

ATTACHMENTS DISTRIBUTED UNDER SEPARATE COVER

**CCL 22/02/2022 – SIX MONTHLY PERFORMANCE REPORT ON THE
2018-2022 DELIVERY PROGRAM**

PAGE 3 ITEM-17 Attachment A: Six Monthly Performance Report on the
2018-2022 Delivery Program

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Six-monthly
December 2021

Performance Report



Acknowledgement of Country

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.

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

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Our Performance

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Enquiries

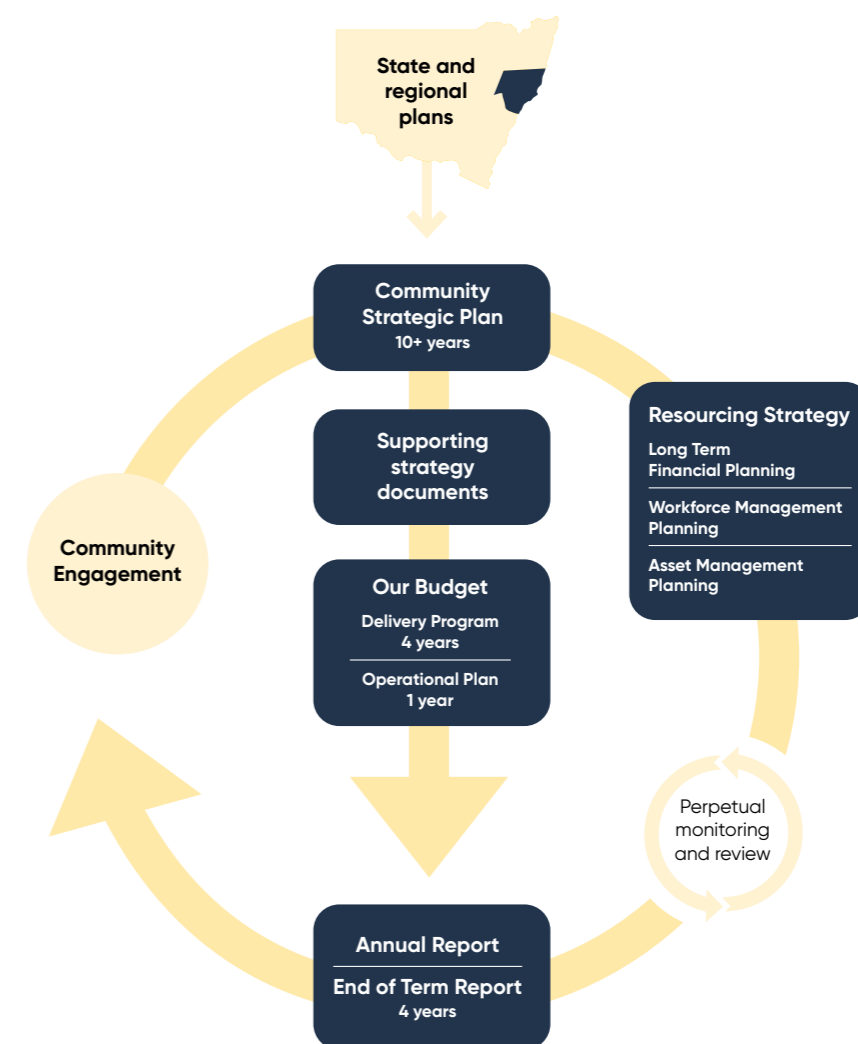
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Why we do the six-monthly performance report

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

City of Newcastle (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 six-monthly 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 reports 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

July to December 2021



620
visitors to our
customer counter



798
webchats
87%
customer satisfaction with
webchat conversations



6,879
bulk waste collections
35,964
tonnes waste collected



68,121
customers to Summerhill Waste
Management Centre



59,007
calls to our customer
service teams



positive feedback by
92%
of visitors to our new Customer
Service Centre
and Digital Library in July
(prior to COVID-19 related closures)



4,556,491 MWH
energy generated
from landfill gas generators



43.50%
waste diversion rate
for municipal collections



80
compliments received
at CN



42
complaints received
at CN



14,627
tonnes waste recycled



272,977
Library loans



331,578
pay by phone
parking transactions



9,311
Lean In Newy downloads

55,975
challenge participants



167,939
access to all service
points at Libraries

264
programs held by Libraries

2,468
total attendance

Our performance

July to December 2021

Development Applications (DAs)



46 days
DA mean net determination times



860
number of DAs lodged



No. of DAs and value of works

approved	798	\$439 million
determined	897	\$476 million



average value of DAs approved per month
\$73 million

Art Gallery



12,828
Art Gallery visitors

6,679
e-News subscribers

Museum



11,155
Museum visitors

59
program

Civic Theatre



44,852
ticketed attendees

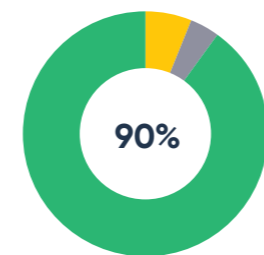
46,770
digital visitors



Rene, waste collection driver

Total initiatives

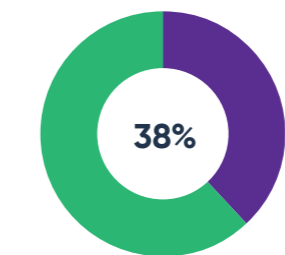
229
Initiatives completed or on track



● On target ● Off track
● Monitor

Works program

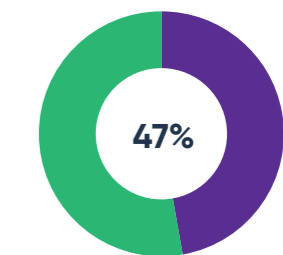
\$40.3 million
Year To Date (YTD) Actual



● Full year budget
● December actual

Total expenditure

\$159 million
YTD Actual



● Full year budget
● December actual

Some of CN's services were impacted by COVID-19 resourcing issues and restrictions during 2021.

Works program summary

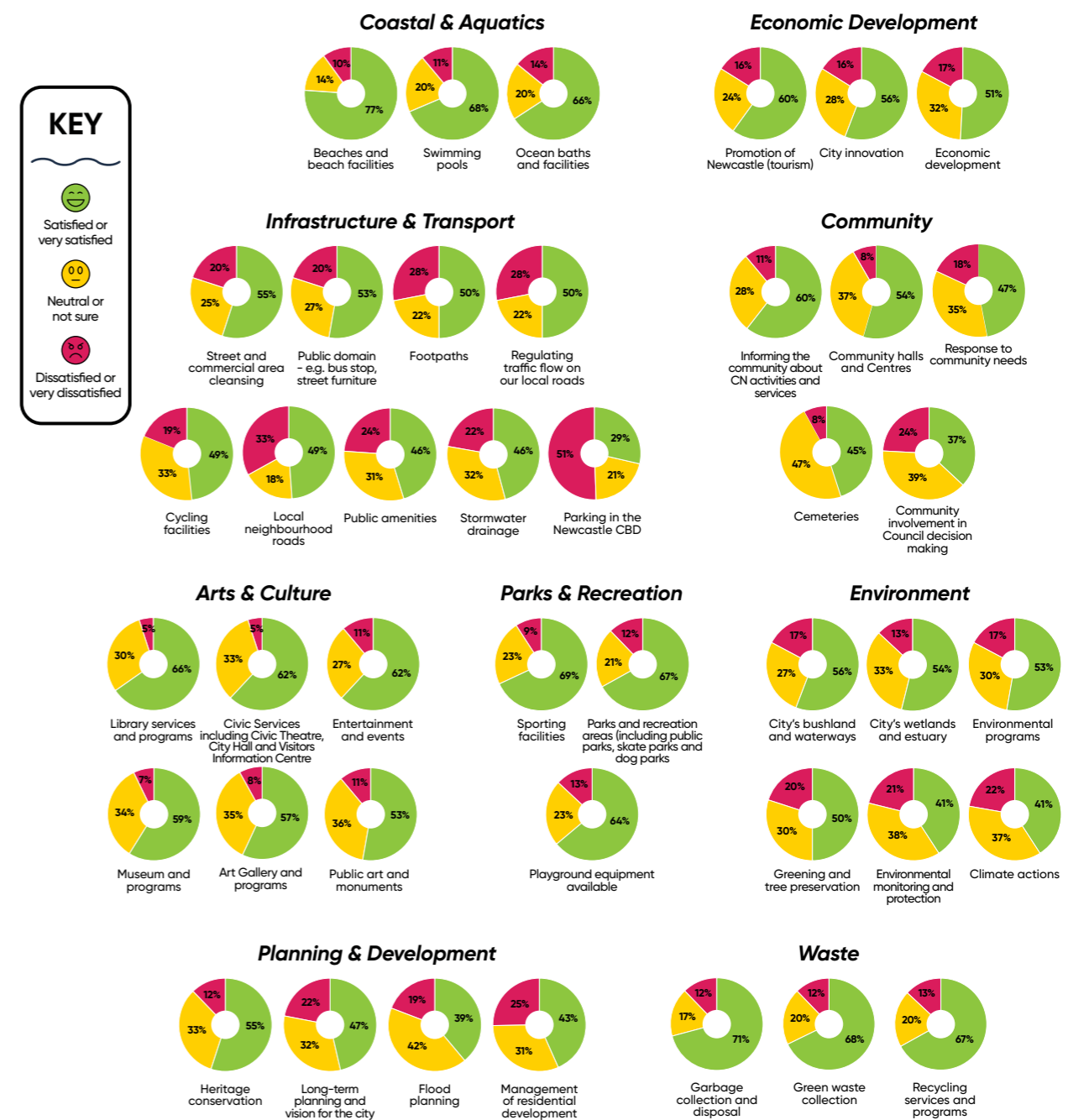
	\$10.7m roads and transport		\$4.6m recreation parks, sporting facilities and open space
	\$3.2m environment		\$3.6m waste management
	\$1.8m civic venues (Libraries, Art Gallery, Museum)		\$1.2m stormwater
	\$2.5m information technology		\$9m priority projects (Blackbutt Reserve, revitalisation of city centre, coast and urban centre)
	\$0.4m aquatic services		\$2m strategic (smart city, economic development and customer experience)
	\$0.8m infrastructure and property		\$0.5m fleet

Community survey summary

CN carries out a community survey on a quarterly basis to better understand key issues, community needs and priorities about the services and facilities provided by CN. The Winter 2021 survey focused on satisfaction with CN services and facilities.

The survey was a combination of random telephone and online surveying. A total of 409 people completed the survey.

Satisfaction with services and facilities





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



<p>3 GOOD HEALTH AND WELL-BEING</p> 	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> 	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 
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We look after



972+ km
of pathways

117
bridges




127
transport shelters
plus 200 stops with seats only

850km of roads
including 70km of state roads
and 44km of regional roads




1,487km
kerb and gutter



In 2020/21
we repaired
105 regional potholes
394 local potholes

We resurfaced
41 streets and laneways

and maintained
1.6km of concrete footpath

What we did

Bypassing freight from residential Newcastle

CN has made a submission recommending plans for a future freight rail link between Fassifern and Hexham go ahead. Currently, freight rail and passenger rail services share the rail network through Newcastle and the Lower Hunter Freight Corridor will significantly ease traffic congestion at level crossings, such as Adamstown and Clyde Street.

CN has requested that the Corridor be aligned to catalyst areas, including the Port of Newcastle and the emerging Black Hill industrial precinct, and sought assurance that key infrastructure projects like the Richmond Vale Rail Trail won't be more onerous or costly as a result.

Richmond Vale Rail Trail a step closer

The landmark Richmond Vale Rail Trail project reached an important milestone, with the Development Application (DA) for the design and construction of Newcastle's section of the Richmond Vale Rail Trail approved by the Hunter and Central Coast Regional Planning Panel.

Approximately 13 kilometres of the path within the Newcastle Local Government Area were approved, and two kilometres of the trail that goes through the Hunter Wetlands National Park will undergo further assessment. CN will seek approval of the two-kilometre section through the Hunter Wetlands National Park in 2022, to move the project towards construction.

The shared pathway will provide a link between Kurri Kurri, Tarro, Minmi and Shortland and will mean users can avoid travelling on the Pacific Motorway, Hunter Expressway, or New England Highway.

Newcastle's network of active transport options continues to grow

In response to the community's demand for more dedicated bike lanes throughout the city for both commuters and recreational users, and with cycling getting increasingly popular during the COVID-19 pandemic, CN is determined to uphold Newcastle's reputation as a cycling and pedestrian-friendly city.

CN is finalising work on the Hunter Street Trial Cycleway project and completion of the first stage of the City Centre to Merewether Cycleway. The second stage of the City Centre to Merewether Cycleway from CBD to The Junction, is commencing soon.

CN is also in the process of improving the shared pathway on University Drive at Birmingham Gardens, and finalising works along the shared pathway at the Warabrook Wetlands.

As Mayfield is experiencing rapid growth CN is investigating cycleway options in Mayfield, that link key locations and connect local cycleways with regional routes.

How we performed

Total Initiatives

86%
Initiatives completed or on track



Monitor 1 | 7%
On Track 10 | 86%
Off Track 1 | 7%
No Targets Set 0 | 0%

Total Key Performance Indicators

100%
KPIs completed or on track



Monitor 0 | 0%
On Track 10 | 100%
Off Track 0 | 0%
No Targets Set 0 | 0%

1. Effective and integrated public transport

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
1.1.1 Support implementation of the Regional Transport Strategy and advocate for public transport improvements			
Collaborate with Transport for NSW to implement the Greater Newcastle Future Transport Plan	Advocate to and collaborate with Transport for NSW to progress actions in the Greater Newcastle Future Transport Plan	Transport and Compliance	✓
1.1.3 Plan and deliver accessible local infrastructure improvements for public transport			
Improve equity of access to public transport, through upgrading of transport stops to meet the disability standards for accessible public transport	Implement the Transport Stops Program including the renewal and upgrades of bus shelters and seating to comply with Federal Government legislation	Assets and Projects	✓

1.2 Linked networks of cycle and pedestrian paths

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
1.2.1 Continue to upgrade and extend cycle and pedestrian networks			
Connect and improve the network	Undertake the investigation, design and construction projects listed in the 2021/22 Cycleways Program	Transport and Compliance	○

1.3 Safe, reliable and efficient road and parking networks

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
1.3.1 Ensure safe road networks through effective planning and maintenance			
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	✓
	Deliver the Roads Resurfacing Program and Road Renewal Works Program, including roads, kerb and gutter, footpaths and stormwater drainage	Civil Construction and Maintenance	✓
	Implement the 21/22 Pedestrian Access and Mobility Plan Program	Transport and Compliance	✓

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

Implement parking controls to support CN's strategic objectives	Review the Newcastle Development Control Plan provisions relating to parking	Regulatory, Planning and Assessment	✓
	Review operational policies and procedures for special parking zones	Transport and Compliance	○
	Liaise with private parking operators and providers to offer better information about off-street availability	Transport and Compliance	✓

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

Make car parking easy with an easy to use parking app that allows users to pay for parking wherever they are	Increase use of EasyPark mobile app	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



<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>6 CLEAN WATER AND SANITATION</p>	<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>
<p>13 CLIMATE ACTION</p>	<p>14 LIFE BELOW WATER</p>	<p>15 LIFE ON LAND</p>	

We look after



607 creeks
reaching a total of **79km**

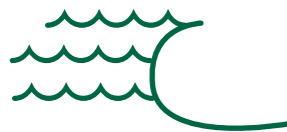
57.8km
tracks and trails



98,221
street and park trees



4.5km
sand dunes



3.5km
coastal cliff line



88
bushland parcels



10km
beaches

64
wetlands
(198ha)



8.7km
river walls



58km
bushland
tracks and
trails



3.7km
sea walls

What we did

CN offsets 360 trees by being paperlite

CN is part of the Print Releaf program, which offsets the pages printed by CN to plant trees and reforest areas.

This initiative aligns with CN's Climate Action Plan and provides benefit back to the community.

Since joining the program in October 2020, we have had 360 trees planted on our behalf to offset the pages that CN employees printed during that 12-month period.

Continued action on climate change

CN continues to demonstrate its leadership in addressing climate change, by joining the international Cities Race to Zero and Cities Race to Resilience campaigns. CN has reinforced its stance on the urgent need for real action on climate change, and its commitment to action in the lead up to the International Climate Conference in Glasgow in 2026 (COP26).

CN is already a member of a number of committees and programs on climate change action. Lord Mayor Nuatali Nelmes is the Chair of the Global Covenant of Mayors for Climate and Energy, and CN is a founding member of ICLEI - Local Governments for Sustainability, a founding member of the Business Renewables Centre, a member of the Cities Power Partnership, and it recently also became a Pioneer City for ICLEI's Cities With Nature program.

In January 2020, CN became the first New South Wales Council to be powered by 100 per cent renewable electricity.

Solar farm anniversary

CN is powering ahead with its commitment to renewable energy, celebrating the success of its solar farm while also rolling out more rooftop solar systems at key facilities.

November 2021 marked two years of operation of the five-megawatt solar farm, which was built at the Summerhill Waste Management Centre on a capped landfill site.

Covering an area of five football fields, the solar farm's 14,500 photovoltaic solar arrays are producing enough electricity to meet the annual power needs of more than 1300 Newcastle households.

The project is expected to save ratepayers around \$9 million after costs, over its 25-year lifespan, and ensure CN is meeting 100 percent of its power supply through renewable energy sources, in conjunction with a power purchase contract that sources electricity from the state's largest wind farm.

Individual rooftop solar systems also added to CN's clean energy mix, with more than 900 kilowatts of photovoltaic systems installed across 16 key council sites including the City, Wallsend and New Lambton libraries, No.1 and No.2 sportsgrounds, Newcastle Art Gallery, Newcastle Museum, the City Administration Centre at 12 Stewart Avenue, the Visitor Information Centre and the Works Depot, with systems commissioned at Fort Scratchley and Summerhill Waste Management Centre, and planning underway to add a rooftop solar system to the Civic Theatre.

How we performed

Total Initiatives

100%

Initiatives completed or on track



Monitor	0 0%
On Track	26 100%
Off Track	0 0%
No Targets Set	0 0%

Total Key Performance Indicators

100%

KPIs completed or on track



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

2.1 Greater efficiency in the use of resources

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
2.1.1 Improve waste minimisation and recycling practices in homes, workplaces, development sites and public places			
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 Services to review and prioritise key business improvement initiatives	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	Utilise 100% renewable energy supply for CN operations	Community, Strategy and Innovation	✓
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2.1.3 Encourage energy and resource efficiency initiatives

Encourage energy and resource efficiency	Develop and implement an organics facility	Waste Services	✓
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2.2 Our unique natural environment is maintained, enhanced and connected

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
2.2.1 Provide and advocate for protection and rehabilitation of natural areas			
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	✓
	Deliver improvements works across identified natural areas and reserves including 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	Waste Services	✓
	Deliver an Environmental Improvement Program to address audit and environmental risks	Waste Services	✓

2.2.1 Provide and advocate for protection and rehabilitation of natural areas

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 2021/22	Responsibility	Status
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2.3.1 Ensure decisions and policy response to climate change remains current and reflects community needs

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	✓
Deliver the Climate Action Plan	Ensure best practice use of resources across CN facilities and operations	Community, Strategy and Innovation	✓
	Identify and implement actions to reduce emissions in products and procedures across CN operations	Community, Strategy and Innovation	✓
	To create a resilient city that reduces its share of emissions	Community, Strategy and Innovation	✓
	Supporting the transition to clean, efficient, emissions-free plant and fleet across CN operations	Community, Strategy and Innovation	✓

2.3.2 Support individuals and communities to prepare, respond and recover from emergency events

Support individuals to prepare, respond and recover from emergency events	Build on CN's Emergency Management Framework to respond to and recover from a crisis or emergency with minimal impact to life, assets or environment	Legal	✓
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Solar farm at Summerhill



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



We look after



1
holiday park



6
surf clubs



5
inland swimming pools



2
ocean baths



134
playgrounds



1
Art Gallery



10km
beach



11
Libraries

What we did

59,000 visitors to our Digital Library in its first year

Novocastrians embraced the chance to learn digital skills and access cutting-edge technology at the Newcastle's newest library, which has attracted more than 59,000 visitors in its first year.

The Digital Library is co-located with CN's Customer Service Centre and mobile Council Chamber on Level 1 of 12 Stewart Avenue, and it's a thriving creative hub that has proved popular with residents and city workers since its opening in September 2020.

The Digital Library offers the community access to a podcasting studio, an industrial 3D printer, interacting with Pepper the programmable robot, and a digital multimedia 'Magic Box', which highlights the library's rare books collection through interactive video, photos and newspaper articles.

It also features a Grab'n'Go collection of the latest and most popular books, CDs and DVDs, large touchscreens with access to thousands of newspapers and magazines, along with free access to Wi-Fi, tablets, and personal computers.

New playgrounds at our local pools in time for summer

Two new playgrounds have been constructed at Mayfield and Wallsend Swimming Centres, just in time for summer. Both playgrounds feature a variety of equipment including swings and climbing frames to keep the kids entertained. We're also constructing additional shelter, seating and a connecting pathway to link to the playground at Wallsend, and have recently complete a new accessible change room area at Mayfield.

Sporting facilities set for upgrades

Sporting facilities upgrades for Alder Park in New Lambton, Empire Park opposite Bar Beach, Cook Park in Shortland, and Hamilton Park Tennis Club were among 59 projects awarded a combined \$450,000 in funding from CN.

The Community Support and Infrastructure Grants assist a wide variety of projects across diverse funding streams including arts, culture and heritage projects, environmental programs and social inclusion initiatives. Façade improvement projects and sustainability initiatives have also been funded through the program.

CN invests \$135,000 into multi-arts activation

Local arts, cultural, and tourism businesses are set to benefit from the opening of a multi-arts activation at the Nobbys lighthouse site, called the Lighthouse Art.

This was an initiative by the Hunter Writers Centre, funded by CN in response to COVID-19's impact on the Newcastle economy.

Nobbys-Whibayganba headland cottages will provide studio and exhibition spaces for Indigenous and non-Indigenous writers, musicians, visual and digital artists on weekdays, and host exhibitions and events on weekends.

How we performed

Total Initiatives

97%

Initiatives completed or on track



Monitor 0 | 0%
 On Track 32 | 97%
 Off Track 1 | 3%
 No Targets Set 0 | 0%

Total Key Performance Indicators

100%

KPIs completed or on track



Monitor 0 | 0%
 On Track 11 | 100%
 Off Track 0 | 0%
 No Targets Set 0 | 0%

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
3.1.1 Provide quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs			
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	✓
	Provide open space facilities to meet community needs including playgrounds, outdoor and multipurpose courts, sportsgrounds, exercise equipment, dog off-leash areas	Parks and Recreation	✓

Provide aquatic facilities to meet community needs and industry requirements	Parks and Recreation	✓
Liaise with community and sporting clubs for open space bookings and events	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	✓

3.1.2 Enhance our beaches and coastal areas through upgraded facilities

Continue to support and deliver on our special rate variation project 'Coastal Revitalisation'	Plan, design and implement the remaining sections of Bathers Way	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	✓

3.1.3 Plan, co-ordinate and deliver cultural and community infrastructure and programs

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	✓
	Deliver informed and connected citizen programs whose primary purpose is to connect participants to their community and/or build the capacity of the community to participate in community discussions, access government services, and participate in political processes	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	✓
	Attract exhibitions at Newcastle Museum including travelling exhibitions and community exhibitions	Museum	✓
Provide a range of public and educational programming in partnership with others, to meet community objectives	Develop ambitious exhibition projects that attract local, regional, state and national audiences	Art Gallery	✓
	Provide a range of public and educational programming in partnership with others, to meet community objectives	Civic Services	✓
Work proactively to achieve balanced programming - a mix of genres, tell local stories, reflect the city's identity		Civic Services	✓

3.1.3 Plan, co-ordinate and deliver cultural and community infrastructure and programs

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	✓
	Investigate opportunities for multi-modal online and self-service library hubs	Libraries and Learning	✓
	Provide diversified offerings to meet community and commercial needs. Provide quality of offerings, flexibility and service levels, value for money	Civic Services	✓
	Deliver opportunities to provide members with a modern and intuitive borrowing experience	Libraries and Learning	✓

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
3.2.1 Celebrate Newcastle's history, cultural heritage and cultural diversity			
Grow the city's identity via its collections of art and artefacts, local history and architecture	Develop innovative solutions to preserve and protect Newcastle's local history and heritage collection	Libraries and Learning	✓
	Deliver programs that create stronger and more creative communities whose primary purpose is to support expressions of culture, identity and community pride	Libraries and Learning	✓
3.2.2 Increase collaboration with artists and practitioners in the cultural sector			
Promote the Newcastle Library's Local History and Heritage Collections through a range of exhibitions, partnerships and programs	Present nationally recognised work, build local reputation nationally	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 exhibitions 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 2021/22	Responsibility	Status
3.3.1 Collaborate with local groups and services to address crime and safety			
Provide CN facilities that are safe, welcoming and inclusive	Participate in community sector networks that work towards community safety across the LGA	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	✓
3.3.2 Plan for a night-time economy, characterised by creativity, vibrancy and safety, that contributes to cultural and economic revitalisation			
Implement policy and strategic initiatives to encourage more diverse night-time venues	Apply crime prevention through environmental design principles for all new and replacement infrastructure	Assets and Projects	✓
	Support projects to increase and enhance venue diversity, support public space activation and plan for future initiatives	Community, Strategy and Innovation	✓

*Action has been affected by COVID-19.



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



<p>1 NO POVERTY</p>	<p>2 ZERO HUNGER</p>	<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>4 QUALITY EDUCATION</p>
<p>10 REDUCED INEQUALITIES</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>

What we did

New plan to ensure Newcastle is an inclusive community for all

CN has reaffirmed its commitment to ensuring Newcastle is an inclusive community for all, via an updated Disability Inclusion Action Plan (DIAP). It is estimated that 30,000 Novocastrians are living with a disability and the DIAP acts as a roadmap to guide CN's actions.

CN's first DIAP 2016 - 2019 achieved many positive outcomes including the establishment of the Access Inclusion Advisory Committee to provide people with disabilities a stronger voice to Council. Committee members have been consulted and have co-designed a number of major projects for CN, including the planned revitalisation of Newcastle Ocean Baths, and inclusive play spaces for Stevenson Park and Harbour Foreshore.

The DIAP and the Advisory Committee have also initiated the establishment of the inclusive 'Count Us In' Festival and improved accessibility to Nobbys Beach and Newcastle Museum through the installation of an adult lift and change facilities.

Landmark Newcastle Art Gallery exhibition receives national recognition

A Newcastle Art Gallery exhibition that showcased works of art never before seen outside of the Torres Strait has been announced as the winner of the Promoting Indigenous Recognition Award at the National Local Government Awards.

Newcastle Art Gallery's WARWAR: The Art of Torres Strait, exhibition focused on the Torres Strait Islander (TSI) culture and its launch coincided with the raising of the TSI flag at City Hall for the first time in the building's 92-year history.

The award-winning WARWAR: The Art of Torres Strait was developed in collaboration with highly awarded Torres Strait Islander artist and curator Brian Robinson, local artist and traditional performer Toby Cedar and timed to coincide with significant dates such as Mabo Day, Reconciliation Day, Coming of the Light and NAIDOC Week.

Women claim almost three-quarters of spots on the new Council

Nine women have been elected to Council at the local government election held on 4 December 2021, for the first time in Newcastle's 220-year history.

The NSW Electoral Commission finalised the count, with Cr Nuatali Nelmes re-elected as Lord Mayor for a third consecutive term.



Count Us In disability awareness training

How we performed

Total Initiatives

94%
Initiatives completed or on track



● Monitor 1 | 3%
● On Track 30 | 94%
● Off Track 1 | 3%
● No Targets Set 0 | 0%

Total Key Performance Indicators

100%
KPIs completed or on track



● Monitor 0 | 0%
● On Track 10 | 100%
● Off Track 0 | 0%
● No Targets Set 0 | 0%

4.1 A welcoming community that cares and looks after each other

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
4.1.1 Acknowledge and respect local Aboriginal history, cultural heritage and peoples			
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	People and Culture	○
Increase engagement with local Aboriginal community	Support, develop and present work by Aboriginal and Torres Strait Islander people	Civic Services	✓

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	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	Community, Strategy and Innovation	✓
	Facilitate the Youth Employment and Support Initiative under the Newcastle Youth Charter	Community, Strategy and Innovation	✓
	Develop Local Social Strategy	Community, Strategy and Innovation	✓
	Continue Community Sector Network Analysis Program to support the networks in their information share and collaborations	Community, Strategy and Innovation	✓
	Facilitate the western suburbs place based community support program	Community, Strategy and Innovation	✓
	Facilitate the Access and Inclusion Advisory Committee to provide advice to CN on matters of inclusion and access, both within the business and the city	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	✓
Represent and include people with disability in our storytelling and activities, and enable equal access to the venue and programs	Support, develop and present work by people with disability, and groups that suffer social disconnection or disadvantage	Civic Services	✓

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

Deliver the Disability Inclusion Action Plan	Facilitate 'Count Us In' 2021-2022 Festival of Inclusion	Community, Strategy and Innovation	✓
	Deliver key strategic initiatives of the DIAP which progress CN as an inclusive business and deliver inclusion outcomes in the community	Community, Strategy and Innovation	✓
	Upgrade the entry to Beresfield Childcare Centre to make it more accessible to those with mobility needs	Libraries and Learning	○*
	Maintain current access audits and plans, take action on issues of unequal access	Civic Services	✓

*Action has been affected by COVID-19.

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
4.2.1 Ensure people of all abilities can enjoy our public places and spaces			
Ensure that a variety of parklands and recreational facilities are provided, accessible and distributed equitably across the city	Deliver recreation projects that improve accessibility	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	✓
To expand the scope and audience of the Lean In Newy platform	Continue to provide capability for community members to support local charities, groups and businesses	Community, Strategy and Innovation	✓
4.2.2 Improve access to formal and informal lifelong learning opportunities, facilities and services			
Increase engagement with young people	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	Deliver Lifelong Learning Programs whose primary purpose relates to adult or intergenerational literacies and learning	Libraries and Learning	✓
	Deliver quality early education services that meet the National Quality Framework	Libraries and Learning	✓
	Deliver economic and workforce development programs whose primary purpose is to improve employment and productivity outcomes	Libraries and Learning	✓
	Deliver digital inclusion programs whose primary purpose is to increase participants' confidence using digital technology and navigate the online environment	Libraries and Learning	✓
	Actively invest in education and exhibitions programs within the Museum, engaging with identified groups	Museum	✓
	Enhance relationships within and external to CN to promote the Museum	Museum	✓
	Facilitate the 2021 Community Academy for clubs, groups, voluntary organisations	Community, Strategy and Innovation	✓
	Facilitate digital and face to face environments which increase capacity, education and connections of community sector and key community stakeholders in addressing barriers which inhibit social inclusion and community connections	Community, Strategy and Innovation	✓
	Support the Newcastle community sector with initiatives aimed at strategic development, collaborating, networking, and information sharing	Community, Strategy and Innovation	✓
4.2.3 Promote recreation, health and wellbeing programs			
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	✓
	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	✓



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



<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>4 QUALITY EDUCATION</p>	<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>
<p>10 REDUCED INEQUALITIES</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>	

We look after



730 heritage listings

33 archaeological areas and structures

8

heritage conservation areas



2

historical forts



147

public art, fountains and monuments



15

community halls and centres



1

City Hall

What we did

CN recognised for innovative cultural change and city planning excellence

CN's innovative approach to cultural change and city planning has been recognised at the Local Government NSW Planning Awards (LGNSW) and the 2021 Planning Institute Australia (PIA) NSW Awards for Planning Excellence.

CN's Regulatory Planning and Assessment team was awarded a 'Special Acknowledgment' by LGNSW in the 'Cultural Change Innovation and Excellence' category for significantly reducing Development Application processing times to achieve quality urban design outcomes, whilst improving the customer experience.

At the PIA Awards for Planning Excellence, CN received a 'Highly Commended Award' in the 'Great Place' category for the Bathers Way Coastal Revitalisation Project. This award category recognises positive change as a result of quality planning outcomes with a true sense of place, cultural and historical interest, community involvement and a vision for tomorrow.

CN projects receive \$1.2 million funding boost

A café and community facility at Blackbutt Reserve and an improved cycling link between the University of Newcastle and the city centre have received almost \$1.2 million from the NSW Government Resources for Regions Program.

Close to \$900,000 has been allocated for a new community facility for Blackbutt Reserve, with CN committed to funding an adjoining café. The café and community facility are currently in initial planning stages and are set to further enhance the visitor experience and complement the existing native animal exhibits and recreation areas.

An additional \$300,000 has been provided for the installation of traffic signals on Maud Street in Waratah, as part of the broader University to city centre cycleway project which will improve safety for pedestrians and cyclists.

The two CN projects are among 15 projects to share in \$5.6 million in funding under round eight of the Resources for Regions program, which aims to support mining-impacted communities in regional NSW by providing economic opportunities, improved amenity and positive social outcomes.

Upgrade enhances Hamilton community space

James Street Plaza on Hamilton's Beaumont Street has been transformed to create a vibrant, safe and inclusive space for the community to enjoy.

Designed to attract more visitors, families, and shoppers to the area, the upgrade includes new seating, garden beds, trees and new paving.

Public art reflecting Hamilton's history is also a feature of the renewed plaza, while a lighting animation brings the space to life at night.

How we performed

Total Initiatives

78%
Initiatives completed or on track



● Monitor 2 | 11%
● On Track 15 | 78%
● Off Track 2 | 11%
● No Targets Set 0 | 0%

Total Key Performance Indicators

100%
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 2021/22	Responsibility	Status
5.1.1 Protect, support and promote our unique built and cultural heritage			
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	Deliver Capital Works Program, forward planning, maintenance program, and asset management for our Civic Assets	Civic Services	✓
	Provide community access to our Civic venues through tours and open days	Civic Services	✓
	Implement the actions identified for 2021/22 in the Heritage Strategy	Regulatory, Planning and Assessment	✓

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
The land use pattern will reinforce mixed use centres, educational nodes, opportunities for technology-based businesses, supported by integrated transport	Implement the actions identified for 2021/22 in the Local Strategic Planning Statement	Regulatory, Planning and Assessment	✓

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
Protect and enhance heritage buildings, streetscapes, views and key features, as well as, encouraging building innovation	Ensure development applications are assessed in accordance with CN's LEP and DCP 2012. These documents have been developed to protect and enhance Newcastle's unique character	Regulatory, Planning and Assessment	✓

5.2 Mixed-use urban villages supported by integrated transport networks

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
5.2.1 Plan for concentrated growth around transport and activity nodes			
Implement the recommendations of CN's Parking Study and Parking Management Action Plan	Initiate and support events that encourage bike riding, such as National Ride2Work Day, NSW Bike Week, Biketober, local discovery rides	Transport and Compliance	○
	Provide information about our cycling infrastructure, through website updates, publication of project information and hardcopy and online publication of cycling maps	Transport and Compliance	○
	Advocate to the NSW Government for lower speed limits	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	○

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
5.3.1 Ensure sufficient housing diversity to meet community needs, including affordable and adaptable housing options			
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	✓
	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	✓
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	✓
	Implement the actions identified for 2021/22 in the Local Housing Strategy	Regulatory, Planning and Assessment	✓

5.4 Sustainable infrastructure to support a liveable environment

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
5.4.1 Advocate for implementation of energy and resource efficiencies in new developments			
Improve energy and resource efficiency in new developments	Use strategy documents in the Development Control Plan to guide new developments which set minimum planning requirements	Regulatory, Planning and Assessment	○
5.4.2 Plan, provide and manage infrastructure that continues to meet community needs			
Implement best practice asset management to deliver sustainable services	Prioritise renewal of infrastructure to deliver desired levels of service	Assets and Projects	✓
	Installation of smart city infrastructure to support future city needs	Community, Strategy and Innovation	✓
	Continue to deliver the Local Centres Public Domain Program to foster new growth in local centres	Assets and Projects	✓



James Street Plaza, Hamilton



Smart and Innovative

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

Community Objective

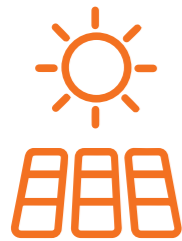
- 6.1 A vibrant diverse and resilient green economy built on educational excellence and research
- 6.2 A culture that supports and encourages innovation and creativity at all levels
- 6.3 A thriving City that attracts people to live, work, invest and visit



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

Electric vehicle charging stations

We look after



Summerhill Solar Farm

5 megawatt solar PV system

14,500 panels

generated **6,909**MWh

In 2020/21 we sourced 100% of our electricity from renewable sources



3 E-Transit Hubs with a total of 11 electric vehicle charge points

In 2020/21 **20,300** people provided feedback on plans, projects and activities



72,272 visits to our Have Your Say page



Launch of Digital Library in 2020/21

59,105 people through the door

141 podcast room bookings

43 tours (not including school holidays or school groups)

15 school holiday programs

13 afterhours literary, history and innovation events

15 school groups (including home schooling and specialised workshops).



Rooftop solar in 2020/21

800 KW of Solar PV installed

across **16** key CN sites

additional **100** Kilowatts being installed

battery storage systems installed at **5** sites

What we did

Bright young minds participate in Future Innovators Summit

The Future Innovators Summit (FIS) was held in Australia for the first time in December, following CN's investment in the art/science event.

The FIS is part of an international series presented by Ars Electronica with collaborating cities around the world and was held in conjunction with related activities delivered through the University of Newcastle's FASTlab and local art technology studio Art Thinking.

The FIS is a program which provides innovative young people the opportunity to connect with like minded changemakers with the objective of questioning, reflecting and activating issues to create a better future.

The Newcastle-based summit focused on four key themes: 'Future Digital', 'Future Education', 'Future Society' and 'Future City'.

During the four-day summit, participants got together with facilitators, mentors and CN representatives to consider and discuss topics based around the key themes, audiences were able to participate in conversations.

CN trials world-leading technology in raingardens to keep waterways clean

CN is leading the trial and implementation of a new sustainable technology that improves cleanliness of stormwater runoff through an innovative filtration system used in raingardens.

Raingardens are small garden beds located along the street, featuring soil and plants that slow down and filter pollution in stormwater, so it doesn't harm waterways and beaches.

CN is the first council to use the biofilter material that contains recycled products within the soil mix, such as crushed recycled glass instead of virgin sand, and organic composted waste products instead of artificial fertiliser and clay.

The unique material can remove pollutants such as sediment and heavy metals that come from our tyres and brake pads as they wear down; grease, oil, petrol and air conditioner coolant that drips from motor vehicles; and excess nutrients from parks and gardens that can cause algal blooms. In addition to filtering the water, the raingardens also create a habitat for flora and fauna and absorb heat, meaning our streets are cooler in summer.

Biofilter raingardens have now been installed at sites in Cooks Hill, Merewether, Mayfield West, Stockton, The Junction and Wallsend. Existing systems in Beresfield and Fletcher will soon be renewed with biofilter material.

How we performed

Total Initiatives 97%

Initiatives completed or on track



Monitor 1 | 3%
On Track 30 | 97%
Off Track 0 | 0%
No Targets Set 0 | 0%

Total Key Performance Indicators 100%

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 2021/22	Responsibility	Status
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			
Embrace digital platforms to broaden audiences for culture	Utilise digital platforms to improve access to the Art Gallery and collection	Art Gallery	✓
Promote the lifestyle and cultural values of Newcastle as a place to work, invest and live	Commence implementation of the Economic Development Strategy for Newcastle	Community, Strategy and Innovation	✓
	Develop policy statements and business cases	Community, Strategy and Innovation	✓
6.1.2 Attract new business and employment opportunities			
Promote the benefits of Newcastle to potential businesses	Continued implementation of NewSkills Program and New Move campaign	Community, Strategy and Innovation	✓

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
6.2.1 Support and advocate for innovation in business, research activities, education and creative industries			
Increase support for and engagement with, local artists, innovative thinkers, academic creatives and cultural practitioners	Support development of local artists and cultural practitioners through collaborations and professional mentoring	Art Gallery	✓
	Update existing libraries and technologies in accordance with the Libraries Infrastructure Plan	Libraries and Learning	✓
	Establish a fully resourced virtual library and seamless online membership experience	Libraries and Learning	✓
	Policy and planning to enable, enhance and support live music	Community, Strategy and Innovation	✓
	Deliver programming that supports the incubation and acceleration of scaling innovative enterprise	Community, Strategy and Innovation	✓
Continue to facilitate innovative ecosystem development projects	The Living Lab is established and CN is actively engaged with Partners and internal stakeholders	Community, Strategy and Innovation	✓
	Establish a community lab and innovation hub that provides and connects communities and business with the knowledge, tools and resources required to innovate	Community, Strategy and Innovation	✓
6.2.2 Support and advocate for the small business sector			
Continue to build on and promote Newcastle's advantages in education, health, energy research and smart city initiatives	Establish and implement small business register; continue and strengthen role of Business Improvement Associations	Community, Strategy and Innovation	✓

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
6.3.1 Facilitate events and festivals that attract visitors and support the local economy			
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	✓
	Deliver the Major Events Program	Major Events and Corporate Affairs	✓
	Deliver events and activations at all venues	Civic Services	✓
	Deliver CN Grants and Sponsorship Program	Community, Strategy and Innovation	✓
	Build capacity within the community to write grant applications	Community, Strategy and Innovation	✓
	Provide additional activation and support during large scale events	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	✓
	Identify and attract major events	Major Events and Corporate Affairs	✓
	Provide activation and support for tourism industry and local providers	Civic Services	✓
	Implement communications and marketing to increase visitation to our What's On website	Major Events and Corporate Affairs	✓

6.3.2 Work with the tourism sector to further develop Newcastle as a visitor and event destination

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
Implement the Destination Management Plan	CN to continue its leadership role in developing the visitor economy	Major Events and Corporate Affairs	✓
	CN to continue its leadership role in developing and implementing key strategic plans and actions including the Destination Management Plan	Major Events and Corporate Affairs	✓
	Continue to work with industry and state government to promote Newcastle as a leisure destination to out-of-region audiences through targeted research, campaigns and communications - intra and interstate to remain focus	Major Events and Corporate Affairs	✓
Continue to work on researching and promoting sector infrastructure issues, including accommodation and conference facilities	Promote Newcastle as a destination for business, association and professional conferences and events through dedicated business events promotional activities	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	Maintain digital consumer assets including Visit Newcastle website and Business Events website as well as print promotions such as City Guide, self guided itineraries and maps	Major Events and Corporate Affairs	✓
Utilise economic and business information to track city and key industry trends	Collect visitation statistics to Fort Scratchley to assist in Marketing as a distinct and significant cultural tourism destination	Museum	○

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

Work with our community, business sector and government to identify and facilitate key infrastructure projects	Establish and implement new datasets of relevant information related to economic activity and population profiles in Newcastle	Community, Strategy and Innovation	✓
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6.3.4 Foster a collaborative approach to continue city centre renewal

Facilitating revitalisation projects which encourage improved facilities in our city and local centres	Deliver the East End and West End public domain plans including improvements at Foreshore and Pacific Park	Assets and Projects	✓
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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



<p>5 GENDER EQUALITY</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>
<p>17 PARTNERSHIPS FOR THE GOALS</p>			

What we did

CN helps drive lifesaving blood and plasma donations

CN staff and Councillors have volunteered their time (and arms) to help raise awareness of the urgent need to give blood, with months of lockdown causing a massive shortfall in blood and plasma donations.

Newcastle was in particular need of O negative blood and plasma donations with supply at a ten-year low, due to the pandemic. At least 2,300 donations are needed each month just in Newcastle to meet the current demand to assist cancer patients and to get people through other serious health challenges in their lives.

This year, CN's Lifeblood team have made 137 donations, thus saving 411 lives, but due to COVID-19 restrictions this year the number is lower than previous years.

Collectively so far, Lifeblood teams in Newcastle have helped save 17,800 lives in 2021. More than a third of Newcastle's blood supply locally comes from local business, sporting, and community groups.

Newcastle recognised for innovative approach to economic development

CN's innovative approach to talent attraction and economic development has been recognised at the 2021 National Economic Development Awards for Excellence.

The recently adopted Economic Development Strategy was shortlisted as a finalist in the 'Strategic Thinking' category for its transformative and innovative vision and leadership toward economic development over the coming decade.

The talent attraction and relocation program, New Move was also shortlisted as a finalist in the marketing category for its novel '10,000 Reasons' promotional campaign to incentivise 30 skilled, community-minded individuals to relocate to Newcastle with a \$10,000 grant.

Employment opportunities that focus on Newcastle's COVID-19 response

CN will welcome 12 trainees, apprentices and graduates creating employment opportunities for Newcastle's young people as part of its response to COVID-19.

CN will begin recruiting for its annual intake of early career positions, with roles available across a range of sectors including business services, customer service, greenkeeping, horticulture, conservation, metal fabrication, carpentry, civil construction and human resources.

The successful applicants will bring the total number of apprentices, trainees, undergraduates and graduates to 42.

Commercial kitchen facilities dish up support to charities

As many Newcastle families were experiencing financial difficulty and facing economic uncertainty as a result of the prolonged lockdown, this placed an immense strain on local charities.

CN handed over its unused commercial kitchen facilities during lockdown to help charities prepare healthy meals for families struggling to get by.

Newcastle City Hall's own Executive Chef, Mark Rusev put his culinary skills to use by preparing meals to be delivered to families at Ronald McDonald House.

The commercial kitchen at the Fort Scratchley Function Centre donated to Catholic Care Social Services where they prepared 300 healthy meals each week.



How we performed

Total Initiatives

89%

Initiatives completed or on track



● Monitor 9 | 9%
 ● On Track 85 | 89%
 ● Off Track 2 | 2%
 ● No Targets Set 0 | 0%

Total Key Performance Indicators

100%

KPIs completed or on track



● Monitor 0 | 0%
 ● On Track 1 | 100%
 ● Off Track 0 | 0%
 ● No Targets Set 0 | 0%

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
7.1.1 Encourage and support long term planning for Newcastle, including implementation, resourcing, monitoring and reporting			
Implement the Integrated Planning and Reporting Framework (IPR)	Complete CN's IPR requirements to develop a new Workforce Management plan as required every four years Include in CN's Resourcing Strategy for the provision of resources required to implement the CSP s403(2) act	People and Culture	✓
	Build awareness across staff and councillors, and facilitate implementation of strategic framework for Newcastle 2040	Community, Strategy and Innovation	✓
	Complete CN's IPR requirements including quarterly reporting against the Operational Plan 2021/22, development of the Operational Plan 2022/23 and the Annual Report 2021/22	Community, Strategy and Innovation	✓
Ensure Strategy development is consistent across the organisation and is in-line with our CSP priorities	Build awareness and capabilities around IPR and strategic planning with a corporate online hub	Community, Strategy and Innovation	✓

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

Review and incorporate the financial strategies underpinning all short and medium-term plans into the Long-Term Financial Plan	Ensure the management of CN's budget allocation and funding alternatives are compliant with our policy, relevant legislation, and corporate strategies to ensure the long term financial sustainability of the organisation whilst delivering high-quality services and assets to the community	Finance	✓
	Ensure the management of CN's budget LTFP alternatives are compliant with our policy, relevant legislation and corporate strategies to ensure the long term financial sustainability of the organisation whilst delivering high quality services and assets to the community	Finance	✓
	Ensure management of CN's Investment portfolio is prudent and compliant with our policy, relevant legislation and corporate strategies	Finance	✓
Effectively and efficiently manage financial operations, systems and information	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 2021/22	Responsibility	Status
7.2.1 Conduct CN business in an open, transparent and accountable manner			
Provide open and accessible government information as well as a commitment to the protection of privacy	Deliver a revised Privacy Management Framework	Legal	✓
	Proactively publish more information on CN's website than is legally required and improve efficient release of information	Legal	✓

CN's corporate governance, legislative compliance and policy framework is well understood and embedded into strategic objectives empowering staff and the elected Council to make evidence based decisions	Deliver a review of CN's Governance Framework	Legal	✓
	Ensure Councillors understand their obligations as elected representatives	Legal	✓
	Provide a clear line of communications between members of the public and Councillors	Legal	✓
	Implement a delegations management system at CN	Legal	✓
	Ensure staff understand their governance obligations	Legal	✓
	Deliver a revised Fraud and Corruption Prevention Framework	Legal	✓
	Implement a legislative compliance management tool	Legal	✓
	Complete Council-term review of policies, and implement annual policy review program	Legal	✓
7.2.2 Provide timely and effective advocacy and leadership on key community issues			
Improve recognition and build trust	Enhance and build trust with effective communications and genuine community engagement	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 a dedicated team of marketing professionals including the internal graphic design service	Major Events and Corporate Affairs	✓
7.2.3 Establish collaborative relationships and advocate for local needs with all stakeholders			
Develop partnerships and networking with community, government and business	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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
7.3.1 Provide opportunities for genuine engagement with the community to inform CN's decision-making			
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 and implement communications campaigns using a range of channels and media to reach community and stakeholders with key information	Major Events and Corporate Affairs	✓
	Deliver an expanded engagement program for CN including increasing Have Your Say panel membership, education and awareness of key initiatives, and providing a range of opportunities for people to provide feedback through digital and traditional methods	Major Events and Corporate Affairs	✓
7.3.2 An informed community through clear and consistent communications			
Compliance with record-keeping standards and legislation providing open and accessible government information and a commitment to the protection of privacy and confidentiality	Provide advice on the proactive publication of information	Legal	✓
	Deliver a revised records management program	Legal	✓
	Continue to deliver digitisation of hard copy records	Legal	✓
	Continue to develop a strong information /records management culture	Legal	✓
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	✓
	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 2021/22	Responsibility	Status
7.4.1 Continuous improvement in services delivery based on accountability, transparency and good governance			
Develop a culture of continuous improvement across CN	Plan and develop an organisational excellence framework	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	✓
Accurate digital collection management data and locational information	Conduct monthly collection management record auditing	Museum	✓
Provide assurance to CN employees and the community that risks are identified and managed effectively to achieve organisational priorities and strategic objectives	Mature CN's Enterprise Risk Management Framework and continue to embed into decision making	Legal	✓
	Adopt and maintain an audit committee in accordance with statutory obligations and recognised best practice	Legal	✓
Provide assurance that risks are identified and managed effectively to achieve organisational priorities and strategic objectives	Continue to embed a risk aware culture integrated with CN strategy	Legal	✓
	Implement and deliver an emerging risk program	Legal	✓
	Implement CN's revised Business Continuity framework and deliver the annual test of CN's Business Continuity Plans	Legal	✓
	Ensure CN's insurance coverage appropriately protects CN's risk exposures and claims are managed fairly and timely	Legal	✓
	Deliver an audit program aligned to strategic and key operational risks	Legal	✓
Embed legal processes into CN strategy and decision making	Provision of high quality and timely legal advice on high risk matters aligned to CN's strategy	Legal	✓
	Provide high quality and timely procurement advice supporting the delivery of CN's capital works projects and value for money to CN	Legal	✓
Embed tendering and contracts management processes into CN strategy and decision making	Provide high quality and timely procurement advice and reduce legal risks associated with contracts management	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	✓
Implement effective and efficient systems	Provide a Human Resource Information System (HRIS) that meets the business needs of the users by delivering comprehensive functionality, valuable reporting, increased efficiency, improved risk management, remaining relevant with a robust self-service function	People and Culture	✓
Provide assurance regarding risk management, governance and controls to CN and the Audit and Risk Committee contributing to the achievement of strategic objectives	Deliver an audit program aligned to strategic and key operational risks	Legal	✓
7.4.2 Provide services that deliver on sustainable community service expectations			
Ensure Asset Management Strategy and Plans capture community service expectations	Implement the Asset Management Planning component of the IPR Framework	Community, Strategy and Innovation	✓

7.4.3 Provide the Community with responsive customer service			
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 realign the customer service team structure and resources to enable an outward looking customer experience culture/focus	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	✓
7.4.4 Maintain a high-quality workforce that is responsive to the needs of CN and the community			
Attract and retain a high quality, committed workforce	Review, analyse and recommend appropriate activities and strategies for Employee Value Proposition focusing on attraction and retention	People and Culture	✓
	Complete salary system review which includes a progression framework, job evaluation tools and recognition of critical roles in collaboration with the parties to the CN's Enterprise Agreement (2019)	People and Culture	✓
	Review, analyse and implement improved activities to build CN's reputation as an employer of choice	People and Culture	✓
Develop an automated system for managers and employees to access, complete and manage centralised reporting of learning and professional development needs	Research, design, develop and recommend Performance and Development Framework including integration with systems to automate processes and provide central online source of performance information	People and Culture	✓
Ensure cultural diversity in candidate and employee population	Implement Diversity and Inclusion Strategy by recommending appropriate activities and strategies for diversity and inclusion	People and Culture	✓
	Design of Aboriginal Engagement Strategy (AES) 2021-2024	People and Culture	○

Invest in the capabilities of our people	Strengthen the role and effectiveness of leaders in supporting injured workers through education, empowerment and accountability for the important role our leaders play	People and Culture	○
	Develop opportunities to enhance injured workers to recover in a sustainable way	People and Culture	○
Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing	Implement the Health and Wellbeing Strategy through amplifying and embedding existing wellbeing initiatives and identifying opportunities and partnerships to enhance the breadth and efficacy of the wellbeing offerings	People and Culture	○
	Develop opportunities for Work Health and Safety (WHS) system ease of user access. Enhance WHS reporting to inform key decisions in Safety and Wellbeing such as funding of wellbeing initiatives	People and Culture	○
	Continue to develop a culture underpinned by safety where our employees feel their wellbeing is valued and their safety is CN's first consideration	People and Culture	○
Establish an engaged workforce that delivers a unique employee experience, and makes people feel more connected to each other and to the vision and purpose of the organisation	Design an engagement and culture strategy that articulates the activities that will build engagement and culture aligned with CN's strategy and vision	People and Culture	✓
Review leadership and cultural programs in line with Culture Strategy, emerging leader competency and capabilities requirements	Research, design, develop and recommend Leadership Capability Framework that clearly defines key competencies and behaviours at CN	People and Culture	✓

7.4.5 Support the community and organisation through improved IT services that meet community needs

Deliver simple and intuitive local government services that are fit for the digital age via outstanding customer and employee digital experiences	Continue delivery of the digital transformation of CN services via the Corporate Website and Customer Service Management Platform, targeting high-impact services first	Information Technology	✓
	Continue to create a more accessible and user friendly customer experience across primary digital channels	Information Technology	✓
	Establish customer-focused digital government KPIs	Information Technology	✓
	Replace high-impact manual and inefficient processes with redesigned digital processes	Information Technology	○
	Establish industry-standard development practices to provide governance and secure development oversight to our digital assets	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	Embed Change Management into the delivery of IT Projects	Information Technology	✓
	Consolidate and enhance the geospatial platform	Information Technology	✓
	Deliver broader application of geospatial across CN, community and stakeholders	Information Technology	✓
	Enhance digital twin including remotely piloted aerial system capabilities	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	Continue to be a geographic information systems leader through active participation in spatial communities	Information Technology	✓
	Data ownership and governance model	Information Technology	○
	Deliver security and governance upliftment	Information Technology	✓
	Define IT strategic vision & direction	Information Technology	○
	Define CN architecture principles and governance processes to drive technology sustainability	Information Technology	✓
Continue to provide customers with end to end service delivery, end user computing and service desk support	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	Continue to lead and champion the value of data and promote the correct use of CN data assets	Information Technology	✓
	Support innovation and implementation of smart city technology and initiatives	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	Define the enterprise Data Architecture Framework and roll-out across IT	Information Technology	✓
	Define and implement data governance, ownership and stewardship for in scope data assets. This will ensure these data assets are maintained at a high level of quality	Information Technology	○
	Support build, and maintenance of targeted high value reporting, dashboards and analytics to allow for meaningful insights evidence based decision making	Information Technology	✓
	Perform data analysis and provide recommendations to decisions makers	Information Technology	○
	Build and maintain the enterprise data platforms that support data management, reporting & dashboard	Information Technology	✓

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