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## ATTACHMENTS DISTRIBUTED UNDER SEPARATE COVER

### CCL 25/05/2021 – MARCH QUARTERLY PERFORMANCE REPORT ON THE 2018-2022 DELIVERY PROGRAM

**PAGE 5      ITEM-51      Attachment A:      MARCH QUARTERLY  
PERFORMANCE REPORT ON THE  
2018 - 2022 DELIVERY PROGRAM  
(2020/21 Our Budget)**

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# Ordinary Council Meeting

25 May 2021



City of  
Newcastle

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### CCL 25/05/2021 – MARCH QUARTERLY PERFORMANCE REPORT ON THE 2018-2022 DELIVERY PROGRAM

**ITEM-51**      **Attachment A:**      March Quarterly Performance Report on the  
2018-2022 Delivery Program (2020/21 Our  
Budget)

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# Ordinary Council Meeting

25 May 2021



City of  
Newcastle

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March 2021

# Performance Report



## Acknowledgment

City of Newcastle acknowledges that we operate on the grounds of the traditional country of the Awabakal and Worimi peoples.

We recognise and respect their cultural heritage, beliefs and continuing relationship with the land, and that they are the proud survivors of more than two hundred years of dispossession.

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

## Enquiries

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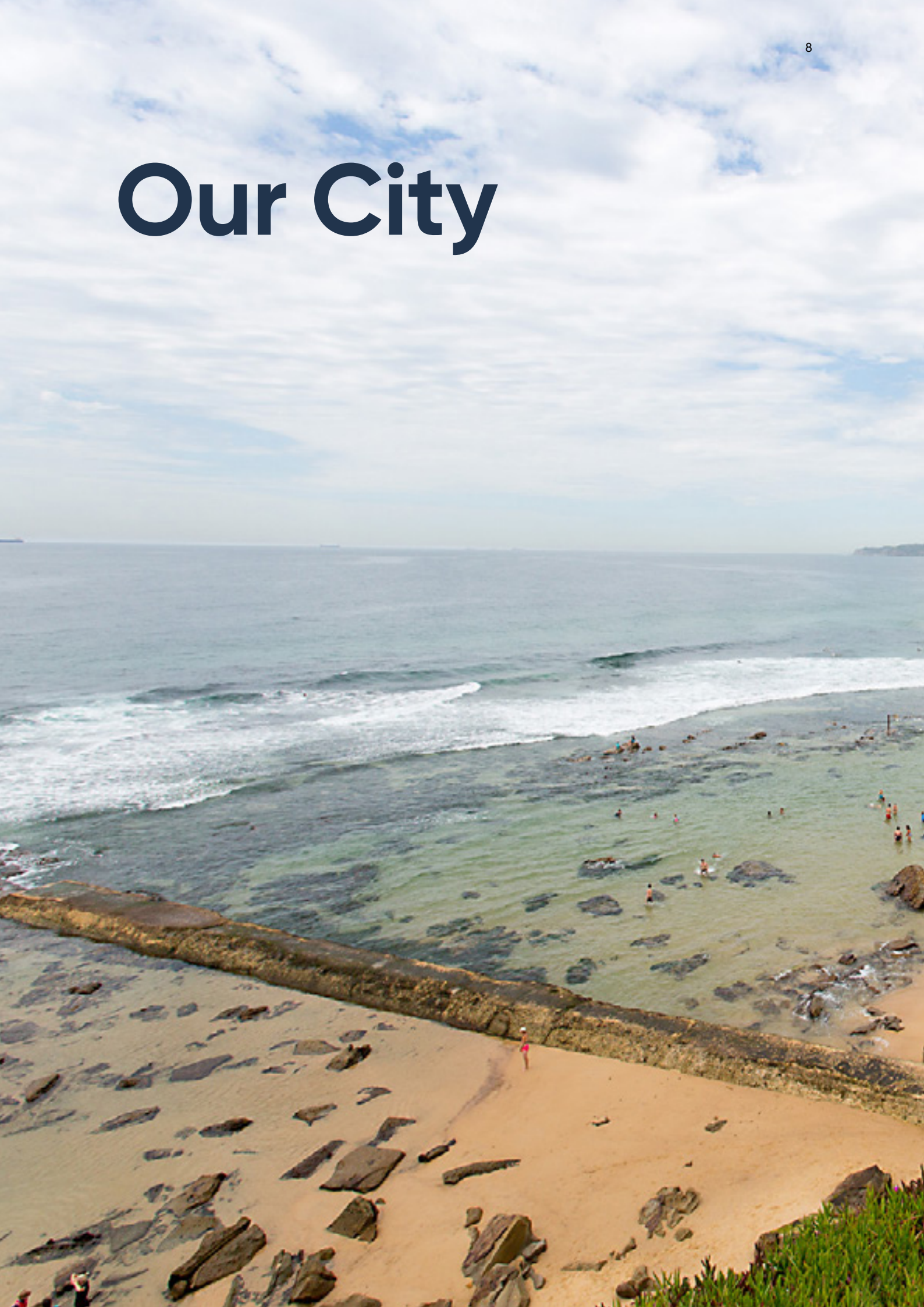
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# Our City







# Newcastle at a glance



Newcastle Population 2021: 171,307  
Population by 2041: 202,049



Around

**5 million**

Annual visitors

(Year ending March 2019,  
Tourism Research Australia)

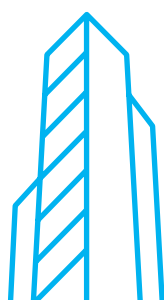


Median age

**37**

**31%**

of residents aged under 24



**69,019**

**Dwellings**

**30.3%**

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



Regional employment hub

**102,800** jobs

**54,376** workers

live in another local  
government area



Average

household size

**2.36** people



**3.5%**

of our population identify as  
Aboriginal or Torres Strait Islanders



**\$18.22 billion**

Gross Regional Product

Average household income

**\$1,398** per week



**80.85%**

of homes have internet



How we travel:

**78%** car

**12%** on foot

**5%** bus

percentage of all trips regardless of reason

\*Id profile and 2016 census data



**8.78**  
people/hectare  
population density



**972km**  
Pathways



**850km**  
Length of roads



**6**  
Main beaches



**79km**  
Length  
of creeks



**7**  
Ocean baths and  
aquatic centres



**88**  
Bushland parcels



**147**  
Sporting grounds



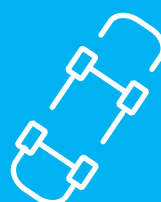
**98,221**  
Street and  
park trees



**15**  
Grandstands



**116**  
Playgrounds



**9**  
Skate facilities



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





Bathers Way, Newcastle

**City of Newcastle (CN)  
employs over 1,360 staff and  
is responsible for providing  
services and facilities to  
more than 170,000 people.**



# Who we are

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

---

**The Elected Council and  
The Administration.**

## **Elected Council**

Twelve councillors and a popularly elected Lord Mayor make up the elected body of CN. The Newcastle Local Government Area (LGA) is divided into four wards, with each ward represented by three councillors who are elected for a four-year term.

Under the Local Government Act 1993, the role of a councillor is to:

---

be an active and contributing member of the governing body;

---

make considered and well-informed decisions as a member of the governing body;

---

participate in the development of the integrated planning and reporting framework;

---

represent the collective interests of residents, ratepayers and the local community;

---

facilitate communication between the local community and the governing body;

---

uphold and represent accurately the policies and decisions of the governing body;

---

make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

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

## **The Administration**

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

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

The CEO reports to the elected Council.

## Elected Council



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



**Cr Emma White**  
(Labor)



**Cr John Mackenzie**  
(Greens)



**Cr John Church**  
(Independent)



**Cr Carol Duncan**  
(Labor)



**Cr Kath Elliott**  
(Independent)



**Cr Brad Luke**  
(Liberal)



**Cr Declan Clausen**  
(Labor)



**Cr Andrea Rufo**  
(Independent)



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



**Cr Jason Dunn**  
(Labor)



**Cr Matthew Byrne**  
(Labor)



**Cr Allan Robinson**  
(Independent)

## Ward 1

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

## Ward 2

Bar Beach, Adamstown, Adamstown Heights, Broadmeadow, Cooks Hill (part), Hamilton, Hamilton East, Hamilton South, Kotara (part), Merewether, Merewether Heights, Newcastle West (part), The Junction

## Ward 3

Birmingham Gardens, Callaghan, Georgetown, Jesmond, Hamilton North, Kotara, Lambton, New Lambton, New Lambton Heights, North Lambton, Rankin Park, Wallsend (part), Waratah, Waratah West

## Ward 4

Beresfield, Black Hill, Elermore Vale, Fletcher, Hexham, Lenaghan, Maryland, Minmi, Sandgate, Shortland, Tarro, Wallsend (part)



## The Administration



### Chief Executive Officer

Jeremy Bath

#### Governance



David Clarke

#### Strategy and Engagement



Brett Smith

#### People and Culture



Fiona Leatham

#### Infrastructure and Property



Ken Liddell

#### City Wide Services



Alissa Jones

#### Finance

#### Information Technology

#### Safety and Wellbeing

#### Depot Operations

#### Art Gallery

#### Legal

#### Major Events and Corporate Affairs

#### Workforce Development

#### Assets and Projects

#### Museum

#### Regulatory, Planning and Assessment

#### Community, Strategy and Innovation

#### Strategic Partnering

#### Civil Construction and Maintenance

#### Civic Services

#### Transport and Compliance

#### Customer Experience

#### Property and Facilities

#### Libraries and Learning

#### Waste Services

#### Parks and Recreation

# What we do

**We are responsible for providing a wide range of community facilities and services.**

They include:

construction and maintenance of local roads, drains and bridges;

---

waste management and recycling;

---

assessing residential and commercial development applications;

---

parking strategy and enforcement;

---

maintenance of parks, sporting fields, pools and beach facilities;

---

lifeguard patrols at our beaches;

---

community and cultural facilities including libraries, Newcastle Art Gallery, Civic Theatre, the Playhouse, community centres and Newcastle Museum;

---

pet registration and animal control;

---

tourism and economic development;

---

childcare;

---

strategic planning - our long-term planning;

---

community engagement about plans, services and facilities;

---

regulatory services; and

---

events, licensing and production.

---

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

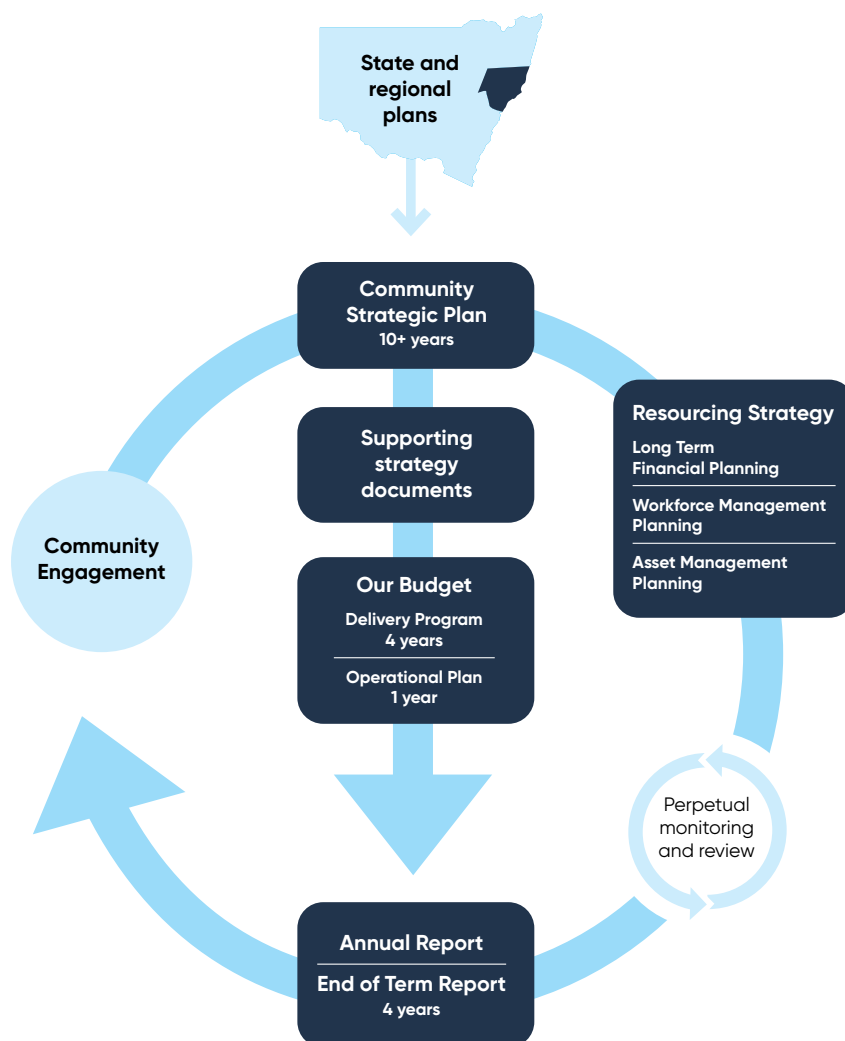
We work with local communities and business owners to improve the places we live, by supporting our business improvement associations, place making initiatives, murals in public places and other beautification projects.

# Why we do the quarterly performance report

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

CN is required under the Local Government Act s404(5) to provide progress reports on the Delivery Program and Operational Plan at least every six months. Our quarterly performance report details CN's progress on the principal activities detailed in the Delivery Program.





### Reporting on our performance

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

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

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



# Our Performance





## Highlights



**98,147**

Calls made to 4974 2000  
(up 33,854 calls since  
31 December 2020 )



**1,943**

Visits to our new customer  
counter since opening  
in September 2020



**98%**

Positive feedback on  
experience/interactions  
in new Customer Service  
Centre and Digital Library  
(March survey kiosk results)



**263,495**

Library visits to service points  
(from July 2020 to March 2021)  
(up 105,944 since 31 December 2020)



Civic Theatre  
**74,607**

Ticketed attendees  
(from July 2020 to March 2021)



**1,010**

DAs approved  
(up 297 since 31 December 2020)



Art Gallery  
**35,225**

Ticketed attendees  
(from July 2020 to March 2021)



Value of DAs approved  
**\$673.8 million**

(up 250.7 million since 31 December 2020)



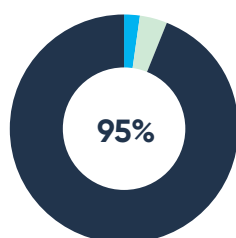
Museum  
**48,468**

Ticketed attendees  
(from July 2020 to March 2021)

Attendance numbers at Civic Theatre/Playhouse, Museum and Libraries have been impacted by COVID-19 restrictions.

**Total initiatives****215**

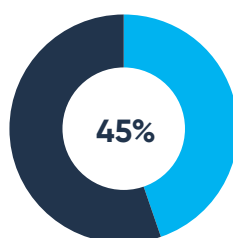
Initiatives completed or on track



● On target ● Off track  
● Monitor

**Works program****\$51.8 million**

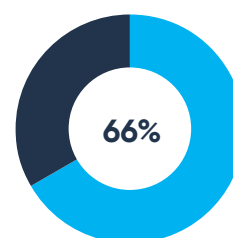
Year To Date (YTD) Actual



● Full year budget  
● March actual

**Total expenditure****\$225.6 million**

YTD Actual



● Full year budget  
● March actual



**10 year vision for parking and cycling** gets green light



**Launches first one-stop-shop for grant funding**



**Shortland local centre upgrade** and traffic improvements completed



**Upstanding Novocastrians honoured** at award ceremony



Completed **\$6 million upgrade of Council Street**



**City celebrates disability inclusion** at Count Us In festival



**\$3.3 million facelift to Stockton's Mitchell Street** is underway



**Independent report commends** CN's rapid response to COVID-19

# Works Program highlights



**\$11.7m**

Roads



**\$3.8m**

Recreation Parks, Sporting  
Facilities and Open Space



**\$4.8m**

Environment



**\$3.7m**

Waste Management



**\$1.5m**

Art Gallery



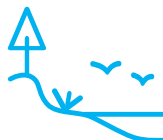
**\$4.3m**

Stormwater



**\$2.3m**

Information Technology



**\$3.2m**

Coastal Revitalisation



**\$4.9m**

Urban Centre Revitalisation



**\$1.6m**

Libraries



**\$3.3m**

Transport



**\$2.0m**

Smart City



# Community survey summary

## Community satisfaction survey

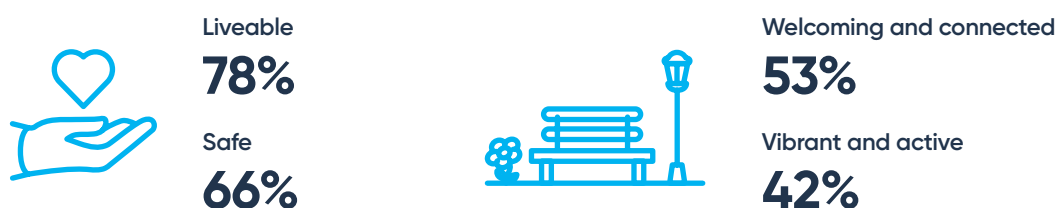
The Summer 2020 online survey was open from 1 to 18 December 2020. In total, 552 people took part in the survey.

### Satisfaction with CN

Just over half (55%) of respondents were satisfied with CN's performance overall, an improvement since March 2019 (41%). Similarly, 56% were satisfied with the standard of service CN provides to the community.

### Perceptions of Newcastle

Most people agree that Newcastle is:



### Community values

To help inform future planning, respondents were asked to rate the importance of and CN's performance on each of the ten values that underpin our CSP.

#### Most important values:



#### Where CN performs most strongly:



### Vision for Newcastle

One-in-two respondents (51%) said the vision contained in the CSP: In 2030, Newcastle will be a smart, liveable and sustainable global city reflects their hopes for Newcastle's future extremely or very well. This was higher among younger respondents and those in the eastern parts of the local government area (LGA).





# Integrated and Accessible Transport

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

## Community Objective

- 1.1 Effective and integrated public transport
- 1.2 Linked networks of cycle and pedestrian paths
- 1.3 A transport network that encourages energy and resource efficiency



## Highlights of Integrated and Accessible Transport



**621,135**  
Pay by phone  
parking transactions  
(from 1 July 2020 to 31 March 2021)



**1.3 million**  
light rail passenger trip  
(from 1 July 2020 to 31 March 2021)



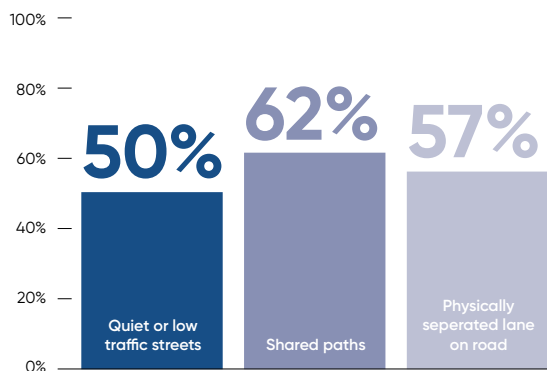
**39%**  
agreed cycleways  
are well maintained  
(28% in Spring 2018)

**47%**

agreed cyclists and  
pedestrians are  
courteous to each  
other on shared paths  
(30% in Spring 2018)



Respondents feel very safe  
or extremely safe riding on:



Majority of respondents do not feel  
safe on:

**76%** busy or main  
roads with no  
cycle lanes

**81%** of frequent cyclists  
said they had not  
had a collision in  
the last two years



## What we did

### 10-year vision for cycling and parking in city gets the green light

The city's aspiration for safer and more connected cycleways and a parking plan that supports Newcastle's growing population was adopted by Council in February.

Making the most efficient use of Newcastle's public streetscapes remains the aim of CN's Parking Plan, which addresses how to best manage parking demand now and into the future, with the flexibility to adapt to transport trends as Newcastle continues to grow.

Feedback from the community after reviewing the draft Cycling Plan indicated strong support towards separating cyclists and pedestrians to increase safety, in addition to education and campaign promotion around the correct use of shared spaces between motorists and cyclists, to address concerns around various behaviours.

### Shortland Local Centre Upgrade and Traffic Improvements

In response to community feedback, CN has developed the Draft Shortland Local Centre Public Domain and Traffic Plan. As well as a reduced speed limit, the plan includes construction of a pedestrian refuge and speed cushions to reduce driver speeds and create safer crossings for pedestrians.

The plan was placed on public exhibition from 22 Feb to 21 March 2021, seeking feedback on proposed changes including implementation of a 40km/hr High Pedestrian Activity Area. Exhibition feedback indicates broad community support for the proposals, with a high level of support for a Light Traffic Thoroughfare.



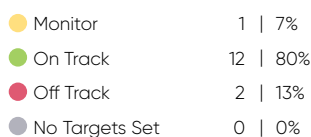
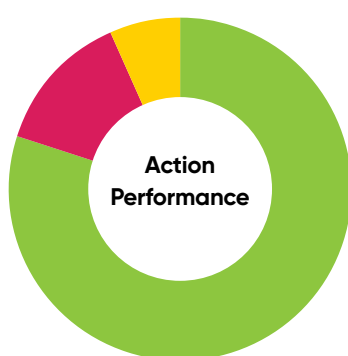
Shortland local centre traffic improvements

## How we performed

### Total Initiatives

# 80%

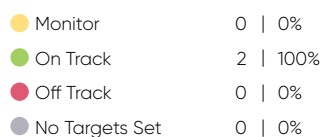
Of Initiatives completed or on track



### Total Key Performance Indicators

# 100%

Of KPIs completed or on track



## 1.1 Effective and integrated public transport

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>1.1.1 Support implementation of the Regional Transport Strategy</b>			
Liaise and partner with government agencies to facilitate optimum transport outcomes for Newcastle	Work collaboratively to progress transport actions in the Greater Newcastle Future Transport Plan 2056	Transport and Compliance	✓
<b>1.1.2 Advocate for public transport improvements</b>			
Advocate to the State and Federal Government for improved transport outcomes for Newcastle	Work collaboratively to progress transport actions in the Greater Newcastle Future Transport Plan 2056	Transport and Compliance	✓
<b>1.1.3 Plan and deliver accessible local infrastructure improvements for public transport</b>			
Improve equity of access to public transport, through upgrading of transport stops to meet the disability standards for accessible public transport	Implement the Transport Stops Program including the renewal and upgrades of bus shelters and seating to comply with Federal Government legislation	Assets and Projects	✓



## 1.2 Linked networks of cycle and pedestrian paths

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>1.2.1 Continue to upgrade and extend cycle and pedestrian networks</b>			
Develop a network of safe, linked cycle and pedestrian paths integrated with key destinations and green space	Complete review of the Newcastle Cycling Strategy and Action Plan	Transport and Compliance	✓
	Finalise concept design and environmental assessment of the sections of Richmond Vale Rail Trail in the Newcastle local government area	Transport and Compliance	✓
	Prepare a walking strategy, pedestrian network and associated works program	Transport and Compliance	○
	Complete the 2020/21 Cycleways Program	Transport and Compliance	○

## 1.3 Safe, reliable and efficient road and parking networks

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>1.3.1 Ensure safe road networks through effective planning and maintenance</b>			
Improve the safety, quality and amenity of local roads through increased road reconstruction, resurfacing and line marking programs	Develop the Roads Reconstruction and Resurfacing Program	Assets and Projects	✓
	Deliver bridges inspection programs and design and implement bridge renewal	Assets and Projects	✓
	Implement programs for repairs to defects on roads, kerb and gutter, footpaths, nature strips and medians, and stormwater drainage	Civil Construction and Maintenance	✓
	Develop and implement the Roads Resurfacing Program and Road Renewal Works Program, including roads, kerb and gutter, footpaths and stormwater drainage	Civil Construction and Maintenance	✓
	Improve safety for all road users, through implementation of Pedestrian Access and Mobility Plan Program	Transport and Compliance	○

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### 1.3.2 Ensure community and business needs for adequate and accessible parking are prioritised

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Implement parking management strategies in high traffic areas to achieve safety and turnover of spaces	Enforce the parking provisions of the NSW Road Rules to achieve traffic and pedestrian safety and to encourage increased turnover of parking spaces	Transport and Compliance	✓
Improve way-finding signage in commercial centres to assist drivers to locate available parking in a timely manner	Install parking infrastructure that supports the use of available technology and smart parking initiatives	Transport and Compliance	✓

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### 1.3.3 Implement technology solutions to improve transport infrastructure and experiences, and encourage mobility innovation

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Introduce technology to provide greater access to parking payment options and information	Increase usage of the pay by phone application	Transport and Compliance	✓
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# Protected Environment

Our unique environment will be understood, maintained and protected.

## Community Objective

2.1 Greater efficiency in the use of resources

2.2 Our unique natural environment is maintained, enhanced and connected

2.3 Environment and climate change risks and impacts are understood and managed





## Highlights of Protected Environment



**4,760**

bulk waste and illegal  
dumping collections  
made by CNs  
Collections Team

**14,243**

calls received to the waste  
services call centre



**4,310** MWH

energy generated  
from landfill gas generators

**34,890**

customers to  
Summerhill Waste  
Management Centre



**19,353** tonnes

waste collected

**8,281** tonnes

waste recycled



**43%**

waste diversion rate

for municipal collections  
compared to 39% in Q2 2020/21

## What we did

### COVID-19 causes massive increase in household rubbish volumes

The surge in people continuing to work from home following last year's COVID-19 restrictions generated an extra 850 garbage trucks of waste since July last year.

A review of the rubbish collected by CN shows total general waste (red lid bins) tonnage has jumped by more than 8%, while recyclable waste (yellow bin) is up 2% and green waste collections up 21%.

Kerbside bulk waste collections also rose by 3%, following a 19% spike in 2019/20, when Newcastle first went into lockdown to combat the spread of COVID-19.

The increase in people working from home as well as surging food home deliveries generated almost 37,000 tonnes of domestic, bulk and green waste this financial year. This is an increase of more than 5,000 tonnes, or around 850 trucks loads, compared to the same period last year.

A report by Infrastructure Australia has confirmed that domestic waste volumes have increased nationally by 20%, the largest single year rise ever. The report highlights soaring food waste levels and sizeable increases in paper and plastic packaging waste on the back of panic buying, takeaway food deliveries and increased online shopping. Single-use product waste has also risen as a direct result of COVID-19.

Bulk waste levels have also jumped as community members have used the lockdown periods to undertake clean-ups and carry out DIY projects around their homes, while green waste tonnages recorded a dramatic increase as a break in drought conditions and increased rain periods created ideal growing conditions.

### City praised for drought response efforts

CN's water saving action has gained attention, with Hunter Water reporting a 20% reduction in consumption during recent Level 1 and 2 Water Restrictions\*, saving in excess of 80 megalitres of precious water and an estimated \$220,000.

Initiatives included minimising irrigation practices at sporting fields, parks and Blackbutt Reserve, installing new rainwater tanks, using surface water catchment ponds at Summerhill Waste Management Centre, and auditing water use at inland pools.

In addition, CN implemented efficiency strategies such as temporarily ceasing the water intensive annual planting regime at King Edward Park, and installing smart water meters at key sites across the city that track water usage in real time and help identify leaks.

CN is currently installing new sand pipe infrastructure near Summerhill to access dam and non-potable water for washing down trucks and dust suppression. We will continue to use leak detection measures, improve irrigation practices, use nozzles, limit travelling irrigators, avoid daytime watering where possible, and increase staff awareness of water usage to change behaviours.

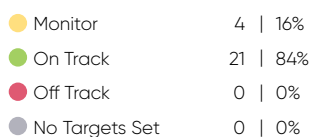
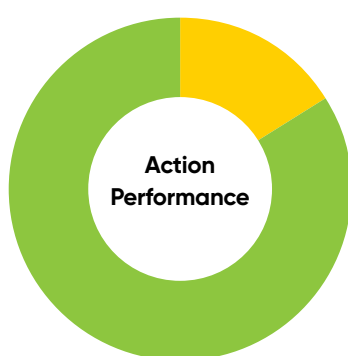


## How we performed

### Total Initiatives

# 84%

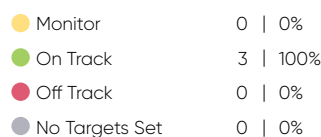
Of Initiatives completed  
or on track



### Total Key Performance Indicators

# 100%

Of KPIs completed  
or on track



## 2.1 Greater efficiency in the use of resources

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>2.1.1 Improve waste minimisation and recycling practices in homes, workplaces, development sites and public places</b>			
Develop internal waste management initiatives that improve our waste services	Develop a Waste Strategy for CN	Waste Services	✓
	Develop a business improvement model for Waste to review and prioritise key business improvement initiatives	Waste Services	✓
	Evaluate the potential for customer service improvements through a specialised call centre for waste enquiries	Waste Services	✓
Improve public place waste and recycling services that both raise awareness of waste and increase resource recovery	Ensure recycling services can be maintained and manage the current and emerging impacts of external change	Waste Services	○
	Ensure capacity is maintained at the Summerhill Waste Management Centre to manage the needs of the community	Waste Services	✓

### 2.1.2 Investigate and implement renewable energy technologies

Develop projects to implement renewable energy and smart grid technologies	With partners deliver an Autonomous Vehicle rideshare trial into Newcastle city centre to develop the centre as a future mobility testbed	Community, Strategy and Innovation	✓
	Continue to deliver energy and mobility initiatives with partners	Community, Strategy and Innovation	✓

### 2.1.3 Encourage energy and resource efficiency initiatives

Pilot and deploy technologies that improve energy and resource sustainability across CN and the broader community	Implement energy innovative projects across the city	Community, Strategy and Innovation	✓
	Develop and implement an organics facility	Waste Services	○

## 2.2 Our unique natural environment is maintained, enhanced and connected

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>2.2.1 Facilitate and advocate for protection and rehabilitation of natural areas</b>			
Ensure priority natural environment areas are maintained and improved	Deliver environmental improvement projects and maintenance along the coastline	Assets and Projects	✓
	Deliver projects that maintain and enhance the natural environment	Assets and Projects	✓
	Deliver Coastal Management Program	Assets and Projects	✓
	Maintain and enhance the natural environment at Blackbutt Reserve	Parks and Recreation	✓
Promote and control environmentally sustainable business practices and on-site wastewater system operation	Proactively monitor and regulate activities to minimise environmental impact, including implementing CN's business pollution prevention program and erosion and sediment control program	Regulatory, Planning and Assessment	✓
Ensure development takes place in accordance with environmental planning requirements	Manage contaminated land information and seek appropriate remediation through the development application process	Regulatory, Planning and Assessment	✓
	Commence rehabilitation of the former Astra Street landfill site	Waste Services	○
	Deliver an Environmental Improvement Program to address audit and environmental risks	Waste Services	○

Continue to implement the Urban Forest Policy to achieve an expanded and sustainable canopy cover through our streets and parks	Implement the living streets tree replacement program to maintain and replenish our urban forest	Civil Construction and maintenance	✓
	Maintain our street, reserve, and public land trees to ensure the health of our trees and safety of the community	Civil Construction and maintenance	✓

### 2.2.2 Encourage and support active community participation in local environmental projects

Opportunities for community involvement are incorporated in the delivery of natural environment areas maintenance and improvement projects	Deliver the natural connections and living streets community education initiatives in co-ordination with the delivery of key environment, stormwater and road projects	Assets and Projects	✓
	Deliver stormwater quality improvement initiatives to protect the downstream natural environment	Assets and Projects	✓
	Support volunteer involvement in the delivery of natural environment programs (eg Landcare)	Parks and Recreation	✓

## 2.3 Environment and climate change risks and impacts are understood and managed

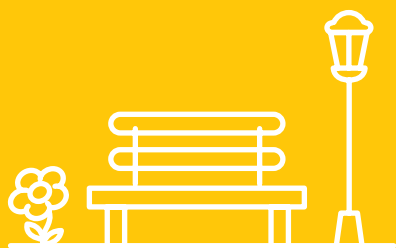
Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>2.3.1 Ensure decisions and policy response to climate change remains current and reflects community needs</b>			
Keep the community involved in the development of climate change adaption measures consistent with the adopted plans	Monitor sea level rise and ground water behaviour in low lying suburbs	Asset and Projects	✓
<b>2.3.2 Support individuals and communities to prepare, respond and recover from emergency events</b>			
Support individuals to prepare, respond and recover from emergency events	Co-ordinate prevention, preparedness, response and recovery activities in accordance with legislation and emergency plan responsibilities	Legal	✓
	Formalise an Integrated Emergency Management Capability and Capacity Development Framework to enhance CN's capacity to effectively prevent, prepare for, respond to, and recover from significant emergency events impacting the Newcastle community	Legal	✓











# Vibrant, Safe and Active Public Places

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

## Community Objective

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





## Highlights of Vibrant, Safe and Active Public Places

**263,495**

library visits to service points

(down 100,126 compared to same period last year)  
(from July 2020 to March 2021)



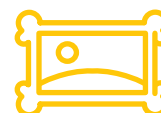
**35,225**

visits to the Art Gallery

**58,426**

Art Gallery e-News subscribers

(from July 2020 to March 2021)



**6,431**

attendance at City Hall

(down 5,298 compared to same period last year)



**595,373**

Library loans

**27**

educational public programs held for young adults

**28**

guided tours held for ages 31-65

(at the Art Gallery from July 2020 to March 2021)



**74,607**

Museum visitors

(from July 2020 to March 2021)



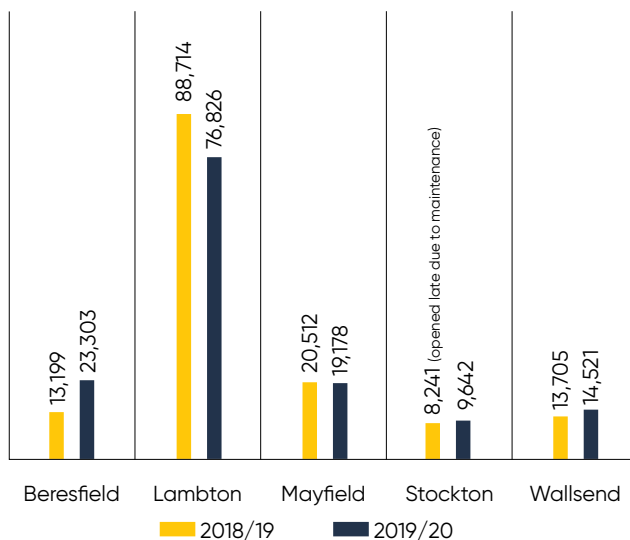
Civic Theatre

**48,648**

Ticketed attendees

(from July 2020 to March 2021)

### Swimming pool visitation



over 30,000 people attended New Annual with over 50 Events

## What we did

### New Annual welcome boost for arts sector

Newcastle's inaugural New Annual festival was held over ten days in February, attracting over 30,000 people to more than 50 events and activities across the city in a showcase of Newcastle's arts and cultural community.

Involving more than 500 artists and 250 staff, crew and volunteers the festival delivered an economic and confidence boost to the local arts sector and community, cementing Newcastle's status as a hub of creativity and culture.

More than 28 ticketed COVID Safe sessions and hands-on workshops were 'sold out' during New Annual, which ran from 12-21 February, with tickets being snapped up at an increased rate as the festival progressed.

During the ten days, several events needed to add more sessions as word of mouth spread, including Fingers Crossed Creative, whose eclectic and enchanting Intergalacular Sci-fi Spectacular made a dramatic impression at The Hangar in Civic Park.

In acknowledgment of CN's respect for Newcastle's First Nations, the Pavilion of Sand in Wheeler Place was a central hub through the length of New Annual, passing on local Aboriginal cultural learnings about weaving, dance and traditional net-making in what Guraki Advisory Committee Luke Russell said was an important element of the festival.

### Paws on patrol as CN's Rangers welcome new addition to team

Two-year-old golden retriever Bella has joined the Rangers for patrols along Bathers Way between Merewether and Bar beaches.

She also accompanies her colleagues around Lambton Park and visits the popular fenced off-leash dog park at Acacia Avenue Reserve, North Lambton, which was opened in 2019 following community feedback into CN's Dogs in Open Space Plan.

Newcastle has one of the highest rates of dog ownership in the State, with more than 44,300 registered canines calling the local government area home.

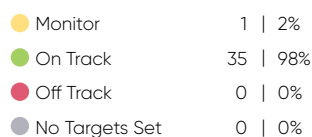
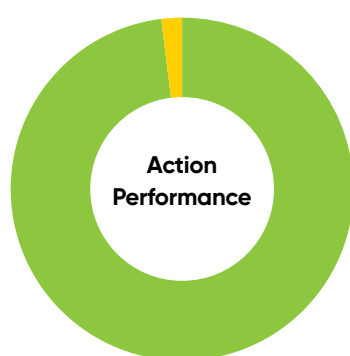
Bella's presence has been well received by both the four-legged friends she meets and their non-canine companions, giving her fellow Rangers more opportunities to engage with the pet owners.

## How we performed

### Total Initiatives

# 98%

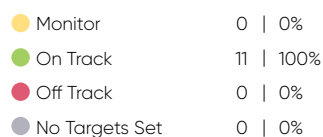
Of Initiatives completed or on track



### Total Key Performance Indicators

# 100%

Of KPIs completed or on track



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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>3.1.1 Provide quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs</b>			
Ensure spaces and facilities are multi-functional, and adaptable to changing needs	Undertake plans of management and masterplans to reflect the current community needs	Parks and Recreation	✓
Ensure that recreation facilities provide opportunities for the full range of age groups and abilities	Deliver projects that support whole of community use and incorporate universal design principles	Parks and Recreation	✓
Upgrade and enhance our Parkland and Recreational facilities	Provide sustainable infrastructure to support our parkland and recreational facilities by construction of new assets and renewal of existing assets	Civil Construction and maintenance	✓
	Deliver at least two playground improvement projects throughout the city	Parks and Recreation	✓
	Provide outdoor exercise facilities that will benefit the community and contribute to activating open spaces	Parks and Recreation	✓
	Deliver one fenced off-leash area in accordance with the Dogs in Open Space Plan	Parks and Recreation	✓

	Provide aquatic facilities to meet community needs and industry requirements	Parks and Recreation	✓
	Implement the recommendations from the Sports Facilities Strategic Plan	Parks and Recreation	✓
	Support safe use of beaches through lifesaving services	Parks and Recreation	✓
	Maintain our parks and public spaces to ensure the health and safety of the community	Parks and Recreation	✓
<b>3.1.2 Enhance our beaches and coastal areas through upgraded facilities</b>			
Continue to support and deliver on our special rate variation project 'Coastal Revitalisation'	Plan and design for the implementation of the Bathers Way at King Edward Park	Assets and Projects	✓
	Construction of the Bathers Way and skate facilities at South Newcastle	Assets and Projects	○
Upgrade and enhance our beaches and coastal area facilities	Ensure our ocean baths, beaches and coastal facilities are clean and inviting	Property and Facilities	✓
<b>3.1.3 Plan, co-ordinate and deliver cultural and community infrastructure and programs</b>			
Develop and deliver a range of community events and programs in partnership to enhance social connections	Continue to work towards a fully resourced virtual library and seamless online membership experience	Libraries and Learning	✓
	Provide library services where people gather through pop-up facilities and co-location	Libraries and Learning	✓
	Idea Matters - develop a concept to foster active citizenship	Libraries and Learning	✓
	Incorporate online learning with range of learning products into the online Learning Hub	Libraries and Learning	✓
Ensure Newcastle audiences have access to a diverse range of exhibitions and works of high quality	Maintain a balance of Museum audience engagement targeted to a breadth of audience demographics	Museum	✓
	Enhance relationships within and external to CN to promote our Museum	Museum	✓
	Develop ambitious exhibition projects that attract local, regional, state and national audiences	Art Gallery	✓
	Maintain a balance of programming for Civic Services targeted to a breadth of audience demographics including works of new and emerging thinking, forms and technology	Civic Services	✓
Partner with Newcastle's small to medium not for profit arts and cultural organisations in growing arts and culture in the city	Establish up to five programming partnerships of up to three-year terms with key programming deliverables for the city	Civic Services	✓
Ensure our buildings are multi-functional and support whole of community use	Ensure our community and CN buildings are clean, inviting, damage and graffiti free	Property and Facilities	✓



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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>3.2.1 Celebrate Newcastle's history, cultural heritage and cultural diversity</b>			
Grow the city's identity via its collections of art and artefacts, local history and architecture	Maintain a balance of programming for the Art Gallery, targeted to a breadth of audience demographics	Art Gallery	✓
	Build the city's identity through the Art Gallery's significant collection of works of art	Art Gallery	✓
	Secure and preserve Newcastle's stories, heritage and history collections	Libraries and Learning	✓
<b>3.2.2 Increase collaboration with artists and practitioners in the cultural sector</b>			
Promote the Newcastle Library's Local History and Heritage Collections through a range of exhibitions, partnerships and programs	Present shows that feature local stories and cultural identity across the city	Civic Services	✓
	Tell the stories of Newcastle through a variety of mediums and technologies in collaboration with the community	Museum	✓
Expose local stories, both historic and contemporary, through cultural programming and build Newcastle's cultural identity	Present Art Gallery exhibition projects and programs that feature local artists and their stories	Art Gallery	✓

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>3.3.1 Collaborate with local groups and services to address crime and safety</b>			
Provide CN facilities that are safe, welcoming and inclusive	Continue to partner and fund on the ground initiatives including Walk Smart and Salvation Army Streetsafe Program	Community, Strategy and Innovation	✓
Protect, promote and control the risk to public health associated with local business activities	Conduct regular inspection programs of food businesses, skin penetration premises, public swimming pools and monitor regulatory compliance for premises with water cooling systems (legionella)	Regulatory, Planning and Assessment	✓
Develop public places that are safe, welcoming and inclusive	Deliver park improvement projects that integrate safer by design principles	Parks and Recreation	✓
<b>3.3.2 Plan for a night-time economy, characterised by creativity, vibrancy and safety, that contributes to cultural and economic revitalisation</b>			
Implement policy and strategic initiatives to encourage more diverse night-time venues	Implement the Newcastle After Dark Strategy	Community, Strategy and Innovation	✓
	Apply crime prevention through environmental design principles for all new and replacement infrastructure	Assets and Projects	✓
	Implement the Live Music Strategy	Community, Strategy and Innovation	✓



Pavillion of Sand - New Annual festival



Acquist - New Annual festival







# Inclusive Community

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

## Community Objective

4.1 A welcoming community that cares and looks after each other

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





### Highlights of Inclusive Community


**693**  
number of digital inclusion help sessions



**301**  
number of engagements held with identified groups at the Museum



**58,426**  
art gallery subscribers to e-news  
(up 29,438 since 31 December 2020)



**68**  
education programs held with young people at the Art Gallery

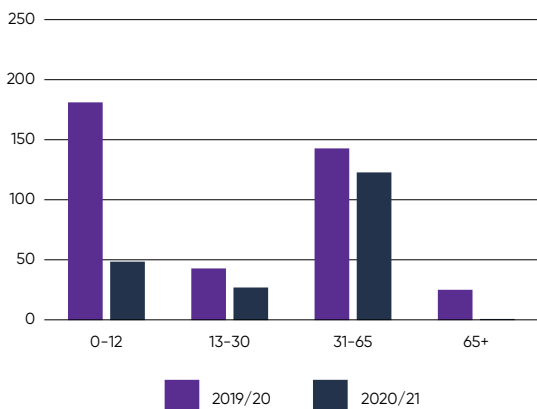


**15**  
education programs held with Aboriginal people at the Art Gallery



**185**  
education programs held with people living in regional NSW at the Art Gallery

### Number of educational & public programs at the Art Gallery (by age)



## What we did

### Early literacy program facilitates connections with culture

Storytime sessions at Newcastle Libraries are helping to introduce Newcastle families to Indigenous perspectives on early learning.

Newcastle Libraries collaborated with Rainbow Crow Cultural Collective on an innovative program that transforms its popular Storytime and Babytime sessions into an Aboriginal-led early literacy program.

The free Wayapa Babytime and Storytime programs were delivered by qualified Aboriginal Health Practitioner and Cultural Consultant Sarah Corrigan, with around 20 families taking part in the booked-out trial that run at the City Library during March and Wallsend Library during April.

Wayapa is an earth, mind, body, spirit practice that promotes wellbeing. It is based on ancient Indigenous knowledge about living in harmony with the environment and connection with the world's oldest living continual culture.

Wayapa Babytime provides an opportunity for carers to slow down and connect inwards with themselves, their baby and the environment, while Wayapa Storytime uses storytelling, movement and nature-based craft to introduce children to Aboriginal-based earth mindfulness, promoting sustainability, connection and community.

### City celebrates disability inclusion at Count Us In festival

With over 30 events and activities across the city, CN's Count Us In Newcastle festival, was a celebration of Newcastle's inclusiveness and accessibility.

The month-long festival, delivered in partnership with local businesses and community groups, highlighted the city's disability inclusive community. A suite of curated events and activities in the festival program include a Goal Ball day facilitated by former Australian Paralympians, immersive art and dance experiences, as well as activations focused on education and awareness exploring topics such as discrimination in the workplace.

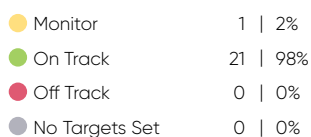
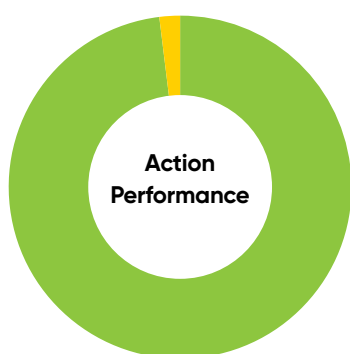
Diversity was reflected in the broad range of activities offered by the festival program, which have been curated to establish Newcastle as an inclusive community for people living with a disability, their families, carers and friends.

## How we performed

### Total Initiatives

# 98%

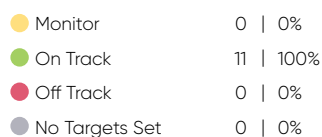
Of Initiatives completed  
or on track



### Total Key Performance Indicators

# 100%

Of KPIs completed  
or on track



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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>4.1.1 Acknowledge and respect local Aboriginal history, cultural heritage and peoples</b>			
Deliver CN's Aboriginal Heritage Management Strategy	Facilitate the Guraki Aboriginal Advisory Committee to provide advice to CN on matters relating to culture and heritage	Community, Strategy and Innovation	✓
Increase engagement with local Aboriginal community	Develop and facilitate opportunities of workshops with local groups eg Wollotuka	Civic Services	✓
	Utilisation of Aboriginal science and collection in Supernova - Inclusion of Aboriginal knowledge and stories in the museum	Museum	✓

#### 4.1.2 Support initiatives and facilities that encourage social inclusion and community connections

Support and encourage programs and events by community groups and not for profit groups	Collaborate with community groups and events management staff to facilitate bookings of sports fields and facilities	Parks and Recreation	✓
	Advocate and liaise with groups in relation to community building bookings and events	Property and Facilities	✓
	Continue the rewards and recognition program for CN volunteers	Civic Services	✓
	Develop a Social Infrastructure Strategy that provides for the funding, planning and delivery of social infrastructure in a strategic and coordinated way, particularly in the context of a growing and increasingly diverse population	Community, Strategy and Innovation	✓
Ensure open space and facilities are multi-functional and support whole of community use	Upgrades to community facilities to improve accessibility	Property and Facilities	✓
Deliver the Disability Inclusion Action Plan	Facilitate 'Count Us In' inclusive festival	Community, Strategy and Innovation	✓
	Develop and implement two disability awareness and education activities for staff	Community, Strategy and Innovation	✓

#### 4.1.3 Improve, promote and facilitate equitable access to services and facilities

Deliver the Disability Inclusion Action Plan	Prepare and endorse the Disability Inclusion Action Plan 2021-2025	Community, Strategy and Innovation	○
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## 4.2 Active and healthy communities with physical, mental and spiritual wellbeing

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>4.2.1 Ensure people of all abilities can enjoy our public places and spaces</b>			
Ensure that a variety of parklands and recreational facilities are provided, accessible and distributed equitably across the city	Deliver recreational facility improvements throughout the city - playgrounds, outdoor courts, sportsgrounds, exercise equipment and dog off-leash areas	Parks and Recreation	✓
New or renewed infrastructure will be delivered in accordance with Disability Standards where practical	Continuously upgrade CN assets to meet the requirements of the Disability Discrimination Act	Assets and Projects	✓



<b>4.2.2 Improve access to formal and informal lifelong learning opportunities, facilities and services</b>			
Increase focus on young people (16-30 yrs)	Actively invest in programming and communications targeted to young people	Civic Services	✓
Develop and deliver community programs, partnerships, information and learning programs designed to create wide opportunities for all	Target lifelong learning resources and programs to improve skills in financial literacies; health literacies; living sustainably and promoting wellbeing	Libraries and Learning	✓
	Measure the impact of early childhood activities for libraries and childcare	Libraries and Learning	✓
	Continue and expand the adult learning volunteer program	Libraries and Learning	✓
	Target lifelong learning for community governance workshops to support CN and community volunteer organisations	Libraries and Learning	✓
	Actively develop public programs targeted to a breadth of audience demographics	Art Gallery	✓
	Actively invest in education and exhibitions programs within the Museum, engaging with identified groups	Museum	✓
	<b>4.2.3 Promote recreation, health and wellbeing programs</b>		
Support and encourage use of recreation and leisure opportunities	Raise public awareness of water safety issues through a targeted education program	Parks and Recreation	✓
Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals	Continue the existing Responsible Pet Ownership program, to have three to four community events per year in collaboration with RSPCA and other stakeholders	Transport and Compliance	✓





(Back L-R): Shannan Johansen business owner Purnell Trophies, Faith Curtis owner UP&UP, Newcastle Councillor Matthew Byrne, Erin from Community Disability Alliance Hunter, and Shane Kennedy owner UP&UP at the mural site 194 Maitland Road Islington. (Front): Ainslee Whitburn from Community Disability Alliance Hunter.









# Liveable Built Environment

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

## Community Objective

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





## Highlights of Liveable Built Environment



Mean net determination times for Development Applications (DAs)

**36 days**



**700**  
Heritage items

**8** Heritage conservation areas



**23**  
Archaeological sites



Average value of DAs approved/month

**\$844,242** 2020/21

**\$265,560** 2019/20



Number of DAs determined

**1,275**  
applications

(from July 2020 to March 2021)



## No. of DAs and value of works

2020/21	Approved	297	\$250 million
	Determined*	396	\$285 million
	Lodged*	353	\$226 million

\*Includes applications that have been rejected due to inadequate information and are likely to be submitted and accepted at a later date

## What we did

### A new way to lodge development applications

In 2019, the NSW Government introduced the NSW Planning Portal. This platform has now evolved to provide vast improvements for planning processes and transactions.

From 1 January 2021, all development applications within CN and many local government areas across New South Wales, must be lodged via the NSW Planning Portal.

The NSW Planning Portal provides users a streamlined and efficient way to submit an application and supporting documentation, record correspondence between agencies, the applicant and CN, as well as enable users to track their application progress.

The NSW Planning Portal also features a state-wide application tracker where all development applications which have been submitted through the portal can be viewed. Comprehensive information related to current and historical development applications will remain available on CN's Application Tracker.

### Council Street, Cooks Hill unveiled after \$6 million overhaul

CN has completed a \$6 million upgrade of Council Street with 8,000 new street plants, 18 new trees, additional parking spaces, public art and stormwater improvements at the heart of Cooks Hill's eat-street.

The project included replacing aged underground drainage with a new stormwater drain, almost three-metres wide, taking rainwater from the local area to Cottage Creek.

Improved traffic management flow has also been created by removing the roadblock on Council Street to allow one-way traffic to flow through, enhancing the functionality of the street for motorists, pedestrians and to facilitate more active modes of transport with a cycleway.

The new traffic arrangements will improve safety by discouraging illegal U-turns being made at the Darby Street and Council Street intersection and significantly reduce the street crossing distances for pedestrians while delivering seven additional parking spaces.

### \$3.3 million upgrade to Stockton's Mitchell Street

A \$3.3 million facelift to Stockton's Mitchell Street is underway with new footpaths, landscaping, street furniture, increased shade and improved pedestrian and cyclist safety set to be delivered as part of CN's Local Centres program.

The Mitchell Street upgrade will include significant drainage improvements, new footpaths and street furniture, landscaping, raingardens, 40 new street trees and a reduction in speed limit to 40 km/hr to improve pedestrian and cyclist safety.

Stockton's character and heritage will be maintained with sandstone from existing kerbs retained and reused to frame garden beds and raingardens at three key intersections along Mitchell Street.

CN's Local Centres program is delivering upgrades to suburban centres across the local government area including those nearing completion at Llewellyn Street, Merewether and Joslin Street, Kotara.

This adds to earlier upgrades completed at Carrington and Beresfield and upgrades due for delivery later this year at Shortland and at James Street Plaza, Hamilton.

## How we performed

### Total Initiatives

# 100%

Of Initiatives completed or on track



● Monitor	0   0%
● On Track	18   100%
● Off Track	0   0%
● No Targets Set	0   0%

### Total Key Performance Indicators

# 100%

Of KPIs completed or on track



● Monitor	0   0%
● On Track	12   100%
● Off Track	0   0%
● No Targets Set	0   0%

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>5.1.1 Protect, support and promote our unique built and cultural heritage</b>			
Ensure compliance with environmental planning regulations	Undertake investigations into alleged breaches of planning laws, fire safety and development consents. Promote awareness of policy, procedure and laws to encourage voluntary compliance	Regulatory, Planning and Assessment	✓
Ensure we protect and maintain our unique built and cultural heritage infrastructure	City Hall restoration - restore the Northern façade of City Hall, along with the remaining western façade	Assets and Projects	✓
	Increase community access and use of Civic Theatre, Playhouse and City Hall	Civic Services	✓
	Maintain interiors and facilities of City Hall and Civic Theatre	Civic Services	✓
	Operate selected CN venues as venue hire, balancing community access and revenue generation to offset venue operational costs	Civic Services	✓

### 5.1.2 Ensure our suburbs are preserved, enhanced and promoted, while also creating opportunities for growth

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
The land use pattern will reinforce mixed use centres, educational nodes, opportunities for technology-based businesses, supported by integrated transport	Implement the Local Strategic Planning Statement as required in the Environmental Planning and Assessment Act 1979	Regulatory, Planning and Assessment	✓

### 5.1.3 Facilitate well designed and appropriate scale development that complements Newcastle's unique character

Protect and enhance heritage buildings, streetscapes, views and key features, as well as, encouraging building innovation	In the assessment of development applications ensure development is consistent with the principles in CN's Local Strategic Planning Statement, including ensuring development addresses public spaces and is scaled for the pedestrian to provide vibrant and activated public spaces	Regulatory, Planning and Assessment	✓
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## 5.2 Mixed-use urban villages supported by integrated transport networks

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>5.2.1 Plan for concentrated growth around transport and activity nodes</b>			
Implement the recommendations of CN's Parking Study and Parking Management Action Plan	Provide improved access and management of on-street parking spaces across Newcastle consistent with CN's adopted Parking Management Framework	Transport and Compliance	✓
	Implement the recommendations of CN's Permit Parking Guidelines, consolidating control of all CN's parking permits into one management area	Transport and Compliance	✓
Promote integrated, sustainable, long term planning for Newcastle	Implement the priority actions in the Greater Newcastle Metropolitan Plan 2036	Regulatory, Planning and Assessment	✓
	Implement the actions in the Wickham Master Plan to deliver on the vision to create a diverse and dynamic mixed-use neighbourhood	Regulatory, Planning and Assessment	✓
<b>5.2.2 Plan for an urban environment that promotes active and healthy communities</b>			
Implement the actions from the Live Music Strategy	Investigate options for planning controls for governing noise	Regulatory, Planning and Assessment	✓
Raise fire safety awareness of all property owners and managers, tenants and business operators	Promote and encourage voluntary compliance with fire safety regulations through submissions of Annual Fire Safety Statements and through the Fire Safety Statement Program	Regulatory, Planning and Assessment	✓



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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>5.3.1 Ensure sufficient housing diversity to meet community needs, including affordable and adaptable housing options</b>			
Promote fire safety in medium to high density boarding houses	Annual compliance inspections of registered and assisted boarding houses, as well as premises being used as unauthorised boarding houses to ensure compliance with fire safety and planning legislation	Regulatory, Planning and Assessment	✓
Ensure sufficient housing capacity for our future population	CN to participate in the Urban Development Program established by the Department of Planning and Environment to monitor delivery of housing in the Lower Hunter	Regulatory, Planning and Assessment	✓
Facilitate affordable living	Implement CN Affordable Living Plan	Regulatory, Planning and Assessment	✓

### 5.4 Sustainable infrastructure to support a liveable environment

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>5.4.1 Advocate for implementation of energy and resource efficiencies in new developments</b>			
Improve energy and resource efficiency in new developments	Use strategies documents in the Development Control Plan to guide new developments which set minimum planning requirements	Regulatory, Planning and Assessment	✓
<b>5.4.2 Plan, provide and manage infrastructure that continues to meet community needs</b>			
Implement best practice asset management to deliver sustainable services	Prioritise renewal of infrastructure to deliver desired levels of service	Assets and Projects	✓











# Smart and Innovative

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

## Community Objective

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

6.2 A culture that supports and encourages innovation and creativity at all levels

6.3 A thriving City that attracts people to live, work, invest and visit





## Highlights of Smart and Innovative



**3,247**

Lean in Newy downloads

**5,624**

challenge participants

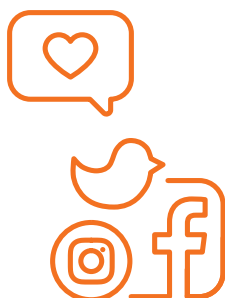


**370,471**

Digital visitors  
to the Museum

Total combined  
Art Gallery  
followers

**205,258**



**3** E-Transit Hubs

Located at No.2 Sportsground, Lamon street,  
Cooks Hill, Wharf Road, Newcastle. Capable  
of charging multi cars simultaneously.

**1,109hrs** EV charging usage

(from 1 July 2020 to 31 March 2021)

**2,603**

Newcastle Libraries REAL  
podcast series downloads



## What we did

### City launches first one-stop-shop for grant funding

CN is making it easier for the community to access more than 1,000 grant funding opportunities through a new online service, Newcastle Grant Finder.

Newcastle Grant Finder provides a comprehensive listing of funding opportunities available to local businesses, community groups, sporting clubs, not-for-profits and individuals.

Newcastle Grant Finder identifies funding opportunities in the area from State and Federal governments and agencies, not just those provided by the CN, presenting a one-stop-search tool with self-service functionality for users to track, bundle, save and create alerts.

Newcastle Grant Finder is a first-of-its-kind in Newcastle and will see more funding flow to worthy causes as part of CN's digital transformation to make its services more efficient and effective for the community.

### Best and brightest attracted to Newcastle with launch of New Move and 10,000 Reasons campaign

CN is incentivising talented and community-minded Australians to relocate to the city with a \$10,000 grant available for up to 30 innovative and accomplished entrepreneurs.

'New Move' was launched as an economic development initiative to attract people from Australia's capital cities to relocate and invest in Newcastle, with independent economic modelling estimating the program could create up to 75 new jobs and \$25 million in local economic output.

The New Move program is targeted at a metropolitan audience and will provide 30 successful applicants, who meet the eligibility criteria, with a \$10,000 relocation grant to be spent within the Newcastle local government area, in addition to a tailored program of ongoing networking opportunities and support.

The New Move program is funded by CN within its existing economic development budget and was supported by a unanimous resolution of Council in December 2020.

Unlike previous regional relocation grants offered by other levels of Government, New Move is highly targeted and includes ongoing networking to ensure new residents have the best opportunity to deliver economic and social returns to the city.

## How we performed

### Total Initiatives

# 100%

Of Initiatives completed  
or on track



Monitor	0   0%
On Track	30   100%
Off Track	0   0%
No Targets Set	0   0%

### Total Key Performance Indicators

# 100%

Of KPIs completed  
or on track



Monitor	0   0%
On Track	6   100%
Off Track	0   0%
No Targets Set	0   0%

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>6.1.1 Recognise and strengthen Newcastle's role as a regional capital and hub for industry, education, health, business, personal, tourism, port and logistics services</b>			
Embrace digital platforms to broaden audiences for culture	Implement digital platforms to improve functionality required for staff and visitors to the Art Gallery	Art Gallery	✓
	Invest in digital platforms to broaden and deepen audience engagement in the Museum	Museum	✓
Promote the lifestyle and cultural values of Newcastle as a place to work, invest and live	Adopt and commence implementation of an Economic Development Strategy for Newcastle	Community, Strategy and Innovation	✓
<b>6.1.2 Attract new business and employment opportunities</b>			
Promote the benefits of Newcastle to potential businesses	Develop a digital prospectus for Newcastle to inform existing and potential businesses on the strengths of the local Newcastle economy	Community, Strategy and Innovation	✓
Strengthen the existing commercial and activity centres; and service and employment centres	Continue to deliver the Local Centres Public Domain Program to foster new growth in local centres	Asset and Projects	✓

## 6.2 A culture that supports and encourages innovation and creativity at all levels

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>6.2.1 Support and advocate for innovation in business, research activities, education and creative industries</b>			
Increase support for and engagement with, local artists, innovative thinkers, academic creatives and cultural practitioners	Support development of artists and practitioners through professional mentoring and Art Gallery projects	Art Gallery	✓
	Establish program for tertiary students in cultural disciplines and professional practitioners, to view ticketed programming at reduced prices	Museum	✓
	Develop and commence implementation of the Library Infrastructure Plan	Libraries and Learning	✓
	Support the United Nations Sustainable Development Goals	Libraries and Learning	✓
	Promote informed citizenship and foster safe digital practices	Libraries and Learning	✓
	Deliver a strategic program of internal engagement activities to increase awareness and participation in smart city platforms and innovative projects	Community, Strategy and Innovation	✓
Continue to facilitate innovative ecosystem development projects	Deliver the Living Lab innovation program including city hackathon, research workshops, innovation matchmaker events and community co-design sessions	Community, Strategy and Innovation	✓
<b>6.2.2 Support and advocate for the small business sector</b>			
Continue to build on and promote Newcastle's advantages in education, health, energy research and smart city initiatives	Deliver the Newcastle Living Lab Framework to promote technology innovation trials and research	Community, Strategy and Innovation	✓
	Deliver six local events in partnership with local agencies to support the success of local small/medium enterprises	Community, Strategy and Innovation	✓
	Development of new functionality for City App including commissioning of augmented reality content	Community, Strategy and Innovation	✓
	Smart City Infrastructure deployed throughout City Centre through co-programming with scheduled civil works and public domain and local centre upgrades	Community, Strategy and Innovation	✓
	Provide online population and forecast products to staff, community and industry	Community, Strategy and Innovation	✓



### 6.3 A thriving city that attracts people to live, work, invest and visit

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>6.3.1 Facilitate events and festivals that attract visitors and support the local economy</b>			
Maintain a diverse program of events to appeal to a broad audience that build on Newcastle's assets	Deliver the CN Event Sponsorship Program	Major Events and Corporate Affairs	✓
	Support events via provision of Visitor Services to increase visitor nights and expenditure	Civic Services	✓
	Deliver CN Grants and Sponsorship Program	Community, Strategy and Innovation	✓
	Investigate the visitors service model	Civic Services	✓
	Support industry through training opportunities and increase visitor experience	Civic Services	✓
Build cultural tourism by presenting events that celebrate the city and contribute to its identity	Develop ambitious exhibitions, programming and events that attract local, regional, state and national audiences	Art Gallery	✓
<b>6.3.2 Work with the tourism sector to further develop Newcastle as a visitor and event destination</b>			
Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
Implement the Destination Management Plan	CN to continue its leadership role in developing the visitor economy	Major Events and Corporate Affairs	✓
Continue to work on researching and promoting sector infrastructure issues, including accommodation and conference facilities	Maintain the visitor website as well as print promotions such as maps and self - guided tours	Major Events and Corporate Affairs	✓
Work with our community, business sector and government to identify and facilitate key infrastructure projects	Continue to support the development of Newcastle Airport and expansion and national and international routes	Major Events and Corporate Affairs	✓
Continue to identify signature events and experiences for the Newcastle community and our visitors	Promote Newcastle as a destination for business, association and professional conferences and events	Major Events and Corporate Affairs	✓
Utilise economic and business information to track city and key industry trends	Strategic research, analysis and knowledge sharing: collect data, undertake strategic analysis, and provide demographic and economic development information to industry, academia, government and business	Community, Strategy and Innovation	✓

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### 6.3.3 Work with businesses, planners and government at all levels to facilitate key infrastructure to support business growth

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Work with our community, business sector and government to identify and facilitate key infrastructure projects	Contribute to metropolitan and state-wide strategic economic planning	Community, Strategy and Innovation	✓
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### 6.3.4 Foster a collaborative approach to continue city centre renewal

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Facilitating revitalisation projects which encourage improved facilities in our city and local centres	Deliver economic development and activation projects across the city	Community, Strategy and Innovation	✓
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City of Newcastle

10,000 Reasons Why choose Newcastle FAQs [Apply Now](#)

# 10,000 REASONS TO MOVE TO NEWCASTLE

There are 10,000 reasons to work and live in Newcastle. And here's one more. Apply now and you could receive a \$10,000 New Move relocation grant to get your new life started.

[Apply Now](#)







# Open and Collaborative Leadership

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

## Community Objective

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

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

7.3 Active community engagement in local planning and decision-making processes and a shared responsibility for achieving our goals

7.4 A local government organisation of excellence





### Highlights of Open and Collaborative Leadership



**1,943**  
visitors to our customer counter



**98%**  
satisfaction with  
experience/interaction in the  
new Customer Service Centre

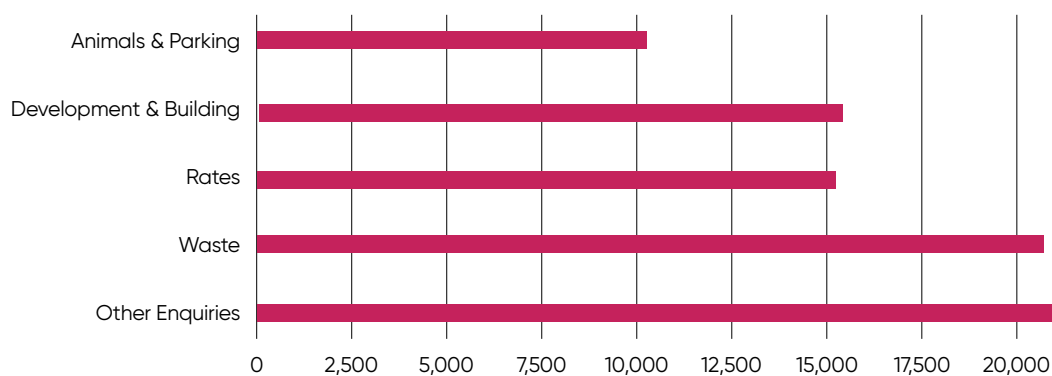
**98,147**  
calls taken on  
4974 2000



 **226**  
compliments received  
(down 4 compared to same period last year)

 **97**  
complaints received  
(down 8 compared to same period last year)

### Top reasons why customers contacted CN (July to March 2021)



## What we did

### Upstanding Novocastrians honoured at award ceremony

Australia's first recognised Indigenous surgeon and a passionate advocate for health equality, Associate Professor Kelvin Kong, has been honoured CN's Citizen of the Year 2021.

As one of only three Indigenous surgeons in the country, Dr Kong is passionate about addressing the disparity in health outcomes between Indigenous and non-Indigenous children. Each year, he spends time working in remote Australian communities, providing access to quality healthcare that would otherwise be limited or unavailable.

Awarded Newcastle's Young Citizen of the Year 2021 was professional netballer Samantha Poolman.

Poolman, of Rankin Park, was recognised for her contributions to women and girls in sport, representing Newcastle in the GIANTS Netball team at the sport's most elite level. She is also an ambassador for the Confident Girls Foundation, inspiring and empowering a new generation of young netballers.

This year CN also awarded a Senior Citizen of the year accolade to Jaci Lappin, CEO of Carrington Bowling Club, for her dedication to providing a safe, inclusive space for the community to gather, enriching the city's vibrant social tapestry through a range of community activities. This became even more significant at the height of the COVID-19 pandemic when social isolation was prevalent.

Taking out Community Group of the Year 2021, Hamilton Business Association Inc was recognised for its commitment to the betterment of the Hamilton community, and the Association's renewed sense of purpose to attract people to the Beaumont Street precinct and surrounds.

The Hamilton Business Association has worked closely with CN during the COVID-19 pandemic to ensure the community's safety, a partnership from which the LiveSpots initiative was born, helping local musicians recover from the pandemic's economic impact.

### Independent report commends CN's rapid response to COVID-19

CN's timely and targeted response to COVID-19 has been praised as best practice crisis leadership delivering clear and measurable benefits to the community and local business.

An independent assessment by the Hunter Research Foundation (HRF) Centre at the University of Newcastle reported that CN "acted quickly and decisively" in developing its Community and Economic Resilience Package (CERP), which was announced on 20 March last year, almost two weeks before NSW went into lockdown.

The \$5.5 million package was unanimously endorsed by Councillors on 24 March, a week before the Federal Government announced its own rescue package for workers with the JobKeeper program.

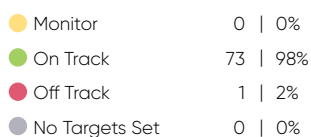
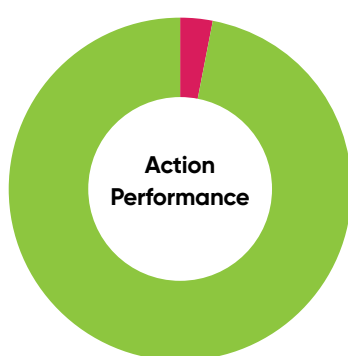
Commissioned by CN, the HRF Centre report said the "well-rounded" nature of the package was one of its key strengths, giving careful consideration to those most likely to be affected by the pandemic including vulnerable populations, the unemployed and small business.

## How we performed

### Total Initiatives

# 98%

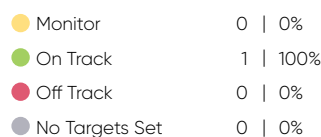
Of Initiatives completed or on track



### Total Key Performance Indicators

# 100%

Of KPIs completed or on track



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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>7.1.1 Encourage and support long term planning for Newcastle, including implementation, resourcing, monitoring and reporting</b>			
Implement the Integrated Planning and Reporting framework	Provide extensive education and strategic framework related to the CSP to staff and newly elected councillors	Community, Strategy and Innovation	✓
	Complete CN's Integrated Planning and Reporting requirements including quarterly reporting against the Operational Plan 2020/21, development of the Operational Plan 2021/22 and the Annual Report 2019/20	Community, Strategy and Innovation	✓
<b>7.1.2 Ensure long-term financial sustainability through short-, medium- and long-term financial planning</b>			
Review and incorporate the financial strategies underpinning all short and medium-term plans into the Long-Term Financial Plan	Ensure the management of CN's budget allocation and funding alternatives are compliant with our policy and relevant legislation to ensure the long-term financial sustainability of the organisation	Finance	✓
	Co-ordinate and update CN's 10 year long term financial plan	Finance	✓
	Improve investment performance of CN's reserves funds within agreed risk	Finance	✓

Effectively and efficiently manage financial operations, systems and information	Manage, monitor and review CN's financial performance in accordance with the Financial Reporting framework	Finance	✓
	Ensure the rates and charges for the financial year are levied and collected in accordance with relevant legislation, whilst also incorporating rates assistance provisions	Finance	✓
	Ensure timely and accurate management of accounts payable, logistics, purchasing and financial authorisations to provide both internal and external customers with a high level of service	Finance	✓

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

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>7.2.1 Conduct CN business in an open, transparent and accountable manner</b>			
Maintain a strong ethical culture and high standard of conduct	Ensure Councillors, the CEO and CN's senior staff demonstrate, through both their words and actions, commitment to the Code of Conduct	Legal	✓
	Provide education, induction and training for both Councillors and staff to ensure they appropriately understand their governance obligations	Legal	✓
Provide open and accessible government information as well as a commitment to the protection of privacy	Process all formal access applications within the statutory timeframes and in compliance with the Government Information Public Access (GIPA) Act	Legal	✓
	Proactively publish more information on CN's website than is legally required and improve efficient release of information	Legal	✓
	Ensure CN meets the highest level of public disclosure regarding all dealings with officials while also meeting its obligations under the relevant privacy legislation and CN's Privacy Management Plan	Legal	✓



<b>7.2.2 Provide timely and effective advocacy and leadership on key community issues</b>			
Provide a clear line of communication between members of the public and Councillors	Release business papers to members of the public in advance of Council meetings	Legal	✓
	Keep Councillors' contact details available and updated so the public can email or speak to Councillors about issues scheduled to go before the elected Council prior to a Council meeting	Legal	✓

<b>7.2.3 Establish collaborative relationships and advocate for local needs with all stakeholders</b>			
Develop partnerships and networking with community, government and business	Support the administration of Business Improvement Associations in Newcastle, Hamilton, Wallsend and Mayfield	Community, Strategy and Innovation	✓
	Work with partners to further explore the United Nations Sustainable Development Goals and how they align to the Newcastle community	Community, Strategy and Innovation	✓

### **7.3 Active community engagement in local planning and decision-making processes and a shared responsibility for achieving our goals**

<b>Delivery Program objective</b>	<b>Operational Plan action 2020/21</b>	<b>Responsibility</b>	<b>Status</b>
<b>7.3.1 Provide opportunities for genuine engagement with the community to inform CN's decision-making</b>			
Increase opportunities for community input into CN's decision-making processes	Conduct genuine community engagement for project plans and strategy	Major Events and Corporate Affairs	✓
Increase profile of community engagement as an integrated function of CN	Expand CN engagement with the community through improved use of digital platforms and communication regarding CN projects	Major Events and Corporate Affairs	✓
Increase engagement with hard to reach groups	Develop targeted engagement strategies to ensure feedback from hard to reach groups is incorporated in CN decision-making	Major Events and Corporate Affairs	✓
<b>7.3.2 An informed community through clear and consistent communications</b>			
Improve reputation and trust	Protect and enhance corporate reputation through media releases	Major Events and Corporate Affairs	✓
	Manage on-budget delivery of CN marketing programs including major event, project specific, facilities and corporate marketing	Major Events and Corporate Affairs	✓
Provide accessible and inclusive communications	Use a range of methods and channels to ensure broad reach	Major Events and Corporate Affairs	✓
	Develop dedicated team of marketing professionals including the internal graphic design service	Major Events and Corporate Affairs	✓
	Implement guidelines for accessible, clear and easy to read graphic design and publishing	Major Events and Corporate Affairs	✓

Increase CN's digital and social media profile and encourage information sharing online	Develop a Social Media Style Guide that aligns with Corporate Brand Strategy	Major Events and Corporate Affairs	✓
	Produce regular print and electronic communications to inform community about CN activities, events and projects	Major Events and Corporate Affairs	✓
	Develop and deliver CN's digital marketing strategy to increase CN's online profile and presence	Major Events and Corporate Affairs	✓
	Advise, implement and deliver effective communication plans and products to promote activities and services	Major Events and Corporate Affairs	✓
Enhance digital platforms	Oversee a website revamp project to improve customer service and access to CN information and news	Major Events and Corporate Affairs	✓
	Implementation of marketing strategic projects including Smart Cities campaign, launch of internal graphic design as costed service, establishment of What's On webpage	Major Events and Corporate Affairs	✓

#### 7.4 A local government organisation of excellence

Delivery Program objective	Operational Plan action 2020/21	Responsibility	Status
<b>7.4.1 Continuous improvement in services delivery based on accountability, transparency and good governance</b>			
Develop a culture of continuous improvement across CN	Promote continuous improvement across CN's services to increase the efficiency and effectiveness of service delivery	Community, Strategy and Innovation	✓
	Undertake a comprehensive review of all CN advertising expenditure and placement to identify and outline a framework for cost savings and improved processes	Major Events and Corporate Affairs	✓
Promote an organisation that eliminates or minimises risk	Maintain and adopt a risk management framework and risk management committee to appropriately identify and manage our risks	Legal	✓
	Ensure compliance with record-keeping standards and legislation, providing for timely and accurate access to information to support evidence based decision-making	Legal	✓
	Adopt and maintain an audit committee in accordance with statutory obligations and recognised best practice	Legal	✓
Ensure accountability for public money and high-level services	Ensure external audits of our financial reports are carried out in accordance with accounting standards	Finance	✓

Effectively and efficiently manage Depot and Fleet operations, systems and information	Provide continued improvement, support and management of CN procedures required to manage the operational works depot and provide the facilities to support the services delivered to the community	Depot Operations	✓
	Manage the operational fleet and plant to provide safe, fit for purpose and legislatively compliant assets	Depot Operations	✓
<b>7.4.2 Provide services that deliver on sustainable community service expectations</b>			
Ensure Asset Management Strategy and Plans capture community service expectations	Integrate business practices with service reporting and review of Service Asset Plans	Community, Strategy and Innovation	✓
<b>7.4.3 Provide the Community with responsive customer service</b>			
Provide our customers with simple and convenient ways to access and do business with CN	Continue to provide high quality customer service delivery to the community via phone and counter channels	Customer Experience	✓
	Evaluate and re-align customer-focused positions and resources to enable an outward, org-wide focus on customer experience	Customer Experience	✓
	Provide regular and meaningful communications around customer experience improvement initiatives and customer satisfaction/success indicators to both internal and external customers	Customer Experience	✓
	Build a culture of empathy and understanding for our internal and external customers whilst growing our service delivery capabilities	Customer Experience	○
Focus our customer service around the quality of service	Create and maintain a high level of customer satisfaction through all services provided at the Museum	Museum	✓
<b>7.4.4 Maintain a high-quality workforce that is responsive to the needs of CN and the community</b>			
Attract and retain a high quality, committed workforce	Communicate and progress CN's Employee Value Proposition	People and Culture	✓
	Create a positive induction/on boarding experience	People and Culture	✓
	Conduct a salary system review which includes a progression framework, job evaluation tools and recognition of critical roles in collaboration with the parties to the City of Newcastle Enterprise Agreement (2019).	People and Culture	✓
	Develop and implement an improved performance and development system including recognition mechanism for high performers	People and Culture	✓
	Review and update position descriptions to ensure role clarity and capacity to meet future demands	People and Culture	✓

	Review use of contingent labour to address short term needs and provide job security for permanent staff	People and Culture	✓
Invest in the capabilities of our people	Develop and implement a succession planning framework for critical (and emerging) roles and retirement planning	People and Culture	✓
	Develop and implement an improved performance and development framework including identification of career paths and access to development opportunities	People and Culture	✓
	Develop and implement training to support the introduction of new and emerging technologies	People and Culture	✓
	Facilitate the introduction of mentoring arrangements	People and Culture	✓
	Invest in leadership development for both current and future leaders	People and Culture	✓
Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing	Continued investment in activities to enhance our organisational culture and build courage, trust and pride	People and Culture	✓
	Implement our Diversity Management Plans, (Aboriginal and EEO Employment Strategy, Reconciliation Action Plan, Disability Access and Inclusion Plan) through integrated actions	People and Culture	✓
	Design and implement a health and wellbeing strategy	People and Culture	✓
	Continue to develop our safety culture	People and Culture	✓
Plan for our future workforce needs	Align annual vocational/ tertiary program recruitment to critical roles and retirement trends identified in this plan	People and Culture	✓
	Review FTE requirements and critical roles annually as part of the corporate planning process	People and Culture	✓
	Develop and implement transition to retirement arrangements to facilitate knowledge transfer	People and Culture	✓
	Review true vacancies regularly to offer opportunities and flexible options for critical emerging and development roles	People and Culture	✓



Continue to develop our safety culture	Develop opportunities for improved return to work processes and collaborative inclusion	People and Culture	✓
	Develop opportunities for Work Health and Safety (WHS) mobility and ease of user access. Establish dynamic WHS statistical reporting	People and Culture	✓
	Ensure our mandatory training requirements are continuously met	People and Culture	✓
<b>7.4.5 Support the community and organisation through improved IT services that meet community needs</b>			
Focusing on delivering valuable services to the customer by driving seamless and effective customer engagement across multiple channels and changing into a regional information hub	Continue to meet the needs of our customers regarding our Apps and CN interfaces	Information Technology	✓
Establishing a sustainable, high performing organisation that leverages technology to enable a modern and agile workforce and translates data into actionable insights to optimise business operations	Next Generation Information and Communication Technology operating model	Information Technology	✓
	Governance for information and technology	Information Technology	✓
	Continue to be a Geographic Information systems leader	Information Technology	✓
Setting a strong foundation in information and communication technology governance, weaving into all areas of CN as a reliable business partner and facilitating new opportunities for technology transformation	Data ownership and governance model	Information Technology	✓
	Review OneCouncil implementation	Information Technology	✓
	Establish integration framework	Information Technology	✓
Proactively identifying and exceeding customer expectations of the future through driving agility and connectivity, and ultimately supporting the evolution of Newcastle into one of the leading local governments nationally	Implement smart city technology foundation	Information Technology	✓



Young Citizen of the Year 2021  
Samantha Poolman with Lord Mayor Nuatali Nelmes  
and Young Citizen of the Year 2020 Alexa Stuart



Citizen of the Year 2021 Dr Kelvin Kong with  
Lord Mayor Nuatali Nelmes and Citizen  
of the Year 2020 Michelle Faithfull

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