

Delivery Program
2018–2022

Operational Plan
2019/20

Our Budget



2019/20

newcastle.nsw.gov.au



City of
Newcastle

Acknowledgment

City of Newcastle acknowledges that we are meeting on the traditional country of the Awabakal and Worimi peoples.

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

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

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A message from our Lord Mayor

Our shared vision for Newcastle 2030 includes a commitment to the United Nations' Sustainable Development Goals, a macro blueprint for peace and prosperity that we're championing at the local level. The cornerstone of delivering these projects, activities and services is collaboration with our community to create a smart, liveable and sustainable global city.

Our commitment to environmental sustainability is a cornerstone of our 2019-20 Budget with construction set to start on a new organics facility at our Summerhill Waste Management Centre. This will reduce waste to landfill by 20% and also reduce council costs.

As Newcastle transforms into a city fast becoming known for 21st century innovation, our budget continues our ambitious works program with significant investment across our entire city in the 2019/20 financial year.

Our commitment to restoring trust, collaborative leadership and delivering through sound financial management while protecting and improving services remains at the core of all we do.

Newcastle has never looked so good.

Delivering this vital change the City needed has been a truly collaborative effort. Thank you to our dedicated staff and our elected Councillors who have had the courage to pursue a new future for our city, and to the community who have supported our bold vision.

Investment on our works program will occur right across City of Newcastle with \$14 million on roads and footpaths; \$14.2 million on buildings, structures and places; \$5.4 million on stormwater drains; \$36 million on the environment; \$2 million implementing our Smart City Strategy; and \$9.7 million on non-infrastructure projects.

We'll continue with our visionary Bather's Way coastal pathway when work commences at South Newcastle. We'll deliver upgrades to our parks, playgrounds, exercise equipment and dog off-leash areas, continue to develop waste recovery efforts and best-practice disposal at Summerhill, deliver stormwater rehabilitation in Cooks Hill and continue the local centre upgrades in Wallsend.

I'm pleased to say we expect to operate in surplus again for the sixth consecutive financial year.

This means we remain in a position to continue to maintain the city's assets and preserve the city's cultural heritage while shaping a bright, new future.

Nuatali Nelmes
Lord Mayor of Newcastle



A message from our Chief Executive Officer

Adoption of this year's delivery program and operational plan is forecast to result in an end-of-year financial surplus of \$11.951 million.

Critically, for the first time in seven years, this budget will allow City of Newcastle to transfer funds to our reserves rather than draw down on them. This allows us to start allocating funds for exciting future projects that cannot be funded over a single year without impacting on our ability to deliver on our rolling capital works program and backlog of infrastructure assets that require maintenance investment.

A budget surplus of almost \$12 million equates to just 3.9% of our forecast income of \$309 million and ensures that we have the required financial contingency to address unforeseen events such as natural disasters or sudden opportunities to host major events should they arise.

Financial sustainability is one of the foundations of good government – and this program will guide our revenue and expenditure balance over the next 12 months and beyond to help maintain our sound financial position. The income and spending outlined within this document allows us to deliver the many essential services expected of local government as well as to improve upon them.

With the recruitment of our new leadership team now complete, we have a group of managers who possess the required skillsets as well as a corporate needs approach to decision-making. Each manager has worked with me to deliver a service unit plan designed to enhance our customer service while ensuring we are both efficient and productive in our daily activities.

An example is in our Regulatory, Planning and Assessment team. The value of development applications in our city has increased from \$700 million just a few years ago to \$1.5 billion today. This budget allocates an extra \$2.2 million to ensuring that we have the resources in place to consider in a timely manner the 1,700 DAs

likely to be submitted over the next twelve months. Lifting our customer service makes our city financially more appealing to developers who in turn help us attract new families who play a role in generating more jobs.

This budget includes \$2.5 million for 44 young people who are apprentices, trainees, undergrads and graduates. This is an increase in funding of \$1.6 million compared to last year and allows us to increase our uptake of young people from 30 to 44.

A critical project funded through this budget is the relocation for 425 of our administration staff to 12 Stewart Avenue in the City's West End. Scheduled for the end of October, it will mark one of the most significant changes in our organisation's history. The move provides City of Newcastle with a chance to re-invent the way our staff work by uniting those who previously worked across three sites, under one roof. This will significantly improve communication, collaboration and interaction which in turn will deliver better projects and services for the community.

Our works program for the next year will total \$81 million, with a strong focus on increasing the environmental sustainability of our operations. In 2012, the NSW EPA approved a new licence that allows our Summerhill Waste Management Centre to receive 364,000 tonnes of waste annually. Yet today we accept just 210,000 tonnes of waste, highlighting a costly limitation to our inability to meet the needs of the state's growing production of waste.

The 2019/20 budget provides the funding to take advantage of this commercial opportunity by expanding our physical capacity to hold waste at Summerhill. We are making this strategic investment now recognising that the strong demand for landfill will likely reduce over the next decade as waste to energy solutions become more affordable and State and Federal Governments legislate to discourage the use of landfill.

The 2019/20 budget also provides funding to complete the construction of an organics recycling facility which will enable City of Newcastle to process garden organics and food waste at a profit while also significantly increasing our waste diversion performance.

The above is just a snapshot of our Delivery Program and Operational Plan for the next year. I encourage you to dive deeper into it to learn the extent of the contribution the City of Newcastle is making over the next year in terms of delivering works and services to our incredible city.

Jeremy Bath
Chief Executive Officer

Our City



City of Newcastle has adopted the Sustainable Development Goals (SDGs) and the New Urban Agenda as cornerstones to our planning.

All stakeholders, including and governments, civil society, the private sector, are expected to contribute to the realisation of these goals.



Our City, Our People



Our People

Population



Aboriginal population



Born overseas



Median age



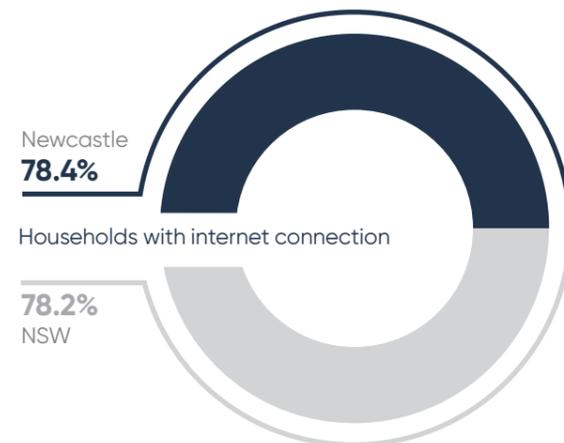
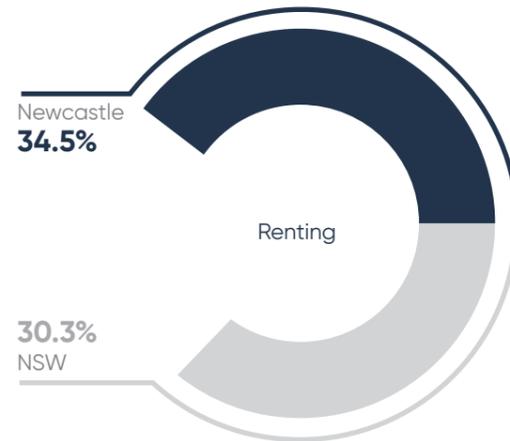
Average household size



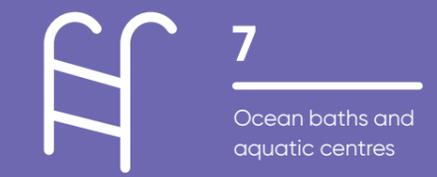
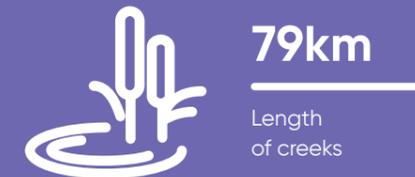
Median weekly household income



Median property price*



* Source: Domain, June 2018
All other figures from 2016 Australian Bureau of Statistics Census



Who We Are

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

The Elected Council and The Administration.

City of Newcastle (CN) employs over 950 staff and is responsible for providing services and facilities to more than 160,000 people.

Elected Council

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

Under the *Local Government Act 1993*, councillors have a responsibility to:

Participate in the determination of the budget

Play a key role in the creation and review of our policies, objectives and criteria relating to the regulatory functions, and

Review our performance and the delivery of services, management plans and revenue policies.

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

The Administration

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

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

The CEO reports to the elected Council.

Advisory Committees

Council established four Advisory Committees with effect from 1 July 2019 until the day before the next Council election in September 2020. Advisory Committees are established under Part Q of Council's Code of Meeting Practice to provide advice to the elected Council on matters of strategic significance, and to provide advice to CN on implementation of relevant matters aligned to the Community Strategic Plan. Advisory Committees may make recommendations to Council or a Committee of Council, but no functions are delegated to them by Council.

The four Committees are:

Infrastructure Advisory Committee

Strategy and Innovation Advisory Committee

Community and Culture Advisory Committee

Liveable Cities Advisory Committee

Council will also continue as standing committees the:

Guraki Aboriginal Advisory Committee

Disability Inclusion Advisory Committee
(to be renamed to the Access Inclusion Advisory Committee)

Youth Council

Council's Audit and Risk Committee will continue to provide independent assurance and assistance to Council on risk management, control, governance and external accountability requirements.

"A critical project funded through this budget is the relocation for 425 of our administration staff to 12 Stewart Avenue in the City's West End."

The Administration



Chief Executive Officer
Jeremy Bath

Governance	Strategy and Engagement	People and Culture	Infrastructure and Property	City Wide Services
Finance	Information Technology	Organisational Development	Depot Operations	Art Gallery
Legal	Major Events and Corporate Affairs	HR Operations	Assets and Projects	Museum
Regulatory, Planning and Assessment	Corporate and Community Planning	WHS and Injury Management	Civil Construction and Maintenance	Civic Services
		Training and Learning	Property and Facilities	Libraries and Learning
		Payroll		Customer Experience
				Waste Services
				Parks and Recreation

Elected Council



Cr Nuatali Nelmes
Lord Mayor (Labor)



Cr Emma White
(Labor)



Cr John Mackenzie
(Greens)



Cr John Church
(Independent)



Cr Carol Duncan
(Labor)



Cr Kath Elliott
(Independent)



Cr Brad Luke
(Liberal)



Cr Declan Clausen
Deputy Lord Mayor (Labor)



Cr Andrea Rufo
(Independent)



Cr Peta Winney-Baartz
(Labor)



Cr Jason Dunn
(Labor)



Cr Matthew Byrne
(Labor)



Cr Allan Robinson
(Independent)

Ward 1

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

Ward 2

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

Ward 3

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

Ward 4

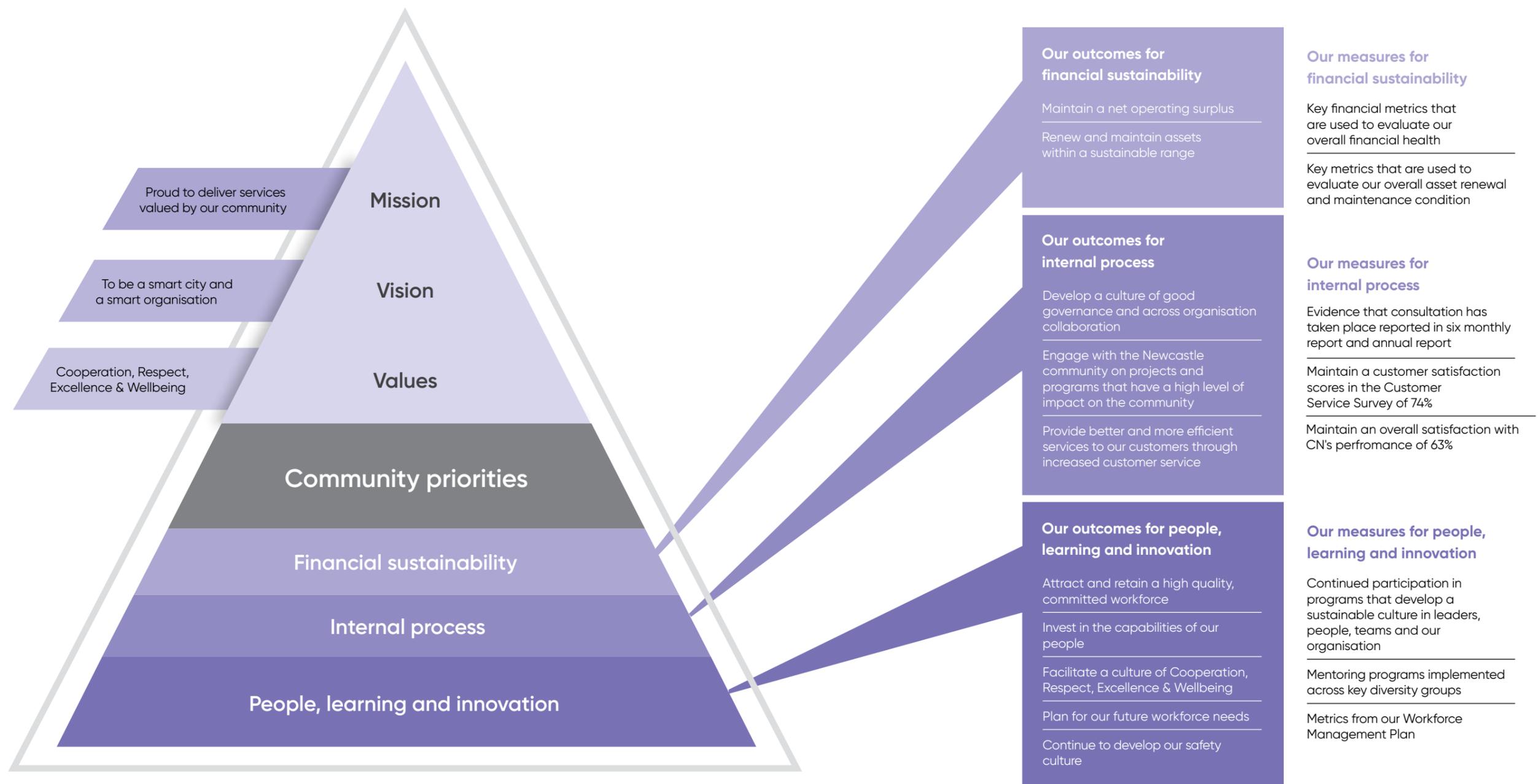
Beresfield, Birmingham Gardens, Black Hill, Callaghan, Elmore Vale, Fletcher, Hexham, Lenaghan, Maryland, Minmi, Rankin Park, Sandgate, Shortland, Tarro, Wallsend (Part)



Our Vision and Values

Our mission, vision and values are represented by the below pyramid. This shows that our people are our foundation and backed with strong financial sustainability and robust internal processes, we have an organisation proud to deliver services valued by our community.

To make sure CN is in the best position to meet the community priorities and be a smart city, we need to also be a smart organisation.

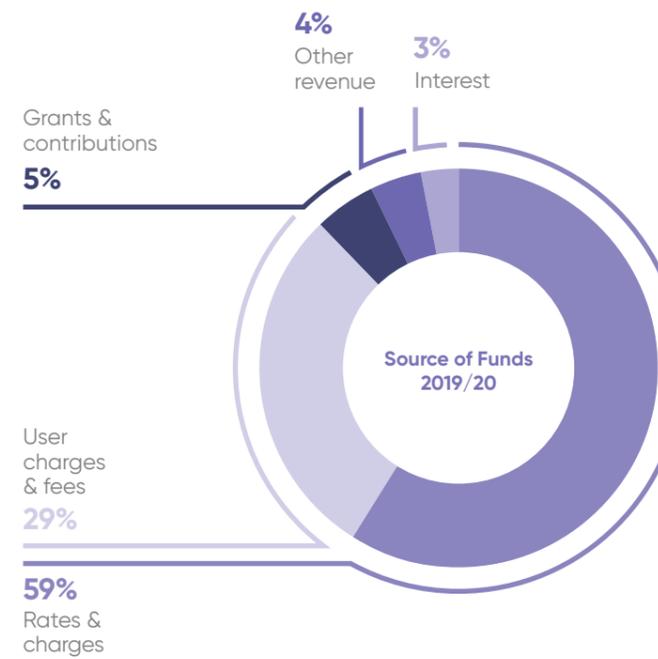


Our Funding Summary

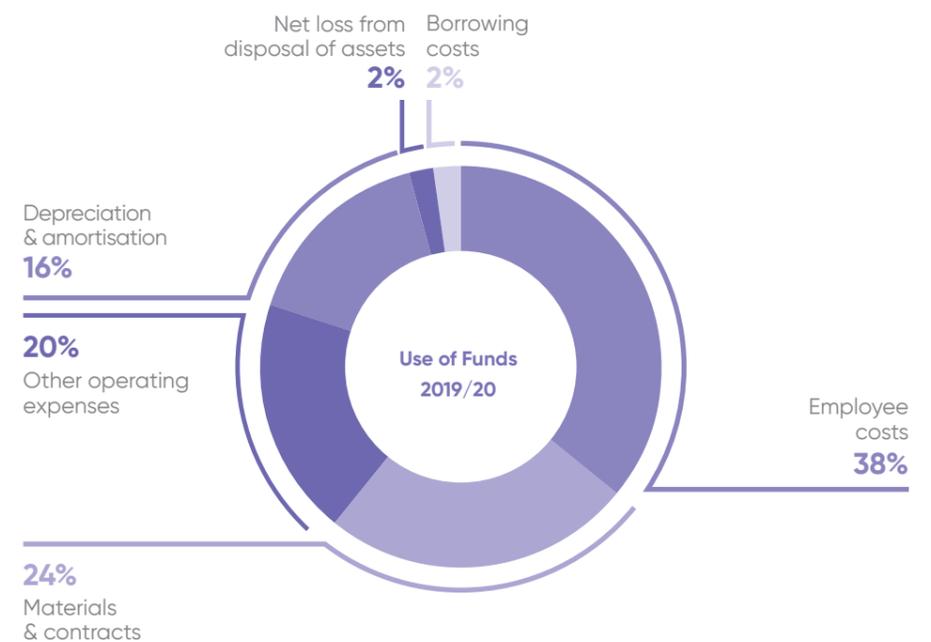
Where does your money go?



Where does our money come from?



Where is our money spent?



Works Program



\$14.2 million buildings and structures places

Includes work on City Hall facade, sporting oval lights and installation of four playgrounds



\$11.7 million non infrastructure projects

Information technology, fleet replacement, minor capital and strategic projects



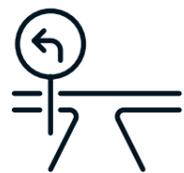
\$35.8 million environment

Organic facilities and an expansion of Summerhill to increase volume of commercial waste, tree replacement, bushland rehabilitation, vegetation management and coastal estuary management



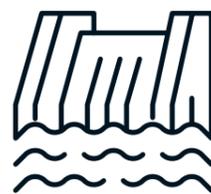
\$9.7 million roads

Improving roads, drainage, kerbs and gutters across the city



\$4 million transport

Includes cycleways, local area traffic management, parking infrastructure and pedestrian access and mobility plan



\$5.5 million stormwater

Flood planning and stormwater systems

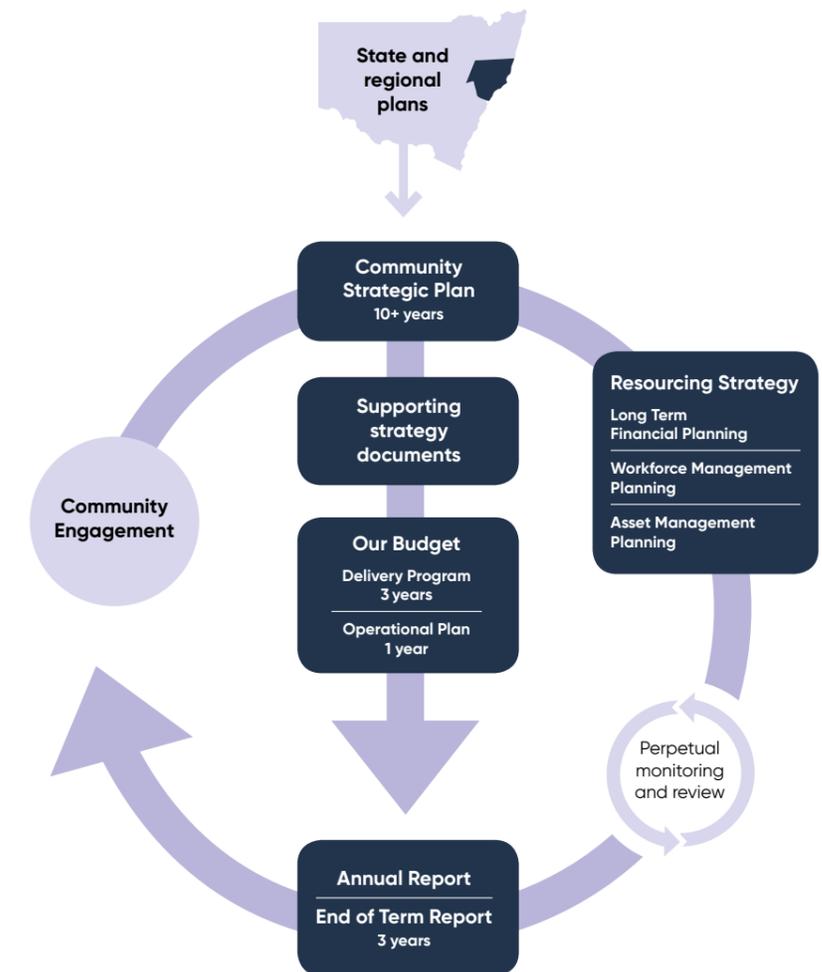


Our Plan

CN's Delivery Program and Operational Plan have been combined to show an integrated approach and are known as Our Budget.

Our Budget sets out CN's objectives for the next three years and outlines our planned actions and projects for 2019/20. This is our response to the Newcastle 2030 Community Strategic Plan (CSP) and our commitment to our community on what we will do.

Our Budget forms part of the Integrated Planning and Reporting Framework. This document outlines actions and objectives CN will undertake to achieve the strategies outlined in the CSP.



What makes up Our Budget?

The Delivery Program is a three-year plan that covers the term of our elected Council. To create our Delivery Program, we reviewed the CSP and asked what we can achieve over the next three years to bring us closer to the community's vision and priorities.

The Operational Plan 2019/20 outlines the actions and projects that will be undertaken for each Delivery Program objective and

identified who has primary responsibility.

The resourcing strategies support these documents and provide us with important information about our current resources and show our consideration



Involving our Community

Extensive community engagement was undertaken to ensure community input would inform the development of our CSP. More than 2,700 people and stakeholders across our community were involved in shaping our plans and future.

Approx. **2,700**  **people contributed**
and thousands more informed



Our Strategic Directions

An aerial photograph of Newcastle Harbour at sunset. The sun is low on the horizon, casting a warm orange glow over the water and sky. In the foreground, a long, dark stone breakwater extends from the left towards the center. On a small, grassy cliff in the middle ground, a white lighthouse stands prominently. To the right of the lighthouse, there are several white buildings. The water in the foreground is a deep blue, while the water further out is a lighter, shimmering blue. The sky is a mix of orange, yellow, and light blue.

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

Integrated and Accessible Transport

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

Community Objective

1.1 Effective and integrated public transport

1.2 Linked networks of cycle and pedestrian paths

1.3 Safe, reliable and efficient road and parking networks



Integrated and Accessible Transport

transport

Level of service



We maintain
972 km pathways



We maintain
764 km local roads
38km state roads
48km regional roads
1,489km kerb and gutter



We maintain
120 bridges

car parking

Level of service



127 transport shelters

Our supporting strategies and plans

- Newcastle Transport Strategy 2014
- Newcastle Cycling Strategy and Action Plan 2012
- Connecting Newcastle 2017
- Disability Inclusion Action Plan 2016-2019

Our measures

- Maintain  community satisfaction levels for streets and commercial area cleaning
- Increase the number of applications users for the parking app (currently 18,000)
- Maintain  service level for our roads
- Maintain  service level for our car parking
- Maintain  service level for our pathways
- Maintain  service level for our bridges and structures
-  Community (%) who agree cycling facilities are well maintained (Target 55%)
-  Community (%) who are satisfied with the condition footpaths (Target 49%)
-  Community (%) who agree cycle routes are wellconnected (Target 34%)

CN's commitment to our community

1.1 Effective and integrated public transport

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
1.1.1 Support implementation of the regional transport strategy		
Liase and partner with other government agency representatives to facilitate optimum transport outcomes for Newcastle	Actively represent Newcastle's position in relation to public transport needs in cross-government forums	Transport and Compliance
Promote sustainable transport	Enhance information about public transport and active transport on CN's website	Civil Construction and Maintenance
1.1.2 Advocate for public transport improvements		
Advocate to the State and Federal Government for improved transport outcomes for Newcastle	Present CN's ideas and position for improvements in public transport through submissions, participation in working groups and engagement with government agencies as opportunities arise	Civil Construction and Maintenance
	Work collaboratively to deliver an expanded light rail network with relevant state agencies, Keolis Downer and the community	Transport and Compliance
1.1.3 Plan and deliver accessible local infrastructure improvements for public transport		
Improve equity of access to public transport, through upgrading of transport stops to meet the Disability Standards for Accessible Public Transport	Implement the transport stops program including the renewal and upgrades of bus shelters and seating to comply with Federal Government legislation	Transport and Compliance
	CN will continue to advocate to other levels of government for assistance to meet compliance standards for transport stops	Transport and Compliance
Improve access to public transport	Undertake planning for a principal pedestrian network	Transport and Compliance

1.2 Linked networks of cycle and pedestrian paths

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
1.2.1 Continue to upgrade and extend cycle and pedestrian networks		
Develop a network of safe, linked cycle and pedestrian paths integrated with key destinations and green space	Continue to implement the Newcastle Cycling Strategy and Action Plan	Transport and Compliance
Enhance the safety of cyclists and pedestrians	Continue to support delivery on our special rate variation project cycleways	Transport and Compliance
Promote walking and cycling	Continue to implement the ongoing cycling education and promotion campaign	Transport and Compliance

1.3 A transport network that encourages energy and resource efficiency

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
1.3.1 Ensure safe road networks through effective planning and maintenance		
Improve the safety, quality and amenity of local roads through increased road reconstruction, resurfacing and line marking programs	Develop and implement the roads resurfacing program and road renews works program	Transport and Compliance
	Improve safety for all road users, through implementation of pedestrian access and mobility plan project and local area traffic management projects	Transport and Compliance
	Implement programs for repairs to defects on roads, kerb and gutter, footpaths, nature strips and medians, and stormwater drainage	Transport and Compliance
Support the continuation of parking education and enforcement programs across Newcastle, particularly around schools and sporting fields / venues	Undertake parking safety education programs	Transport and Compliance
1.3.2 Ensure community and business needs for adequate and accessible parking are prioritised		
Implement parking management strategies in high traffic areas to achieve safety and turnover of spaces	Enforce the parking provisions of the NSW Road Rules to achieve traffic and pedestrian safety and to encourage increased turnover of parking spaces	Transport and Compliance
Improve way-finding signage in commercial centres to assist drivers to locate available parking in a timelier manner	Install parking infrastructure that supports the use of available technology and smart parking initiatives	Transport and Compliance
1.3.3 Implement technology solutions to improve transport infrastructure and experiences, and encourage mobility innovation		
Introduce technology to provide greater access to parking payment options and information	Increase usage of the pay by phone application	Transport and Compliance



Protected Environment

Our unique environment will be understood, maintained and protected.

Community Objective

2.1 Greater efficiency in the use of resources

2.2 Our unique natural environment is maintained, enhanced and connected

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

Protected Environment



68,444
rateable
properties

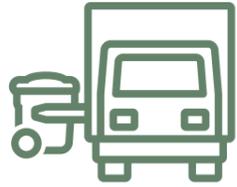
serviced weekly, with less than 0.01% of bin collections missed

162,480
residents

receive a weekly waste service and fortnightly recycling or green waste collection



97,428 street
and park trees



3,614,000
collections

including kerbside residential, commercial customers, public place bins, bulk waste and illegal dumping

88 bushland
parcels

42 inland
cliffines

totalling 20,444 sqm



607 creeks

Reaches totalling 79km

45.3 km

of tracks and trails

Our supporting strategies and plans

Newcastle Environment Management Strategy 2013

Smart City Strategy 2017-2021

Newcastle 2020 Carbon and Water Management Action Plan 2011

Throsby Creek Action Plan 2017

Urban Water Cycle Policy 2017

Newcastle Coastal Zone Management Plan Stockton 2018

Hunter Estuary Coastal Zone Management Plan 2017

Our measures

Reduction of 5% in waste land fill

Improve aesthetic and cleanliness of our city above ★★★★★

- streets and public areas
- public parks
- beaches and beach facilities
- ocean baths and facilities

Level of satisfaction with bins in Newcastle ★★★★★

Increase usage of community recycling centre

40% waste diversion rate for municipal collection

↑ plant over 1,000 trees a year

Maintain Landcare hours and programs

CN's commitment to our community

2.1 Greater efficiency in the use of resources

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
2.1.1 Improve waste minimisation and recycling practices in homes, work places, development sites and public places		
Develop internal waste management programs that reduce and increase recycling within CN	Work with individual service units to develop agreed service level plans that reduce waste generation and increase resource recovery	Waste Services
Develop customer interface to enable sharing of waste performance data and to enable customer self-service for bulk collections and vouchers	Identify key deliverables and develop a delivery plan over a three-year period	Waste Services
	Introduce customer portal and implement online self-service booking for bulk waste services and vouchers	Waste Services
Improve public place waste and recycling services that both raises awareness of waste and increases resource recovery	Roll out of at least 50 new waste recycling stations with improved aesthetics and cleanliness	Waste Services
Improve and increase recycling infrastructure at Summerhill to increase resource recovery	Launch opening of new regional resource recovery centre facility and increase recycling to establish benchmark performance for future years	Waste Services
2.1.2 Investigate and implement renewable energy technologies		
Increase the percentage of CN's electricity sourced from low carbon energy sources	Construct the mid-scale (5MW) Summerhill Solar Farm project to offset CN energy use and greenhouse emissions	Corporate and Community Planning
Develop projects to implement battery storage and smart grid technologies	Establish No2. Sportsground as the trial site for smart grid and smart city energy technologies	Corporate and Community Planning
2.1.3 Encourage energy and resource efficiency initiatives		
Pilot and deploy technologies that improve energy and resources sustainability across CN and the broader community	Install private street lighting network throughout utilising LED technology and smart lighting controls	Corporate and Community Planning
	Develop and implement an organics facility	Waste Services

2.2 Our unique natural environment is maintained, enhanced and connected

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
2.2.1 Facilitate and advocate for protection and rehabilitation of natural areas		
Continue to implement the Urban Forest Policy to achieve an expanded and sustainable canopy cover through our streets and parks trees	Maintain our street, reserve, and public land trees to ensure the health of our trees and safety of the community	Civil Construction and Maintenance
	Implement the living streets tree replacement program, to maintain and replenish our urban forest	Civil Construction and Maintenance
Promote and control environmentally sustainable business practices and on-site wastewater system operation	Proactively monitor and regulate activities to minimise environmental impact, including implementing CN's business pollution prevention program and erosion and sediment control program	Regulatory, Planning and Assessment
Ensure development takes place in accordance with the requirements of environmental planning	Manage contaminated land information and seek appropriate remediation through the development application process	Regulatory, Planning and Assessment
2.2.2 Encourage and support active community participation in local environmental projects		
Opportunities for community involvement are incorporated in the delivery of natural environment areas maintenance and improvement projects	Deliver the natural connections and living streets community education initiatives in co-ordination with the delivery of key environment, stormwater and road projects	Assets and Projects
	Support volunteer involvement in the delivery of natural environment programs, eg Landcare	Civic Services

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
2.3.1 Ensure decisions and policy response to climate change remains current and reflects community needs		
Keep the community involved in the development of climate change adaption measures consistent with the adopted plans	Monitor sea level rise and ground water behaviour in low lying suburbs	Asset and Projects
2.3.2 Support individuals and communities to prepare, respond and recover from emergency events		
Support individuals to prepare, respond and recover from emergency events	Co-ordinate prevention, preparedness, response and recovery activities in accordance with legislation and emergency plan responsibilities	Legal
	To formalise an Integrated Emergency Management Capability and Capacity Development Framework to enhance CN's capacity to effectively prevent, prepare for, respond to, and recover from significant emergency events impacting the communities of Newcastle	Legal





Vibrant, Safe and Active Public Places

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

Community Objective

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

Vibrant, Safe and Active Public Places



15 wildlife exhibitions



9 libraries

12 beaches (6 Main)
8 surf clubs
3 lifeguard facilities
4.5km dunes



3 boat ramps



1 holiday park



54 sporting amenities



5 aquatic centres
2 ocean bath facilities

116 playgrounds
15 grandstands
18 kiosks
115 shade and shelter structures
8 skate facilities

Our supporting strategies and plans

- _____ Parkland and Recreation Strategy 2014
- _____ Cultural Strategy 2016-2019
- _____ Newcastle after Dark 2018-2022
- _____ Events Plan 2016-2019
- _____ Disability Inclusion Action Plan 2016-2019
- _____ Dogs in Open Space Plan 2019
- _____ Outdoor Exercise Facilities Strategy 2018
- _____ Safe City Plan 2017-2020

Our measures

- _____ ↑ the annual attendance at Libraries, Art Gallery, Museum and Civic Services by 5%
- _____ Maintain a community (%) that feel overall safe in Newcastle LGA (Target 74%)
- _____ ↑ community (%) who agree the upgrades to coastal facilities have enhanced our beaches and coastal areas (Target 87%)
- _____ Improve community satisfaction above ★★★☆☆
 - Maintenance of public parks
 - Condition of ocean baths and facilities
 - Playground equipment available
 - Shade provided in parks and

CN's commitment to our community

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
3.1.1 Provide quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs		
Upgrade and enhance our parkland and recreational facilities	Deliver recreational facility improvements throughout the city - playgrounds, outdoor courts, sportsgrounds, exercise equipment, dog off-leash	Parks and Recreation
	Provide open spaces to meet community needs - playgrounds, outdoor courts, sportsgrounds, exercise equipment, dog off-leash areas	Parks and Recreation
	Provide aquatic facilities to meet community needs and industry requirements	Parks and Recreation
	Support safe use of beaches through lifesaving services	Parks and Recreation
	Deliver recreation projects that improve our public spaces	Parks and Recreation
	Providing sustainable infrastructure to support our parkland and recreational facilities by construction of new assets and renewal of existing assets	Civil Construction and Maintenance
Ensure that recreation facilities provide opportunities for the full range of age groups and abilities	Deliver projects that support whole of community use and incorporate universal design principles	Parks and Recreation
Ensure spaces and facilities are multi-functional, and adaptable to changing need	Undertake plans of management and masterplans to reflect the current community needs	Parks and Recreation

3.1.2 Enhance our beaches and coastal areas through upgraded facilities

Continue to support and deliver on our special rate variation project 'Coastal Revitalisation'	Plan and design for the implementation of the Bathers Way at South Newcastle, Bar Beach and King Edward Park	Assets and Projects
Upgrade and enhance our beaches and coastal area facilities	Provide sustainable infrastructure to support our beaches and coastal facilities by construction of new assets and renewal of existing assets	Civil Construction and Maintenance
	Ensure our ocean baths, beaches and coastal facilities are clean and inviting	Property and Facilities

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

Develop and deliver a range of community events and programs in partnership to enhance social connections	Maintain a balance of programming targeted to a breadth of audience demographics including works of new and emerging thinking, forms and technology	Libraries and Learning
	Maintain a balance of audience engagement programs targeted to a breadth of audience demographics	Libraries and Learning
	Establish a fully resourced virtual library and seamless online membership experience	Libraries and Learning
	Establish partnerships with key programming deliverables for the city	Libraries and Learning
	Ensure Newcastle audiences have access to a diverse range of exhibitions and works of high quality	Maintain a balance of Museum audience engagement targeted to a breadth of audience demographics
	Enhance relationships within and external to CN to promote our Museum	Museum
	Maintain a balance of programming for the Art Gallery, targeted to a breadth of audience demographics including works of new and emerging thinking, forms and technology	Art Gallery
	Maintain a balance of programming for Civic Services targeted to a breadth of audience demographics including works of new and emerging thinking, forms and technology	Civic Services
Partner with Newcastle's small to medium not for profit arts and cultural organisations in growing arts and culture in the city	Establish up to five programming partnerships of up to three-year terms with key programming deliverables for the city	Civic Services
Ensure our buildings are multi-functional and support whole of community use	Ensure our community and CN buildings are clean, inviting, damage and graffiti free	Property and Facilities

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
3.2.1 Celebrate Newcastle's history, cultural heritage and cultural diversity		
Grow the city's identity via its collections of art and artefacts, local history and architecture	Plan, support and maintain the city's art exhibitions and collections to generate educational programming	Art Gallery
	Secure and preserve Newcastle's stories, heritage and history collections	Libraries and Learning
3.2.2 Increase collaboration with artists and practitioners in the cultural sector		
Promote Newcastle's local history and heritage Collections through a range of exhibitions, partnerships and programs	Present shows within Civic Services that feature local stories and cultural identity across Newcastle	Civic Services
	Maintain a balance of local stories told through exhibitions, web content and media	Museum
Expose local stories, both historic and contemporary, through cultural programming and build Newcastle's cultural identity	Present Art Gallery shows that feature local stories and cultural identity across Newcastle	Art Gallery
	Deliver Arts and Cultural support programs within the Art Gallery and Civic Services	Art Gallery and Civic Services

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
3.3.1 Collaborate with local groups and services to address crime and safety		
Provide CN parking facilities that are safe, welcoming and inclusive	Deliver improved accessibility across Newcastle through parking safety initiatives, management and enforcement	Assets and Projects
	Continue to partner and fund on the ground initiatives including Walk Smart and Salvation Army Streetsafe program	Corporate and Community Planning
Protect, promote and control the risk to public health associated with local business activities	Conduct regular inspection programs of food businesses, skin penetration premises, public swimming pools and monitor regulatory compliance for premises with water cooling systems (legionella)	Regulatory, Planning and Assessment
Develop public places that are safe, welcoming and inclusive	Deliver park improvement projects that integrate safer by design principles	Parks and Recreations
3.3.2 Plan for a night-time economy, characterised by creativity, vibrancy and safety, that contributes to cultural and economic revitalisation		
Implement policy and strategic initiatives to encourage more diverse night time venues	Implement the year 2 actions from the Newcastle After Dark Strategy	Corporate and Community Planning
	Deliver, with partners, the night-time spaces project to create more interactive and safer public spaces in the city's nightlife precincts	Corporate and Community Planning
	Apply crime prevention through environmental design principles for all new and replacement infrastructure	Assets and Projects
	Implement creative and safety lighting programs	Assets and Projects



Inclusive Community

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

Community Objective

4.1 A welcoming community that cares and looks after each other

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

Inclusive Community



147 public art, fountains and monuments



1 child care facility



9 community centres
7 community halls



3 senior citizen facilities



1 Museum
1 Art Gallery
1 City Hall
1 Civic Theatre
1 Fort Exhibition
1 Historical Fort

Our supporting strategies and plans

Social Strategy 2016-2019

Multicultural Plan 2016-2019

Disability Inclusion Action Plan 2016-2019

Newcastle Libraries Strategy 2019-2029

Aboriginal Employment Strategy 2018-2021

Our measures

Volunteer satisfaction with programs

Deliver a minimum of four targeted lifelong learning resources and programs

↑ Increase the number of education and exhibition programs with identified groups

Maintain the number of community projects funded annual through grants and sponsorship programs

↑ Community (%) who feel welcomed/connected with your local community (Target 78%)

↑ Community (%) who agree Newcastle's Civic Theatre, Art Gallery, Libraries and Museum facilities play a primary role in the development and promotion of culture in Newcastle

CN's commitment to our community

4.1 A welcoming community that cares and looks after each other

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
4.1.1 Acknowledge and respect local Aboriginal history, cultural heritage and peoples		
Deliver the CN Aboriginal Heritage Management Strategy	Facilitate the Guraki Aboriginal Advisory Committee to provide advice to CN on matters relating to Culture and heritage	Corporate and Community Planning
Know our heritage and enhance our community's knowledge or and regard for Aboriginal cultural heritage items and places	Implement the dual naming project with the installation of signage at eight locations and supporting website	Corporate and Community Planning
Increase engagement with local Aboriginal community	Develop and facilitate opportunities of workshops with local groups e.g. Wollotuka	Civic Services
	Utilisation of Aboriginal science and collection in Supernova	Museum
4.1.2 Support initiatives and facilities that encourage social inclusion and community connections		
Support and encourage programs and events by community groups and not for profit groups	Liaise with community and sporting clubs for open space bookings and events	Parks and Recreation
	Raise public awareness of water safety issues through a targeted education program	Parks and Recreation
	Advocate and liaise with groups in relation to community building bookings and events	Property and Facilities
Ensure open space and facilities are multi-functional and support whole of community use	Upgrades to community facilities to improve accessibility	Property and Facilities
Deliver the Disability Inclusion Action Plan	Further develop advice and guidance on delivering accessible and inclusive events. Deliver/develop partnerships for inclusive events	Corporate and Community Planning
	Promote and support roll out of Abilitylinks Better App	Corporate and Community Planning
	Undertake three accessibility audits for CN's facilities or assets	Corporate and Community Planning
	Continue the rewards and recognition program for CN volunteers	Civic Services

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

Deliver the Disability Inclusion Action Plan	Implement disability awareness training as part of staff induction process	Corporate and Community Planning
Promote a culture of responsive customer service	Undertake second audit of website accessibility to assess progress towards content compliance	Corporate and Community Planning
Celebrate inclusive practice and access outcomes	Liaise with and promote accessible and inclusive sports and activities within Newcastle	Corporate and Community Planning
Improve staff awareness of disability issues to provide responsive services for customers with a disability	Promote and facilitate inclusion awareness with councillors, executive leadership and other staff	Corporate and Community Planning

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
4.2.1 Ensure people of all abilities can enjoy our public places and spaces		
Ensure that a variety of parklands and recreational facilities are provided, accessible and distributed equitably across the city	Deliver recreational facility improvements throughout the city - playgrounds, outdoor courts, sportsgrounds, exercise equipment and dog off leash area	Facilities and Recreation
Demonstrate leadership in public domain improvements	Promote new Lift and Change facilities at Nobby's Beach. Develop priority list of potential lift and change locations	Corporate and Community Planning
	Facilitate the Disability Inclusion Advisory Committee, and prepare second iteration of the Disability Inclusion Action Plan	Corporate and Community Planning
New or renewed infrastructure will be delivered in accordance with Disability Standards where practical	Continuously upgrade CN assets to meet the requirements of the Disability Discrimination Act	Assets and Projects

4.2.2 Improve access to formal and informal lifelong learning opportunities, facilities and services

Increase focus on young people (16-30 yrs)	Actively invest in programming and communications targeted to young people	Civic Services
Develop and deliver community programs, partnerships, information and learning programs designed to create wide opportunities for all	Target lifelong learning resources and programs to improve skills in financial literacies, health literacies, living sustainably and promoting wellbeing	Libraries and Learning
	Measure the impact of early childhood activities for libraries and childcare to develop proven methodologies which has every child read	Libraries and Learning
	Establish adult learning volunteer program	Libraries and Learning
	Target lifelong learning for community governance workshops to support CN and community volunteer organisations	Libraries and Learning
	Actively invest in education and public programs engaging with identified groups	Art Gallery
	Actively invest in education and exhibitions programs with-in the Museum, engaging with identified groups	Museum

4.2.3 Promote recreation, health and wellbeing programs

Support and encourage use of recreation and leisure opportunities	Provide website and social media updates to encourage use of recreation	Parks and Recreation
Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals	Continue the existing Responsible Pet Ownership program, to have three to four community events per year in collaboration with RSPCA and other stakeholders	Regulatory, Planning and Assessment





Liveable Built Environment

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

Community Objective

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

5.2 Mixed-use urban villages supported by integrated transport networks

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

5.4 Sustainable infrastructure to support a liveable environment

Liveable Built Environment



approx. **700** individually
listed heritage items
6 heritage
conservation areas
12 archaeological sites



(2017/2018 figures)

2,000
Development
Applications
approved



(2017/2018 figures)

More than \$1 billion of
development investment from
Development Applications

Our supporting strategies and plans

Local Planning Strategy 2015

Heritage Strategy 2013-2017

Aboriginal Heritage Management Strategy 2018

Affordable Living Plan 2018

Local Environment Plan 2012

Development Control Plan

Our measures

Complete the agreed number of public engagement with responsible pet ownership events

Community (%) who agree there is a good mix of housing types (large and small single dwellings, apartments, units in their local suburb (new)

↑ Community (%) who are satisfied with the quality of heritage conservation (Target 56%)

Proportion (%) of houses within 800 metres of a public transport stop

↑ % of development applications notified in accordance with the Development Control Plan

↑ % of development applications that have information available on the web site, that complies with the GIPA

↑ 80% of food premises satisfactory on first food inspection for the year

↑ Community (%) who agree there is sufficient land available for different types of businesses to establish and grow (new)

CN's commitment to our community

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
5.1.1 Protect, support and promote our unique built and cultural heritage		
Ensure compliance with environmental planning regulations	Undertake investigations into alleged breaches of planning laws, fire safety and development consents and promote awareness of policy, procedure and laws to encourage voluntary compliance	Regulatory, Planning and Assessment
Ensure development controls and zoning protect the heritage significance of items and conservation areas	Implement the recommendations from the Review of Heritage Conservation Areas Final Report (2016). This includes the preparation of planning proposals and a review of Development Control Plans and Technical Manuals	Regulatory, Planning and Assessment
Ensure we protect and maintain our unique built and cultural heritage infrastructure	City Hall restoration - restore the Northern and western facade of City Hall	Assets and Projects
	Increase community access and use of Civic Theatre, Playhouse and City Hall	Civic Services
5.1.2 Ensure our suburbs are preserved, enhanced and promoted, while also creating opportunities for growth		
The land use pattern will reinforce mixed use centres, educational nodes, opportunities for technology-based businesses, supported by integrated transport	Prepare the Local Strategic Planning Statement as required in the Environmental Planning and Assessment Act 1979 and update the Local Planning Strategy	Regulatory, Planning and Assessment
5.1.3 Facilitate well designed and appropriate scale development that complements Newcastle's unique character		
Protect and enhance heritage buildings, streetscapes, views and key features, as well as, encouraging building innovation	In the assessment of development applications ensure development is consistent with the principles in CN's Local Planning Strategy 2015, including ensuring development addresses public spaces and is scaled for the pedestrian to provide vibrant and activated public spaces	Regulatory, Planning and Assessment

5.2 Mixed-use urban villages supported by integrated transport networks

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
5.2.1 Plan for concentrated growth around transport and activity nodes		
Implement the recommendations of CN's Parking Study and Parking Management Action Plan	Provide improved access and management of on-street parking spaces across Newcastle consistent with CN's adopted Parking Management Framework	Transport and Compliance
	Implement the recommendations of CN's Permit Parking Guidelines, consolidating control of all CN's parking permits into one management area	Transport and Compliance
	Support Park and Ride and investigate possible new locations	Transport and Compliance
Promote integrated, sustainable, long term planning for Newcastle	Implement the priority actions in the Greater Newcastle Metropolitan Plan 2036	Regulatory, Planning and Assessment
	Implement the actions in the Wickham Master Plan to deliver on the vision to create a diverse and dynamic mixed-use neighbourhood	Regulatory, Planning and Assessment
5.2.2 Plan for an urban environment that promotes active and healthy communities		
Develop a community education littering campaign	Collaborate with 'Keep Australia Beautiful' littering campaign and involvement with Regional Illegal Dumping Squad to develop and implement strategies to reduce littering, the identification of littering or dumping hot spots through intelligence-based trend analysis and increased proactive patrols to identify offenders	Waste Services
Raise fire safety awareness of all property owners and managers, tenants and business operators	Promote and encourage voluntary compliance with fire safety regulations through submissions of Annual Fire Safety Statements and through the Fire Safety Statement program	Regulatory, Planning and Assessment

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
5.3.1 Ensure sufficient housing diversity to meet community needs, including affordable and adaptable housing options		
Promote fire safety in medium to high density boarding houses	Annual compliance inspections of registered and assisted boarding houses, as well as premises being used as unauthorised boarding houses to ensure compliance with fire safety and planning legislation	Regulatory, Planning and Assessment
Ensure sufficient housing capacity for our future population	CN to participate in the Urban Development program established by the Department of Planning & Environment to monitor delivery of housing in the Lower Hunter	Regulatory, Planning and Assessment
Facilitate affordable living	Implement the CN Affordable Living Plan	Regulatory, Planning and Assessment

5.4 Sustainable infrastructure to support a liveable environment

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
5.4.1 Advocate for implementation of energy and resource efficiency in new developments		
Improved waste and recycling infrastructure in new developments	Finalise waste management in new developments guidelines which set minimum planning requirements	Waste Services
5.4.2 Plan, provide and manage infrastructure that continues to meet community needs		
Implement best practice asset management to deliver sustainable services	Prioritise renewal of infrastructure to deliver desired levels of service	Assets and Projects





Smart and Innovative

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

Community Objective

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

Smart and Innovative



Implementing our
**Smart Move
Newcastle
Projects**



**120 smart poles
around our city**

**14 events to
be delivered
and supported
in our city**



**total followers
78,004**



Our supporting strategies and plans

Smart City Strategy 2017-2021

Economic Development Strategy 2016-2019

Destination Management Plan 2016 - 2019

Events Plan 2016-2019

Newcastle Libraries Strategy 2019 - 2023

Our measures

Increase the number of visitors to Newcastle

Maintain economic values of grants provided by the Events Sponsorship Program

↑ in the estimated value of approved commercial developments

↑ the number of visitors to visitnewcastle.com.au

Maintain the number of major events held in Newcastle

Improve awareness of CN's new brand



CN's commitment to our community

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
6.1.1 Recognise and strengthen Newcastle's role as a regional capital and hub for industry, education, health, business, personal, tourism, port and logistics services		
Embrace digital platforms to broaden audiences for culture	Invest in digital platforms to broaden and deepen audience engagement in the Art Gallery	Art Gallery
	Invest in digital platforms to broaden and deepen audience engagement in the Museum	Museum
Promote the lifestyle and cultural values of Newcastle as a place to work, invest and live	Develop an opportunities prospectus to promote Newcastle as the perfect business and lifestyle location nationally and internationally	Major Events and Corporate Affairs
6.1.2 Attract new business and employment opportunities		
Continue to work with the NSW Government to promote revitalisation of the city centre and attract new investment, business and jobs	Gather and analyse economic and industry information to identify gaps and business opportunities	Corporate and Community Planning
Strengthen the existing commercial, activity service and employment centres	Continue to deliver the Local Centres Public Domain Program to foster new growth in local centres	Asset and Projects

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
6.2.1 Support and advocate for innovation in business, research activities, education and creative industries		
Increase support for, and engagement with, local artists, innovative thinkers, academic creatives and cultural practitioners	Support development of artists and practitioners through mentoring and professional placements	Art Gallery
	Establish program for tertiary students in cultural disciplines and professional practitioners, to view ticketed programming at reduced prices	Art Gallery
	Develop a specific Library IT Infrastructure Plan	Libraries and Learning
	Support and encourage innovation and creativity at all levels	Libraries and Learning
	E-Smart Library that fosters digital citizenship	Libraries and Learning
Continue to facilitate innovative ecosystem development projects	Support the strategic development of the regional incubator collaborative project and the iQ series of events	Corporate and Community Planning
6.2.2 Support and advocate for the small business sector		

Continue to build on and promote Newcastle's advantages in education, health, energy research and smart city initiatives	Deliver the Newcastle Living Lab Framework to promote technology innovation trials and research	Corporate and Community Planning
	Continue to expand smart city infrastructure including smart poles, WiFi and sensor networks	Corporate and Community Planning
	Deliver a range of digital platforms that can collect, analyse and present data including portal, app, dashboard and city intelligence platform	Corporate and Community Planning

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
6.3.1 Facilitate events and festivals that attract visitors and support the local economy		
Maintain a diverse program of events to appeal to a broad audience that builds on Newcastle's assets	Deliver the annual CN Event Sponsorship Program	Major Events and Corporate Affairs
	Support events via provision of Visitor Services to increase visitor nights and expenditure	Civic Services
	Support industry through training opportunities and increase visitor experience	Civic Services
Build cultural tourism by presenting events that celebrate the city and contribute to its identity	Develop local stories in our Art Gallery and build Newcastle's cultural identity	Art Gallery
	Tell the stories of Newcastle through a variety of mediums and technologies in collaboration with other CN units and community	Museum
6.3.2 Work with the tourism sector to further develop Newcastle as a visitor and event destination		
Implement the Destination Management Plan	CN to continue its leadership role in developing the visitor economy	Major Events and Corporate Affairs
Continue to work on researching and promoting sector infrastructure issues, including accommodation, and conference facilities	Maintain the visitor website as well as print promotions such as maps and self - guided tours	Major Events and Corporate Affairs
Utilise economic and business information to track city and key industry trends	Investigate the visitor services model	Major Events and Corporate Affairs
Continue to identify signature events and experiences for the Newcastle community and our visitors	Promote Newcastle as a destination for business, association and professional conferences and events	Major Events and Corporate Affairs
6.3.3 Work with businesses, planners and government at all levels to facilitate key infrastructure to support business growth		
Work with our community, business sector and government to identify and facilitate key infrastructure projects	Continue to support the development of Newcastle Airport and expansion of national and international routes	Major Events and Corporate Affairs
6.3.4 Foster a collaborative approach to continue city centre renewal		
Revitalisation of our city centre to provide the standard of facilities necessary to attract people to live, work and play in Newcastle	Deliver economic development and activation projects across the city	Corporate and Community Planning



Open and Collaborative Leadership

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

Community Objective

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

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

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

7.4 A local government organisation of excellence

Open and Collaborative Leadership



69,390
rateable
properties

8,500

visitors to our customer counter
(2017/18)



total followers
28,162



2 Civic Administration buildings

3 Works depot

560 fleet and plant vehicles

1,292 computers



140,000 calls taken

on 4974 2000 (2017/18)

Our supporting strategies and plans

Open and Transparent Governance Strategy 2017

Workforce Management Plan 2018-2022

Asset Management Strategy 2018-2027

Aboriginal Employment Strategy 2013-2017

Long Term Financial Plan 2018-2027

Information and Communication Technology Strategic Plan 2018-2020

Our measures

Maintain in-person contact survey rating of 74%

↑ Increase social media followers

↑ Community (%) who agree City News is informative in updating you about what CN is delivering in our city

↑ Community (%) of awareness for NC's regular newsletters

↑ Community (%) satisfied with City of Newcastle's performance

↑ Community (%) who agree that CN's information is easy to access from our website

↑ Increase community awareness of Our Budget document

CN's commitment to our community

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
7.1.1 Encourage and support long term planning for Newcastle, including implementation, resourcing, monitoring and reporting		
Implement the Integrated Planning and Reporting framework	Develop and deliver a three-year Delivery Program detailing the objectives which are aligned with achieving our CSP	Corporate and Community Planning
	Adopt an Operational Plan that clearly details and shows accountability for the actions taken to achieve the Delivery Program and CSP	Corporate and Community Planning
	Develop Resourcing Strategies that support our Delivery Program and Operational Plan	Corporate and Community Planning
7.1.2 Ensure long-term financial sustainability through short, medium and long term financial planning		
Review and incorporate the financial strategies underpinning all short and medium-term plans into the Long Term Financial Plan	Ensure the management of CN's budget allocation and funding alternatives are compliant with our policy and relevant legislation to ensure the long term financial sustainability of the organisation	Finance
	Co-ordinate and update the CN's 10 year long term financial plan	Finance
	Improve investment performance of CN's reserves funds within agreed risk	Finance
Effectively and efficiently manage financial operations, systems and information	Manage, monitor and review CN's financial performance in accordance with the Financial Reporting framework	Finance
	Ensure the rates and charges for the financial year are levied and collected in accordance with relevant legislation, whilst also incorporating rates assistance provisions	Finance
	Ensure external audits of our financial reports are carried out in accordance with accounting standards	Finance
	Ensure timely and accurate management of accounts payable, logistics, purchasing and financial authorisations to provide both internal and external customers with a high level of service	Finance

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
7.2.1 Conduct CN business in an open, transparent and accountable manner		
Maintain a strong ethical culture and high standard of conduct	Councillors, the CEO and CN's senior staff are expected to demonstrate, through both their words and actions, commitment to the Code of Conduct	Legal
	Education and training for both Councillors and staff to ensure they appropriately understand their governance obligations	Legal
Provide open and accessible government information as well as a commitment to the protection of privacy	Processing all formal access applications within the statutory timeframes and in compliance with the GIPA Act	Legal
	Proactively publishing more information on CN's website than is legally required and improve efficient release of information	Legal
	Ensure CN meets the highest level of public disclosure regarding all dealings with Officials while also meeting its obligations under the relevant privacy legislation and CN's Privacy Management Plan	Legal
7.2.2 Provide timely and effective advocacy and leadership on key community issues		
Provide a clear line of communications between members of the public and Councillors	Release business papers to members of the public in advance of Council meetings	Legal
	Keep Councillors' contact details available and updated so the public can email or speak to Councillors about issues scheduled to go before the elected Council prior to a Council meeting	Legal
7.2.3 Establish collaborative relationships and advocate for local needs with all stakeholders		
Develop partnerships and networking with community, government and business	Develop partnerships and networking with community, government and business	Corporate and Community Planning

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

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
7.3.1 Provide opportunities for genuine engagement with the community to inform CN's decision-making		
Increase opportunities for community input into CN's decision-making processes	Review internal business processes to ensure all projects with high community impact receive appropriate community engagement	Major Events and Corporate Affairs
Increase profile of community engagement as an integrated function of CN	Review the Community Engagement Policy 2013 for consideration by elected Council	Major Events and Corporate Affairs
Increase engagement with hard to reach groups	Develop targeted engagement strategies to ensure feedback from hard to reach groups is incorporated in CN decision-making	Major Events and Corporate Affairs
Build capacity of the organisation to be able to involve community in decision making	Promotion of the community engagement toolkit throughout 2019	Major Events and Corporate Affairs
7.3.2 An informed community through clear and consistent communications		
Improve reputation and trust	Implement a Corporate Brand Strategy	Major Events and Corporate Affairs
Provide accessible and inclusive communications	Use a range of methods and channels to ensure broad reach	Major Events and Corporate Affairs
	Utilise options to increase accessibility such as translator services	Major Events and Corporate Affairs
	Implement guidelines for accessible, clear and easy to read graphic design and publishing	Major Events and Corporate Affairs
	Review web content to comply with Web Content Accessibility 2.0 guidelines	Major Events and Corporate Affairs
Increase CN's digital and social media profile and encourage information sharing online	Develop a Social Media Style Guide that aligns with Corporate Brand Strategy	Major Events and Corporate Affairs
	Produce regular print and electronic communications to inform community about CN activities, events and projects	Major Events and Corporate Affairs
	Advise, implement and deliver effective communication plans and products to promote activities and services	Major Events and Corporate Affairs
Enhance digital platforms	Conduct website audit of corporate website www.newcastle.nsw.gov.au to review and improve content	Major Events and Corporate Affairs
Deliver open access information related to development to the public in a clear and concise manner	Prepare a Community Participation Plan to: <ul style="list-style-type: none"> Increase the information made available to the public Provide a mechanism for the public to be informed of development Publicly notify development applications in accordance with the plan 	Regulatory, Planning and Assessment

7.4 A local government organisation of excellence

Delivery Program Objective	Operational Plan Action 2019/20	Responsibility
7.4.1 Continuous improvement in services delivery based on accountability, transparency and good governance		
Develop a culture of continuous improvement across CN	Promote continuous improvement across CN's services to increase the efficiency and effectiveness of service delivery	Corporate and Community Planning
Promote an organisation that eliminates or minimises risk	Maintain and adopt a risk management framework and risk management committee to appropriately identify and manage our risks	Legal
Provide the community with easy to understand and meaningful information about performance of CN	Provide the community with an annual report, six-monthly and quarterly performance report on the Delivery Program achievements	Corporate and Community Planning
Ensure accountability for public money and high-level services	Ensure external audits of our financial reports are carried out in accordance with accounting standards	Finance
Effectively and efficiently manage Depot and Fleet operations, systems and information	Provide continued improvement, support and management of CN procedures required to manage the operational works depot and provide the facilities to support the services delivered to the Community	Depot Operations
	Managing the operational fleet and plant to provide safe, fit for purpose and legislatively compliant assets	Depot Operations
7.4.2 Provide services that deliver on sustainable community service expectations		
Ensure Asset Management Strategy and Plans capture community service expectations	Integrate business practices with service reporting and development of 20 Service Asset Plans	Corporate and Community Planning
7.4.3 Provide the Community with responsive customer service		
Provide our customers with simple and convenient ways to access and do business with CN	Ensure the community can access the CN organisation by phone, email and mail easily and without undue delays or effort	Customer Service
	Explore new channels for interaction with CN	Customer Service
	Review systems and processes to enable better communication with community members regarding the outcome of requests they have made	Customer Service
Focus our Customer service around the quality of service	Create and maintain a high level of customer satisfaction through all services provided at the Museum	Museum

7.4.4 Maintain a high-quality workforce that is responsive to the needs of CN and the community

Deliver our strategies and actions against our Workforce Management Plan	Create a positive induction/on boarding experience	People and Culture
	Invest in the capabilities of our people	People and Culture
	Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing	People and Culture
	Plan for our future workforce needs	People and Culture
Continue to develop our safety culture	Develop opportunities for improved return to work processes and collaborative inclusion	People and Culture
	Develop opportunities for Work Health and Safety (WHS) mobility and ease of user access. Establish dynamic WHS Statistical reporting	People and Culture
	Ensure our mandatory training requirements are continuously met	People and Culture

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

Focusing on delivering valuable services to the customer by driving seamless and effective customer engagement across multiple channels and changing into a regional information hub	Continue to meet the needs of our customers regarding our Apps and CN interfaces	Information Technology
Establishing a sustainable, high performing organisation that leverages technology to enable a modern and agile workforce and translates data into actionable insights to optimise business operations	Next Generation Information and Communication Technology operating model	Information Technology
	Governance for information and technology	Information Technology
	Continue to be a Geographic Information systems leader	Information Technology
Setting a strong foundation in information and communication technology governance, weaving into all areas of the CN as a reliable business partner and facilitating new opportunities for technology transformation	Data ownership and governance model	Information Technology
	Review OneCouncil implementation	Information Technology
	Establish integration framework	Information Technology
Proactively identifying and exceeding customer expectations of the future through driving agility and connectivity, and ultimately supporting the evolution of Newcastle into one of the leading local governments nationally	Implement smart city technology foundation	Information Technology



Financial Management



Financial Management

Operating Position

	Adopted Budget 2018/19	Draft Budget 2019/20	Variance
	\$,000	\$,000	\$,000
Total Income	279,669	309,245	29,576
Total Expenditure	273,189	297,294	24,105
Operating Surplus (Deficit) for the year	6,480	11,951	5,471

Operating Surplus (\$11.9 million)

The operating position is a measure of annual financial performance.

The operating result budgeted for the 2019/20 year is a surplus of \$11.9 million which is an improvement to the budgeted surplus of \$6.5million in 2018/19.

The operating surplus ensures CN will maintain its financial sustainability which also enables the city to renew and maintain assets within a sustainable range, continue a strong focus on fiscal responsibility, delivery of priority projects identified in the 2012 SRV, continual focus on funding for infrastructure renewal and being able to respond to community priorities.

Operating Income

	Adopted Budget 2018/19	Draft Budget 2019/20	Variance
Income Types	\$,000	\$,000	\$,000
Rates & charges	167,802	181,677	13,875
User charges & fees	76,520	89,366	12,846
Interest	9,132	10,210	1,078
Other operating revenues	10,642	12,015	1,373
Grants & contributions - Operating	15,573	15,977	404
Operating Income	279,669	309,245	29,576

Rates and annual charges (\$13.9 million increase)

The 2019/20 budget is based on the total 2019/20 general income from ordinary and special rates (SRV) being increased by a total of 8%, in line with the IPART approved SRV. This increase consists of the annual IPART determined rate peg increase of 2.7% plus an additional SRV increase of 5.3%. 2019/20 is the last year of the approved SRV.

User charges and fees (\$12.9 million increase)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of CN's services. These include waste tipping services, animal fees, use of leisure, entertainment and other community facilities. The increase of \$12.9 million in total fees and charges expected from 2018/19 to 2019/20 is primarily attributable to a budgeted increase in income generated through CN's waste management centre at Summerhill and revenue from on-street parking meters. The remainder of CN's revenue sources are budgeted to increase in line with the Consumer Price Index (CPI).

A detailed list of all fees and charges is included in CN's Fees and Charges document.

Interest (\$1.1 million increase)

Interest income is earned on CN's funds which are invested in accordance with the Investment and Borrowing Policy. A modest increase in interest on investments is budgeted for the 2019/20 financial year which also includes for the first time CN's commitment to longer term investments through NSW Treasury Corp.

Other operating income (\$1.4m increase)

Other income relates to a range of items such as parking fines, property rental/ leases, sale of inventories, contract revenue, cost recoupment, legal fees and charges attributable to rate arrears and other miscellaneous income items.

Grants and contributions - operating (\$0.4 million increase)

Operating grants and contributions include all monies received from State and Federal sources for the purposes of funding the delivery of CN's services to ratepayers. This revenue line has remained consistent over recent financial years as the Financial Assistance Grant, which is our main grant source and makes up over 86% of total operating grant and contribution revenue has remained at similar funding levels.

Operating Expenditure

	Adopted Budget 2018/19	Draft Budget 2019/20	Variance
Expenditure Types	\$,000	\$,000	\$,000
Employee costs	103,336	111,942	8,606
Borrowing costs	3,874	4,761	887
Materials & contracts	72,118	67,646	(4,472)
Depreciation & amortisation	41,275	48,374	7,099
Other operating expenses	48,236	58,623	10,387
Net Loss from disposal of assets	4,350	5,948	1,598
Operating Expenditure	273,189	297,294	24,105

Employee costs (\$8.6 million increase)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, Workers Compensation Insurance etc.

Employee costs are budgeted to increase by \$8.6 million compared to the 2018/19 financial year. This is attributable to CN's commitment to the onboarding an additional 14 apprentices, trainees, undergrads and graduates as well as increased service delivery to improve customer and community experiences. This will increase resourcing allocations within the following service units: Regulatory Planning and Assessment, Assets and Projects, Major Events and Corporate Affairs, Information Technology and Waste.

Borrowing costs (\$0.9 million increase)

Borrowing costs relate to interest charged by financial institutions on borrowed funds as well as the amortisation of right to use lease assets. CN is not committing to any additional borrowings during 2019/20. The additional expenditure generated in 2019/20 is primarily attributable to an accounting policy standard change for leased assets which requires CN to recognise a portion of annual lease contract expenditure as a borrowing cost.

Materials and contracts (\$4.5 million decrease)

The materials and contracts expenditure budgeted for 2019/20 has decreased by \$4.5million in comparison to the 2018/19 adopted budget. The decrease in expenditure is related to the operational expenditure component of the \$80.9million works program and the reclassification of lease contracts on the balance sheet and expensed through depreciation and amortisation.

Depreciation and amortisation (\$7.1 million increase)

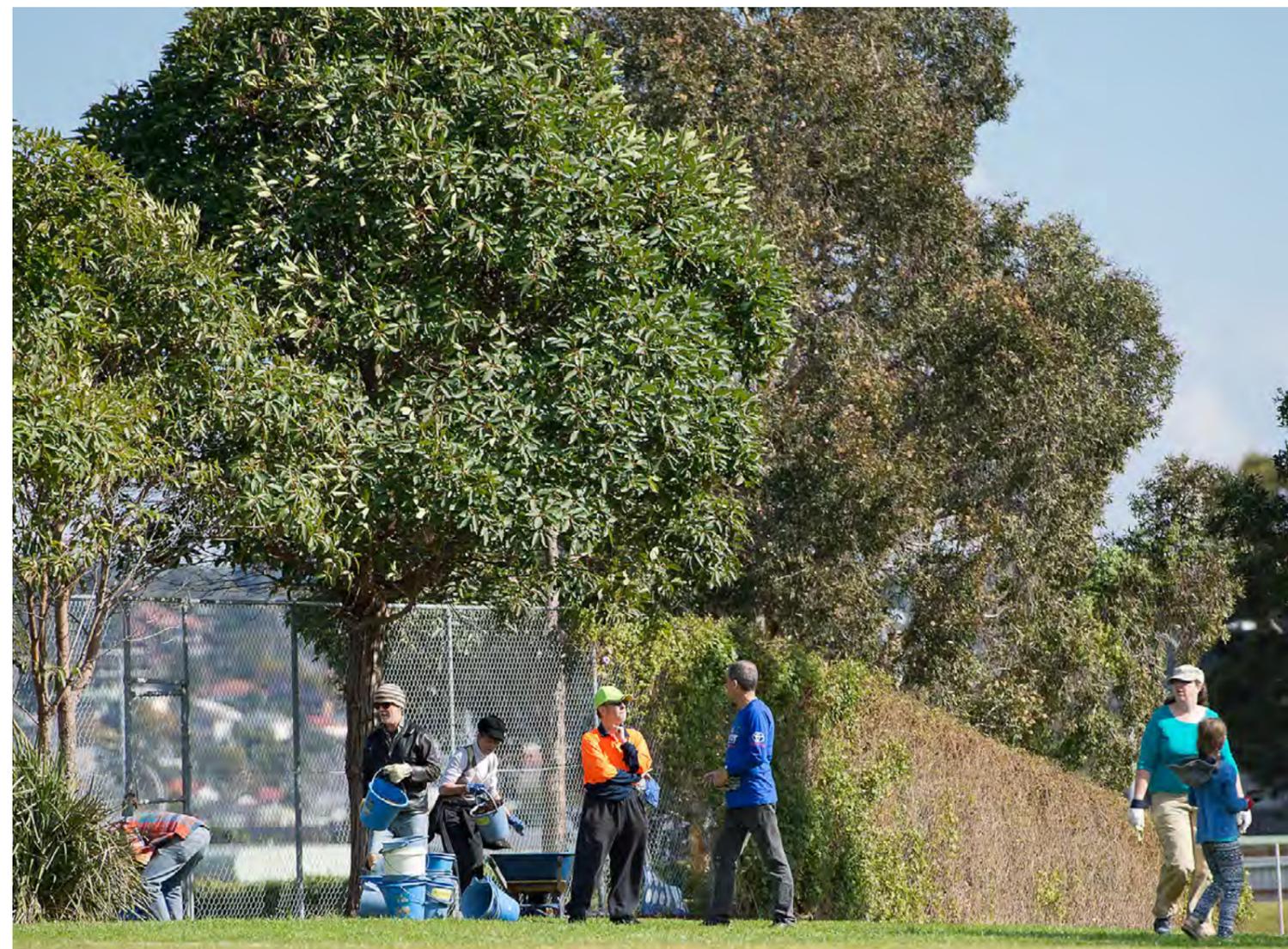
Depreciation relates to the usage of CN's property, plant and equipment including infrastructure assets such as roads, bridges, footpaths, drainage and structures as well as CN's buildings portfolio. Depreciation is forecast to increase in comparison to the 2018/19 adopted budget. This is due to the capitalisation of new and renewed assets; donated assets and the reclassification of lease contracts now being expensed through depreciation and amortisation.

Other operating expenses (\$10.4 million increase)

The primary expense in this expense category is the NSW Government Waste Levy. Other items relate to costs such as bad and doubtful debts, electricity, telephone, water, Emergency Services Levy, insurance, street lighting and other miscellaneous costs. The increase of \$10.4 million in total other expenses is primarily due to a budgeted increase in the NSW Government Waste Levy generated through CN's waste management centre at Summerhill which is offset by higher revenues.

Net loss from disposal of assets (\$1.6 million)

The net loss from disposal of assets primarily relates to the write-off of the residual book value of infrastructure assets that are subject to renewal. The amount budgeted for the 2019/20 financial year is slightly higher than the amount budgeted for in the 2018/19 financial year. The budget for the 2019/20 financial year is driven by both lower proceeds from the sale of assets and increased residual value write-offs associated with the asset renewal program.

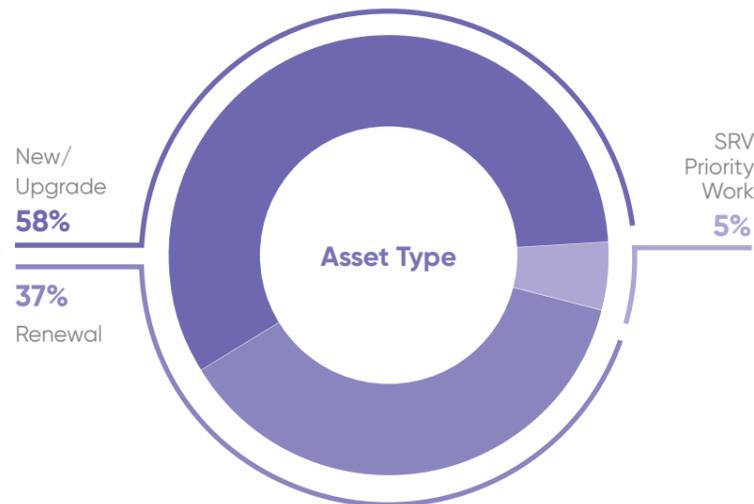


Works Program 2019/20

The total works program consists of expenditure on new assets, asset renewal and assets funded by the 2012 SRV.

The expenditure on asset renewal is expenditure on an existing asset, which returns the service potential or the life of the asset back to its original life expectancy. Asset renewal is one of CN's key focuses to ensure the allocation of funding in alignment with the required renewal identified in the Asset Management Strategy and Service Asset Plans.

Required renewal is assessed taking into account condition of assets, location of asset, functionality of asset, agreed service level, criticality and risk. This is an efficient use of CN's funds to ensure sustainably maintained assets in the condition expected by the community.



Building, structure and places (\$14.2 million)

Buildings, structures and places include all community, cultural, operational buildings and accommodation, pools, shade shelters and sporting facilities.

Roads (\$9.7 million)

Connection of people and places throughout the city via public roads, bridges, footpaths for use by multiple types of transport vehicles.

Transport (\$4.0 million)

Connection of people and places throughout the city via cycleways, traffic management and parking infrastructure to support pedestrian mobility. Provision for the physical pursuits of walking and cycling. Facilitate safe access to the public transport network.

Stormwater (\$5.4 million)

The collection, treatment, conveyance, reuse and disposal of stormwater. Flood planning for low lying suburbs affected by potential sea level rise. Provision for the capture and removal of contaminants from stormwater flows and the control of erosive stormwater flows being discharged into the natural environment.

Environment (\$35.8 million)

A desirable urban environment that enhances amenity, liveability and civic pride through a landscaped or vegetated "green belt". Park and bushland reserve protection to maintain health and water quality of creeks. Provision of domestic and commercial solid waste collection, disposal and recycling services.

IT (\$4.6 million)

Supporting CN operations through provision of information technology infrastructure and systems.

Strategic (\$2.1 million)

Strategic projects are work undertaken by CN in developing and implementing planning initiatives such as the Newcastle Smart City Program, the Disability Inclusion Action Plan and various public domain plans.

Fleet Replacement (\$5.0 million)

Supporting CN operations by replacing fleet vehicles and plant.

Works Program 2019/20

The table below provides a breakdown of the annual works program. There is a heavy focus on buildings, roads and environmental programs with a large level of investment in Waste. The 2019/20 works program highlights an unprecedented level of investment into environmental sustainability

as well as continued focus on renewing and maintaining assets within a sustainable range, delivery of priority projects identified in the 2012 SRV and a continual focus on funding for infrastructure renewal to respond to community priorities.

Works Program (Opex and Capex)	Grand Total	Renewal	New/Upgrade	SRV Priority Work
	\$,000	\$,000	\$,000	\$,000
Buildings, Structures and Places	14,221	4,540	6,380	3,301
Aquatic Centres	150	150	-	-
Blackbutt Reserve	30	-	-	30
Buildings – Council Support Services	5,340	400	4,940	-
Caravan Parks and Commercial Properties	-	-	-	-
Cemeteries	50	-	50	-
City Centre Revitalisation	996	-	-	996
Coastal Revitalisation	2,375	100	-	2,275
Community Buildings	-	-	-	-
Cultural Facilities	2,122	1,855	267	-
Libraries	603	-	603	-
Public Toilets	50	-	50	-
Recreation Parks, Sporting Facilities and Open Spaces	1,505	1,035	470	-
Retaining walls	1,000	1,000	-	-
Roads	9,730	9,685	45	-
Bridges	2,500	2,500	-	-
Footpaths	350	330	20	-
Road Rehabilitation	3,150	3,125	25	-
Road Resurfacing	3,000	3,000	-	-
Roadside Furniture	730	730	-	-
Transport	4,035	80	3,015	940
Cycleways	1,110	-	170	940
Local Area Traffic Management (LATM)	1,085	-	1,085	-
Parking Infrastructure	230	80	150	-
Pedestrian Access and Mobility Plan (PAMP)	1,610	-	1,610	-

Works Program (Opex and Capex)	Grand Total	Renewal	New/Upgrade	SRV Priority Work
	\$,000	\$,000	\$,000	\$,000
Stormwater	5,440	5,430	10	-
Flood Planning	75	75	-	-
Stormwater Network	5,365	5,355	10	-
Environment	35,831	4,905	30,926	-
Bushland , Open Spaces and Reserves	1,210	1,150	60	-
Coast, Estuary Watercourses and Wetlands	1,430	1,285	145	-
Street Trees	950	10	940	-
Waste Management	32,241	2,460	29,781	-
Information Technology	4,595	-	4,595	-
Implementation and Upgrade of Applications	1,155	-	1,155	-
Infrastructure Improvements	3,170	-	3,170	-
Strategic and Systems Analysis	270	-	270	-
Strategic	2,095	-	2,095	-
Smart City	2,095	-	2,095	-
Fleet Replacement	5,000	5,000	-	-
Fleet Replacement	5,000	5,000	-	-
Total Works Program	80,947	29,640	47,066	4,241

Capital funding

Capital Funding	Adopted Budget 2018/19	Draft Budget 2019/20	Variance
	\$,000	\$,000	\$,000
Capital Funding Sources			
General fund contribution to capital	40,336	48,422	8,086
2012 Special Rate Variation	6,255	7,326	1,071
Stormwater Management Charge	1,972	1,990	18
Grants & contributions – Capital	9,084	12,830	3,746
Proceeds from the sale of Assets	1,620	1,700	80
Funding available for capital expenditure	59,267	72,268	13,001
Capital expenditure			
Asset renewals	32,168	18,102	(14,066)
New / upgrade	32,691	38,998	6,307
2012 SRV priority projects	2,694	1,825	(869)
Total capital spend	67,553	58,925	(8,628)
Principal loan repayments / (borrowings)	3,580	3,868	288
Transfer to/(draw down) on restricted reserves	(11,866)	9,475	21,341

General fund contribution to capital (\$48.4 million)

CN's income statement and associated operating position are prepared under accounting standards which include revenue items which cannot be applied to meet operational expenditure such as the 2012 SRV or have no direct cash outlay such as depreciation. The general fund contribution to capital removes these items and can be used as a clearer measure of financial sustainability.

2012 special rate variation (\$7.3 million)

This is revenue raised under the 2012 SRV for the purpose of funding CN's seven priority projects.

Stormwater management service charge (\$2.0 million)

CN is allowed to levy an annual charge to fund additional work renewing, upgrading and creating new stormwater network assets.

Grants and contributions – capital (\$12.8 million)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding capital projects. Significant grants and contributions budgeted to be received for the 2019/20 financial year includes Transport for NSW Roads to Recovery Grants, Section 94 revenue and infrastructure donations. These donations largely relate to the roads infrastructure which is built by developers of newly developed sub-divisions. These roads and other infrastructure are transferred to CN for ongoing maintenance. CN does not receive any funds as part of this transfer.

Proceeds on sale of assets (\$1.7 million)

The continued sale of assets which have been identified as surplus to operational needs or are being replaced such as in the Fleet Replacement Program is budgeted to generate \$1.7 million.

(Drawn down on) or transfer to restricted reserves (\$9.5 million surplus)

During the year CN generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$72.3 million will be generated from operations to fund the budgeted 2019/20 capital works program which will allow CN to transfer \$9.5 million into restricted reserves to fund future works. This is the first time in at least seven years that CN is budgeting to transfer amounts to reserves as CN is budgeting to deliver the services and works program within the cash generated within the year.

Four Year Financials

— Next Year Budget (2019/20)
— 4 Year Budget (2019/20 to 2022/23 inclusive)

Income Statement	2019/20	2020/21	2021/22	2022/23
	\$,000	\$,000	\$,000	\$,000
Income from Continuing Operations				
Rates and annual charges	181,677	186,219	190,875	195,647
User charges and fees	89,366	91,860	94,487	97,209
Interest and investment revenue	10,210	12,072	13,073	13,703
Other revenues	12,015	12,268	12,525	12,788
Grants and contributions provided for operating purposes	15,977	16,313	16,656	17,005
Grants and contributions provided for capital purposes	13,837	14,128	14,424	14,727
Fair value increment on investment properties	–	–	–	–
Net share of interests in joint ventures and associates	–	–	–	–
Total Operating Revenue	323,083	332,860	342,039	351,080
Expenses from Continuing Operations				
Employee benefits and on-costs	111,942	116,065	119,753	122,908
Borrowing costs	4,761	6,344	5,902	5,626
Materials and contracts	67,646	74,376	77,932	77,600
Depreciation and amortisation	48,374	54,104	55,372	55,918
Other expenses	58,623	60,136	61,887	64,009
Net losses from the disposal of assets	5,948	6,102	6,261	6,424
Revaluation decrement/impairment of IPPE	–	–	–	–
Total Expenses from Continuing Operations	297,294	317,127	327,106	332,484
Operating result from continuing operations	25,789	15,733	14,933	18,595
Net operating result for the year before grants and contributions provided for capital purposes	11,952	1,606	509	3,868

Capital Funding Budget Statement	2019/20	2020/21	2021/22	2022/23
	\$,000	\$,000	\$,000	\$,000
Capital funding sources				
General fund contribution to capital	48,422	44,513	44,458	48,531
2012 Special Rate Variation	7,326	7,509	7,697	7,889
Stormwater Management Charge	1,990	2,040	2,091	2,143
Grants & contributions - Capital	12,830	9,089	9,280	9,475
Proceeds from the sale of Assets	1,700	1,744	1,790	1,836
Funding available for capital expenditure	72,268	64,896	65,315	69,874
Capital Expenses				
Asset renewals	18,102	35,083	36,327	20,012
New / upgrade	38,998	18,244	11,429	34,529
2012 SRV Priority Projects	1,825	5,684	12,790	2,974
Total capital spend	58,925	59,011	60,546	57,516
Principal loan repayments / (borrowings)	3,868	4,187	4,478	4,717
(Draw down on) or transfer to restricted reserves	9,475	1,697	292	7,641

Special Rate Variations

2012 Special Rate Variation

Special Projects:

Revitalising Hunter Street

Revitalising our coast

Upgrading Blackbutt Reserve

Providing new cycleways

Improving our swimming pools

Modernising our libraries

Expanding our Art Gallery

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

The 2012 SRV has raised \$34.8 million in funds towards these special projects, with CN spending almost \$56 million since July 2012. (based on December 2018 figures).

2015 Special Rate Variation

The 'Road to Recovery' SRV was approved by the Independent Pricing and Regulatory Tribunal in May 2015 and will increase CN's revenue by 46.9% (inclusive of rate rise) over the five years to 2019/20 (an annual increase of between \$8.5 million and \$11.7 million over the five years).

The revenue provided by the section 508A Special Rate Variation (2015 SRV) has been critical to ensure CN achieves financial sustainability. It has also allowed CN to accelerate the completion of our priority projects as well as help fund our Asset Renewal Program and improve our services and associated assets.

2019/20 will be CN's last year of the 2015 SRV.

Rate Information

This section of the report forms part of CN's Revenue Policy and includes information on the proposed rates and charges structure and general information about rates for the 2019/20 rating year.

Current year rate increase

We acknowledge the importance of rate income as a funding source however this must be balanced against community sensitivity to rate increases having regard to the impact on the ratepayer and the capacity of the ratepayer to pay any rate increase.

The 2019/20 budget is based on total 2018/19 general income from ordinary and special rates being increased by a total of 8%. This increase is part of Council's approved Special Rate Variation (SRV) Application made in 2015 to the Independent Pricing and Regulatory Tribunal (IPART). This approval allows Council to increase rate income above the allowable rate peg increase for a 5 year period i.e. 2015/16 to 2019/20. The rate peg for 2019/20 is 2.7%.

An estimated gross ordinary rate income of \$158.3 million will be raised 2019/20.

For the 2019/20 rating year the base

The breakdown of estimated ordinary rate income and number of properties per category is as follows:

	Number of Properties	Gross rate yield 2019/20\$(000's)
Ordinary rates		
Residential	65,235	101,057
Farmland	9	22
Business (including sub-categories)	4,654	57,219
Total Properties/Gross Ordinary Rate Income	69,898	\$158,298

Rating structure

Council proposes a rating structure which has regard to two principles of equity:

- 1) The extent to which those who receive the benefits of CN's services also pay for those services, and
- 2) The extent to which those who pay for CN's services have the ability to pay for those services.

For residential ratepayers, a structure based on the continued use of a 50% base amount will ensure both of the above principles are addressed.

The business category structure is proposed to include the use of 23 sub-categories. This will ensure that large-scale users and beneficiaries of CN's infrastructure continue to maintain rating contributions relative to the level of benefit these businesses receive.

Additionally, no changes are proposed to the structure of the farmland category from that used in 2018/19.

Both the business and farmland categories and Business sub-categories continue to be structured on the use of a minimum amount. The proposed minimum amount for 2019/20 will be \$1045.40 – this is the 2018/19 minimum amount of \$968.00 extended by the total rate increase of 8%.

Council's six special rates are proposed to continue to be based on an ad valorem rate only. In line with legislation, Special Rates must be levied on the basis of benefit to the ratepayer. To address this benefit principle these six special rates are further dissected to form 17 individual rates.

The purposes of the special rates proposed to be levied for the 2019/20 rating cycle are:

Hunter Mall	Defraying the cost of continuing additional horticultural and cleansing services and street furnishings
Mayfield business district	Defraying the additional cost of promotion, beautification and development of the Mayfield business district
Hamilton business district	Defraying the additional costs of promotion, beautification and development of the Hamilton business district
Wallsend business district	Defraying the additional costs of promotion, beautification and development of the Wallsend business district
New Lambton business district	Defraying the additional costs of promotion, beautification and development of the New Lambton business district
City Centre benefit	Defraying the additional costs of promotion, beautification and development of the City Centre benefit area

Specific details of Council's proposed rating structure inclusive of special rates, ad valorem, minimum rates and base amounts are shown below.

Rate	Minimum Rate	Ad Valorem Amount Cents in \$	Base Amount		Estimated rate yield P.A. \$'s
	\$	¢	% of total rates		\$
Ordinary Rates					
Residential	Nil	0.238158	777.16	50	101,057,254
Farmland	\$1,045.40	0.304365	Nil	Nil	22,010
Business	\$1,045.40	1.928710	Nil	Nil	41,595,874.
Business Sub-Categories					
Major Commercial Shopping Centre – Kotara	\$1,045.40	3.468848	Nil	Nil	1,547,106
Major Commercial Shopping Centre – Jesmond	\$1,045.40	4.669337	Nil	Nil	607,014.
Major Commercial Shopping Centre – Waratah	\$1,045.40	5.169938	Nil	Nil	427,037
Major Commercial Shopping Centre – Wallsend	\$1,045.40	5.674382	Nil	Nil	486,295
Major Commercial Shopping Centre – The Junction	\$1,045.40	4.018165	Nil	Nil	228,232
Major Commercial Shopping Centre – Inner City	\$1,045.40	2.027248	Nil	Nil	300,134
Suburban Shopping Centres.	\$1,045.40	3.285466	Nil	Nil	305,877
Suburban Shopping Centres – Inner City	\$1,045.40	2.461789	Nil	Nil	174,541
Suburban Shopping Centres – Mayfield	\$1,045.40	4.338140	Nil	Nil	188,709
Kotara – Homemaker's Centre	\$1,045.40	1.495482	Nil	Nil	291,169
Kotara – Homemaker's Centre – South Zone	\$1,045.40	1.695119			316,987
Kooragang Industrial Coal Zone	\$1,045.40	1.874887	Nil	Nil	660,495
Kooragang North Industrial Coal Zone	\$1,045.40	2.564513	Nil	Nil	1,479,724
Kooragang Industrial Centre – Walsh Point	\$1,045.40	2.017446	Nil	Nil	1,315,375
Kooragang Industrial Centre	\$1,045.40	1.693080	Nil	Nil	1,565,688
Mayfield North Heavy Industrial Centre	\$1,045.40	1.060343	Nil	Nil	629,844
Mayfield North Industrial Centre	\$1,045.40	1.709908	Nil	Nil	447,109
Mayfield North Industrial Centre – Future Development	\$1,045.40	2.149302	Nil	Nil	369,680
Carrington Industrial Port and Coal Zone	\$1,045.40	3.324280	Nil	Nil	1,495,926
Carrington Industrial Centre	\$1,045.40	2.392693	Nil	Nil	1,392,875
Carrington Industrial Port Operations Use	\$1,045.40	2.664498	Nil	Nil	284,222
Broadmeadow Industrial Centre	\$1,045.40	3.903215	Nil	Nil	162,374
Hexham Industrial Centre	\$1,045.40	2.738680	Nil	Nil	946,556
Total Ordinary Rates					158,298,107

Specific details of Council's proposed rating structure inclusive of special rates, ad valorem, minimum rates and base amounts are shown below:

Rate	Minimum Rate	Ad Valorem	Base Amount		Estimated rate yield P.A. \$
		Amount Cents in \$		% of total rates	
	\$	¢			\$
Special Rates					
Hunter Mall	Nil	0.238124	Nil	Nil	92,436
Mayfield Business District	Nil	0.105335	Nil	Nil	74,906
Hamilton Business District - Zone A	Nil	0.200139	Nil	Nil	88,245
Hamilton Business District - Zone B	Nil	0.100069	Nil	Nil	33,480
Hamilton Business District - Zone C	Nil	0.050035	Nil	Nil	14,563
Wallsend Business District - Zone A	Nil	0.394772	Nil	Nil	111,110
Wallsend Business District - Zone B	Nil	0.197386	Nil	Nil	14,439
Wallsend Business District - Zone C	Nil	0.296079	Nil	Nil	25,374
New Lambton Business District	Nil	0.120332	Nil	Nil	15,018
City Centre - City East	Nil	0.292419	Nil	Nil	168,912
City Centre - Darby St	Nil	0.065605	Nil	Nil	32,821
City Centre - City West (Close Zone)	Nil	0.120828	Nil	Nil	227,636
City Centre - City West (Distant Zone)	Nil	0.060414	Nil	Nil	19,216
City Centre - Tower	Nil	0.292419	Nil	Nil	181,011
City Centre - Mall	Nil	0.292419	Nil	Nil	127,086
City Centre - Civic (Close Zone)	Nil	0.163523	Nil	Nil	101,895
City Centre - Civic (Distant Zone)	Nil	0.081762	Nil	Nil	6,657
Total Special Rate					1,334,805

Please note the above ad valorem and base amounts may vary as a result of the processing of Supplementary Valuations and rate exemption applications.

Property owners who pay the City Centre - City East or City Centre - Mall special rates may apply for rate assistance of an amount up to 50% of the special rate levied for 2019/20. This assistance is conditional on the property owner committing this reimbursement to their tenant/s whose business is suffering financial hardship due to construction work under way in the Hunter Street Mall.

Property owners and tenants will be required to complete and submit an application form with supporting evidence to CN to be eligible.

The following tables illustrates the proposed 2019/2020 rates payable for Residential and Business ratepayers using a range of land values. These proposed amounts are compared against the amount payable for the 2018/19 period.

Estimated Residential Rates Payable

Land Value	2018/19 Rates Payable	2019/20 Rates Payable using 50% Base Amount	\$ Increase
\$	\$	\$	\$
\$50,000	\$833.54	\$896.24	\$62.70
\$100,000	\$943.03	\$1,015.32	\$72.29
\$150,000	\$1,052.53	\$1,134.40	\$81.87
\$175,000	\$1,107.28	\$1,193.94	\$86.66
\$200,000	\$1,162.02	\$1,253.48	\$91.46
\$250,000	\$1,271.52	\$1,372.56	\$101.04
\$300,000	\$1,381.02	\$1,491.63	\$110.61
**\$325,218	\$1,436.24	\$1,551.69	\$115.45
\$350,000	\$1,490.51	\$1,610.71	\$120.20
\$400,000	\$1,600.01	\$1,729.79	\$129.78
\$500,000	\$1,819.00	\$1,967.95	\$148.95
\$600,000	\$2,037.99	\$2,206.11	\$168.12
\$700,000	\$2,256.98	\$2,444.27	\$187.29
\$800,000	\$2,475.98	\$2,682.42	\$206.44
\$900,000	\$2,694.97	\$2,920.58	\$225.61
\$1,000,000	\$2,913.96	\$3,158.74	\$244.78

** Average residential land value

The amounts stated do not include amounts payable for stormwater and waste management service charges and the Hunter Catchment Contribution rate.

Estimated Business Rates Payable

Land Value	2018/19 Rates Payable	2019/20 Rates Payable using \$1,045.40 minimum	Increase
\$	\$	\$	\$
\$200,000	\$3,610.36	\$3,857.42	\$247.06
\$250,000	\$4,512.95	\$4,821.78	\$308.83
\$300,000	\$5,415.54	\$5,786.13	\$370.59
\$400,000	\$7,220.72	\$7,714.84	\$494.12
**\$476,619	\$8,603.83	\$9,192.60	\$588.77
\$500,000	\$9,025.90	\$9,643.55	\$617.65
\$600,000	\$10,831.08	\$11,572.26	\$741.18
\$700,000	\$12,636.26	\$13,500.97	\$864.71
\$800,000	\$14,441.44	\$15,429.68	\$988.24
\$900,000	\$16,246.62	\$17,358.39	\$1,111.77
\$1,000,000	\$18,051.80	\$19,287.10	\$1,235.30
\$2,000,000	\$36,103.60	\$38,574.20	\$2,470.60

** Average Business Land Value

The amounts stated do not include amounts payable for stormwater and waste management service charges and the Hunter Catchment Contribution rate.



Waste Management Service Charges

Council is required by legislation to levy annual charges for the provision of waste management services. These charges relate to the services provided for both domestic and non-domestic waste management.

Domestic Waste Management Service Charge (DWMS)

Section 496 of the *Local Government Act 1993* requires Council to make and levy an annual charge for the recovery of costs for providing domestic waste management services.

The full year DWMS charges for the two years of the Delivery Program are:

2018/19	2019/20
\$340.09	\$347.91

Business Waste Management Service Charge (BWMS)

Section 501(1) permits Council to make and levy an annual charge for the provision of waste management services (other than domestic waste management services).

The full year BWMS charge for the two years of the Delivery Program are:

2018/19	2019/20
\$231.58	\$236.91

Stormwater Management Service Charge (SMSC)

The proposed Stormwater Management Service Charge (SMSC) for 2019/20 will continue to fund an enhanced stormwater related works and services program.

Income from the SMSC for the four years of the Delivery Program will be:

2018/19	2019/20
\$1,972,000	\$1,990,000

The proposed 2019/20 SMSC for residential properties is \$25 per eligible property, excepting residential strata units where an annual charge of \$12.50 is applicable. These charges are unchanged from those levied in 2018/19. Charges do not apply to vacant land or land categorised as farmland, as well as land exempt from rates in terms of Sections 555 or 556 of the *Local Government Act 1993*. Additionally, land held under a lease for private purposes granted under the *Housing Act 2001* or the *Aboriginal Housing Act 1998* is also exempt from the charge.

In respect of land categorised as business, the proposed 2019/20 SMSC for non-strata properties will be \$25 per 350m² of site area capped at \$1,000. Business strata units will be structured in the same manner, but each lot's contribution will be based on the individual lot's unit entitlement.

However, where a business property's stormwater is not discharged to a stormwater pipeline that is reliant on a downstream network that Council has a proportion of the ownership of, and maintenance responsibility for, a lower SMSC will be levied on that property. This charge will be \$12.50 per 350m² of site area capped at \$500.

Income from the charge will be spent on both capital projects and recurrent expenditure including:

Planning, construction and maintenance of drainage systems, including pipes, channels, retarding basins and waterways receiving urban stormwater

Planning, construction and maintenance of stormwater treatment measures, including gross pollution traps and constructed wetland

Planning, construction and maintenance of stormwater harvesting projects

Monitoring of flows in drains and creeks to assess effectiveness

Stormwater education programs

Inspection of commercial and industrial premises for stormwater pollution prevention

Cleaning up of stormwater pollution incidents (charge can fund a proportion)

Water quality and aquatic ecosystem health monitoring of waterways, to assess the effectiveness of stormwater pollution controls (charge can fund a proportion).

Rebates to eligible pensioners

Section 575 of the *Local Government Act 1993* provides for eligible pensioners to receive reductions in ordinary rates and domestic waste management service charges. This mandatory rebate provides for a reduction of 50% on the aggregate of these rates and domestic waste charges, up to a maximum of \$250. Rebates are granted on an annual or quarterly proportionate basis. The granting of the Statutory Pensioner rebate to eligible pensioners is limited to the current year and five previous years subject to the provision of proof of eligibility by the applicant.

Rates assistance provisions

We have considered the Office of Local Government's Debt Management and Hardship Guidelines and have ensured there are a range of options available to manage ratepayer debt and respond to genuine hardship. CN's own Debt Management Guidelines recognises that ratepayers and debtors may experience financial hardship in some circumstances in paying rates and annual charges. Ratepayers will be eligible for consideration for hardship assistance in paying their overdue rates, annual charges and interest where:

They are unable to pay rates, charges, fees or accrued interest when due and payable for reasons beyond their control; or

Payment when due would cause them hardship.

Ratepayers are encouraged to seek assistance as soon as practical to do so by contacting our Debt Management Team on 02 4974 2128.

The following rate assistance options are proposed to be available, for the 2019/20 rating year:

Negotiation of flexible payment options including weekly, fortnightly and monthly instalments as well as other tailored plans

Financial planning and counselling through our appointed welfare agencies

Financial assistance through our appointed welfare agencies

Waive interest charges for eligible pensioners where the net rates and charges are paid in full in the current year or suitable arrangements are entered into for payment in a subsequent year

Write-off of accrued interest

Deferral of rates and charges against the estate.

CN may request a ratepayer to complete an Application for Hardship Rate Relief prior to providing any assistance.

CN may also request reasonable evidence of hardship including details of assets, income, liabilities, expenses and such other information required to make an informed decision.

Aggregation of values

All storage lots and car spaces within a residential strata plan will be categorised as residential land where the storage lots and car spaces:

Are used in conjunction with a residential unit being located in the same or adjoining strata plan/scheme and

Are used by the occupier of the unit.

Council will, in accordance with Sections 548A and 531B of the Act allow the aggregation of the rateable values of separately titled car and/or storage lots within a Strata Plan with an occupiable unit to enable an aggregated rate to be levied. Council will aggregate only where:

The lots are used in conjunction with the occupiable unit, by the occupier of the unit

The ownership of each lot noted on the certificate of title is exactly the same for each

All lots are within the same or adjoining strata plan, or strata scheme, or the strata plan notes that the lots are used in conjunction with

The lots are not leased out separately.

Use of land values on newly created property

Upon registration of a plan of subdivision or consolidation with the Registrar General, Council will rate the property(s) within the plan from the registration date of the Deposited or Strata Plan.

Each individual request for assistance will be considered on its merits. Factors to be considered may include but are not limited to: the capacity of the ratepayer to pay, personal circumstances including illness or domestic violence, and the ratepayer's payment history.

Ratepayers may also access support services to help resolve legal or financial issues and/or to assist negotiating arrangements to manage debt. Community Legal Centres and financial counsellors may also assist people resolve debt issues by providing free, tailored expert advice. Solicitors from these centres or Legal Aid can provide legal advice and assistance to ratepayers. Financial counsellors also provide a mix of social, financial and paralegal advice and advocacy on debt issues.

Details of where to go for support services are here:

moneysmart.gov.au
for *Financial Advice*

legalaid.nsw.gov.au
for *Legal Aid service (Legal Advisers)*

clcsw.org.au
for *Community Legal Centres*

Revenue Policy

Statements of business activities

Council manages the following Category One businesses as defined by the *Local Government Act 1993* as having income in excess of \$2 million.

Waste Management	Waste Management provides disposal facilities for domestic, commercial and industrial waste streams, construction and demolition waste separation, green waste stockpiling and processing. The centre also has a small vehicle receival centre and an on-site resource recovery and recycling operation.
Waste Management Collection Services	CN provides a weekly domestic and commercial waste collection service, provision of weekly 'drop-off' centres for the collection of green waste, a quarterly kerbside green waste collection service together with servicing of street, park and beach litter bins and a six-monthly kerbside bulk waste pickup.
Civic Theatre/ Playhouse	The Civic Theatre and Playhouse are live performance and entertainment venues generating income from ticket sales and commissions, facility hire fees and food and beverage services. Community based not for profit organisations based in the Newcastle Local Government Area are supported through discounted facility hire fees. The venue promotes a continuous schedule of local, national and international productions.

Statement of fees and charges

Under Section 608 of the Act, CN may charge and recover an approved fee for any service it provides, other than a service proposed or provided on an annual basis which is covered by an annual charge (Sections 496 and 501).

Services for which CN may charge a fee include:

Supply of services and products
Giving information
Providing a service in connection with the exercise of CN's regulatory function (e.g. applications, inspections, certificates)
Allowing admission to buildings.

Fees and Charges made under section 608 of the Act are classified according to the following pricing basis:

Full Cost Recovery (F)	CN recovers all direct and indirect costs of the service (including depreciation of assets employed).
Partial Cost Recovery (P)	CN recovers less than the Full Cost. The reasons for this may include community service obligations and legislative limits.
Statutory Requirements (S)	Price of the service is determined by legislation.
Market Pricing (M)	The price of the service is determined by examining alternative prices of surrounding service providers.
Zero Cost (Z)	Some services may be provided free of charge and the whole cost determined as a community service obligation.
Rate of Return (R)	This would include Full Cost Recovery as defined above in addition to a profit margin to factor in a return to CN for assets employed. CN's policy for determining fees to be charged is that all CN fees and charges not subject to statutory control are to be reviewed on an annual basis, prior to finalisation of the annual operating budget.

In applying the above pricing basis to fees made under section 608 of the Act, Council considers the following factors as outlined in section 610D of the Act:

The cost to the CN of providing the service – the Full Cost Recovery method is used as a benchmark in this instance. This includes any debt and servicing costs, depreciation and maintenance associated with the provision of the service.

The price suggested for that service by a relevant industry body or in a schedule of charges published, from time to time by the Division of Local Government.

The importance of the service to the community – this is considered in determining any potential community service obligations or community benefit particularly under a Partial Cost Recovery or Zero Cost method.

Any Factors specified in the Local Government (General) Regulation 2005 or other applicable legislation.

Other Factors not specifically mentioned under Section 610D of the Act that may also be considered include:

If services are being supplied on a commercial basis as part of a defined CN business

The capacity of the user to pay

Market prices.

All fees and charges not included in the Division 81 GST free schedule will attract GST at the current rate of 10%. CN's 2019/20 Fees and Charges document is bound as a separate report.

Established categories for reduction or waiving of fees

Section 610E of the Act allows CN to waive payment of or reduce a fee in a particular case if it is satisfied that the case falls within a category of hardship or any other category that CN has determined.

Application and assessment

The following principles will be considered when applying any reduction or waiver of a fee or charge:

Compliance with relevant legislation

Fairness, consistency and equity

Transparency.

The Council will directly, or through delegated authority, assess and make determinations on requests for reduction or waiver of fees in accordance with these principles.

CN has determined that fees may be waived or reduced in the following categories:

Hardship	Where there is evidence that the payment of the fee or charge will impose unreasonable financial hardship on the applicant given their particular circumstances.
Charity	Where the applicant is a registered charity and the fee is for a service that will enable the provision of charitable services to the community of the Newcastle local government area.
Illness or death	Library overdue charges and pool season passes may be reduced or waived where the applicant provides evidence that the charge was incurred due to: <ul style="list-style-type: none"> 1 Serious illness of a customer or the customer's immediate family member 2 Serious accident involving the customer or the customer's immediate family member 3 Death of a customer or the customer's immediate family member.

Equitable pricing methodology Asset rationalisation and property asset disposal

The equitable pricing methodology has been progressively updated and applied to service delivery throughout the organisation. For subsequent budget cycles the application of Activity Based Cost Management (ABCM) principles has facilitated a better understanding of service delivery costs and assisted in the fees and charges determination process.

CN has worked collaboratively across all business units to produce a framework and set of criteria by which CN property assets can be assessed to determine if they are considered surplus to current and future requirements. Assets determined through this process to be surplus to CN's requirements will be considered for sale. This process is known as the Asset Review and Implementation Plan (ARIP).

Proposed loans borrowing program

CN's loan liability as at 30 June 2019 is forecast to be \$54.5 million. CN advises that there have been no further loan borrowings budgeted in the 2018-2022 Delivery Program.

A key outcome of the ARIP is the identification of opportunities to rationalise under-utilised assets in order to apply the funds to a more useful purpose

CN's policy for use of funds from property asset disposals is to allocate net proceeds to a Land and Property Reserve. The reserve is used to fund identified existing projects, strategic property acquisitions and meet preliminary disposal costs.

Charges for work on private land

It is not CN's practice to conduct work on behalf of private persons or bodies unless competitive tenders have been sought. CN applies competitive neutrality considerations when quoting as part of such tenders. CN has, on occasions, become involved in special one-off private works such as kerb and guttering for new estate development, where it is CN's practice to recover full costs. It is likely that CN will continue to tender for some private works in order to benchmark its performance.

Assets identified in the ARIP as potentially suitable for rationalisation and disposals are initially reported to CN's Asset Advisory Committee. Recommendations to acquire or dispose of property assets are endorsed by this committee prior to consideration by the CN at an ordinary meeting.

Restricted Cash Policy

Restricted Cash are funds that have been set aside from operating and capital incomes for the future funding of CN expenditure. From an accounting perspective the value of these funds are reconciled against the combined balance of Cash, Cash Equivalents, and Investments on the Statement of Financial Position. Balances are not available for use by the group for purposes other than those to which they are apportioned.

Purpose of Restricted Cash

CN maintains cash restrictions to:

Ensure sustainability and responsible financial management through consistent identification, administration and usage of funds subject to CN's control.

Ensure transparency and focus on achieving strategic goals via identification, measurement and monitoring of Restricted Cash requirements and available balances.

Ensure that for those funds that have been received for a specific future purpose CN establishes and maintains Restricted Cash balances that account for that income.

Establish requirements around the Restricted Cash categories required by CN, their purpose, the priorities, the target balance, ongoing balance maintenance and the tracking and disclosure of performance against benchmark (value held against value required).

Ensure CN retains financial flexibility to respond to external shocks.

Application and assessment

CN is committed to the application of the Restricted Cash Policy in accordance with the following principles:

Regulation and legislation: The Policy operates in accordance with the relevant legislative regulatory requirements.

Accountability and transparency: The Policy provides a framework for transparency and a system of accountability.

Strategic objectives: The Policy provides a framework to ensure that discretionary funds are reserved in alignment with the priorities and stated strategic objectives of CN.

Restricted Cash categories

Total Cash, cash equivalents and investments are classified into either one of three restriction classifications:

External Restrictions: funds subject to legal requirements that govern their usage. Money of this kind is to be held in the form of a compliant investment as per CN's Investment Policy.

Internal Restrictions: funds that are not subject to legal requirements that govern their usage. These are records of future obligations kept at CN's discretion to ensure sound financial management which are only restricted by a resolution of Council. Money of this kind is to be held in the form of a compliant investment as per CN's Investment Policy.

Unrestricted: a balance of funds subject to neither external nor internal restriction that can be utilised to provide support of CN's operational expenditure.

City of Newcastle Restrictions

Specific individual restriction categories that facilitate prudent financial management of CN's cash, cash equivalents and investments are as follows:

External Restrictions

Unexpended Grants: 100% of cash grants received not spent during the year are treated as restricted funds.

Developer Contributions: 100% of cash Developer Contributions received but not yet expended in accordance with the applicable deed or contributions plan.

Contributions to specific works: 100% of contributions provided to CN by third parties that are yet to be expended on the project/s for which they were provided.

Domestic Waste Management: Funds restricted for investment into service delivery and capital improvements for Domestic Waste Management.

Bequests and Donations: 100% of cash bequests received by CN explicitly tied to the funding of specified projects are preserved in accordance with the conditions attached within the underlying agreement.

Special Benefit Rates: 100% of the special rate income received but not yet spent for the relevant business districts.

Rawson Crown Land Reserve: As a Crown Land Reserve Trust manager CN must apply proceeds from activities on Rawson Reserve. Any cash surplus will be restricted for the future provision of projects within this specific Crown Land Reserve.

Building Better Cities: Surplus funds are managed under the terms of the relevant deed by CN's BBC Housing Management and Development Committee. Funds are to be applied in accordance within the program, strategy and provisions of the Deed.

2012 Special Rate Variation: 100% of the special rate income received but not yet spent.

Internal Restrictions

Works Program - New and upgrade: Maintain a rolling 12month cash provision equivalent to the adopted budget for new and upgrade works. This excludes amounts funded from other restrictions.

Works Program - Priority Projects (2012 SRV): Maintain a rolling 12month cash provision equivalent to the adopted budget for Priority Projects.

Works Program - Specific Projects: Maintain a cash balance equal to the funds restricted by a resolution of CN to be applied to the provision of a specific future project of works.

Works Program - Infrastructure Backlog: Maintain a cash provision equal to the combined capital and operational funds required to bring CN's assets up to a satisfactory standard.

Waste Management - Remediation provision: 100% cash provision retained to provide full defeasance of CN's present obligation to remediate the Summerhill Waste Management Facility and Astra Street Landfill (this asset is no longer in use).

Employee Leave Entitlements: Maintain a cash provision to fund a proportion of age profiled present long-term leave obligations.

Unexpended Loans: 100% of loan funds received but not yet expended on the project/s for which the funds were provided.

Superannuation - Defined Benefits: Trustee advised obligation specific to CN to restore the Fund to a satisfactory financial position to comply with the regulatory standards set by APRA.

Workers Compensation - Self Insurance: Value equal to the security provided to the State Insurance Regulatory Agency (SIRA). Security is subject to redemption at short notice and resultantly a specific purpose reserve is prudent to maintain.

Section 355 and local committees and childcare: Equal to the consolidated funds attributable to each of the respective bodies.

Supporting our Plans

Long Term Financial Plan

Our Vision and Values

The City of Newcastle (CN) has a strong focus on its strategic direction to be a “Smart, Liveable and Sustainable Global City by 2030”

The Community Strategic Plan (CSP) identifies seven key themes underpinning this strategic direction and commitment of CN to achieve the development of integrated and accessible transport, vibrant, safe and active public places, creation of a liveable built environment, becoming a smart and innovative city, protecting our unique environment, and fostering an inclusive community utilising open and collaborative leadership.

Purpose

In accordance with the legislative obligations issued by the Office of Local Government’s Integrated Planning and Reporting Framework (IPR) CN is required to have a Long-Term Financial Plan (LTFP).

The LTFP must include a financial forecast for a minimum of ten years and be reviewed annually. The financial forecast is driven by strategic objectives, key metrics, assumptions and inputs as well as core information contained within the Community Strategic Plan (CSP) Asset Management Strategy (AMS) and Workforce Management Plan (WMP).

The LTFP must provide a minimum of three scenarios which includes forecasting based on a planned financial forecast, an optimistic financial forecast and a conservative financial forecast. Additionally, the LTFP must also encompass sensitivity analysis highlighting the factors and assumptions most likely to impact on the planned financial outcomes as well as quantifying the methods of monitoring financial performance.

CN has a strong focus on achieving its financial goals and objectives. CN utilises the LTFP as a financial decision-making tool to identify financial and strategic opportunities. The LTFP also provides a sound basis for strategic decision making allowing for transparency in forecasting CN’s financial decision making and offering analysis of the cumulative financial impacts of CN’s strategic and operational planning.

CN is committed to the principles of sound financial management as outlined in the Local Government Act 1993 Section 8B. These principles include:

-
- (a) Council spending should be responsible and sustainable, aligning revenue and expenses.

 - (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.

 - (c) Councils should have effective financial and asset management, including sound policies and processes for, performance management and reporting, asset maintenance and enhancement, funding decisions, risk management practices.

 - (d) Councils should have regard to achieving intergenerational equity, including ensuring policy decisions are made after considering their financial effects on future generations and the current generation funds the cost of its services.

Building on these core objectives, CN has identified further objectives required for financial sustainability.

Financial Objectives

Maintain a net operating surplus

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

Renew and maintain assets within a sustainable range

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

Maintain a strong cash and liquidity position

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

Financial legacy

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

Long Term Financial Plan

The LTFP is an integral document in the IPR Framework and demonstrates the financial impacts of providing service levels and assets to the community. The service levels and assets to be provided are identified through “Our Budget” as part of the annual budget process incorporating key objectives and commitments made in our suite of corporate planning documents including the Community Strategic Plan (CSP), Asset Management Strategy (AMS) and Service Asset Plans and the Workforce Management Plan (WMP). The LTFP has been updated through the 2019/20 annual budget process.

Income Statement

- Next Year Budget (2019/20)
- 4 Year Budget (2019/20 to 2022/23 inclusive)
- 10 Year Budget (2019/20 to 2028/29 inclusive)

Income Statement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
Income from continuing operations											
Rates and annual charges	167,802	181,677	186,219	190,875	195,647	200,538	205,551	210,690	215,957	221,356	226,890
User charges and fees	78,797	89,366	91,860	94,487	97,209	100,010	102,891	105,855	108,905	112,043	115,271
Interest and investment revenue	9,632	10,210	12,072	13,073	13,703	13,946	14,714	14,996	15,862	16,184	17,152
Other revenues	10,692	12,015	12,268	12,525	12,788	13,057	13,331	13,611	13,897	14,189	14,487
Grants and contributions provided for operating purposes	15,755	15,977	16,313	16,656	17,005	17,362	17,727	18,099	18,479	18,867	19,264
Grants and contributions provided for capital purposes	17,856	13,837	14,128	14,424	14,727	15,036	15,352	15,675	16,004	16,340	16,683
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-
Total Income from continuing operations	300,534	323,083	332,860	342,039	351,080	359,949	369,566	378,927	389,104	398,979	409,747
Expenses from continuing operations											
Employee benefits and on-costs	102,141	111,942	116,065	119,753	122,908	126,426	130,162	133,963	137,549	140,930	144,340
Borrowing costs	3,874	4,761	6,344	5,902	5,626	3,037	2,820	2,628	2,433	2,221	2,016
Materials and contracts	74,684	67,646	74,376	77,932	77,600	78,941	81,049	82,939	86,544	88,403	89,962
Depreciation and amortisation	41,275	48,374	54,104	55,372	55,918	52,044	52,093	53,069	54,145	54,654	55,454
Other expenses	52,211	58,623	60,136	61,887	64,009	67,887	69,851	71,665	73,539	75,448	77,404
Net losses from the disposal of assets	2,013	5,948	6,102	6,261	6,424	6,591	6,762	6,938	7,118	7,303	7,493
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	276,197	297,294	317,127	327,106	332,484	334,926	342,737	351,202	361,328	368,959	376,669
Operating result from continuing operations	24,337	25,789	15,733	14,933	18,595	25,023	26,829	27,725	27,776	30,020	33,078
Net operating result for the year before grants and contributions provided for capital purposes	6,481	11,952	1,606	509	3,868	9,987	11,477	12,051	11,772	13,680	16,395

Directly correlating the forecast of strengthening Operating Performance is a growth in CN's Cash & Investments position.

Cash, Investments and Profit before capital grants	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
Net operating result for the year before grants and contributions provided for capital purposes	6,481	11,952	1,606	509	3,868	9,987	11,477	12,051	11,772	13,680	16,395
Net increase/(decrease) in cash and cash equivalents	28,708	2,138	15,645	16,631	18,087	22,214	24,127	23,412	25,604	29,326	31,611
Total cash, cash equivalents and investments	366,436	368,574	384,218	400,849	418,936	441,150	465,277	488,689	514,293	543,619	575,230

To ensure this positive operating trend is realised, a strong organisational focus on financial responsibility is required with service levels maintained and the works program growing at a sustainable rate over ten years to \$100 million. With the commitment of CN and the vision of transforming Newcastle into a smart, liveable, sustainable and global city supported by a smart, innovative organisation, CN's works program is forecast to grow to \$100 million and adjusted for CPI will allow for a balance between new projects and the ongoing commitment to renewing the city's assets.

CN's Income Statement is projecting net operating surpluses for the next decade (the duration of the forecast). This trend of continual net operating surpluses reflects a positive pattern of financial performance, the commitment of CN to long-term financial sustainability and the ability to generate annual funding to facilitate key objectives identified in Our Budget.

Statement of Financial Position

- Next Year Budget (2019/20)
- 4 Year Budget (2019/20 to 2022/23 inclusive)
- 10 Year Budget (2019/20 to 2028/29 inclusive)

Statement of Financial Position	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
Current assets											
Cash and cash equivalents	58,218	51,202	57,731	64,591	70,036	80,114	90,624	99,905	110,001	123,199	138,036
Investments	101,289	104,297	107,293	110,504	114,658	118,647	123,121	127,765	132,862	138,162	143,674
Receivables	20,635	21,404	22,009	22,647	23,307	23,986	24,686	25,406	26,148	26,912	27,699
Inventories	1,194	1,225	1,256	1,289	1,323	1,357	1,392	1,428	1,466	1,504	1,543
Other	5,233	3,080	3,160	3,242	3,326	3,412	3,501	3,592	3,686	3,781	3,880
Non-current assets classified as 'held for sale'	368	368	368	368	368	368	368	368	368	368	368
Total current assets	186,937	181,576	191,817	202,640	213,018	227,884	243,693	258,466	274,530	293,926	315,200
Non-current assets											
Investments	206,929	213,075	219,194	225,755	234,242	242,390	251,531	261,018	271,430	282,258	293,520
Receivables	1,358	1,424	1,463	1,504	1,547	1,590	1,635	1,681	1,729	1,777	1,828
Infrastructure, property, plant and equipment	1,442,759	1,472,954	1,471,129	1,467,317	1,465,437	1,467,299	1,468,901	1,472,030	1,472,570	1,472,061	1,472,328
Right of use asset	-	45,053	40,259	35,588	31,776	29,629	27,621	25,612	23,603	21,594	19,586
Investments accounted for using the equity method	1,065	1,093	1,121	1,150	1,180	1,211	1,242	1,275	1,308	1,342	1,377
Investment property	18,580	18,580	18,580	18,580	18,580	18,580	18,580	18,580	18,580	18,580	18,580
Intangible assets	5,654	5,654	5,654	5,654	5,654	5,654	5,654	5,654	5,654	5,654	5,654
Other	8	8	8	8	8	8	8	8	8	8	8
Total non-current assets	1,676,353	1,757,841	1,757,410	1,755,557	1,758,424	1,766,361	1,775,173	1,785,859	1,794,882	1,803,275	1,812,879
Total assets	1,863,290	1,939,416	1,949,227	1,958,197	1,971,442	1,994,245	2,018,866	2,044,324	2,069,413	2,097,201	2,128,079
Current liabilities											
Payables	32,227	33,061	33,918	34,812	35,730	36,673	37,640	38,633	39,633	40,659	41,712
Income received in advance	6,276	6,408	6,542	6,680	6,820	6,963	7,110	7,259	7,411	7,567	7,726
Borrowings	3,868	9,020	9,356	8,831	5,788	5,869	6,020	6,284	5,913	5,969	5,819
Provisions	38,389	39,348	40,331	41,526	42,755	44,020	45,321	46,660	47,825	49,019	50,244
Total current liabilities	80,760	87,837	90,147	91,848	91,094	93,524	96,091	98,835	100,782	103,215	105,501
Non-current liabilities											
Income received in advance	5,350	5,462	5,577	5,694	5,814	5,936	6,060	6,188	6,317	6,450	6,586
Borrowings	75,221	117,381	108,025	99,194	93,406	87,537	81,517	75,233	69,320	63,351	57,532
Provisions	46,251	47,238	48,247	49,297	50,370	51,466	52,587	53,732	54,880	56,053	57,250
Total non-current liabilities	126,822	170,081	161,849	154,185	149,589	144,939	140,164	135,152	130,517	125,854	121,368
Total liabilities	207,582	257,919	251,996	246,033	240,683	238,463	236,255	233,988	231,300	229,068	226,869
Net assets	1,655,708	1,681,498	1,697,231	1,712,164	1,730,759	1,755,782	1,782,612	1,810,337	1,838,113	1,868,133	1,901,211
Equity											
Accumulated surplus	1,455,258	1,481,048	1,496,781	1,511,713	1,530,309	1,555,331	1,582,162	1,609,887	1,637,663	1,667,683	1,700,761
Revaluation reserves	200,450	200,450	200,450	200,450	200,450	200,450	200,450	200,450	200,450	200,450	200,450
Total equity	1,655,708	1,681,498	1,697,231	1,712,164	1,730,759	1,755,782	1,782,612	1,810,337	1,838,113	1,868,133	1,901,211

Cash and investments

CN is forecasting to record positive operating cash flows for the ten-year plan.

Receivables

Receivables have been assumed to remain constant for the life of the plan.

Inventories and other assets

CN expects no changes in the inventories held at its works depot and cultural facilities and has forecasted an increase in line with CPI of 2.6%.

Infrastructure, property, plant and equipment

CN has \$1.56 billion worth of infrastructure, property plant and equipment. The financial management of these assets are guided by the Asset Management Strategy (AMS), Service Asset Plans. The asset renewals and upgrades that have been identified in these plans have been funded in this plan.

The opening balance of cash and investments for the 2019/20 projections are formulated on the projected closing balances contained with the 2018/19 budget. All other balance sheet items in this plan have an opening balance relative to the 2018/19 financial year.

Asset Renewal

The Estimated cost to bring assets to an agreed level of service (ALS) set by Council is an area of risk for CN. Accurately forecasting the value of CN's ALS is complex and requires large amounts of high-quality data to accurately calculate. In addition to these costs CN has budgeted for renewal expenditure on non-infrastructure assets such as fleet, which does not contribute to the management of the ALS.

The level of asset renewals and upgrade works in addition to new asset work has been funded in the LTFP. Work schedules and programming are based on conditional audits undertaken annually by Asset Management staff and have been prepared taking into account the most relevant information currently available. The forecasting of this work is therefore an indication only until it is annually quantified as part of CN's Annual Financial Statements. Work programs for years 2019/20, 2020/21 and 2021/22 have been prepared in accordance with long term project management forecasts from the Corporate System PPM and contain more certainty with regards to costing estimates based on a refined scope of works, market quotations and engineering estimates. Programs are subject to annual change depending on new priorities, emerging works, emergency works, Councillor priorities and new funding sources like grants.

Payables and borrowings

The LTFP assumes that there will be no new borrowings over the life of the plan. Additional borrowing expenses have been factored into the plan referencing the inclusion of known lease liabilities. CN has a moderate level of borrowings which are due to reduce over the long term with the commitment made by Council to adopt a financial principle to avoid increasing borrowing. An exception to this financial principle was made in 2018 when a low interest loan for \$6.5 million from Clean Energy Financial Corporation was utilised to partially fund the construction of a solar farm and in 2019 when the airport secured a \$25 million facility to fund the expansion project.

Provisions

CN has made provisions for payment of employee leave entitlements which predominately consist of annual leave, long service leave and vested sick leave. CN has also made provision for the future rehabilitation costs of its current Summerhill and former Astra Street waste management facilities. CN estimates the costs based on feasibility studies and engineering studies using current restoration standards and techniques. Future adjustments to the provision may be required using evidenced based data which could affect future financial results. The variability in this evidence-based data includes significant uncertainty in the timing and extent of the future expenditure, as well as other movements such as new disturbance, updated cost estimates, changes to discount rates and changes in waste consumption rates.



Audited Key Performance Ratio's

CN has forecast to achieve the key performance ratio benchmarks set by the Office of Local Government for the ten-year plan. This is a strengthening position for CN which will ensure CN's financial sustainability.

1. Operating performance ratio – The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the Office of Local Government (OLG) is greater than zero per cent.

2. Own source operating revenue ratio - The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

3. Unrestricted current ratio - The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

4. Debt service cover ratio - The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

5. Rates and annual charges outstanding ratio - The 'rates and annual charges outstanding ratio' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

6. Cash expense cover ratio - This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

Next Year Budget (2019/20)
4 Year Budget (2019/20 to 2022/23 inclusive)
10 Year Budget (2019/20 to 2028/29 inclusive)

Local government industry indicators	Benchmark	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
1. Operating performance ratio	> 0.00%											
Total continuing operating revenue excluding capital grants and contributions less operating expenses		3.00%	5.79%	2.42%	2.07%	3.06%	4.81%	5.15%	5.23%	5.06%	5.48%	6.08%
Total continuing operating revenue excluding capital grants and contributions		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2. Own source operating revenue ratio	> 60.00%											
Total continuing operating revenue excluding all grants and contributions		88.82%	90.77%	90.85%	90.91%	90.96%	91.00%	91.05%	91.09%	91.14%	91.18%	91.23%
Total continuing operating revenue		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3. Unrestricted current ratio	> 1.5x											
Current assets less all external restrictions		2.31x	2.07x	2.13x	2.21x	2.34x	2.44x	2.54x	2.62x	2.72x	2.85x	2.99x
Current liabilities less specific purpose liabilities		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4. Debt service cover ratio	> 2x											
Operating result (I) before capital excluding interest and depreciation/impairment/amortisation		3.94x	8.23x	6.24x	6.30x	6.67x	10.24x	10.50x	10.88x	10.99x	12.52x	13.56x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5. Rates, annual charges, interest and extra charges outstanding percentage	< 10% regional & rural											
Rates, annual and extra charges outstanding		2.77%	2.74%	2.81%	2.74%	2.74%	2.75%	2.75%	2.76%	2.76%	2.76%	2.77%
Rates, annual and extra charges collectible		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6. Cash expense cover ratio	> 3 mths											
Current year's cash and cash equivalents plus all term deposits		8.91 mths	8.63 mths	8.52 mths	8.73 mths	9.05 mths	9.59 mths	10.01 mths	10.36 mths	10.69 mths	11.22 mths	11.80 mths
Monthly payments from cash flow of operating and financing activities		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Asset Management Strategy

Asset Management Policy

Asset Management is the systematic and coordinated activities and practices of an organisation to optimally and sustainably deliver on its objectives through the cost-effective lifecycle management of assets.

The Asset Management Policy was adopted by CN in June 2016 and supports our commitment to:

Ensuring assets and infrastructure are safe, reliable, sustainable and remain available for the benefit of our ratepayers and the community;

A core asset management system that aligns asset management to corporate goals and strategic context; and

Accountability, sustainability, risk management, service management and financial efficiency in asset management.

Asset Management Strategy and Service Asset Plans

The Asset Management Strategy is based on service planning; the process of determining the services needed by a community and delivering them in a sustainable manner. The Community Strategic Plan drives the Asset Management Strategy to:

(5.4.2) Plan, provide and manage infrastructure that continues to meet community needs;

(7.4.1) Continuous improvement in services delivery based on accountability, transparency and good governance; and

(7.4.2) Provide services that deliver on sustainable community service expectations.

CN manages an asset portfolio of \$2 Billion to deliver 28 core asset-based services

Service	Current level of Service	Current Infrastructure Asset Replacement Value \$	Infrastructure Backlog 2017/18 \$
Art Gallery	★★★★☆	73,131,731	-
Bushlands, Watercourses and Public Trees	★★★☆☆	4,796,046	1,628,452
Caravan Park	★★★★☆	6,830,731	-
Cemeteries	★★★☆☆	108,558	-
City Innovation and Sustainability *	★★☆☆☆	-	-
Civic Venues	★★★☆☆	85,046,053	-
Coast, Estuary and Wetlands	★★★☆☆	30,715,040	2,456,115
Community Buildings	★★★☆☆	24,278,388	388,426
Information Technology	★★★☆☆	10,375,885	-
Libraries and Learning	★★☆☆☆	55,148,486	193,919
Museum	★★★★☆	36,181,519	3,437,834
Property	★★★☆☆	44,267,647	2,123,000
Public Amenity	★★★☆☆	7,501,747	1,397,380
Public Art, Monuments and Memorials	★★☆☆☆	13,338,783	5,383,440
Recreation - Beaches and Ocean Baths	★★★☆☆	44,297,849	10,655,174
Recreation - Inland Swim Centres	★★☆☆☆	22,154,147	473,600
Recreation - Parks	★★★☆☆	49,722,188	2,347,843
Recreation - Playgrounds	★★★☆☆	8,583,036	320,000
Recreation - Sporting Facilities	★★★☆☆	64,659,667	991,060
Stormwater Drainage, Water Quality and Flood Planning	★★☆☆☆	267,882,829	30,640,934
Support Services - Depot Operations	★★★☆☆	15,419,208	141,494
Support Services - Fleet and Plant	★★★☆☆	34,107,291	-
Transport - Bridges and Structures	★★★★☆	77,093,685	8,142,295
Transport - Car Parking	★★★★☆	15,295,396	346,105
Transport - Pathways	★★★★☆	195,285,016	737,949
Transport - Public Domain Elements	★★★☆☆	27,954,217	421,000
Transport - Roads	★★★☆☆	647,172,502	23,156,202
Waste Management	★★★☆☆	63,161,644	81,180
Total**		1,924,509,290	95,463,403

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

** Excludes Airport, Land, Minor plant \$272M

Workforce Management Plan

Workforce planning is a resourcing strategy that:

Provides an understanding of the current and future workforce needs based on our commitments

Highlights potential skills shortages allowing for CN to prepare and address challenges early

Supports the strategic planning for future staffing requirements and new or emerging skill areas

Improves our understanding of our workforce profile and ensures projects and initiatives are prioritised accordingly.

Workforce planning ensures that CN achieves its vision and goals through its most valuable resource - its people. It outlines how we will develop and prepare our workforce to meet the changing demands of our community as well as the emerging challenges faced by an ageing workforce.

The key steps in developing this plan included an analysis of our current workforce, consideration of future needs, identification of gaps and challenges as well as the development of strategies to address these gaps.



A strategic planning workshop held on 2 February 2019 included an exercise asking Councillors to allocate funding for the 2019/20 budget. The ten attending Councillors were each provided \$180, making for a total budget of \$1,800. When these funds were distributed the following budget allocations were noted:

Infrastructure Needs received 53.33%;

Whole City Projects received 17.22%;

Infrastructure Backlog received 10.56%;

Service Needs received 10%;

Revenue Opportunities received 8.33% and;

Engagement & Consultation Needs 0.56%.

The findings of the exercise reflected a strong preference among all Councillors for the budget to focus on infrastructure works (81%). That is Whole City Projects (17.22%), Infrastructure Needs (53.33%) and Infrastructure Backlog (10.56%).

When this preference was further analysed this allocation creates a capital works program consisting of new works (85%) and infrastructure backlog (15%).

This feedback from Councillors was used to help shape the overall \$81 million 2019/20 works program.

To guide Council forward, there are 12 key service-based Asset Management Strategies:

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

Our Workforce Profile

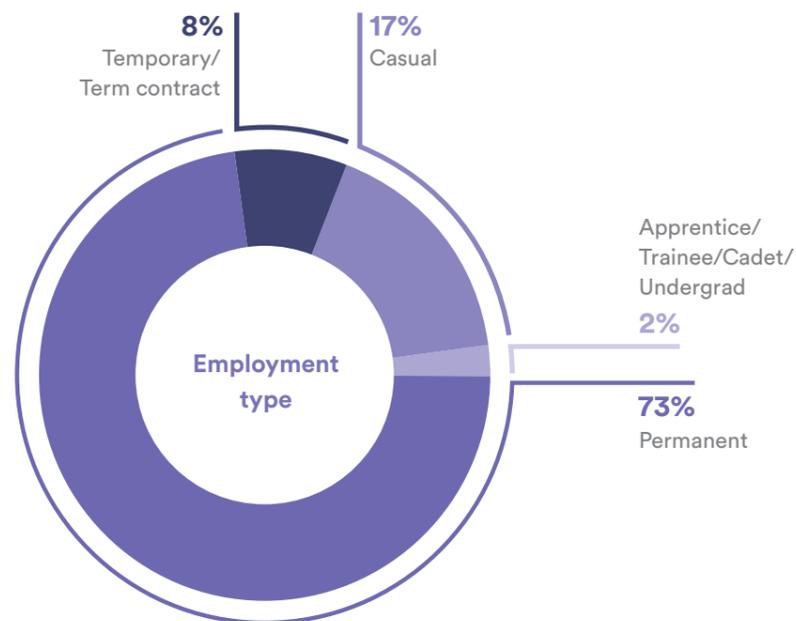
CN's workforce is large and diverse with a range of occupations across the organisation. Our employees work across a range of governance, delivery, external facing services and internal enabling services including planning, construction, waste facilities, libraries and learning, culture and arts, heritage and recreation facilities, finance, legal, communications and marketing as well as administration and support offices.

Our workforce comprises of 1,277 employees with the majority being permanent staff (full time and part time). Approximately one quarter of our staff are employed on a casual, temporary or fixed term basis or are participating in tertiary/vocational education programs. Our approved Full Time Equivalent (FTE) positions are 957¹.

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

Complementing our employee and contingent labour hire base, is our strong volunteer network of over 350 people working across a range of locations and undertaking a variety of services on behalf of our broader community. The majority of our volunteers primarily assist at the Museum, Playhouse, Gallery, Library, Blackbutt Reserve, and multiple Landcare sites, Community Halls, Ovals and Parks.

Workforce breakdown

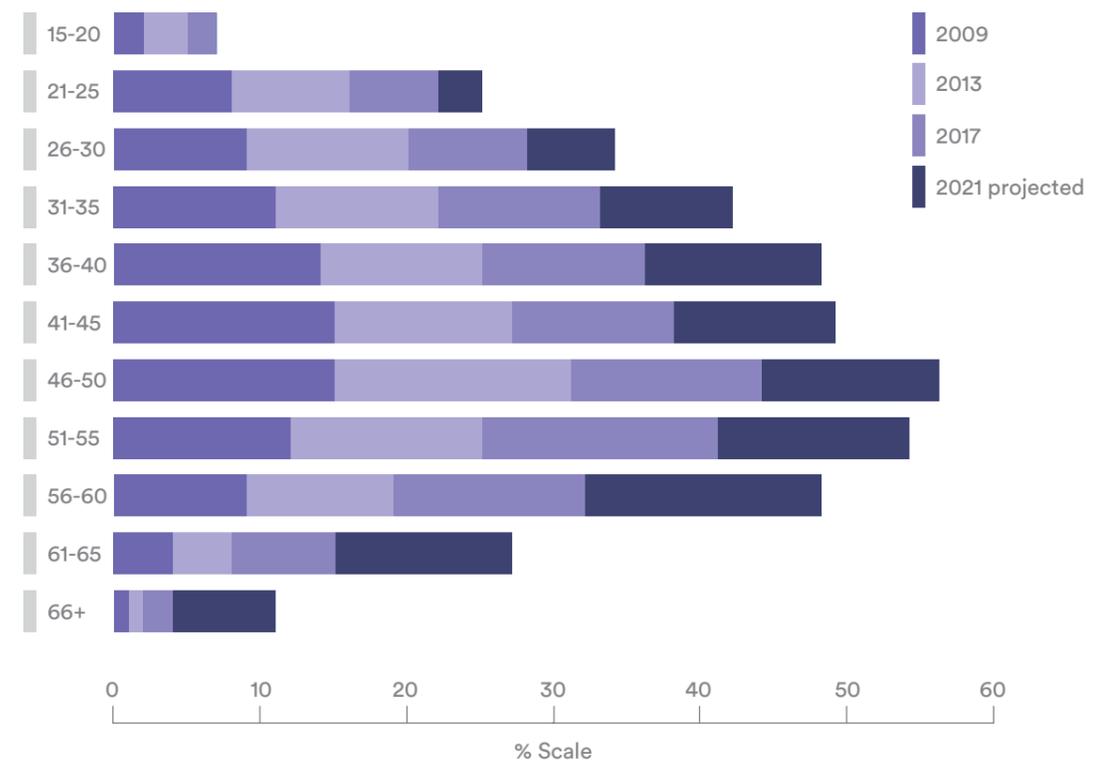


Age

Australia is experiencing a rapidly ageing population, and this is even more distinct within the Local Government Sector workforce. The 2016 Australian Bureau of Statistics Census data shows that the age structure for older workers and pre-retirees aged between 50-59 years is 13.8% in Regional NSW².

For CN in particular, the percentage of our workforce approaching retirement age (55 years and over) has increased significantly from 14% in 2009 to 22% in 2017 and is anticipated to continue to accelerate to over 35% by 2021. This poses a significant challenge for CN as it represents over 450 individual workers being eligible for or, contemplating retirement over the coming four years.

Total workforce distribution by age

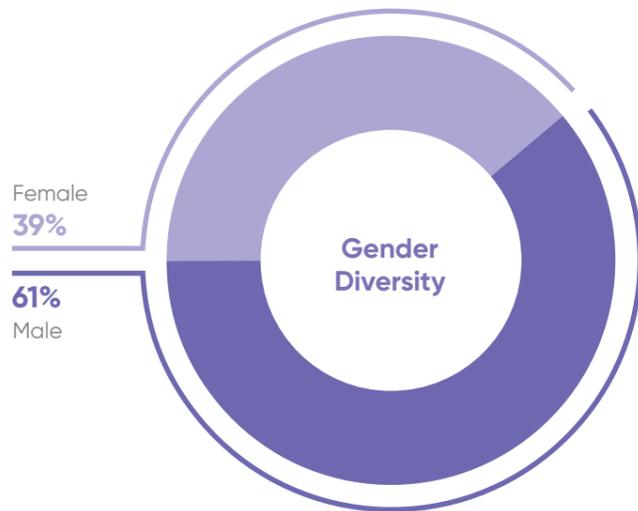


Diversity

Diversity (and Equal Employment Opportunity) for CN is about achieving fairness, social justice and equity. Through employing people with diverse experiences, cultures and abilities we can achieve our vision to make Newcastle a smart, liveable and sustainable global city.

Our values and understands the importance of equity and diversity in the workplace and expects all employees will treat each other and members of the community with these principles, regardless of race, religion, marital status, family responsibility or status, gender, age or impairment. It is important that our people enjoy a supportive, harmonious workplace free of prejudice, harassment and discrimination. CN is committed to the development of a culture that is supportive of Equal Employee Opportunity (EEO) principles in the workplace.

Diversity breakdown



Our Future

Over the next four years, CN will transform into a smart, people-centric organisation as we attempt to deliver improved service levels in a way that is sustainable and within approved budgetary and resource allocations. Community expectations combined with record levels of residential development and infrastructure projects will continue to place pressure on our workforce to deliver more with our existing resources.

Following the appointment of a new elected Council and permanent Chief Executive Officer in late 2017, CN has embarked on an organisational design process to better align our services and functions to deliver on CN and community goals and objectives through our Community Strategic Plan.

In working towards achieving our community vision, CN is driving toward becoming a smart, people centric organisation.

CN is also committed to evidence based decision making, fostering genuine and collaborative relationships that are focused on our vision. Through our workforce we will seek to improve efficiency, accountability, integration and alignment by working better together across the organisation.

The operational pillars that underpin the organisational design are derived from our community start and end points. Our community linkages with our elected Council and CEO filter through to our administration and operational staff as a collaborative effort to improve our City through the work that we do. Embodying governance, enabling functions, delivery and service in turn, our four key pillars are structures to drive and support the delivery of services to our community.

Key principles underpinning our organisational design include a:

Strong leadership focus

Solid service based philosophy

Commitment to prepare our next generation of leaders from within the organisation.

Workforce Management Strategies and Actions

This workforce plan will build on our previous plans with a number of initiatives designed to address each of the following strategies:

1. Attract and retain a high quality, committed

Actions

- 1.1 Develop a **Total Value Proposition**
- 1.2 Create a positive **induction/on boarding** experience
- 1.3 Develop and implement an improved **salary system** including progression framework and recognition of critical roles
- 1.4 Develop and implement an improved **performance and development system** including recognition mechanisms for high performers
- 1.5 Improve access to **flexible work arrangements**
- 1.6 **Relocation** of the City Administrative Centre and Fred Ash Building work places to a new high performance building
- 1.7 Review and update **position descriptions** to ensure role clarity and capacity to meet future demands
- 1.8 Review use of **contingent labour** to address short term needs and provide job security for permanent staff

2. Invest in the capabilities of our people

Actions

- 2.1 Develop and implement a **succession planning** framework for critical (and emerging) roles and retirement planning
- 2.2 Develop and implement an improved **performance and development framework** including identification of career paths and access to development opportunities
- 2.3 Develop and implement training to support the introduction of **new and emerging technologies**
- 2.4 Facilitate the introduction of **mentoring** arrangements
- 2.5 Invest in **leadership development** for both current and future leaders

3. Facilitate a culture of Cooperation, Respect, Excellence & Wellbeing

Actions

- 3.1 Continued investment in activities to enhance our **organisational culture** and build courage, trust and pride
- 3.2 Implement our **Diversity** Management Plan, (Aboriginal and EEO Employment Strategy, Reconciliation Action Plan, Disability Access and Inclusion Plan) through integrated actions
- 3.3 Design and implement a **health and wellbeing strategy**
- 3.4 Continue to develop our **safety culture**

4. Plan for our future workforce needs

Actions

- 4.1 Align annual **vocational/tertiary program** recruitment to critical roles and retirement trends identified in this plan
- 4.2 **Review** EFT requirements and critical roles **annually** as part of the business planning process
- 4.3 Develop and implement **transition to retirement** arrangements to facilitate knowledge transfer
- 4.4 Review true vacancies regularly to offer opportunities and flexible options for **critical emerging and development roles**

Appendix

Project mgmt id	Planning / concept design	Detailed design	Implementation / construction
PRJ00200481 - Inland Pool Investigation & Maintenance			X
PRJ00200004 - SRV Blackbutt Planning and Design	X		
PRJ00200011 - Various Council Buildings - assess hazardous materials			X
PRJ00200016 - Structures- Survey			X
PRJ00200023 - Engineering Advice General			X
PRJ00200501 - City Change			X
PRJ00200674 - Rooftop Solar Upgrade program			X
PRJ00200725 - City Change - Building Fitout			X
PRJ00200727 - City Change - Staff Relocation			X
PRJ00200728 - Council Chamber Relocation			X
PRJ00200769 - Business Case Development and Feasibility Studies	X		
PRJ00200516 - NCC Cemetery Strategy & Masterplans	X	X	X
PRJ00200027 - HSR - Project Management and Admin	X		
PRJ00200028 - HSR - Civic PDP	X		
PRJ00200029 - HSR - East End PDP - Stage 2	X		
PRJ00200030 - HSR - Place Activation Initiatives		X	
PRJ00200032 - HSR - East End PDP		X	
PRJ00200033 - HSR - West End PDP - Stage 2		X	
PRJ00200034 - HSR - West End PDP - Stage 1		X	
PRJ00200616 - HSR - Hunter/Scott St - Streetscape upgrade			X
PRJ00200035 - Bathers Way - South Newcastle		X	X
PRJ00200040 - Bathers Way - King Edward Park	X		
PRJ00200627 - Bathers Way - Shower Rectifications		X	X
PRJ00200054 - City Hall - Stage 3 - West and North Facades			X
PRJ00200060 - Art Gallery- lighting design			X
PRJ00200062 - City Hall- lift renewal preparation design		X	
PRJ00200065 - City Hall -carpet purchase			X
PRJ00200484 - City Hall - Upgrade Security System			X
PRJ00200522 - Civic Theatre - upgrade Security System			X
PRJ00200524 - Civic Theatre - Renew Projectors			X
PRJ00200525 - Civic Theatre Safe Handling Loading Dock			X
PRJ00200529 - City Hall - Clock Tower & Fountain lighting control renewal			X
PRJ00200530 - Civic Theatre - renew stage crane / hoist			X
PRJ00200531 - Art Gallery - cultural asset preservation			X
PRJ00200532 - Art Gallery - security upgrade			X
PRJ00200539 - Art Gallery- internal wall renewal			X
PRJ00200551 - Fort Scratchley - replace security system			X
PRJ00200794 - City Hall - Accessibility Improvements			X
PRJ00200801 - Civic Theatre Playhouse - replace roof guttering			X
PRJ00200807 - Fort Scratchley - replace guttering to awning			X

Project mgmt id	Planning / concept design	Detailed design	Implementation / construction
PRJ00200809 - Fort Scratchley - Retaining wall renewal - Fort Wall on South Eastern corner			X
PRJ00200813 - Civic Station remodelling to Visitor Information Centre			X
PRJ00200655 - New exterior and wayfinding signage for all library branches			X
PRJ00200658 - Lambton Library Refurbishment to create Storybook Cottage			X
PRJ00200662 - Heritage Collections Digitisation Lab		X	X
PRJ00200781 - Corroba Oval Provision of Amenities & Ground Condition	X		
PRJ00200077 - Sportsgrounds - Renew sub surface drainage/ irrigation systems			X
PRJ00200081 - Parks -public address system renewal			X
PRJ00200090 - Sportsgrounds - Floodlighting renewal			X
PRJ00200102 - Various Parks - upgrade public access power			X
PRJ00200103 - Sportsgrounds - Inspect & replace timber poles			X
PRJ00200104 - Sportsgrounds - Inspect & replace steel floodlighting poles			X
PRJ00200107 - Pacific Park Security Lighting			X
PRJ00200110 - Fenced Off Leash Dog areas			X
PRJ00200467 - Playground replacement programme			X
PRJ00200487 - Fencing - Sports Grounds			X
PRJ00200489 - Basketball court facilities			X
PRJ00200503 - Concept Masterplan - Foreshore Park			X
PRJ00200505 - Ecofit Outdoor Exercise Program			X
PRJ00200560 - Matching Grant Funding Program			X
PRJ00200827 - Plans of Management Review			X
PRJ00200113 - Curzon Rd New Lambton Retaining Wall- renewal			X
PRJ00200121 - Jesmond Bushland Complex Rehabilitation	X		X
PRJ00200124 - Community Education at environment rehabilitation worksites			X
PRJ00200125 - Kotara Park - Creek rehabilitation Stage 1 & 2			X
PRJ00200126 - Natural Connection - Newcastle's Healthy Catchments Program			X
PRJ00200129 - Ironbark Ck Reserve Stage 1-7 - revegetation works			X
PRJ00200130 - Aries Way Reserve - creek rehabilitation			X
PRJ00200131 - Condition and Investigation - Natural Assets			X
PRJ00200132 - Maryland Creek - Rehabilitation			X
PRJ00200137 - Environmental Project Delivery Support			X
PRJ00200139 - Various Reserves - bushland regeneration			X
PRJ00200140 - Various Creeks - rehabilitation			X
PRJ00200161 - Sygna Cl Elmore Vale- Kaiutibbin Ck Design & Construct			X
PRJ00200416 - Wentworth Creek Rehabilitation - Stage 1 of 2	X	X	
PRJ00200841 - Environmental Management System (EMS) - Develop and Implement a corporate system		X	X

Project mgmt id	Planning / concept design	Detailed design	Implementation / construction
PRJ00200144 - Stockton Beach Nourishment		X	X
PRJ00200145 - Coastline - dune preservation and restoration			X
PRJ00200147 - Bar Beach Seawall, Cliff and Promenade		X	X
PRJ00200148 - Shortland Esp- rewire the rock catch fence			X
PRJ00200149 - Coastal Cliffline Rehab Stabilisation- Kilgour and Nobbys			X
PRJ00200150 - Stockton Coastal Works	X	X	X
PRJ00200151 - Market Swamp Wetland- rehabilitation design and construct			X
PRJ00200152 - Astra St EEC Action Plan			X
PRJ00200153 - Wetland Connection			X
PRJ00200154 - Coastal Cliffline Rehabilitation	X	X	X
PRJ00200155 - Wetlands- Rehabilitation design and construct		X	X
PRJ00200156 - Hunter River Foreshore Stockton - revegetation			X
PRJ00200157 - Various Sites - coastal revegetation			X
PRJ00200158 - Jersey Road Sandgate - Wetland Rehabilitation			X
PRJ00200160 - Stockton Riverwall- Stage 6 - 9 design and construct		X	X
PRJ00200162 - Mitchell St Sea Wall repair Stockton			X
PRJ00200414 - Lloyd St Res Merewether-Littoral Rainforest Restoration			X
PRJ00200777 - Newcastle Coastal Management Program Investigation and Preparation	X	X	
PRJ00200163 - SAPTRP - Street Tree Planting			X
PRJ00200164 - Living Streets Campaign			X
PRJ00200165 - Citywide - Community Urban Forest Program			X
PRJ00200167 - Citywide - tree audit for all attributes			X
PRJ00200168 - Citywide Tree - inspection and monitoring			X
PRJ00200173 - Astra St Remediation	X		
PRJ00200175 - Stormwater and Leachate Management - Design Only	X		
PRJ00200460 - CCTV and Wireless network refurbishment/upgrade			X
PRJ00200463 - Weighbridge refurbishment		X	
PRJ00200466 - Litter Fencing	X		
PRJ00200697 - Organics Facility	X		
PRJ00200770 - Asset Identification & Condition assessment report	X		
PRJ00200775 - Development and Design of Long-Term Recycling (Yellow Bin)	X		
PRJ00200780 - Public Place Bins (Replacement and Upgrades)			X
PRJ00200784 - Cell 09 Landfill Design and Construction (Stage 2)			X
PRJ00200815 - Domestic Bins (Repair, Replacement, New Deliveries and Upgra			X
PRJ00200836 - Implement an Environmental Managment System (EMS) at Summerhill	X		
PRJ00200838 - Install water quality sensors at Summerhill	X		
PRJ00200831 - Fleet Replacement Program 2020			X
PRJ00200187 - OneCouncil Ci Anywhere Implementation - Stage 1			X
PRJ00200198 - Desktop SOE Upgrade	X		
PRJ00200202 - Business Paper Software Implementation	X		

Project mgmt id	Planning / concept design	Detailed design	Implementation / construction
PRJ00200502 - Online Corporate Inductions	X		
PRJ00200654 - OneCouncil - Natural Assets	X		
PRJ00200657 - OneCouncil - Fleet (Phase 2)		X	
PRJ00200664 - OneCouncil - eServices (Phase 2)	X		
PRJ00200721 - Digitise Paper Based Operations			X
PRJ00200723 - Optimise Document and Records Managment			X
PRJ00200791 - OneCouncil to the Cloud		X	
PRJ00200835 - Improving online user experience	X		
PRJ00200219 - PC Replacement			X
PRJ00200223 - MFD replacement 2018			X
PRJ00200720 - Transition to Target Infrastructure	X	X	
PRJ00200726 - City Change Equipment Refresh		X	
PRJ00200236 - Business Critical Hardware and Application Review			X
PRJ00200632 - Establlsh Integration Framework	X		
PRJ00200722 - Transition to Modern Workforce	X		
PRJ00200763 - Contracts Management Software		X	
901500 - Art Gallery Works of Art			X
901600 - Library Resources			X
600901 - Parking Meter Replacement			X
PRJ00200246 - Tyrrell St Bridge - Construction			X
PRJ00200251 - Wharf Rd Newcastle footpath and tree renewal	X	X	X
PRJ00200252 - Citywide - Minor Footpath Renewal	X	X	X
PRJ00200443 - William St Tighes Hill - footpath rehabilitation		X	
PRJ00200595 - Tramway Track Shared Pathway Shoulder Reconstruction	X		
PRJ00200599 - Throsby Creek Shared Pathway Renewal Wickham to Maryville	X		
PRJ00200687 - Lloyd St Merewether footpath and kerb renewal		X	
PRJ00200821 - Jackson St Broadmeadow footpath renewal		X	
PRJ00200265 - Watermains replacement - Design	X		
PRJ00200268 - Citywide - Laneway Renewal	X	X	
PRJ00200274 - Village Centres renewal - Stockton		X	
PRJ00200275 - Village Centres renewal - Merewether Concept Design		X	
PRJ00200276 - Village Centres renewal - Wallsend Concept Design	X	X	
PRJ00200277 - Village Centres- renewal feasibility	X	X	
PRJ00200278 - Boundary St Kotara - road reconstruction		X	
PRJ00200279 - Howell St Kotara - road reconstruction	X		
PRJ00200280 - Park Ave Kotara - road renewal design	X		
PRJ00200282 - Allowah St Waratah - road reconstruction		X	
PRJ00200283 - Mathieson St Carrington - road renewal design	X		
PRJ00200284 - Samdon St Hamilton - road renewal design	X		
PRJ00200286 - Pride Ave Lambton - road renewal design	X	X	
PRJ00200292 - Station St Wickham Road Works - WTI	X	X	X

Project mgmt id	Planning / concept design	Detailed design	Implementation / construction
PRJ00200588 - Neighbourhood Renewal Orchardtown Rd Kotara	X	X	
PRJ00200590 - Neighbourhood Renewal Joslin St Kotara		X	
PRJ00200591 - Croudace Road Elernmore Vale - Garsdale Ave to Cardiff Road	X		
PRJ00200592 - Lambton Road New Lambton - Alma Rd to Avondale Rd - Road Rehabilitation	X		
PRJ00200602 - Local and Neighbourhood Centres Facade Improvement Scheme	X	X	X
PRJ00200617 - Tyrone Road New Lambton reconstruction	X		
PRJ00200618 - Fern St Islington road reconstruction	X		
PRJ00200620 - Harriet St Waratah reconstruction	X		
PRJ00200621 - Corona St Hamilton East reconstruction	X		
PRJ00200622 - Kinross Ave Adamstown Hts - Road embankment	X		
PRJ00200673 - Workshop Way Newcastle Road Renewal and Upgrade	X		
PRJ00200683 - Longworth Ave Wallsend - road renewal design	X	X	
PRJ00200819 - Yangan Drv Beresfield - road recontruction	X		
PRJ00200296 - Road Resurfacing - site preparation	X	X	X
PRJ00200300 - Road Resurfacing - pavement and road roughness testing	X	X	X
PRJ00200301 - Road Resurfacing Citywide	X	X	X
PRJ00200256 - Road Furniture - renewal	X	X	X
PRJ00200257 - City Wide - Lighting Renewal	X	X	
PRJ00200258 - Roadside Furniture - renewal	X	X	X
PRJ00200260 - Transport Stop Upgrade	X	X	
PRJ00200261 - City Wide - street lighting assessment	X		
PRJ00200596 - Young Street Georgetown - Turton Rd to Parkview St - Transport Stop Upgrade	X		
PRJ00200302 - Flood Alert Service - Operation & Maintenance			X
PRJ00200303 - Sea & Groundwater Level Monitoring			X
PRJ00200304 - Flood Education Campaign			X
PRJ00200306 - Maintenance of Flood Detection Equipment			X
PRJ00200308 - Swan Street, Cooks Hill - Drainage Construction			X
PRJ00200309 - Council Street, Cooks Hill - Drainage Rehabilitation			X
PRJ00200314 - Mayfield East Drainage Design	X	X	
PRJ00200315 - Drainage Management & Condition Surveys	X		
PRJ00200316 - Water Quality Devices - Rehabilitation			X
PRJ00200318 - Stormwater Drainage - Renewal			X
PRJ00200319 - Stormwater Drainage - Technical Advice	X		
PRJ00200323 - Various Headwall & Outlet Rehabilitation		X	X
PRJ00200324 - University Dr, Waratah West - Catchment Rehabilitation		X	
PRJ00200325 - Stormwater Drainage - Construct Access			X
PRJ00200326 - Stormwater Drainage - Replace Grates			X
PRJ00200327 - Creeks & Waterways - Inspect Erosion & Sediment Control	X		
PRJ00200328 - Stockton Laneways - Infiltration & Unrelieved Sags		X	X

Project mgmt id	Planning / concept design	Detailed design	Implementation / construction
PRJ00200330 - Water Sensitive City Implementation	X		
PRJ00200332 - Citywide - Stormwater Quantity & Quality Monitoring	X		
PRJ00200335 - Grandview Pde, Elernmore Vale - Sediment Basin & Culvert Design		X	
PRJ00200341 - Denison St, Hamilton - Drainage Design & Construction		X	
PRJ00200346 - Chaucer St, Hamilton - Drainage Design		X	
PRJ00200429 - Cleary St, Hamilton - Stormwater Design & Construction		X	
PRJ00200449 - Low Lying Suburbs - Tide Gate Rehabilitation			X
PRJ00200702 - Coorumbung Road, Broadmeadow - Drainage Rehabilitation		X	
PRJ00200810 - Newcastle After Dark		X	X
PRJ00200354 - Smart City Initiative			X
PRJ00200497 - Smart Moves Newcastle			X
PRJ00200612 - City West Smart Lighting Upgrade		X	
PRJ00200679 - Electric Vehicle Trial - Pool Car replacement			X
PRJ00200785 - City Digital and Data Platforms			X
PRJ00200786 - Smart City Infrastructure			X
PRJ00200787 - Newcastle Living Lab		X	X
PRJ00200782 - 2020 CWMAP review and update	X		
PRJ00200359 - CP - Maud Street - University to City Centre Cycleway			X
PRJ00200360 - CP - Broadmeadow to Newcastle West Cycleway	X		
PRJ00200361 - CP - Mayfield Precinct - Traffic Study and Feasibility Investigation	X		
PRJ00200362 - CP - Shortland to Tarro Cycleway		X	
PRJ00200363 - CP - Lambton Park to Croudace St		X	
PRJ00200364 - CP - Merewether to Newcastle City Centre			X
PRJ00200365 - CP - Cycleways Education and Promotion		X	
PRJ00200366 - CP - Chatham Road and Clyde Street, Hamilton North	X	X	
PRJ00200367 - CP - Cycleways Investigation & Development	X		
PRJ00200369 - CP - Chinchon St Islington - Scholey St to Maitland Rd (Islington Park)		X	X
PRJ00200370 - CP - Glebe Rd Adamstown to Newcastle West		X	
PRJ00200373 - CP - National Park Shared Paths		X	
PRJ00200374 - CP - Cycleways Program Management			X
PRJ00200375 - CP - Richmond Vale Rail Trail	X		
PRJ00200376 - CP - Cycleway Signposting		X	X
PRJ00200559 - CP - Broadmeadow Station to Donald Street Bridge	X		
PRJ00200628 - CP - Minmi Road, Fletcher - Shared Path			X
PRJ00200379 - LATM - Park Avenue and Joslin Street, Kotara - Traffic Control Signals	X		
PRJ00200382 - LATM - Chinchon St, Islington - Traffic Control Signals			X
PRJ00200383 - LATM - Glebe Road and Park Avenue, Adamstown - Traffic Control Signals			X

Project mgmt id	Planning / concept design	Detailed design	Implementation / construction
PRJ00200600 - LATM - Vista Parade, Kotara - Raised Pedestrian Crossing			X
PRJ00200603 - LATM - National Park Street, Merewether - Raised Pedestrian Crossing		X	
PRJ00200611 - LATM - Parry Street and National Park Street Intersection, Newcastle West - Raised Crossings and Kerb Extensions		X	
PRJ00200614 - LATM - Albert, Greenway, Church and Grey Streets, Wickham - Entry Realignments		X	
PRJ00200695 - LATM - Traffic Modelling, Local Area Traffic Management Studies and Program Support	X		
PRJ00200748 - LATM - Croudace Road at Garsdale Avenue - Intersection Upgrade	X		
PRJ00200750 - LATM - Traffic Calming Devices - Cooks Hill	X		
PRJ00200751 - LATM - Traffic Calming Devices - Tighes Hill	X		
PRJ00200752 - LATM - Traffic Control Devices - Priority Projects	X		
PRJ00200584 - Ferry Road - Boat Ramp Carpark Renewal	X		
PRJ00200647 - Stockton Ferry Terminal car park expansion	X		
PRJ00200397 - PAMP - Denison Street, Hamilton - Kerb Ramps		X	
PRJ00200412 - PAMP/LATM Minor Works	X		
PRJ00200511 - PAMP - Beech Close to Weller Street Shared Path	X		
PRJ00200512 - PAMP - Croudace Road, Elernmore Vale - Jubilee Road to Cardiff Road - Footpath		X	
PRJ00200514 - PAMP - Cynthia Street, Adamstown Heights - Footpath		X	X
PRJ00200515 - PAMP - Gordon Avenue, Hamilton South - Pedestrian Refuge		X	
PRJ00200517 - PAMP - Janet Street, North Lambton - Footpath			X
PRJ00200520 - PAMP - Mandalong Road, Adamstown - Kerb Ramps (Narara Road and Gosford Road)			X
PRJ00200521 - PAMP - Morehead Street, Lambton - Raised Pedestrian Crossing		X	
PRJ00200527 - PAMP - Program Support and Development of Principal Pedestrian Network	X		
PRJ00200533 - PAMP - Industrial Drive at Vine Street, Mayfield - Footway Access Ramps	X		
PRJ00200541 - PAMP - Young Road, Lambton - Pedestrian Refuges, Intersection Realignments and Kerb Ramps		X	X
PRJ00200550 - PAMP - Union, Laman and Bull Streets, Cooks Hill - Raised Pedestrian Crossings			X
PRJ00200736 - PAMP - High Street, The Hill - Pedestrian Refuge			X
PRJ00200738 - PAMP - Tourle Street at Maitland Road - Raised Pedestrian Crossing	X	X	
PRJ00200739 - PAMP - Maryland Drive near Grange Avenue, Maryland - Pedestrian Refuge	X		
PRJ00200742 - PAMP - Minmi Road, Maryland - Footpath	X		
PRJ00200747 - PAMP - Woodstock Street at Maitland Road, Mayfield - Pedestrian Refuge	X		

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