities for business and promote activities to enhance businesses.	Focus groups, BIAs and peak bodies, publications, website, social media, Annual Report and surveys.

Stakeholder group	Why our stakeholders are important to CN	Why we are important to our stakeholders	CN engages with this group via
 Media	Build and protect reputation and raise awareness of events, service and facilities.	Provide trend data on social, environmental, economic and governance information.	Media releases, briefings, interviews and social media.
 Residents	Provide guidance, values, engagement and feedback.	Provide civic leadership representation, services and facilities.	Public meetings, City News and other publications, website, social media, Annual Report, surveys, public exhibitions, community consultations and feedback sessions.
 Visitors	Provide economic benefits by visiting, shopping and studying, generate employment opportunities and financial viability.	Provide products, services and facilities.	Website, social media and other published information.
 Suppliers	Provide good value and quality products and services.	Provide fair access to business opportunities in line with policy and legislation.	Contract management and account management relationships.
 Customer	Provide us with feedback and utilise our services and products.	Provide products and services of good value and quality.	Customer service centre, customer experience and satisfaction measures, follow ups, website, publications, facts sheets.

# Our Performance



## 2018/2019 highlights



**131,590**  
calls made to 4974 2000



**\$91.6 million**  
works program expenditure



Overall satisfaction  
with CN's performance  
(quarterly survey results)



**\$9.4 million**  
surplus



Approved Development  
Applications  
**1,287**  
with a value of  
**\$1.02 billion**



Pools attendance  
**342,198**  
↑ 4% or 12,000 people  
(2017/18)



**249,273**  
total tonnes into Summerhill  
Waste Management Centre



Civic Theatre  
**133,291**  
ticketed attendees  
(up from 119,066 2017/18)



**22,113**  
tonnes recycled



Art Gallery  
**74,566**  
ticketed attendees  
(up from 68,000 2017/18)



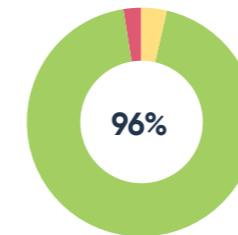
Green energy generated  
at Summerhill  
**17,982mwh**  
enough to power  
3,570 households



Museum  
**127,862**  
ticketed attendees  
(down from 150,000 2017/18)

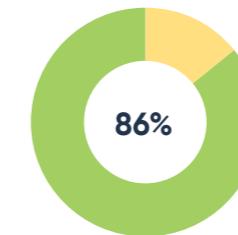
Total initiatives  
**206**

Initiatives completed  
or on track



Total resolutions  
**213**

Resolutions completed



Total expenditure  
**\$296 million**

Total income  
**\$336 million**

Off track  
On track  
Monitor

Active Resolutions  
Completed Resolutions

### Works Program highlights



Roads  
**\$18.5m**



Transport  
**\$4m**



Recreation Parks, Sporting  
Facilities and Open Space  
**\$7m**



Environment  
**\$17m**



Information Technology  
**\$7.2m**



Smart City  
**\$8.1m**



Fleet Replacement  
**\$4.2m**



Stormwater  
**\$6.3m**



Coastal  
Revitalisation  
**\$1.3m**



Cultural  
Facilities  
**\$4m**



Libraries  
**\$0.9m**



Buildings and  
Structures  
**\$6.8m**



Solar Farm  
**\$6.3m**



eBikes, Newcastle Beach



# Integrated and Accessible Transport

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

## Community Objective

- 1.1 Effective and integrated public transport
- 1.2 Linked networks of cycle and pedestrian paths
- 1.3 Safe, reliable and efficient road and parking networks

## SUSTAINABLE DEVELOPMENT GOALS



## Highlights of Integrated and Accessible Transport



On your bike video reached  
**148,590**



**43%**  
agree Newcastle LGA  
is a cycle friendly area  
(very satisfied, satisfied  
or not concerned)



**45,517**  
EasyPark transactions  
during June



Park and Ride  
**64,100**  
single occupant vehicle  
trips into/out of the city  
centre removed



EasyPark app usage  
has increased from  
**6.3%** take up in July to  
**34.8%** take up in June  
EasyPark is now a preferred  
option over cash



**39,223**  
passengers one-way  
July-June



EasyPark App  
Monthly avg  
**59%** repeat use



**300**  
street signs replaced  
**6**  
transport stops  
upgraded



Avg parking time  
**2hr 32min**  
Avg spend  
**\$3.65** per transaction

## Supporting our strategic directions

### Our strategies and plans

Newcastle Transport Strategy 2014

Newcastle Cycling Strategy and Action Plan 2012

Connecting Newcastle 2017

Disability Inclusion Action Plan 2016-2019

### What we did

#### Cycle safety is important to us

Cycle safety is part of the ongoing cycling education and promotion project. The cycling education and promotion project includes several components:

mapping

events

local discovery rides

cycle skills classes

campaign.

The first wave of the campaign focused on participation, **Find your path.**

[www.newcastle.nsw.gov.au/OnYourBike/Find-Your-Path](http://www.newcastle.nsw.gov.au/OnYourBike/Find-Your-Path)

The second on the **benefits of cycling.**

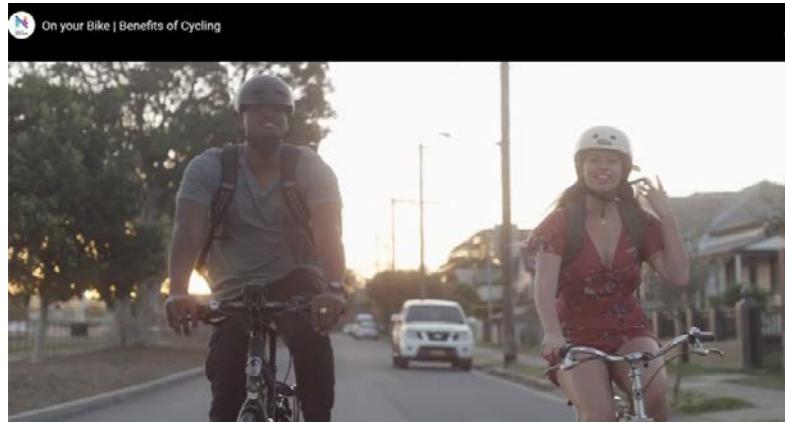
[www.newcastle.nsw.gov.au/OnYourBike/Why-ride](http://www.newcastle.nsw.gov.au/OnYourBike/Why-ride)

The third on **safety.**

[www.newcastle.nsw.gov.au/OnYourBike/Riding-Nice](http://www.newcastle.nsw.gov.au/OnYourBike/Riding-Nice)

## Our achievements

- ✓ Regional roads resurfacing 30,435m<sup>2</sup>
- ✓ Local roads resurfacing 74,575m<sup>2</sup>
- ✓ Local roads surface rejuvenation 162,402m<sup>2</sup>
- ✓ Maintained 1.7km of concrete footpath
- ✓ Replacement of 300 street name signs
- ✓ Six transport stops upgrades
- ✓ Footpath replacement 0.6km
- ✓ Rejuvenation works undertaken on 97 streets
- ✓ Pavement rehabilitation and replacement for three streets
- ✓ Resealing of 34 streets and laneways
- ✓ The Newcastle Cycleways Map and Guide was revised, and 10,000 copies printed and distributed in late 2018
- ✓ Seven bike maintenance classes were held
- ✓ Resurfacing of 20 streets and laneways
- ✓ Resurfacing at four grade car parks
- ✓ Kerb and gutter replacement 0.5km



CN distributed two safety animations through social media early this year – ‘Share the Path’ and ‘Share the Road’. The animations can be found on CN’s web page at [www.newcastle.nsw.gov.au/OnYourBike/Riding-Nice](http://www.newcastle.nsw.gov.au/OnYourBike/Riding-Nice).



#### Purchase of electric cars

We've begun replacing our fleet of petrol-powered cars by purchasing two electric models engineered for better performance, efficiency and sustainability.

A Renault Kangoo and Hyundai Ioniq have replaced existing fleet cars that were up for renewal and will be joined by similar makes and models in the next financial year.

The emerging fleet of new vehicles is another example of CN's increasing uptake of new technology for improved environmental outcomes.

#### On your bike photo contest

We launched an on your bike photo competition to celebrate NSW Bike Week and the 2018 Newcastle Walking and Cycling Festival.

And the winner, a tiny tot on a trike summons the power to propel herself forward in life as mum glides effortlessly by on a Newcastle day that sparkles even in black and white.



#### Carrington village upgrade

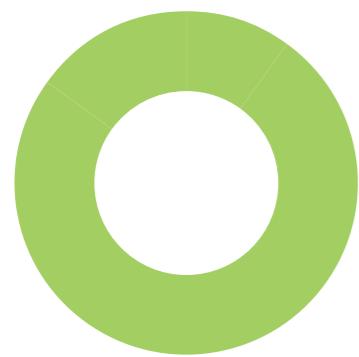
Revitalisation of Carrington, the first of the village upgrades, was completed this year. The \$3 million project saw infrastructure improvements to roads, pathways and parking along Young Street, and the addition of street trees, bike racks and bins.

## How we performed

### Total initiatives

**100%**

Of initiatives completed or on track

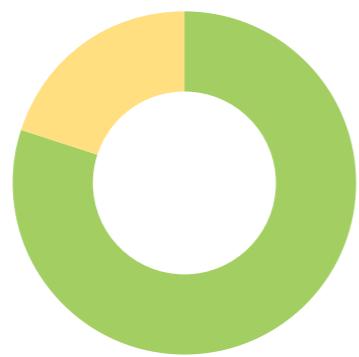


Monitor	0   0%
On Track	20   100%
Off Track	0   0%
No Targets Set	0   0%

### Total Key Performance Indicators

**80%**

Of KPIs completed or on track



Monitor	1   20%
On Track	4   80%
Off Track	0   0%
No Targets Set	0   0%

### 1.1 Effective and integrated public transport

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

### 1.1.3 Plan and deliver accessible local infrastructure improvements for public transport

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

### 1.2 Linked networks of cycle and pedestrian paths

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility	Status
<b>1.2.1 Continue to upgrade and extend cycle and pedestrian networks</b>			
Develop a network of safe, linked cycle and pedestrian paths integrated with key destinations and green space	Continue to implement the Newcastle Cycling Strategy and action plan	Assets and Projects	✓
Promote walking and cycling	Continue to support delivery on our special rate variation project cycleways	Assets and Projects	✓
<b>1.2.2 Promote walking and cycling</b>			
Enhance the safety of cyclists and pedestrians	Continue to implement the ongoing cycling education and promotion campaign	Assets and Projects	✓
Enhance information about active transport on CN's website	Assets and Projects	✓	
Incorporate consideration of lighting in cycling and pedestrian projects	Assets and Projects	✓	

### 1.3 A transport network that encourages energy and resource efficiency

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility	Status
<b>1.3.1 Ensure safe road networks through effective planning and maintenance</b>			
Improve the safety, quality and amenity of local roads through increased road reconstruction, resurfacing and line marking programs	Develop and implement the roads resurfacing program and road renewal works program	Assets and Projects	✓
	Improved safety for all road users, through implementation of pedestrian access and mobility plan project and local area traffic management projects	Assets and Projects	✓
Support the continuation of parking education and enforcement programs across Newcastle, particularly around schools and sporting fields/venues	Undertake parking safety education programs	Assets and Projects	✓
<b>1.3.2 Ensure community and business needs for adequate and accessible parking are prioritised</b>			
Implement a parking management strategy in high traffic areas to achieve safety and turnover of spaces	Enforce the parking provision of the NSW road rules to achieve traffic and pedestrian safety and turnover of parking	Assets and Projects	✓
Improve way-finding signage in commercial centres to assist drivers to locate available parking in a more timely manner	Install parking infrastructure that supports the use of available technology and smart parking initiatives	Assets and Projects	✓
<b>1.3.3 Implement technology solutions to improve transport infrastructure and experiences, and encourage mobility innovation</b>			
Maintain the quality of local and regional roads through road reconstruction and resurfacing programs	Develop and implement the roads resurfacing and renewal works programs	Civil Construction and Maintenance	✓
Improve the safety of local and regional roads through pedestrian access and mobility planning and local area traffic management	Continue with review and implementation of local area traffic management studies	Assets and Projects	✓
Introduce technology to provide greater access to parking payment options and information	Support the continuation of the trial of pay by phone application	Regulatory, Planning and Assessment	✓



Bike riding at Supercars 2018



Tree planting



# Protected Environment

**Our unique environment will be understood, maintained and protected.**

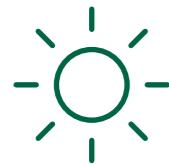
## Community Objective

- 2.1 Greater efficiency in the use of resources
- 2.2 Our unique natural environment is maintained, enhanced and connected
- 2.3 Environment and climate change risks and impacts are understood and managed

## SUSTAINABLE DEVELOPMENT GOALS



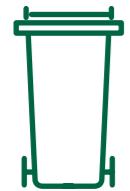
## Highlights of Protected Environment



**14,500**  
solar panels have  
been installed at the  
Summerhill solar farm



**22,113 tonnes**  
of waste exported  
for recycling



**44%**  
waste diversion rate  
for municipal collection



**994**  
residents participated in  
Chemical CleanOut events



Compaction ratio  
**0.99 t/m<sup>3</sup>** ↑  
target > 0.95 t/m<sup>3</sup>  
last year 0.97 t/m<sup>3</sup>



**249,273 tonnes**  
waste received



## Top environmental issues

- Protecting natural areas
- Expanding urban and street scale greening
- Increase the use of renewable energy
- Protecting the coastline
- Changes in climate
- Minimising waste
- Reduce carbon emissions

## Supporting our strategic directions

### Our strategies and plans

Newcastle Environmental Management Strategy 2013

Newcastle 2020 Carbon and Water Management Action Plan 2011

Smart City Strategy 2017-2021

Throsby Creek Action Plan 2017

Urban Water Cycle Policy 2019

Newcastle Coastal Zone

Management Plan Stockton 2018

Hunter Estuary Coastal Zone Management Plan 2017.

### What we did

#### Summerhill Waste Management Centre solar farm

Over 14,500 solar panels have been installed and the solar farm completed at Summerhill Waste Management Centre.

Work is now underway to build the connection between the solar farm and Ausgrid's substation so that CN can start generating over 7.5 Gigawatt hours of renewable energy.

Enough to power more than half of CN's entire electricity needs.

## Our achievements

- ✓ 14,500 solar panels have been installed at Summerhill solar farm
- ✓ 1,500 environmental health inspections completed
- ✓ 1,600 environmental health requests received
- ✓ 4,111 participants in garage sale trail
- ✓ 1,200 trees planted
- ✓ 740 participants in our Talk and Tour programs at Summerhill
- ✓ Museum wins Climate Council National Energy Efficiency award
- ✓ 46 projects dedicated to stormwater drainage works and services
- ✓ 4,628 LED energy efficient streetlights scheduled for upgrade
- ✓ Two electric vehicles purchased for CN fleet
- ✓ Two new electric vehicle charging stations have been installed for use by the public at No.2 Sportsground
- ✓ 100 contaminated land reports received through the DA process
- ✓ 62% reduction in CN staff disposable coffee cups going to landfill
- ✓ Endorsed the UN Environment Clean Seas campaign

## Our renewable energy systems

We now have nine rooftop solar systems on city facilities:

War Memorial Cultural Centre	City Works Depot
Regional Art Gallery	Newcastle Regional Museum
No.1 Sportsground	Wallsend Library
No.2 Sportsground	12 Stewart Ave.
New Lambton Library	

with a combined estimated energy output of 803MWh per year, this green energy is equal to 160 households.

## What we recycled

Of the 22,113 tonnes collected for recycling:

15,665 tonnes are compost	131 tonnes are household items for reuse
4,119 tonnes are aggregate	96 tonnes are household problem waste
855 tonnes are steel	89 tonnes are non-ferrous
869 tonnes are wood	289 tonnes are paper and cardboard.

## Coast and estuary improvement projects

The coast and estuary works program delivered the following improvement and maintenance projects:

Coastal protection and repair work at Stockton Beach in response to repeated erosion events;
Successful completion of the Mitchell Street seawall north accessway installation and the protection of the Dalby Oval dune habitat;
2,436 linear metres of fencing installed to protect endangered ecological communities and encourage dune vegetation establishment and sand capture;
Coastal revegetation of littoral rainforest, wetland, dune, and headland locations was highlighted at Arcadia Reserve with the installation of nest boxes in conjunction with Newcastle East Public School; and
Community education under the Natural Connections banner – Summer program focusing on coastal habitats, sand life and rock platform protection (Approximately 200 community members involved).

## Electric transit hub

CN has constructed a cutting-edge electric transit hub at No.2 Sportsground and car park in Newcastle West. With a 200-car space weekday parking capacity, and ideally located within walking distance of the CBD, the site is tailor made for the installation of electric transport infrastructure.

This includes three electric vehicle charge points powered by a 44kWh solar car park cover and 120kW battery storage (enough to power a Newcastle home for nine days), as well as E-Bikes for travel into the city.



## enough to power a Newcastle home for 9 days

## Stormwater projects

CN received a total of \$1,983,691 in Stormwater Management Service Charge (SWSC) funds. In addition to the monies CN dedicated the annual baseline amount \$640,000 specifically to SWSC eligible project funding. These two funding sources explicitly allocated \$2,623,691 to eligible stormwater projects.

During the 2018/19 financial year CN conducted an extensive stormwater program which included 46 projects dedicated to stormwater drainage works and services resulting in total program expenditure of \$6,277,017. Of these 46 projects, 37 were eligible to have the SWSC applied. The total expenditure on the eligible SWSC projects totalled \$5,685,139 for the 2018/19 financial year.

CN's total investment in 2018/19 in stormwater rehabilitation delivered a wide range of stormwater activities, including:

Asset renewal and creation, with approximately 1,200m of pipelines, 87m of culverts, 1,500m of swales, 94 pits, three headwalls, 12 stormwater quality improvement devices (SQID), two tide control devices;

Trenchless technology used to renew 863m of pipelines;

Stormwater program projects successfully completed at:

- Unnamed Laneway, Stockton
- Kimian Avenue, Waratah West
- Patrick Street, Merewether
- Westwood Avenue, Adamstown Heights
- Boronia Avenue, Adamstown Heights
- Howden Street, Carrington;

Audit and condition assessment of gross pollutant traps (GPTs) in Fletcher;

Approximately 220 proactive erosion and sediment control inspections were performed; and

Approximately 55 Business Pollution Prevention Program audits were performed.

### Sparing the environment with our new re-usable coffee cups

CN staff received a free Newcastle-branded re-usable coffee cup. These cups, funded in conjunction with NSW Environment Protection Authority, were distributed across the LGA to encourage use of sustainable cups and reduce non-recyclable cups going to landfill.

A litter audit was undertaken in the City Administration Centre and Fredrick Ash Buildings prior to the cup's distribution, and it was estimated 10,375 cups each year ended up in our bins, and eventually landfill.

The same audit was undertaken two weeks after our staff received their cups, and the results are commendable! This time around it was estimated that, post distribution, there would be 3,925 cups per year discarded. This represented a dramatic drop of 62% in cups going to landfill.

By using a re-usable cup, we can all help be part of the solution to a big problem.

More than one billion coffee cups in Australia's household end up in landfill each year.

### Whale Tales

This year, the city's whale tales lecture at Bar Beach fell on the same day as an annual tally of humpback whales. The whale tales talks by marine naturalist Jeannie Lawson celebrate the gentle giants by canvassing their song, lifecycle and migration.

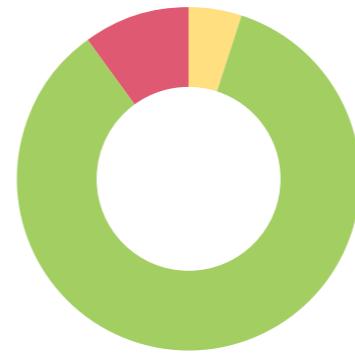
Newcastle's Bathers Way coastal pathway each year offers a great vantage point to spot the humpback whales.

### How we performed

#### Total initiatives

**85%**

Of initiatives completed or on track



#### Total Key Performance Indicators

**75%**

Of KPIs completed or on track



Monitor	1   5%
On Track	17   85%
Off Track	2   10%
No Targets Set	0   0%

Monitor	1   25%
On Track	4   75%
Off Track	0   0%
No Targets Set	0   0%

### 2.1 Greater efficiency in the use of resources

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility	Status
<b>2.1.1 Improve waste minimisation and recycling practices in homes, workplaces, development sites and public places</b>			
Develop internal waste management programs that reduce waste and increase recycling within CN	Work with individual business units to develop service level plans that reduce waste generation and increase resource recovery	Waste Services	<span style="color: yellow;">○</span>
Develop customer interface to enable sharing of waste performance data and to enable customer self-service for bulk collections and vouchers	Identify key deliverables and develop and deliver strategy over a three-year period	Waste Services	<span style="color: red;">○</span>
Improve public place waste and recycling services that both raise awareness of waste and increase resource recovery	Roll out at least 20 new waste recycling stations with improved aesthetics and cleanliness	Waste Services	<span style="color: pink;">○</span>
Improve and increase recycling infrastructure at SWMC to increase resource recovery	Start construction of new small vehicle drop off facility	Waste Services	<span style="color: green;">✓</span>

<b>2.1.2 Investigate and implement renewable energy technologies</b>			
Delivery Program Objective	Operational Plan Action 2018/19	Responsibility	Status
<b>2.1.3 Encourage energy and resource efficiency initiatives</b>			
Increase the percentage of CN's electricity sourced from low carbon energy sources	Construct a mid-scale Summerhill solar farm project to offset CN's energy use and greenhouse emissions	Corporate and Community Planning	✓
Support the objectives and implementation of the Newcastle Carbon and Water Management Action Plan	Establish No.2 Sportsground as the trial site for smart grid and smart city energy technologies	Projects and Contracts	✓
<b>2.2 Our unique natural environment is maintained, enhanced and connected</b>			
Delivery Program Objective	Operational Plan Action 2018/19	Responsibility	Status
<b>2.2.1 Provide and advocate for protection and rehabilitation of natural areas</b>			
Continue to implement our City Wide Maintenance Policy to achieve an expanded and sustainable canopy cover through our streets and park trees	Implement the tree inspection program in line with the city-wide maintenance policy	Civil Construction and Maintenance	✓
Promote environmentally sustainable business practices	Proactively monitor and regulate activities to minimise environmental impact, including implementing CN's business pollution prevention program and erosion and sediment control program	Regulatory, Planning and Assessment	✓
Ensure development takes place in accordance with the requirements of environmental planning	Manage contaminated land information and seek appropriate remediation through the development application process	Regulatory, Planning and Assessment	✓
Promote environmentally sustainable management of onsite wastewater systems	Proactively monitor and regulate onsite sewage management systems to minimise the risk of water pollution and public health impacts	Regulatory, Planning and Assessment	✓
Implement the Newcastle Coastal Management Plan maintaining a balance between long term use and conservation	Deliver environmental improvement projects and maintenance along the coastline	Parks and Recreation	✓

Implement the Plan of Management for Blackbutt	Deliver environmental improvement projects and deliver the Blackbutt Reserve Masterplan	Parks and Recreation	✓
Ensure priority natural environment areas are maintained and improved	Ensure the priority natural environmental areas are included in environment renewal program	Assets and Projects	✓
<b>2.2.2 Encourage and support active community participation in local environmental projects</b>			
Incorporate opportunities for community involvement in the delivery of natural environment areas maintenance and improvement projects	Deliver the natural connections and living streets community education initiatives in coordination with the delivery of key environment, stormwater and road projects	Assets and Projects	✓
Continue to support and promote Landcare and other volunteer groups as ancillary delivery mechanism for natural asset management	Deliver environmental improvements throughout the LGA with the assistance of Landcare and corporate groups by one off events and weekly activities	Parks and Recreation	✓

<b>2.3 Environment and climate change risks and impacts are understood and managed</b>			
Delivery Program Objective	Operational Plan Action 2018/19	Responsibility	Status
<b>2.3.1 Ensure decisions and policy response to climate change remains current and reflects community needs</b>			
Keep the community involved in the development of climate change adaption measures consistent with the adopted plans	Monitor sea level rise and ground water behaviour in low lying suburbs	Assets and Projects	✓
<b>2.3.2 Build community readiness by engaging the community in risk management processes</b>			
Support individuals to prepare, respond and recover from emergency events	Coordinate prevention, preparedness, response and recovery activities in accordance with legislation and emergency plan responsibilities	Legal	✓
To formalise an integrated emergency management capability and capacity development framework to enhance CN's capacity to effectively prevent, prepare for, respond to, and recover from significant emergency events impacting the communities of Newcastle	Legal	✓	



City of Newcastle

Newcastle Library



# Vibrant, Safe and Active Public Places

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

## Community Objective

- 3.1 Public places that provide for diverse activity and strengthen our social connections
- 3.2 Culture, heritage and place are valued, shared and celebrated
- 3.3 Safe and activated places that are used by people day and night

## SUSTAINABLE DEVELOPMENT GOALS



3 GOOD HEALTH  
AND WELL-BEING



10 REDUCED  
INEQUALITIES



11 SUSTAINABLE CITIES  
AND COMMUNITIES

## Highlights of Vibrant, Safe and Active Public Places



**1.2 million**  
beach goers



**4**  
playgrounds delivered at  
Wallsend, Stockton, Richley  
Reserve and Adamstown



**100** rescues

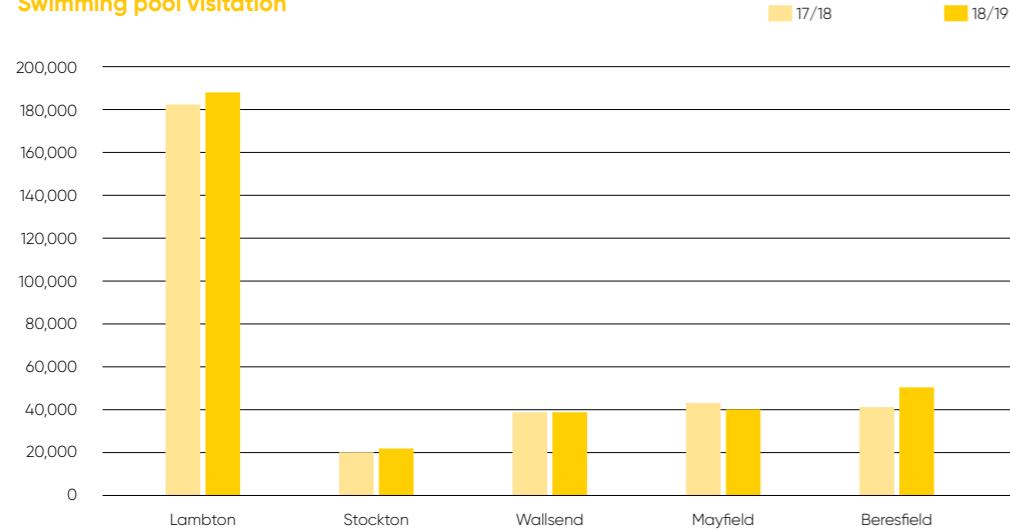


**14**  
off leash areas  
with one fenced area  
under construction



**78%**  
think Newcastle is more  
safe or as safe as similar  
sized cities  
(Summer community  
survey results)

### Swimming pool visitation



## Supporting our strategic directions

### Our strategies and plans

Parkland and Recreation Strategy 2014

Cultural Strategy 2016–2019

Safe City Plan 2017–2020

Events Plan 2016–2019

Newcastle After Dark Strategy 2018–2021

Disability Inclusion Action Plan 2016–2019

Dogs in Open Spaces Strategy 2019

Outdoor Exercise Facility Strategy 2018

Newcastle Libraries Strategy 2019–2029.

### What we did

#### School Water Safety Education Program

Each year lifeguards deliver CN's unique Water Safety Education Program to over 13,000 primary school children across the Newcastle LGA.

Over the course of eight weeks, lifeguards visited over 50 schools to deliver key messages about safety and drowning prevention. The program seeks to interactively educate children about water safety and covers water safety at the beach, at the pool and around open bodies of water such as rivers, lakes and dams.

By actively engaging children and empowering them with the knowledge to keep them safe, we hope to prevent child drownings, accidents and minimise children getting into dangerous situations. Both beach and pool lifeguards present the program at local schools during winter, in an attempt to ensure the safety of their patrons leading into the City's popular spring and summer swimming seasons.

## Our achievements

- ✓ Lifeguards delivered water safety to 13,000 primary school children
- ✓ Four playgrounds delivered at Wallsend, Stockton, Richley Reserve and Adamstown
- ✓ Building Improvements at No.2 Sportsground and Townson Oval green room
- ✓ Sportsground improvements at Myer Park
- ✓ Installation of outdoor exercise equipment at Stockton
- ✓ Installation of accessible pathway at Islington Park
- ✓ Adoption of Dogs in Open Space Plan
- ✓ Commenced development of first fenced dog park at Acacia Reserve
- ✓ Art Gallery subscribers to e-News 4,313
- ✓ Our Libraries presented seven exhibitions and attracted 23,260 visitors to the Lovett Gallery
- ✓ Masterplan adopted for Stevenson Park, Mayfield
- ✓ Overall Facebook friends for Civic Services increased by 11.7%
- ✓ Newcastle Museum presented seven exhibitions at the Lovett Gallery
- ✓ Live Music Strategy adopted

### New playgrounds and fitness parks

CN has opened four new facilities for kids, including the Stockton Active Hub's skatepark and playground in Griffith Park. Students of St Peter's Stockton were included in the official opening of the Stockton Active Hub. Outdoor exercise stations have been built along the Stockton foreshore, complementing the Active Hub and encouraging healthy lifestyles. New playgrounds were also opened in Cressington Way, Wallsend, Fletcher Park, Adamstown and Richley Reserve earlier in the financial year.

### Our first dog park under construction

Newcastle's first fully fenced dog park for owners to let our dog friends run free is now under construction at Acacia Avenue, North Lambton. Around six football fields in area, the new park will cater to the 44,300 registered dogs in Newcastle and offer separate spaces for pooches of different sizes.

### Library and Newcastle Stories Exhibitions

Newcastle Libraries produced seven exhibitions and attracted 23,260 visitors to the Lovett Gallery to see these exhibitions.

The major exhibition was 'Streets of Our Town' exhibition highlighting the libraries heritage subdivision plan collection. This exhibition resulted in \$4,000 worth of collection merchandise sales, more than 230 glowing visitor book reviews and thousands of visitors to the Lovett Gallery.

The Libraries also produced 'The Children's Library' an exhibition telling the story of Australian children's literature and the development of children's library services. Drawing on the Newcastle Library children's literature rare book collection and children's book illustration collection.

Other exhibitions at the libraries were:

The 'Spring' an exhibition drawing on the Newcastle Library botanical rare book collection;

'Festival X' and the 'Pop Up Library Competition' both exhibitions in partnership with the University of Newcastle (UoN); and

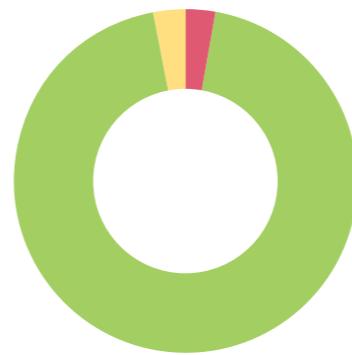
'Portraits of Crime' in partnership with NSW State Records to promote the 'One City One Book 'Summer of Crime' programming.

### How we performed

#### Total initiatives

**94%**

Of initiatives completed or on track



#### Total Key Performance Indicators

**100%**

Of KPIs completed or on track



Monitor	1   2.86%
On Track	33   94.28%
Off Track	1   2.86%
No Targets Set	0   0%

Monitor	0   0%
On Track	4   100%
Off Track	0   0%
No Targets Set	0   0%

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

Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
<b>3.1.1 Provide quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs</b>			
Continue to support and deliver on our special rate variation project Blackbutt Reserve Revitalisation	Upgrading Blackbutt reserve project – develop designs and plans for the next stage	Parks and Recreation	✓
Continue to upgrade and enhance our existing libraries	Upgrade to Lambton Library to create the storybook cottage early literacy centre in partnership with community agencies	Libraries and Learning	✓
Promote the environmental and recreational community use of our local parks and open space	Deliver positive communications regarding local parks and open spaces that educate the community	Parks and Recreation	✓

Upgrade and enhance our parkland and recreational facilities	Deliver recreational facility improvements throughout the city - playgrounds, outdoor courts, sportsgrounds, exercise equipment, dog off-leash areas	Parks and Recreation	
	Review and upgrade Lambton pool facility to meet current community needs and industry requirements	Parks and Recreation	
	Refurbishment of tennis facilities (deferred)	Parks and Recreation	
	South Newcastle reserve - playground design	Parks and Recreation	
Ensure that recreation facilities provide opportunities for the full range of age groups and abilities	Deliver projects that support whole of community use and incorporate universal design principles	Parks and Recreation	
Ensure spaces and facilities are multi-functional, and adaptable to changing needs	Undertake plans of management and masterplans to reflect the current community needs	Parks and Recreation	
<b>3.1.2 Enhance our beaches and coastal areas through upgraded facilities</b>			
Continue to support and deliver on Coastal Revitalisation	Plan and design for the implementation of the Bathers Way at South Newcastle, Bar Beach and King Edward Park	Assets and Projects	
<b>3.1.3 Plan, coordinate and deliver cultural and community infrastructure and programs</b>			
Develop and deliver a range of learning-based community events and programs in partnership to enhance social connections	Deliver annual one city, one book big book club	Libraries and Learning	
	Deliver the community living lab - backyard detectives - a smart city partnership	Libraries and Learning	
	Deliver reading matters - a series of author programs to discuss ideas and ethics	Libraries and Learning	
Ensure Newcastle audiences have access to a diverse range of exhibitions and works of high quality	Maintain a balance of programming targeted to a breadth of audience demographics including works of new and emerging thinking, forms and technology	Art Gallery Civic Services	
Ensure Newcastle audiences have access to a diverse range of audience engagement programs	Maintain a balance of audience engagement programs targeted to a breadth of audience demographics	Museum	

Partner with Newcastle's small to medium not for profit arts and cultural organisations in growing arts and culture in the city	Establish up to five programming partnerships of up to three-year terms with key programming deliverables for the city	Civic Services	
Partner with Newcastle community organisation to deliver diverse opportunities	Establish partnerships with key programming deliverables for the city	Museum	

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

Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
<b>3.2.1 Celebrate Newcastle's history, cultural heritage and cultural diversity</b>			
Grow the city's identity via its collections of art and artefacts, local history and architecture	Plan, support and maintain the city's art exhibitions and collections to generate educational programming	Art Gallery	
	Present Art Gallery shows that feature local stories and cultural identity across the LGA	Art Gallery	
	Present shows within Civic Services that feature local stories and cultural identity across the LGA	Civic Services	
	Maintain a balance of local stories told through exhibitions, web contents	Museum	
	Number of accessioned objects for the Museum	Museum	
<b>3.2.2 Increase collaboration with artists and practitioners in the cultural sector</b>			
Promote the Newcastle Library's Local History and Heritage Collections through a range of exhibitions, partnerships and programs	Deliver the local history and heritage collections three-year strategy to outline collecting profiles.	Civic Services Libraries and Learning	
	One major event developed per annum to showcase and/or add to the collections	Libraries and Learning	
	Expose local stories, both historic and contemporary, through cultural programming and build Newcastle's cultural identity	Museum	
	Deliver arts and cultural support programs	Civic Services Art Gallery	

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

Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
<b>3.3.1 Collaborate with local groups and services to address crime and safety</b>			
Provide safe on and off-street parking facilities	Deliver parking safety programs and improved accessibility across Newcastle through parking safety initiatives, management and enforcement	Assets and Projects	✓
	Continue to partner and fund on the ground initiatives including walk smart and Salvation Army streetsafe program	Corporate and Community Planning	✓
Protect, promote and control the risk to public health associated with local business activities	Conduct regular inspection programs of food businesses, skin penetration premises and premises with water cooling systems (legionella) and public swimming pools	Regulatory, Planning and Assessment	✓
Develop public places that are safe, welcoming and inclusive	Deliver park improvement projects that integrate safer by design principles	Parks and Recreation	✓
<b>3.3.2 Plan for a night-time economy, characterised by creativity, vibrancy and safety, that contributes to cultural and economic revitalisation</b>			
Implement policy and strategic initiatives to encourage more diverse night-time venues	Adopt and implement the Newcastle After Dark Strategy	Corporate and Community Planning	✓
	Deliver, with partners, the night-time spaces project to create more interactive and safer public spaces in the city's nightlife precincts	Corporate and Community Planning	✓
	Apply crime prevention through environmental design principles for all new and replacement infrastructure	Corporate and Community Planning	✓
	Implement creative and safety lighting programs	Assets and Projects	✓



Newcastle skatepark



NYE, Newcastle



# Inclusive Community

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

## Community Objective

- 4.1 A welcoming community that cares and looks after each other  
4.2 Active and healthy communities with physical, mental and spiritual wellbeing

## SUSTAINABLE DEVELOPMENT GOALS



## Highlights of Inclusive Community



**133,291**  
Civic Theatre attendees  
**12%** increase  
(2017/18 – 119,066)



Library delivered  
**2,292**  
learning and cultural  
experiences, with  
**77,169**  
participants



**1,342**  
targeted children's and  
youth program  
which attracted  
**35,695**  
participants  
that's a  
**31% increase**  
in community uptake



**78%**  
feel welcomed and  
connected with their local  
community  
(Winter community  
survey results)



Attendance at  
the Art Gallery  
**74,566**



Number of educational/  
public programs held  
at the Art Gallery

<b>0-12</b>	<b>206</b>
<b>13-30</b>	<b>67</b>
<b>31-65</b>	<b>147</b>
<b>65+</b>	<b>37</b>



Attendance at  
the Museum  
**127,862**



**97%**  
customer service  
satisfaction  
  
**96%**  
museum exhibition  
satisfaction

## Supporting our strategic directions

### Our strategies and plans

Multicultural Plan 2016 – 2019

Disability Inclusion Action Plan 2016 – 2019

Newcastle Libraries Strategy 2019 – 2029

Social Strategy 2016 – 2019

Aboriginal Employment Strategy 2018 – 2021.

### What we did

#### Progress on Nobby's project

The new accessible amenities at Nobby's Beach are completed.

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

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

#### Home Library Service (HLS) narrative

The HLS delivered 19,236 items to our community and our Library Courier made 1,900 individual book bag drops.

In June 2019 Regis Elmore Vale Aged Care has been added to the HLS delivery runs with 10 new customers. An individual tech help session was arranged and presented at Regis Elmore Vale.

CN's HLS continues to receive overwhelmingly positive feedback from its members who highly value the service and the HLS team members are committed to providing an excellent service. This commitment includes liaising with multilingual aged care professionals to assist the team to understand the specific reading needs of members.

Team members visit members in their homes to assist them to use modified audiobook players that are provided by the HLS in association with Vision Australia.

Those members with reduced vision appreciate the technological support so that they can continue to enjoy books in audio format.

## Our achievements

- ✓ Home library services made 1,900 individual book bag drops
- ✓ Home library service delivered 19,236 items to our community
- ✓ 206 pets transported to CN's impound facility
- ✓ Our companion animal officers conducted a total of 367 proactive patrols throughout the LGA
- ✓ The dogs in open space plan adopted
- ✓ Museum currently holds 12,500 objects
- ✓ Newcastle Museum presented five exhibitions
- ✓ Ten, two-hour tech savvy for our Aboriginal community training sessions delivered across the region
- ✓ Disability awareness training was delivered to our customer service staff
- ✓ Installation of an accessible pathway at Islington
- ✓ Free microchipping in conjunction with CN's responsible pet ownership program
- ✓ 18 targeted programs for local aboriginal communities, which attracted 145 participants
- ✓ Libraries support for Hunter Homeless Connect day event
- ✓ Act 4 SDGs Day – Youth Council

**At CN we love animals**

**31,904 registered cats  
44,309 registered dogs**



We continue to grow with  
**1,363 dogs and 435 cats**  
registered this year

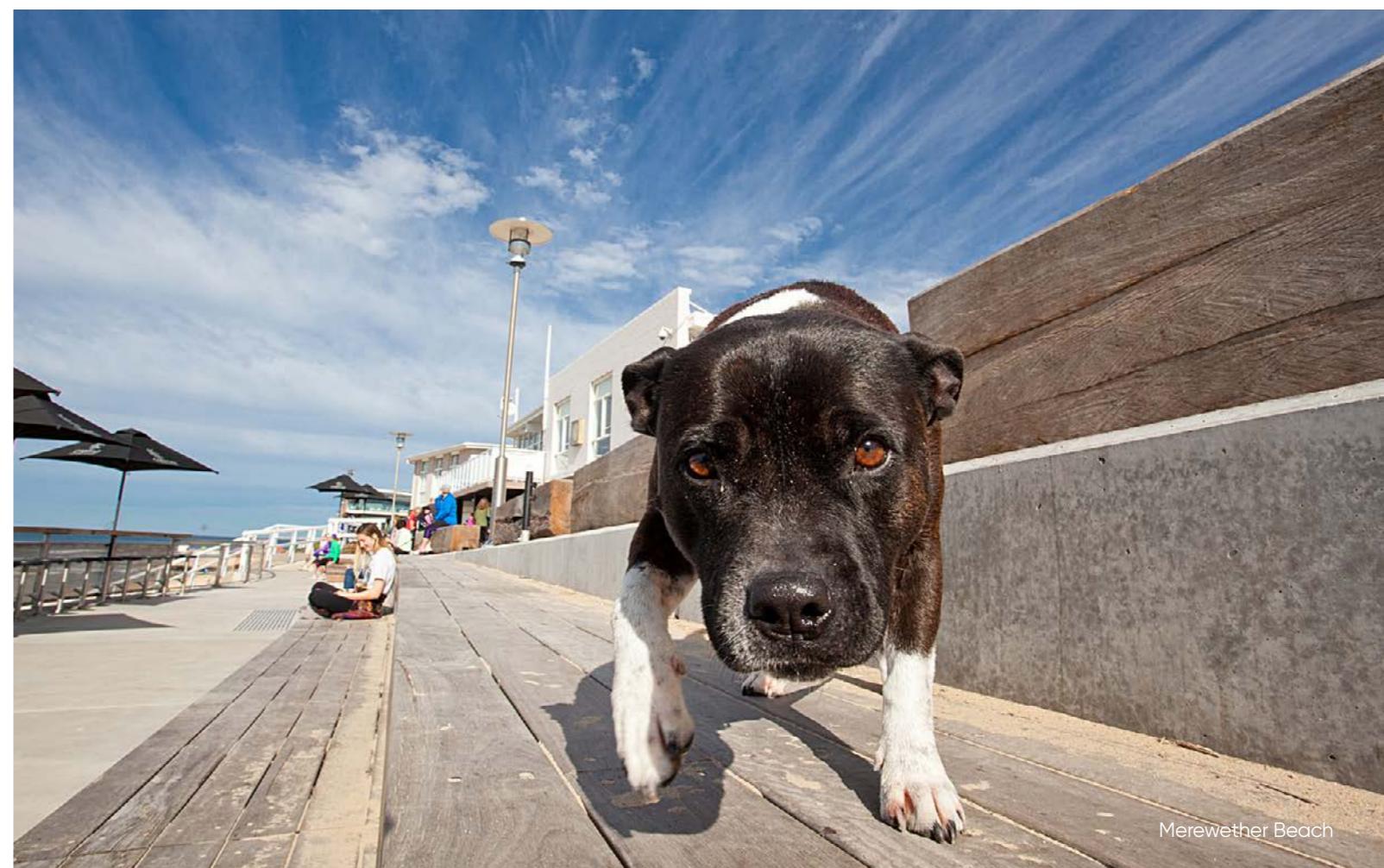
At CN we love animals, we have Rangers, also known as Companion Animal Officers, on hand to keep our pets and residents safe. They provide coverage to the whole of the Newcastle LGA 365 days per year. Our team consists of six companion animal officers. They use a variety of community focused education and regulatory initiatives to achieve their responsibilities in accordance with the guidelines of the Companion Animals Act 1998.

There are a total of 44,309 dogs and 31,904 cats identified in Newcastle LGA, making it one of the largest pet ownership areas in NSW, and we continue to grow with an additional 1,363 dogs and 435 cats registered in the Newcastle LGA this year. We reunited 240 pets with their owners this year and have focused on community education regarding responsible pet ownership, promotional campaigns, free microchipping for dogs and education days. Pups in the Park is a free microchipping and educational event which was held at Lambton Park in December and was very popular with 32 dogs provided with microchips. A total of 367 proactive patrols were conducted throughout the LGA, including hot spot locations and regulation of our off-leash parks and Bathers Way.

Our regulatory actions involved responding to and investigating complaints regarding dog attacks, nuisance dog and cats, barking dogs and the regulation of declared dangerous, menacing and restricted dogs to ensure dog owners are complying with the control requirements under the Companion Animals Act 1998.

There were 206 pets transported to CN's impound facility. If seized animals are not claimed by their owners, the animals are then transferred into the care of the RSPCA for adoption and re-homing. There were 232 dog attacks reported to CN during the 2018/19 financial year. In last case scenarios, some dogs are euthanised if their behaviour makes it unsuitable for them to be re-homed.

Dogs have been a priority in our city this year. The Dogs in Open Space Plan was designed to guide the provision, improvement and management of dog off-leash areas over the next 10 years. The plan was adopted by the elected Council in March 2019 and included the development of some strategically located fenced dog parks. This resulted in plans for several fenced dog parks including Lambton Park, Acacia Avenue Reserve North Lambton, Maryland Drive Reserve, Stevenson Park, Mayfield and O'Connell Reserve, Adamstown. In addition, part fencing of Islington Dog Park is suggested to improve the safety of dogs. Acacia Avenue Reserve has been designed to provide a separate area for small dogs and puppies or the 'quieter dogs'. Further information regarding the Dogs in Open Space Plan can be found on CN's website [www.newcastle.nsw.gov.au](http://www.newcastle.nsw.gov.au).



Merewether Beach

## **Library and lifelong learning programming**

Our Newcastle Libraries curated 2,292 learning and cultural experiences which engaged with 77,169 participants.

The Libraries delivered 2,285 library and lifelong learning programs which had 53,909 participants.

1,342 targeted children's and youth programs, which attracted 35,695 participants, that's a 31% increase in community uptake;

427 targeted small group and individual digital inclusion programs which attracted 534 participants, 408 of those were individual tech help sessions;

80 targeted local history programs, which attracted 766 participants, many of which were individual sessions;

18 targeted local aboriginal communities programs, which attracted 145 participants; and

11 targeted culturally and linguistically diverse (CALD) communities programs, which attracted 367 participants.

Libraries developed 35 active partnerships, collaborating to create new learning and cultural experiences across our ten service points. These partnerships enable the Libraries to grow the service offering within the existing resourcing.

## **Providing for inclusive communities**

CN's Disability Inclusion Action Plan is our way of defining how the organisation will make targeted and continual effort to reduce the barriers that people face when living, working and visiting the Newcastle LGA. It documents the steps CN will take in working towards (with regard to access and inclusion) the Newcastle 2030 Community Strategic Vision.

Some of our achievements are listed below.

Delivering building and infrastructure upgrades to improve accessibility is a key priority especially in relation to street crossings and street accessibility. We delivered 38 kerb ramps and in our pedestrian access and mobility (PAMP) and local area traffic management (LATM) we delivered 240m footpath, 33 kerb ramps (new and reconstructed), four kerb extensions, three raised crossings and one additional pedestrian leg at traffic lights.

Established a memorandum of understanding (MOU) with Write Up! to meet once a month in our Library community meeting spaces in exchange for activation activities and advice regarding provision of suitable services and activities for people living with a disability (Write Up! is a non-incorporated group of people with disabilities which meets in the Lower Hunter region in a variety of venues to enhance the literacy, creativity and social agency of people with a disability and their careers).

Developed the Home Dignity Justice - An Australian Human Rights Commission Photographic Retrospective exhibition in collaboration with the Australian Human Rights Commission in the Newcastle Library Lovett Gallery on 13 December 2018. The exhibition contained works and stories of people living with a disability and sought to raise awareness and celebrate human rights. The exhibition was opened by Alastair McEwin, Disability Discrimination Commissioner. Auslan interpretation was provided at the exhibition opening event.

Collaborated with Community Disability Alliance Hunter (CDAH) to present the Living Books program 'I'm more like you than you think' Hunter storytellers with disability as a component of the Home Dignity Justice - An Australian Human Rights Commission Photographic Retrospective exhibition in the Lovett Gallery on 13 December 2018.

CN presented two screenings of the Wide-Angle Film Festival as a component of the Home Dignity Justice - An Australian Human Rights Commission Photographic Retrospective exhibition in the Lovett Gallery on 13 December 2018.

Collaborated with Write Up! to present three Word Immersion workshops, An interplay between art and language for people of all abilities, on 10, 17, 24 January as a component of the Home Dignity Justice - An Australian Human Rights Commission Photographic Retrospective exhibition in the Lovett Gallery on 13 December 2018.

Consulted with St Vincent De Paul (NDIS provider) and Ability Links and various community members living with disabilities to understand contemporary community needs. Currently, in collaboration with the Hunter Community Legal Service to establish a program within the Library branches to provide People Living with Disabilities fortnightly assistance to complete forms. (program to commence 2020).

Waste collection services also provide a service to residents called 'bin assistance' where customers (who meet the necessary medical requirements) have their bins placed out on the kerb and returned after collection.

Engaged with Accessible Arts to improve services and options for those wishing to access the Theatre.

Provided access to the Playhouse for arts activated workshop. This workshop presented knowledge and skills in how to improve access to Arts venues and projects.

Engaged a consultant to assist with AUSLAN accessible season shows for Civic Theatre.

Booked 'Possum Magic' with AUSLAN interpreter (28 August). Booked 100+ seats for children, young people, teachers and families.

Purchasing customised ramps to improve wheelchair accessibility. These ramps can be utilised across the theatre and increases the number of wheelchair accessible spaces.

Established a web chat initiative to offer a more inclusive access point for those who have a physical and a hearing disability as it provides a service very similar to a conversation with a CSO (community services organisations), just over the web, and is fast and effective.

Four lots of 4 week 'BeConnected' workshops held at City and Wallsend Libraries with a total of 87 attendees.

Individual Tech help drop in sessions held across multiple locations and digital literacy support provided to around 408 people.

Seniors week program held with targeted digital literacy programs – including 3D printing and augmented reality. 118 attended the LYNTDA online learning platform which was introduced in March 2019. 313 learning sessions have now been accessed.

E-resource learning platforms were accessed over 30,700 sessions across a range of subjects to promote self-directed lifelong learning.

Inclusion space provided at NYE event.

Resources and information provided to staff and community on how to deliver inclusive events.

The delivery of an adult lift and change amenity at Nobbys.

#### Unity in diversity

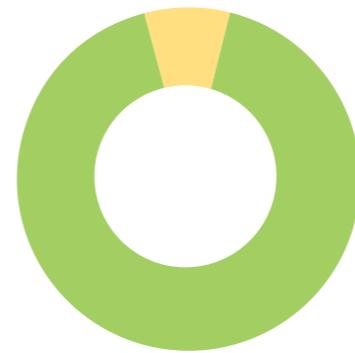
The Newcastle Unity in Diversity Festival celebrated the cultural diversity of Newcastle in the spirit of inclusiveness and welcome. The festival coincided with National Refugee Week celebrations. Building upon the capacities of the refugee, multicultural and indigenous community, communities shared their culture through performances, workshops, stalls and food. It was an opportunity for diverse communities to connect with each other. Gregson Park Hamilton was utilised for the festival. The park is a well-known, safe and accessible public space with good public transport links. This accessibility encouraged attendance and provided a safe space to build upon social connections.

#### How we performed

##### Total initiatives

**92%**

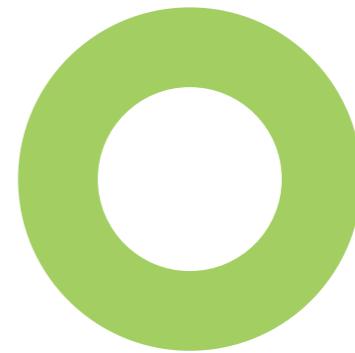
Of initiatives completed or on track



##### Total Key Performance Indicators

**100%**

Of KPIs completed or on track



#### 4.1 A welcoming community that cares and looks after each other

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

Increase engagement with local Aboriginal community	Continue 'cultural conversations' with Aboriginal and Torres Strait Islander peoples	Corporate and Community Planning	
<b>4.1.2 Promote initiatives and facilities that support social inclusion and community connections</b>			
Support and encourage recreational programs and events by community groups and not for profit groups	Advocate and liaise with groups in relation to open space bookings and events	Property and Facilities	
Ensure open space and facilities are multi-functional and support whole of community use	Upgrades to community facilities to improve accessibility	Property and Facilities	
Improve and develop existing library facilities, services and resources ensuring their ongoing relevance to the community	Develop and deliver the Beresfield Library community hub - focus on wellbeing, community participation and learning	Libraries and Learning	
Deliver the Disability Inclusion Action Plan	Further develop advice and guidance on delivering accessible and inclusive events. Deliver/develop partnerships for inclusive events	Corporate and Community Planning	
	Promote and support roll out of Abilitylinks Better app	Corporate and Community Planning	
	Continue to undertake accessibility audits for particular locations or assets	Corporate and Community Planning	
<b>4.1.3 Improve, promote and facilitate equitable access to services and facilities</b>			
Improve and develop existing library facilities, services and resources ensuring their ongoing relevance to the community	Develop and deliver the 10-year library infrastructure plan	Libraries and Learning	
Deliver the Disability Inclusion Action Plan	Implement disability awareness training as part of staff induction process	Corporate and Community Planning	
Promote a culture of responsive customer service	Undertake second audit of website accessibility to assess progress towards content compliance	Corporate and Community Planning	
Celebrate inclusive practice and access outcomes	Liaise with and promote accessible and inclusive sports and activities within Newcastle	Parks and Recreation	
Improve staff awareness of disability issues to provide responsive services for customers with a disability	Undertake break down the barriers awareness training with councillors, executive leadership and other staff	Corporate and Community Planning	

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

Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
<b>4.2.1 Ensure people of all abilities can enjoy our public places and spaces</b>			
Ensure that a variety of parklands and recreational facilities are provided, that are accessible and distributed equitably across the city	Deliver recreational facility improvements throughout the city - playgrounds, outdoor courts, sportsgrounds, exercise equipment, dog off-leash areas	Parks and Recreation	
Demonstrate leadership in public domain improvements	Promote new lift and change facilities at Nobby's Beach. Develop priority list of potential lift and change locations	Corporate and Community Planning	
	Continue to implement the disability inclusion action plan and work with our newly established disability inclusion advisory committee	Corporate and Community Planning	
New or renewed infrastructure will be delivered in accordance with Disability Standards where practical	Continuously upgrade CN's assets to meet the requirements of the Disability Discrimination Act	Assets and Projects	
<b>4.2.2 Improve access to formal and informal learning opportunities, facilities and services</b>			
Increase focus on young people (16-30 yrs.)	Actively invest in programming and communications targeted to young people including youth services	Art Gallery Civic Services	
Develop and deliver community programs, partnerships, information and learning programs designed to create wide opportunities for all	Provide targeted lifelong learning resources and programs to improve pathways to higher education and skillsets in technology literacies, digital literacies, physical/mental health and wellbeing	Libraries and Learning	
<b>4.2.3 Promote recreation, health and wellbeing programs</b>			
Support and encourage development of recreation and leisure opportunities and events	Regularly update our website and social media to encourage development of recreation and leisure events	Parks and Recreation	
Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals	Expand upon the existing Responsible Pet Ownership program, to have three to four community events per year in collaboration with RSPCA and other stakeholders	Regulatory, Planning and Assessment	
Develop an integrated agency response policy to address the issue of animal hoarding and squalor within the community	Develop partnerships with involved agencies including RSPCA, Dept of Housing, Newcastle local health district and Fire and Rescue NSW	Regulatory, Planning and Assessment	



City of Newcastle

Foreshore Park



# Liveable Built Environment

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

## Community Objective

- 5.1 A built environment that maintains and enhances our sense of identity
- 5.2 Mixed-use urban villages supported by integrated transport networks
- 5.3 Greater diversity of quality housing for current and future community needs
- 5.4 Sustainable infrastructure to support a liveable environment

## SUSTAINABLE DEVELOPMENT GOALS



## Highlights of Liveable Built Environment

**8**heritage  
conservation areas

Mean net determination times for Development Applications (DAs)  
**68 days**



Average value of DAs  
approved/month  
**\$84.1m**



**87%**  
think Newcastle is  
somewhat to extremely  
liveable  
(Winter community  
survey results)



## No. of DAs and value of works

Approved	1,287	\$1,021,202,020
Determined	1,312	\$1060,074,289
Received	1,354	\$1,430,773,571

## Supporting our strategic directions

### Our 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.

### What we did

#### New heritage conservation area for Hamilton Residential Precinct

For the first time in nearly 20 years, CN has created a substantial new heritage conservation area for the Hamilton Residential Precinct. On 21 June 2019 the State Government approved CN's planning proposal to amend the Newcastle Local Environmental Plan 2012 to create a new heritage conservation area sitting between the existing Hamilton Business Centre Heritage Conservation Area around Beaumont Street and the Newcastle City Centre Heritage Conservation Area that extends to Selma Street in Newcastle West.

The new heritage conservation area is important in demonstrating the aesthetic characteristics in the Hamilton Residential Precinct that define the late Victorian and Federation periods in Newcastle's development.

A walk through this area will show these features, which include late Victorian terraces and cottages, Federation cottages and bungalows in the popular styles of the time, Italianate, Queen Anne, Edwardian, California and Spanish Mission influences.

The Hamilton Residential Precinct being within a heritage conservation area will assist in delivering new development that complements the original character of the suburb.

## Our achievements

- ✓ West End stage 1 Public Domain Plan (adopted 2018)
- ✓ West End stage 2 streetscape Masterplan (adopted 2019)
- ✓ East End Stage 1 streetscape Masterplan (adopted 2018). Undergoing detailed design. Construction to be coordinated with neighbouring developments (Iris Capital, Victoria Theatre, 164 Hunter St)
- ✓ Commenced accepting all applications via electronic means, with 67% of all DAs lodged via email since the system was introduced in late September 2018.
- ✓ Daily reporting of building activities to the Building Professionals Board
- ✓ Affordable Living Plan has been adopted
- ✓ All but one of the 11 recommendations of the Heritage Conservation Area Review Report have been completed (91%)

### **City Hall facelift continues**

Restoration of City Hall's vehicle ramp and driveway reached the halfway mark before Christmas. The eastern part of the King Street ramp is now open to pedestrians, while conservation work continues on the western ramp as well as the façade above and on the northern side of the building. The distinctive 'Yellowblock' sandstone, excavated from a building site in George Street, Sydney, was used throughout.

### **Enhancement of CN's online application tracking system**

The new features include copies of the stamped plans being available for download and improved information on the processing of applications available online.

### **New West End plans**

New dedicated green spaces, a cycle way connecting Wickham Park to Union Street and Hunter Street pedestrian crossings are among improvements to the West End Streetscape – stage 2 Masterplan.

A variety of projects to improve the city's newly emerging CBD are included in the West End Streetscape – stage 2 Masterplan which went on public exhibition during March.

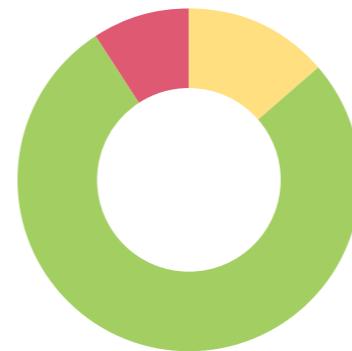
The stage 2 Masterplan follows the adoption of stage 1 in 2018 which includes plans to upgrade Birdwood and Little Birdwood Parks and Parry Street West. Together, the plans will support the growth of Newcastle's new CBD and civic precinct.

### **How we performed**

#### **Total initiatives**

**77%**

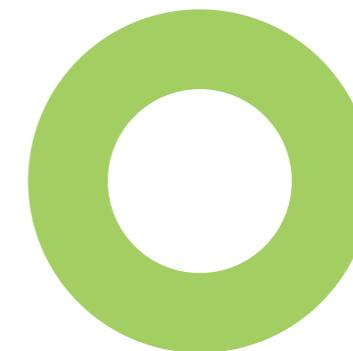
Of initiatives completed or on track



#### **Total Key Performance Indicators**

**100%**

Of KPIs completed or on track



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

Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
<b>5.1.1 Protect and promote our unique built and cultural heritage</b>			
Ensure compliance with environmental planning regulations	Undertake investigations into alleged breaches of planning laws and development consents and promote awareness of policy, procedure and laws to encourage voluntary compliance	Regulatory, Planning and Assessment	✓
Ensure development controls and zoning protect the heritage significance of items and conservation areas	Implement the recommendations from the Review of Heritage Conservation Areas final report. This includes the preparation of planning proposals and a review of development control plans and technical manuals	Regulatory, Planning and Assessment	✓
Apply a flexible approach to development provisions in order to support the adaptive reuse of heritage items where it achieves their ongoing preservation and use	Review heritage technical manual and development control plans relating to heritage to ensure they support the adaptive reuse of heritage buildings	Regulatory, Planning and Assessment	✓

Grow the city's identity via its collections of art and artefacts, local history and architecture	Allocate public programming resources to increase access to the city's cultural collections	Civic Services	
Ensure we protect and maintain our unique built and cultural heritage infrastructure	City Hall restoration - restore the Southern facade of City Hall, along with the remaining Eastern façade	Assets and Projects	
<b>5.1.2 Ensure our suburbs are preserved, enhanced and promoted, while also creating opportunities for growth</b>			
Ensure the development and building controls achieve positive built form outcomes	Ongoing review and updating of development and building controls in urban areas	Regulatory, Planning and Assessment	
The land use pattern will reinforce mixed use centres, educational nodes, opportunities for technology-based businesses, supported by integrated transport	Prepare the Local Strategic Planning Statement as required in the Environmental Planning and Assessment Act 1979 and update the Local Planning Strategy	Regulatory, Planning and Assessment	
<b>5.1.3 Facilitate well designed and appropriate scale development that complements Newcastle's unique character</b>			
Protect and enhance heritage buildings, streetscapes, views and key features, as well as, encouraging building innovation	In reviewing the Local Planning Strategy, reinforce the principles in CN's Local Planning Strategy 2015 including development that addresses public spaces and is scaled for the pedestrian to provide vibrant and activated public spaces	Regulatory, Planning and Assessment	
<b>5.2 Mixed-use urban villages supported by integrated transport networks</b>			
Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
<b>5.2.1 Plan for concentrated growth around transport and activity nodes</b>			
Implement the recommendations of CN's Parking Study and Parking Management Action Plan	Provide improved access and management of on-street parking spaces across Newcastle consistent with CN's adopted Parking Management Framework	Regulatory, Planning and Assessment	
	Provide increased traffic regulation of on road clearways	Regulatory, Planning and Assessment	
	Implement the recommendations of CN's Permit Parking Guidelines, consolidating control of all CN's parking permits into one management area	Regulatory, Planning and Assessment	
	Support Park and Ride and investigate possible new locations	Regulatory, Planning and Assessment	

Promote integrated, sustainable, long term planning for Newcastle	Review the Local Planning Strategy, to implement the priority actions in the Greater Newcastle Metropolitan Plan relating to Outcome 3 - Deliver Housing close to jobs and services	Regulatory, Planning and Assessment	
	Implement the actions in the Wickham Masterplan to deliver on the vision to create a diverse and dynamic mixed-use neighbourhood	Regulatory, Planning and Assessment	
<b>5.2.2 Plan for an urban environment that promotes active and healthy communities</b>			
Raise fire safety awareness of all property owners and managers, tenants and business operators	Promote and encourage voluntary compliance with fire safety regulations through submissions of Annual Fire Safety Statements and through the Fire Safety Statement program	Regulatory, Planning and Assessment	
Develop a community education littering campaign	Collaborate with Keep Australia Beautiful littering campaign and involvement with Regional Illegal Dumping Squad to develop and implement strategies to reduce littering, identify littering or dumping hot spots through intelligence-based trend analysis and increased proactive patrols to identify offenders	Waste Services	

### 5.3 Greater diversity of quality housing for current and future community needs

Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
<b>5.3.1 Ensure sufficient housing diversity to meet community needs, including affordable and adaptable housing options</b>			
Promote fire safety in medium to high density boarding houses	Annual compliance inspections of registered and assisted boarding houses, as well as premises being used as unauthorised boarding houses to ensure compliance with fire safety and planning legislation	Regulatory, Planning and Assessment	
Ensure sufficient housing capacity for our future population	CN to work with the Department of Planning and Environment to establish an Urban Development program to monitor delivery of housing in the Lower Hunter	Regulatory, Planning and Assessment	
Ensure sufficient housing diversity to meet community needs	Review the minimum lot size and Floor Space Ratio in the R2 Low Density Residential Zone	Regulatory, Planning and Assessment	

Encourage adaptable housing that can meet the needs of residents throughout the life cycle	CN to advocate for a stronger legislative position	Regulatory, Planning and Assessment	
Facilitate affordable living	Adopt and implement the Affordable Living Plan	Regulatory, Planning and Assessment	

#### 5.4 Sustainable infrastructure to support a liveable environment

Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
<b>5.4.1 Advocate for implementation of energy and resource efficiency in new developments</b>			
Improved waste and recycling infrastructure	Finalise waste management in new developments guidelines which set minimum planning requirements	Waste Services	
<b>5.4.2 Plan, provide and manage infrastructure that continues to meet community needs</b>			
Implement best practice asset management to deliver sustainable services	Prioritise renewal of infrastructure to deliver desired levels of service	Assets and Projects	





Smart pole, Newcastle



# Smart and Innovative

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

## Community Objective

- 6.1 A vibrant diverse and resilient green economy built on educational excellence and research
- 6.2 A culture that supports and encourages innovation and creativity at all levels
- 6.3 A thriving City that attracts people to live, work, invest and visit

## SUSTAINABLE DEVELOPMENT GOALS

<b>4</b> QUALITY EDUCATION 	<b>6</b> CLEAN WATER AND SANITATION 	<b>7</b> AFFORDABLE AND CLEAN ENERGY 	<b>8</b> DECENT WORK AND ECONOMIC GROWTH 
<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<b>10</b> REDUCED INEQUALITIES 	<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	<b>17</b> PARTNERSHIPS FOR THE GOALS 

## Highlights of Smart and Innovative



More than  
**150**  
Smart Poles installed  
across our LGA



Celebrated at  
our major events  
**8,000**  
people celebrated the  
city's diversity at Australia  
Day in Foreshore Park



**30,000**  
people celebrated New  
Year's Eve along our  
foreshore



**35,000**  
people celebrated  
Anzac Day 2019  
**162,000**  
people celebrated  
Newcastle 500 2018



Total combined followers  
**130,693**



**4.13 million**  
visitors



Over  
**\$1 billion**  
in development  
investment for our city

## Supporting our strategic directions

### Our strategies and plans

Smart City Strategy 2017-2021

Economic Development Strategy 2016-2019

Events Plan 2016-2019

Destination Management Plan 2016-2019

Newcastle Libraries Strategy 2019-2023.

### What we did

#### What is a smart pole?

We're installing smart lighting poles across the city centre and the Beresfield local centre as part of the biggest roll out in Australia. More than 150 of the high-tech poles now stand in the East End, along Hunter Street, around Newcastle Interchange and elsewhere. Each fibre-connected pole serves as a source of free Wi-Fi, with a radius of about 100 metres per pole, providing coverage from the East End through to the Civic Precinct from this summer.

They will also provide the technology for other smart city initiatives, such as dimmable lighting and traffic analysis. Future installations are scheduled along Hunter Street, King Street, Civic Park and West End as part of ongoing public domain upgrades. The smart poles and Wi-Fi are part of the Hunter Innovation Project co-funded by CN and the NSW Government.

### Smart Moves Newcastle

Smart Moves Newcastle is a flagship innovation project funded through a Federal Government grant of \$5 million. The project delivered smart city infrastructure and applications across four themes: Smart Mobility, Smart Energy, City Insights/Digital Infrastructure and Future Innovation Pipeline. This project has dramatically accelerated Newcastle's transition as a smart city and centre of innovation and has established the concept of city as a living lab. The smart mobility suite of projects was recently awarded one of the best smart city initiatives in the Asia-Pacific winning an IDC (International Data Corporation) smart cities award.

## Our achievements

- ✓ Four IQ events series held
- ✓ 792 people participated in the IQ events this is an increase of 17%
- ✓ 150 smart poles installed
- ✓ Connect to free Wi-Fi at 60 of the City's 150 smart poles
- ✓ The Newcastle Visitor & Convention Bureau generated \$9.5M plus in economic impact to the city through business events
- ✓ \$60,000 investment into marketing and trade activities to promote Newcastle as a business event destination
- ✓ Over 59 major bids and EOIs responded to
- ✓ Over 8,000 delegate visits
- ✓ \$16,000 contribution to operating costs from paid bureau members (bureau membership)
- ✓ Hosted one familiarisation tour with representatives from New Zealand
- ✓ Attended eight trade events with the purpose of promoting Newcastle as an event destination to core Meeting, Incentive, Conference and Events (MICE) clients
- ✓ Destination Newcastle distributed 8,500 city guides to key visitor sites
- ✓ Newcastle welcomed more than 27,000 passengers from 15 cruise ships between October 2018 and April 2019

### Smart City program's IQ Event Series

The Smart City program's IQ Event Series had another successful season in 2018/19 with four events delivered in July, September and November 2018 and March 2019. Having established a strong reputation with the local innovation ecosystem in its first season, this year's events had a key objective to reach new audiences to achieve expanded engagement with community regarding smart city initiatives and opportunities. Event registrations in 2019 were 792 an increase of 17% on 2017/18 (676) and a further 400+ names were added to the smart city database, indicating that more than half of attendees were attending for the first time.

### Creative lighting displays

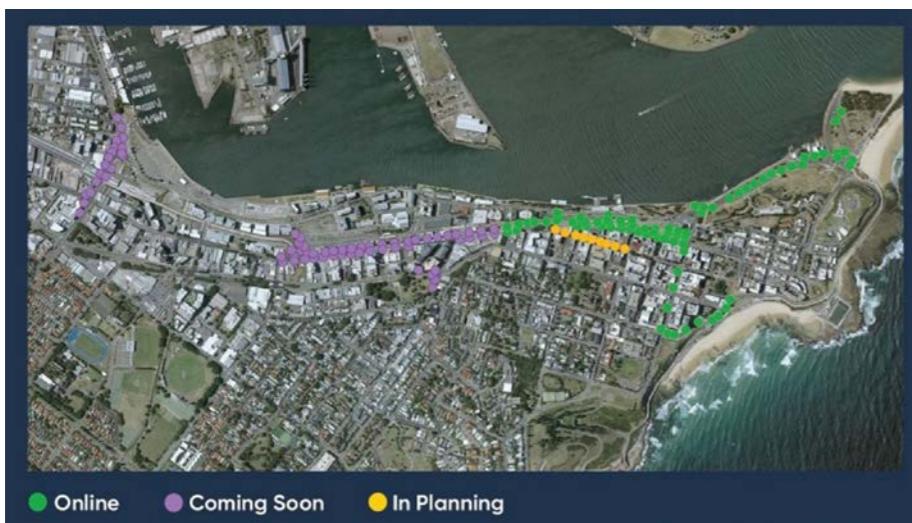
The smart poles also provide the capacity for future creative place-making lighting through modules and electrical supply capable of supporting controllable coloured lights and projectors. A prototype interactive creative lighting display was developed through a city-run hackathon and then supported through the Start-up Catapult project to pilot during the Hunter Innovation Festival. Held in Civic Park over five nights, Luna invited participants to play with lighting controls for coloured lighting in trees and had over 900 registrations from the community. Planning is underway for additional creative lighting installations through The Newcastle After Dark Strategy.

### Free Wi-Fi launched

CN has now launched a free public Wi-Fi network in Newcastle's East End. The City Wi-Fi network is one initiative of CN's Smart City program designed to increase connectivity and information sharing between the community, business and the digital world. People can now connect to 60 of the CN's 150 smart poles on their smart devices when they log on along Wharf Road, Watt Street and Shortland Esplanade.

Plans are in the pipeline to install more poles across the city, as well as Beresfield and Wallsend.

### Wi-Fi locations



### Surfest 2019

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

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





## 2018 Newcastle 500

More than 162,000 people attended the 2018 Newcastle 500 showcasing the city to Australia and the world.

In conjunction with Newcastle Now and the Hamilton Business Chamber (HBC), CN delivered a series of activations for the event weekend under the banner Entertain Newcastle. Hamilton Super Start-up kicked off the festivities on the Thursday evening. According to the HBC, approximately 5,000 people attended Gregson Park for the driver signing and Beaumont Street driver cruise. Entertain Newcastle activations at The Mall, Civic Park, Darby Street and Newcastle West were well received with mainly positive feedback from the business community.

## How we performed

### Total initiatives

# 100%

Of initiatives completed or on track



Monitor	0   0%
On Track	24   0%
Off Track	0   0%
No Targets Set	0   0%

### Total Key Performance Indicators

# 100%

Of KPIs completed or on track



Monitor	0   0%
On Track	3   100%
Off Track	0   0%
No Targets Set	0   0%

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

Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
<b>6.1.1 Recognise and strengthen Newcastle's role as a regional capital and hub for industry, education, health, business, personal, tourism, port and logistics services</b>			
Embrace digital platforms to broaden audiences for culture	Invest in digital platforms to broaden and deepen audience engagement	Art Gallery Museum Civic Services	✓
Promote the lifestyle and cultural values of Newcastle as a place to work, invest and live	Develop an opportunities prospectus to promote Newcastle as the perfect business and lifestyle location nationally and internationally	Major Events and Corporate Affairs	✓
Promote Newcastle as a United Nations City	Participate in the United Nations Compact City Partnership program	Corporate and Community Planning	✓

<b>6.1.2 Attract new business and employment opportunities</b>			
Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
6.2.1 Support and advocate for innovation in business, research activities, education and creative industries			
Continue to build on and promote Newcastle's advantages in education, health, energy research and smart city initiatives	Deliver the Smart Cities and Suburbs program	Corporate and Community Planning	✓
<b>6.2 A culture that supports and encourages innovation and creativity at all levels</b>			
6.2.2 Support and advocate for the small business sector			
Encourage and support local business networks and industry clusters	Participate actively in the small business friendly councils program sponsored by the NSW Office of the Small Business Commissioner	Corporate and Community Planning	✓
<b>6.3 A thriving city that attracts people to live, work, invest and visit</b>			
6.3.1 Facilitate events that attract visitors and support the local economy and the vibrancy of Newcastle			
Maintain a diverse program of events to appeal to a broad audience that build on Newcastle's assets	Deliver the annual Event Sponsorship program	Major Events and Corporate Affairs	✓

Build cultural tourism by presenting events that celebrate the city and contribute to its identity	Expose local stories through cultural programming and build Newcastle's cultural identity	Art Gallery Museum Civic Services	✓
<b>6.3.2 Work with the tourism sector to further develop Newcastle as a visitor and event destination</b>			
Implement the Destination Management Plan	CN to continue its leadership role in developing the visitor economy and partnering with Newcastle Tourism Industry Group and operators	Major Events and Corporate Affairs	✓
Continue to research and promote sector infrastructure issues, including accommodation and conference facilities	Maintain the visitor website as well as print promotions such as maps and self-guided tours	Major Events and Corporate Affairs	✓
Utilise economic and business information to track city and key industry trends	Investigate the visitor services model	Major Events and Corporate Affairs	✓
Continue to identify signature events and experiences for the Newcastle community and our visitors	Through Newcastle Convention Bureau promote Newcastle as a destination for business, association and professional conferences and events	Major Events and Corporate Affairs	✓
<b>6.3.3 Work with businesses, planners and government at all levels to facilitate key infrastructure to support business growth</b>			
Work with our community, business sector and government to identify and facilitate key infrastructure projects	Continue to work with Venues NSW on the Hunter Sports Precinct Plan	Parks and Recreation	✓
	Continue to support the development of Newcastle Airport and expansion and national and international routes	Corporate and Community Planning	✓
<b>6.3.4 Foster a collaborative approach to continue city centre renewal</b>			
Revitalisation of our city centre to provide the standard of facilities necessary to attract people to live, work and play in Newcastle	Work with State Government agencies on Newcastle Light Rail and urban renewal projects in the city centre	Corporate and Community Planning	✓
	Continue the planning process for the city centre	Corporate and Community Planning	✓
	Deliver economic development and activation projects across the city to help Hunter Street and surrounds	Corporate and Community Planning	✓



# Open and Collaborative Leadership

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

## Community Objective

- 7.1 Integrated, sustainable long-term planning for Newcastle and the Region
- 7.2 Considered decision-making based on collaborative, transparent and accountable leadership
- 7.3 Active citizen engagement in local planning and decision-making processes and a shared responsibility for achieving our goals
- 7.4 A local government organisation of excellence

## SUSTAINABLE DEVELOPMENT GOALS



## Highlights of Open and Collaborative Leadership



**7,344**  
visitors to our  
customer counter



**131,590**  
calls taken  
on 4974 2000



**3,315**  
participated in  
our quarterly  
community surveys



**152** seconds  
average wait time for the  
Customer call centre



**77%**  
customers rated face  
to face contact with  
CN as good or excellent  
Average customer  
satisfaction quarterly  
survey results



**19,390**  
visitors to our  
engagement site

## Supporting our strategic directions

### Our strategies and plans

Open and Transparent Governance Strategy 2017

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

Asset Management Strategy 2018 – 2027

Aboriginal Employment Strategy 2013 – 2017

Long Term Financial Plan 2018 – 2027

Workforce Management Plan 2018 – 2022.

### What we did

#### Council adopted new or revised policies including

Councillors Expenses and Facilities Policy

Effective Communication Between  
Councillors and Staff Policy

Investment and Borrowing Policy

Internal Reporting – Public Interest Disclosures Policy

Media Policy

Community Engagement Policy

Outdoor Trading Policy

Mobile Food Vending Vehicles –  
Local Approvals Policy

Compliance and Enforcement Policy.

## Our achievements

- ✓ Adopted a Code of Conduct for Councillors
- ✓ Adopted a Code of Conduct for staff
- ✓ Adopted a Code of Conduct for Council Committee Members, Delegates of Council and Council Advisors
- ✓ Adopted a Procedure for Administration of the Code of Conduct
- ✓ Introduction of paperlite initiatives to become a paperlite organisation
- ✓ Maintained 560 fleet and plant vehicles with Approximately 6,500 repairs and services completed
- ✓ 619 staff completed our wellbeing survey
- ✓ Queue call-back feature has been implemented on CN's main phone line
- ✓ 10,900 pensioners received a concession on their rates and 111 business ratepayers received rate assistance
- ✓ 167 media releases issued
- ✓ We have launched a new Facebook Group – Newcastle Have Your Say.
- ✓ 152 seconds average wait time for the Customer call centre

## Our Budget

Forecasting a \$11.95 million budget surplus with a strong focus on projects delivering environmental outcomes, the \$297 million 2019/20 Our Budget was placed on public exhibition on Wednesday 17 April to Friday 24 May 2019 and adopted by Council on the 25 June 2019.

Highlights of the 2019/20 Our Budget are the \$32m investment in environmental sustainability through the delivery of key initiatives at the Summerhill Waste Management facility.

Public exhibition period highlights include:

24,700 views on Our Budget video posted on social media;

total engagement 1,117 (share, reactions and comments);

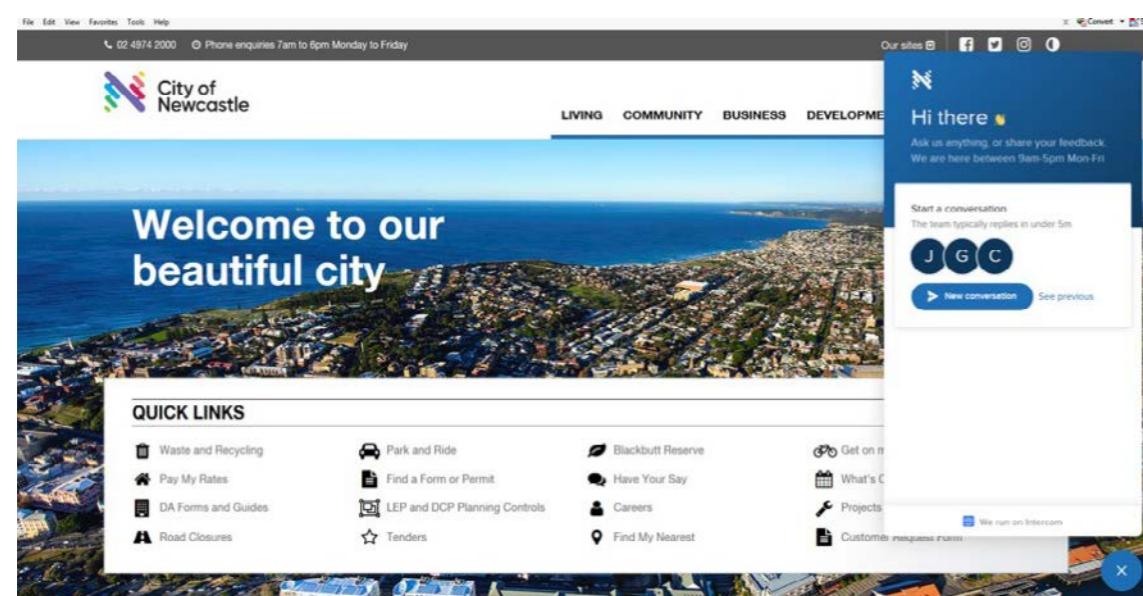
827 visits to our engagement site;

24 submissions were received with 32 matters raised

## Web chat

The Customer Contact Centre commenced a pilot program introducing web chat to CN's website. The community can now chat with a Customer Service Officer during operating hours. All conversation transcripts are recorded in CN's corporate record management system and appropriate requests logged for action.

Customers have been providing very positive feedback on their experience.



## Voice of the customer

CN have introduced a mini pilot of a Voice of the Customer (VOC) campaign.

A VOC approach is common in most organisations that want to have their finger on the pulse of their customers' experiences. It is a research method used to highlight customer needs and requirements by highlighting what customers are saying about a business, product or service and packaging those ideas and feedback into an overall perspective of the brand.

Now most VOCs involve collection of a statistically significant sample of calls and each call is transcribed word for word and then analysed for insights, sentiments and trends. Our mini version includes the following:

Sample of approximately 80 calls per month (randomly selected as part of our existing monthly call quality monitoring program);

Call type / description of the call, with request number if applicable;

Name of relevant Service Unit;

Overall Demand (sentiment) of the customer call being either:

- Reflective of value (i.e. the reason for the customers call is to seek a service/make a request, gather information or offer a compliment)
- Reflective of failure (i.e. the reason for the customers call is to advise of a breakdown in expected service levels, dissatisfaction with service or to make a complaint); and

Verbatim Quote from customer which captures their demand sentiment or reason for contacting CN.

## we have achieved an average 78% 'value' result

### CN updated our community on infrastructure projects happening in our city

It's important to keep our community up to date on all the infrastructure projects happening around their neighbourhood and in our city. We use print media, signs, social medial updates, letter drops and flyers to keep our residents informed and knowing about the following activities happening in their area:

Renewal works

Road resealing works

Traffic improvements

Laneways drainage works

Exercise equipment installation

Pedestrian safety projects

Road safety improvements

Building demolition

Road works

Street Traffic signals

Stormwater improvements

Beach maintenance work

Road and drainage renewal

## How we performed

### Total initiatives

**98%**

Of initiatives completed or on track



### Total Key Performance Indicators

**100%**

Of KPIs completed or on track



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

Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
<b>7.1.1 Encourage and support long term planning for Newcastle, including implementation, resourcing, monitoring and reporting</b>			
Implement the Integrated Planning and Reporting framework	Develop and deliver an updated Community Strategic Plan (CSP) in partnership with state agencies, community groups and individuals	Corporate and Community Planning	✓
	Develop and deliver a four-year Delivery Program detailing CN's priorities which are aligned with achieving the objectives of the CSP	Corporate and Community Planning	✓
	Clearly detail and be accountable for the actions taken to achieve the objective of the CSP	Corporate and Community Planning	✓
	Adopt an Operational Plan including a detailed annual budget	Finance	✓

## 7.1.2 Ensure long-term financial sustainability through short, medium- and long-term financial planning

Review and incorporate the financial strategies underpinning all short and medium-term plans into the Long-Term Financial Plan

Ensure the management of CN's budget allocation and funding alternatives are compliant with CN policy and relevant legislation to ensure the long-term financial sustainability of the organisation

Improve investment performance of CN's reserves funds within agreed risk

Coordinate and update CN's 10 year long term financial plan

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

### Delivery Program objective

#### 7.2.1 Conduct Council business in an open, transparent and accountable manner

Maintain a strong ethical culture and high standard of conduct	Councillors, the CEO and CN's senior staff are expected to demonstrate, through both their words and actions, commitment to that Code of Conduct	Legal	✓
Education and training for both Councillors and staff to ensure they appropriately understand their governance obligations is important to CN	Education and training for both Councillors and staff to ensure they appropriately understand their governance obligations is important to CN	Legal	✓
Provide open and accessible government information as well as a commitment to the protection of privacy	Providing open access information that is required under the GIPA Act to be available on the website	Legal	✓
	Proactively publishing more information on CN's website than is legally required and improve efficient release of information	Legal	✓
	Processing all informal requests for information efficiently and effectively	Legal	✓
	Process all formal access applications within the statutory timeframes and in compliance with the GIPA Act	Legal	✓

<b>7.2.2 Provide timely and effective advocacy and leadership on key community issues</b>			
Provide a clear line of communications between members of the public and Councillors	Release business papers to members of the public in advance of Council meeting	Legal	✓
	Keep Councillors' contact details available and updated so the public can email or speak to Councillors about issues	Legal	✓
<b>7.2.3 Establish collaborative relationships and advocate for local needs with all stakeholders</b>			
Develop partnerships and networking with community, government and business	Develop partnerships and networking with community, government and business	Corporate and Community Planning	✓
<b>7.3 Active citizen engagement in local planning and decision-making processes and a shared responsibility for achieving our goals</b>			
Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
<b>7.3.1 Provide opportunities for genuine engagement with the community to inform CN's decision-making</b>			
Increase opportunities for community input into CN's decision-making processes	Review internal business processes to ensure all projects with high community impact receive appropriate community engagement	Major Events and Corporate Affairs	✓
Raise awareness of the importance of community engagement in decision making	Implement a staff education program	Major Events and Corporate Affairs	✓
Increase profile of Community Engagement as an integrated function of CN	Review the Community Engagement Policy 2013 for consideration by elected Council	Major Events and Corporate Affairs	✓
Increase engagement with hard to reach groups	Develop targeted engagement strategies to ensure feedback from hard to reach groups is incorporated in CN's decision making	Major Events and Corporate Affairs	✓
Build capacity of the organisation to be able to involve community in decision making	Develop and promote community engagement toolkit	Major Events and Corporate Affairs	✓
<b>7.3.2 Provide clear, consistent, accessible and relevant information to the community</b>			
Improve reputation and trust	Develop and implement a Corporate Brand Strategy	Major Events and Corporate Affairs	✓

Provide accessible and inclusive communications	Use a range of methods and channels to ensure broad reach	Major Events and Corporate Affairs	✓
	Utilise options to increase accessibility	Major Events and Corporate Affairs	✓
	Implement guidelines for accessible, clear and easy to read graphic design and publishing	Major Events and Corporate Affairs	✓
	Review web content to comply with Web Content Accessibility 2.0 guidelines	Major Events and Corporate Affairs	○
Increase CN's digital and social media profile and encourage information sharing online	Develop a social media style guide that aligns with Corporate Brand Strategy	Major Events and Corporate Affairs	✓
	Produce regular print and electronic communications to inform community about CN activities, events and projects	Major Events and Corporate Affairs	✓
Enhance digital platforms	Conduct website audit or corporate website www.newcastle.nsw.gov.au to review and improve content	Major Events and Corporate Affairs	✓
provide clear and concise communications	Produce regular print and electronic communications to inform community about CN activities, events and projects	Major Events and Corporate Affairs	✓
Planned and proactive communications	Advise, implement and deliver effective communication plans and products to promote our activities and services	Major Events and Corporate Affairs	✓
<b>7.4 A local government organisation of excellence</b>			
Delivery Program objective	Operational Plan action 2018/19	Responsibility	Status
<b>7.4.1 continuous improvement in services delivery based on accountability, transparency and good governance</b>			
Develop a culture of continuous improvement across CN	Continually improvement of our policies and processes to increase the efficiency and effectiveness of service delivery	Legal	✓
Provide the community with easy to understand and meaningful information about performance of CN	Annual Report and six-monthly progress report on the Delivery Program	Corporate and Community Planning	✓

<b>7.4.2 Provide services that deliver on sustainable community service expectations</b>		
Ensure Asset Management Strategy and Plans capture community service expectations	Integrate business practices with service reporting and review of Service Asset Plans	Corporate and Community Planning 
<b>7.4.3 Provide the Community with a personalised and responsive customer service</b>		
Provide our customers with simple and convenient ways to access and do business with CN	Ensure the community can access CN by phone, email and mail easily and without undue delays or effort	Customer Service 
	Explore new channels for interaction with CN	Customer Service 
	Review and improve forms, letters and communications that CN sends to members of the community to ensure that they are respectful, clear and easily understood	Customer Service 
Ensure that the customer experience with the Libraries is a consistent and positive one across all channels of communication - in person, over the phone and online	Improve the customer request for purchase forms on the Library Management Database to ensure plain english and easy to access	Libraries and Learning 
<b>7.4.4 maintain high quality workforce that is committed to delivering on CN's vision and goals</b>		
Attract and retain a high quality, committed workforce	Create a positive induction/on boarding experience	People and Culture 
	Develop and implement an improved salary system and progression framework and recognition of critical roles	People and Culture 
	Communicate and progress CN's employee value proposition	People and Culture 
Invest in the capabilities of our people	Develop and implement a performance management framework including identification of career paths and access to development opportunities (this is a multi-year action)	People and Culture 
	Invest in leadership development for both current and future leaders	People and Culture 
<b>7.4.5 Support the community and the organisation through improved IT services that meet community needs</b>		
	Focusing on delivering valuable services to the customer by driving seamless and effective customer engagement across multiple channels and changing into a regional information hub	Information Technology 
Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing		
	Continued investment in activities to enhance our organisational culture and build courage, trust and pride in 2018-2022 (this is a multi-year action)	People and Culture 
	Review reward programs and opportunities for recognition that highlight the important work CN does	People and Culture 
	Design, develop and implement a holistic Wellbeing Strategy (this is a multi-year action)	People and Culture 
Plan for our future workforce needs	Expand and align annual vocational/tertiary program recruitment to critical roles and retirement trends identified in this plan in 2018-2022 (this is a multi-year action)	People and Culture 
	Develop and implement transition to retirement arrangements to facilitate knowledge transfer	People and Culture 
Continue to develop our safety culture	Develop opportunities for improved return to work processes and collaborative inclusion	People and Culture 
	Develop opportunities for Work Health and Safety (WHS) mobility and ease of user access. Establish dynamic WHS Statistical reporting (this is a multi-year action)	People and Culture 
	Ensure our mandatory training requirements are continuously met (this is a multi-year action)	People and Culture 

Establishing a sustainable, high performing organisation that leverages technology to enable a modern and agile workforce and translates data into actionable insights to optimise business operations	Next generation information and communication technology operating model	Information Technology	✓
	Governance for information and technology	Information Technology	✓
	Continue to be a geographic information systems leader	Information Technology	✓
Setting a strong foundation in information and communication technology governance, weaving into all areas of CN as a reliable business partner and facilitating new opportunities for technology transformation	Data ownership and governance model	Information Technology	✓
	Review OneCouncil implementation	Information Technology	✓
	Establish integration framework	Information Technology	✓
Proactively identifying and exceeding customer expectations of the future through driving agility and connectivity, and ultimately supporting the evolution of Newcastle into one of the leading local governments nationally	Implement smart city technology foundation	Information Technology	✓



## Long Term Financial Plan

Our Long Term Financial Plan (LTFP) is an integral document in the Local Government Integrated Planning and Reporting (IPR) Framework. The LTFP is used to demonstrate the financial impacts of providing services and assets to the community. The services and assets to be provided are identified through the annual budget process, which draw direction from our suite of corporate planning documents including Newcastle 2030 CSP, Service Asset Plans and the Workforce Management Plan.

The LTFP has been updated with figures from the 2019/20 annual budget process. Our operating position is projecting surpluses for the duration of the forecast, the trend emerging of a continual surplus reflects a positive pattern of financial performance.

To ensure this positive operating trend is realised, a strong organisational focus on financial responsibility is required. A continuous operating surplus is necessary to support our long term financial sustainability and to generate funding to facilitate key goals such as the delivery of our priority projects as per CN's 2012 SRV application, ensure we are able to respond to the community's needs and to fund an increase in asset renewal.

Our Financial objectives remain the same

### Maintain a net operating surplus

Each financial year, the budget will maintain a net operating surplus before capital grants and contributions. This will be controlled through strong financial governance and budget management.

### Renew and maintain assets within a sustainable range

The funding allocated to the annual asset renewal program will be programmed to be aligned to the equivalent level of depreciation per asset class. Funding will also be applied to asset maintenance programs to the levels required in the Asset Management Strategy and asset service plans.

### Financial legacy

The LTFP ensures that the financial decisions made by Council and CN management, creates and safeguards the financial legacy of CN. A legacy of being prudent and responsible.

### Maintain a strong cash and liquidity position

Financial stability will be maintained by a strong cash position inclusive of cash reserves managed in accordance with policy. A strong cash and liquidity position also assists with the ability to generate revenue whilst also ensuring there are sufficient assets available to cover both our current and long term liabilities.



Bother's way walk, Bar Beach

## Asset Management Planning



**\$2 billion**  
infrastructure portfolio



**28**  
asset plans

We expanded our asset management planning through the delivery of a ten-year Asset Management Strategy with plans for 28 asset-based services. The Asset Management Policy, Strategy and Plans are integral documents in the Local Government Integrated Planning and Reporting Framework, informing the Long Term Financial Plan and Workforce Management Plan.

Our asset management goals are to proactively manage our assets from a lowest whole-of-life cost perspective in accordance with recognised industry practice whilst meeting agreed levels of service; and to continuously improve our asset management systems.

To guide us forward, there are 12 service asset management key strategies emerging from the 2018/19 planning process:

### Key strategies

1. Service delivery expectations will be aligned with available funding so that the sustainable management of all required supporting assets is achieved
2. Identify the levels of funding required to achieve a sustainable capital works program and assess the implications of different funding levels on Levels of Service
3. A community consultation process consisting of service outputs, service levels, and sustainable service costs will be developed and implemented
4. Service Asset Plans will forecast demand and its effects on service delivery
5. Adjust resources and invest in building capacity to deliver works programs
6. Future organisational structures should focus on services provided rather than traditional approaches of grouping similar business units
7. Maintenance required to minimise lifecycle cost is fully funded and reportable by service
8. Renewal required to reduce and maintain the infrastructure backlog is fully funded and reportable by service
9. New services and/or assets will only be approved where the full lifecycle cost of doing so has been evaluated and appropriate supporting budget allocations made
10. Assets will be disposed if they are not required to support service delivery
11. Asset data and service information will be captured and improved
12. Planning for future delivery of services will incorporate environmental sustainability.

Service	Current level of Service
Art Gallery	★★★★☆
Bushlands, Watercourses and Public Trees	★★★★☆
Caravan Park	★★★★★
Cemeteries	★★★★☆
City Innovation and Sustainability *	★★★★☆
Civic Venues	★★★★☆
Coast, Estuary and Wetlands	★★★★☆
Community Buildings	★★★★☆
Information Technology	★★★★☆
Libraries and Learning	★★★★☆
Museum	★★★★☆
Property	★★★★☆
Public Amenity	★★★★☆
Public Art, Monuments and Memorials	★★☆☆☆
Recreation - Beaches and Ocean Baths	★★★★☆
Recreation - Inland Swim Centres	★★☆☆☆
Recreation - Parks	★★★★☆
Recreation - Playgrounds	★★★★☆
Recreation - Sporting Facilities	★★★★☆
Stormwater Drainage, Water Quality and Flood Planning	★★☆☆☆
Support Services - Depot Operations	★★★★☆
Support Services - Fleet and Plant	★★★★☆
Transport - Bridges and Structures	★★★★★
Transport - Car Parking	★★★★☆
Transport - Pathways	★★★★☆
Transport - Public Domain Elements	★★★★☆
Transport - Roads	★★★★☆
Waste Management	★★★★☆

\* City Innovation and Sustainability is a new initiative implementing infrastructure into the future. Currently reflects the progressive development of digital and technology assets. The foundation technologies and platforms are primarily in design, deployment and commissioning phases, with full potential yet to be realised for either organisational capability or community benefit. For example, progressive deployment of public Wi-Fi linked to smart pole installation means it is currently available in pockets. The final outcome is city centre and priority local centres coverage. Likewise, the city fibre network currently being deployed that will soon link CN buildings and provide a digital communications backbone to the city. The services that can operate on this fibre network and yet to be deployed. The service is moving towards a 5-star service delivery rating that will accurately reflect the quality and leading-edge nature of the City's new embedded technology and data platforms.

## Workforce Management Plan



Attract and retain a high quality, committed workforce



Invest in the capabilities of our people



Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing



Plan for our future workforce needs

Our people play an essential role in the successful delivery of our services to our community. The new 2018–2022 Workforce Management Plan is the key human resources plan for CN to deliver and support our Newcastle 2030 CSP.

### Our plan

Over the next four years, we are seeking to transform into a smart, people-centric organisation as we attempt to deliver improved service levels in a way that is sustainable and within approved budgetary and resource allocations. Identified challenges for our workforce over the next four years include:

Our ageing workforce

Encouraging diversity across the organisation

Reducing our staff turnover

Emerging technology

Building on internal leadership capability

Attracting and retaining talented staff particularly younger workers and those employed in critical and emerging roles.

This plan builds on earlier workforce planning and resourcing strategies and is underpinned by four strategic priorities which aim to:

Attract and retain a high quality, committed workforce

Invest in the capabilities of our people

Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing

Plan for our future workforce needs.

Our Workforce Management Plan outlines how we aim to recruit, train, manage and develop our people through actions supporting our strategic directions for Newcastle and our organisation.

### Key achievements for 2018/19

#### Attracting and retaining talent

The web-based onboarding platform of Myjoboffer is in its final stages ready to progress with implementation. This new onboarding platform will provide not only a positive onboarding experience for the candidate but will also provide efficiencies when processing new employee information.

The Salary System Review project is progressing well with work completed on the selection of a new Job Evaluation System. Work will continue in relation to analysing benchmarking data and establishing required future state.

#### Investing in the capabilities of our people

Development of the Performance Management Framework is linked to the current Salary System Review. Work is progressing well through the Salary System Review Project, with further benchmarking and analysis required.

Two accredited leadership programs commenced at CN this year, BluePrint – offering a skillset in CertIV Leadership and Management for 24 participants and the LEAD program – offering a skillset in Diploma Leadership and Management for 20 participants.

#### Facilitating a culture of cooperation, respect and wellbeing

122 participants have attended culture workshops to help enhance our organisational culture and build courage, trust and pride.

An employee pulse check and wellbeing survey has been conducted with the creation of employee focus groups to drive initiatives enhancing our employee experience.

619 employees completed a wellbeing survey.

#### Plan for our future workforce needs

Training and Learning have commenced the mid-year recruitment drive to increase CN's cohort of apprentices and trainees, undergraduates and graduates to align with critical job areas and retirement trends across the organisation. The plan is to increase our apprentice and trainee cohort by 28% (seven new places); and our cohort of undergraduates and graduates by 140% (five new undergraduates and two new graduates).

Implementation of Service Unit Plans continues across the organisation to promote efficiency, productivity, team collaboration and a focus of delivering improved services to our community.

# Financial performance

CN spent around \$296 million this year to provide services and facilities to more than 160,000 people. We managed \$2 billion worth of assets including roads, bridges, halls, lands, recreation and leisure facilities, drains, libraries and parks.

We generate income to fund services and facilities via rates on property, government grants, interest on investments and user charges.

This income is then spent on construction, maintenance, wages, grants to the community, and other services to the community like libraries, pools, art gallery and waste facilities.

The following information aims to provide a brief summary of our 2018/19 financial statement.

For every \$100 CN spends the following



**\$12**  
governance



**\$18**  
managing  
our waste



**\$7**  
engaging and serving  
the community



**\$3**  
investing in our people



**\$7**  
parks  
and recreation



**\$7**  
cultural facilities



**\$5**  
airport



**\$15**  
maintaining  
our facilities



**\$3**  
strategy  
and smart city

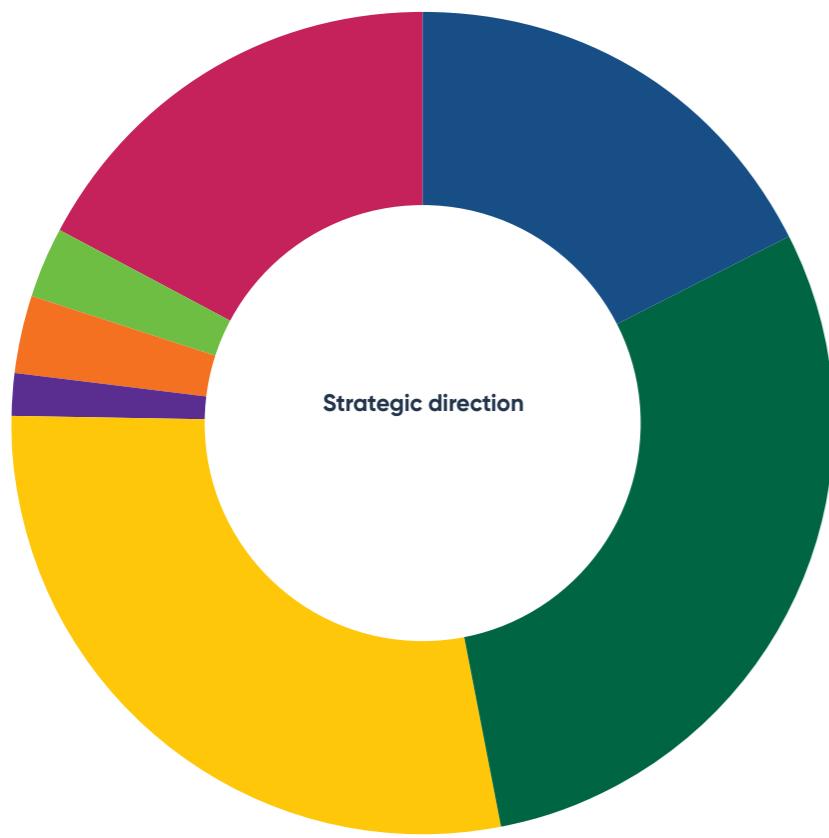


**\$11**  
looking after our  
environment



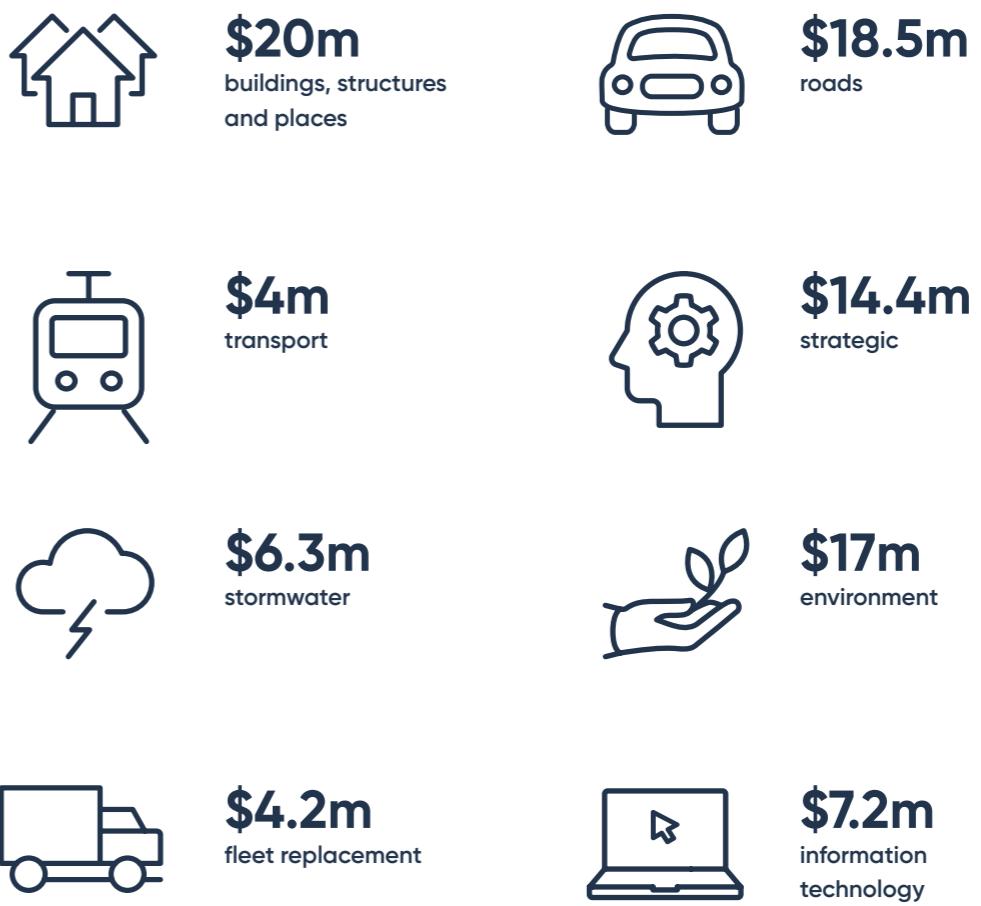
**\$12**  
maintaining our roads  
and footpaths

### Expenditure by strategic direction



- █ Integrated and Accessible Transport \$51.9m
- █ Protected Environment \$87m
- █ Vibrant, Safe and Active Public Places \$84.5m
- █ Inclusive Community \$4.8m
- █ Smart and Innovative \$8.5m
- █ Liveable Built Environment \$8.6m
- █ Open and Collaborative \$50.4m

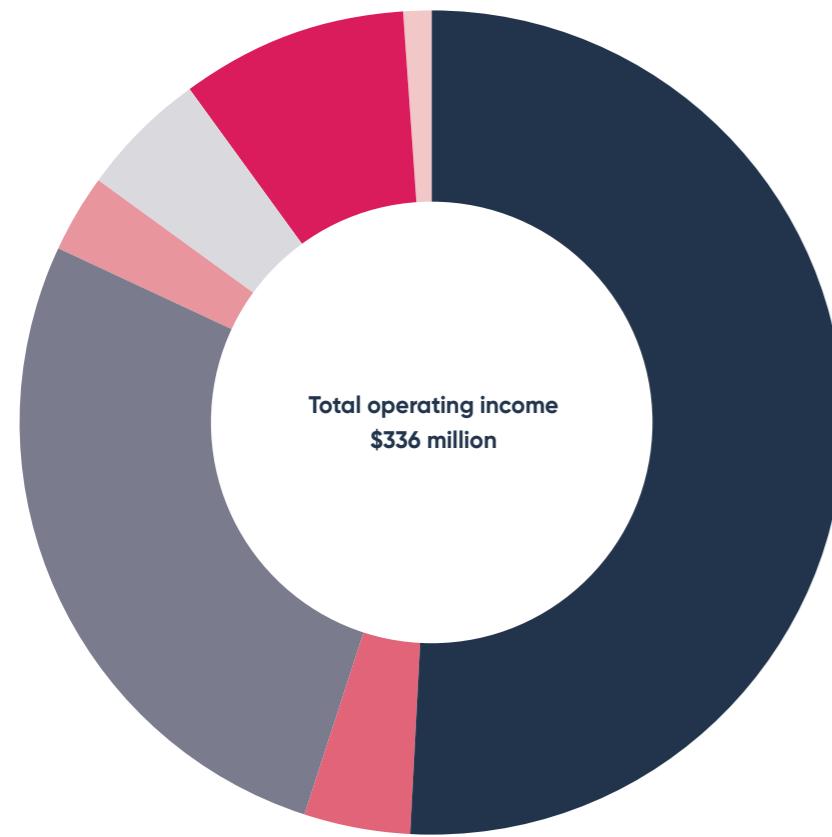
### Our works expenditure



## Works program summary

Full year Revised Budget \$,000	Portfolio/Program	Full Year Revised Budget \$,000	YTD Actual Result \$,000	Variance to YTD budget (%)	% of FY Budget Spent
<b>23,757</b>	<b>Buildings, Structures and Places</b>	<b>23,757</b>	<b>19,935</b>	<b>-16%</b>	<b>84%</b>
54	Aquatic Centres	54	54	0%	100%
442	Blackbutt Reserve	442	442	0%	100%
6,159	Buildings - Council Support Services	6,159	4,028	-35%	65%
605	Caravan Parks and Commercial Properties	605	603	0%	100%
50	Cemeteries	50	41	-17%	83%
780	City Centre Revitalisation	780	578	-26%	74%
981	Coastal Revitalisation	981	1,304	33%	133%
726	Community Buildings	726	589	-19%	81%
5,399	Cultural Facilities	5,399	4,019	-26%	74%
1,065	Libraries	1,065	942	-12%	88%
7,083	Recreation Parks and Sporting Facilities	7,083	7,067	0%	100%
301	Public Toilets	301	113	-62%	38%
112	Retaining Walls	112	155	38%	138%
<b>17,319</b>	<b>Roads</b>	<b>17,319</b>	<b>18,558</b>	<b>7%</b>	<b>107%</b>
951	Bridges	951	433	-54%	46%
2,664	Footpaths	2,664	2,867	8%	108%
3,013	Road Furniture	3,013	3,274	9%	109%
7,235	Road Rehabilitation	7,235	8,303	15%	115%
3,456	Road Resurfacing	3,456	3,681	7%	107%
<b>3,993</b>	<b>Transport</b>	<b>3,993</b>	<b>4,028</b>	<b>1%</b>	<b>101%</b>
579	Cycleways	579	567	-2%	98%
1,190	Local Area Traffic Management	1,190	1,478	24%	124%
277	Parking Infrastructure	277	137	-51%	49%
1,947	Pedestrian Access and Mobility Plan	1,947	1,846	-5%	95%
<b>6,572</b>	<b>Stormwater</b>	<b>6,572</b>	<b>6,278</b>	<b>-4%</b>	<b>96%</b>
233	Flood Planning	233	452	94%	194%

Full year Revised Budget \$,000	Portfolio/Program	Full Year Revised Budget \$,000	YTD Actual Result \$,000	Variance to YTD budget (%)	% of FY Budget Spent
<b>6,339</b>	Stormwater System	<b>6,339</b>	<b>5,826</b>	<b>-8%</b>	<b>92%</b>
<b>16,645</b>	<b>Environment</b>	<b>16,645</b>	<b>17,034</b>	<b>2%</b>	<b>102%</b>
1,109	Bushland and Watercourses	1,109	944	-15%	85%
1,164	Coast, Estuary and Wetlands	1,164	646	-45%	55%
1,043	Street and Park Trees	1,043	992	-5%	95%
13,329	Waste Management	13,329	14,452	8%	108%
<b>9,203</b>	<b>Information Technology</b>	<b>9,203</b>	<b>7,223</b>	<b>-22%</b>	<b>78%</b>
5,884	Implementation and Upgrade of Applications	5,884	4,141	-30%	70%
2,243	Infrastructure Improvements	2,243	2,207	-2%	98%
1,076	Strategic and Systems Analysis	1,076	875	-19%	81%
<b>15,504</b>	<b>Strategic</b>	<b>15,504</b>	<b>14,405</b>	<b>-7%</b>	<b>93%</b>
15,117	Smart City	15,117	14,040	-7%	93%
387	Strategic Plans	387	365	-6%	94%
<b>4,162</b>	<b>Fleet Replacement</b>	<b>4,162</b>	<b>4,176</b>	<b>0%</b>	<b>100%</b>
4,162	Fleet Replacement	4,162	4,176	0%	100%
<b>97,155</b>	<b>Total Works Program</b>	<b>97,155</b>	<b>91,637</b>	<b>-6%</b>	<b>94%</b>



### Where did our money come from

This year, our main source of income other than rates, was from user charges and fees of \$90 million or 27% (2017/18 \$86 million or 28%).

Income from rates and charges contribute \$172 million or 51% (2017/18 \$159 million or 51%).

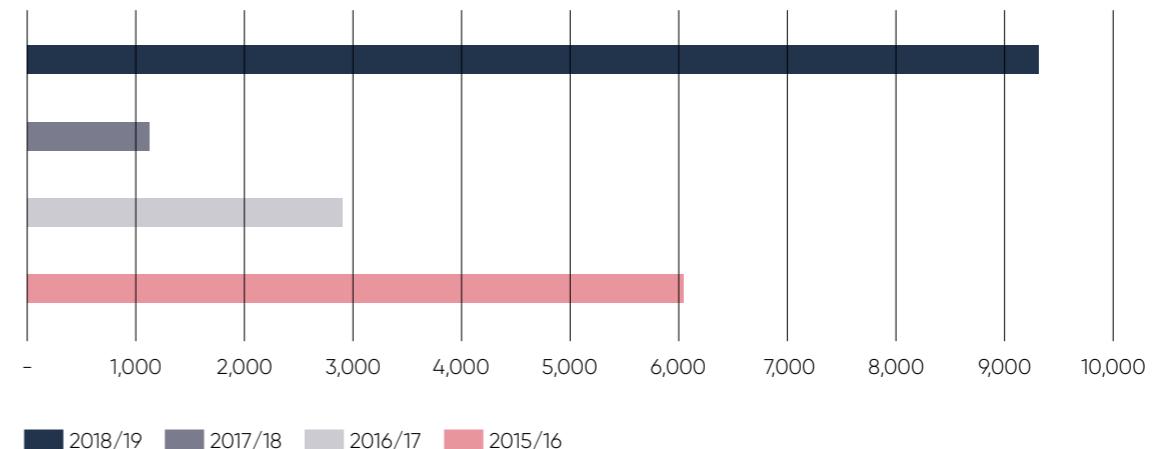
Federal and State Government grants and contributions assist us to provide facilities and services in the community. This year we received \$47 million or 14% (including capital and operational).

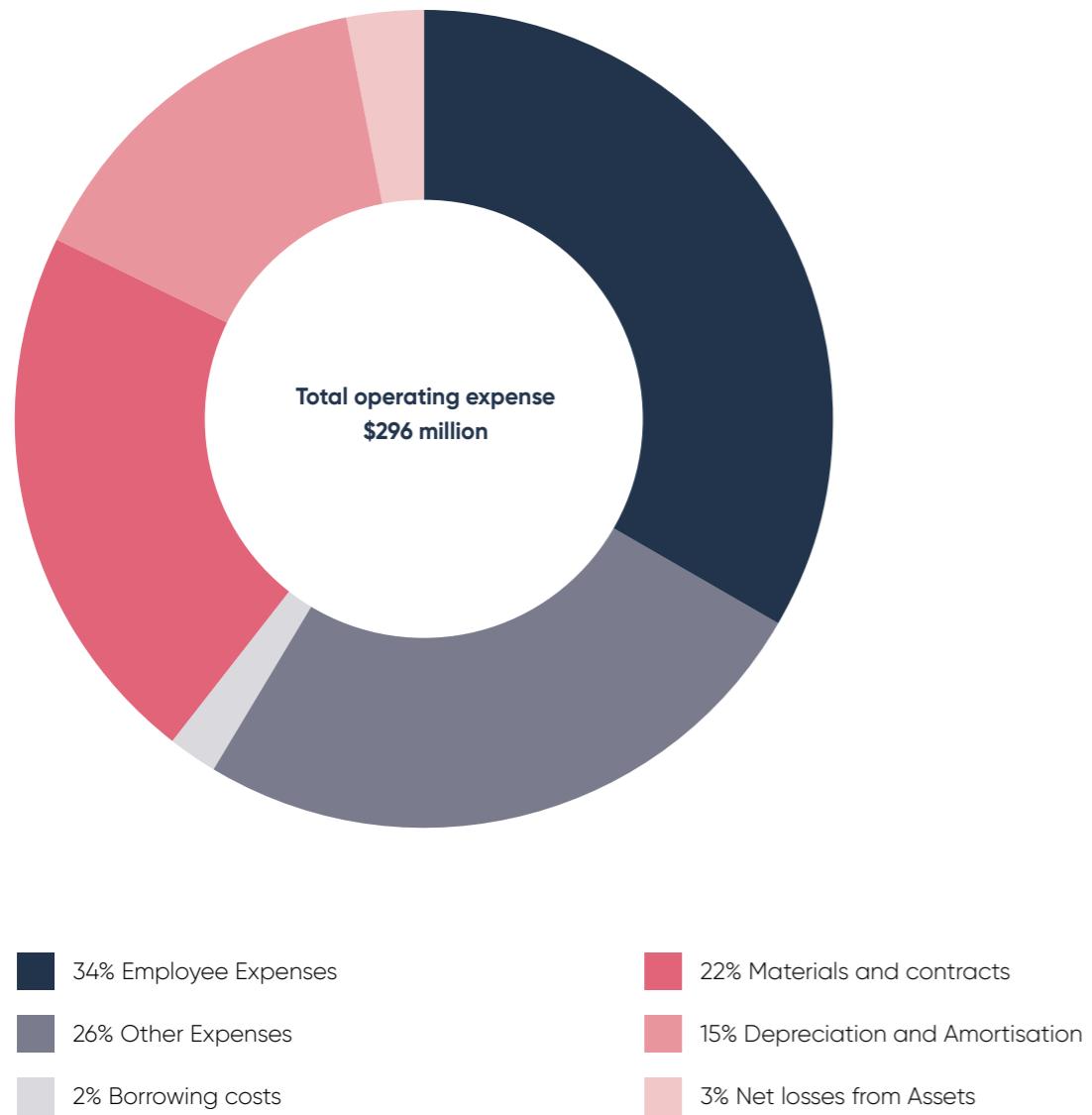
### How does our financial performance compare with previous years?

Achieving financial sustainability has been a key objective of CN. This has been an ongoing process and many initiatives have been undertaken to position us to maintain financial sustainability in the long term. Due to our efforts, we have been able to achieve an operating surplus for the past six years.

Our operating result before capital (excluding capital income/grants as this money is restricted to capital expenditure only) is a surplus of \$9.4 million. This indicates that we have enough money to cover the day to day costs to run CN.

**Operating result before capital (\$'000)**





### Where was the money spent?

Our total operating expenditure of \$296 million contributes towards our services to the community such as community and cultural facilities including libraries, Newcastle Art Gallery, Civic Theatre, The Playhouse, community centres and Newcastle Museum, waste management, parks, recreation and sporting and our beaches.

We have increased our capital works expenditure significantly in the past two years. \$8.7 million increase from 2016/17 and a \$27 million increase from 2015/16. Our goal being to balance infrastructure renewal with revitalisation projects to meet the higher community expectations that come with sustained growth.

We delivered a record \$91.6 million in capital works projects including:

construction of the playground at Blackbutt's Richley Reserve and the South Stockton Active Hub;

a new glass pavilion and gym in the Clarke Grandstand at Merewether's Mitchell Park;

removal of Queens Wharf Tower;

upgrade of Carrington local centre;

refurbishment of Beresfield Library;

road and drainage rehabilitation at various locations including Merewether, The Junction, Newcastle CBD, New Lambton and Lambton;

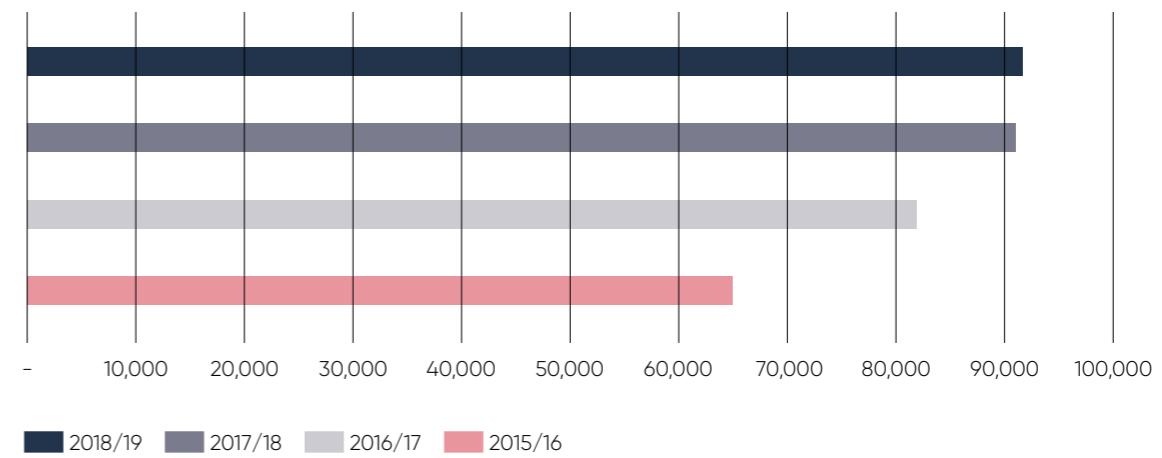
pedestrian crossing upgrades in Mayfield, Adamstown, Elmore Vale, Kotara, Rankin Park, Tighes Hill and Waratah;

road widening at Minmi Road Wallsend and resurfacing projects across the LGA;

expansion of the Summerhill Waste Recovery Centre; and

restoration of City Hall and renewal of the Beresfield Local Centre have rolled on into the new financial year.

### Works program (\$'000)



## Financial performance measures

These key metrics are used to evaluate our overall financial condition and were also used as a basis for assessing us as financially fit for the future.

<b>Operating performance ratio</b>	<b>Own source operating revenue ratio</b>	<b>Unrestricted current ratio</b>
<b>2.13%</b>	<b>85.42%</b>	<b>2.08:1</b>
OLG Target >0%	OLG Target >60%	OLG Target 1.5:1
<b>Debt services ratio</b>	<b>Rates and annual charges outstanding</b>	<b>Unrestricted current ratio</b>
<b>6.83</b>	<b>2.95%</b>	<b>7.57</b>
OLG Target >2	OLG Target <10%	OLG Target +3

### Definition

#### Operating performance ratio

This ratio measures CN's achievement of containing operating expenditure within operating revenue. It is important to distinguish that this ratio focusses on operating performance. Capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded.

#### Own source operating revenue ratio

This ratio measures fiscal flexibility and the degree of reliance on external funding sources such as operating grants and contributions. CN's financial flexibility improves the higher the level of its own source revenue.

#### Unrestricted current ratio

The unrestricted current ratio measures CN's ability to meet its obligations (current liabilities) using current assets.

#### Debt services ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

#### Rates and annual charges outstanding

This ratio assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.

#### Cash expenses cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.



Nobby's lighthouse

# Sustainable Development Goal performance

## Key initiatives contributing to the United Nations Sustainable Development Goals 2018/19

The table below illustrates initiatives undertaken by City of Newcastle during the 18/19 financial year that supported achievement of the Sustainable Development Goals (SDGs).

To ensure we continue to support our communities' vision for a smart, liveable and sustainable global city, it is important that we apply this global framework, of which Australia is a signatory.

SDG 11: Sustainable Cities and Communities, which aims to make cities and human settlements inclusive, safe, resilient and sustainable is a key initiative for local governments, however all SDGs have targets directly or indirectly related to our work.

These global goals are significant and will take time to achieve, however it is important to recognise the steps we are taking to progress these goals. This is our first-year reporting against the SDGs, our intention is to continually improve our reporting in this area.

### Table Key:

 Community wide initiatives

 Organisational (internal) initiatives

Sustainable Development Goal	Related strategic directions	Key initiatives during 2018/2019 financial year
	<b>Inclusive Community</b> <b>Open and Collaborative Leadership</b>	<ul style="list-style-type: none"> <li> 10,900 pensioners received a concession on their rates</li> <li> Free micro chipping 'Pups in the Park'</li> <li> Our Libraries provide educational and learning support during Hunter Homeless Connect Day</li> <li> CN is an Equal Employment Opportunity (EEO) employer</li> </ul>
	<b>Inclusive Community</b>	<ul style="list-style-type: none"> <li> Support and provision of community gardens</li> </ul>
	<b>Protected Environment</b> <b>Vibrant, Safe and Active Public Places</b> <b>Inclusive Community</b> <b>Liveable Built Environment</b>	<ul style="list-style-type: none"> <li> Lifeguard patrols at our beaches; including reporting water quality</li> <li> 1,500 environmental health inspections</li> <li> Employee wellbeing survey</li> <li> Work Health and Safety programmes, e.g. drug and alcohol training and WHS safety innovation awards</li> </ul>
	<b>Inclusive Community</b> <b>Liveable Built Environment</b> <b>Smart and Innovative</b>	<ul style="list-style-type: none"> <li> Provision of childcare services</li> <li> School water safety education program</li> <li> Seniors transacting online safely training</li> <li> Responsible pet ownership education</li> <li> 574,837 people attended our libraries</li> <li> Training and learning opportunities for staff, including; HunterNet Future Leaders, BluePrint for supervisors, Drug and alcohol training and disability inclusion and awareness training</li> </ul>



**Inclusive Community**  
**Open and Collaborative Leadership**

- Safety campaign against domestic violence in partnership with Got Your Back Sista
- Major event sponsorship for Network of Women Students Australia
- 50% (13) of our leadership group are women
- 42% of our supervisors and managers are women (Management level 1 to 5)
- Equal Employment Opportunity (EEO) employer



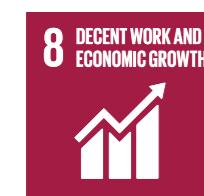
**Protected Environment**  
**Smart and Innovative**

- Water sensitive city (stormwater management) implementation
- Design and maintenance of stormwater drainage
- Creeks and waterways erosion and sediment control
- Nobby's Beach was voted cleanest beach (quarterly community survey)



**Protected Environment**  
**Liveable Built Environment**  
**Smart and Innovative**

- 14,500 solar panels installed at Summerhill Waste Management solar farm
- Museums solar roof wins Climate Council award
- An E-Transit hub at No.2 Sportsground
- Purchased electric cars for its fleet



**Liveable Built Environment**  
**Smart and Innovative**  
**Open and Collaborative Leadership**

- The economic development program contributed \$99,000 to ten projects and events
- The sponsorship and grants program sponsored events and provided grants to the value of \$520,200 e.g. Wallsend Winter Fair and Super Moto
- 1,287 Development Applications were approved
- Our financial health check is positive with a \$94 million operating surplus
- Employs over 1,200 staff
- 350 volunteers contributed more than 26,700 volunteer hours



**Integrated and Accessible Transport**  
**Smart and Innovative**  
**Open and Collaborative Leadership**

- \$8.1 million allocated to Smart City initiatives, e.g. 150 smart poles installed and free public Wi-Fi across the East End and City Centre
- Sponsorship of major events, e.g. Newcastle China Festival and Nanomaterial Conference
- Spent \$91.6 million on capital works, including \$26 million on the renewal of the City's infrastructure assets



**Vibrant, Safe and Active Public Places**  
**Inclusive Community**  
**Liveable Built Environment**  
**Smart and Innovative**

- Provision of services and facilities to more than 160,000 people
- Community events: Wallsend Community Carols and Neon New Year (inclusive event), Harmony Day Festival
- Sponsorship of major events, e.g. Newcastle Pride Festival and Newcastle China Week
- CN Committees, e.g. Advisory Committees, including Disability Inclusion Advisory Committee, Gurak Aboriginal Advisory Committee and Youth Council Committee
- Provision of community and cultural facilities for all; including libraries, Newcastle Art Gallery, Civic Theatre, the Playhouse, community centres and Newcastle Museum
- Regular community engagement, e.g. quarterly community survey
- Equal Employment Opportunity (EEO) employer



## 11 SUSTAINABLE CITIES AND COMMUNITIES

### Integrated and Accessible Transport

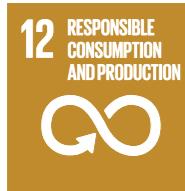
- Newcastle walking and cycling festival and Tweed ride celebrating bike week
- Committees, e.g. Parks and community facility committees
- Construction and maintenance of 3,500 kilometres of roads, footpaths, drainage, and kerbs and guttering
- Assessing residential and commercial development applications
- Maintenance of parks, sporting fields, pools and beach facilities
- Strategic planning (long-term planning)
- New heritage conservation area for Hamilton
- Make your place grants delivered 20 projects worth a total of \$51,900
- \$172 million raised in rates and \$47 million received in grants and subsidies

### Vibrant, Safe and Active Public Places

### Inclusive Community

### Liveable Built Environment

### Smart and Innovative



## 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

### Integrated and Accessible Transport

- Support for and provision of community gardens
- 1,973 tonnes of bulk waste collections
- Partnership between Newcastle Youth Council and the UoN United Nations Society for an Act 4 SDGs Day event aimed at raising awareness and education within the community regarding SDGs
- 1,500 environmental health inspections
- Purchased electric cars for our fleet

### Protected Environment



## 13 CLIMATE ACTION

### Protected Environment

- Park and Ride took 32,050 cars off inner-city streets
- Whale tale discovery talks along the Bathers Way coastal pathway as a great vantage point to spot the humpback whale
- An E-Transit hub at No.2 Sportsground is a completely self-sustaining site capable of charging three electric vehicles and powering the sportsground lights and other facilities



## 14 LIFE BELOW WATER

### Protected Environment

- Increase awareness and change waste management behaviours and water pollution
- Design and maintenance of stormwater drainage
- Creeks and waterways erosion and sediment control
- Endorsed the UN Environment Clean Seas campaign to phase out single-use plastic from city-managed enterprises, activities and events on city land by 2020.



## 15 LIFE ON LAND

### Protected Environment

- 249,273 tonnes of waste through the Summerhill Waste Management Centre
- 22,113 tonnes of recycled waste
- Maintenance of 14 kilometres of spectacular coastline, almost 100,000 street trees and more than 400 parks, reserves and wetlands
- 995 incidents of illegal dumping clean-ups preformed
- City-wide planting drive to celebrate World Environment Day



## 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

### Inclusive Community

### Open and Collaborative Leadership

- The Integrated Planning and Reporting (IPR) framework, which includes this report provides open and transparent information about organisational activity
- SDGs reporting
- Moving to a more efficient and effective working environment to better serve our community



## 17 PARTNERSHIPS FOR THE GOALS

### Inclusive Community

### Liveable Built Environment

### Smart and Innovative

### Open and Collaborative Leadership

- Sponsorship programs that support partners to deliver key programs and events; e.g. economic development and major event sponsorship
- CN's community impact program supports local not for profit groups e.g. Got Your Back Sista
- Councillor and officer's participation in Cities Leadership Institute, International Smart Cities Exchange and UN Global Compact Cities Program

# Our Statutory Reporting



# Our accountability

## Special Rate Variation (SRV) Section 508 (2) and 508A

### 2012 SRV

In 2012, CN successfully applied for a section 508(2) SRV of 5% above the rate cap for one year. The variation occurred in the 2012/13 financial year increasing the base rate charge. The 2012 SRV was granted for works of a capital nature for specific projects, these are to the right.

Since the introduction in July 2012 the special rate has raised \$38.2 million, with \$6.8 million being raised this year. This revenue is placed in a restricted reserve to fund the projects outlined in the 2012 SRV application only.

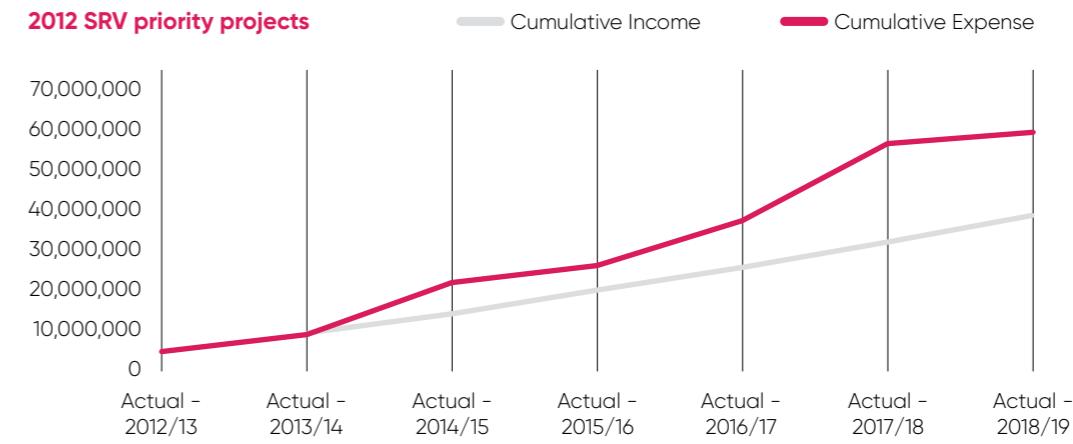
Almost \$3 million was spent this financial year on the top four priority projects with the majority of funding being used for coastal revitalisation.

In total, \$57.5 million has been spent to date on these capital projects. 2019/20 financial year will include spending a further \$4.2 million on the 2012 SRV priority projects.

### 2012 SRV priority projects

- City centre revitalisation
- Revitalising our coast
- Upgrading Blackbutt Reserve
- Providing new cycleways
- Improving our swimming pools
- Modernising our libraries
- Expanding our Art Gallery.

Priority	2012 SRV projects	2018/19 (\$'000)		Total spend to 30 June 2019 (\$'000) <b>57,489</b>
		Budget	Actual	
1	City Centre revitalisation	688	579	3,805
2	Coastal revitalisation	915	1,304	40,422
3	Blackbutt Reserve	496	567	7,898
4	Cycleways	698	442	5,364
	<b>Total</b>	<b>2,797</b>	<b>2,892</b>	



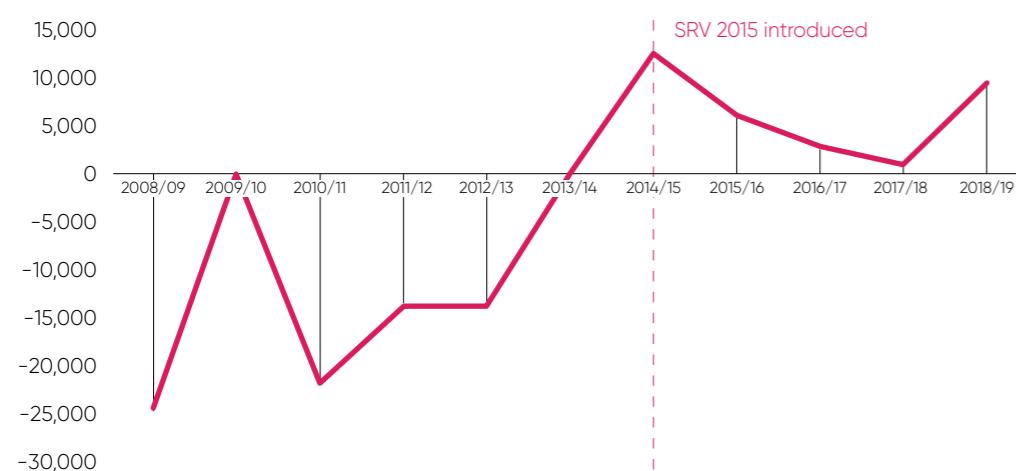
## 2015 SRV

The 2015 SRV was approved by IPART in May 2015 for a special rate variation over five years to 2019/20. For 2018/19 our SRV was 5.7% above the rate peg.

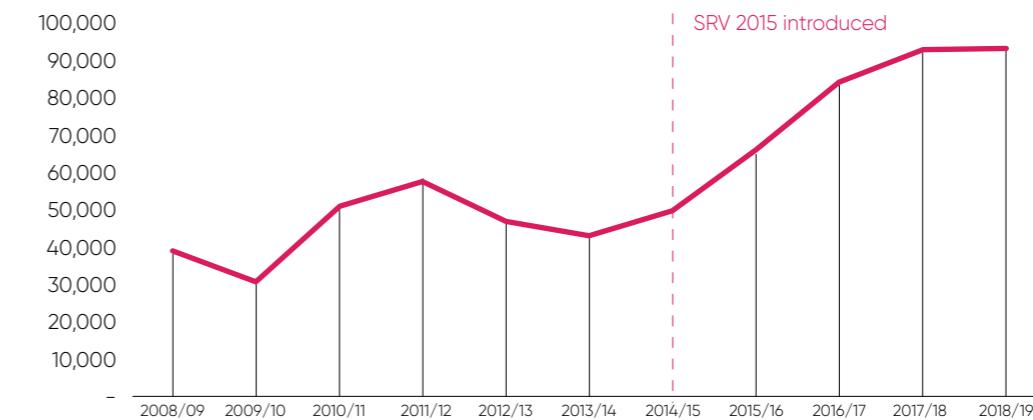
This revenue provided by the 2015 SRV has been critical to ensure we achieve financial sustainability. It has also allowed us to accelerate the completion of our priority projects and capital works program as well as fund critical infrastructure renewal projects.

Over \$72 million has been raised from the 2015 SRV since the introduction in July 2015, with \$31 million raised this year. These funds were used to maintain another year of financial sustainability and a balance of infrastructure renewal and revitalisation projects with a \$9.4 million surplus and a \$91.6 million capital works program achieved this financial year.

## Operating result before capital (\$'000)



## Works program (\$'000)



Some funds have been applied to improving our services and associated assets of which a total of \$2.9 million has been spent in 2018/19 and over \$11 million has been spent since the introduction of the 2015 SRV.

Project	2018/19 (\$'000)		Spent to date (\$'000)
	Budget	Actual	
Replacement of bus shelters	200	333	333
Improve our community facilities such as our swimming pools and libraries		-	-
Longer opening hours and lower fees for Beresfield Pool	174	151	523
Online DA tracking	51	-	-
Expanded community engagement program	215	238	672
Increase bush regeneration works	500	211	1,098
Schedule more pedestrian and local traffic improvements. There are currently \$53million of unfunded projects (PAMP and LATMs)	1,000	1,000	2,978
Accelerate delivery of the Hunter Street revitalisation project	1,000	579	579
Accelerate delivery of Blackbutt Reserve improvements - RR Playground			2,256
Implement projects from the Cycling Strategy and Action Plan. Including inner city cycle lanes and the Richmond Vale rail trail	3,000	567	1,067
Actively contribute to the revitalisation of Newcastle	108	5	284
Boost road maintenance mowing and concrete footpath repair effort	1,000	205	972
Weekend maintenance/clean up call-out service	174	-	475
	<b>7,422</b>	<b>2,956</b>	<b>11,237</b>

2018/19 is our fourth year of the 2015 SRV. 2019/20 will be CN's last year of the 2015 SRV.

## Contractors/Works Awarded Regulation cl 217(1)(a2)

During the 2018/19 financial year we awarded contracts/work over \$150,000.

<b>Contractor name</b>	<b>Description of goods, works or service</b>	<b>Contract sum or estimate*</b>
Civil Mining and Construction Pty Ltd	Summerhill Waste Management Centre cell 9 stage 2 construction	\$22,797,788
GAG Kinsley Property Company Pty Ltd	Sale of the CAC building	\$16,500,000
Maitland City Council	Receival of municipal waste from Maitland City Council (3 years)	\$15,000,000*
Graphite Projects Pty Ltd	Office fit-out construction management - 12 Stewart Avenue	\$8,232,387
Australian Tourist Park Management Pty Ltd	Stockton Beach Holiday Park - management services (10 years)	\$6,545,455*
Caltex Australia Pty Ltd	Bulk fuel supply to Council Depot (three years)	\$6,363,636*
Awarded to a panel of nine companies	Minor civil works in road reserves (two years)	\$5,454,545*
Awarded to a panel of 71 companies	Biennial hire of plant, trucks and equipment (two years)	\$4,545,455*
Awarded to a panel of six companies	Supply of ready mixed concrete (two years)	\$3,636,364*
Awarded to a panel of four companies	Provision of electrical and communication services (2 years)	\$2,690,758*
Civil Mining and Construction Pty Ltd	Tyrell Street Wallsend - bridge replacement	\$2,600,000
Ausgrid	Upgrade of residential road street lighting	\$2,600,000*
Computer Systems (Australia) Pty Ltd	Provision of managed desktop services (three years)	\$2,528,961*
Awarded to a panel of 10 companies	Supply of library books and library resource materials (three years)	\$2,272,727*
Computer Systems (Australia) Pty Ltd	Provision of managed Wi-Fi services (three years)	\$1,863,636*
Awarded to a panel of four companies	Biennial supply of base and subbase materials (two years)	\$1,818,182*
Awarded to a panel of six companies	Biennial asphaltic concrete services (two years)	\$1,818,182*
Convic Pty Ltd	Construction - new playground and skate park at South Stockton	\$1,697,686
Kingston Building	Clarke grandstand upgrade works - Mitchell Park Merewether	\$1,644,762
Bucher Municipal Pty Ltd	Supply nine waste collection vehicles	\$1,588,521
Awarded to a panel of two companies	Road pavement heavy patching services (two years)	\$1,454,545*
Awarded to a panel of three companies	Biennial supply of precast concrete products (two years)	\$1,090,909*

<b>Contractor name</b>	<b>Description of goods, works or service</b>	<b>Contract sum or estimate*</b>
Awarded to a panel of 3 companies	Biennal road pavement rejuvenation services (two years)	\$1,090,909*
Peace of Mind Installation and Integration	Provision of video conferencing AV systems and Support Services (three years)	\$1,015,916*
Bucher Municipal Pty Ltd	Supply three road sweeper vehicles	\$988,369
EP Draffin Manufacturing Pty Ltd	Supply of waste bin enclosures (up to 10 years)	\$909,091*
WSP Australia Pty Ltd	City intelligent platform implementation	\$868,232
Newcastle Commercial Vehicles	Supply two rear loading waste collection vehicles	\$815,823
NSW Soil Conservation Service	Stage 2 creekline rehabilitation works - Kotara park	\$601,845
Reino International Pty Ltd	Smart parking solutions	\$593,975
Computer Systems Australia	Supply of IT network firewall hardware	\$547,490
Incorp Property Solutions Group	City change project - principal design consultant	\$546,495
Transport for NSW	On-demand bus trial funding agreement	\$545,455
Awarded to a panel of four companies	Road pavement geotechnical services - standing offer (two years)	\$545,455*
Awarded to a panel of two companies	Natural areas rehabilitation services (two years)	\$527,273*
Tutt Bryant Hire Pty Ltd	Hire of SVRC plant at SWMC	\$526,500
Keolis Downer Hunter Pty Ltd	Autonomous vehicle shuttle service	\$519,734
KCE Pty Ltd	Civil construction at Council Street from Bruce Street to Grovers Lane	\$517,375
F&D De Vitis	Dixon Park Surf Club ground southern pavilion refurbishment	\$508,518
Awarded to a panel of three companies	Provision traffic management services (two years)	\$454,545*
Water Art Australia Pty Ltd	Provision of specialist plumbing services (two years)	\$454,545*
Complete Business Technologies (Konica Minolta)	Supply and service of multi-function devices (three years)	\$419,076*
Transport for NSW	Additional kerb and gutter replacement works - CBD	\$403,585
Hunter Development Corporation	Sale of VENM to Hunter Development Corp	\$382,500
Countrytell Management Pty Ltd	Fibre network build and access network to four civic buildings	\$379,450
Insituform Pacific Pty Ltd	City wide trenchless technology rehabilitation works	\$370,128
Transport for NSW	Park and Ride bus service (two years)	\$369,675
Awarded to a panel of two companies	Road pavement deflection testing services - standing offer (two years)	\$363,636*
Awarded to a panel of two companies	Biennial road pavement crack sealing (two years)	\$363,636*

<b>Contractor name</b>	<b>Description of goods, works or service</b>	<b>Contract sum or estimate*</b>
Centium Group Pty Ltd	Provision of internal audit services	\$363,636*
Volvo Commercial Vehicles	Supply one side loading waste collection vehicle	\$343,371
Major Projects Group Pty Ltd	Queens Wharf Tower removal	\$329,115
Koppmann Earthmoving Pty Ltd	Biennial hire of slope mower and operator (two years)	\$327,273*
Daracon Contractors Pty Ltd	Install underground fibre cable - Wood Street to Hunter Street	\$316,360
SMEC Australia	Construction quality assurance engineer – SWMC cell 9 stage 2	\$310,973
Gilbert and Roach	Supply one x 2300GVM cab chassis with flat tray body (store truck)	\$287,461
Hays Specialist Recruitment (Aust) Pty Ltd	Temporary hire of project manager - hourly rate of \$110.00 (18 months)	\$280,000
Hudson Global Resources	Temporary hire of project manager - hourly rate of \$109.78 (18 months)	\$279,938
Awarded to a panel of 2 companies	Biennial supply of soils (two years)	\$272,727*
Toisch Pty Ltd	Demolition of existing and construction of new storage facility - Nesbit Park, Kotara	\$272,535
Jacobs Group (Australia) Pty Ltd	360-degree panoramic street imagery and laser scanning	\$267,500
The Exclusive Piano Group	Procurement of a grand piano for City Hall	\$260,909
Civil Mining and Construction Pty Ltd	Cell 9 Summerhill stage 2 - excavation trial - CMC	\$249,930
Jemena Gas Networks (NSW) Limited	Gas main construction - Council Street Cooks Hill	\$242,230
IN2 The Black	Management of IT sourcing services	\$241,009
Awarded to a panel of two companies	Biennial supply of turf (two years)	\$236,364*
Consortio Pty Ltd (Lanulus Consulting)	OneCouncil cloud integration project	\$236,124
CKDS Architecture Pty Ltd	Design and DA documentation for 12 Stewart Avenue	\$230,780
Daracon Contractors Pty Ltd	Construction of IT and smart city infrastructure - Cnr Hunter St and Stewart Ave	\$218,620
Mackex Services	ASP1 electrical services - Council Street Cooks Hill	\$218,182
Awarded to a panel of two companies	Biennial concrete pathway construction services (two years)	\$218,182*
Esri Australia	Managed cloud for GIS platform (three years)	\$217,925
Vocus Pty Ltd	WAN connections for multiple sites (two years)	\$215,042
We Make Apps	Newcastle city app - mobile application development	\$214,836
Systems Construction Pty Ltd	ASPI electrical services - Beresfield local centre	\$210,415
Computer Systems Australia	Supply of Wi-Fi hardware	\$208,540

<b>Contractor name</b>	<b>Description of goods, works or service</b>	<b>Contract sum or estimate*</b>
ARUP Australia Pty Ltd	Detailed design - Astra Street Shortland remediation	\$206,898
Awarded to a panel of two companies	Biennial storm water conduits cleaning and inspection services	\$205,455
Husky Demolition Pty Ltd	Demolition of Cottage Creek building - 681 Hunter Street	\$199,496
Smardt Chillers Pty Ltd	Supply of new HVAC chiller units - Newcastle Art Gallery	\$195,800
Newcastle Commercial Vehicles	Supply Two 7500GVM cab chassis with service bodies	\$193,650
Kentan Machinery	Supply thirteen zero turn ride-on mowers	\$189,659
Daracon Engineering Pty Ltd	Cell 9 Summerhill stage 2 - excavation trial - Daracon Engineering	\$188,370
Mini Tankers Australia Pty Ltd	Mini tanker fuel supply to various sites (three years)	\$181,818*
Hays Specialist Recruitment (Aust) Pty Ltd	Hire of IT project manager - hourly rate of \$144.43	\$181,818
Bolla Contracting Pty Ltd	Embankment remediation - Brookfield Avenue Fletcher	\$177,781
Daracon Contractors Pty Ltd	Installation of smart city infrastructure - Merewether Street	\$172,077
Newcastle Commercial Vehicles Pty Ltd	Procurement of three 7500 GVM factory tipper trucks	\$165,445
Computer Systems Australia	Supply of LAN hardware	\$163,360
Lifelike Atmospheres	Supply of Civic Theatre front of house audio system	\$157,885
Otium Planning Group Pty Ltd	Develop Sports Facilities Strategic Plan and specific sports code plans	\$155,410
ARUP Australia Pty Ltd	Business culture change program	\$154,545
Kentan Machinery	Supply two agricultural tractors	\$152,977

Notes: \* means the amount is an estimate with some estimates based on historical expenditure.

All amounts stated are GST exclusive.

## Environmental Planning and Assessment Act

Planning Agreements in force 1 July 2018 – 30 June 2019

### 1. Newcastle Urban Rail Transformation Program Planning Agreement

<b>Parties</b>	CN and Hunter Development Corporation
<b>Date of Execution</b>	24/04/2018
<b>Land to which the PA relates</b>	Lot 2 DP 1226145 Lot 2 DP 1226551 Lot 4 DP 1226551 Lot 6 DP 1226551
<b>Description</b>	Embellishment of open space to create a new Civic Link, Darby Plaza and expanded Foreshore Park  Dedication of the above-mentioned open space, including buildings within;  Maintenance and restoration of heritage buildings and facilitates adaptive reuse of Newcastle Station and Signal Box;  Remediation works to be carried out in accordance with a Remediation Action Plan  Widening of Civic Lane; and  Funding of an affordable housing project on a specified site with a fallback position of a minimum of 10% of total residential development as affordable housing.

### 2. The Verve Residential Development Planning Agreement

<b>Parties</b>	CN and Windham Developments Pty Limited
<b>Date of Execution</b>	07/05/2019
<b>Land to which the PA relates</b>	Lot 3 DP 593753 and Lot 2 DP 81601, 464–470 King Street, Newcastle
<b>Description</b>	Dedication of the land and the works required to complete the construction of a pedestrian / cycle link between King Street and the northern extremity of Lot 3 DP 595753.

### 3. 5 Hall Street Maryville – Velocity Planning Agreement

<b>Parties</b>	CN and Cape Wickham Pty Ltd
<b>Date of Execution</b>	10/04/2019
<b>Land to which the PA relates</b>	Lot 100 DP 746334, 5 Hall Street Maryville
<b>Description</b>	Replace existing 2.5m cycleway with new concrete 3.0m cycleway along foreshore and provision of dedicated walkway adjacent to cycleway including handrails / seating/lighting.

## Legal proceedings

Regulation cl 217(1)(a3)

### Expenses incurred

During 2018/19 the total of legal expenses in relation to legal proceedings incurred by CN was \$74,784.

Of this, the monies expended undertaking litigation and the amounts paid in settlement of costs claims were:

Amount expended undertaking litigation: \$72,584

Amount paid in settlements of costs claims: \$2,200

### Local court

#### Prosecutions and appeals

Legal proceedings in the Local Court include prosecutions by Council, usually concerning failure to obtain or comply with orders or development approvals issued by Council. Areas of prosecution range from unauthorised works to failure to comply with animal control orders or clean-up notices. Defendants may appeal any decisions made by the Local Court in relation to prosecutions.

**Prosecutions:** In 2018/19 Council commenced six Local Court prosecutions.

One matter was acquitted

One matter was dismissed

Four matters are yet to be finalised.

**Appeals:** There were no appeals lodged with the Local Court.

#### Court elected penalty notices

Legal proceedings in the Local Court also include enforcement of penalty notices. Court elected parking penalty notices are dealt with by the police prosecutors (except in special circumstances where Council may deal with a matter directly, for example, if the defendant is a Police Officer). For all other court elected penalty notices, Council's Legal Services Unit will review and determine whether the matter should proceed in the Local Court or whether the penalty notice be withdrawn.

In 2018/19, Council was involved in:

Three cases where the recipient of a penalty notice had court elected and the matter was subsequently withdrawn.

Two cases where the recipient of a penalty notice had court elected and Council was successful, and the offence was proven.

## Land and Environment Court

### Class 1 appeals

Class 1 appeals in the Land and Environment Court are related to environmental planning and protection appeals. This includes appeals on the merits only against refusals, or deemed refusals, of development consents or conditions of development consents.

Eleven Class 1 appeals were lodged in the Land and Environment Court against Council in 2018/19 and were determined in 2018/19.

five matters were settled by a section 34 agreement between parties

four matters are yet to be finalised

one matter was discontinued

one matter received a Judgment by a Commissioner of the Land and Environment Court, the appeal was upheld

### Class 4 appeals

Class 4 applications in the Land and Environment Court relate to environmental planning protection and development contract civil enforcement. This includes breaches of planning law or breaches of conditions of development consent, and proceedings which question the legal validity of consents or refusals of consent issued by Council.

Zero Class 4 appeals were lodged.

## New South Wales Civil and Administrative Tribunal

The one application relates to appeals against decisions made under the GIPA Act (Government Information (Public Access) Act 2009).

One matter received a decision by the NCAT Appeal Panel on 29 October 2018, further release of information was ordered

## Public Interest Disclosures Public Interest Disclosures Act 1994 Regulation

CN has an Internal Reporting – Public Interest Disclosure Policy (Policy) which is developed in accordance with the Public Interest Disclosures Act 1994 (PID Act). The PID Act sets out the system under which people working within the NSW public sector can make reports about wrongdoing of other workers in the NSW public sector (such as all CN officials).

### Public Interest Disclosures: Statistical information

During 2018/19, the following disclosures were made under the Policy:

Number of public officials who made Public Interest Disclosures	0
Number of Public Interest Disclosures received	0
Of Public Interest Disclosures received, the number primarily about:	
- Corrupt conduct	0
- Maladministration	0
- Serious and substantial waste	0
- Government information contravention	0
Number of Public Interest Disclosures finalised	0

### Details on how CN met its obligations in 2018/19

We adopted our current Policy in October 2018.  
The Policy:

Incorporates the relevant provisions of the PID Act and the NSW Ombudsman's Model Internal Reporting Policy – Public Interest Disclosures 2013.

Encourages and facilitates the disclosure of wrongdoing by providing a framework for receiving, assessing and dealing with disclosures of wrongdoing in accordance with the PID Act and ensuring CN complies with the PID Act.

Clearly defines the roles and responsibilities of the CEO, Lord Mayor, Disclosures Coordinator, Disclosures Officers and CN Officials.

Identifies 29 Disclosures Officers from diverse work areas and locations across the organisation who support people making a disclosure.

Aligns with the strategic direction of Open and Collaborative Leadership in CN's Community Strategic Plan. In particular, it achieves action 4.4: 'Council takes steps to ensure it appropriately identifies and manages serious wrong-doing', as set out in the Open and Transparent Governance Strategy.

Our Chief Executive Officer has acted to ensure staff are aware of the Policy by:

Arranging for representatives from the NSW Ombudsman to attend and provide training to Public Interest Disclosure Officers and other staff at least every two years.

Ensuring in-house training is provided to staff by way of refresher sessions.

Making our Policy and supporting documentation, including a factsheet and frequently asked questions, available to staff on the intranet.

Arranging for regular messages containing Public Interest Disclosure Information to staff via our staff e-newsletter.

Creating awareness about the Policy and the protections available under the PID Act for people who make a disclosure.

Incorporating information about the Policy to new staff as part of its induction program.

## Stormwater levies and charges Regulation CL217(1)(e)

CN received a total of \$1,983,691 in stormwater Management Service Charge (SWSC) funds. We also dedicated the annual baseline amount \$640,000 specifically to SWSC eligible project funding. These two funding sources explicitly allocated \$2,623,691 to eligible stormwater projects.

During the 2018/19 financial year CN conducted an extensive stormwater program which included 46 projects dedicated to stormwater drainage works and services resulting in total program expenditure of \$6,277,017. Of these 46 projects, 37 were eligible to have the SWSC applied. The total expenditure on the eligible SWSC projects totalled \$5,685,139 for the 2018–2019 financial year.

CN's total investment in 2018/19 in stormwater rehabilitation delivered a wide range of stormwater activities, including:

Asset renewal and creation, with approximately 1,200m of pipelines, 87m of culverts, 1,500m of swales, 94 pits, 3 headwalls, 12 stormwater quality improvement devices (SQID), 2 tide control devices;

Trenchless technology used to renew 863m of pipelines;

Stormwater program projects successfully completed at:

- Unnamed Laneway, Stockton
- Kimian Avenue, Waratah West
- Patrick Street, Merewether
- Westwood Avenue, Adamstown Heights
- Boronia Avenue, Adamstown Heights
- Howden Street, Carrington;

Audit and condition assessment of gross pollutant traps (GPTs) in Fletcher;

Approximately 220 proactive erosion and sediment control inspections were performed; and

Approximately 55 Business Pollution Prevention program audits were performed.

The actual expenditure also reflects the investment in detailed design for the construction of large-scale retrofitting of urban catchments, including: Cooks Hill and Merewether. These works involve whole of street stormwater drainage works, which have begun construction such as: Swan Street Cooks Hill and Council Street Cooks Hill or are scheduled for construction in future years.

A number of other designs were also actioned in 2018/19 to be implemented in the forward program, such as Smith Street Merewether and Beaumont Street Islington.

In addition to the SWSC delivery, CN also conducted catchment investigations, condition inspections and modelling works to ensure investments in future programs are informed and effectively delivered.

Projects 2018/19	Outcome
Citywide - trenchless technology drainage rehabilitation	This project delivered the effective renewal of 863m of stormwater pipeline using trenchless technology in 2018–19.
Various headwalls - rehabilitation	Construction of the outlet at Boronia Avenue, Adamstown Heights was completed as well as outlet controls at McCarthy Street, Minmi. Design and construction were completed for Kimian Avenue, Waratah West and Westwood Avenue, Adamstown Heights.
Stockton Laneways- Infiltration at unrelieved sags	Design and construction were completed for unnamed laneway between North Street and King Street where 5 infiltration devices were installed. The sealing of the laneway is scheduled for 2019–20. Design was also initiated for another two laneways to be constructed in 2019/20
Howell Street Kotara – drainage rehabilitation	Design was completed for the upgrade of the culvert under Howell Street Kotara and open channel works. Construction will be undertaken in future financial years along with associated road works.
Water sensitive city implementation	Council has continued in its role as participant in the CRC for Water Sensitive City. This has offered free capacity building workshops and conference seminars that have delivered expanded staff skills and knowledge base and improved current work output.
Swan St Cooks Hill – drainage construction	Major construction works are underway between Darby Street and Mosbri Crescent for extensive drainage improvements. Ongoing investigation and design works are underway to finalise the works where they connect to existing drainage in Darby Street.
Water quality device - rehabilitation	Audit and condition assessment of a selection of small GPTs throughout Fletcher to assess the maintenance and functionality of these devices. Proactive vegetation maintenance and basic inspections for over 4.5km of vegetated bioswales. This project is critical to the ongoing protection of the LGA's creeks, rivers and ocean.
Sanctuary Subdivision- remediation of stormwater drainage	The majority of on ground works were completed in the 2018–19 financial year. These works aim to improve the visual amenity of the rock lined channels and improve the overall conveyance capacity to meet Council and community expectations.
University Drive Waratah West- catchment rehabilitation	Investigations were completed to determine a feasible and cost-effective solution to replace the existing culvert located under the cycleway. Design programmed to be delivered in 2019/20 financial year.
Creeks and waterways - inspect erosion and sediment control	A successful financial year of Erosion and Sediment Control (ESC) inspections across the LGA were conducted. Approximately 220 proactive inspections of construction sites of sizes ranging from individual lots through to large subdivisions were conducted.
Beaumont Street Islington – drainage design and construct	Design for infiltration pits in Beaumont Street Islington was completed in 2018–19. This will significantly reduce the water ponding at the intersection of Maitland Road.
Croudace Road Elmore Vale – stormwater design and construction	Design is complete and construction commenced for a culvert and kerb inlet pit works in Croudace Road, Elmore Vale. Works will be completed in early 2019–20 and will improve drainage conveyance from this main road.

Projects 2018/19	Outcome
Patrick Street Merewether - construction	Major construction works were completed in 2018-19 for extensive drainage improvements in Patrick Street, Merewether with 108m of pipe and 65m of box culverts constructed, along with associated pits.
Frederick St Merewether - drainage design and construction	Extensive trunk drainage improvement works have been completed between Berner St and Roberts Street. Works are ongoing from 2017-18 and will continue into 2019-20 with a total of more than 200m of piped drainage and 95m of box culvert drainage.
Auckland Street Newcastle- Drainage design	Replacement of trunk drainage line and addition of kerb inlet pits between King and Hunter Street with the majority of the works completed in 2018-19.
Smith Street Merewether - Drainage Design	Design was initiated in 2018-19 for drainage improvements and infiltration pits to reduce the incidence of inundation. Design will continue into 2019-20.
Howden Street Carrington – pit and tide gate works	Design and construction works were completed for a pit and installation of a tide gate in Bourke Street, Carrington near Howden Street. These works will reduce the instances of inundation in Victoria Street, Carrington.

## Total rates and charges written off Regulation cl 132(5)

The total rates and charges written off was \$1,215,058.

## Government Information (Public Access) Act (GIPA Act)

### Review of proactive release program – Clause 7(a)

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

City of Newcastle undertook the following initiatives as part of the review of its proactive release program for the reporting period:

Increased use of social media to share information;

Monitoring matters of public interest to review whether CN can proactively release information about the matter;

Messages that play while telephone customers are waiting in queue/on hold relating to rates, waste and illegal dumping;

Reviewing the information published on CN's website to ensure that the information is up to date, informative and relevant;

Increase of e-services with forms, enquiries and payment available through our website for Rates, Waste, Parking, Development & Building;

Rates – how to receive rates by email, and make online payments and enquiries;

Recycling – free Christmas recycling, war against plastic, chemical and reporting illegal dumping;

Ecosuburbia event for smart livable sustainability, garden design and nest box building workshop;

Tree – National Tree day tree plantings, tree replacement for Laman Street, Bruce Street and Union Street, street garden and Urban forest at Mayfield East;

Parking – illegal parking and how to report illegal parking, rollout of EasyPark smartphone app for easier parking and Park & Ride service for commuting to the CBD;

Animals – advice on companion animals' registration, good pet ownership, and leash free areas;

Newcastle Voice – Information about how to get involved in decision making by joining Newcastle Voice;

Promotion of NAIDOC Week, Youth Week and Right to Know Week;

Civil works interactive mapping tool map showing the region's latest civil works projects.

The mapping tool will "streamline communication to residents and fast-track important information about the current projects that have commenced";

Upgrades – Carrington, existing pedestrian crossing on Brunker Road Adamstown, Stevenson Park set for major renewal, new playgrounds open for Wallsend and Beresfield Library renovation;

Repairs and works – Newcastle South Cliff and Shortland Esplanade slope repairs, Stockton coastal works;

Rehabilitation – Waterdragon Creek Kotara, Ironbark Creek and Mary Street Jesmond Channel rehabilitation;

Improvements and disruptions of major service – notification via email, text message and printed material;

Smart city innovations – Free Wi-Fi across Newcastle, purchase of electric cars, trial of autonomous public transport vehicle, parking smartphone app;

Funding programs – economic, art and community grants and sponsorship;

Light rail construction and financial assistance;

Fire safety issues resolved at Carrington boarding houses;

New model for Business Improvement Associations;

Fortnightly e-newsletter about arts and cultural events, activities and opportunities at our Museum and Art Gallery;

Asbestos removal from Stockton Beach;

Flooding – education campaign encouraging sign up to CN's Flash Flood Alert System and media release responding flooding questions; and

Information about Supercars.

Updates are also provided after each council meeting via our website and social media channels summarising the items on the agenda, CN also tweets throughout the meeting as decisions are made.

#### **Number of access applications received – Clause 7(b)**

The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

During the reporting period, CN received a total of 61 formal access applications (including withdrawn applications but not invalid applications).

#### **Number of refused applications for Schedule 1 information – Clause 7(c)**

During the reporting period, we refused a total of zero access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, zero were refused in full, and zero were refused in part.

The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

#### **Statistical information about access applications – Clause 7(d) and Schedule 2**

**Table A: Number of applications by type of applicant and outcome\***

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	10	1	0	0	0	0	0	1
Not for profit organisations or community groups	3	8	0	1	0	0	0	0
Members of the public (application by legal representative)	11	10	0	1	0	0	0	1
Members of the public (other)	10	10	0	1	4	1	0	2

\*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**Table B: Number of applications by type of application and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	1
Access applications (other than personal information applications)	27	19	0	3	4	1	0	2
Access applications that are partly personal information applications and partly other	7	10	0	0	0	0	0	1

\*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

**Table C: Invalid applications**

<b>Reason for invalidity</b>	<b>Number of applications</b>
Application does not comply with formal requirements (section 41 of the Act)	56
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	56
Invalid applications that subsequently became valid applications	48

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act**

	<b>Number of times consideration used*</b>
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act**

	<b>Number of occasions when application not successful</b>
Responsible and effective government	2
Law enforcement and security	0
Individual rights, judicial processes and natural justice	21
Business interests of agencies and other persons	9
Environment, culture, economy and general matters	1
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timeliness**

	<b>Number of applications</b>
Decided within the statutory timeframe (20 days plus any extensions)	43
Decided after 35 days (by agreement with applicant)	18
Not decided within time (deemed refusal)	10
<b>Total</b>	71

\*The Information Commissioner does not have the authority to vary decisions but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	<b>Decision varied</b>	<b>Decision upheld</b>	<b>Total</b>
Internal review	0	0	0
Review by Information Commissioner*	1	0	1
Internal review following recommendation under section 93 of Act	0	1	1
Review by ADT	0	0	0
<b>Total</b>	1	1	2

**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

	<b>Number of applications for review</b>
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)**

	<b>Number of applications transferred</b>
Agency - initiated transfers	1
Applicant - initiated transfers	1

# Appendix

## Swimming pools inspections

### Section 22F – Inspections carried out by local authority

- (1) A local authority may charge the owner of premises a fee for carrying out an inspection under this Division being a fee that is no greater than the maximum fee (if any) prescribed by the regulations, but it may not charge a separate fee for issuing a certificate of compliance.
- (2) A local authority that is a council must include in its annual report under section 428 of the Local Government Act 1993 such information (if any) in relation to inspections under this Division as is prescribed by the regulations.
- (3) An inspection by a local authority is to be conducted by an authorised officer and entry on to premises to carry out such an inspection is to be in accordance with Part 3.

## Swimming Pools Regulation 1998

### Clause 18BC – Council reporting requirements for inspections

For the purposes of section 22F (2) of the Act, a local authority that is a council must include in its annual report under section 428 of the Local Government Act 1993 the number of inspections under Division 5 of Part 2 of the Act that:

- (a) were inspections of tourist and visitor accommodation; or
- (b) were inspections of premises on which there are more than two dwellings;
- or
- (c) resulted in the council issuing:
- (i) a certificate of compliance under section 22D of the Act; or
  - (ii) a certificate of non-compliance under clause 18BA of this Regulation.

**Total Inspections for (a) and (b) =1**

**Total inspections for c (i) and (ii) = 82**

**Total inspections overall = 83**



Art Gallery

## Legislative checklist

Requirement	Act Referent	Section
Details and purpose of overseas visits by councillors, council staff or other persons representing council	Regulation CI 217(1)(a)	Governing our City
Mayoral and councillor fees, expenses and facilities	Regulation CL 217(1)(a1)	Governing our City
Contracts/works awarded	Regulation CL 217(1)(a2)	Our Statutory Reporting
Legal Proceedings	Regulation CL 217(1)(a3)	Our Statutory Reporting
Private works and financial assistance	Regulation CL 217(1)(a4) and S67 (3)	Our Statutory Reporting
Amount contributed or otherwise granted	Regulation CL 217(1)(a5) and S356	Year in Review – Sponsorships and Grants
External bodies, companies and partnerships	Regulation CL 217(1)(a6), (a7) and (a8)	Governing our City
EEO management plan implementation	Regulation CL 217(1)(a9)	Our Organisation
Total remuneration package for CEO	Regulation CL 217(1)(b)	Our Organisation
Total expenditure on senior staff remuneration	Regulation CL 217(1)(c)	Our Organisation
Stormwater levies and charges	Regulation CL 217(1)(e)	Our Statutory Reporting
Coastal protection services	Regulation CL 217(1)(e1)	NA
Companion animals' management	Regulation CL 217 (1)(f)	Inclusive Community
Amount of rates and charges written off during the year	Regulation CL 132	Our Statutory Reporting
Special variation expenditure	S508(2) S508A	Our Statutory Reporting
Report on capital works projects	Capital Expenditure Guidelines	Financial Performance
Information included on GIPA activity	S 125(1) cl7 Schedule 2	Our Statutory Reporting
Environmental Planning and Assessment Act 1979 - particulars of compliance with and effect of planning agreements in force during the year	S93G(5)	Our Statutory Reporting
Information on number of public interest disclosures and whether public interest disclosure policy is in place	S31 Cl4	Our Statutory Reporting
Councils considered to be human service agencies' under the Act must report on compliance with the Act for the reporting period in their Annual Report	S8(2)	NA
Particulars of any environment upgrade agreement entered into, in accordance with any requirement imposed under S406	S54P	NA
Information on the implementation of Council's Disability Plan.	S13(1)	Inclusive Community
Swimming Pools Amendment Act 2012 - Schedule 1	Act 2012 - Schedule 1	Our Statutory Reporting
Work Health and Safety	NAT V3	Our Organisation

## Glossary

<b>ABS</b> Australian Bureau of Statistics	<b>FBT</b> Fringe benefits tax
<b>ADVOCACY</b> 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	<b>FTE</b> Full-time equivalent. In relation to staff numbers this refers to a figure that is based on the wages for full-time staff
<b>GIPA</b> The Government Information (Public Access) Act 2009, which has replaced Freedom of Information legislation	<b>GPIMS</b> Geospatial Program Integration Management System
<b>ARUP</b> Is a multinational professional services firm which provides engineering, design, planning, project management and consulting services for all aspects of the built environment.	<b>GYBS</b> Got your back sista Partnership
<b>BENCHMARKING</b> A process of comparing performance with standards achieved in a comparable environment with the aim of improving performance	<b>HLS</b> Home library services
<b>BIODIVERSITY</b> The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part	<b>HR</b> Human Resources
<b>COMMUNITY LAND</b> 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	<b>ICAC</b> Independent Commission Against Corruption
<b>CN</b> City of Newcastle	<b>IPART</b> Independent Pricing and Regulatory Tribunal
<b>CROWN LAND</b> Crown Land is land that is owned by State Government but managed on its behalf by Council	<b>LGA</b> Local Government Area
<b>DA</b> Development Application	<b>NEWCASTLE 2030 COMMUNITY STRATEGIC PLAN (CSP)</b> This integrated Community Strategic Plan (CSP) provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community
<b>DELIVERY PROGRAM</b> 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	<b>OEH</b> Office of Environment and Heritage
<b>DCP</b> Development Control Plan	<b>OPERATIONAL PLAN</b> 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.
<b>EEO</b> Equal Employment Opportunity	Note: this is a legislative requirement
<b>ELT</b> CN's Executive Team is led by the CEO and comprises five Directorates – Governance, Strategy and Engagement, People and Culture, Infrastructure and Property and City Wide Services	<b>PAMP</b> Pedestrian Accessibility and Mobility Plan
<b>FINANCIAL YEAR</b> The financial year we are reporting on in this annual report is the period from 1 July 2018 to 30 June 2019	<b>PARTNERING</b> A structured approach to working together with other parties to achieve a mutually beneficial outcome
	<b>PERFORMANCE</b> The results of activities and progress in achieving the desired outcomes over a given period of time
	<b>PERFORMANCE INDICATOR</b> Objective evidence on the extent of, or progress towards, achievement of a desired outcome

**POM** Plan of Management. A document that regulates the use and management of community land

**PMD** Personal Mobility Device

**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

**RMS** Roads and Maritime Services

**SEPP** State Environmental Planning Policy

**SRV** Special Rating 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

**UoN** University of Newcastle



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