



NEWCASTLE 2040

it's our *future*



City of
Newcastle

Enquiries

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Welcome

Acknowledgement of Country

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

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

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

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

Nobbys Head – **Whibayganba**

Flagstaff Hill – **Tahlbihn**

Pirate Point – **Burrabihngarn**

Port Hunter – **Yohaaba**

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

Shepherds Hill – **Khanterin**

Ironbark Creek – **Toohrnbing**

Hexham Swamp – **Burraghinhbihng**





Lord Mayor Message

Nuatali Nelmes

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

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

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

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

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

Liveable Newcastle

Sustainable Newcastle

Creative Newcastle

Achieving Together

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

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

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

Councillor Nuatali Nelmes
Lord Mayor of Newcastle



CEO Message

Jeremy Bath

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

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

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

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

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

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

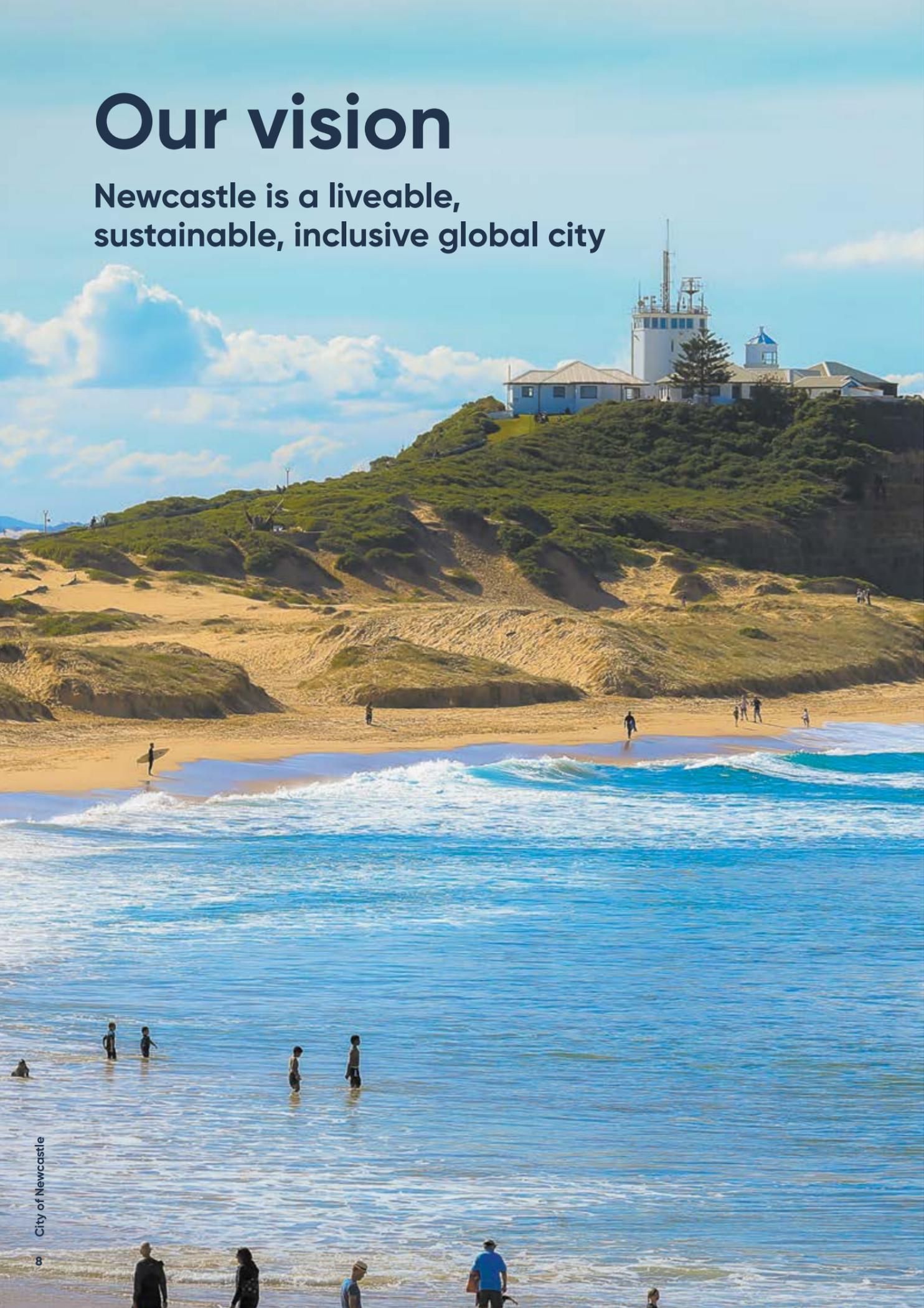
Together, we can create a liveable, sustainable, inclusive global city.

Jeremy Bath
Chief Executive Officer



Our vision

Newcastle is a liveable, sustainable, inclusive global city



Planning for our future

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

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

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

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

- Liveable
- Sustainable
- Creative
- Achieving Together

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

Turning our plan into action

Delivering Newcastle 2040 and our informing strategies, such as our Environment Strategy and Economic Development Strategy, turn our vision into action. For more information, visit our website www.newcastle.nsw.gov.au



NEWCASTLE 2040

it's our *future*

Newcastle is a liveable, sustainable, inclusive global city

Our commitments

Inclusion

Aboriginal and Torres Strait Islander peoples and culture

Supporting local

Our planet

Innovation

Social justice principles



1. Liveable



2. Sustainable



3. Creative



4. Achieving Together



1.1 Enriched neighbourhoods and places

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



1.2 Connected and fair communities

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



1.3 Safe, active and linked movement across the city

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



1.4 Innovative and connected city

- 1.4.1 Emerging technologies
- 1.4.2 Digital inclusion and social innovation



2.1 Action on climate change

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



2.2 Nature-based solutions

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



2.3 Circular economy

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



3.1 Vibrant and creative city

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



3.2 Opportunities in jobs, learning and innovation

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



3.3 Celebrating culture

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



3.4 City-shaping partnerships

- 3.4.1 Optimise city opportunities
- 3.4.2 Advocacy and partnership



4.1 Inclusive and integrated planning

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



4.2 Trust and transparency

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



4.3 Collaborative and innovative approach

- 4.3.1 Collaborative organisation
- 4.3.2 Innovation and continuous improvement
- 4.3.3 Data-driven decision-making and insights

Our commitments

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

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

CN is committed to:

Inclusion

Aboriginal and Torres Strait Islander peoples and culture

Supporting local

Our planet

Innovation

Social justice principles



Aboriginal and Torres Strait Islander peoples and culture

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

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

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

Our planet

Our global challenge is to meet the human needs and wellbeing of all while simultaneously regenerating our planet and reducing our ecological impact to a sustainable level. The planet has been warmed by 1.1 degrees and Newcastle is already experiencing the impacts of climate change. There is an urgency and responsibility to reverse this trend, with climate scientists stating that a 75% reduction on 1990 emission levels is needed by 2030.

CN commits to respecting our natural environment by minimising our overall impact and protecting our natural resources. CN commits to measuring and understanding the environmental impact of our operations in order to develop ways to mitigate the effects while balancing the needs of our community.

Inclusion

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

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

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

Supporting local

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

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

Innovation

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

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

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

Social justice principles

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

The four principles of social justice are:

Equity:

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

Access:

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

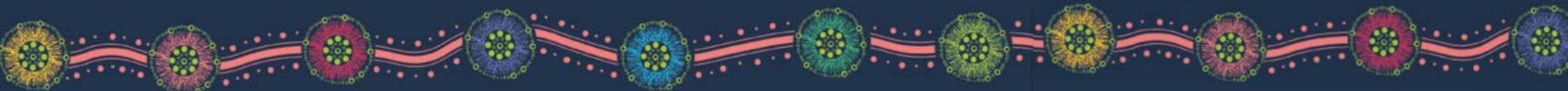
Participation:

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

Rights:

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

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



About Newcastle 2040

From vision to action

What is Integrated Planning and Reporting (IPR)?

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

Why is IPR important?

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

Integrate community priorities into strategies and plans

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

Articulate the community's vision and priorities

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

Maintain accountability and transparency through regular monitoring and reporting.

Newcastle 2040

Our community's vision

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

Delivering Newcastle 2040

Our commitment of delivery to the community

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

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

Resourcing Newcastle 2040

Our resources to deliver Newcastle 2040

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

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

Reporting on Newcastle 2040

Our accountability to the community

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

Quarterly Financial Budget Review Statements

Six-Monthly Performance Progress Reports

Annual Report

State of Our City Report
(replaces End of Term Report).

Monitoring Newcastle 2040

Our progress towards vision

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



Community Indicators
The wellbeing of our city and community



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



Our Newcastle



Our city, our people

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

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

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

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

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

Our place in the region

Newcastle is located about 160 km north of Sydney. It is Australia's seventh-largest city and is the centre of the Greater Newcastle Region, the largest regional centre in NSW. Newcastle is the economic hub of the Hunter Region, with an international profile as a major port city and a gateway to the world for the Hunter's rich resources. Newcastle accounts for approximately 30% of the Hunter's developed industrial space and 80% of its office space. Newcastle is home to the University of Newcastle (UoN); the John Hunter Hospital, which is the tertiary referral hospital for Northern NSW; and a number of world-class research organisations, including the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and Hunter Medical Research Institute. Newcastle is the cultural heart of the Hunter Region, supporting Newcastle Art Gallery, Newcastle Museum, and the Civic Theatre and Playhouse, and hosting a diverse calendar of cultural events. The Hunter Regional Plan 2041 and the Greater Newcastle Metropolitan Plan 2036 are the key regional development planning documents that support Newcastle. The Greater Newcastle Metropolitan Plan states that:

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

Our population

Newcastle population 2021

171,307

Population by 2041

199,700

Greater Newcastle population 2021

608,700

Population by 2041

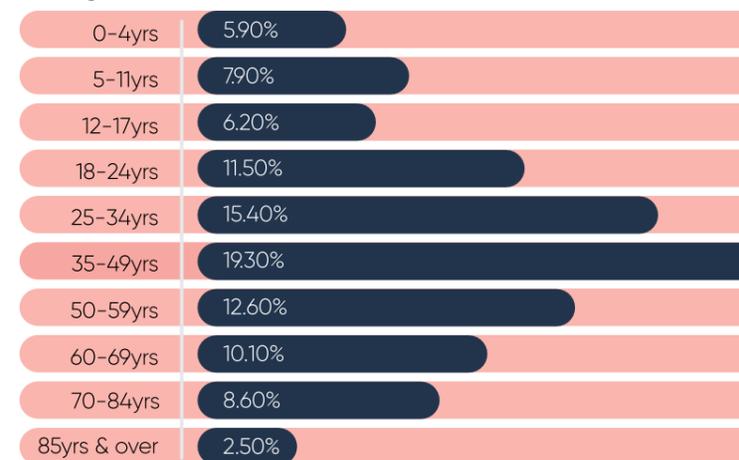
699,200

Estimated annual population growth rate **1%**

Planning NSW Population Projections, forecast.id



People



Median age



Aboriginal and Torres Strait Islander population



Born overseas

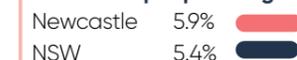


Speak a language other than English



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

Number of people living with disability



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



Homeless categories

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

Housing stress

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

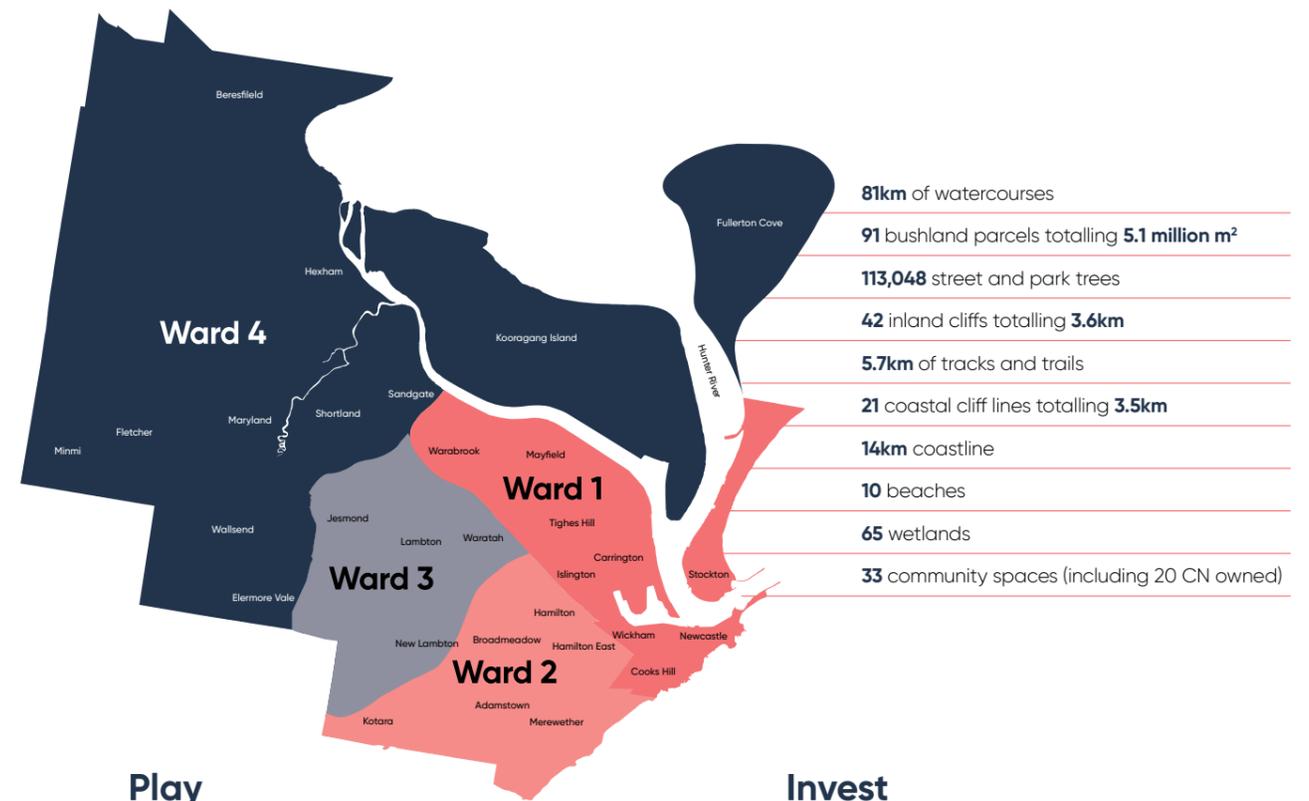
20,000 people



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

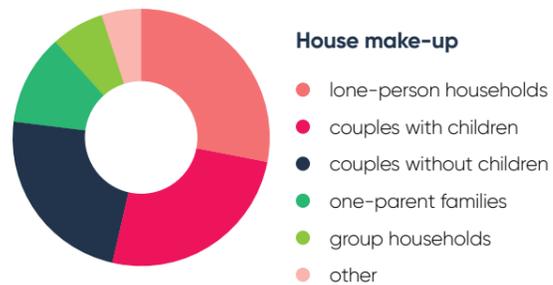
Source: Australian Human Rights Commission: Face the Facts (2014)

How Newcastle lives, works, plays and invests

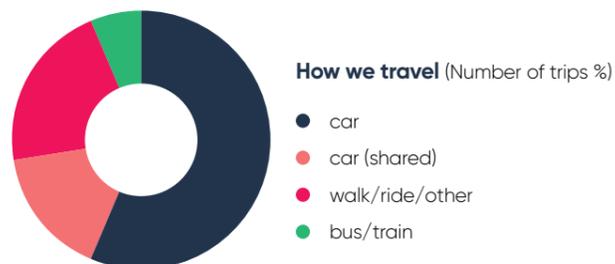


- 81km of watercourses
- 91 bushland parcels totalling 5.1 million m²
- 113,048 street and park trees
- 42 inland cliffs totalling 3.6km
- 5.7km of tracks and trails
- 21 coastal cliff lines totalling 3.5km
- 14km coastline
- 10 beaches
- 65 wetlands
- 33 community spaces (including 20 CN owned)

Live



- 52 suburbs
- \$851,000 median house price (December 2021)
- 2.36 people average household size
- 78.4% internet access at home
- 30% of dwellings are medium or high density
- 29% of residents fully own their home; 30.3% have a mortgage; 34.5% are renting; 0.7% other; 5.5% not stated
- 40.5% Domestic recycling rate
- 10.4kg waste and recycling generated per person per week



- 1 ferry - Queens Wharf to Stockton
- 2.7km light rail, with 6 stations
- 140 transport shelters
- 865km of roads

Work



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

- 102,800 jobs in Newcastle**
- 50.1% live within LGA
 - \$1,398 (p/week) average household income
 - 5.3% unemployment rate

- 14,150 businesses**
- 30% of the Hunter's developed industrial space
 - 80% of the Hunter's office space

Play



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

Invest



- 1 airport
- 1 holiday park
- 41 cultural spaces (including 8 CN owned)
- 1 waste and resource recovery centre
- 125 early education and childcare centres (including 10 CN owned)
- 62 primary and secondary education facilities
- \$1.10 billion value of building approvals (DAs, CDCs and SSDs in 2020/21)
- \$18.4 billion Newcastle's Gross Regional Product
- 4.63 million annual visitors (2019)
- \$2 billion value of city-owned assets
- \$46 million received in grants and subsidies (2020/21)
- 11 tertiary education facilities
- First in family degree: 11,387 students or 48% of Newcastle-based registrations in 2021
- Indigenous enrolments: 1080 students or 4.5% of Newcastle-based registrations in 2021
- Largest regional innovation ecosystem in Australia with 322 people and elements

Our shared future





Our approach

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

Collaboration and listening

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

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

Where we've been

External

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

External (Online)

- CSP Survey February 2020
- Quarterly Community Survey December 2020
- Quarterly Community Survey May 2021
- Social Pinpoint Survey
- Community Online Workshop November 2021

Internal

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

Community involvement

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

550 people rated satisfaction on current Newcastle 2030 Strategic Directions

450 survey contributions about our vision and values

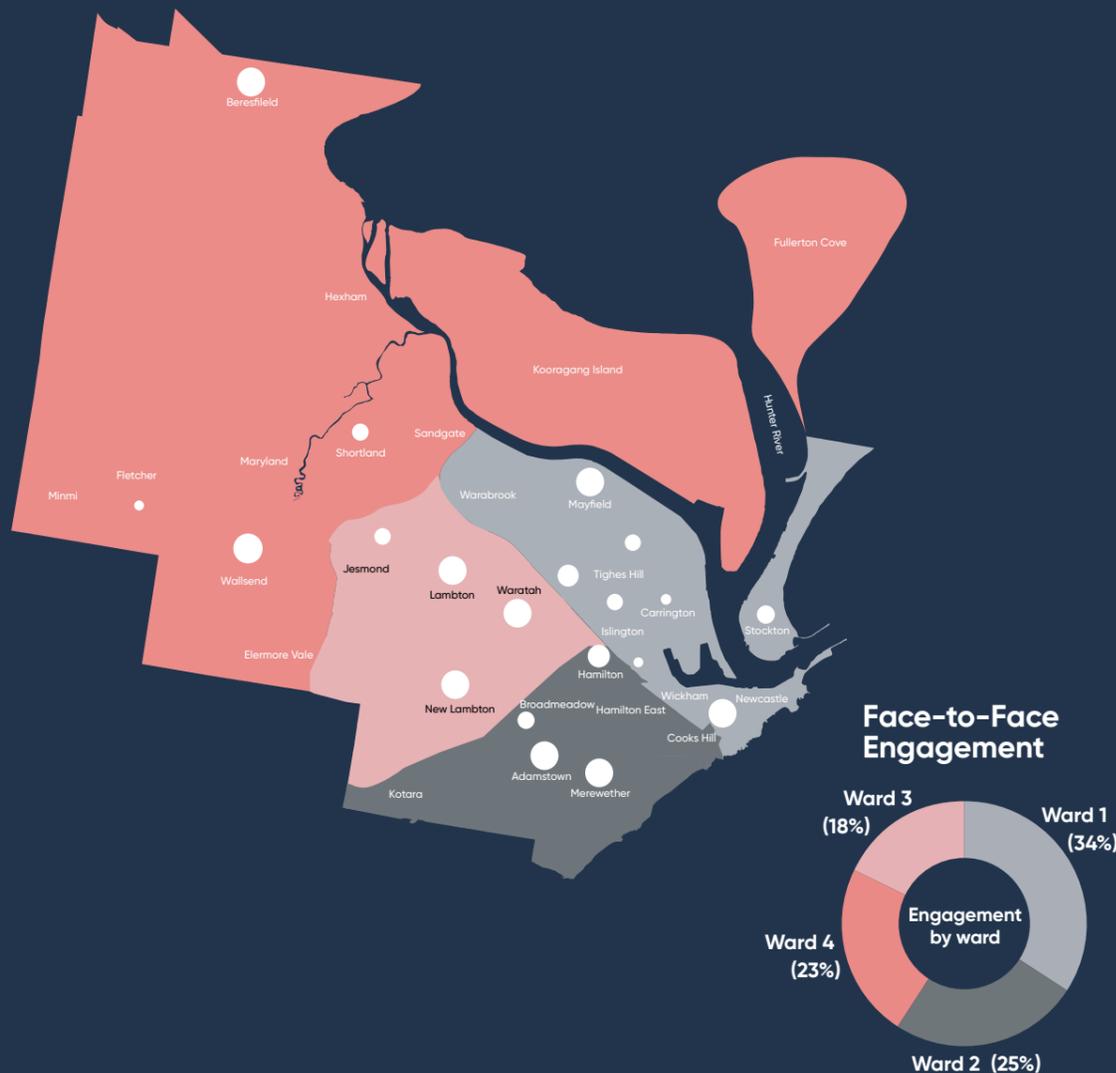
400 online vision wall ideas

1,000 responses to our survey to prioritise what we heard

5,000+
people engaged

40+
events and activities

CSP engagement by ward



Opportunities and challenges

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

Low education

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

Population challenges

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

Moderate population growth: A past challenge for Newcastle has been our lagging population growth compared to Australia's other major population centres, which may contribute to slower economic diversification, output and opportunities. In the period 2019-2020, Newcastle's population grew by 1.1%, compared to a capital city average growth rate of 1.4%. Newcastle's population grew slowly compared to similar regional centres like Geelong (2.3%), Adelaide (2.5%) and the Gold Coast (2.4%).

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

Lack of diversity: Compared to the rest of NSW's population, residents of Newcastle are more likely to have been born in Australia (86.1% versus 72.4%) and to only speak English at home rather than other languages (90% versus 74.9%). This may signify less exposure to diverse cultures and innovative practices, and fewer international connections.

Climate change

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

COVID-19

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

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

Industry transition

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

Affordable housing

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

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



From local to global

How Newcastle 2040 fits in with other strategies and plans



Delivered at the local level

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

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

CN's policies, strategies and plans



Delivered at the regional level

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

Hunter Region Plan 2041

Greater Newcastle Metropolitan Plan 2036

Health District Plan Regional

Hunter Joint Organisations Strategy

Regional Water Strategy

Greater Newcastle Transport Plan

Delivered at the state level

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

State Plan NSW Housing

NSW Smart Places Strategy

NSW Energy Plan

NSW Disability Inclusion Action Plan (2020–2024)

NSW Net Zero Plan

Future Transport Strategy 2056

NSW Infrastructure Strategy

NSW State Health Plan

Premier's Priorities

NSW State Emergency Service Strategic Plan

NSW Waste and Sustainable Materials Strategy

NSW Circular Economy Policy Statement

NSW Biodiversity Strategy

Delivered at the national level

Includes: defence, immigration, taxation, communications, trade

Places for People: An Urban Protocol for Australian Cities

Social Inclusion Agenda

Australian Modern Manufacturing Strategy

National Agreement on Closing the Gap

Australia's Biodiversity and Conservation Strategy

National Digital Economy Strategy

Infrastructure Australia Strategy

National Climate Resilience and Adaptation Strategy

National Waste Policy and Action Plan

Delivered at the global level

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

United Nations Sustainable Development Goals (SDGs)



Paris Climate Agreement

China National Sword Policy

Sustainable Development Goals

Our Global Commitment

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

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

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

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



Localising SDGs for Newcastle

SDG	SDG and how it is addressed by CN
	Goal 3. Ensure healthy lives and promote well-being for all at all ages CN has a strong focus on the health and wellbeing of the community. We are working in partnership with the health and community sector on identified local priorities, such as mental health and overall wellbeing, while promoting healthy lifestyles.
	Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all CN supports opportunities and initiatives that help to build the educational basis for lifelong learning. From early childhood programs at the library through to vocational education and training support for workers, we are focused on improving the inclusivity and equity of education and training to support community outcomes.
	Goal 5. Achieve gender equality and empower all women and girls CN promotes opportunities to recognise and celebrate the rights of women and girls and to fully participate across the spectrum of political, economic and public life. We enable and empower women through our own employment practices and by supporting information and communications technology programs and advocacy. We support organisations and charities that actively focus on the unique experiences of women and girls.
	Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all CN encourages equal opportunities for all by actively considering inclusivity across our program design. Our strategies and programs support innovative, productive enterprises that provide decent job creation and promote local culture, economy and products.
	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation CN is taking action to build the resilience of our city's infrastructure. We are consistently identifying and promoting inclusive, sustainable solutions to modern challenges in new and responsive ways.
	Goal 10. Reduce inequality within and among countries CN is progressively achieving greater equality by identifying and eliminating inequalities of outcomes through appropriate legislation and policies, and through the way we operate and interact in our community and beyond. We provide direct investment and promote social, economic and political inclusion through action and initiatives. We also seek active participation and representation, reflective of our community makeup, in the development of all our guiding strategies.
	Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable SDG 11 is considered the local government-driven goal and our work in creating a sustainable city is extensive. CN commits to building a sustainable city through initiatives and advocacy in housing; transport and natural heritage; waste, green and public space; and the deliberate planning of our city using local materials.
	Goal 12. Ensure sustainable consumption and production patterns CN aims to move towards more sustainable patterns of consumption and production, including reviewing and improving on waste and natural resource use.
	Goal 13. Take urgent action to combat climate change and its impacts CN is leading in many aspects of climate change policy, strategy and planning. We are working to mobilise and improve our capacity and that of our community through education, awareness-raising and strategies for climate change mitigation, adaptation, impact reduction and early warning. We are building and transitioning to green jobs and encouraging sustainable, inclusive growth of climate-aware enterprise.
	Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development With some of the best beaches in the world, Newcastle values its coastline, and CN recognises our responsibility to ensure its conservation, resilience and restoration. The need to sustainably manage marine resources for the use of our community is integral to our future, as is the positioning of Newcastle as an international tourist destination.
	Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss Protecting the natural assets, green space and biodiversity of our region is an important part of CN's work. We have mobilised resources toward management, conservation and planning to ensure biodiversity and sustainable ecosystems.
	Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels CN seeks to be inclusive, participatory and representative in all our decision-making. Our continuous improvement processes focus on our effectiveness, accountability and transparency with public access to information. Our initiatives focus on how our work impacts the community and how we can best ensure safety and security for all, especially the most vulnerable members of our community.
	Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development CN has a strong focus on building and maintaining partnerships for the progress of the SDGs. Through formal and informal partnerships, we are able to best effect change on behalf of our community and to mobilise resources and expertise for the good of Newcastle. In building partnerships, we build our community.

Our priorities for Newcastle



CN's role and services

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

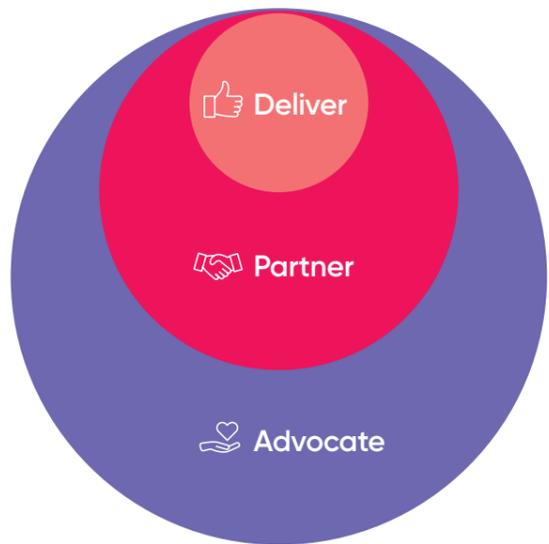
While CN has a custodial role in initiating, preparing and delivering Newcastle 2040 on behalf of the community, it is not solely responsible for its implementation.

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

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

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

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



Deliver (Control)

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



Partner (Influence)

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



Advocate (Concern)

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





Liveable Newcastle

Our neighbourhoods are safe and thriving, with diverse and equitable housing and social and urban infrastructure that supports local living. Our public places bring people together for active living and social connection. We plan for areas of identified growth and change. We support the 15-minute neighbourhood concept, where the things we want and need are nearby and easy to access.

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

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

SUSTAINABLE DEVELOPMENT GOALS



Why Liveable Newcastle?

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

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



Enriched neighbourhoods and places

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

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



Connected and fair communities

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



Safe, active and linked movement across the city

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

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



Innovative and connected city

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

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

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

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

Our role:



Deliver



Partner



Advocate

Priorities and objectives



1.1 Enriched neighbourhoods and places

1.1.1 Great spaces

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

1.1.2 Well-designed places

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

1.1.3 Protected heritage places

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



1.2 Connected and fair communities

1.2.1 Connected communities

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

1.2.2 Inclusive communities

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

1.2.3 Equitable communities

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

1.2.4 Healthy communities

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



1.3 Safe, active and linked movement across the city

1.3.1 Connected cycleways and pedestrian networks

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

1.3.2 Road networks

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

1.3.3 Managed parking

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

1.3.4 Effective public transport

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



1.4 Innovative and connected city

1.4.1 Emerging technologies

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

1.4.2 Digital inclusion and social innovation

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



Elsa Licumba

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

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

Having lived in Newcastle for 10 years now, Elsa finds the city's appeal as strong as ever. She has always found it to be a welcoming city and that its citizens are inclusive, multicultural and focused on the wellbeing of the area and each other.

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

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

Community indicators

The wellbeing of our city and community.

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

Overall quality of life in Newcastle
(Source: CN Liveability and Wellbeing Survey)

Rental Affordability Index (RAI)
(Source: SGS Economics and Planning)

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

Number of recorded criminal incidents for major offences
(Source: NSW Bureau of Crime Statistics and Research)

Potentially preventable hospitalisations
(Source: NSW Health Stats)

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

Service indicators

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

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

Social Infrastructure index score:
% of residents that live within a designated distance (walkable) of community facilities, public transport (train stations and bus stops), recreation facilities, local centres, and parks
(Source: GIS mapped data)

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





Sustainable Newcastle

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

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

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



Why Sustainable Newcastle?

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

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



Action on climate change

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



Nature-based solutions

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



Circular economy

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

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

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

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

Our role:



Deliver



Partner



Advocate

Priorities and objectives



2.1 Action on climate change

2.1.1 Towards net zero emissions

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

2.1.2 Know and share our climate risk

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

2.1.3 Resilient urban and natural areas

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



2.2 Nature-based solutions

2.2.1 Regenerate natural systems

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

2.2.2 Expand the urban forest

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

2.2.3 Achieve a water-sensitive city

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



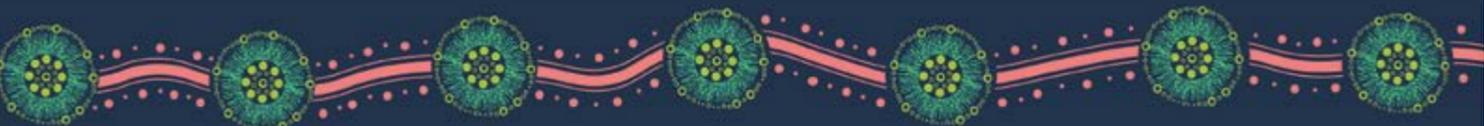
2.3 Circular economy

2.3.1 Design out waste

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

2.3.2 Localised supply chain and sustainable procurement

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





Natalie Mitchell

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

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

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

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

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

Community indicators

The wellbeing of our city and community.

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

Community greenhouse gas emissions
(Source: Ironbark Sustainability)

Community uptake of electric vehicles
(Source: ABS data)

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

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

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

Municipal waste diversion from landfill
(Source: CN data)

Service indicators

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

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

CN operational greenhouse gas emissions
(Source: CN data)

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

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

CN operational water consumption
(Source: Hunter Water)

Use of local suppliers
(Source: CN data)

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





Creative Newcastle

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

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

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

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



Why Creative Newcastle?

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

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



Vibrant and creative city

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



Opportunities in jobs, learning and innovation

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



Celebrating culture

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

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



City-shaping partnerships

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

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

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

Our role:

- Deliver
- Partner
- Advocate

Priorities and objectives

3.1 Vibrant and creative city

3.1.1 Vibrant events

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

3.1.2 Bold and challenging programs

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

3.1.3 Tourism and visitor economy

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

3.1.4 Vibrant night-time economy

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

3.2 Opportunities in jobs, learning and innovation

3.2.1 Inclusive opportunities

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

3.2.2 Skilled people and businesses

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

3.2.3 Innovative people and businesses

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

3.3 Celebrating culture

3.3.1 Nurture cultural and creative practitioners

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

3.3.2 Promote Newcastle as a major arts and cultural destination

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

3.3.3 Culture in everyday life

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

3.4 City-shaping partnerships

3.4.1 Optimise city opportunities

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

3.4.2 Advocacy and partnership

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



María José Sanchez-Varela Barajas

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

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

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

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

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

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

Community indicators

The wellbeing of our city and community.

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

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

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

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

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

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

Service indicators

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

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

Return on investment (ROI) on events sponsored by CN
(Source: CN data)

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

Value of building approvals
(Source: CN data)





Achieving Together

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

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

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



Why Achieving Together?

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

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



Inclusive and integrated planning

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

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



Trust and transparency

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

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



Collaborative and innovative approach

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

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

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

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

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

Our role:



Deliver



Partner



Advocate

Priorities and objectives



4.1 Inclusive and integrated planning

4.1.1 Financial sustainability

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

4.1.2 Integrated planning and reporting

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

4.1.3 Aligned and engaged workforce

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



4.2 Trust and transparency

4.2.1 Genuine engagement

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

4.2.2 Shared information and celebration of success

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

4.2.3 Trusted customer experience

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



4.3 Collaborative and innovative approach

4.3.1 Collaborative organisation

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

4.3.2 Innovation and continuous improvement

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

4.3.3 Data-driven decision-making and insights

Harness the digital transformation of the organisation to drive innovative approaches and insights using quality data to make strategic decisions that align with our vision, provide consistency and transparency, and promote continuous improvement.



Andy Jones

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

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

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

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

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

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

Service indicators

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

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

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

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

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

Response to community needs
(Source: CN Satisfaction Survey)

Value of community grants
Value of inward grants
(Source: CN data)

Number of advisory committees and groups
Number of organisations represented
Number of meetings held
(Source: CN data)





Newcastle 2040 Appendix



How to read Newcastle 2040

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

Theme

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

Liveable Newcastle

Our neighbourhoods are safe and thriving, with diverse and equitable housing and social and urban infrastructure that supports local living. Our public places bring people together for active living and social connection. We plan for areas of identified growth and change. We support the 15-minute neighbourhood concept, where the things we want and need are nearby and easy to access.

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

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

SUSTAINABLE DEVELOPMENT GOALS

Why Liveable Newcastle?

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

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

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

Our role: Deliver, Partner, Advocate

Council's Role

What we can do

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

Priorities and objectives

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

Sustainable Development Goals (SDGs)

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

Priorities

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

Objectives

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

Alignment with state and regional priorities

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

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

NSW Smart Places Strategy	NSW Disability Inclusion Action Plan (2020-2024)	NSW Net Zero Plan	Future Transport Strategy 2056	Regional		
				Hunter Region Plan 2041	Greater Newcastle Metropolitan Plan	Greater Newcastle Transport Plan
Newcastle 2040 Objectives						
1.1.1	1.1.1		1.1.1	1.1.1	1.1.1	1.1.1
1.1.2	1.1.2		1.1.2	1.1.2	1.1.2	1.1.2
				1.1.3	1.1.3	
1.2.1	1.2.1		1.2.1	1.2.1	1.2.1	1.2.1
1.2.2	1.2.2		1.2.2	1.2.2	1.2.2	1.2.2
1.2.3	1.2.3		1.2.3	1.2.3	1.2.3	1.2.3
1.2.4	1.2.4		1.2.4	1.2.4	1.2.4	1.2.4
			1.3.1	1.3.1	1.3.4	1.3.1
			1.3.2			1.3.2
			1.3.3			1.3.3
			1.3.4			1.3.4
1.4.1	1.4.2			1.4.1	1.4.1	
1.4.2				1.4.2	1.4.2	
2.1.1		2.1.1		2.1.1	2.1.1	
2.1.2		2.1.2		2.1.2	2.1.2	
2.1.3		2.1.3		2.1.3	2.1.3	
2.2.2				2.2.1	2.2.1	
				2.2.2	2.2.2	
2.3.1		2.3.1				
2.3.2		2.3.2				
2.3.3		2.3.3				
				3.1.3	3.1.3	
				3.1.4	3.1.4	
3.2.1	3.2.1			3.2.1	3.2.1	
3.2.2				3.2.2	3.2.2	
3.2.3				3.2.3	3.2.3	
3.4.1	3.4.1	3.4.1	3.4.1	3.4.1	3.4.1	3.4.1
3.4.2	3.4.2	3.4.2	3.4.2	3.4.2	3.4.2	3.4.2
4.1.2	4.1.2	4.1.2	4.1.2	4.1.2	4.1.2	4.1.2
4.3.1						
4.3.3						

Sustainable Development Goals

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

Theme	Priority	Objectives
 <h2>Liveable</h2>	1.1 Enriched neighbourhoods and places	1.1.1 Great spaces
		1.1.2 Well-designed places
		1.1.3 Protected heritage places
	1.2 Connected and fair communities	1.2.1 Connected communities
		1.2.2 Inclusive communities
		1.2.3 Equitable communities
		1.2.4 Healthy communities
	1.3 Safe, active and linked movement across the city	1.3.1 Connected cycleways and walking networks
		1.3.2 Road networks
		1.3.3 Managed parking
		1.3.4 Effective public transport
	1.4 Innovative and connected city	1.4.1 Emerging technologies and digital infrastructure
		1.4.2 Digital inclusion and social innovation
 <h2>Sustainable</h2>	2.1 Action on climate change	2.1.1 Towards net zero emissions
		2.1.2 Know and share our climate risk
		2.1.3 Resilient urban and natural areas
	2.2 Nature-based solutions	2.2.1 Regenerate natural systems
		2.2.2 Expand the urban forest
		2.2.3 Achieve a water-sensitive city
	2.3 Circular economy	2.3.1 Design out waste
		2.3.2 Localised supply chain and sustainable procurement

SDG Priority

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
			4.1, 4.2, 4.3, 4.4, 4.5, 4.6					9.1		11.7					16.3	
		3.1						9.1							16.1	
										11.4						
										11.7						
	2.3		4.5, 4.7							11.3, 11.7					16.1	
								9.1	10.2						16.3	
		3.2														
		3.1								11.2						
		3.6														
										11.2						
										11.2						
							8.2									
			4.4													
						7.2, 7.3		9.4			12.4	13.2	14.3			
								9.4		11.3	12.6, 12.7, 12.8	13.1, 13.2, 13.3				17.6, 17.7
1.5																
					6.6								14.2	15.5, 15.9		
														15.1, 15.2		
						6.4, 6.5								14.2		
						6.3, 6.4				11.6	12.4, 12.5		14.1			
	2.3							8.3, 8.9			12.7					

Theme	Priority	Objectives
 <h2>Creative</h2>	3.1 Vibrant and creative city	3.1.1 Vibrant events
		3.1.2 Bold and challenging programs
		3.1.3 Tourism and visitor economy
		3.1.4 Vibrant night-time economy
	3.2 Opportunities in jobs, learning and innovation	3.2.1 Inclusive opportunities
		3.2.2 Skilled people and businesses
		3.2.3 Innovative people and businesses
	3.3 Celebrating culture	3.3.1 Nurture cultural and creative practitioners
		3.3.2 Promote Newcastle as a major arts and cultural destination
		3.3.3 Culture in everyday life
	3.4 City-shaping partnerships	3.4.1 Optimise city opportunities
		3.4.2 Advocacy and partnership
 <h2>Achieving Together</h2>	4.1 Inclusive and integrated planning	4.1.1 Financial sustainability
		4.1.2 Integrated planning and reporting
		4.1.3 Aligned and engaged workforce
	4.2 Trust and transparency	4.2.1 Genuine engagement
		4.2.2 Shared information and celebration of success
		4.2.3 Trusted customer experience
	4.3 Collaborative and innovative approach	4.3.1 Collaborative organisation
		4.3.2 Innovation and continuous improvement
		4.3.3 Data-driven decision-making and insights

SDG Priority																
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
							8.9									
									10.2							
							8.9									
				4.2, 4.4			8.1, 8.5									
							8.6, 8.8	9.5								
							8.2, 8.3	9.5								
							8.6, 8.8, 8.9									
			4.7				8.2, 8.3									
			4.7						11.4							
			4.3				8.2	9.5								
							8.3								16.5	17.3, 17.13
															16.7	
				5.5												
				5.1												
															16.1	17.16
															16.5	
																17.17
																17.19

Newcastle 2040 indicators

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

Community indicators: CN uses these indicators to track trends and ensure the changes that have occurred are moving us towards our vision. Community indicators will only show trend-lines.

Service indicators: The high-level impacts of CN's service delivery on our city and the community. Service indicators will have targets set once baselines have been established.

Theme	Priorities	Community indicators	Service indicators	Target	
 <p>Liveable</p>	All	Overall quality of life in Newcastle (Source: CN Liveability and Wellbeing Survey)		Trending up	
	1.1 Enriched neighbourhoods and places		Social Infrastructure index score: % of residents that live within a designated distance (walkable) of community facilities, public transport (train stations and busstops), recreation facilities, local centres, and parks (Source: GIS mapped data)	Maintain	
	1.2 Connected and fair communities	Rental Affordability Index			Trending down
		Number of recorded criminal incidents for major offences (12 months to December 2021)			Trending down
		Potentially preventable hospitalisations			Trending down
	1.3 Safe, active and linked movement across the city		Cycle-friendly and walkable city (Source: CN Liveability and Wellbeing Survey)		Trending up*
		Travel patterns on an average weekday for residents (Source: NSW Transport - Household Travel Survey (HTS))			Vehicle trending down
	1.4 Innovative and connected city	Newcastle digital inclusion index score (Source: National digital inclusion data)			Trending up

*Note - This is a new measure for CN and targets will be set after 12 months of data collection.

Baseline	Why this is important	Source
75% of residents rate their quality of life in Newcastle as very good or excellent. 32% of residents stated that quality of life has improved over the past 3 years.	The liveability and wellbeing score is based on community perceptions of what Newcastle is like to live in and the quality of life of its residents. It takes into consideration elements such as environmental quality, safety, learning and health provision, access to shops and services, recreational facilities and cultural activities.	City of Newcastle - Liveability and Wellbeing Survey
<p>Within 800m: Community facilities (libraries, community centres, senior citizen centres) - 38%. Recreation facilities (sportsgrounds, skateparks, playgrounds, pools) - 83%. Local centres (retail areas) - 56%. Parks and reserves - 96%</p> <p>Within 400m: Public Transport (railway, ferry, bus, light rail) - 91% (as at March 2022).</p>	Social inclusion refers to people's ability to participate adequately in society. Access to social infrastructure such as community facilities and green spaces is a key component of social inclusion. Lack of access can result in barriers that make it difficult or impossible for people to participate fully in society.	City of Newcastle - GIS mapped data
90.48 as at June 2021	Housing affordability has become a major issue across Australia and an indication of the seriousness of the problem is the number of people experiencing housing stress. Renting households on average have lower-incomes, and therefore affordability issues affect renting households more than homeowners. The rental affordability index (RAI) report is an indicator of rental affordability relative to household incomes.	SGS Economics and Planning https://www.sgsep.com.au/projects/rental-affordability-index
9,133 major offences from Jan-Dec 2021	We want Newcastle to be a safe city, both in the public domain and within households. The number of major crimes in Newcastle impacts safety levels, both perceived and actual, of community members. Crime prevention may indicate a reduction in social vulnerabilities that influence crime such as inequality, poverty and lack of opportunities.	NSW Bureau of Crime Statistics and Research https://www.bocsar.nsw.gov.au/Publications/RCS-Quarterly/NSW_Recorded_Crime_Dec_2021.pdf
2,085.5 per 100,000 population in 2019/20	Potentially Preventable Hospitalisations (PPH) are those conditions for which hospitalisation is considered potentially avoidable through preventive care and early disease management, usually delivered in an ambulatory (walk-in) setting, such as primary health care.	NSW Health Stats Total">https://www.healthstats.nsw.gov.au/#/indicator?name=-pph-cat-hos&location=LGA&view=Trend&measure=DSTRate&groups=Category&compare=Category_LGA&filter=LGA,Newcastle%20LGA,NSW&filter=Category>Total
59% agree/strongly agree that Newcastle is a cycle friendly city. (Strongly agree - 24%, agree - 35%). 71% agree/strongly agree that Newcastle is a walkable city. (Strongly agree - 36%, agree - 35%)	Walking and cycling are healthy, affordable and clean forms of travel available to almost all ages and groups in society. In Newcastle, the large majority of trips are at distances that could reasonably be undertaken by utilising cycling and pedestrian networks. Coupled with large areas of relatively flat topography and Newcastle's favourable climate, potential for mode substitution is high, and this indicator assesses the perceived walkability and cycle-friendly nature of our city.	City of Newcastle - Liveability and Wellbeing Survey
2019/2020 - Mode Share % Vehicle Driver - 56.5% Vehicle Passenger - 16.1% Train - 1.5% Bus - 5.7% Walk/Cycle/Other - 21.3%	The HTS collects information about people's day-to-day travel, such as where they go, when they travel, the purpose of the trip, the modes of transport used and the costs associated with the trip. The data collected in the survey is essential to gain a complete picture of travel patterns in the LGA and how they change over time. The aim is to have the mode of travel shift from vehicle use.	NSW Transport - Household Travel Survey (HTS) https://www.transport.nsw.gov.au/data-and-research/passenger-travel/surveys/household-travel-survey-hts
2021 National Average - 71.1 NSW Average - 71.0 Newcastle - 69.0	Digital inclusion is about ensuring that all community members can access and use digital technologies effectively. This is not just a tech issue. Digital inclusion is about enabling access to everything the digital world has to offer to improve quality of life and ensure no one is left behind. People with low levels of income, education and employment, those living in some regional areas, people aged over 65 and people with a disability are at particular risk of experiencing the digital divide.	National digital inclusion data https://www.digitalinclusionindex.org.au/dashboard/National.aspx

Theme	Priorities	Community indicators	Service indicators	Target	Baseline	Why this is important	Source	
 <p>Sustainable</p>	2.1 Action on climate change		CN operational greenhouse gas emissions	50% reduction in carbon emissions by 2025 100% reduction not later than 2030	61,563 tonnes CO ₂ -e (2008/09)	The assets, services and operations of CN create emissions that contribute to the global effect of climate change. Moving to net zero emissions allows us to reduce our contributions to climate change and also provide leadership to our community.	CN data	
		Community greenhouse gas emissions		30% reduction in city-wide emissions by 2025 100% reduction in city-wide electricity emissions by 2030 Note - whilst community indicators usually only have trends, this aspirational goal has been identified in CN's Climate Action Plan (2021-25).	2,230,000t CO ₂ -e in 2019-20 financial year (waste 3%, transport 16%, gas 14%, electricity 67%).	Our community, including local business and industry, creates greenhouse gases that cause climate change. Working with our community to reduce their emissions will reduce the effects of climate change.	Ironbark Sustainability https://snapshotclimate.com.au/	
			CN uptake and support of electric vehicles	100% CN fleet EV by 2030 Number of charging stations trending upward	4 full electric passenger vehicles replacing pool cars. 4 Public EV Charging Sites (7 chargers, 11 charging bays)	CN has a large number of pool vehicles that currently run on petrol. Moving to electric allows the emissions from their use to drop and provides leadership to our community and beyond.	CN data	
		Community uptake of electric vehicles		10,000 registered electric vehicles in LGA by 2025. Note - whilst community indicators usually only have trends, this aspirational goal has been identified in CN's Climate Action Plan (2021-25).	295 electric vehicles registered in the Newcastle LGA in 2020	Transport emissions play a significant role in our city's carbon emissions, as well as air and noise pollution, which will be reduced through the uptake of electric vehicles.	ABS data https://explore.data.abs.gov.au/	
	2.2 Nature-based solutions	Whole LGA canopy cover		Trending up	25.6% of the entire LGA land resister with the exclusion water bodies (2018)	Biodiversity, wildlife, urban heat and aesthetics are all improved by an increase in our public and private canopy as well as retention of existing canopy.	CN GIS data	
			Road reserve and open space canopy cover	Trending up*	Road 19.64% (2018) Open space 21.83% (2018)	An increase in canopy cover as well as replacement of existing trees in our road reserves and parklands improves biodiversity and wildlife, reduces urban heat and makes our spaces more attractive.	CN GIS data	
			Proximity to natural areas	Increase percentage of residents that are within 500 meters of a greenspace to 90% by 2040.	83% of LGA residents within 500m of parkland 0.5ha or greater in size.	Being able to walk to a natural green and/or open space provides opportunity for recreation, exercise and social engagement.	CN GIS data	
			Satisfaction with our green, blue and wild spaces	Satisfactory and above, and trend increasing.	Satisfied/very satisfied: 71% coastal and aquatics 69% waste 67% parks and recreation 49% environment	CN plays a role in the provision of green, blue and wild spaces for the health and enjoyment of the community. Community satisfaction with these spaces is examined in the annual satisfaction survey with the aim to increase satisfaction scores year on year. Our community should be satisfied with the environmental assets and services that CN provides.	CN Satisfaction Survey	
				CN operational water consumption	Trending down Note - This measure for CN is currently being investigated and targets will be set after 12 months of data collection.	342,386 kL in 2020/21; 470,231 kL 3-year average	Water is a precious resource to conserve and not waste. CN assets, operations and services use water, and by decreasing our consumption we are able to save water and be a leader for our community and beyond.	Hunter Water
			Per capita or household water usage		Trending down	Annual dwelling consumption 139kL in 2020/2021; 150kL 5-year average	Our community can reduce their water usage through efficiency and behavioural change, allowing us to ensure water is preserved and not wasted.	Hunter Water – State of the Environment Report
	2.3 Circular economy	Municipal waste diversion from landfill		80% diversion by 2030	40.5% in 2021-22 (Domestic recycling rate)	Waste is just 'stuff in the wrong place' – we must move away from putting materials into landfill and find ways to rethink, refuse, reduce, repurpose, reuse, recycle and rot! The benefits are to reduce the environmental effects of landfill but also to keep materials in use longer, reducing creation and consumption costs.	CN data	
			Use of local suppliers	Trending up*	In 2020/2021 \$73m (36.3%) procured with suppliers within Newcastle LGA and \$45m (22.5%) in adjoining LGAs Total local spend \$118.3m (58.8%)	Local businesses are the lifeblood of our community. Supporting local businesses creates jobs, reduces carbon footprints, injects money into the local economy and promotes a sense of community. CN commits to the preference of local businesses when considering the acquisition of goods and services.	CN data	

*Note - This is a new measure for CN and targets will be set after 12 months of data collection.

Newcastle 2040 indicators continued

Theme	Priorities	Community indicators	Service indicators	Target	Baseline	Why this is important	Source
 <p>Creative</p>	All	Rate of economic growth – Gross Regional Product (GRP)		Trending up	Add (as at Dec 2021)	GRP is the net measure of wealth generated by the region. GRP has been measured using an expenditure approach where all forms of final expenditure, including consumption by households, consumption by governments, additions or increases to assets (minus disposals) and exports (minus imports), are added. The expenditure approach does not include intermediate expenditure, as this would lead to double counting (e.g. the wheat and flour in a loaf of bread). These methodological approaches are the same as those used to calculate Gross State Product (GSP) at a state level and Gross Domestic Product (GDP) at a national level.	REMLAN https://app.rempln.com.au/newcastle/economy/industries/gross-regional-product
	3.1 Vibrant and creative city	Tourism number of visitors to the city from outside the LGA		Trending up	4,627,000 total domestic and international visitors in 2019 (Note: 2019 figures used due to impacts of COVID-19 on travel ability from 2020)	Newcastle is a contemporary urban playground, steeped in heritage, bustling with arts and culture with a vibrant night-time economy, while boasting a stunning section of the NSW East Coast. Celebrating and promoting the city, its events, its natural assets and its cultural heritage is anticipated to result in increased numbers of visitors to our LGA in the future.	Tourism Research Australia – National and International Visitor Surveys https://www.tra.gov.au/data-and-research
			Return on investment (ROI) on events sponsored by CN	Trending up*	30.3%	Newcastle has positioned itself as an events city with events delivering both an immediate and ongoing benefit for the community and economy, with greater visitation, investment and liveability outcomes. The economic benefit of events conducted by CN can be evaluated through examination of the ROI for these events.	CN data
	3.2 Opportunities in jobs, learning and innovation	Unemployment rates (youth specifically)		Trending up	Newcastle and Lake Macquarie Unemployment rate – 4.3% Youth unemployment rate (15-24 yr olds) – 7% NSW Overall Unemployment rate – 4.2% Youth unemployment rate (15-24 yr olds) – 10.6% (January 2022)	The unemployment rate is defined as the percentage of unemployed workers in the total labour force. It is widely recognised as a key indicator of the performance of a place's labour market. The unemployment rate doesn't just impact those individuals who are jobless – the level and persistence of the factors of unemployment have wide-ranging impacts across the broader economy.	ABS – Labour Force Data https://lmip.gov.au/default.aspx?LMIP/Downloads/ABSLabourForceRegion
		Early Childhood Development Index		Trending down	19.6% of children vulnerable in at least one domain (2018)	The Australian Early Development Census (AEDC) measures the development of children in Australia in their first year of full-time school. The census consists of approximately 100 questions across five key domains, which are closely linked to child health, education and social outcomes. For each of the five AEDC domains, children receive a score between zero and 10, where zero is most developmentally vulnerable.	AEDC https://www.aedc.gov.au/data/data-explorer?id=135202
		Number of international students		Trending up	7,399 international students enrolled in UoN in 2020	International students not only provide economic benefits to the city but also enrich learning environments and communities with cultural perspectives.	UoN
	3.3 Celebrating culture		Diversity of cultural expression	Trending up*	62% agree/strongly agree that Newcastle offers a diverse range of events and activities (Strongly agree – 21%, agree – 42%)	The identity of Newcastle is influenced by the quality and diversity of our cultural activities. This indicator assesses community perceptions of the diversity of cultural expression in the city.	CN – Liveability and Wellbeing Survey
	3.4 City-shaping partnerships		Value of building approvals - Development Applications / Complying Development Certificates - State Significant Developments	Trending up Note – SSDs have been added to the value of building approvals. Due to this addition, targets will be set after 12 months of data collection	\$1.10 billion in building approvals (2020/21) (DAs – \$807.70 million CDCs – \$114.96 million SSDs – \$180.54 million)	Building approvals provide strong economic benefits such as jobs and services to boost local economies, while also delivering the infrastructure needed to create cohesive and engaged local communities. Development Applications (DA) – is a merit-based assessment conducted directly through CN. Complying Development Certificate (CDC) – is a combined planning and construction approval process. It is designed to enable straightforward development applications to be fast-tracked. It can be conducted by either CN or a private certifier. State Significant Development (SSD) – some types of development are deemed to have state significance due to the size, economic value or potential impacts. All of these building approvals provide investment into our city.	CN data

*Note – This is a new measure for CN and targets will be set after 12 months of data collection.

Theme	Priorities	Community indicators	Service indicators	Target	Baseline	Why this is important	Source
 <p>Achieving Together</p>	4.1 Inclusive and integrated planning		1. Operating performance ratio 2. Own source operating revenue ratio 3. Unrestricted current ratio 4. Debt service cover ratio 5. Rates and annual charges outstanding percentage 6. Cash expense cover ratio	1. >0.00% 2. >60.00% 3. >1.50x 4. >2.00x 5. <10.00% 6. >3.00 months	1. (8.16)% 2. 86.31% 3. 2.23x 4. 3.15x 5. 3.91% 6. 6.62 months	Accurate and timely financial reporting provides vital information on CN's financial position, outlook and performance. It is an important tool used to ensure councils are made accountable for their actions. Baselines have been set by the Office of Local Government (OLG).	CN Financial Statements
			Long-term planning and vision for the city	Great than 3.5**	2021 – 3.3	During engagement for Newcastle 2040, the community told us that considered and long-term planning should be a key focus area to ensure our vision of a liveable, sustainable, inclusive global city is obtained. Community views on the success of CN to plan long-term is gained through the annual satisfaction survey with the aim to increase satisfaction scores year on year.	CN – Satisfaction Survey
	4.2 Trust and transparency		Trust in CN	Trending up*	71% have at least some level of trust in CN - Complete trust - 5% - A lot of trust - 23% - Some trust - 43%	Trust in CN centres on the community's belief that CN will act consistently with their expectations of positive behaviour. CN will gauge community perception of trust in CN through surveying areas such as responsiveness, reliability, integrity, openness and fairness.	CN – Liveability and Wellbeing Survey
			Response to community needs	Greater than 3.0**	2021 – 3.4	A key responsibility of CN is to respond to community needs. The community perception of this response is gained through the annual satisfaction survey and indicates the success of CN in this space.	CN – Satisfaction Survey
			Number of people engaged	Trending up*	2020–2021 20,300 people provided feedback on plans, projects and activities	Genuine community engagement is a key element in achieving the priority of trust and transparency. The number of people engaged with across all CN projects and activities gives an indication of the level of community engagement across the city.	CN data
	4.3 Collaborative and innovative approach		Value of community grants Value of inward grants	Trending up*	\$585,110 for community grant program in 2021 \$46 million in Federal and State Government grants and contributions	CN collaborates with numerous government organisations, businesses, community groups and individuals to deliver positive outcomes for the Newcastle community. Our Community Grants provide a number of funding opportunities to support initiatives that contribute to the social, cultural, environmental and economic life of the city. Federal and State Government contributions assist CN to provide facilities and services in the community.	CN data
			Number of advisory committees and groups, number of organisations represented and number of meetings held	Maintain	8 committees and groups met a total of 39 times in 2021. There were 22 organisations represented in addition to community participants.	CN collaborates with numerous government organisations, businesses, community groups and individuals to deliver positive outcomes for the Newcastle community. A number of Advisory Committees have been established to provide advice and inform decision making on specific areas. The number of committees and the representation on these committees is an indication of the focus on this area and breadth of collaboration occurring between CN and others.	CN data

*Note – This is a new measure for CN and targets will be set after 12 months of data collection.

**Satisfaction reasoning

Greater than 3 – A mean score above 3.0 indicates more satisfaction than dissatisfaction within the community. CN aims for satisfaction with these assets and services.

Greater than 3.5 – A mean score above 3.5 indicates high satisfaction within the community. CN aims for higher satisfaction for these higher performing assets and services.

Glossary

- **ABS** Australian Bureau of Statistics
- **ADVOCACY** The act of speaking or arguing in favour of something, such as a cause, idea or policy. In the context of the Strategic Priorities it refers to another sphere of government or organisation delivering a service or outcome for the city.
- **BIODIVERSITY** The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.
- **CIRCULAR ECONOMY** A model of production and consumption that involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products for as long as possible.
- **CITY OF NEWCASTLE (CN)** In this document City of Newcastle (CN) means Newcastle City Council.
- **COMPLYING DEVELOPMENT CERTIFICATE (CDC)** A combined planning and construction approval process. It is designed to enable straightforward development applications to be fast-tracked. It can be conducted by either CN or a private certifier.
- **DELIVERY PROGRAM** A strategic document with a minimum four-year outlook, which outlines the key strategies the organisation will undertake to achieve its desired outcomes.
(Note: this is a legislative requirement.)
- **DEVELOPMENT APPLICATION (DA)** A merit-based assessment conducted directly through CN.
- **LOCAL GOVERNMENT AREA (LGA)** Newcastle LGA covers an area of 187km².
- **NEWCASTLE 2040 COMMUNITY STRATEGIC PLAN (CSP)** This integrated Community Strategic Plan (CSP) provides clear strategic direction for the long term, and identifies the main priorities, aspirations and future vision of the community.
- **OPERATIONAL PLAN** A document with a one-year outlook that outlines the key activities to be undertaken to achieve the desired outcomes set out in the Community Strategic Plan.
(Note: this is a legislative requirement.)
- **PARTNERING** A structured approach to working together with other parties to achieve a mutually beneficial outcome.
- **RISK MANAGEMENT** A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.
- **SDGs** Sustainable Development Goals
- **STATE SIGNIFICANT DEVELOPMENT (SSD)** Some types of development are deemed to have state significance due to the size, economic value or potential impacts.
- **SUSTAINABLE DEVELOPMENT** Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.
- **TARGET** A goal to be reached by a specific date, which may be higher than the forecasted performance. It aims to continually improve performance.
- **WE / OUR / US** in this document refers collectively to the community of Newcastle and CN.

References and research

CN strategies and plans

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

External resources

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

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<https://www.olg.nsw.gov.au/wp-content/uploads/2021/10/IPR-Handbook-2021-20102021.pdf>

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[https://www.reinsw.com.au/Web/News/Media_Releases/2021/09_September/REIA%E2%80%99s_Real_Estate_Market_Facts_show_housing_prices.aspx#:~:text=\(The%20report%20records%20all%20sales,for%20other%20dwellings%20reaching%20%24632%2C889](https://www.reinsw.com.au/Web/News/Media_Releases/2021/09_September/REIA%E2%80%99s_Real_Estate_Market_Facts_show_housing_prices.aspx#:~:text=(The%20report%20records%20all%20sales,for%20other%20dwellings%20reaching%20%24632%2C889)

Remplan 2021, 'City of Newcastle: Economy, Jobs and Business Insights' and 'Our Place – Our Community' webpages. City of Newcastle, Newcastle NSW, accessed 27 November 2021
<https://app.remplan.com.au/newcastle/economy/industries/employment?state=gZ5wFk!GW1dFWXkYFokWkLSw8wGAhPcVfq2OUL3J3eu4X2X8c6f6LljfNHee4gHKmO>
and <https://app.remplan.com.au/newcastle/community/population/indigenous?state=4i1Dir!YpBQSE879TzJGJrt7A7V4iMfQu7klhatou6u2bhNu8sZFkrz>

Note – for business and economic statistics, Remplan has been used.
For community demographic information, .idcommunity has been used.



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- All councillors, CN staff and community members who attended and participated in workshops and engagement activities to ensure Newcastle 2040 reflects the views of all of Newcastle.
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 - Community and Culture Advisory Committee
 - Infrastructure Advisory Committee
 - Access Advisory Committee
 - Liveable Cities Advisory Committee
 - Newcastle Youth Council
 - Strategy and Innovation Advisory Committee
 - Newcastle Art Gallery Youth Advisory Group
- Community members featured in our Local Stories:
 - Elsa Licumba
 - Natalie Mitchell
 - María José Sanchez-Varela Barajas
 - Andy Jones

Links for further information

	Name	Link
Regional Plans	Hunter Region Plan 2041	https://pp.planningportal.nsw.gov.au/draft-hunter-regional-plan-2041
	Greater Newcastle Metropolitan Plan	https://www.planning.nsw.gov.au/Plans-for-your-area/Greater-Newcastle-metropolitan-planning
	Hunter Joint Organisation Strategic Plan 2018-21	https://www.hunterjo.com.au/wp-content/uploads/2020/04/HunterJOStrategicPlan_2018_2021.pdf
	Greater Newcastle Transport Plan	https://future.transport.nsw.gov.au/sites/default/files/media/documents/2018/Greater_Newcastle_Future_Transport_Plan_V1.pdf
	Health District Plan Regional	https://www.hnehealth.nsw.gov.au/__data/assets/pdf_file/0008/401768/HNELHD_2021-26_Strategic_Plan.pdf
	Regional Water Strategy	https://www.industry.nsw.gov.au/water/plans-programs/regional-water-strategies
State Plans	NSW 2021	https://www.ipc.nsw.gov.au/sites/default/files/file_manager/NSW2021_WEBVERSION.pdf
	Premier's Priorities	https://www.nsw.gov.au/premiers-priorities
	State Plan NSW Housing	https://www.planning.nsw.gov.au/-/media/Files/DPE/Reports/Policy-and-legislation/NSW-Housing-Strategy-Report-2021-Mayv2.pdf
	NSW State Infrastructure Strategy	https://www.nsw.gov.au/nsw-infrastructure-strategy-2018-2038
	NSW Smart Places Strategy	https://www.dpie.nsw.gov.au/__data/assets/pdf_file/0017/348110/Smart-Places-Strategy.pdf
	NSW Disability Inclusion Action Plan (2020-2024)	https://www.dcj.nsw.gov.au/about-us/disability-inclusion-action-plan
	NSW Net Zero Plan	https://www.environment.nsw.gov.au/-/media/OEH/Corporate-Site/Documents/Climate-change/net-zero-plan-2020-2030-200057.pdf?la=en&hash=D65AA226F83B8113382956470EF649A31C74AAA7
	Future Transport Strategy 2056	https://future.transport.nsw.gov.au/sites/default/files/media/documents/2018/Future_Transport_2056_Strategy.pdf
	NSW Energy Plan	https://www.energy.nsw.gov.au/government-and-regulation/electricity-strategy
	NSW State Health Plan	https://www.health.nsw.gov.au/statehealthplan/Pages/NSW-state-health-plan-towards-2021.aspx
	NSW SES Strategic Plan	https://www.ses.nsw.gov.au/media/4537/building-our-future-our-plan-2021-2024.pdf
	NSW Waste and Sustainable Materials Strategy	https://www.dpie.nsw.gov.au/our-work/environment-energy-and-science/waste-and-sustainable-materials-strategy
	NSW Circular Economy Policy Statement	https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/recycling/19p1379-circular-economy-policy-final

Links for further information

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



newcastle.nsw.gov.au