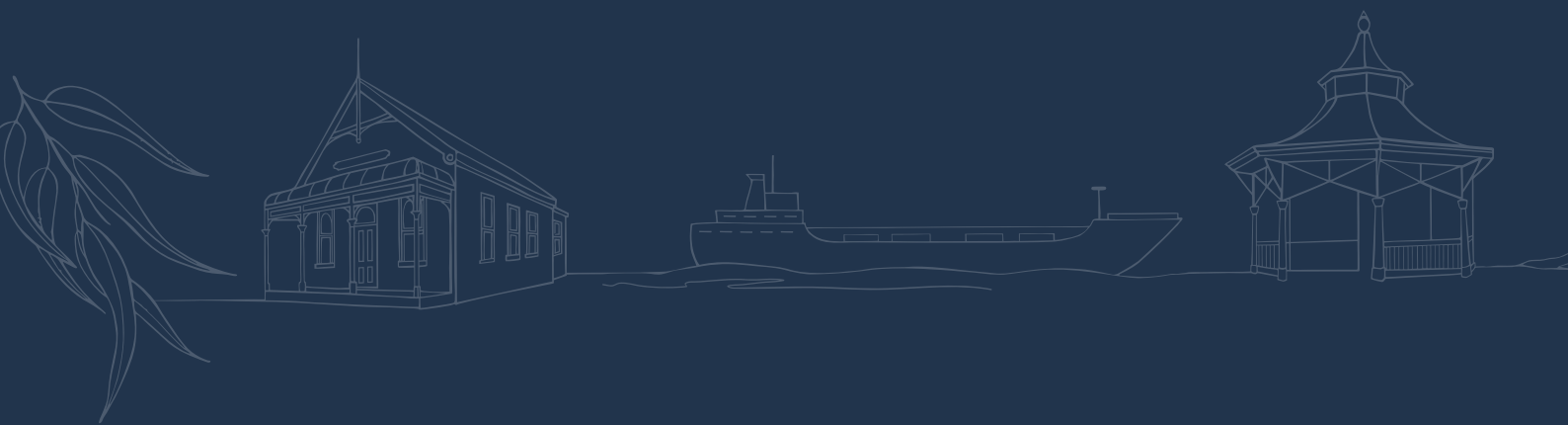




NEWCASTLE 2040

it's our *future*



Enquiries

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This revised 2024/2025 Community
Strategic Plan – Newcastle 2040
was endorsed by Council on
15 April 2025

Welcome

Acknowledgement of Country

“Niirun Yalawa Awabakal dha Worimi burrai”.
We all sit on Awabakal and Worimi land.

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

“Wunyibu wunyibu warra wunyibu wunyibu gkuuba Aboriginal burrai”.
Always was, always will be Aboriginal land.

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

- Nobbys Head – **Whibayganba**
- Flagstaff Hill – **Tahlbihn**
- Pirate Point – **Burrabihngarn**
- Port Hunter – **Yohaaba**
- Hunter River (South Channel) – **Coquun**
- Shepherds Hill – **Khanterin**
- Ironbark Creek – **Toohrnbing**
- Hexham Swamp – **Burraghihnbihng**



Lord Mayor Message

Dr Ross Kerridge



It's fair to say that we believe Newcastle is the best place to live, work and play anywhere in the world. But while there's plenty to love about our incredible city today, we always need to keep our focus on tomorrow, and on how we can continue to enjoy this place we love – long into the future. That's why we've created *Newcastle 2040*: our shared vision for achieving a liveable, sustainable, inclusive global city.

In 2021, *Newcastle 2040* was developed in consultation with you, the community, over a period of 12 months. It represents the collaboration of thousands of interactions, including face-to-face conversations, workshops, surveys, online feedback, advisory committees and stakeholder engagement. Through this community consultation, we have developed four key themes that reflect the aspirations and values of the Newcastle community:

- Liveable Newcastle
- Sustainable Newcastle
- Creative Newcastle
- Achieving Together

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

In 2024, we reached out to the community to confirm we are on the right path to delivering your vision and priorities. It was encouraging to find that 84% of survey respondents felt that our vision reflects their hopes for the future, indicating strong relevance and alignment.

The next decade is set to be an exciting and rewarding time for all of us as Newcastle grows from a great regional city to an emerging global city. I invite you to dream big and join us to make our city a better place for everyone.

Councillor Ross Kerridge

Lord Mayor of Newcastle

CEO Message

Jeremy Bath



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

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

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

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

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

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

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

Jeremy Bath

Chief Executive Officer

Our vision

**Newcastle is a liveable,
sustainable, inclusive global city**



Planning for our future

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

In 2040, Newcastle will be a **liveable, sustainable, inclusive global city**. We will celebrate our unique city and protect our natural assets. We will optimise opportunities and build resilience in the face of future challenges. We will champion inclusion so that everyone is valued, and we will encourage innovation and creativity. As we make our way towards 2040, we will work together to achieve our vision by building trust and collaborative relationships.

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

- Liveable
- Sustainable
- Creative
- Achieving Together

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

Quadruple bottom line

The four key areas of quadruple bottom line reporting; social, environmental, economic, and governance are embedded within the themes, priorities, and objectives of *Newcastle 2040*, ensuring long-term, sustainable outcomes that effectively address the diverse needs and aspirations of the community.

Turning our plan into action

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



Our plan on a page

NEWCASTLE 2040

it's our *future*

Newcastle is a liveable, sustainable, inclusive global city



1. Liveable

SOCIAL
ECONOMIC



1.1 Enriched neighbourhoods and places

- 1.1.1 Create and maintain vibrant, inclusive and well-designed public spaces
- 1.1.2 Promote sustainable and accessible urban design
- 1.1.3 Protect and celebrate Newcastle's heritage
- 1.1.4 Increase access to affordable housing
- 1.1.5 Enhance and protect public safety



1.2 Safe, active and linked movement across the city

- 1.2.1 Develop accessible, connected cycleways and pedestrian networks
- 1.2.2 Maintain safe and efficient road networks
- 1.2.3 Implement effective parking strategies
- 1.2.4 Strengthen active and public transport connections and services



2. Sustainable

ENVIRONMENT



2.1 Action on climate change

- 2.1.1 Support the transition to net zero emissions
- 2.1.2 Assess and share climate risks
- 2.1.3 Support climate change adaption by building resilient communities and urban and natural areas



2.2 Nature-based solutions

- 2.2.1 Protect and regenerate natural systems
- 2.2.2 Protect and expand the urban forest
- 2.2.3 Support the transition to a water-sensitive city



2.3 Circular economy

- 2.3.1 Design out waste and promote resource recovery and reuse
- 2.3.2 Support local supply chains and sustainable procurement

Our commitments

Resilience

Supporting local

Aboriginal and Torres Strait Islander peoples and culture

Our planet

Innovation

Social justice and inclusion



3. Creative

SOCIAL
ECONOMIC



3.1 Vibrant and creative city

- 3.1.1 Plan, support and deliver vibrant events and programs
- 3.1.2 Position Newcastle as a premier destination
- 3.1.3 Foster cultural vibrancy and creativity



3.2 Opportunities in jobs, learning and innovation

- 3.2.1 Provide inclusive learning and employment opportunities
- 3.2.2 Grow our local skills base



3.3 Connected and fair communities

- 3.3.1 Support strong social and cultural connections
- 3.3.2 Celebrate diversity and champion inclusion
- 3.3.3 Promote and support active and healthy communities



3.4 City-shaping partnerships

- 3.4.1 Optimise city opportunities
- 3.4.2 Advocate and collaborate across government, industry, business and community



4. Achieving Together

GOVERNANCE



4.1 Inclusive and integrated planning

- 4.1.1 Ensure financial sustainability
- 4.1.2 Strengthen our integrated planning and reporting
- 4.1.3 Develop a skilled and engaged workforce



4.2 Trust and transparency

- 4.2.1 Foster genuine community engagement
- 4.2.2 Share information and celebrate success
- 4.2.3 Deliver a trusted customer experience



4.3 Collaborative and innovative approach

- 4.3.1 Build a collaborative organisational culture
- 4.3.2 Encourage innovation and continuous improvement

Our commitments

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

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

CN is committed to:

- Aboriginal and Torres Strait Islander peoples and culture
- Our planet
- Resilience
- Supporting local
- Innovation
- Social justice and inclusion





Aboriginal and Torres Strait Islander peoples and culture

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

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

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



Our planet

Our global challenge is to safeguard our environment to meet the needs of present generations while not compromising the ability of future generations to also meet their needs, and to respond to the climate and biodiversity emergencies.

CN commits to enhancing our natural environment by minimising our overall impact and protecting our natural assets. CN commits to measuring and understanding the environmental impact of our operations to develop ways to mitigate these effects while balancing the needs of our community.

Resilience

At CN, we are committed to fostering resilience in every aspect of our operations and community. We recognise that resilience is a shared responsibility, not only within our organisation but across the broader community.

Our focus spans multiple key areas: organisational resilience, which ensures that we remain adaptable and responsive; community resilience, empowering individuals and groups to thrive in the face of challenges; and infrastructure resilience, ensuring that our physical assets withstand and recover from disruptions.

We also prioritise resilience in our services, ensuring that vital programs and initiatives continue to meet the evolving needs of our community. Through proactive land use planning and robust emergency management, we strengthen our capacity to anticipate, respond to, and recover from unforeseen events. Together, we build a stronger, more resilient future for all.

Supporting local

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

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

Innovation

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

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

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

Social justice and inclusion

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

Social justice means that all people have equal access to wealth, health, wellbeing, justice and opportunity.

The four principles of social justice are:

- **Equity:**
Resources are allocated according to need with the aim of achieving more equal outcomes, particularly for those with greater needs or barriers to access.
- **Access:**
People have fair access to services, resources and opportunities to improve their quality of life.
- **Participation:**
People can fully participate in community life and genuinely influence decisions that affect their lives.
- **Rights:**
Human rights are universal – everyone has the right to be treated with respect, equality and dignity. Human rights are the basic freedoms and protections that people are entitled to, including economic, social, cultural and political rights.

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

About Newcastle 2040

From vision to action

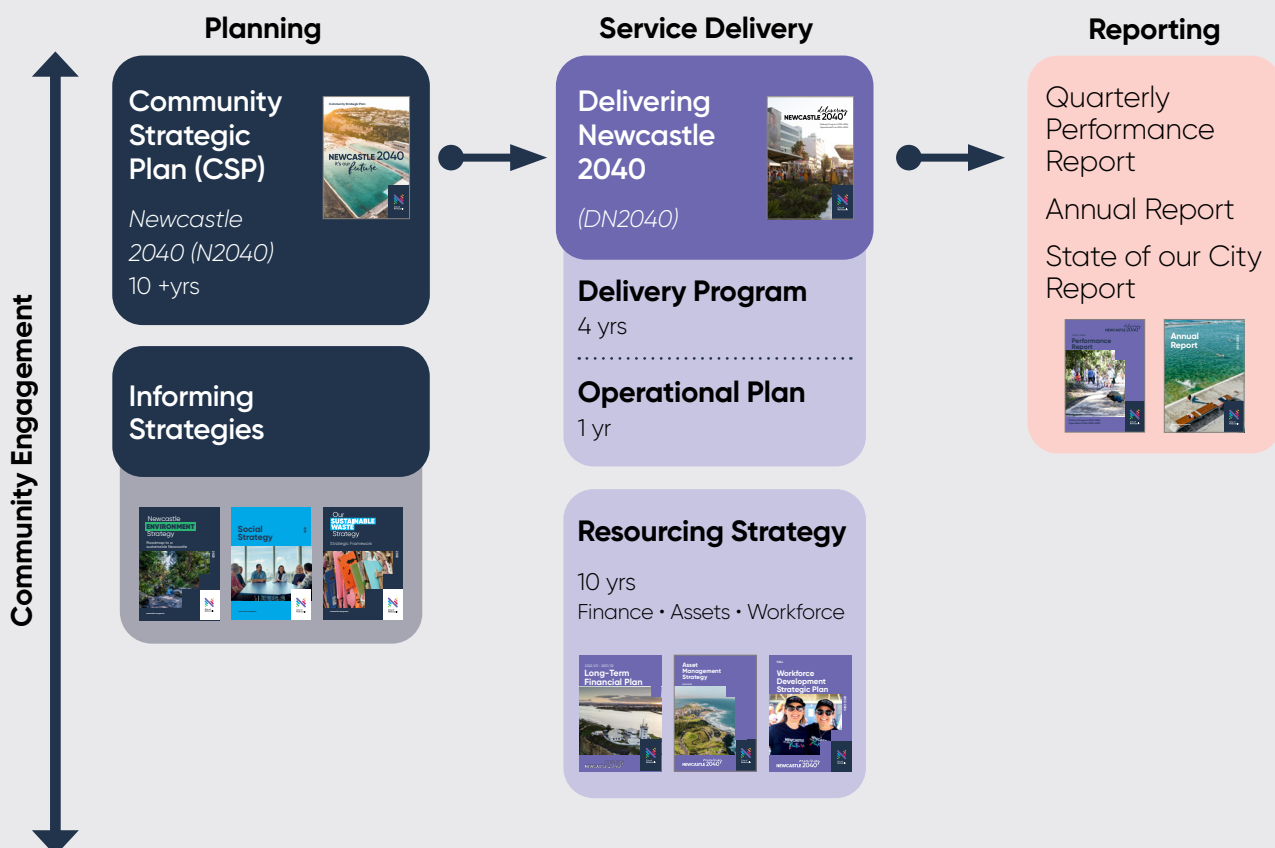
What is Integrated Planning and Reporting (IPR)?

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

Why is IPR important?

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

- Integrate community priorities into strategies and plans
- Support our community and stakeholders to play an active role in shaping the future of their community
- Articulate the community's vision and priorities
- Assign resourcing to support delivery of our vision and priorities, while also balancing aspirations with affordability
- Maintain accountability and transparency through regular monitoring and reporting.



Newcastle 2040

Our community's vision

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

To formulate *Newcastle 2040*, we received approximately 5,000 pieces of feedback from the community between 2019–2021. Legislation dictates that we review and consider updating the Community Strategic Plan – *Newcastle 2040* in the year following an ordinary election of Council.

This version of *Newcastle 2040* reflects further engagement during 2024/2025 to ensure that we have outlined our key directions and actions successfully, and that we are on track to achieve our goals for a liveable, sustainable, inclusive global city.

Community Engagement Strategy

Our plan to engage with our community

The Community Engagement Strategy is a framework for how we will engage with our community to support the development of our plans, policies, programs and key activities. The framework enhances CN's capacity to make well-informed decisions that reflect community needs and priorities to help shape the future of our city.

Delivering Newcastle 2040

Our commitment of delivery to the community

Delivering Newcastle 2040 is made up of the Delivery Program and Operational Plan

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

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

Resourcing Newcastle 2040

Our resources to deliver Newcastle 2040

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

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

Reporting on Newcastle 2040

Our accountability to the community

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

- Quarterly Financial Budget Review Statements
- Six-Monthly Performance Progress Reports
- Annual Report
- State of Our City Report.

Monitoring Newcastle 2040

Our progress towards our vision

We use community and service indicators to track progress and ensure we are moving towards our vision. Community indicators show trends over time, helping us see if changes are heading in the right direction. Service indicators focus on the impact of CN's services on the city and community.



Community Indicators

The wellbeing of our city and community



Service Indicators

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

Our role

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

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

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

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

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

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



Deliver (Control)

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



Partner (Influence)

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



Advocate (Concern)

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



Our stakeholders

	Why our stakeholders are important	Why we are important to our stakeholders	CN engages with this group via
Businesses	Build capacity, create vibrance and drive our city's economy	Provide opportunities for business and promote activities to enhance businesses	Focus groups and workshops, publications, website, social media, annual report and surveys
Customers	Provide us with feedback and utilise our services and products	Provide products and services of good value and quality	Customer service centre, customer experience and satisfaction measures, follow-ups, website, publications, fact sheets
Community groups and volunteers	Build trust and connections with local communities through these services	Provide support and partnerships	Focus groups, committees and training
Employees	Central to the success of our organisation by providing valued knowledge, skills and labour	Provide a fair, engaging and enriched work experience with career development and flexible work arrangements	One Place (intranet), briefings, meetings, surveys, emails, <i>NovoNews</i> (newsletter), interviews and exit interviews
Government	Provide funding opportunities, guidance through regulation and legislation, services, planning direction and networks	Provide local strategies, partnerships and networks	Formal meetings, briefings and networking meetings, correspondence and events, legislative reporting and 1:1 meetings
Media	Build and protect reputation and raise awareness of events, services and facilities	Share information about CN plans, programs, events and key activities	Media releases, briefings, interviews and social media
Partners	Provide shared knowledge, networks, cultural experiences and economies of scale	Provide advocacy, leadership, cultural vibrancy, and resources in line with policy and legislation	Contract management, account management relationships, networking meetings and regular engagement through site visits
Ratepayers	Provide funding for local services and infrastructure; provide guidance, values, engagement and feedback	Generate sustainable growth and returns to the community	Rates notices, community meetings, surveys, <i>City News</i> and other publications, website and annual report
Residents	Provide guidance, values, engagement and feedback	Provide civic leadership representation, services and facilities	Public meetings, <i>City News</i> and other publications, website, social media, annual report, surveys, public exhibitions, community consultations and feedback sessions
Suppliers	Provide products and services of good value and quality	Provide fair access to business opportunities in line with policy and legislation	Contract management and account management relationships
Visitors	Provide economic benefits by visiting, shopping and studying; generate employment opportunities and financial viability	Provide products, services and facilities	Website, social media and other published information, and the Visitor Information Centre

Our services

CN is committed to delivering high-quality services that meet the needs and expectations of our community. To ensure we are aligned with community priorities, we conduct annual research to assess satisfaction levels and gather insights. Through our Service Optimisation program, we will continue engaging with the community to refine service expectations. Our Resourcing Strategies support these efforts by ensuring our people, finances, and assets align with service delivery needs, through clear objectives and strategic actions. Below is a list of the high-level services CN provides to the community.



Planning & Environment

Environmental Strategy

Climate Change and Sustainability

Environmental Assets

City Greening

Blackbutt, Natural Areas and Invasive Species

City Wide Development Assessment

City Significant Strategic Planning

Compliance Operations

Environmental Health

Traffic Engineering and Transport Planning



City Infrastructure

Asset Management

Building Trade Services

Facilities Management and City Presentation

Fleet and Plant Management

Project Management

Civil Construction

Road Maintenance

Depot Management



Corporate Services

Corporate Finance

Contracts and Procurement

Property Services

Rates and Debt Management

Corporate Planning and Performance

Information Technology

Governance and Councillor Services

Legal Services

Records and Information Management

Enterprise Risk and Audit

Customer Service Centre

Business and Customer Improvement

Workforce Development

Safety and Wellbeing

Talent Diversity and Inclusion



Waste Management

Landfill Management and Resource Recovery

Waste Collection and Service Delivery

Community Education Programs

Waste Infrastructure and Assets



Creative & Community

City Events

Marketing and Tourism

Economic Development and capacity building

Visitor Information Centre

Media and Stakeholder Relations

Museum and Libraries

Children's Education Services

Fort Scratchley Historic Site

Art Gallery

Civic Theatre including Civic Playhouse

Civic Venues including City Hall and Fort Scratchley Function Centre

Community Planning and Development

Social Planning

Community Halls and Cemeteries

Aquatic Services - Inland Pools and Professional Lifeguards

Sport and Recreation - Planning, Projects and Maintenance

Parks, Playgrounds, Sporting Fields and Dog Parks

Our Newcastle

Our city, our people

How Newcastle lives, works, plays and invests

Where are we now?



Our city, our people

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

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

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

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

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

Our place in the region

Newcastle is located about 160 km north of Sydney. It is Australia's seventh-largest city and is the centre of the Greater Newcastle Region, the largest regional centre in NSW. Newcastle is the economic hub of the Hunter Region, with an international profile as a major port city and a gateway to the world for the Hunter's rich resources. Newcastle is home to the University of Newcastle (UoN); the John Hunter Hospital, which is the tertiary referral hospital for Northern NSW; and a number of world-class research organisations, including the Commonwealth Scientific and Industrial Research Organisation (CSIRO) Energy Centre and National Solar Energy Centre and the Hunter Medical Research Institute. Newcastle is the cultural heart of the Hunter Region, supporting Newcastle Art Gallery, Newcastle Museum, and the Civic Theatre and Playhouse, and hosting a diverse calendar of cultural events. The Hunter Regional Plan 2041, the Greater Newcastle Metropolitan Plan 2036 and the Hunter Joint Organisational Strategic Plan 2032 are the key regional development planning documents that support Newcastle.

The Greater Newcastle Metropolitan Plan states that:

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



Our population

Newcastle population 2023 **174,294**

Population by 2046 **205,445**

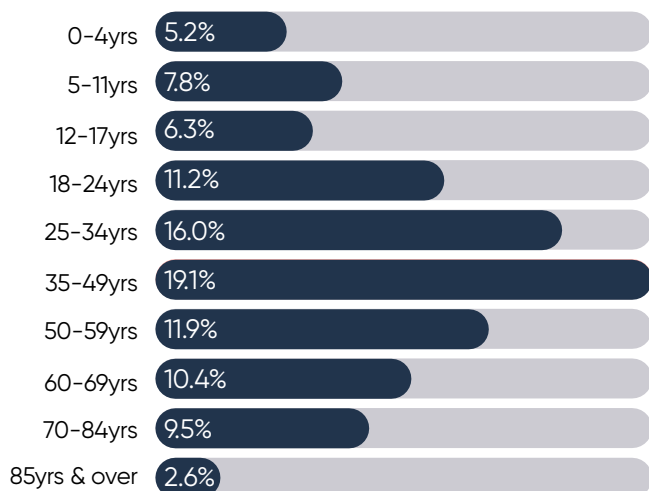
Greater Newcastle population 2021 **604,115**

Population by 2041 **773,825**

Estimated annual population growth rate **0.77%**



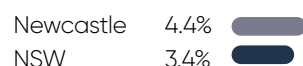
People



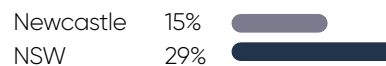
Median age



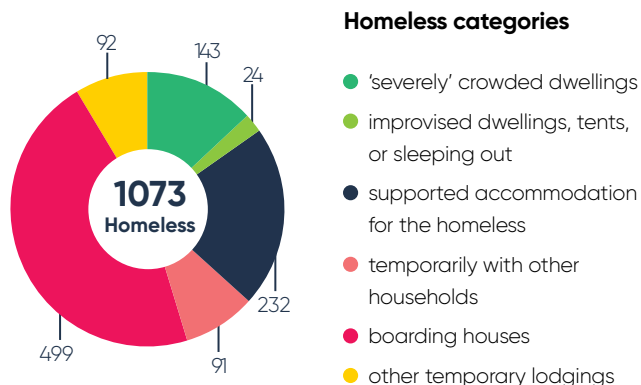
Aboriginal and Torres Strait Islander population



Born overseas



Speak a language other than English



Homeless categories

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

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

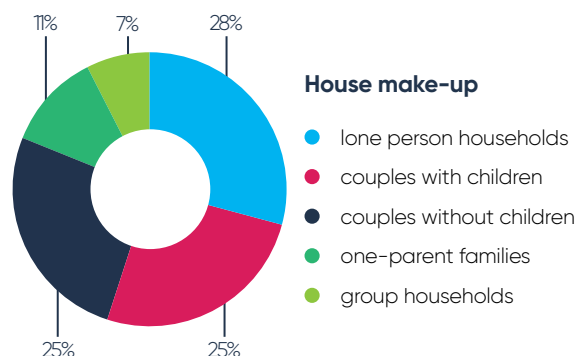
Housing stress

Of the 20,700 households in private rentals in Newcastle 4,935 (23.8%) were in rental stress in 2021 compared to 28.1% for Regional NSW. Of the 20,894 households with a mortgage in Newcastle 1,303 (6.2%) were in mortgage stress in 2021 (Regional NSW average 8.4%).

Our city Newcastle



Live



52 suburbs

Average household size **2.35** people

33% of dwellings are medium or high density

29% of residents fully own their home;
30.3% have a mortgage; **34.5%** are renting

81km of watercourses

91 bushland parcels totalling **5.1 million m²**

113,048 street and park trees

42 inland cliffs totalling **3.6km**

5.7km bushland tracks and trails

14km coastline

65 wetlands

Play

2 ocean baths

5 aquatic centres

10 beaches **6** patrolled beaches

8 lifeguard facilities

17 off-leash dog areas

4 outdoor exercise facilities

12 community gardens

14 libraries (11 CN-owned)

6 surf clubs

250 recreation parks

973km pathways

147 sporting grounds (maintained by CN)

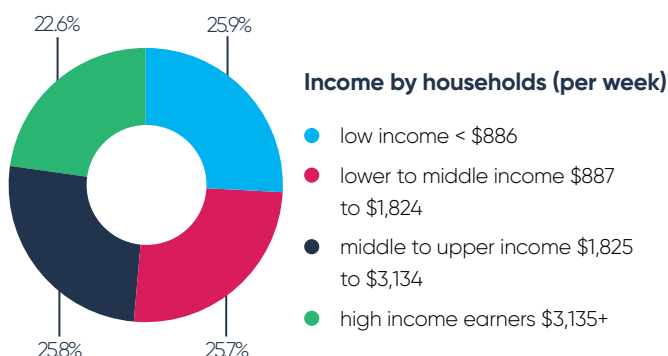
63 sports venues

15 grandstands

14 BMX/skate parks

134 playgrounds (that contain either a playground or exercise equipment)

Work



Top 3 industry sectors by employment

Healthcare and social assistance – creating **29,683** jobs

Construction – creating **15,017** jobs

Education and training – creating **12,882** jobs

142,317 jobs in Newcastle

49.8% live within LGA

Median weekly household income **\$1,802**

Unemployment rate **4.9%**

53.5% journey to work by car

Invest

1 airport

1 holiday park

1 waste and resource recovery centre

125 early education and childcare centres (1 CN-owned)

62 primary and secondary education facilities

\$934.89 million value of building approvals (2023/24)

\$21.06 billion Gross Regional Product (2022/23)

4.64 million visitors to our LGA (2023/24)

\$2.7 billion value of city-owned assets

\$67.1 million received in grants and subsidies (2023/24)

11 tertiary education facilities

Source for community and economic statistics:
<https://newcastle.nsw.gov.au/living/our-city/who-we-are>
<https://profile.id.com.au/newcastle>

Our shared future

Our approach

Opportunities and challenges

From local to global

Sustainable Development Goals (SDGs)



Our approach

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

Collaboration and listening

Newcastle 2040 has been developed through an extensive engagement process undertaken throughout 2019–2021 for the initial development and then again in 2024–2025 for a review. The focus of this process was to listen to the needs and aspirations of our community to determine our future priorities based on our strengths, challenges and opportunities.

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



Where we've been

2019–2021 Engagement

City Leaders Talk
Councillor Strategic Workshop
Plattsburg Public School
Newcastle TAFE
IQ Innovation Event
Newcastle Show
Library Summer Stories event LGBTQIA+
Count Us In – Launch
Count Us In – Multicultural pop-up library
Guide Dogs Newcastle
Seniors' Week
Jesmond Harmony Day
Jesmond Shopping Centre
Blackbutt Indigenous Youth Workshop
Youth Week – Wallsend Skate Park
Wallsend Shopping Centre
Marketown Shopping Centre
Beresfield Local Centre
Dixon Park
Aboriginal and Torres Strait Islander Network Event
Waratah High School Leaders
Future Entrepreneur Workshop
New Local Event – Workshop
CN Strategic Advisory Committees
CSP Survey February 2020
Quarterly Community Survey Dec 2020 & May 2021
Social Pinpoint Survey
Community Online Workshop Nov 2021
Internal New Local Event – Workshop
Internal City Administration Centre, Works Depot and Library Staff
Internal Leadership Team Presentation
Internal <i>Newcastle 2040</i> Champions Sessions

2024–2025 Engagement

CN's Have Your Say webpage (including survey)
Facebook
Instagram
Youtube
LinkedIn
Newsletter distribution
CN Strategic Advisory Committees
Olive Tree Markets
Newcastle Farmers Markets
Blackbutt Reserve
Wallsend Park
Youth Week Open Day
Hunter Disability Expo
Multicultural Services Expo
Rising from the Embers Festival
Internal staff survey
Love Where You Live, Work, Play Competition
Paid advertising campaigns with HunterHunter, Newcastle Weekly and Newy with Kids
Footpath decals across Newcastle

Community involvement

Extensive review

2019-2021

Extensive review conducted over an 18 month period to inform our new Community Strategic Plan - Newcastle 2040

Have Your Say webpage visits **7,757**

Reach across Social Media **103,051**

Reach via e-newsletters **15,000+**

Survey responses **2,450+**

Online Vision Wall Ideas **400**

Pieces of feedback received **5,000**

Minor review

2024-2025

Minor review conducted over a two month period to check-in with the community to inform our revised Community Strategic Plan - Newcastle 2040

Have Your Say webpage visits **3,442**

Reach across Social Media **199,627**

Reach via e-newsletters **2,667**

Survey responses **342**

Online Vision Wall Ideas **55**

Pieces of feedback received **800**

Public exhibition

2024-2025

Legislated Public Exhibition period from 12 December 2024 to 30 January 2025 for the community to comment on the revised Community Strategic Plan - Newcastle 2040

Have Your Say webpage views **11,275***

Social Media impressions/touchpoints **523,937***

Reach via e-newsletters **3,502**

Partner campaign touch points **202,880**

Online form responses **139**

Competition entries **56**

Notes:

*change in metrics

Webpage views = total number of times a specific webpage has been loaded or reloaded

Webpage visits = the number of end-user sessions

Social media reach = estimated total number of unique users who have seen the content

Social media impressions = total number of times content has been displayed. May include multiple views by the same user.

Where do we want to be in ten year's time?

The Newcastle community is clearly passionate about their city and want to work towards our vision of a liveable, sustainable, and inclusive global city. During the review, an impressive 84% of survey respondents indicated that our vision aligns with their hopes for the future. Key topics identified throughout the review include:

Liveable

- Adequate and accessible options for moving around our city
- Active transport, public transport and parking
- Affordable housing
- Well-designed public spaces
- Investment in roads and social infrastructure
- Public safety and inclusive communities

Sustainable

- Care for our environment
- Manage resources and waste
- Utilise sustainable planning and renewable energy sources
- More trees and access to green spaces
- Action on climate change

Creative

- Support arts and cultural opportunities
- Celebrate our diversity
- Enable tourism
- Activate our city with events and entertainment
- Community focus
- Accessibility, diversity and inclusion

Achieving Together

- Continue to provide genuine opportunities for consultation
- Be transparent with information
- Demonstrate accountability to our community
- Advocacy, support and partnerships

Love Where you Live, Work, Play Competition

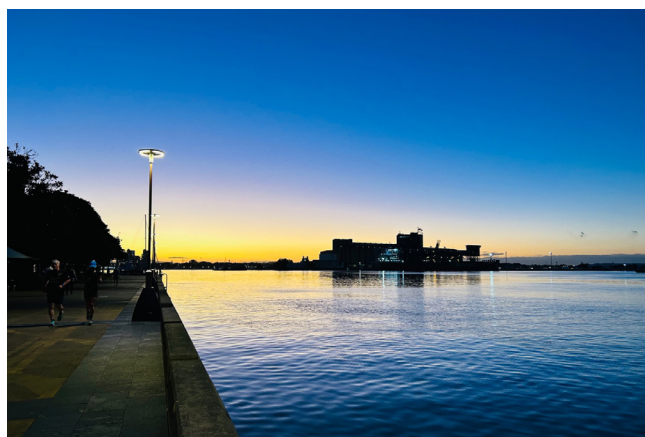
To help celebrate the public exhibition milestone, we launched the Love Where you Live, Work, Play Competition encouraging people to share what they love about the people and places in their local communities. Thank you to everyone who entered the competition - check out some of the entries!



The Connected Novocastrian - Shaylie Pryer



Scooting at Nobby's break wall watching the ships come in - Fletcher Herron, aged 5 years



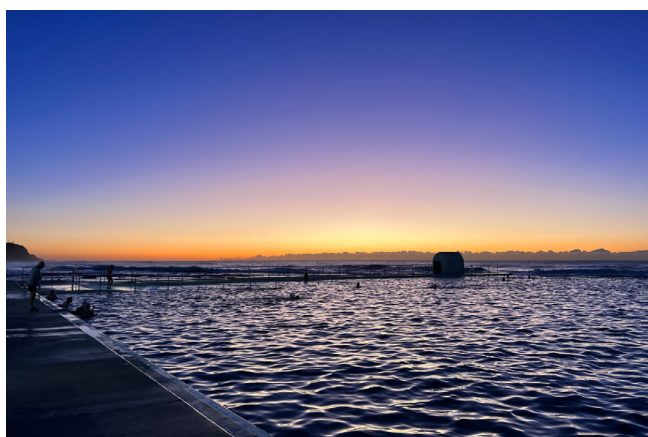
Sunset on Newy Harbour - Linh Nguyen



Today Starts Here - Jeremy Whyte

No other place celebrates all that is
Eternally true blue aussie
With many areas to walk, sit, take in the views!
Yes, Newcastle is where it's at!

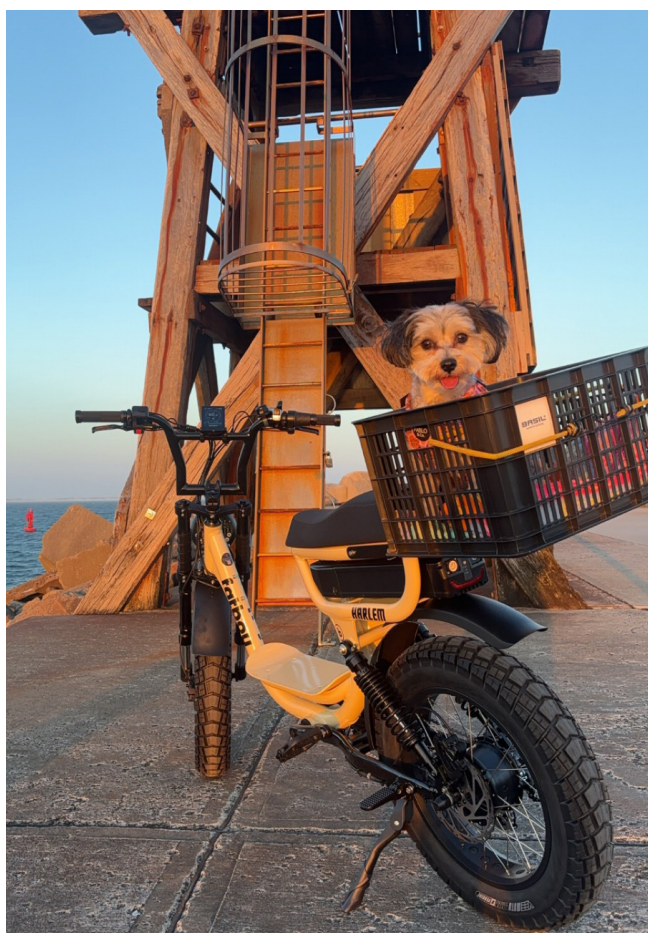
Newy - Michelle Pietroboni



Merewether Baths - Claire Green



Kau-ma park Fletcher - Leisa



Lola living her best life in Newcastle - Zoë-Mae Croese

When I moved to Newcastle I'd never even visited beforehand and had no idea that I had family history here.

My great grandfather was the fire chief at Cooks Hill fire station and my grandfather was born there. My dad started school in Adamstown whilst living at the Bruncker road army housing. I found all of this out whilst I was living a few blocks away on Henry st.

I left Newy one year ago and quickly realised how much I missed the lifestyle, beaches, bushwalks, location and friends I'd made. I worked at John Hunter and on Darby St so very much experienced two worlds. I miss Autumn Rooms coffee and getting a lions mane at Estabar and watching the surfers at Newcastle Beach. I miss Glenrock and the Fernleigh and surfing at Susan Gilmore.

In the three years of living there I lost a close family member and was driving 9 hours each way while they were in hospital. I had friends looking after my dog and my dear neighbours looking after my house. I came home after the funeral to a fully stocked fridge.

I have such a sense of community and made friends for life and I am overjoyed to be returning this year to set up my dream life in this special city and delve more into my family history here.

Returning soon... Grace.

Returning to Newy - Grace Yeshe

Opportunities and challenges

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

Affordable housing

Forecasts show that Newcastle's population is set to grow to 205,445 by 2046 stimulating demand for new dwellings. A mix of affordable and sustainable future housing is imperative to meet the diverse needs of our growing community.

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

Broadmeadow Place Strategy

CN developed the Broadmeadow Place Strategy in collaboration with the Department of Planning, Housing and Infrastructure in response to the NSW Government's Rezoning Pathways Program. This Program identified Broadmeadow as one of 10 precincts to significantly contribute to housing supply across NSW. This precinct includes areas of Broadmeadow, Hamilton, Hamilton North and Hamilton East.

CN is working in partnership with the NSW Government to deliver vital affordable housing, jobs and infrastructure to support our Housing Strategy, as well as access to quality public open spaces and improved leisure facilities.

Triple Planetary Crisis

The United Nations recognises that we are putting extreme pressure on our global environment and that we are currently facing a triple planetary crisis of climate change, nature loss and pollution. Each of these issues are interlinked and has its own causes and effects and each issue will need to be addressed to progress our vision of a liveable, sustainable, inclusive global city.

The United Nations has declared this decade 'The Decade of Action' for achieving the Sustainable Development Goals. Transformative change is required at a local and global level, to respond to the climate and biodiversity emergencies and to regenerate our natural systems to ensure a sustainable future, and CN has a responsibility to provide regional leadership in addressing these issues at a local government level.

Transport

CN is committed to fostering a robust and sustainable transport system that enhances mobility and accessibility throughout Newcastle. Providing a sustainable, accessible and integrated transport system not only within Newcastle but, as we are a regional centre, to and across our city.

Both Local and State Governments have Strategies that provide a plan to guide planning, investment and priority actions for active transport across NSW. CN is focusing on multi-modal journeys that seamlessly combine active transport options – like cycling and walking – with public transport options. This approach not only works to reduce congestion but promotes a healthier lifestyle and contributes to environmental sustainability and local economic growth.

The emphasis on developing a continuous and connected cycling and road network is crucial for building a cohesive community where people can easily navigate the city. Moreover, aligning with both Local and State Government strategies ensures that our initiatives are well-supported and strategically planned.

Supporting Arts and Culture

Newcastle's arts and cultural scene is a vibrant part of our city's identity, contributing to the local economy and enriching community life. By supporting local artists, investing in cultural infrastructure, and promoting creative events, we can continue to grow this sector, attract visitors, and strengthen community connections. Integrating art into everyday spaces and ensuring that all residents have access to cultural opportunities will help make Newcastle a more dynamic and inclusive city.

Sustaining the arts sector requires ongoing support, especially in times of economic uncertainty. Many local artists and cultural organisations struggle with funding, and there is a need for more accessible venues and opportunities for creative expression. Ensuring that arts and culture are accessible to all parts of the community, not just the city centre, is also a key challenge.

Preserving Our Green and Coastal Spaces

Newcastle's identity is deeply connected to its natural environment, from its bushland reserves to its renowned coastline. These areas are not just beautiful; they are vital for the wellbeing of our communities, providing recreational spaces, supporting biodiversity, and helping to mitigate the impacts of climate change. Protecting these green and coastal spaces, and enhancing the city's blue-green grid, is essential to maintaining what makes Newcastle unique.

As the city grows, there is increasing pressure to develop areas that are currently natural habitats. Managing this growth while preserving our bushland, wetlands, and coastal areas requires a strong commitment to sustainable planning and active community involvement. We must balance the needs of urban development with the imperative to protect the environment for future generations.

From Waste to Resource Management

By aligning our strategies with community needs and government policy, CN is committed to lead the way in transforming waste management into a robust resource recovery system.

Despite our best efforts, waste generation and recovery rates are falling short of current goals. To bridge this gap, we must embrace a paradigm shift – from viewing waste as a problem to recognising it as a valuable resource. This change in mindset is essential for accelerating recovery rates through innovative solutions and prudent investments.

Our goal is a future where individuals and businesses actively avoid waste generation and understand the benefits of resource recovery. With collective effort, we can build a sustainable future for our community and the environment.

Visitor Economy

The visitor economy plays a crucial role in the economic growth of the Newcastle Region. As the lead agency for destination management for the LGA, CN is dedicated to enhancing the industry's sustainability through strategic initiatives. These include developing partnerships with key stakeholders, building capacity, and promoting evidence-based management.

CN ensures alignment with state and federal strategies to foster collective growth at the national level. Recent investments, such as the expansion of Newcastle Airport, increased accommodation, vibrant night-time economy reforms, and successful major events, reflect growing confidence in the region.

Local communities benefit through upskilling, education, employment opportunities, and increased patronage for local businesses.

City Economy

Creating a vibrant and healthy economy for our community is a top priority. CN collaborates with regional, state, and federal stakeholders to maximise opportunities through support, advocacy, and leadership.

We focus on capacity-building projects, facilitating grants, offering data analysis, supporting Business Improvement Associations, and managing the Special Business Rate Program. Our key priorities are small businesses and key industry sectors.

Our vision is to empower and attract skilled individuals to support Newcastle as a global city of the future.

From local to global

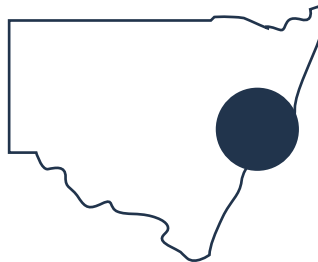
How Newcastle 2040 fits in with other strategies and plans



Delivered at the local level

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

- Integrated Planning and Reporting Framework (featuring Newcastle 2040 Community Strategic Plan)
- CN's policies, strategies and plans



Delivered at the regional level

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

- Hunter Region Plan 2041
- Greater Newcastle Metropolitan Plan 2036
- Health District Plan Regional
- Hunter Joint Organisations Strategy 2032
- Regional Water Strategy
- Greater Newcastle Transport Plan
- Hunter Regional Transport Plan



Delivered at the state level

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

- Low and Mid-Rise Housing Policy
- NSW Smart Places Strategy
- NSW Energy Plan
- NSW Disability Inclusion Action Plan 2020–2024
- NSW Net Zero Plan
- Future Transport Strategy 2056
- NSW Infrastructure Strategy
- Premier's Priorities
- NSW State Emergency Service Strategic Plan
- NSW Waste and Sustainable Materials Strategy
- NSW Circular Economy Policy Statement
- NSW Biodiversity Strategy
- Clean Air Strategy 2021–2030
- Active Transport Strategy
- Road Safety Action Plan 2026
- 24 Hour Economy in NSW
- Destination NSW Visitor Economy Strategy 2030
- NSW Disability Action Plan (TfNSW) 2021–2025
- NSW State Health Plan



Delivered at the national level

Includes: defence, immigration, taxation, communications, trade

- Places for People: An Urban Protocol for Australian Cities
- Social Inclusion Agenda
- Australian Modern Manufacturing Strategy
- National Agreement on Closing the Gap
- National Climate Resilience and Adaptation Strategy
- National Digital Economy Strategy
- Infrastructure Australia Strategy
- National Climate Resilience and Adaptation Strategy
- National Waste Policy Action Plan
- National Road Safety Strategy 2021-2030
- Australian Infrastructure Plan 2021



Delivered at the global level

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

United Nations Sustainable Development Goals (SDGs)



- Paris Climate Agreement
- China National Sword Policy

Sustainable Development Goals

Our Global Commitment

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

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

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

The SDGs are significant and will take time to achieve. However, it is important to recognise the steps we are taking to progress these goals. The United Nations recognises that we are putting extreme pressure on our global environment and has declared this decade 'the Decade of Action' for achieving the SDGs. While CN recognises the importance of all 17 SDGs, we have focused our efforts on the areas where we can have the most impact in our local communities.

The 17 SDGs are outlined on the following page.



CN supports the Sustainable Development Goals

Localising SDGs for Newcastle

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

Our priorities for Newcastle

Liveable Newcastle

Sustainable Newcastle

Creative Newcastle

Achieving Together



Liveable Newcastle



Our neighbourhoods are safe, vibrant and inclusive, with diverse housing and well-planned spaces that support local living.

Public places bring people together, and essential services are always close by.

Our city is walkable, well-connected, and easy to navigate with safe roads, parking, and active transport options.





Why Liveable Newcastle?

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



Enriched neighbourhoods and places

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

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



Safe, active and linked movement across the city

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

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

How will we get there?

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

"Active transport including footpaths for a more walkable city, and bike parking"

– Youth Week Open Day

"Well planned and sustainable development, green spaces, social and affordable housing"

– Online ideas board

"Dual indigenous signage in public places"

– Olive Tree Market

Priorities and objectives

Our role:  Deliver  Partner  Advocate



1.1 Enriched neighbourhoods and places

1.1.1 Create and maintain vibrant, inclusive and well-designed public spaces   

1.1.2 Promote sustainable and accessible urban design   

1.1.3 Protect and celebrate Newcastle's heritage  

1.1.4 Increase access to affordable housing   

1.1.5 Enhance and protect public safety   



1.2 Safe, active and linked movement across the city

1.2.1 Develop accessible connected cycleways and pedestrian networks  

1.2.2 Maintain safe and efficient road networks  

1.2.3 Implement effective parking strategies 

1.2.4 Strengthen active and public transport connections and services  

Community and service indicators

Community Indicators

Priorities	Community indicators	Target	Baseline	Why this is important	Source
All	Overall quality of life in Newcastle	Trending up	75% of residents rate their quality of life in Newcastle as very good or excellent. 32% of residents stated that quality of life has improved over the past 3 years.	The liveability and wellbeing score is based on community perceptions of what Newcastle is like to live in and the quality of life of its residents. It takes into consideration elements such as environmental quality, safety, learning and health provision, access to shops and services, recreational facilities and cultural activities.	CN – Liveability and Wellbeing Survey
	Recommending Newcastle as a place to live	Trending up	88% agree/strongly agree (48% strongly agree; 39% agree)	By recommending Newcastle as a desirable place to live, the community can drive positive change and create a thriving environment for current and future residents.	CN – Liveability and Wellbeing Survey
	Considering moving out of Newcastle in the next five years	Trending up	83% said no	This indicator reflects Newcastle is a desirable place to live with lots of opportunity and a good quality of life.	CN – Liveability and Wellbeing Survey
1.1 Enriched neighbourhoods and places	Number of recorded criminal incidents for major offences	Trending down	9,133 major offences from Jan-Dec 2021	We want Newcastle to be a safe city, both in the public domain and within households. The number of major crimes in Newcastle impacts safety levels, both perceived and actual, of community members. Crime prevention may indicate a reduction in social vulnerabilities that influence crime such as inequality, poverty and lack of options.	NSW Bureau of Crime Statistics and Research https://bocsar.nsw.gov.au/documents/publications/rcs/rcs-quarterly/nsw-recorded-crime-dec-2021.pdf
1.2 Safe, active and linked movement across the city	Travel patterns on an average weekday for residents	Trending down (Vehicle use)	2019/20 - Mode Share% Vehicle Driver - 56.5% Vehicle Passenger - 16.1% Train - 1.5%; Bus - 5.7% Walk/Cycle/Other - 21.3%	The Household Travel Survey collects information about people's day-to-day travel, such as where they go, when they travel, the purpose of the trip, the modes of transport used and the costs associated with the trip. The data collected in the survey is essential to gain a complete picture of travel patterns in the LGA and how they change over time. The aim is to have the mode of travel shift away from vehicle use.	NSW Transport – Household Travel Survey (HTS) https://www.transport.nsw.gov.au/data-and-research/data-and-insights/surveys/household-travel-survey-hts/household-travel-survey-hts

Service Indicators

Priorities	Service indicators	Target	Baseline	Why this is important	Source
1.2 Safe, active and linked movement across the city	Cycle-friendly and walkable city (Source: CN Liveability and Wellbeing Survey)	Trending up	59% agree/strongly agree that Newcastle is a cycle friendly city. (Strongly agree - 24%, agree - 35%). 71% agree/strongly agree that Newcastle is a walkable city. (Strongly agree - 36%, agree - 35%)	Walking and cycling are healthy, affordable and clean forms of travel available to almost all ages and groups in society. In Newcastle, the large majority of trips are at distances that could reasonably be undertaken by utilising cycling and pedestrian networks. Coupled with large areas of relatively flat topography and Newcastle's favourable climate, potential for mode substitution is high, and this indicator assesses the perceived walkability and cycle-friendly nature of our city.	CN – Liveability and Wellbeing Survey

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

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

Sustainable Newcastle

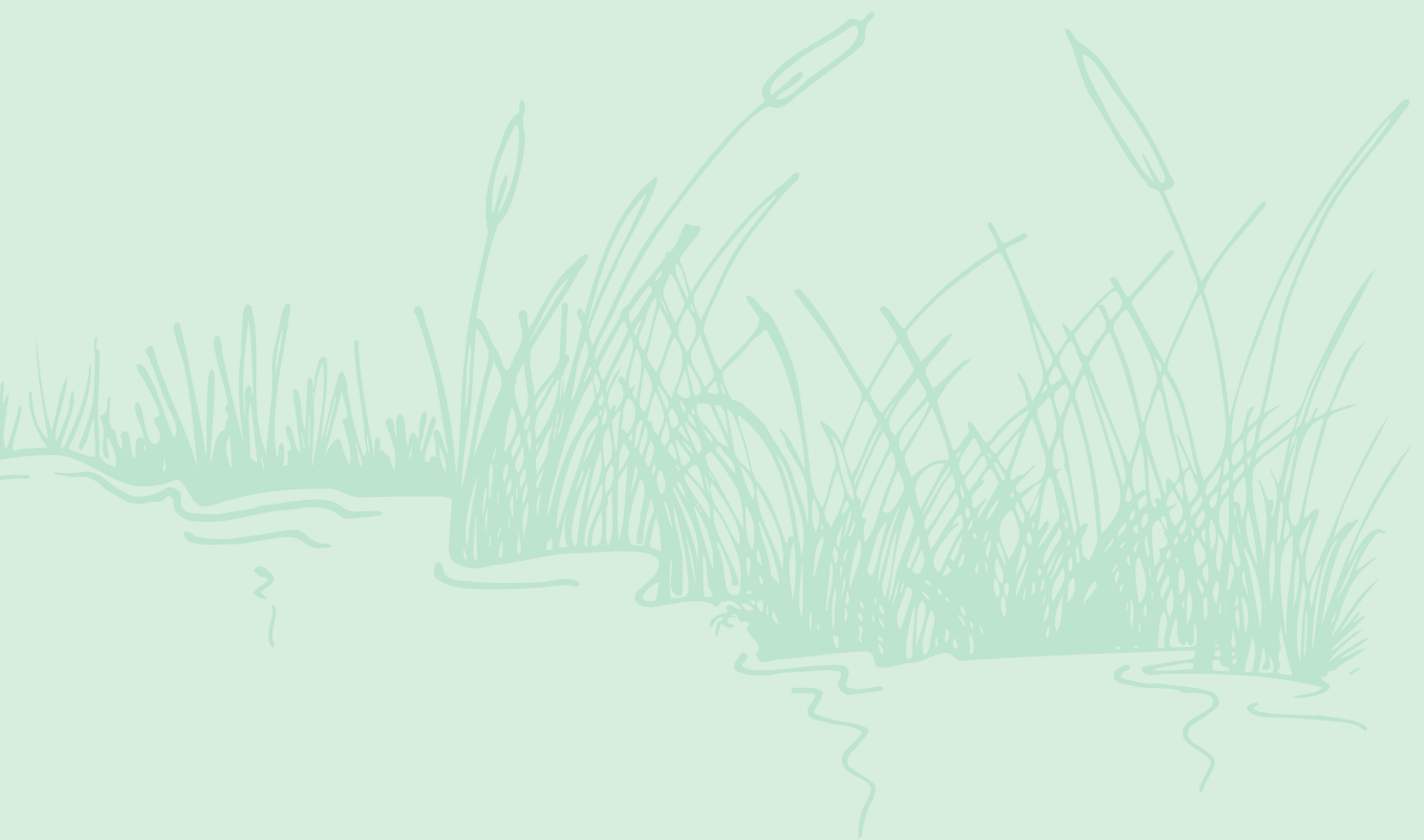


Our environment supports our community, economy, health and wellbeing – it's at the heart of everything we do.

Our city takes action on climate change, working toward net zero emissions and building resilience in our community, infrastructure and natural areas.

We protect and enhance our green and blue networks while transforming our city through circular economy solutions.





Why Sustainable Newcastle?

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



Action on climate change

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



Nature-based solutions

We manage and enhance our blue, green and natural spaces for biodiversity, recreational amenity and human wellbeing through education and engagement of our local community. We strengthen our blue and green grid through sustainable, integrated management that is adaptable to current and future risks. We regenerate our natural systems including our waterways and beaches, to support healthy, bio-diverse systems, minimise pollution and maintain recreational amenity through collaboration with our community and industry partners.



Circular economy

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

How will we get there?

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

"Sustainable development and Indigenous land management practices"

- Rising for the Embers Festival

"More public infrastructure for EV charging"

- Online survey

"Green living spaces with a lot of shade options"

- Online survey

Priorities and objectives

Our role:  Deliver  Partner  Advocate



2.1 Action on climate change



2.1.1 Support the transition to net zero emissions   

2.1.2 Assess and share climate risks   

2.1.3 Support climate change adaption by building resilient communities and urban and natural areas   



2.3 Circular economy

2.3.1 Design out waste and promote resource recovery and reuse  




2.3.2 Support local supply chains and sustainable procurement  



2.2 Nature-based solutions

2.2.1 Protect and regenerate natural systems   

2.2.2 Protect and expand the urban forest  

2.2.3 Support the transition to a water-sensitive city   

Community and service indicators

Community Indicators

Priorities	Community indicators	Target	Baseline	Why this is important	Source
All	City-wide greenhouse gas emissions from electricity	100% reduction in greenhouse gas emissions from electricity by 2030	1,886,000 tonnes CO2e (61% of total emissions) (2020/21)	Emissions from electricity make up approximately half of all community emissions. However, it's an emission source that we can rapidly reduce through energy efficiency, and switching to renewable energy.	Snapshot Climate – Australian Emissions Profile, Newcastle Municipality
	Community greenhouse gas emissions	Net zero greenhouse gas emissions in Newcastle LGA by 2040	3,080,000 tonnes CO2e (2020/21)	Our community, including local businesses and industries, generates greenhouse gases that contribute to global climate change. We are tracking emission sources and identifying reduction strategies to achieve our commitment of net zero by 2040.	Snapshot Climate – Australian Emissions Profile, Newcastle Municipality
	Electric vehicle (EV) car sales in the Newcastle LGA	EV car registrations in Newcastle LGA increased to 52% of total car registrations by 2030/31	330 electric vehicles (0.14%) of all registered cars (148,047) in the Newcastle LGA (2022)	Privately owned fossil-fueled vehicles contribute to our city's carbon emissions, along with air and noise pollution. Transitioning to electric vehicles powered by renewable energy will significantly reduce our community's emissions profile.	Transport NSW Registration snapshot report
	Newcastle LGA tree canopy cover	40% tree canopy cover in Newcastle LGA by 245	26.4% of the entire LGA land register with the exclusion of water bodies (2021)	An increase in our canopy cover as well as replacement of existing trees in our road reserves and parklands improves biodiversity and wildlife, reduces urban heat and makes our spaces more attractive.	CN GIS data
	Road canopy reserve cover under CN care and control	30% road reserve canopy cover by 2045	21.7% road reserve canopy cover (2021)	Road reserve is the area covered by road pavement and footways under CN ownership as per CN's Road Register. Open space is CN public lands zoned C1-4 or RE1 (Newcastle's Land Register), with exclusion of water bodies, bushland natural assets, wetland natural assets and sportsground fields.	CN GIS data
	Open space canopy cover under CN care and control	40% open space canopy cover by 2045	31.8% open space canopy cover (2021)	Open space is CN public lands zoned C1-4 or RE1 (Newcastle's Land Register), with exclusion of water bodies, bushland natural assets, wetland natural assets and sportsground fields. Road reserve is the area covered by road pavement and footways under CN ownership as per CN's Road Register as per our GIS data.	CN GIS data
2.2 Nature-based solutions	Satisfaction with our green, blue and wild spaces	Satisfaction levels maintained	Satisfied/very satisfied: 60% beaches and beach facilities 63% parks and recreation areas 58% wetlands and estuaries 51% environment	CN plays a role in the provision of green, blue and wild spaces for the health and enjoyment of the community. Community satisfaction with these spaces is examined in the annual satisfaction survey with the aim to maintain or increase satisfaction scores year on year. Our community should be satisfied with the environmental assets and services that CN provides.	CN Satisfaction Survey
	Per capita household water usage (5-year average)	Trending down	139kL annual dwelling consumption 150kL (5-year average) (2020/2021)	Our community can reduce their water usage through efficiency and behavioural change, allowing us to ensure water is preserved and not wasted.	Hunter Water – State of the Environment Report
2.3 Circular economy	Municipal waste diversion from landfill	Trending up	40% in 2020/21 (Domestic recycling rate)	Waste is just 'stuff in the wrong place' – we must move away from putting materials into landfill and find ways to rethink, refuse, reduce, repurpose, reuse, recycle and rot! The benefits are to reduce the environmental effects of landfill but also to keep materials in use longer, reducing creation and consumption costs.	CN data

Service Indicators

Priorities	Service indicators	Target	Baseline	Why this is important	Source
2.1 Action on climate change	Greenhouse gas emissions from CN operations	Net zero emissions by 2030 (from transport fuels, fossil-based gas and LPG, water and wastewater and office paper)	5,098 tonnes CO2-e (2020)	The assets, services and operations of CN create emissions that contribute to the global effect of climate change. Moving to net zero emissions allows us to reduce our contributions to climate change and also provide leadership to our community and broader.	CN data

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

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

Creative Newcastle



Our city is vibrant, inclusive and creative – a destination known for culture, heritage, entertainment and innovation.

We embrace opportunities in jobs, education and the economy while celebrating multiculturalism, Aboriginal culture, diverse communities and the arts.

Locals and visitors come together for events and cultural experiences, fostering a strong sense of community.

Newcastle thrives on partnerships that enhance opportunities and attract people to live, play and invest in our city.





Why Creative Newcastle?

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



Vibrant and creative city

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



Opportunities in jobs, learning and innovation

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



Connected and fair communities

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



City-shaping partnerships

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

How will we get there?

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

"Ensuring ongoing funding for arts and culture in Newcastle. And equity of access to available funding ie giving new ideas a go"

- Online survey

"More free community space, cultural and creative events"




- Online survey

Priorities and objectives

Our role:  Deliver  Partner  Advocate



3.1 Vibrant and creative city

3.1.1 Plan, support and deliver vibrant events and programs   

3.1.2 Position Newcastle as a premier destination  

3.1.3 Foster cultural vibrancy and creativity  



3.3 Connected and fair communities

3.3.1 Support strong social and cultural connections   

3.3.2 Celebrate diversity and champion inclusion   

3.3.3 Promote and support active and healthy communities  



3.2 Opportunities in jobs, learning and innovation

3.2.1 Provide inclusive learning and employment   

3.2.2 Grow our local skills base   



3.4 City-shaping partnerships

3.4.1 Optimise city opportunities   

3.4.2 Advocate and collaborate across government, industry, business, and community  

Community and service indicators

Community Indicators

Priorities	Community indicators	Target	Baseline	Why this is important	Source
3.1 Vibrant and creative city	Number of domestic visitors travelling to the Hunter Region	Trending up	8.5 million visitors	Newcastle is a contemporary urban playground, steeped in heritage, bustling with arts and culture with a vibrant night-time economy, with stunning coastal scenery. Celebrating and promoting the city, its events, its natural assets and its cultural heritage is anticipated to result in increased numbers of visitors to our LGA in the future.	Destination NSW
	Newcastle has a thriving arts and culture scene	Trending up	55% agree/strongly agree (19% strongly agree; 36% agree)	A vibrant arts scene can attract tourists and visitors and contribute to the economy. It allows social cohesion and creative expression, provides inspiration and educational opportunities. Access to arts initiatives enhances quality of life, providing entertainment, enrichment and leisure options.	CN – Liveability and Wellbeing Survey

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

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

Community Indicators

Priorities	Community indicators	Target	Baseline	Why this is important	Source
3.2 Opportunities in jobs, learning and innovation	Unemployment rates by age group (youth specifically)	Trending down	Newcastle and Lake Macquarie Unemployment rate - 4.3% ATSI - 9% (2021 Census) Youth unemployment rate (15-24 yr olds) - 7%; NSW Overall; Unemployment rate - 4.2%; Youth unemployment rate (15-24 yr olds) - 10.6% (January 2022)	The unemployment rate is defined as the percentage of unemployed workers in the total labour force. It is widely recognised as a key indicator of the performance of a place's labour market. The unemployment rate doesn't just impact those individuals who are jobless – the level and persistence of the factors of unemployment have wide-ranging impacts across the broader economy.	ABS – Labour Force Data https://www.abs.gov.au/statistics/labour/employment-and-unemployment
	Early Childhood Development Index	Trending down	19.6% of children vulnerable in at least one domain (2018)	The Australian Early Development Census (AEDC) measures the development of children in Australia in their first year of full-time school. The census consists of approximately 100 questions across five key domains, which are closely linked to child health, education and social outcomes.	AEDC https://www.aedc.gov.au/data/data-explorer?id=135202
	Number of international students	Trending up	7,399 international students enrolled at University of Newcastle (Dec 2019)	International students not only provide economic benefits to the city but also enrich learning environments and communities with cultural perspectives.	University of Newcastle's Annual Report
	Recommending Newcastle as a place to work	Trending up	76% agree/strongly agree (24% strongly agree; 52% agree)	A positive recommendation for Newcastle as a place to live may assist in job creation, talent attraction, economic growth, improved community infrastructure, diversity and inclusion.	CN – Liveability and Wellbeing Survey
	% of Newcastle population with a post-school qualification	Trending up	65% for the Newcastle LGA (2021 Census)	A higher percentage of the community with post-school qualifications can boost economic development, innovation, workforce competitiveness and reduce unemployment. It also leads to lower crime rates, better health outcomes and improved quality of life, contributing to more resilient thriving communities with better social outcomes.	ABS Census Data
	Newcastle is a good place to grow or start a business	Trending up	58% agree/strongly agree (18% strongly agree; 40% agree)	Newcastle's proximity to major markets provides easy access to transport and logistic networks. It is home to reputable educational institutions that produce a skilled workforce with a growing focus on innovation. Newcastle is committed to sustainability, has a supportive business environment and it offers a vibrant lifestyle and strong community.	CN – Liveability and Wellbeing Survey
	Newcastle is a good place to invest	Trending up	64% agree/strongly agree (19% strongly agree; 42% agree)	Newcastle's proximity to major markets provides easy access to transport and logistic networks. It is home to reputable educational institutions that produce a skilled workforce with a growing focus on innovation. Newcastle is committed to sustainability, has a supportive business environment and it offers a vibrant lifestyle and strong community.	CN – Liveability and Wellbeing Survey
	Rate of economic growth - Gross Regional Product (GRP)	Trending up	\$18.4 billion (Dec 2021)	GRP is a net measure of wealth generated by region. It has been measured using an expenditure approach where all forms of final expenditure are added as per Gross State Product methodology.	Profile ID https://economy.id.com.au/newcastle
	Increase population of ATSI people aged 25-36 who have completed a tertiary qualification	Trending up	62.2% (2021 Census)	The National Agreement on Closing the Gap (the National Agreement) has 19 national socio-economic targets across areas that have an impact on life outcomes for Aboriginal and Torres Strait Islander (ATSI) people. Target 6 - By 2031, increase the population of ATSI people aged 25-36 years who have completed a tertiary qualification (certificate III and above) to 70%. The outcome for Target 6 is for ATSI students to reach their full potential through further education pathways.	ABS https://dbr.abs.gov.au/region.html?lga&rgn=15900

Community and service indicators

Community Indicators

Priorities	Community indicators	Target	Baseline	Why this is important	Source
3.3 Connected and fair communities	Rental Affordability Index	Trending down	90.48 as at June 2021	Housing affordability has become a major issue across Australia and an indication of the seriousness of the problem is the number of people experiencing housing stress. Renting households are more affected than homeowners. The rental affordability index (RAI) report is an indicator of rental affordability relative to household incomes.	SGS Economics and Planning https://www.sgsep.com.au/projects/rental-affordability-index
	Potentially preventable hospitalisations	Trending down	2,085.5 per 100,000 population in 2019/20	Potentially Preventable Hospitalisations (PPH) are those conditions for which hospitalisation is considered potentially avoidable through preventive care and early disease management, usually delivered in an ambulatory (walk-in) setting, such as primary health care.	NSW Health Stats Total">https://www.healthstats.nsw.gov.au/#/indicator?name=-pph-cat-hos&location=LGA&view=Trend&measure=DSTRate&groups=Category&compare=Category,LGA&filter=LGA,Newcastle%20LGA,NSW&filter=Category>Total
	Number of housing stressed households in Newcastle LGA	Trending down	23.8% (4,935 of 207,000 households) (2021)	Housing affordability has become a major issue across Australia and an indication of the seriousness of the problem is the number of people experiencing housing stress. Renting households on average have lower incomes, and therefore affordability issues affect renting households more than homeowners. The rental affordability index (RAI) report is an indicator of rental affordability relative to household incomes.	https://homelessnessnsw.org.au/data/housing-and-homelessness-dashboard/
	Recommending Newcastle as a place to play	Trending up	80% agree/strongly agree (39% strongly agree; 41% agree)	Recognising that Newcastle is a desirable place to ‘play’ may assist in boosting tourism, attracting festivals or events, promote a healthy lifestyle and generally add to our quality of life.	CN – Liveability and Wellbeing Survey
	Number of people sleeping rough in the Newcastle LGA (street count)	Trending down	50 (2020)	Counting the number of people sleeping rough in Newcastle is essential for informed decision-making, effective resource allocation, and ultimately, creating sustainable solutions to homelessness.	https://homelessnessnsw.org.au/data/housing-and-homelessness-dashboard/
	% households in need of affordable housing	Trending down	5.8% (2021)	Knowing how many households are in need of affordable housing is vital for effective policymaking, resource allocation, and long-term community planning, ultimately leading to more equitable and sustainable housing solutions.	ABS Estimating Homelessness 2021 and ABS Census 2021 (ID)
	Number of Short-Term Rental Accommodation Dwellings – Full Property Only	Monitor	618 (2023)	Knowing the number of short-term rental accommodations is crucial for effective governance, community planning, and ensuring a balanced approach to housing and tourism.	https://homelessnessnsw.org.au/data/housing-and-homelessness-dashboard/
	SEIFA Index of Disadvantage for the Newcastle LGA	Monitor	1,012 (2021)	The SEIFA Index of Disadvantage is a crucial tool for understanding socio-economic conditions, guiding policy and resource allocation, and promoting social equity.	https://profile.id.com.au/newcastle/seifa-disadvantage

Service Indicators

Priorities	Service indicators	Target	Baseline	Why this is important	Source
3.1 Vibrant and creative city	Return on investment (ROI) on events sponsored by CN	Trending up	\$30 for every \$1 invested (June 2022)	Newcastle has positioned itself as an events city with events delivering both an immediate and ongoing benefit for the community and economy, with greater visitation, investment and liveability outcomes. The economic benefit of events sponsored by CN can be evaluated through examination of the ROI for these events.	CN data
3.3 Connected and fair communities	Diversity of cultural expression	Trending up	62% agree/strongly agree (21% strongly agree; 41% agree)	The identity of Newcastle is influenced by the quality and diversity of our cultural activities. This indicator assesses community perceptions of the diversity of cultural expression in the city.	CN – Liveability and Wellbeing Survey
3.4 City-shaping partnerships	Value of building approvals - Development Applications / Complying Development Certificates - State Significant Developments	Trending up Note – SSDs have been added to the value of building approvals.	\$1.10 billion in building approvals (2020/21) (DAs – \$807.70 million CDCs – \$114.96 million SSDs – \$180.54 million)	Building approvals provide strong economic benefits such as jobs and services to boost local economies, while also delivering the infrastructure needed to create cohesive and engaged local communities. Development Applications (DA) – is a merit-based assessment conducted directly through CN. Complying Development Certificate (CDC) – is a combined planning and construction approval process. It is designed to enable straightforward development applications to be fast-tracked. It can be conducted by either CN or a private certifier. State Significant Development (SSD) – some types of development are deemed to have state significance due to the size, economic value or potential impacts. All of these building approvals provide investment into our city.	CN data

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

Achieving Together



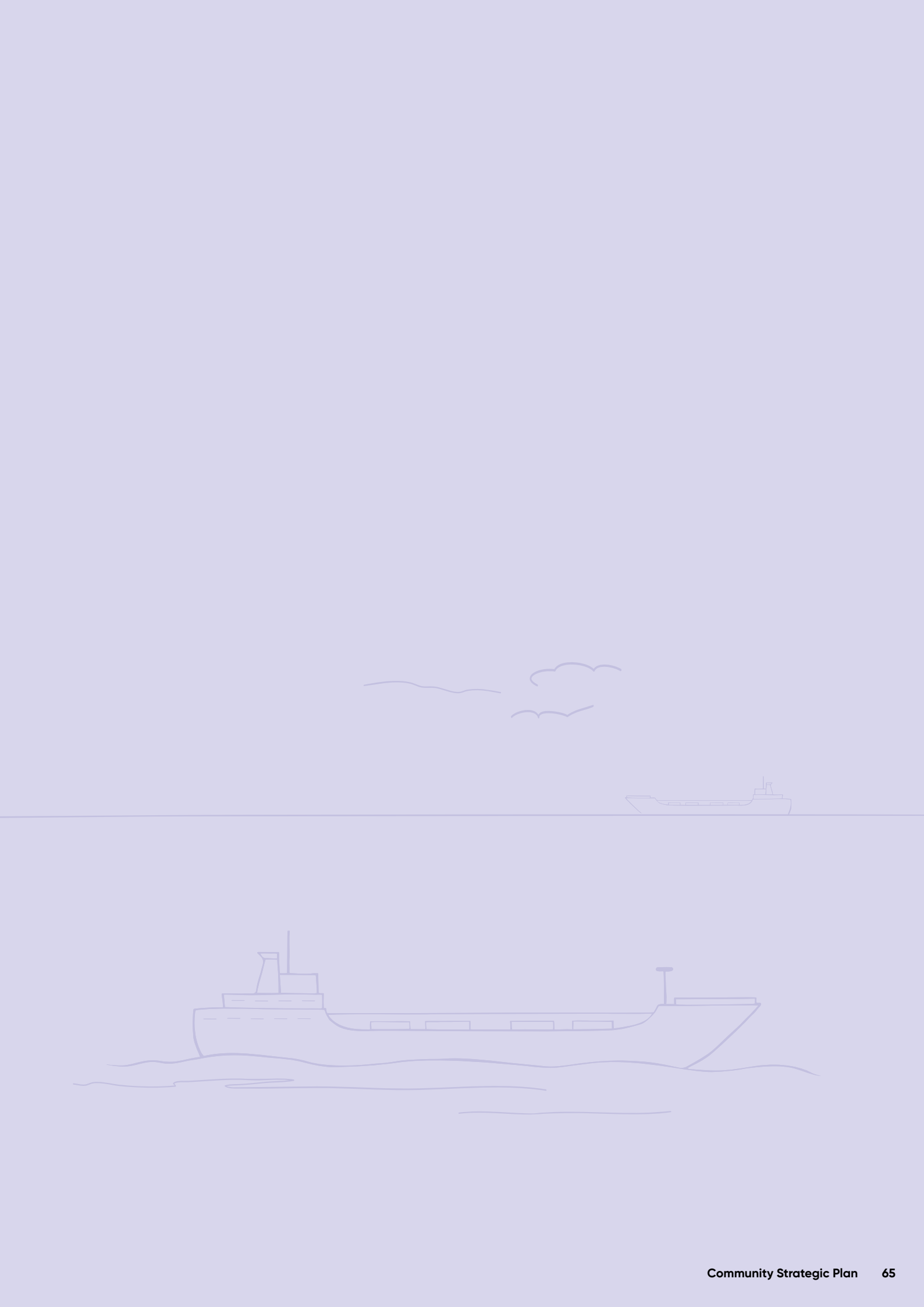
Our people collaborate, share ideas, and co-create positive change for our organisation and city.

We foster a culture of trust and understanding, where honest conversations empower our team, customers and community.

We value diverse perspectives and always deliver on our promises.

Our strength lies in growing our capability to meet community needs and continuously improve our services.





Why Achieving Together?

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



Inclusive and integrated planning

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

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



Trust and transparency

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

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



Collaborative and innovative approach

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

Innovative services and data-driven decision making empower our people and community, and continuously improve our service delivery.

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

How will we get there?

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

"Specific engagement with diverse communities including Indigenous peoples, LGBTQ+ and migrant communities"

- Online survey

"The objectives and priorities provides ambitious yet achievable outcomes for the future of Newcastle"

- Online survey

"Overall, it sets a framework for which the City can work together to achieve great outcomes"

- Online survey

Priorities and objectives

Our role:  Deliver  Partner  Advocate



4.1 Inclusive and integrated planning

4.1.1 Ensure financial sustainability 

4.1.2 Strengthen our integrated planning and reporting 

4.1.3 Develop a skilled and engaged workforce   



4.3 Collaborative and innovative approach

4.3.1 Build a collaborative organisational culture 

4.3.2 Encourage innovation and continuous improvement  



4.2 Trust and transparency

4.2.1 Foster genuine community engagement 

4.2.2 Share information and celebrate success   

4.2.3 Deliver a trusted customer experience 

Service indicators

Service Indicators

Priorities	Service indicators	Target	Baseline	Why this is important	Source
4.1 Inclusive and integrated planning	1. Operating performance ratio 2. Own source operating revenue ratio 3. Unrestricted current ratio 4. Debt service cover ratio 5. Rates and annual charges outstanding percentage 6. Cash expense cover ratio	1. >0.00% 2. >60.00% 3. >1.50x 4. >2.00x 5. <10.00% 6. >3.00 months	1. (8.16)% 2. 86.31% 3. 2.23x 4. 3.15x 5. 3.91% 6. 6.62 months (Nov 2021)	Accurate and timely financial reporting provides vital information on CN's financial position, outlook and performance. It is an important tool used to ensure councils are made accountable for their actions. Baselines have been set by the Office of Local Government (OLG).	CN Financial Statements
	Long-term planning and vision for the city	Great than 3.5	3.3 (2021)	During engagement for <i>Newcastle 2040</i> , the community told us that considered and long-term planning should be a key focus area to ensure our vision of a liveable, sustainable, inclusive global city is obtained. Community views on the success of CN to plan long-term is gained through the annual satisfaction survey with the aim to increase satisfaction scores year on year.	CN – Satisfaction Survey
4.2 Trust and transparency	Trust in CN	Trending up	71% have at least some level of trust in CN – Complete trust – 5% – A lot of trust – 23% – Some trust – 43%	Trust in CN centres on the community's belief that CN will act consistently with their expectations of positive behaviour. CN will gauge community perception of trust in CN through surveying areas such as responsiveness, reliability, integrity, openness and fairness.	CN – Liveability and Wellbeing Survey
	Response to community needs	Greater than 3.0	3.4 (2021)	A key responsibility of CN is to respond to community needs. The community perception of this response is gained through the annual satisfaction survey and indicates the success of CN in this space.	CN – Satisfaction Survey
	Number of people engaged through our community engagement	Trending up	20,300 people provided feedback on plans, projects and activities (2020/21)	Genuine community engagement is a key element in achieving the priority of trust and transparency. The number of people engaged with across all CN projects and activities gives an indication of the level of community engagement across the city.	CN data
	Information about CN and its decisions are clear and accessible	Trending up	45% (2021)	Clear communication in regard to decisions indicates transparency, reflects accountability and fosters trust between CN and the community. The process provides a feedback mechanism to educate the community and encourage collaboration.	CN – Liveability and Wellbeing Survey

Service Indicators

Priorities	Service indicators	Target	Baseline	Why this is important	Source
4.3 Collaborative and Innovative approach	Value of community grants	Trending up	\$585,110 for community grants program in 2021	CN collaborates with numerous government organisations, businesses, community groups and individuals to deliver positive outcomes for the Newcastle community. Our Community Grants provide a number of funding opportunities to support initiatives that contribute to the social, cultural, environmental and economic life of the city.	CN data
	Value of inwards grants	Trending up	\$46 million in Federal and State Government grants and contributions (2020/21)	Federal and State Government contributions assist CN to provide facilities and services to the community.	CN data
	Number of advisory and standing committees and number of meetings held	Maintain	8 committees met a total of 39 times in 2021	CN collaborates with numerous government organisations, businesses, community groups and individuals to deliver positive outcomes for the Newcastle community. A number of Advisory Committees have been established to provide advice and inform decision making on specific areas.	CN data
	Value of community grants Value of inward grants	Trending up	\$585,110 for community grant program in 2021 \$46 million in Federal and State Government grants and contributions	CN collaborates with numerous government organisations, businesses, community groups and individuals to deliver positive outcomes for the Newcastle community. Our Community Grants provide a number of funding opportunities to support initiatives that contribute to the social, cultural, environmental and economic life of the city. Federal and State Government contributions assist CN to provide facilities and services in the community.	CN data
	Number of advisory committees and groups, number of organisations represented and number of meetings held	Maintain	8 committees and groups met a total of 39 times in 2021.	CN collaborates with numerous government organisations, businesses, community groups and individuals to deliver positive outcomes for the Newcastle community. A number of Advisory Committees and Standing Committees have been established to provide advice and inform decision making on specific areas.	CN data

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

Newcastle 2040 Appendix



How to read Newcastle 2040

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

Theme

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



Sustainable Development Goals (SDGs)

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

Council's Role

What we can do?

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

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

How will we get there?

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

"Active transport including footpaths for a more walkable city, and bike parking"
- Youth Week Open Day

"Well planned and sustainable development, green spaces, social and affordable housing"
- Online ideas board

"Dual indigenous signage in public places"
- Olive Tree Market

Priorities and objectives

Our role: Deliver Partner Advocate



1.1 Enriched neighbourhoods and places

- 1.1.1 Create and maintain vibrant, inclusive and well-designed public spaces
- 1.1.2 Promote sustainable and accessible urban design
- 1.1.3 Protect and celebrate Newcastle's heritage
- 1.1.4 Increase access to affordable housing
- 1.1.5 Enhance and protect public safety



1.2 Safe, active and linked movement across the city

- 1.2.1 Develop accessible connected cycleways and pedestrian networks
- 1.2.2 Maintain safe and efficient road networks
- 1.2.3 Implement effective parking strategies
- 1.2.4 Strengthen active and public transport connections and services

Objectives

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

Priorities

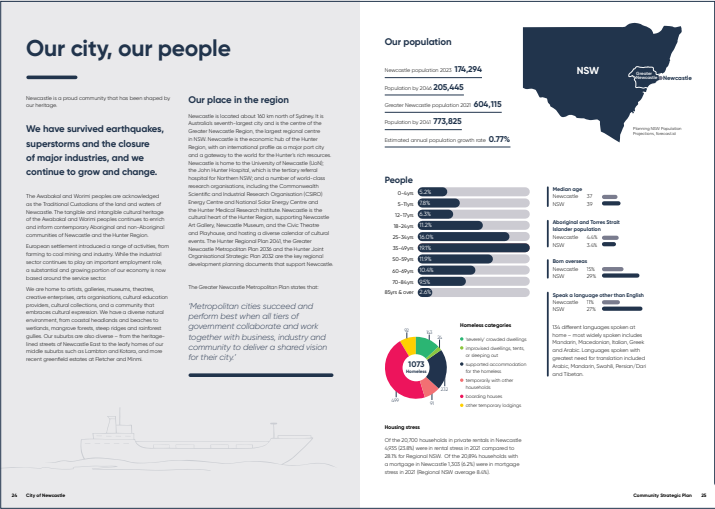
The priorities are the community's high-level focus areas for Newcastle. They contribute to achieving each of the four themes.

How to read Newcastle 2040

The Community Strategic Plan centres on four essential questions, which are highlighted throughout this report. These questions help us clearly define our current state, articulate our future aspirations, and outline the necessary steps to achieve them.

Where are we now?

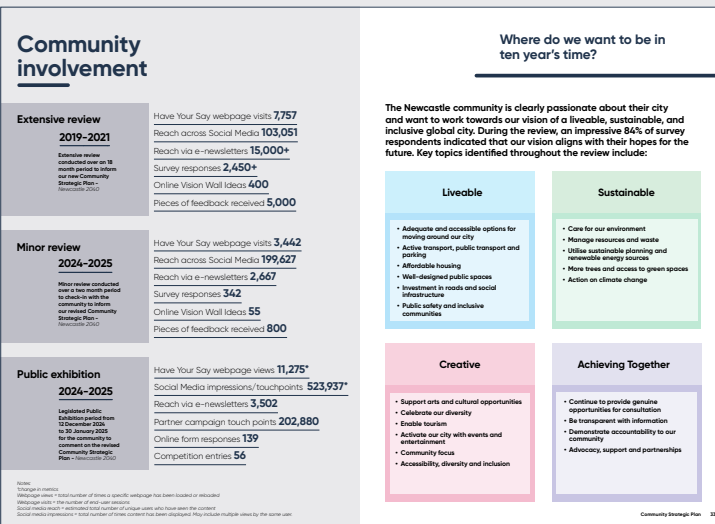
Who we are as a community, the identity of the region we live in and what we do. This sets a baseline for where we are right now. We have included indicators and measures from both community statistics and CN's data to help paint this picture.



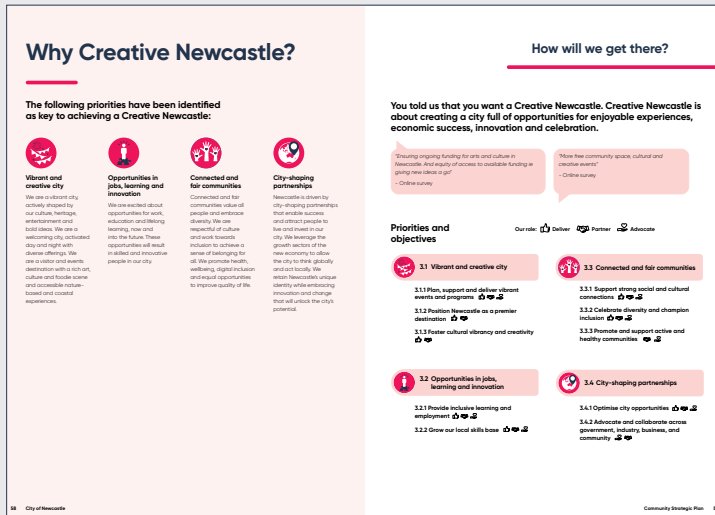
Where do we want to be in ten year's time?

Engaging our community to hear what they want for the Newcastle Local Government Area over the next 10 years is the primary aim of the Community Strategic Plan. A variety of engagement opportunities are offered to ensure we connect with diverse sections of the community including young people, people with disability, culturally and linguistically diverse groups and Aboriginal people.

The community consultation has directed the development of our four key themes, as well as the priorities and objectives under these, to reflect community aspirations and the elements that the Newcastle community value.

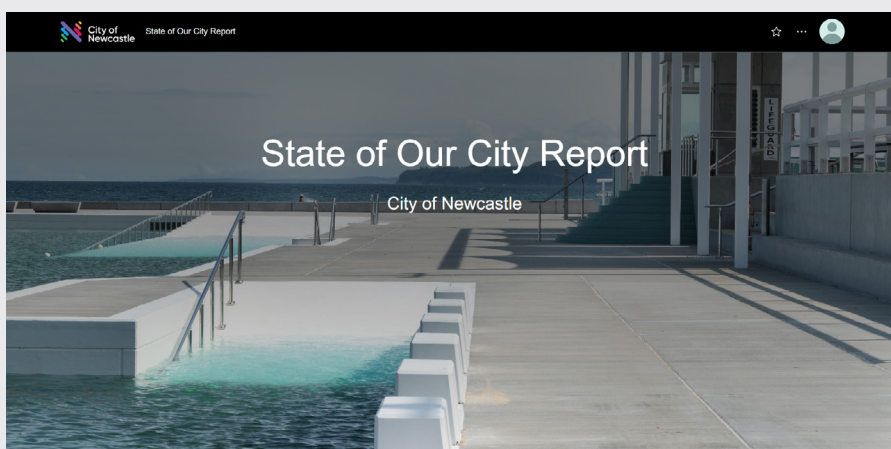


How will we get there?



Our priorities represent what we want to accomplish while indicators and measures from both community statistics and CN's data will assist us in determining how well we are tracking towards our vision.

How will we know when we have arrived?






CN's State of Our City Report tracks key indicators and measures to provide an update on progress towards achieving *Newcastle 2040's* shared vision for a liveable, sustainable and inclusive global city.



It is important to note that CN is not solely responsible for the implementation of this document, we work with various stakeholders and partners to deliver the vision.

Further information on progress of *Newcastle 2040* please refer to the State of the City Report on CN's [website](#).

Alignment with state and regional priorities



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

		State							
		NSW 2021	Premier's Priorities	State Plan NSW Housing	NSW State Infrastructure Strategy	NSW Smart Places Strategy	NSW Disability Inclusion Action Plan (2020–2024)	NSW Net Zero Plan	Future Transport Strategy 2056
Themes	Priorities	Newcastle 2040 Objectives							
 Liveable	1.1 Enriched neighbourhoods and places	All	All	1.1.4	All	1.1.1 1.1.2	1.1.1 1.1.2 1.1.5	1.1.5	1.1.1 1.1.2 1.1.5
	1.2 Safe, active and linked movement across the city	1.2.1 1.2.2 1.2.4			1.2.1 1.2.2 1.2.3 1.2.4				1.2.1 1.2.2 1.2.3 1.2.4
 Sustainable	2.1 Action on climate change	2.1.3				2.1.1 2.1.2 2.1.3		2.1.1 2.1.2 2.1.3	
	2.2 Nature-based solutions	2.2.1 2.2.2	2.2.1 2.2.2		2.2.2	2.2.2			
	2.3 Circular economy				2.3.3	2.3.1 2.3.2 2.3.3		2.3.1 2.3.2 2.3.3	
 Creative	3.1 Vibrant and creative city	3.3.3	3.1.3 3.1.4		3.1.3				
	3.2 Opportunities in jobs, learning and innovation	3.2.1 3.2.2	3.2.1 3.2.2		3.2.1 3.2.2 3.2.3	3.2.1 3.2.2 3.2.3	3.2.1		
	3.3 Connected and fair communities	3.3.1 3.3.2 3.3.3	3.3.1 3.3.2 3.3.3	3.3.1 3.3.2 3.3.3	3.3.3	3.3.1 3.3.2 3.3.3	3.3.1 3.3.2		3.3.3
	3.4 City-shaping partnerships	3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2
 Achieving Together	4.1 Inclusive and integrated planning	4.1.1 4.1.2	4.1.2	4.1.2	4.1.2	4.1.2	4.1.2	4.1.2	4.1.2
	4.2 Trust and transparency	4.2.1 4.2.2 4.2.3	4.2.1 4.2.2 4.2.3						
	4.3 Collaborative and innovative approach			4.3.1		4.3.1 4.3.2			

		Regional		
		Hunter Region Plan 2041	Greater Newcastle Metropolitan Plan	Greater Newcastle Transport Plan
Themes	Priorities	Newcastle 2040 Objectives		
 Liveable	1.1 Enriched neighbourhoods and places	1.1.1 1.1.2 1.1.3	1.1.1 1.1.2 1.1.3	1.1.1 1.1.2
	1.2 Safe, active and linked movement across the city	1.2.1	1.2.4	1.2.1 1.2.2 1.2.3 1.2.4
 Sustainable	2.1 Action on climate change	2.1.1 2.1.2 2.1.3	2.1.1 2.1.2 2.1.3	
	2.2 Nature-based solutions	2.2.1 2.2.2	2.2.1 2.2.2	
	2.3 Circular economy			
 Creative	3.1 Vibrant and creative city	3.1.3 3.1.4	3.1.3 3.1.4	
	3.2 Opportunities in jobs, learning and innovation	3.2.1 3.2.2 3.2.3	3.2.1 3.2.2 3.2.3	
	3.3 Connected and fair communities	3.3.1 3.3.2 3.3.3	3.3.1 3.3.2 3.3.3	3.3.3
	3.4 City-shaping partnerships	3.4.1 3.4.2	3.4.1 3.4.2	3.4.1 3.4.2
 Achieving Together	4.1 Inclusive and integrated planning	4.1.2	4.1.2	4.1.2
	4.2 Trust and transparency			
	4.3 Collaborative and innovative approach			



Sustainable Development Goals



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

Theme	Priority	Objectives
<div></div> <div>Liveable</div>	1.1 Enriched neighbourhoods and places	1.1.1 Create and maintain vibrant, inclusive and well-designed public spaces
		1.1.2 Promote sustainable and accessible urban design
		1.1.3 Protect and celebrate Newcastle's heritage
		1.1.4 Increase access to affordable housing
		1.1.5 Enhance and protect public safety
	1.2 Safe, active and linked movement across the city	1.2.1 Develop accessible, connected cycleways and pedestrian networks
		1.2.2 Maintain safe and efficient road networks
		1.2.3 Implement effective parking strategies
		1.2.4 Strengthen active and public transport connections and services
<div></div> <div>Sustainable</div>	2.1 Action on climate change	2.1.1 Support the transition to net zero emissions
		2.1.2 Assess and share climate risks
		2.1.3 Support climate change adaption by building resilient communities and urban and natural areas
	2.2 Nature-based solutions	2.2.1 Protect and regenerate natural systems
		2.2.2 Protect and expand the urban forest
		2.2.3 Support the transition to a water-sensitive city
	2.3 Circular economy	2.3.1 Design out waste and promote resource recovery and reuse
		2.3.2 Support local supply chains and sustainable procurement

Theme	SDG Priority																
	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
 Liveable				4.1, 4.2, 4.3, 4.4, 4.5, 4.6					9.1		11.7					16.3	
			3.1						9.1							16.1	
											11.4						
	1.4, 1.5							8.5			11.1						
			3.6													16.1, 16.2	
			3.1								11.2						
			3.6														
											11.2						
 Sustainable							7.2, 7.3		9.4			12.4	13.2	14.3			
									9.4		11.3	12.6, 12.7, 12.8	13.1, 13.2, 13.3				17.6, 17.7
	1.5																
						6.6								14.2	15.5, 15.9		
															15.1, 15.2		
						6.4, 6.5								14.2			
						6.3, 6.4					11.6	12.4, 12.5		14.1			
		2.3						8.3, 8.9				12.7					

Sustainable Development Goals

Theme	Priority	Objectives
 Creative	3.1 Vibrant and creative city	3.1.1 Plan, support and deliver vibrant events and programs
		3.1.2 Position Newcastle as a premier destination
		3.1.3 Foster cultural vibrancy and creativity
	3.2 Opportunities in jobs, learning and innovation	3.2.1 Provide inclusive learning and employment opportunities
		3.2.2 Grow our local skills base
	3.3 Connected and fair communities	3.3.1 Support strong social and cultural connections
		3.3.2 Celebrate diversity and champion inclusion
		3.3.3 Promote and support active and healthy communities
 Achieving Together	4.1 Inclusive and integrated planning	4.1.1 Ensure financial sustainability
		4.1.2 Strengthen our integrated planning and reporting
		4.1.3 Develop a skilled and engaged workforce
	4.2 Trust and transparency	4.2.1 Foster genuine community engagement
		4.2.2 Share information and celebrate success
		4.2.3 Deliver a trusted customer experience
	4.3 Collaborative and innovative approach	4.3.1 Build a collaborative organisational culture
		4.3.2 Encourage innovation and continuous improvement

Theme	SDG Priority																
	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
<div>  </div> <div>Creative</div>								8.9									
								8.2, 8.3, 8.9		10.2							
								8.6, 8.8, 8.9		10.2							
				4.2, 4.4				8.1, 8.5									
								8.6, 8.8	9.5								
											11.7						
			3.2	4.5, 4.7							11.3, 11.7					16.1	
			3.2														
								9.5									
<div>  </div> <div>Achieving Together</div>				4.3				8.2									
								8.3								16.5	17.3, 17.13
																16.7	
					5.5												
					5.1												
																16.1	17.16
																16.5	
																	17.17

Glossary

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

References and research

CN Informing strategies and plans

Name	Link
Customer Engagement Strategy	https://newcastle.nsw.gov.au/about-us/forms-and-publications/strategies/community-engagement-strategy
Economic Development Strategy	https://newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Strategies/Economic-Development-Strategy-Final.pdf
Local Strategic Planning Statement	https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Strategies/Local-Strategic-Planning-Statement-March2021.pdf
Social Strategy 2030	https://newcastle.nsw.gov.au/getmedia/5a979738-5a4d-44a3-8ec6-d302303ed5a1/Social-Strategy.pdf
Newcastle Environmental Strategy 2023	https://newcastle.nsw.gov.au/getmedia/e2614733-fc2c-4367-b6d6-970aab69ef0e/Newcastle-Environment-Strategy-2023.pdf
Sustainable Waste Strategy 2023-2033	https://hdp-au-prod-app-newcastle-haveyoursay-files.s3.ap-southeast-2.amazonaws.com/3116/7289/5681/Waste-Strategy-Strategic-Framework_Adopted.pdf
Customer Experience Strategy	https://newcastle.nsw.gov.au/getmedia/FC4AD8D6-1541-4869-98CF-8DE0DAC9462B/CX-Strategy.pdf
Resourcing Newcastle	https://newcastle.nsw.gov.au/about-us/our-responsibilities/integrated-planning-and-reporting/the-resourcing-strategy
Long-Term Financial Plan	https://newcastle.nsw.gov.au/about-us/our-responsibilities/integrated-planning-and-reporting/the-resourcing-strategy
Workforce Development Strategic Plan	https://newcastle.nsw.gov.au/about-us/our-responsibilities/integrated-planning-and-reporting/the-resourcing-strategy
Asset Management Plan	https://newcastle.nsw.gov.au/about-us/our-responsibilities/integrated-planning-and-reporting/the-resourcing-strategy
Heritage Strategy	https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Strategies/4251-ADOPTED-Heritage-Strategy-2020-30-V4.pdf
On our bikes – Cycling Plan	https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Plans/On-our-bikes-Cycling-Plan-2021-2030.pdf
On the street – Parking Plan	https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Plans/On-the-street-Parking-Plan-February-2021.pdf
Newcastle Climate Action Plan	https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Plans/Climate-Action-Plan.pdf
Local Housing Strategy	https://www.newcastle.nsw.gov.au/Newcastle/media/Documents/Strategies,%20Plans%20and%20Policies/Strategies/Local-Housing-Strategy-Updated-2021.pdf

To view our supporting strategies and plans, please visit: <https://newcastle.nsw.gov.au/about-us/forms-and-publications/supporting-strategies-and-plans>

External resources

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

Australian Human Rights Commission, Face the facts (2014) <https://humanrights.gov.au/sites/default/files/FTFLGBTI.pdf>

Forecast.id, Population Forecasts <https://forecast.id.com.au/newcastle>

Profile.id, Community, "City of Newcastle Community Profile" <https://profile.id.com.au/newcastle>

NSW DIPE 2020, NSW 2019 Population Projections, NSW Department of Planning, Industry and Environment, Dataset – Population, Household and Implied Dwelling Projections by LGA (ASGS 2019) <https://www.planning.nsw.gov.au/data-and-insights/population-projections>

NSW Office of Local Government (OLG), Integrated Planning & Reporting Handbook for Local Councils in NSW (September 2021) <https://www.olg.nsw.gov.au/wp-content/uploads/2021/10/IPR-Handbook-2021-20102021.pdf>

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 - Infrastructure Strategic Advisory Committee
 - Strategy and Innovation Strategic Advisory Committee
 - Liveable Cities Strategic Advisory Committee
 - Community and Culture Standing Committee
 - Access Inclusion Standing Committee
 - Guraki Aboriginal Standing Committee
 - Newcastle Youth Council Standing Committee
 - Newcastle Art Gallery Youth Advisory Group



Links for further information

	Name	Link
Regional Plans	Hunter Region Plan 2041	https://pp.planningportal.nsw.gov.au/draft-hunter-regional-plan-2041
	Greater Newcastle Metropolitan Plan 2036	https://www.planning.nsw.gov.au/Plans-for-your-area/Greater-Newcastle-metropolitan-planning
	Hunter Joint Organisation Strategic Plan 2032	https://www.hunterjo.com.au/wp-content/uploads/2020/04/HunterJOStrategicPlan_2018_2021.pdf
	Greater Newcastle Transport Plan	https://www.future.transport.nsw.gov.au/future-transport-plans/greater-newcastle-future-transport-plan
	Health District Plan Regional	https://www.hnehealth.nsw.gov.au/_data/assets/pdf_file/0008/401768/HNELHD_2021-26_Strategic_Plan.pdf
	Regional Water Strategy	https://www.industry.nsw.gov.au/water/plans-programs/regional-water-strategies
	Hunter Regional Transport Plan (Draft)	https://www.future.transport.nsw.gov.au/sites/default/files/2022-09/draft_hunter_regional_transport_plan.pdf
State Plans	NSW 2021	https://www.ipc.nsw.gov.au/sites/default/files/file_manager/NSW2021_WEBVERSION.pdf
	Premier's Priorities	https://www.nsw.gov.au/premiers-priorities
	Low and Mid-Rise Housing Policy	https://www.planning.nsw.gov.au/policy-and-legislation/housing/low-and-mid-rise-housing-policy
	NSW State Infrastructure Strategy	https://sis2022.infrastructure.nsw.gov.au/
	NSW Smart Places Strategy	https://www.dpie.nsw.gov.au/_data/assets/pdf_file/0017/348110/Smart-Places-Strategy.pdf
	NSW Disability Inclusion Action Plan (2020-2024)	https://www.dcj.nsw.gov.au/about-us/disability-inclusion-action-plan
	NSW Net Zero Plan	https://www.environment.nsw.gov.au/-/media/OEH/Corporate-Site/Documents/Climate-change/net-zero-plan-2020-2030-200057.pdf?la=en&hash=D65AA226F83B8113382956470EF649A31C74AAA7
	Future Transport Strategy 2056	https://future.transport.nsw.gov.au/sites/default/files/media/documents/2018/Future_Transport_2056_Strategy.pdf
	NSW Energy Plan	https://www.energy.nsw.gov.au/government-and-regulation/electricity-strategy
	NSW State Health Plan	https://www.health.nsw.gov.au/statehealthplan/Pages/NSW-state-health-plan-towards-2021.aspx
	NSW SES Strategic Plan	https://www.ses.nsw.gov.au/media/4537/building-our-future-our-plan-2021-2024.pdf
	NSW Waste and Sustainable Materials Strategy	https://www.dpie.nsw.gov.au/our-work/environment-energy-and-science/waste-and-sustainable-materials-strategy
	NSW Circular Economy Policy Statement	https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/recycling/19p1379-circular-economy-policy-final

	Name	Link
State Plans	NSW Biodiversity Policy	https://lgnsw.org.au/Public/Policy/Environment.aspx
	Clean Air Strategy 2021-30	https://www.environment.nsw.gov.au/-/media/OEH/Corporate-Site/Documents/Air/nsw-clean-air-strategy-2021-30-220028.pdf
	Active Transport Strategy	https://www.future.transport.nsw.gov.au/future-transport-plans/active-transport-strategy
	Road Safety Action Plan 2026	https://towardszero.nsw.gov.au/roadsafetyplan
	24 Hour Economy Strategy 2024	https://www.nsw.gov.au/business-and-economy/office-of-24-hour-economy-commissioner/24-hour-economy-strategy-2024
	Destination NSW Visitor Economy Strategy 2030	https://www.destinationnsw.com.au/about-us/visitor-economy-strategy-2030
	NSW Disability Action Plan (TfNSW)	https://www.future.transport.nsw.gov.au/documents/disability-inclusion-action-plan
National Needs	Places for People: An Urban Protocol for Australian Cities	https://www.infrastructureaustralia.gov.au/publications/creating-places-people-urban-design-protocol-australian-cities
	Australian Modern Manufacturing Strategy	https://www.industry.gov.au/data-and-publications/make-it-happen-the-australian-governments-modern-manufacturing-strategy/our-modern-manufacturing-strategy
	National Agreement on Closing the Gap	https://www.closingthegap.gov.au/national-agreement
	Australia's Strategy for Nature 2024-2030	https://www.dcceew.gov.au/environment/biodiversity/conservation/publications/australias-strategy-for-nature
	National Road Safety Strategy 2021-2030	https://www.roadsafety.gov.au/nrss
	Infrastructure Australia Strategy	https://www.infrastructureaustralia.gov.au/publications/2021-australian-infrastructure-plan
	National Climate Resilience and Adaptation Strategy	https://www.dcceew.gov.au/climate-change/policy/adaptation/strategy/ncras-2021-25
	National Waste Policy Action Plan	https://www.dcceew.gov.au/environment/protection/waste/publications/national-waste-policy-action-plan
	2021 Australian Infrastructure Plan	https://www.infrastructureaustralia.gov.au/publications/2021-australian-infrastructure-plan
Global Issues	SDGs	https://sdgs.un.org/goals
	Paris Climate Agreement	https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement
	China National Sword Policy	https://www.epa.nsw.gov.au/your-environment/recycling-and-reuse/response-to-china-national-sword
Other	Integrated Planning and Performance Framework	https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/

newcastle.nsw.gov.au