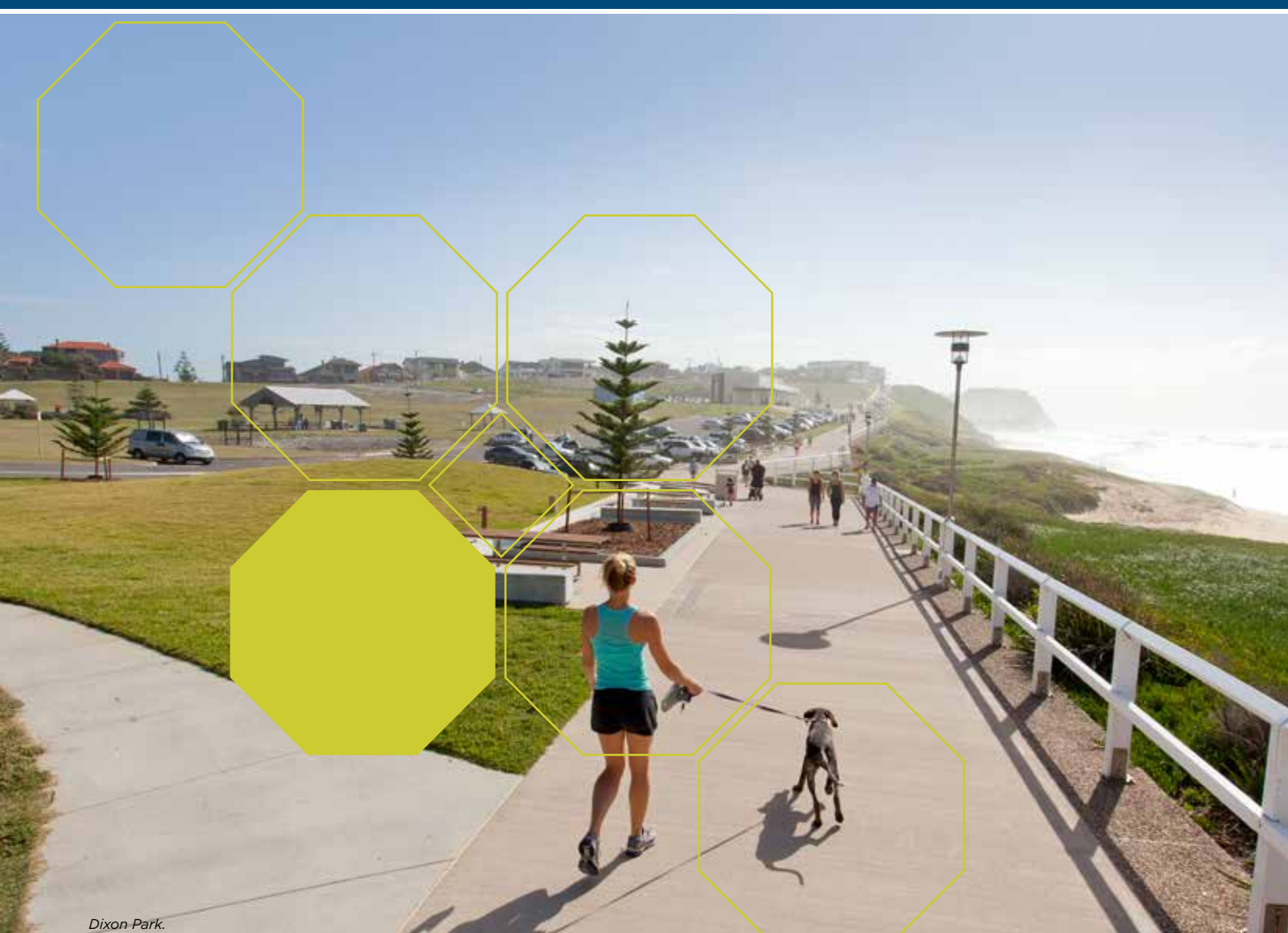


The City of Newcastle

Operational Plan

2015/16



Dixon Park.

The 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.

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

Enquiries

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June 2015

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OVERVIEW

On 1 October 2009, the NSW Government adopted new integrated planning and reporting legislation for local Councils. The Integrated Planning and Reporting Framework in response to this legislation is demonstrated in the diagram below.



About the operational plan

The Operational Plan supports our Delivery Program 2013-17. It outlines in more detail the actions that Council will undertake in 2015/16 financial year and allocate the resources necessary.

The Operational Plan is based on Council's organisational structure and includes business profiles, budgets, operational activities, business improvement plans, key strategic projects and KPI's for each of the business units. These activities and projects are linked back to our strategic directions and objectives addressed in Council's Community Strategic Plan and corporate goals.

Also included are Council's annual budget, capital works program and fees and charges, as well as other financial details including information on rating and domestic waste management.

ORGANISATIONAL STRUCTURE



General Manager

Ken Gouldthorp

Executive

Lord Mayor's office

General Manager's office

Council and Legal Services

Business improvement

Internal audit

Access to information

Director

Planning and Regulatory

Development and Building

Strategic Planning

Regulatory Services

Cultural Facilities

Libraries

Director

Corporate Services

Finance

Information Technology

Human Resources

Commercial Property

Customer Services

Director

Infrastructure

Infrastructure Planning

Civil Works

Projects and Contracts

Facilities and Recreation

Waste Management

COMMUNITY SATISFACTION SURVEY

The 2014 Community Survey was undertaken to better understand key issues, community needs and community priorities and to determine the importance of and satisfaction with the services and facilities provided by Council.

Respondents were asked to rate their level of satisfaction with Council's performance overall, as well as their satisfaction with 32 specific services and facilities provided by The City of Newcastle. Respondents rated their level of satisfaction on a scale of 1 to 5, where 1 = 'very dissatisfied' and 5 = 'very satisfied'. 'Not aware / not applicable' was also provided as an option. Satisfaction with Council's performance overall is presented in Figure 1.

Overall, satisfaction with Council's performance has shown improvement since 2012. The proportion of respondents stating they were satisfied or very satisfied increased from 29% in 2012 to 32% in 2014. There was also a decrease in the proportion saying they were dissatisfied or very dissatisfied, from 49% in 2012 to 38% in 2014.

In addition to overall satisfaction, respondents were asked to rate their satisfaction with 32 services and facilities provided by The City of Newcastle. The 32 services and facilities were grouped into eight key service areas:

1. Arts and Culture
2. Council Communication
3. General Services
4. Infrastructure and Traffic
5. Planning and Development
6. Recreation
7. Services for Special Needs Groups
8. Waste and Environment

Respondents rated their level of satisfaction with each of the 32 council services and facilities on a scale of 1 to 5, where 1 = 'very dissatisfied' and 5 = 'very satisfied'. 'Not aware / not applicable' was also provided as an option. Detailed results can be found in Appendix II. The top 10 and bottom 10 services ranked in terms of satisfaction are presented below in Figure 2.

Satisfaction with Council's performance overall

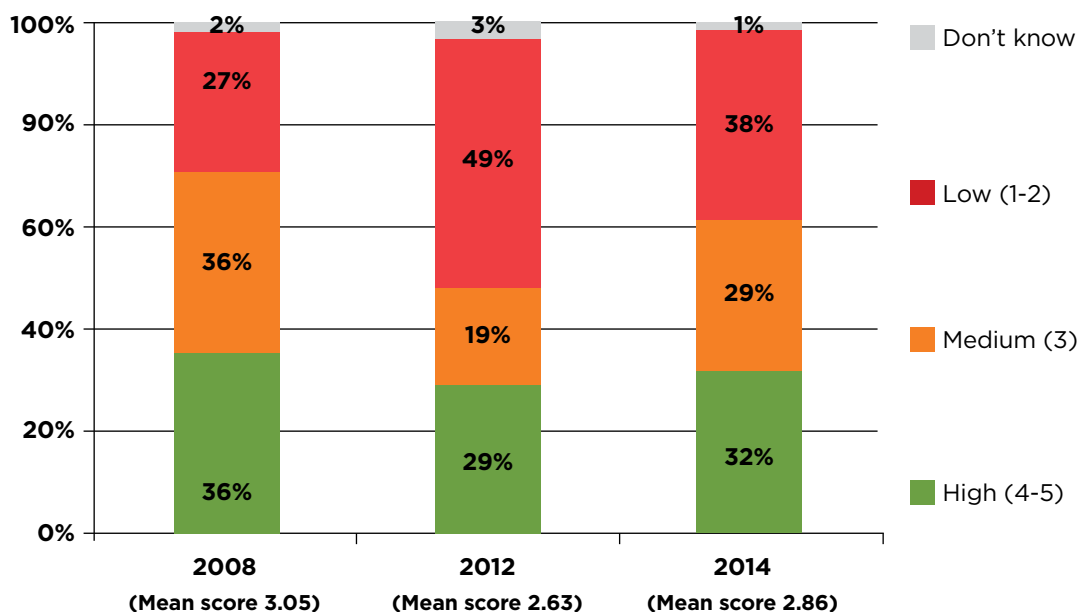


Figure: Overall satisfaction with Council's performance. (Source Q7),

Most satisfied...



Least satisfied...



Figure: Top 10 most satisfied and least satisfied facilities and services. Stars represent mean score out of five.

FINANCIAL OVERVIEW

Under the *Local Government Act 1993* ('The Act'), Council is required to prepare and adopt an annual budget. The budget must be adopted by 30 June each year.

The 2015/16 budget presented in this report has been developed through a rigorous process of consultation and review with Council and staff. It is Council's opinion that the budget is financially responsible and contributes to the achievement of the Delivery Program and Operational Plan strategic objectives and is consistent with the Long Term Financial Plan (LTFP).

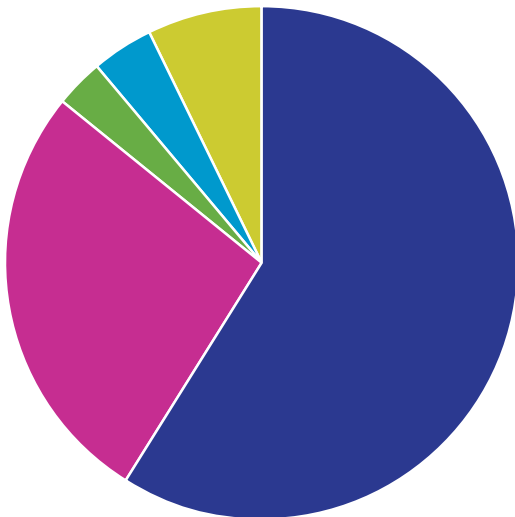
We remain on the Road to Recovery, although the operating deficit is projected to be larger than that for 2014/15 as a result of Council applying increased resources to asset maintenance and asset renewal to move towards sustainable levels in line with the LTFP. Council's deficit of \$9.5 million will result in capital works being funded through a net use of reserves and asset sales. While these initiatives will begin to address Council's infrastructure backlog, these actions alone are still not enough to ensure long term financial sustainability.

The total capital expenditure program will be \$68.3 million, of which \$32.8 million relates to asset renewal, \$25.7 million to new or upgraded assets and \$9.8 million to 2012 SRV - Priority Projects. Of the \$68.3 million of capital funding required, \$63.1 million (including \$11.3 million from restricted assets and existing loans) will come from Council reserves, \$1.4 million from asset sales and \$7.8 million from external grants. The capital expenditure program has been established and prioritised based on; the Corporate Goals and Budget Principles established in the Delivery Program 2013-17, aligns with the objectives of the LTFP and is subject to funding constraints within our current budget environment.

The 2015/16 budget has been prepared on the basis of sustainability into the future with a focus on increasing the level of asset maintenance and reducing the infrastructure backlog. Council will continue to review all services and capital infrastructure to ensure it is positioned to best meet the needs of the community into the future.

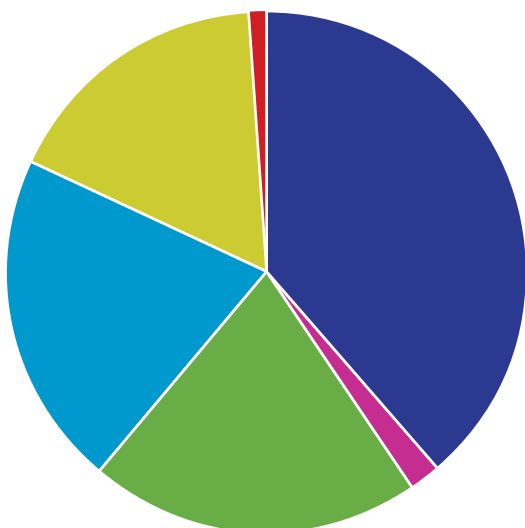
The positive decision from IPART to approve our Special Rate Variation (SRV) application to increase the rates above the rate peg for five years is critical in ensuring our long term financial sustainability.

Source of funds 2015/16



Source of funds	%	2015/16 \$
Rates & charges	59%	137,126
User charges & fees	27%	62,749
Interest	3%	7,618
Other operating revenues	4%	8,960
Grants & contributions - Operating	7%	16,591
	100%	233,044

Use of funds 2015/16



Use of funds	%	2015/16 \$
Employee costs	39%	93,712
Borrowing costs	2%	4,117
Materials & contracts	21%	50,054
Depreciation & amortisation	21%	50,242
Other operating expenses	16%	42,232
Net Loss from disposal of assets	1%	2,228
	100%	242,585
Net operating budget deficit		(9,541)

CORPORATE GOALS

No.	Objective	KPI	Measure
CG1	Deliver on the key civic projects determined as the priorities for the community	Key civic projects are delivered in accordance with the budget and timeframes identified in the 2013/2017 Delivery Program	Six monthly and annual performance on outcomes of project implementation
CG2	Engage with the Newcastle community on projects that have a high level of impact on the community	Consultation undertaken for all projects which have a high level of impact on the community	Evidence that consultation has taken place is reported in the annual report
CG3	Maintain a net operating surplus to ensure financial sustainability	Improve financial sustainability of Council	Net operating surplus ratio of 2.5%
CG4	Maintain a strong cash and liquidity position to ensure financial sustainability	Implement the budget principles endorsed by Council 18 April 2014	Achievement of budget principles
CG5	Provide better and more efficient services to customers through the implementation of improved systems and processes by 2017	Improve responsiveness and quality of customer experiences	Improve customer satisfaction scores in the Customer Service Survey by 2% 2014, 5% 2015, 7% 2016, 10% 2017
CG6	Renew and maintain assets within a sustainable range	Annual renewal ratio	Target Range =-10% / 10%
CG7	Identify opportunities for asset rationalisation to fund the infrastructure backlog	Unfunded infrastructure backlog: infrastructure backlog (\$ million) – internally available infrastructure funding (\$ million) = unfunded infrastructure backlog	To reduce the infrastructure backlog ratio to less than 2% over the next 10 years
CG8	Ensure a strong organisation that has the skills and talent to support the delivery of services that meet community needs	Critical skills known and succession plans in place to ensure continuity of service delivery to community	Succession plans in place for all critical positions by 2015

Budget Principles (commencing 2013/14)

1	Reduction in net operating expenses of at least 10% over the next two years.
2	Achieve at least a 2.7% net overall funding surplus, in accordance with FiscalStar recommendations to the Division of Local Government, by 2014/15. This is a minimum of \$8 million (in 2012/2013 dollars)
3	Maintain a minimum of 2.7% net overall funding surplus for each and every budget year from 2015/16 until 2021/22.
4	Identify redundant assets for disposal and for the proceeds to be placed in the Land and Property Reserve.
5	The Land and Property Reserve to be used as a funding source for: - renewal of key assets identified and prioritised in the Infrastructure Backlog, and - reduce/replace debt as an infrastructure backlog funding source.
6	To reduce The City of Newcastle's infrastructure backlog ratio to less than 2% over the next 10 years or \$32 million (in 2012/2013 dollars). *Note 1
7	To restrict debt levels so that the net financial liabilities ratio of 40% is not exceeded in any one year between 2013/14 and 2021/22.
8	That no project commences until funding for the full cost of the project is secured or has certainty.
9	The special projects capital to be prioritised in accordance with community ranking from the Micromex Research 2011 Report and timing for delivery matched to cash flow. These priorities are set according to the support as follows: Priority 1: Revitalising Hunter Street Priority 2: Revitalising our coast Priority 3: Upgrading Blackbutt Reserve Priority 4: Providing new cycleways Priority 5: Improving our swimming Pools Priority 6: Modernising our libraries Priority 7: Expanding our Art Gallery
10	The cash flow for special capital projects listed in item nine above be sourced from: a) the 5% capital restricted Special Rate Levy awarded to Council in 2012 b) section 94 funds and c) existing reserves.
11	A general purpose (s508A) rate variation to be used only as a last resort to achieve financial sustainability and the associated targets above.

STRATEGIC DIRECTIONS AND OBJECTIVES

In delivering the Community Strategic Plan, Council commits to its responsibility for key areas of the plan and continues to advocate on behalf of the Newcastle community in areas not directly resourced by Council.

Our four-year Delivery Program and one-year Operational Plan identify the major projects, programs and services we are undertaking to help achieve the shared vision for Newcastle. Key actions and projects for 2014/15 are listed below and are included in the Business unit plans.

Four major civic projects aligned to the Newcastle 2030 Community Strategic Plan will deliver city and economic revitalisation over the next 10 years. These key projects are funded by a special rate variation and help to achieve the seven community strategic directions.

Four major civic projects

Projects	Connected city	Protected and enhanced environment	Vibrant and activated public places	Caring and inclusive community	Liveable and distinctive built environment	Smart and innovative city	Open and collaborative leadership
Hunter Street revitalisation	✓		✓		✓	✓	✓
Coastal revitalisation	✓	✓	✓	✓	✓	✓	✓
Blackbutt Reserve		✓	✓	✓	✓	✓	✓
Cycleways Program	✓	✓		✓	✓		✓

Alignment of business units to community priorities

Projects	Connected city	Protected and enhanced environment	Vibrant and activated public places	Caring and inclusive community	Liveable and distinctive built environment	Smart and innovative city	Open and collaborative leadership
Civil Works	✓	✓	✓		✓		✓
Commercial Property			✓		✓	✓	✓
Council and Legal Services							✓
Cultural Facilities		✓	✓	✓	✓	✓	
Customer Service				✓			✓
Development and Building	✓	✓	✓		✓	✓	
Facilities and Recreation	✓	✓	✓	✓	✓		
Finance							✓
Human Resources							✓
Information Technology						✓	✓
Infrastructure Planning	✓	✓	✓		✓	✓	
Libraries			✓	✓	✓	✓	
Projects and Contracts	✓	✓	✓	✓	✓	✓	✓
Regulatory Services	✓	✓		✓			✓
Strategic Planning	✓		✓	✓	✓	✓	✓
Waste Management		✓				✓	

1. Connected city

In 2030 our 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.

To achieve these outcomes over the next 10 years our strategic objectives for Newcastle are:

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

Key actions and projects	Responsibility
Continue with upgrade of transport stops to meet requirements of the Disability Standards for Accessible Public Transport in accordance with the transport stops program	Infrastructure Planning
Develop and implement the roads to recovery program	Infrastructure Planning
Develop and implement cycle education, promotion and way finding programs	Infrastructure Planning
Implement the road resurfacing program and roadside furniture replacement programs	Infrastructure Planning
Implement the Newcastle cycling action plan through the cycleways program	Infrastructure Planning
Implement the footpath rehabilitation program	Infrastructure Planning
Install new bus shelter(s) i.e. each ward	Infrastructure Planning
Implementation of the Hunter Street revitalisation project	Strategic Planning
Manage Council's off street multi level car park to meet the parking demands and a commercially competitive environment	Regulatory Services
Enforce the parking provisions of the NSW road rules to achieve traffic and pedestrian safety and turnover of parking spaces	Regulatory Services
Implement the recommendations of Councils adopted revised parking strategy	Regulatory Services
Undertake the approved program of local traffic area studies, including development of plan, community consultation, reporting to Newcastle City Traffic Committee (NCTC) and Council.	Infrastructure Planning
Liaise with Roads and Maritime Services on new developments with the state road network	Infrastructure Planning
Park safe, stay safe – primary school education programs	Regulatory Services
Implement pedestrian and local area traffic management works	Infrastructure Planning

2. Protected and enhanced environment

In 2030 our unique environment will be understood, maintained and protected.

To achieve these outcomes over the next 10 years our strategic objectives for Newcastle are:

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.

Key actions and projects	Responsibility
Establish a long term strategic position for low lying suburbs affected by potential sea level rise.	Infrastructure Planning
Map existing flood signage and prepare a strategy for increased flood signage across the LGA at priority localities	Infrastructure Planning
Provide Education at environmental rehabilitation worksites	Infrastructure Planning
Drainage rehabilitation - Replacement of deteriorated stormwater infrastructure	Civil Works
Community Education at environment rehabilitation worksites - Build stronger working relationships between residents and Council through increased community awareness of the role and value of environmental assets through understanding and participating in Council's asset management on ground activities.	Waste Management
Proactively monitor and regulate activities to minimise environmental impact, including implementing Council's Business Pollution Prevention Program (BPPP) and Erosion & Sediment Control Program	Regulatory Services
Manage contaminated land information and seek appropriate remediation through the development application process.	Regulatory Services
Proactively monitor and regulate on site sewage management systems to minimise the risk of water pollution and public health impacts.	Regulatory Services
Work with the community to achieve measurable environment improvement in waste reduction through the development, delivery, evaluation and refinement of waste programs , learning modules and internal educations.	Waste Management
Implement the tree inspection program in line with the city wide maintenance policy	Civil works
Develop a waste education strategy with a focus on promoting waste avoidance and behavioural change, to encourage increased participation in residential waste reduction, resource recovery and recycling initiatives, as well as working to reduce household contamination rates.	Waste Management
Promote and manage community based groups in provisions of environmental projects to help restore natural areas in accordance with relevant plans of Management	Facilities and Recreation
Plan and implement community planting days	Infrastructure Planning
Identify and deliver projects to achieve energy and water savings under the ECCS investment – energy and water programs identified as part of the 10 year financial plan and the Newcastle 2020 Carbon and Water Management Plan	Projects and Contracts
Provide a city wide stormwater quantity and quality model	Infrastructure Planning
Design, development and construction of Landfill for cell 8	Waste Management
Implement the community urban forest program	Civil works
Work with partners to improve Council's flood education resources to improve community awareness.	Infrastructure Planning
Expansion and Enhancement of the Small Vehicle Receiving Centre at Summerhill Waste Management Centre	Waste Management
Design development and construction of a Construction & Industry (Dirty Waste) Major Resource Recovery Facility at SWMC	Waste Management

3. Vibrant and activated public places

In 2030 we will be a city of great public places and neighbourhoods promoting people's health, happiness and wellbeing.

To achieve these outcomes over the next 10 years our strategic objectives for Newcastle are:

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.

Key actions and projects	Responsibility
Present programming at the Newcastle Art Gallery and Newcastle Museum for general and specialised audiences represented in the Newcastle LGA, promoting exhibitions and collections which are not only educational but enjoyable and relevant	Cultural Facilities
Maintain and support the high quality development and ongoing management of the Gallery's permanent collection including its access by audience from general to academic through publications, resources, exhibitions, research and programs	Cultural Facilities
Revitalise and restore our public art and monuments	Projects and Contracts
Prepare and adopt the Community Facilities Strategy	Facilities and Recreation
Deliver a community safety program	Strategic Planning
Support local community initiatives through place making grants and community assistance grants	Strategic Planning
Implement recommendations outlined within the Parkland and Recreational Strategy across the City	Facilities and Recreation
Implement programs for the building and maintenance of shade structures, seating and playgrounds and associated parks infrastructure	Facilities and Recreation
Promote appropriate environmental and recreational community use of Blackbutt Reserve facilities	Facilities and Recreation
Reviewing the future role of local parks less than 0.2 hectares in size.	Facilities and Recreation
Update Pool Service Delivery Model	Facilities and Recreation
Develop parkland and recreation facility service levels to align with facility roles and provide operational efficiencies.	Facilities and Recreation
Planning of a district sport and recreation complex to serve the long term needs of the growing Western Corridor	Facilities and Recreation
Strengthening partnerships and opportunities for Newcastle sporting associations to participate in the planning, decision making and prioritisation of sport and recreation projects.	Facilities and Recreation
Review and update the Crime Prevention Plan	Strategic Planning
Implement the recommendation from the draft Coastal Plan of Management for coastal public lands	Infrastructure Planning
Provide access to technology and the internet and support regular training sessions at various sites using various methods	Libraries
Provide local studies that focus on the local history of Newcastle and the Hunter	Libraries
Implement various programs and out reach services for libraries for learners of all ages, interests and readers. Activities include programs for Children, author talks, book chats, craft and technology sessions.	Libraries
Review and enhance the city centre Walk Smart network through lighting improvements and place-making, increasing the safety and amenity of the public domain of the city at night	Strategic Planning
Implement the Economic Development Strategy	Strategic Planning
implement revitalisation projects across the city centre	Strategic Planning
Detailed Design for a Richley Reserve Recreation Area Adventure Playground at Blackbutt	Infrastructure Planning
Undertake and implement public domain plans for local commercial centres where infrastructure works are required	Infrastructure Planning
Provide access to extensive online resources including ebooks, emagazines, music and information based research databases	Libraries
Facilitate the preservation and access to a large local history and heritage collection of the Newcastle and Hunter region	Libraries
Facilitate and collaborate, partnering with key community organisations to deliver a diverse range of exhibitions, events and major programs	Libraries

4. Caring and inclusive community

In 2030 we will be a thriving community where diversity is embraced, everyone is valued and has the opportunity to contribute and belong.

To achieve these outcomes over the next 10 years our strategic objectives for Newcastle are:

4.1 A welcoming community that cares and looks after each other

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

4.3 A creative, culturally rich and vibrant community.

Key actions and project	Responsibility
Complete and implement a Social Planning Strategy, Access and Inclusion Plan and Multicultural Plan	Strategic Planning
Prepare and deliver an Aboriginal Youth Arts projects consistent with the Grant	Strategic Planning
Implement actions from the Cultural Strategy	Strategic Planning
Facilitate Guraki and Youth Advisory Committees	Strategic Planning
Implement Council decisions for child care centres and manage early childhood centre assets	Strategic Planning
Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals	Regulatory Services
Deliver a audit on health services	Regulatory Services
Participate in Hunter Region Health Education Committee (HRHEC)	Regulatory Services
Actively encourage use of open space through junior ranger programs at Blackbutt, community planting days and volunteer groups.	Facilities and Recreation
Collect and preserve materials relating to the history of Newcastle	Libraries
Acquire new works of art for the Newcastle Art Gallery collection	Cultural Facilities
Deliver community development projects including youth and seniors weeks	Strategic Planning
Position and promote City Hall as an accessible and multi - use venue with diverse hiring potential for local, regional and national clients	Cultural Facilities
Develop and manage a diverse program of exhibitions annually that showcase local national and international artists practices	Cultural Facilities
Provide a library service with appropriate materials to assist residents with life long learning needs	Libraries
Provide early literacy programs to foster enjoyment of reading from an early age	Libraries
Provide programs to connect and engage with marginalised communities	Libraries
Provide a safe and inclusive environment for relaxation, research and learning	Libraries
Develop the Newcastle After Dark: Night-time Economy Strategy to improve the safety and amenity of the city centre and neighbourhood at night	Strategic Planning
Manage the 2015 review of the alcohol free zones (AFZs) across the city and LGA, identifying new sites, installing new signage	Strategic Planning
Deliver an integrated smart crime prevention platform utilising smart city technologies across the City Centre (incl Honeysuckle and Darby Street, Hamilton and the Junction)	Strategic Planning
Implement the Newcastle Community Sector Development Project consistent with grant funding (externally funded). Including sector planning, skills training program and sector capacity	Strategic Planning

5. Liveable and distinctive built environment

In 2030 we will live in an attractive city that is built around people and reflects our sense of identity. To achieve these outcomes over the next 10 years our strategic objectives for Newcastle are:

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 Best practice energy and water efficient buildings and infrastructure.

Key actions and project	Responsibility
Assess hazardous materials in various building across the City	Infrastructure Planning
Provide supervision, coordination and technical instruction to private developers in the construction of new residential subdivisions and commercial precincts in accordance with approved development criteria	Infrastructure Planning
Implement the City of Newcastle Heritage Strategy 2013-2017 and Local Planning Strategy	Strategic Planning
Prepare project plan and review boundaries and controls applying to heritage conservation areas.	Strategic Planning
Delivery of business sector energy and resource management projects in accordance with the Newcastle 2020 Carbon and Water Management Action Plan	Projects and Contracts
Implement place making policy	Strategic Planning
Keep controls in both the LEP and DCP, under review	Strategic Planning
Work with the Department of Planning and Environment on the preparation of the Regional Growth Plan	Strategic Planning
Review contributions applicable for mines subsidence grouting work	Strategic Planning
Develop the Newcastle After Dark: Night time Economy Strategy to improve the Safety and amenity of the city centre and neighbourhood at night	Strategic Planning
Continue delivery of Council's Energy Savings plan as identified in the 10 Year financial plan	Projects and Contracts
City Hall Tower façade restoration	Projects and Contracts
Renew life to the Mall Carparking Station	Infrastructure Planning
Create welcoming, accessible and environmentally sustainable facilities to enjoy, research and connect	Libraries
Review western corridor traffic schedules	Strategic Planning

6. Smart and innovative city

In 2030 we will be a leader in smart innovations with a healthy, diverse and resilient economy.

To achieve these outcomes over the next 10 years our strategic objectives for Newcastle are:

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.

Key actions and projects	Responsibility
Identify opportunities to partner with other groups to deliver activation and development projects. E.g., Hit the Bricks	Strategic Planning
Implement the Newcastle Smart City program to demonstrate the viability of the smart city concept	Strategic Planning
Review and implement the Newcastle Destination Management Plan	Strategic Planning
Develop and promote iconic lookouts and walking trails to create linkages between precincts with “experience” nodes within walking distance.	Strategic Planning
Develop destination marketing plan	Strategic Planning
“All Together Perfect” project (Newcastle, Port Stephens, Hunter Valley), conference bidding, destination promotion, Conference and Exhibition centre project.	Strategic Planning
Deliver regular events - Anzac Day; Carols by Candlelight, Christmas in the City; Australia Day National Maritime Festival; New Years Eve - review of events, delivery, outsourcing, budgets, growth opportunities.	Strategic Planning
Research and implement collaborative projects between business units across Council to demonstrate the viability of the smart city concept	Strategic Planning
Enable community awareness and understanding of the online and digital environment through learning opportunities	Libraries
Facilitate access to wifi, the internet and a range of technology learning opportunities and training	Libraries
Implement the Economic Development Strategy	Strategic Planning
Implement the Economic Development and Events Sponsorship programs	Strategic Planning
Complete and implement the Events Management Strategy	Strategic Planning

7. Open and collaborative leadership

In 2030 we will have a strong local democracy with an actively engaged community and effective partnerships.

To achieve these outcomes over the next 10 years our strategic objectives for Newcastle are:

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 The City of Newcastle: a local government organisation of excellence.

Key actions and projects	Responsibility
The Enterprise Resource Planning Project will implement a solution for Councils core enterprise business areas of: Customers, Property, Assets, Finance, Human Resources, Governance and Document Management	Information Technology
Plan and conduct a network penetration of Council's ICT infrastructure & Develop and implement an integrated ICT security framework consistent with industry standard practices	Information Technology
Transition LEP and DCP into the new Planning legislation	Strategic Planning
Monitor implementation of the Community Strategic Plan 2030	Strategic Planning
Ensure the management of Councils budget allocations and funding alternatives are compliant with Council policy and relevant legislation to ensure the long term financial sustainability of the organisation	Finance
Implement the initiatives from the Workforce Management Plan including, the Aboriginal Employment Strategy and The Equal Employment Opportunity Management Plan	Human Resources
Establish a Leadership Development Framework that incorporates Cultural Change (People & Safety) and Performance Management to deliver a consistent leadership approach across Council	Human Resources
Identify redundant assets for disposal and for the proceeds to be placed in the land and property reserves to assist with reducing the infrastructure backlog	Commercial Property
Undertake a media engagement strategy to maximize positive exposure opportunities and effectively manage any potential issues	Customer Service
Develop and implement a recruitment and retention strategy for Newcastle Voice	Customer Service
Coordinate engagement with identified industry groups such as Newcastle Tourism Industry Group, University of Newcastle (UoN), APC, UDIA, HBC, RDA Hunter, Hunter Net, Newcastle Port.	Strategic Planning
Promote SRV projects on a special web page on Council	Infrastructure Planning
Consolidate internet and internet onto one common Platform	Information Technology

BUDGET ANALYSIS

This section of the report analyses the planned operational income and expenditure budget for the 2015/16 year.

1.1 Budgeted income statement

	Ref	Reclassified Adopted Budget 2014/15 \$,000	Budget 2015/16 \$,000	Variance \$,000
Total Income	1.1.1	221,243	233,044	11,801
Total Expenditure	1.1.2	226,712	242,585	15,873
Operating Surplus (Deficit) for the year		(5,469)	(9,541)	(4,072)
Net Funds Generated / (Used)		(5,256)	(3,594)	1,662

1.1.1 Operating Surplus/Deficit - \$9.5 million

The underlying result budgeted for the 2015/16 year is a deficit of \$9.5 million which is \$4.1 million more than in 2014/15. The increased deficit in the 2015/16 Budget is driven by Council increasing expenditure on asset maintenance and asset renewal to sustainable levels. The 2015/16 Budget also includes the proposed special rate variation (SRV) applied for this year.

The actions taken in the 2015/16 Operational Plan are projected to result in a net use of funds \$3.6 million which is an improvement of \$1.7 million over the budget adopted for 2014/15.

1.2 Income

Income Types	Ref	Reclassified Adopted Budget 2014/15 \$,000	Budget 2015/16 \$,000	Variance \$,000
Rates & charges	1.2.1	128,191	137,126	8,935
User charges & fees	1.2.2	60,093	62,749	2,656
Interest	1.2.3	7,077	7,618	541
Other operating revenues	1.2.4	9,463	8,960	(503)
Grants & contributions - Operating	1.2.5	16,419	16,591	172
Operating Income		221,243	233,044	11,801

1.2.1 Rates and annual charges - \$8.9 million increase

The 2015/16 budget includes an increase in general income from ordinary and special rates of 8% arising from the proposed SRV. This increase can be dissected into two parts - the first being the allowable rate peg increase of 2.4% plus a second amount of 5.6% relating to the SRV Application. IPART will make its determination of Council's application by mid-May of this year.

1.2.2 User charges and fees - \$2.7 million increase

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include waste tipping services, animal fees, use of leisure, entertainment and other community facilities. The budgeted increase of \$2.7 million in total fees and charges compared to 2014/15 is primarily due to an increase in landfill gate fees at the Summerhill Waste Management facility.

A detailed listing of fees and charges is included in Fees and Charges document.

1.2.3 Interest - 0.5 million increase

Interest income includes interest on investments. Interest on investments is forecast to remain steady compared to 2014/15.

1.2.4 Other operating income - \$0.5 million decrease

Other income relates to a range of items such as property rental/leases, cost recoupment and other miscellaneous income items. Other operating income is forecast to remain steady compared to 2014/15.

1.2.5 Grants and contributions - operating \$0.2 million increase

Operating grants and contributions include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and is expected to remain relatively flat for the 2015/16 budget year.

1.3 Expenditure

Expenditure Types	Ref	Reclassified Adopted Budget 2014/15 \$,000	Budget 2015/16 \$,000	Variance \$,000
Employee costs	1.3.1	90,813	93,712	2,899
Borrowing costs	1.3.2	4,257	4,117	(140)
Materials & contracts	1.3.3	40,256	50,054	9,798
Depreciation & amortisation	1.3.4	48,476	50,242	1,766
Other operating expenses	1.3.5	42,910	42,232	(678)
Net Loss from disposal of assets	1.3.6		2,228	2,228
Operating Expenditure		226,712	242,585	15,873

1.3.1 Employee costs - \$2.9 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 forecast to increase by \$2.9 million compared to 2014/15. This increase is driven mainly by a 2.7% salary increase as well as employee costs associated with additional asset maintenance. The budget position also includes additional expenditure related to the provision of limited service enhancement to be funded by the proposed SRV.

1.3.2 Borrowing costs - \$0.1 million decrease

Borrowing costs relate to interest charged by financial institutions on borrowed funds. The City of Newcastle has no further borrowings planned and expects borrowing costs to decrease slightly - in line with scheduled principle reductions.

1.3.3 Materials and contracts - \$9.8 million increase

There is a moderate increase in Materials and contracts that reflects the increase in Council's asset maintenance and renewal programs. The asset renewal program including associated operational costs is growing from \$30 million in 2014/15 to \$44 million in 2015/16. The \$14 million increase generates additional operational expense of over \$6 million.

1.3.4 Depreciation and amortisation - \$1.8 million increase

Depreciation reflects to the usage of Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase in 2015/16 is due to an increase in the of Council's rehabilitation provision for the Summerhill Waste Management Facility.

1.3.5 Other operating expenses - \$0.7 million decrease

The primary expense in this expense category is the NSW Government Waste levy. Other items relate to costs such as the Lord Mayoral allowance, Councillor fees, bad and doubtful debts, electricity, telephone, water, Emergency Services Levy, insurance, street lighting and other miscellaneous costs.

1.3.6 Net loss from disposal of assets - \$2.2 million increase

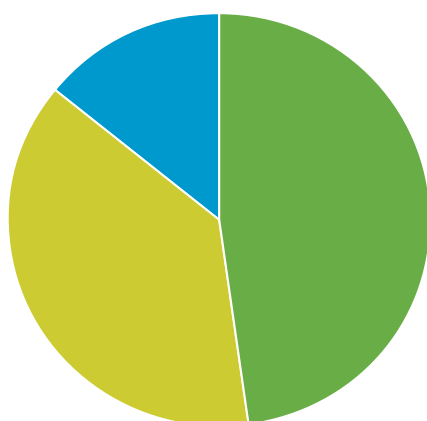
The renewing of assets can involve the demolition of existing dilapidated assets, which means that their reviewed book value needs to be written off. Council is expecting an increase in the loss associated with the write-offs due to the increased level of removal work being undertaken.

CAPITAL ANALYSIS

This section of the report analyses the planned capital expenditure budget for the 2015/16 year and the sources of funding for the budget.

2.1 Capital works

Capital Work Areas	Ref	Budget 2015/16 \$,000
Represented by		
Asset Renewal	2.1.1	32,841
New Upgrade Projects	2.1.2	25,665
2012 SRV Priority Projects	2.1.3	9,815
Total Capital Works		68,321
Asset Renewal		
Building and Structures	2.1.4	23,837
City Roads	2.1.5	6,327
Environment	2.1.6	2,677
Total Asset Renewal		32,841
New/Upgrade Projects		
Built Infrastructure	2.1.7	5,322
Fleet Replacement	2.1.8	7,428
Information Technology	2.1.9	300
Waste Management	2.1.10	10,685
2015 SRV Option 3 Revitalisation	2.1.11	800
Minor Capital	2.1.12	1,130
Total New/Upgrade Projects		25,665
2012 SRV Priority Projects		
Hunter Street Revitalisation	2.1.13	395
Coastal Revitalisation	2.1.14	7,330
Blackbutt Reserve	2.1.15	440
Cycleways	2.1.16	1,650
Total 2012 SRV Priority Projects		9,815



Budgeted Capital Program 2015/16

Asset type	%
Asset Renewal	48%
New/Upgrade Projects	38%
2012 SRV Projects	14%

2.1.1-3 Asset renewal - \$32.8 million/new assets - \$25.7 million/SRV - \$9.8 million

A distinction is made between expenditure on new or upgraded assets, expenditure on existing asset renewal and expenditure on the top priority projects 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. Expenditure on new or upgraded assets does not have any element of expansion/ upgrade of existing assets but will result in future operation, maintenance and capital renewal.

2.1.4 Buildings and structures - \$23.8 million

Buildings and Structures includes all community, cultural, operational buildings and accommodation, pools, shade shelters and sporting facilities. Major items of capital work budgeted for 2015/16 include City Hall, Cottage creek bridge, Mall parking station and Newcastle sea wall renewal.

2.1.5 City Roads - \$6.3 million

City Roads capital expenditure includes capital expenditure on all existing roads, bridges, tunnels, culverts, footpaths, bus shelters, cycleways, kerb and guttering.

2.1.6 Environment - \$2.7 million

Environment refers to renewal and rehabilitation works on our Stormwater drainage, natural assets and coastal and estuaries infrastructure.

2.1.7 Built Infrastructure - \$5.3 million

This includes the major initiatives and projects that add to or improve Council's infrastructure.

2.1.8 Fleet replacement - \$7.4 million

For the 2015/16 year \$7.4 million is budgeted to be spent on replacing Council's light and heavy vehicle fleet. The majority of this includes garbage trucks and other specialised items of heavy mobile plant.

2.1.9 Information Technology - \$0.3 million

Information technology projects run to enhance Council's computer systems and information related services and includes scheduled replacement of hardware.

2.1.10 Waste Management - \$10.7 million

Waste Management refers to new capital investment into the Summerhill Waste Management Facility. The major project budgeted for 2015/16 is \$8 million to commence the design and construction of a new landfill cell, required to extend the capacity and life of the facility.

2.1.11 SRV Option 3 - Revitalisation - \$0.8 million

This is capital investment related to the current special rate variation application. Projects of note include implementation of on-line DA tracking and local traffic improvements.

2.1.12 Minor Capital - \$1.1 million

Minor capital projects include the purchase of artworks and additional library resources.

2.1.13 2012 SRV Priority Projects

There was a one off capital restricted approved in the financial 2012/2013 of 5% in addition to the IPART rate cap. The additional revenue raised from the SRV restricted for use on the four priority projects as ranked by the community. They are:

- Hunter Street revitalisation
- Coastal revitalisation
- Cycleways, and
- Blackbutt reserve.

2.2 Capital funding

Capital Funding Sources	Ref	Budget 2015/16 \$,000
Total Operating Revenue Less Operating Expenditure		(9,541)
Capital Revenue		
Grants & Contributions	2.2.1	20,207
Proceeds on sale of assets	2.2.2	16,500
Adjustments for Non Cash Items		
Add back Depreciation	2.2.3	50,242
Less land & infrastructure donations	2.2.4	(10,081)
Funding available for capital expenditure		67,327
Capital Expenses		68,321
Net Load Principal Repayments		2,600
Net Funds Generated/(Used)	2.2.5	(3,594)

2.2.1 Grants and contributions - capital \$20.2 million

Capital grants and contributions include all monies received from State, Federal and community sources as well as land and infrastructure donations. Significant grants and contributions budgeted to be received for the year 2015/16 includes the local roads component of the Financial Assistance Grant and the Roads to Recovery Grant.

2.2.2 Proceeds on sale of assets - \$1.4 million

The continued sale of assets which have been identified as surplus to operational needs is budgeted to generate \$18.5 million.

2.2.3 Add back depreciation - \$50.2 million

Depreciation is an operating expense that represents the consumption of an asset over its useful life. There is no cash outlay associated with this expense. The cash outlay is the capital expenditure on the related assets.

2.2.5 Net Funds Generated/Used - \$3.6 million

The revenue budgeted to be generated by Council in 2015/16 will be insufficient to fund the capital expenditure required. This will result in a drawdown of Council reserves by \$3.6 million.

REVENUE POLICY

Statement 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. For further information on Council's Category 1 businesses, please refer to the Statutory Report appended to Council's 2013/14 Annual Report at www.newcastle.nsw.gov.au search for *annual report*.

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 receipt centre and an on-site resource recovery and recycling operation.
Waste management collection services	Council 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 LGA are supported through discount facility hire fees. The venues promote a continuous schedule of local, national and international productions.

Statement of fees and charges

Under Section 608 of the *Local Government Act 1993*, Council 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 Council may charge a fee include:

- supply of services and products
- giving information
- providing a services in connection with the exercise of Council'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)	Council recovers all direct and indirect costs of the service (including depreciation of assets employed).
Partial Cost Recover (P)	Council 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 alternate 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 Council for funds employed. Council's policy for determining fees to be charged is that all Council 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 Council 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 Council 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 the GST at the current rate of 10%. The 2015/16 Fees and Charges document is bound as a separate report.

Established categories for reduction or waiving of fees

Section 610E of the *Local Government Act 1993* allows Council 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 Council has determined. Council has determined that fees may be waived or reduced in the following categories:

Category one – financial hardship	Council may reduce or waive fees in cases where the applicant provides evidence that the payment of the fee will impose significant financial hardship. In determining eligibility on the basis of significant hardship, Council will: 1. Apply the criteria used by the Department of Human Services (Centrelink); and 2. Require the applicant to provide reasonable proof of financial hardship which may include details of assets, income and living expenses, and such other information required to make a valid assessment.
Category two – charity	Council may reduce or waive fees in where the applicant is a registered charity and the fee is for a service that will enable the provision of charitable services to The City of Newcastle community.
Category three – not for profit	Council may reduce or waive fees where the applicant is a registered not-for-profit organisation and the fee is for a service that will enable the provision of charitable services to The City of Newcastle community.
Category four – illness or death (library overdue charges and pool season passes / tickets only)	Council may reduce or waive fees in cases where the applicant provides evidence that the overdue charge was incurred because of: 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; and in determining eligibility on the basis of illness or death, Council will require the customer to present: 1. Medical certificate; or 2. Statutory declaration.
Category five – commercial clients	Council may reduce or waive fees to compete in the commercial market where: 1. The price of the service is determined by examining alternative prices of surrounding service providers 2. It is in the best interest of Council.

Application and assessment

For the waiving or reduction of fees, applicants must apply to Council in writing (using Council's standard form).

Council Officers with delegated authority will assess and make determinations on requests for the waiver or reduction of fees in accordance with the following principles:

- Compliance with relevant legislation
- Fairness, consistency and equity
- Transparency

Equitable pricing methodology

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 setting process. The equitable pricing methodology and ABCM methodology have been progressively implemented to service unit fees and charges.

Proposed loans borrowing program

Council's loan liability as at 30 June 2015 will amount to \$59 million. Council advises that there has been no further loan borrowings budgeted in the 2013-2017 Delivery Program.

Charges for work on private land

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

Asset rationalisation and property asset disposal

Council has produced a framework and set of criteria by which The City of Newcastle property assets can be assessed to determine whether they remain fit for purpose and continue to meet operational and community requirements. Redundant assets will be considered for disposal.

A key outcome is the identification of opportunities to rationalise under-utilised assets. The review will provide a comprehensive investigation of surplus property disposals and/or co-location of community services within shared facilities.

The intention is to generate \$46 million as identified in the 10-year ISFA. In accordance with the adopted Budget Principles presented to Council on 18 April 2013 the following has been endorsed:

Identify redundant assets for disposal and for the proceeds to be placed in the Land and Property Reserve.

- The Land and Property Reserve to be used as a funding source for
 - Renewal of key assets identified and prioritised in the Infrastructure Backlog, and
 - Reduce/replace debt as an infrastructure backlog funding source.

Council'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.

Suitable rationalisation and disposal projects shall be reported initially to the Asset Advisory Committee. Recommendations to acquire or dispose of property assets are endorsed by this committee prior to submission to Council for consideration.

RATE INFORMATION

This section of the report includes information on Council's proposed rates and charges structure and general information about rates for the 2015/16 rating year.

Current year rate increase

Council acknowledges 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 2015/16 budget is based on total 2014/15 general income from ordinary and special rates being increased by a total of 8%. This increase can be dissected into two parts - the first being the allowable rate peg increase of 2.4% plus a second amount of 5.6% relating to Council's Special Rate Variation (SRV) Application. This application has been made to the Independent Pricing and Regulatory Tribunal (IPART) and consists of a total annual 8% increase in general rate income for a 5 year period i.e. 2015/16 to 2019/20. IPART approved the SRV on 19 May 2015.

The approved SRV application allows an estimated gross ordinary rate income of \$115 million to be raised in 2015/16. The breakdown of estimated ordinary rate income and number of properties per category is as follows:

Rating

	Number of properties	Base Amount (Rate Peg only) Gross rate yield 2015/16 \$(000's)	Estimated gross rate yield 2015/16 \$(000's)
Ordinary rates			
Residential	61,125	67,188	70,890
Farmland	18	36	38
Business (including sub-categories)	4,737	41,804	44,129
Total Properties/Gross Ordinary Rate Income	65,880	\$109,028	\$115,057

Rating structure

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

- The extent to which those who receive the benefits of Council's services also pay for those services, and,
- The extent to which those who pay for Council'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 continue to include the use of 18 sub-categories. This will ensure that large-scale users and beneficiaries of Council'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 2014/15.

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 2015/16 will be \$768.40 - this is the 2014/15 minimum amount of \$711.50 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 2015/16 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 cost of promotion, beautification and development of the Hamilton business district
Wallsend business district	defraying the additional cost of promotion, beautification and development of the Wallsend business district
New Lambton business district	defraying the additional cost of promotion, beautification and development of the New Lambton business district
City centre benefit	defraying the additional cost 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 and base amounts are shown below.

2015/16 Rating structure Including Special Rate Variation

Rate	Minimum rate	Ad valorem	Base amount	Estimated rate yield p.a.	Estimated gross rate yield 2015/16 \$(000's)
	\$	cents in \$	\$	% of Total Rates	\$

Ordinary Rates

Residential	Nil	0.247486	579.85	50	70,890,399
Business	\$768.40	1.782303	Nil	Nil	31,302,949
Farmland	\$768.40	0.362939	Nil	Nil	37,516

Business Sub-Categories

Inner City Suburban Shop. Centre	\$768.40	2.423125	Nil	Nil	127,941
Suburban Shopping Centre	\$768.40	2.67045	Nil	Nil	361,846
Kotara Major Commercial Shopping Centre	\$768.40	2.794778	Nil	Nil	1,131,885
Maj. Commercial Shopping Centre (Inner City)	\$768.40	2.20036	Nil	Nil	268,664
Kotara Homemaker's Centre	\$768.40	1.357076	Nil	Nil	444,171
Jesmond Major Commercial Shopping Centre	\$768.40	3.828448	Nil	Nil	444,100
Waratah Major Commercial Shopping Centre	\$768.40	4.239159	Nil	Nil	312,426
Wallsend Major Commercial Shopping Centre	\$768.40	4.302056	Nil	Nil	355,780
The Junction Major Commercial Shopping Centre	\$768.40	3.211115	Nil	Nil	166,978

Rate	Minimum rate	Ad valorem	Base amount	Estimated rate yield p.a.	Estimated gross rate yield 2015/16 \$(000's)
	\$	cents in \$	\$	% of Total Rates	\$
Kooragang Industrial Coal Zone	\$768.40	1.325456	Nil	Nil	877,796
Kooragang Industrial Centre	\$768.40	1.229051	Nil	Nil	2,275,051
Mayfield North Heavy Industrial Centre	\$768.40	0.738126	Nil	Nil	519,641
Mayfield North Industrial Centre	\$768.40	1.306877	Nil	Nil	685,692
Carrington Industrial Centre	\$768.40	1.889113	Nil	Nil	2,261,908
Broadmeadow Industrial Centre	\$768.40	2.449381	Nil	Nil	118,795
Hexham Light Industrial Centre	\$768.40	2.143608	Nil	Nil	747,893
Carrington Industrial Coal Zone	\$768.40	2.106797	Nil	Nil	632,039
Kooragang North Coal Zone	\$768.40	1.562737	Nil	Nil	1,093,916

Total Ordinary Rate

\$115,057,386

Special Rates

City centre - City East	Nil	0.390465	Nil	Nil	181,450
City centre - Darby St	Nil	0.091603	Nil	Nil	27,512
City centre - City West (Close Zone)	Nil	0.168818	Nil	Nil	246,014
City centre - City West (Distant Zone)	Nil	0.084409	Nil	Nil	20,341
City centre - Tower	Nil	0.390465	Nil	Nil	149,598
City centre - Mall	Nil	0.390465	Nil	Nil	119,365
City centre - Civic (Close Zone)	Nil	0.219906	Nil	Nil	85,444
City centre - Civic (Distant Zone)	Nil	0.109953	Nil	Nil	6,034
Hunter Mall	Nil	0.315818	Nil	Nil	85,240
Mayfield Business District	Nil	0.111995	Nil	Nil	73,031
Hamilton Business District - Zone A	Nil	0.247916	Nil	Nil	81,809
Hamilton Business District - Zone B	Nil	0.123958	Nil	Nil	34,237
Hamilton Business District - Zone C	Nil	0.061979	Nil	Nil	14,983
Wallsend Business District - Zone A	Nil	0.393972	Nil	Nil	97,932
Wallsend Business District - Zone B	Nil	0.196986	Nil	Nil	12,806
Wallsend Business District - Zone C	Nil	0.295479	Nil	Nil	24,436
New Lambton Business District	Nil	0.138143	Nil	Nil	14,097

Total Special Rate

\$1,274,329

Impact of the SRV on Rates Payable

The following tables illustrate the proposed 2015/16 rates payable for Residential and Business ratepayers using a range of land values. These proposed amounts payable are compared against the actual amount payable for the 2014/15 period.

Estimated Residential Rates Payable

Land Value	Rates Payable (\$'s)					
	2014/15 Rate Payable	2015/16	2016/17	2017/18	2018/19	2019/20
\$50,000	651.60	703.59	759.88	820.67	886.32	957.23
\$150,000	880.63	951.08	1,027.17	1,109.34	1,198.09	1,293.93
\$250,000	1,109.66	1,198.57	1,294.45	1,398.01	1,509.85	1,630.63
\$350,000	1,338.68	1,446.05	1,561.74	1,686.67	1,821.61	1,967.34
\$450,000	1,567.71	1,693.54	1,829.02	1,975.34	2,133.37	2,304.04
\$550,000	1,796.73	1,941.02	2,096.30	2,264.01	2,445.13	2,640.74
\$650,000	2,025.76	2,188.51	2,363.59	2,552.68	2,756.89	2,977.44
\$750,000	2,254.79	2,436.00	2,630.87	2,841.34	3,068.65	3,314.14
\$850,000	2,483.81	2,683.48	2,898.16	3,130.01	3,380.41	3,650.85
\$950,000	2,712.84	2,930.97	3,165.44	3,418.68	3,692.17	3,987.55
\$1,250,000	3,399.92	3,673.43	3,967.30	4,284.68	4,627.46	4,997.65
\$1,750,000	4,545.05	4,910.86	5,303.72	5,728.02	6,186.26	6,681.16
\$2,500,000	6,262.74	6,767.00	7,308.36	7,893.03	8,524.47	9,206.43

Estimated Business Rates Payable

Land Value	Rates Payable (\$'s)					
	2014/15 Rate Payable	2015/16	2016/17	2017/18	2018/19	2019/20
\$50,000	828.25	891.15	962.44	1,039.44	1,122.59	1,212.40
\$150,000	2,484.75	2,673.45	2,887.33	3,118.32	3,367.78	3,637.21
\$250,000	4,141.26	4,455.76	4,812.22	5,197.20	5,612.97	6,062.01
\$350,000	5,797.76	6,238.06	6,737.11	7,276.07	7,858.16	8,486.81
\$450,000	7,454.26	8,020.36	8,661.99	9,354.95	10,103.35	10,911.62
\$550,000	9,110.77	9,802.67	10,586.88	11,433.83	12,348.54	13,336.42
\$650,000	10,767.27	11,584.97	12,511.77	13,512.71	14,593.73	15,761.22
\$750,000	12,423.77	13,367.27	14,436.65	15,591.59	16,838.91	18,186.03
\$850,000	14,080.28	15,149.58	16,361.54	17,670.46	19,084.10	20,610.83
\$950,000	15,736.78	16,931.88	18,286.43	19,749.34	21,329.29	23,035.63
\$1,250,000	20,706.29	22,278.79	24,061.09	25,985.98	28,064.86	30,310.04
\$1,750,000	28,988.80	31,190.30	33,685.53	36,380.37	39,290.80	42,434.06
\$2,500,000	41,412.58	44,557.58	48,122.18	51,971.96	56,129.71	60,620.09

The following tables display the impact on the average rates for the 18 Business sub-categories. The amounts stated in the below tables do not include amounts payable for Stormwater and Waste Management Service Charges and the Hunter and Central Rivers Catchment Management rate. Additionally, the above amounts may vary as a result of the processing of Supplementary Valuations and rate exemption applications.

Estimated average Business Sub-Category

Business Sub-Category	Rates Payable (\$'s)					
	2014/15 Rate Payable	2015/16	2016/17	2017/18	2018/19	2019/20
Inner City Suburban Shop. Centre	59,231.99	63,970.50	69,088.14	74,615.19	80,584.41	87,031.16
Suburban Shopping Centre	83,760.65	90,461.49	97,698.41	105,514.28	113,955.42	123,071.85
Kotara Major Commercial Shopping Centre	1,048,041.99	1,131,885.09	1,222,435.90	1,320,230.77	1,425,849.23	1,539,917.17
Maj. Commercial Shopping Centre (Inner City)	124,381.50	134,331.98	145,078.54	156,684.82	169,219.61	182,757.18
Kotara Homemaker's Centre	137,089.71	148,056.99	159,901.55	172,693.67	186,509.16	201,429.89
Jesmond Major Commercial Shopping Centre	411,203.30	444,099.97	479,627.97	517,998.21	559,438.07	604,193.12
Waratah Major Commercial Shopping Centre	289,283.33	312,426.02	337,420.10	364,413.71	393,566.81	425,052.15
Wallsend Major Commercial Shopping Centre	329,426.10	355,780.03	384,242.43	414,981.82	448,180.37	484,034.80
The Junction Major Commercial Shopping Centre	154,609.68	166,977.98	180,336.22	194,763.12	210,344.17	227,171.70
Kooragang Industrial Coal Zone	135,462.36	146,299.35	158,003.30	170,643.56	184,295.04	199,038.64
Kooragang Industrial Centre	31,917.09	34,470.46	37,228.10	40,206.35	43,422.86	46,896.69
Mayfield North Heavy Industrial Centre	96,229.76	103,928.14	112,242.39	121,221.78	130,919.52	141,393.08
Mayfield North Industrial Centre	70,544.45	76,188.02	82,283.07	88,865.72	95,974.98	103,652.98
Carrington Industrial Centre	36,743.14	39,682.59	42,857.20	46,285.78	49,988.64	53,987.73
Broadmeadow Industrial Centre	109,994.99	118,794.98	128,298.58	138,562.47	149,647.47	161,619.27
Hexham Light Industrial Centre	13,065.92	14,111.19	15,240.08	16,459.29	17,776.03	19,198.11
Carrington Industrial Coal Zone	292,610.55	316,019.55	341,301.11	368,605.20	398,093.62	429,941.11
Kooragang North Coal Zone	506,442.65	546,957.95	590,714.59	637,971.76	689,009.50	744,130.26

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 four years of the Delivery Program are:

2013/14	2014/15	2015/16	2016/2017
\$330.18	\$330.18	\$340.09	\$350.29

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 four years of the Delivery Program will be:

2013/14	2014/15	2015/16	2016/2017
\$218.47	\$218.47	\$231.58*	\$238.53

* *Liabie for GST of \$21.05 (GST inclusive)*

Stormwater Management Service Charge

The proposed Stormwater Management Service Charge (SMSC) for 2015/16 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:

2013/14	2014/15	2015/16	2016/2017
\$1,975,000	\$1,985,000	\$1,930,000	\$1,935,0000

The proposed 2015/16 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 2014/15. 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 2015/16 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 lots contribution will be based on the individual lot's unit entitlement. Income from the charge can 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.

Rates assistance Provisions

The following rate assistance options are proposed to be available, for the 2015/16 rating year, where ratepayers are experiencing financial difficulties.

- deferral of rates and charges against the estate. This scheme applies to all ratepayers provided that they satisfy the eligibility criteria,
- write-off of accrued interest,
- negotiation of special arrangements to pay rates and charges,
- financial planning and counselling through Council appointed welfare agencies, and/or
- financial assistance through Council appointed welfare agencies.

SUPPORTING DETAILS

What we will do

The following tables outline what Council will deliver in 2015/16. Within each business unit, summary table are provided on Council's level of service deliverables, and a detailed table on the operational actions and KPIs.

Council has committed to the delivery of an affordable and achievable level of service across all program areas and delivery against Council corporate Goals, Strategic Direction and Budget Principles (which are integrated into the below Balance Score card) .

The following tables within each Group provides a summary of the activities Council will undertake in 2015/16.

- A Business unit profile
- Key objectives for the business
- A breakdown of the budget by services
- Operational Activities
- Business Improvement and Strategic Projects
- Key Performance Indicators

The City of Newcastle 2015/16 Operational Activities, Business Improvement and Strategic projects table identifies Councils actions that work towards the adopted strategic actions from The City of Newcastle's Delivery Program (2013-2017) and Council's Corporate Goals and Budget Principles. The actions form the basis of the business unit's work plans and will be reported on half yearly and annually in our performance review.

Disclaimer: The following worksheets have been provided as a guide only for resource allocation. Council priorities during the annual planning cycle may necessitate realignment of resources within the budget approved by Council.

Balance Scorecard

Council has commenced the formulation of a Balanced Scorecard to capture Council strategies and objectives in one integrated format. This will assist Council in capturing and tracking a range of objectives which are currently reflected in a number of information sources. Council reports on progress against objectives reflected in the 2030 Community Strategic Plan, Corporate Goals and Budget Principles. Councils Delivery Program and Operational Plans are guided by these important business objectives. More specifically:

- The 2030 Community Strategic Plan (CSP) is a key document which describes Councils Strategic Directions and Objectives. These have been summarised earlier in this Operational Plan. The 2030 CSP notes that Council must have the capacity to fund the initiatives in a sustainable manner
- The corporate goals and budget principles provide more specific goals to be met for Council to reach a sustainable position.

The balanced scorecard captures these goals and objectives within one framework with the objectives classified into four subject areas. These subject areas are standard categories for many organisations. A brief description of each is provided below:

- The Customer Perspective is the most important as the role of Council is to provide services which meet the needs and expectations of its ratepayers. These services need to be provided in a sustainable manner and reflect an appropriate balance between of level of service provided and the cost of providing those services
- The Financial Accountability Perspective is an essential component of the Balance Scorecard as without appropriate objectives in this area Council cannot fund the delivery of services in a sustainable manner.
- The Internal Process Perspective places particular emphasis on which Council capabilities are required to deliver the services required by Council's ratepayers and also to become sustainable. For example Council needs to undertake significant asset renewal and therefore needs to have sufficient internal capacity to undertake the work.
- The Learning and Growth Perspective reflects areas where Council wants to emphasise improvement in its capabilities so that it can continue to improve the services provided and identify and implement efficiencies. Council has achieved significant improvement in both the satisfaction of ratepayers and in Council finances over the last two years. This area is focussed on how Council can continue these trends.

The balanced scorecard provided below is a preliminary integrated view and will continue to be developed during 2015/16. This will involve strengthen the linkages between Council's strategic objectives and the plans and priorities of individual business units and Council projects. The Operational Plans (covering Business Unit budgets, activities and KPI's) and Projects (covering asset renewal, new/upgrades, 2012 SRV priority projects) are covered after this section on the Balanced Scorecard. Council projects are already (and have been previously) linked to the 7 Strategic areas covered in the 2030 Community Strategic Plan. The Balanced Scorecard provides a means to report on project delivery outcomes linked to performance against other relevant objectives.

Customer Perspective

Strategy	C1 Build a connected city	C2 Provide a protected and enhanced environment	C3 Create vibrant and activated public places	C4 Provide a caring and inclusive community	C5 Maintain a liveable and distinctive built environment	C6 Create a smart and innovative city	C7 Provide service quality which justifies costs service
Objectives	See the Newcastle 2030 Community Strategic Plan objectives						

Financial Perspective

Strategy	F1 Maintain a net operating surplus to ensure financial sustainability	F2 Maintain a strong cash and liquidity position to ensure financial sustainability	F3 Renew and maintain assets within a sustainable range	F4 Identify opportunities for asset rationalisation to fund the infrastructure backlog	F5 Leverage a strong financial position to fund the Special Rate variation Projects and Corporate
Objectives	Achieve at least a 2.7% net overall funding surplus (BP2)	Maintain a strong cash and liquidity position to ensure financial sustainability (BP4)	To reduce The City of Newcastle's infrastructure backlog ratio to less than 2% over the next 10 years (BP6)	Identify opportunities for asset rationalisation to fund the infrastructure backlog (CG7)	Support 2012 SRV priority projects
	Maintain a minimum of 2.7% net overall funding surplus for each and every budget year from 2015/16 until 2021/22 (BP3)	To restrict debt levels so that the net financial liabilities ratio of 40% is not exceeded in any one year between 2013/14 and 2021/22 (BP7)		Renewal of key assets identified and prioritised in the Infrastructure Backlog (BP5.1)	Accelerate or broaden 2012 SRV priority projects and/or new/ upgrade projects once asset renewal requirements have been addressed
	Reduction in net operating expenses of at least 10% over the next two years (BP1)	Reduce/replace debt as an infrastructure backlog funding source (BP5.2)			
	Grow non-rates based funding	Secure funding/service partners			
	Make decisions that are financially sustainable	Consider borrowing where returns exceed costs			
	Apply Resources Optimally (ROI, Community Priorities / Utilisation)				

Internal Perspective

Strategy	I1 Run business units like a business (with community objectives)	I2 Provide better and more efficient services to customers through the implementation of improved systems and processes by 2017 (GC5)	I3 Improve portfolio & project management to ensure best outcomes	I4 Increase capital works capacity	I5 Promote Community Engagement
Objectives	Improve BU budget management & forecasting	Improve Productivity	Engage with the Newcastle community on projects that have a high level of impact on the community (CG2)	Identify resource and capability gaps and invest in building capacity	Deliver on the key civic projects determined as the priorities for the community (CG1)
	Strengthen alignment of BU KPI's with strategic objectives and improve tracking of performance	Increase Positive Contacts	That no project commences until funding for the full cost of the project is secured or has certainty (BP8)	Enhance tools, processes and data to support greater visibility of asset position and enable more effective prioritisation, estimation and program management.	The special projects capital to be prioritised in accordance with community ranking from the Micromex Research 2011 Report and timing for delivery matched to cash flow. (BP9)
		Streamline Customer Interactions		Utilise efficiency gains through improved processes to increase Council capacity to undertake more capital works	

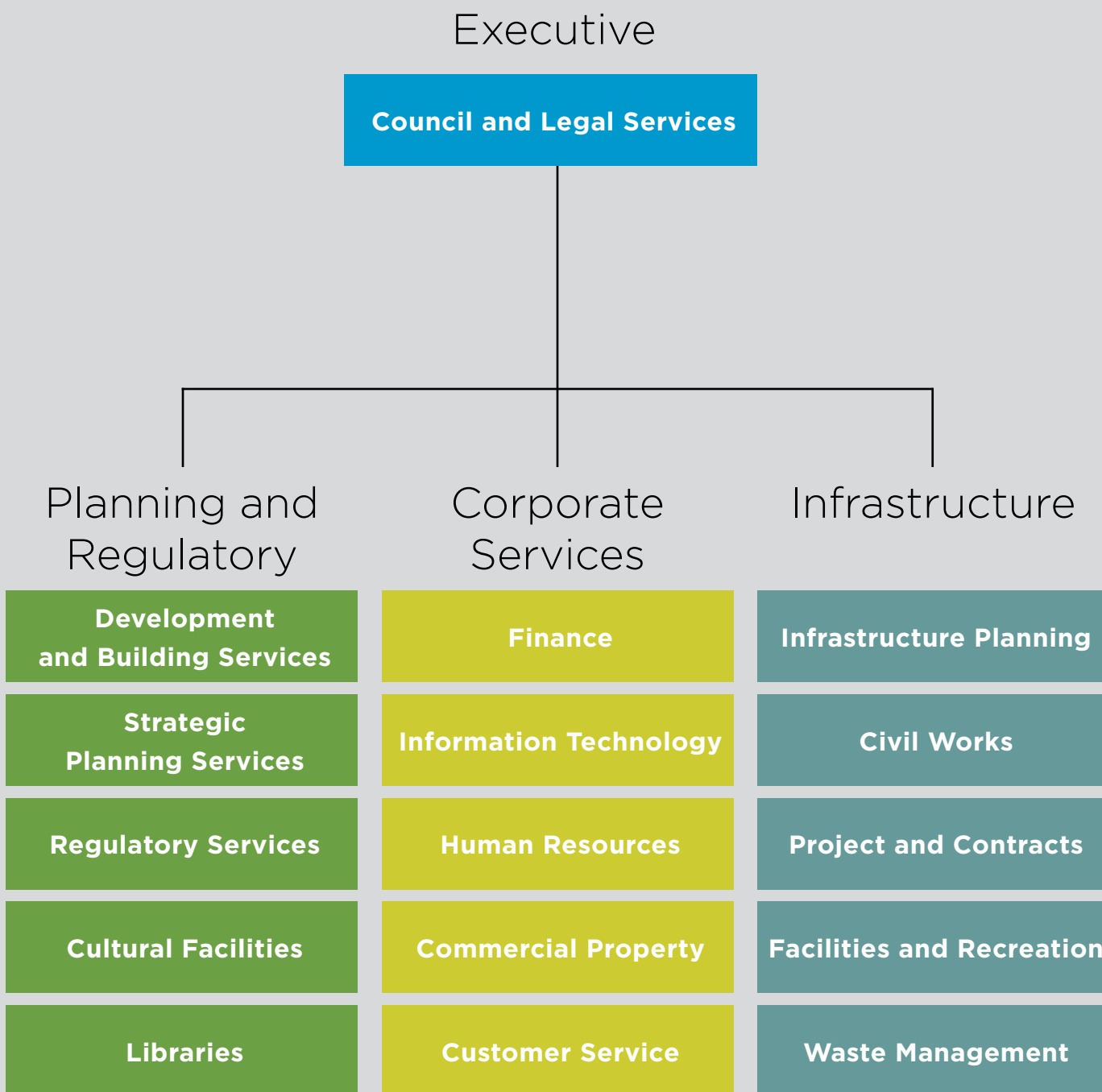
Learning and Growth Perspective

Strategy	L1 Ensure a strong organisation that has the skills and talent to support the delivery of services that meet community needs (GG8)	L2 Open and Collaborative Leadership (GC7)
Objectives	Develop Business management / leadership skills	See the Newcastle 2030 Community Strategic Plan objectives
	Develop Stronger Commercial Skills	
	Improve portfolio & project management skills	
	Enhance problem solving skills	
	Enhance Customer Service Culture	
	Achieve Positive Employee Climate	

2015/16 Budget

	Executive Management	Planning & Regulatory	Corporate Services	Infrastructure	Airport	2015/16 \$'000	2014/15 \$'000	Var (%)
Operating Revenue								
Rates & charges		1,193	116,043	19,890		137,126	128,191	7%
User charges & fees	12	12,888	3,509	34,340	12,000	62,749	60,093	4%
Interest			7,276		342	7,618	7,077	8%
Other operating revenues		4,888	3,369	703		8,960	9,463	-5%
Grants & contributions - Operating		1,721	11,083	3,787		16,591	16,419	1%
Total Operating Revenue	12	20,690	141,280	58,720	12,342	233,044	221,243	5%
Operating Expenses								
Employee costs	2,464	21,803	21,436	45,626	2,383	93,712	90,813	-3%
Borrowing costs			3,817		300	4,117	4,257	3%
Materials & contracts	612	6,817	5,223	37,052	350	50,054	40,256	-24%
Depreciation & amortisation	19	4,929	5,065	38,668	1,561	50,242	48,476	-4%
Other operating expenses	735	3,455	6,220	27,171	4,651	42,232	42,910	2%
Net loss on disposal of assets			2,228			2,228		
Internal Charges	(3,826)	14,639	(33,447)	22,634				
Total Operating Expenses	4	51,643	10,542	171,151	9,245	242,585	226,712	-7%
Total Operating Revenue Less Operating Expenditure	8	(30,953)	130,738	(112,431)	3,097	(9,541)	(5,469)	-74%

BUSINESS UNIT PROFILES



Executive

	General Manager's Office	Lord Mayor's Office	Council & Legal Services	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating Revenue						
Rates & charges						0%
User charges & fees			12	12	4	200%
Interest						0%
Other operating revenues						0%
Grants & contributions - Operating						0%
Total Operating Revenue			12	12	4	200%
Operating Expenses						
Employee costs	628	224	1,612	2,464	2,123	-16%
Borrowing costs						0%
Materials & contracts	47	17	548	612	921	34%
Depreciation & amortisation	1	2	16	19	16	-19%
Other operating expenses	119	49	567	735	724	-2%
Net Loss from disposal of assets						
Internal Charges	(795)	(289)	(2,742)	(3,826)	827	563%
Total Operating Expenses		3	1	4	4,611	100%
Total Operating Revenue Less Operating Expenditure		(3)	11	8	(4,607)	100%

Council and Legal Services

Manager: Council and Legal Services

Business unit profile

- Provide the elected Council and Executive Management Team with the information and tools for considered decision-making.
- Develop and promote policies, plans and frameworks to ensure the organisation can provide open and collaborative leadership and improve service delivery.

Key objectives

- Provide the processes and systems to empower the elected Council to be collaborative, transparent and accountable.
- Encourage active citizen engagement in local planning and decision making through the provision of Public Voice and access to information.
- Promote and coordinate the improvement of systems and processes to facilitate better and more efficient services to customers.
- Manage governance policies, systems and controls for the organisation to ensure consistency in application.
- Evaluate and improve the effectiveness of risk management, control and governance processes through the delivery of a risk-based internal audit plan.
- Provide timely, clear and cost effective legal advice and representation to the elected Council and internal business units.

2015/16 Detailed estimates

	Administration	Council & Legal	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue					
Rates & charges					0%
User charges & fees		12	12	4	200%
Interest					0%
Other operating revenues					0%
Grants & contributions - Operating					0%
Total Operating Revenue		12	12	4	200%
Operating Expenses					
Employee costs	293	1,319	1,612	1,409	-14%
Borrowing costs					0%
Materials & contracts	4	544	548	852	36%
Depreciation & amortisation		16	16	13	-23%
Other operating expenses	3	564	567	565	0%
Net Loss from disposal of assets					
Internal Charges	(300)	(2,442)	(2,742)	648	523%
Total Operating Expenses		1	1	3,487	100%
Total Operating Revenue Less Operating Expenditure		11	11	(3,483)	100%

Operational activities

Plan Reference	Activities/Projects	Milestone
Access to Information		
L2	Manage access to information requests under GIPAA, subpoena and PIPPA	See KPI
L2	Manage access to information policy and framework including training and distribution of information	Ongoing
L2	Manage privacy management plan and framework including training and distribution of information	Ongoing
L2	Manage governance registers - policy register, delegations register, gift register, pecuniary interest register	See KPI
L2	Develop governance training program	September 2014
Business Improvement		
L2	Deliver team based information sessions on improvement tools and techniques	Ongoing
L2	Interrogate data to provide improvement recommendations	Ongoing
L2	Provide facilitation services to business units undertaking improvement projects	Ongoing
L2	Lead improvement projects to achieve organisational objectives	Ongoing
L2	Partner with business units to promote a culture of innovation and improvement	Ongoing
Council Services		
L2	Coordinate Council and Committee meeting processes including forward agenda, corporate diary, coordination of business papers, webcasting, chamber management and production of minutes	See KPI
L2	Distribute Council resolutions to relevant officers for action	See KPI
L2	Coordinate Councillor service request system	Ongoing
L2	Manage Councillor expenses including coordinating event attendance and professional development	Ongoing
L2	Coordinate content on Councillor iPads, internet and intranet	Ongoing
L2	Coordinate public voice	Ongoing
Executive Services		
L2	Coordinate Executive Management Team meeting processes including forward agenda, coordination of business paper, production and publication of minutes and distribution of action items.	Ongoing
L2	Manage information on Director iPads	Ongoing
Executive services		
L2	Coordinate EMT meeting processes including forward agenda, coordination of business papers and production of minutes	See KPI
L2	Distribute action items and manage information on Directors iPads	See KPI
Governance		
L2	Provide quality, timely governance advice to organisation	Ongoing
L2	Manage code of conduct, fraud and corruption and public interest disclosure complaints	Ongoing
L2	Manage governance policies and frameworks - code of meeting practice, Councillor expenses policy, public interest disclosure policy, policy framework	Ongoing
L2	Monitor and maintain governance registers - policy register, delegations register, gift register, pecuniary interest register	Ongoing
Internal Audit		
L2	Coordinate delivery of a risk-based forward internal audit plan	See KPI
L2	Manage internal audit contractors	Ongoing
L2	Coordinate and report on response to audit recommendations	Ongoing
L2	Coordinate Audit Committee meetings including forward agenda, coordination of business papers, production of minutes and distribution of action items	Ongoing
Legal		
L2	Provide quality timely legal advice and representation	Ongoing
L2	Manage services provide by external legal suppliers	Ongoing
Privacy Officer		
L2	Manage privacy complaints in compliance with legislative requirements	Ongoing

Business improvement plans and key strategic projects

Plan Reference	Activities/Projects	Milestone
Management		
L2	Educate Leadership Group on the services provided by the team	December 2015
Council Services		
L2	Review, monitor and improve Minutes Manager process to ensure continuity of business papers and action item procedures	June 2016
L2	Develop training for Minutes Manager to ensure users maximise program functionality	July 2016
L2	Introduce integrated audio visual / webcasting system to Council chamber	March 2016
L2	Revise Public Voice Policy and procedures to improve active citizen engagement in local planning and decision making	September 2016
Governance		
L2	Develop and implement a fraud and corruption policy, Corruption Prevention Plan and associated systems	June 2016
Legal Services		
L2	Review and improve the Request for Legal Instruction process.	December 2015
L2	Develop risk based criteria for reviewing contracts	December 2015

Key performance indicators

Service	Plan Reference	KPI/Performance Measure	2015/16 target
Access to information	L2	Formal GIPAA applications are processed in compliance with agreed timeframes	>80%
Council Services	L2	Business papers are distributed to Councillors 10 days prior to Council meeting	>80%
Internal Audit	L2	Achievement of Internal Audit performance indicators adopted by Audit Committee	>80%

Planning and Regulatory

	Director	Development & Building	Strategic Planning	Regulatory Services	Cultural Facilities	Libraries	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue									
Rates & charges			1,193				1,193	1,165	2%
User charges & fees		2,838	173	7,064	2,524	289	12,888	14,023	-8%
Interest									0%
Other operating revenues			239	3,283	1,173	193	4,888	4,483	9%
Grants & contributions - Operating			1,137		194	390	1,721	676	155%
Total Operating Revenue		2,838	2,742	10,347	3,891	872	20,690	20,598	2%
Operating Expenses									
Employee costs	371	4,152	4,022	3,839	4,740	4,679	21,803	21,995	1%
Borrowing costs									0%
Materials & contracts	26	145	1,430	1,297	2,849	1,070	6,817	6,724	-1%
Depreciation & amortisation		2	335	406	2,695	1,491	4,929	6,048	19%
Other operating expenses	12	61	1,840	914	439	189	3,455	3,297	-5%
Net Loss from disposal of assets									
Internal Charges	(409)	3,270	1,049	2,976	4,591	3,162	14,639	10,588	-38%
Total Operating Expenses		7,630	8,676	9,432	15,314	10,591	51,643	48,652	-6%
Total Operating Revenue Less Operating Expenditure		(4,792)	(5,934)	915	(11,423)	(9,719)	(30,953)	(28,054)	-10%

Planning and Regulatory Director

	Administration	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue				
Rates & charges				0%
User charges & fees				0%
Interest				0%
Other operating revenues				0%
Grants & contributions - Operating				0%
Total Operating Revenue				0%
Operating Expenses				
Employee costs	371	371	364	-2%
Borrowing costs				0%
Materials & contracts	26	26	18	-44%
Depreciation & amortisation				0%
Other operating expenses	12	12	5	-140%
Net Loss from disposal of assets				
Internal Charges	(409)	(409)	82	599%
Total Operating Expenses			469	100%
Total Operating Revenue Less Operating Expenditure			(469)	100%

Development and Building

Manager: Development and Building

Business unit profile

Management and delivery of Council's integrated development assessment and building/subdivision certification functions, including advisory services and inspections of construction projects.

Key objectives

- To ensure that the unit responds appropriately to foreshadowed significant changes to planning/certification legislation
- To continue to build on progress made over the past few years in terms of systems and operational structure
- To capitalise on opportunities for further system improvements including an online environment, particularly opportunities arising from the corporate ERP project.

	Administration	Building	Development	Business Support	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue							
Rates & charges							0%
User charges & fees	20	1,513	1,305		2,838	2,725	4%
Interest							0%
Other operating revenues							0%
Grants & contributions - Operating							0%
Total Operating Revenue	20	1,513	1,305		2,838	2,725	4%
Operating Expenses							
Employee costs	426	1,187	1,837	702	4,152	4,332	4%
Borrowing costs							0%
Materials & contracts	32	14	79	20	145	145	0%
Depreciation & amortisation		1	1		2	3	33%
Other operating expenses	11	16	23	11	61	61	0%
Net Loss from disposal of assets							
Internal Charges	(43)	1,085	1,423	805	3,270	1,842	-78%
Total Operating Expenses	426	2,303	3,363	1,538	7,630	6,383	-20%
Total Operating Revenue Less Operating Expenditure	(406)	(790)	(2,058)	(1,538)	(4,792)	(3,658)	-31%

Operational activities

Plan Reference	Activities/Projects	Milestone
Development assessment		
L1, L2	Activity generated by demand for service	On going
Building subdivision certification		
L1, L2	Activity generated by demand for service	On going
Swimming pool compliance certification		
L1, L2	Activity generated by demand for service	On going

Business improvement plans and key strategic projects

Plan Reference	Activities/Projects	Milestone
Development assessment		
L1, L2	ERP project is main opportunity for improvement to processes	On going
Building and subdivision certification		
L1, L2	ERP project is main opportunity for improvement to processes	On going
Swimming pool compliance certification		
L1, L2	ERP project is main opportunity for improvement to processes	On going

Key performance indicators

Service	Plan Reference	KPI/Performance Measure	2015/16 Target
Development Assessment	I1, I2	Maximum active DA's maintained below 400	<400
Development Assessment	I1, I2	90% of all DAs have a median net turn around time <40days	90% <40 days

Strategic Planning

Manager: Strategic Planning

Business unit profile

- Provide Council and the community with advice and plans to set and achieve land use, community and economic objectives consistent with the 2030 Community Strategic Plan, other Council plans/policies and legislative requirements;
- Facilitate, advocate, plan and partner to deliver community services, facilities and economic benefits for Newcastle;
- Attract, develop, promote and deliver community, leisure and business events that stimulate community, investment and economic development in Newcastle;
- Deliver city centre revitalisation.

Key objectives

- Deliver land use, community and economic development advice, policies, plans and projects for Newcastle;
- Provide forward looking, well researched and practical documents and plans within legislative and Council requirements and in line with our work program;
- Deliver responsive and best practice community services, strategies and events within legislative and Council requirements;
- Partner with local community and businesses to deliver community benefit and economic opportunities;
- Demonstrate the corporate objectives, meet financial and other corporate reporting requirements.
Assist Newcastle's economy to grow.

2015/16 Detailed estimate

	Administra- tion	Business Improvement	Child Care	Community	Economic	Urban Planning	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue									
Rates & charges		1,193					1,193	1,165	2%
User charges & fees				2	20	151	173	1,121	-85%
Interest									0%
Other operating revenues			65		174		239	113	112%
Grants & contributions - Operating			999	138			1,137	307	270%
Total Operating Revenue		1,193	1,064	140	194	151	2,742	2,706	1%
Operating Expenses									
Employee costs	352		912	963	855	940	4,022	4,012	0%
Borrowing costs									0%
Materials & contracts	50		61	146	806	367	1,430	1,689	15%
Depreciation & amortisation	16		202	117			335	347	3%
Other operating expenses	14	1,193	21	193	406	13	1,840	1,712	-7%
Internal Costs	(432)	240	643	408	(131)	321	1,049	2,006	48%
Total Operating Expenses		1,433	1,839	1,827	1,936	1,641	8,676	9,766	11%
Total Operating Revenue Less Operating Expenditure		(240)	(775)	(1,687)	(1,742)	(1,490)	(5,934)	(7,060)	16%

Operational activities

Plan Reference	Activities/Projects	Milestone
Land use planning		
ALL	Implement the local Planning Strategy	See KPI
C5	Monitor and amend Local Environmental Plan 2012 (LEP) and Development Control Plan 2012 (DCP) as required	Ongoing
C5, C3	Input to Regional Growth Plan and Urban Development program	Ongoing
C5	Implement The City of Newcastle Heritage Strategy 2013-2017 and Local Planning Strategy	Ongoing
C5, F4	Monitor and maintain developer contributions plans and contributions register	Ongoing
	Review the land re-classification policy and procedure identify surplus Council land	Ongoing
Community planning		
All	Complete and implement Social Planning Strategy, Access and Inclusion Plan and Multicultural Plan	Ongoing
C5	Deliver the Community Safety program and strategy projects	Ongoing
L2, L1	Monitor and report on the Newcastle 2030 Community Strategic Plan in line with IP+R legislation	Ongoing
C4	Deliver the cultural, Aboriginal youth arts, Guraki, place making and community development work programs	Ongoing
C6	Continue to develop the Newcastle Smart City program in partnership with business and community stakeholders	Ongoing

Plan Reference	Activities/Projects	Milestone
City Centre Revitalisation		
C3	Implement city centre revitalisation in line with the Hunter Street Revitalisation Strategy	See KPI
C5	Work with state government and private sector to foster appropriate development consistent with planning framework	See KPI
I5	Continue to provide incentive programs such as the proposed lighting program	Ongoing
C5, C3	Implement city centre upgrades in locations such as Wheeler Place	Ongoing
Child Care Centre		
C4	Provide excellent child care and meet all industry relevant standards in Beresfield community	Ongoing
C7, L1	Review centre operating costs and fees at Beresfield	Ongoing
C5	Complete and implement landscape plan and building improvement plans at Beresfield	Ongoing
C4	Oversee leases for other community based child care centres	Ongoing
Economic Development		
C6	Implement the Economic Development Strategy	Ongoing
C6	Implement the economic development sponsorship program	Ongoing
C6	Work with Business Improvement Associations to drive economic growth across Newcastle	Ongoing
C6	Implement the All Together Perfect campaign with project partners, to attract business oriented and conference events to Newcastle and Region	June 2016
Events		
C4	Complete and implement the Events Strategy	June 2016
C4	Implement the events sponsorship program	June 2016
C4	Deliver an annual program of major events including Council's key events, New Years Eve and Australia Day and other iconic Newcastle events such as Surfest	June 2016
Destination Management		
C6	Develop Destination Marketing Plan. Implement the Destination Management Plan	June 2016
C4	Continue to work with local operators to identify and promote local product	June 2016

Key performance indicators

Service	Plan Reference	KPI/Performance Measure	2015/16 Target
Strategic Planning	L2	Meet timeframes for Council report	Annual Review
Strategic Planning	L2	project plans prepared and approved for all projects	Monitor and annual Review
Strategic Planning	I1, L2	All Projects delivered on time and within budget	
Strategic Planning	I5, L1	Communication plans in place for all major projects to ensure appropriate internal and external stakeholder input	Comms plans completed
Strategic Planning	I5, L1	Consultation undertaken for all projects with an impact on the community and legislative requirements	Consultation undertaken outlined and documented in reports to Council
Strategic Planning	I1	Increase visitation to Newcastle	Track hits to and bookings made on the Visit Newcastle website; collate ABS tourism data to show trends in visitor spending

Regulatory Services

Manager: Regulatory Services

Business unit profile

Use the most appropriate enforcement or compliance tools to address the most significant problems to achieve the best outcomes quickly and effectively as possible. Provide services in environmental health, food surveillance, development compliance, fire safety, parking compliance and parking management, companion animals and general compliance.

Key objectives

- Protect the natural environment and public health
- Achieve a high standard of food safety
- Ensure that development takes place in accordance with environmental planning legislation
- Achieve a high standard of fire safety in buildings
- Promote responsible pet ownership of companion animals
- Regulate parking of motor vehicles to manage turnover of parking spaces, and manage traffic and pedestrian safety
- Provide a high level of customer service
- Implement policies and strategies to guide compliance activities
- Regular audits of performance and regulatory capacity within Regulatory Services
- Organisational health and morale and work health and safety
- Council's off street multi-level car park and implement strategies to achieve a sustainable market advantage
- Consistency and fair enforcement
- Consistent, simplified communication

	Administration	Environmental	Parking	Compliance	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue							
Rates & charges							0%
User charges & fees		597	6,049	418	7,064	6,672	6%
Interest							0%
Other operating revenues				3,283	3,283	3,283	0%
Grants & contributions - Operating							0%
Total Operating Revenue		597	6,049	3,701	10,347	9,955	4%
Operating Expenses							
Employee costs	293	1,120	631	1,795	3,839	4,114	7%
Borrowing costs							0%
Materials & contracts	53	28	697	519	1,297	1,329	2%
Depreciation & amortisation	1		392	13	406	593	32%
Other operating expenses	28	18	103	765	914	884	-3%
Net Loss from disposal of assets							
Internal Charges	(371)	667	1,178	1,502	2,976	1,906	-56%
Total Operating Expenses	4	1,833	3,001	4,594	9,432	8,826	-7%
Total Operating Revenue Less Operating Expenditure	(4)	(1,236)	3,048	(893)	915	1,129	19%

Operational activities

Plan Reference	Activities/Projects	Milestone
Environmental health		
C2	Respond to complaints regarding environmental pollution	Ongoing
C2	Assess development applications for environmental impact	Ongoing
C2	Proactively monitor and regulate activities to minimise environmental impact, including implementing Councils Business Pollution Prevention Program (BPPP) and Erosion and Sediment Control Program	Ongoing
C2	Manage contaminated land information and seek appropriate remediation through the development application process	Ongoing
C2	Respond to complaints regarding health issues	Ongoing
C2	Actively monitor public health premises, skin penetration premises, cooling towers and septic systems	Ongoing
Food surveillance		
C4	Respond to complaints regarding food safety	Ongoing
C4	Assess development applications for compliance with food standards	Ongoing
C4	Proactively monitor and regulate activities to minimise food safety impacts	Ongoing
C4	Participate in regional food group	Ongoing
Development compliance		
C5	Respond to complaints regarding alleged unauthorised building work, development without consent and development not in accordance with consent	Ongoing
C4	Inspect premises for compliance with the <i>Boarding Houses Act</i>	Ongoing
C4	Respond to complaints regarding fire safety in buildings	Ongoing
C4	Use a range of approval, audit and inspection tools to ensure adequate fire safety in buildings	Ongoing

Business improvement plan and key strategic projects

Plan Reference	Activities/Projects	Milestone
Ranger		
C4	Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals	Ongoing
C4	Take steps to locate dangerous and restricted dogs in the LGA and ensure that they are kept in accordance with the control requirements of the <i>Companion Animals Act</i>	Ongoing
C4	Respond to reports of stray dogs and take steps to return the animal to its owner or impound the animal	Ongoing
On-Street parking		
C1	Provide city wide management of on-street parking operations which safety, accessibility and amenity	Ongoing
C1	Manage Council's off street multi-level car park to meet the parking demand and a commercially competitive environment	Ongoing
C1	Park Safe, Stay Safe – Primary School Education program	March 2016
Rangers		
C2	Develop and implement unauthorised and illegal advertising/signage compliance	December 2015
C2	Illegal camping project (cars, tents, campers) promoting responsible use of public reserves	June 2016
Environmental health		
C2	Creeks and waterways - Inspect erosion and sediment control	Ongoing
C2	Food truck trial - provide quality food throughout the city via food truck	Aug 2015 - Feb 2016

Key performance indicators

Service	Plan Reference	KPI/Performance Measure	2015/16 Target
Environmental health	C2, I1	Percentage of initial investigations regarding asbestos completed within 24 hours	90%
On-street parking	C1, I1	Percentage of reported parking meter faults actioned and/or attended to within two hours	>=90% Rangers
Rangers	C4, I1	Percentage of initial investigations regarding dog attacks completed within 24 hours	100%
Food Surveillance	C4, I1	Percentage of high and medium risk food premises satisfactory on first annual inspection	>80% satisfactory on first annual inspection
Food Surveillance	C4, I1	Percentage of high and medium risk food premises inspected annually	100%
All	I2	Maintain a customer satisfaction of 3 1/2 stars	3 1/2 star rating

Cultural Facilities

Manager: Cultural Facilities

Business unit profile

Newcastle Museum

Newcastle Museum is owned and operated by The City of Newcastle. As an accessible and engaging educational institution, Newcastle Museum collects, preserves, documents and interprets Newcastle's cultural heritage for the benefit of future generations of locals and visitors to the city. The Museum's vision is to be a vibrant and welcoming centre for and about Newcastle, sharing objects and stories about our past, present and future.

Newcastle Art Gallery

Newcastle Art Gallery is owned and operated by The City of Newcastle. Its aim is to foster a passion and curiosity for the visual arts and our nationally significant collection. Our exhibitions, projects and public programs strive to ensure our audiences are engaged, connected and learning, and everything that we do accentuates and promotes Newcastle's vibrant cultural community by presenting approximately 18 exhibitions and 250 public events annually. The Gallery's mission is to provide access to the residents of Newcastle and beyond a high quality visual arts experience through collecting, conserving, exhibiting, interpreting, educating and promoting the most significant art collection in regional Australia.

Major Venues

Major Venues incorporates Civic Theatre Newcastle, Newcastle City Hall, and the Playhouse, all cultural institutions owned and operated by The City of Newcastle, with the addition of Fort Scratchley which is owned by The City of Newcastle and operated by the Fort Scratchley Historical Society. Major Venues is responsible for maximising the live performance, functions, event and visitor experience potential of these cultural assets, contributing to the sustainable growth and development of the city's culture, economy and tourism.

Key objectives

Newcastle Museum

- We will deliver and maintain a high quality visitor experience and encourage new and repeat visitation. We aim to be as accessible as possible (physically, socially, and intellectually) to as many people as possible by providing an exciting program of exhibition, activities, events and educational resources.
- We will strive to maintain a high level of museum professional standards through appropriate resourcing, staff professional development, peer review and visitor feedback and the provision of clean and well maintained facilities.
- We will continue to develop plural funding sources and generate income through venue hire, retail, café and catering, donations, fundraising and public programs to enhance services and supplement Council funding.

Newcastle Art Gallery

- We will continue to be a leader in all aspects of service delivery and reinforce the Gallery's role as a place of education and learning where visitors can extend their understanding, appreciation and enjoyment of the visual arts through access to the 6100 works of art in the permanent collection and works of art on loan from external institutions.
- We will continue to facilitate opportunities for the Gallery's collection to be presented and promoted in a way that reflects its status as the most important and comprehensive collection of its type in regional Australia, acknowledging the history, the locality and the context from which it has grown.
- We will maintain and enhance the Gallery's role as an important contributor to cultural vibrancy of Newcastle and the wider Hunter Region, enticing visitation to the Civic and Cultural Precinct.
- We propose to ensure the Gallery is a sustainable institution which generates revenue towards its operating costs through a range of business activities, public programs and strategic partnerships.

Major Venues

- We will continue to proactively promote City Hall and Fort Scratchley as function & event venues for hire, working to create long term sustainable businesses capitalising on the heritage assets.
- We will continue to build the profile of the Civic Theatre, Playhouse and Concert Hall as significant and successful live performance venues hosting national and international acts as well as presenting the Civic Theatre Season.
- We aim to engage and support local theatre makers.
- We will continue to work with and support the Fort Scratchley Historical Society to manage and develop the site to realise its visitor experience potential and grow tourism markets.

2015/16 Detailed estimate

	Administration	Art Gallery	Major Venues	Museum	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue							
Rates & charges							0%
User charges & fees		237	1,853	434	2,524	3,231	-22%
Interest							0%
Other operating revenues		50	992	131	1,173	893	31%
Grants & contributions - Operating		102	80	12	194	69	181%
Total Operating Revenue		389	2,925	577	3,891	4,193	-7%
Operating Expenses							
Employee costs	959	1,025	1,693	1,063	4,740	4,906	3%
Borrowing costs							0%
Materials & contracts	259	622	1,282	686	2,849	2,689	-6%
Depreciation & amortisation		365	1,849	481	2,695	3,182	15%
Other operating expenses	46	198	102	93	439	346	-27%
Net Loss from disposal of assets							
Internal Charges	267	1,044	2,178	1,102	4,591	2,235	-105%
Total Operating Expenses	1,531	3,254	7,104	3,425	15,314	13,358	-15%
Total Operating Revenue Less Operating Expenditure	(1,531)	(2,865)	(4,179)	(2,848)	(11,423)	(9,165)	-25%

Operational activities

Plan Reference	Activities/Projects	Milestone
Newcastle Museum		
I1, I2	Review and reconfirm the business plan based on the first three years of operational experience	See KPI
I2	Enhance and develop retail business	Ongoing
I2	Establish and launch 'Museum Express', a primary school education outreach program leveraging and promoting the exhibition program with three year sponsorship from Orica	Ongoing
C4	Develop the volunteer program	Ongoing
Newcastle Art Gallery		
C4	Professionally deliver a diverse program of exhibitions annually that showcase local, national and international arts practice	See KPIs
C6	Establish a digital strategy to support the promotion of Gallery events as well as programming and access to the collection	Ongoing
C7, I2	Review collection strategy	Ongoing
C4	Continue to present a vibrant program leveraging the collection and connecting the gallery to local and national markets	Ongoing
Major Venues		
I1	Professionally develop and manage The City of Newcastle's major venues	See KPIs
I2	Review of subscription season, objectives and purpose	Ongoing
I2	Establish programming processes and systems to increase rigour and transparency	See KPI
I2	Increase engagement and support for local industry	See KPI
I2	Further develop commercial presenter relationships	Ongoing

Business improvement plan and key strategic projects

Plan Reference	Activities/Projects	Milestone
Newcastle Museum		
I1	Continue to manage the Council exit strategy from Maritime Society funding	Ongoing
L2	Work with MAPPS and PM to deliver roof replacement project	30 June 2016
Newcastle Art Gallery		
C4	Make gallery's collection easily accessible in multiple delivery formats, relevant language and form and through multiple access points that increases knowledge, understanding and enjoyment of the City's most valuable asset	See KPI
Major Venues		
I1, C7	Implement the major venues marketing and business development plan	30 June 2016
L1	Work with MAPPS and PM to deliver City Hall kitchen and bars upgrade	30 June 2016

Key performance indicators

Plan Reference	KPI/Performance Measure	2015/16 Target
C4, I1, C3	Number of people attending Art Gallery, Museum and Civic Theatre	Art Gallery > 15% Museum >10% Civic Theatre/Playhouse >5%
C4, I1, C3	Income from venue hire	City Hall = Maintain<20% Museum >10% Fort Scratchley >10% Civic Theatre >5%
C4, I1	Number of collection pieces on display	Museum = Maintain Art Gallery >15%
C3, I1	Number of educational/public programs held at Art Gallery, Museum, Civic Theatre	Children 0-12 years = maintain Teens/young Adult >15% Adult 31-65 years >10% Senior 65+ = Maintain
C3, I1	Number of Exhibitions local artists/practitioners and local stories	Museum >10% Art Gallery >20%
C3, I1	Number of Tunnel Tours conducted at Fort Scratchley	Under 4-14 years = Maintain Concession = Maintain Adult = Maintain Family = Maintain Group >10%

Libraries

Manager: Libraries

Business unit profile

- Newcastle Region Library Service provides a range of Library services to the residents and visitors of Newcastle and partner Councils. The Library provides a welcoming space for people to meet, connect and learn across nine different locations. There is also a Joint Library agreement between The City of Newcastle and the Shires of Port Stephens, Dungog and Gloucester.

Key objectives

- Newcastle Region Library will finalise key actions from the Library Review and Strategic Plan 2012-2016.

2015/16 Detailed estimate

	Administration	Support	Lending	Branches	Community	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating Revenue								
Rates & charges								0%
User charges & fees	7	41		219	22	289	274	5%
Interest								0%
Other operating revenues	121		72			193	194	-1%
Grants & contributions - Operating	385				5	390	300	30%
Total Operating Revenue	513	41	72	219	27	872	768	14%
Operating Expenses								
Employee costs	460	980		2,369	870	4,679	4,267	-10%
Borrowing costs								0%
Materials & contracts	247	399		344	80	1,070	854	-25%
Depreciation & amortisation	33	1	747	709	1	1,491	1,923	22%
Other operating expenses	43	93		39	14	189	289	35%
Net Loss from disposal of assets								
Internal Charges	33	498	953	1,289	389	3,162	2,266	-40%
Total Operating Expenses	816	1,971	1,700	4,750	1,354	10,591	9,599	-10%
Total Operating Revenue Less Operating Expenditure	(303)	(1,930)	(1,628)	(4,531)	(1,327)	(9,719)	(8,831)	-10%

Operational activities

Plan Reference	Activities/Projects	Milestone
C3, C4, L2	The library provides an exciting range of reading and listening material for loan in a range of formats including physical books, ebooks, DVD, CD and magazines and newspapers.	Ongoing
C3, C4, L2	The Information Research Centre provides a professional information search service and free access to a large range of digital resources and databases on a large selection of subjects.	Ongoing
C3, C4, L2	Programs and outreach services are provided regularly for learners of all interests, ages and readers. Activities include early literacy programs for children, author talks, book chats, craft and technology sessions.	Ongoing
C3, C4, L2	Local Studies focus on the local history for Newcastle and the Hunter. Staff specialist skills in research are invaluable with local or family history enquiries. The library maintains a large collection of records and archives for many government and non government organisations from the area.	Ongoing
C3, C4, L2	The library provides access to technology and the internet through 96 PCs complemented by a free wifi network. The technology is supported by regular training sessions at various sites using various methods.	Ongoing

Business improvement plan and key strategic projects

Plan Reference	Activities/Projects	Milestone
C3, C4, L2	Implement the new structure to support the transition to a modern library.	June 2016
C3, C4, L2	Provide easier access to the physical collections between branches by the change in reservation fees.	June 2016
C3, C4, L2	Develop a comprehensive marketing strategy to showcase the breadth and quality of ebooks and online resources	June 2016
C3, C4, L2	Update the Collection Development Policy to reflect a best practice customer focussed collection across all formats.	June 2016

Key performance indicators

Plan Reference	KPI/Performance Measure	2015/16 Target
I2, C3	15% of the fiction and non-fiction book vote purchased is expended on ebooks	15%
I2, C3	Achieve a 5% increase in ebook loans and eresource usage	>5%
I2, C3	Attendances at children's events increase by 3%	>3%
I2, C3	Attendances at Adult events increase by 3%	>3%
I2, C3	Attendances at Lifelong learning activities increase by 3%	>3%
I2, C3	Number of attendees per public program and exhibition and activity spend	
I2, C3	Maintain a customer satisfaction rating of 3.95	3.95/5

Corporate Services

	Director	Finance	Information Tech.	Human Resources	Commercial Property	Customer Service	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue									
Rates & charges		116,043					116,043	107,137	8%
User charges & fees		582	474	12	2,300	141	3,509	4,188	-16%
Interest		7,276					7,276	6,735	0%
Other operating revenues	90	577			2,689	13	3,369	4,527	-26%
Grants & contributions - Operating		10,883		200			11,083	11,575	-4%
Total Operating Revenue	90	135,361	474	212	4,989	154	141,280	134,162	5%
Operating Expenses									
Employee costs	655	7,111	2,604	7,442	937	2,687	21,436	24,467	12%
Borrowing costs		3,739			78		3,817	3,960	4%
Materials & contracts	95	514	2,033	320	1,505	756	5,223	5,186	-1%
Depreciation & amortisation		3,784	715	23	491	52	5,065	5,667	11%
Other operating expenses	2,257	3,585	60	39	173	106	6,220	6,489	4%
Net Loss from disposal of assets		2,228					2,228		0%
Internal Charges	(3,007)	(16,470)	(4,707)	(7,816)	1,674	(3,121)	(33,447)	(28,365)	-18%
Total Operating Expenses		4,491	705	8	4,858	480	10,542	17,404	39%
Total Operating Revenue Less Operating Expenditure	90	130,870	(231)	204	131	(326)	130,738	116,758	-12%

Corporate Director

	Administration	Insurance & Planning	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue					
Rates & charges					0%
User charges & fees					0%
Interest					0%
Other operating revenues			90	115	-22%
Grants & contributions - Operating					0%
Total Operating Revenue			90	115	-22%
Operating Expenses					
Employee costs	358	297	655	628	-4%
Borrowing costs					0%
Materials & contracts	16	79	95	94	-1%
Depreciation & amortisation					0%
Other operating expenses	4	2,253	2,257	2,731	17%
Net Loss from disposal of assets					
Internal Charges	(379)	(2,628)	(3,007)	305	1086%
Total Operating Expenses	(1)	1		3,758	100%
Total Operating Revenue Less Operating Expenditure	1	89	90	(3,643)	102%

Finance

Manager: Finance

Business unit profile

Provide specialist accounting, business management, financial governance, financial strategy development, financial modelling and treasury functions to ensure compliance with statutory financial reporting and taxation obligations. Additional functions include levying of rates and charges, payment of creditors and management of procurement, stores and materials required to support Council's works, asset maintenance and Community Service programs.

Key objectives

- Financial Statements to be audited within 4 months of YE (s.416(1))- October 2015
- Audited Financial Statements, ABS return and Financial Data Return to be lodged with DLG and ABS (s.417(5)) - November 2015
- Adoption of Operational Plan and Delivery Program - June 2016
- Quarterly budget reviews submitted to Council (LGGR cl.203(1)) - Quarterly
- Long Term Financial Plan modelling - June 2016
- Rating structure reported and adopted by Council - 1 August 2015
- Levy of Rates and charges notices - 1 August 2015

2015/16 Detailed estimate

	Administration	Corporate Finance	Rates & Debt	Business Finance	Corporate Unallocable	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue								
Rates & charges					116,043	116,043	107,137	8%
User charges & fees		1	265		316	582	844	-31%
Interest					7,276	7,276	6,735	0%
Other operating revenues				2	575	577	1,955	-70%
Grants & contributions - Operating					10,883	10,883	11,555	-6%
Total Operating Revenue		1	265	2	135,093	135,361	128,226	5%
Operating Expenses								
Employee costs	189	1,226	784	2,173	2,739	7,111	10,691	33%
Borrowing costs					3,739	3,739	3,918	5%
Materials & contracts	1	86	49	67	311	514	1,422	64%
Depreciation & amortisation				2	3,782	3,784	3,785	0%
Other operating expenses	2	21	9	30	3,523	3,585	3,372	-6%
Net Loss from disposal of assets					2,228	2,228		
Internal Charges	(192)	(1,283)	392	(362)	(15,025)	(16,470)	(32,672)	50%
Total Operating Expenses		50	1,234	1,910	1,297	4,491	(9,484)	124%
Total Operating Revenue Less Operating Expenditure		(49)	(969)	(1,908)	133,796	130,870	137,710	5%

Operational activities

Plan Reference	Activities/Projects	Milestone
Corporate Finance		
F2	Daily cash flow monitoring and investment and maturity of temporary surplus funds	Ongoing
F2	Business administration and development of corporate financial IT systems	Ongoing
F2	Business Activities Statement (BAS) lodgment with ATO	Monthly
F2	Executive Monthly Performance Report	Monthly
F2	Quarterly review of asset additions and disposals of land, buildings, plant and equipment	Quarterly
F2	Proposed loan borrowings submitted to DLG	July 2015
F2	Fringe Benefits Tax (FBT) return lodgment with ATO	May 2016
F2	Property Management* of Council-owned residential property	June 2016
Rates and debt management		
L2	Complete, audit and submit Pension Subsidy Claim	September 2015
L2	Complete, audit and submit statement of Compliance (Annual Rating Return)	November 2015
F2, L2	Process quarterly rates instalment notice for issue, monitor overdue accounts, prepare letter of demand file to Mercantile Agent	Quarterly
F2, L2	Annual rate modelling and net rate income estimate	February 2016
L2	Application for notional income adjustment for newly ratable Crown Land to be lodged to Office of Local Government	February 2016
Supply		
L2	Provision of an effectively managed inventory system to meet the demands of our internal customers	Ongoing
L2	Identify slow moving and obsolete stock	Quarterly
L2	Management of Councils creditors to ensure payment are made within trading terms	Ongoing
L2	Offer a timely value focused service to source goods and services for our internal customers	Ongoing

Business improvement plan and key strategic projects

Plan Reference	Activities/Projects	Milestone
I2	Transition to new ERP modules	Ongoing

Key performance indicators

Service	Plan Reference	KPI/Performance Measure	2015/16 Target
Corporate Finance	F2, F1	Investment return in excess of +.05% than UBS Australia bank bill index	0.50%
Corporate Finance	L2	Completion of management compliance, taxation and statutory returns within designated timeframes	100%
Corporate Finance	L2, I1	Process 100% of receipt remittances within the same day of receipt	100%
Corporate Finance	L2, I1	100% accuracy of cash collection receipting service and petty cash float	100%
Corporate Finance	L2, I1	Distribution of creditor and payroll data within 1 day of receipt	1 day
Corporate Finance	L2, I1	Bank reconciliation completed within 3 days of month end	<=3 days
Rates and Debt Management	F2	Ensure that the percentage of annual charges outstanding more than 90 days is not greater than 2.5%	,2.5%
Rates and Debt Management	L2	Ensure the average processing time of s603 certificates is equal to or less than 1.5 days	<=1.5 days
Rates and Debt Management	L2	100% accuracy of council of Council to LPI land value reconciliation	100%
Supply	L2	Stock turnover 4.5 times per year	4.5
Supply	L2, I1	Payment of 85% of creditors within 30 days	85%
Supply	L2, I1	Process 90% of purchase requisitions within 24 hours	90%

Information Technology

Manager: Information Technology

Business unit profile

Information Technology supports Council's IT Environment through the provision of support services for IT Infrastructure, Corporate Applications, GIS Services, VOIP, Mobile phones, IT Project Management and IT Support Desk.

Key objectives

Implement ERP in accordance to the Project Management Plan in as seamless and effective manner.

2015/16 Detailed estimate

	Administration	Desktop Support	Enterprise Architecture	Geospatial	It Projects	Network Infrastructure	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue									
Rates & charges									0%
User charges & fees				474			474	541	-12%
Interest									0%
Other operating revenues									0%
Grants & contributions - Operating									0%
Total Operating Revenue				474			474	541	-12%
Operating Expenses									
Employee costs	159	1,199	134	531	581		2,604	2,348	-11%
Borrowing costs									0%
Materials & contracts	7	125	1	161	502	1,237	2,033	1,161	-75%
Depreciation & amortisation		708			7		715	818	13%
Other operating expenses	2	29	1	17	11		60	61	2%
Net Loss from disposal of assets									
Internal Charges	(169)	(2,071)	(136)	(710)	(395)	(1,226)	(4,707)	668	805%
Total Operating Expenses	(1)	(10)		(1)	706	11	705	5,056	86%
Total Operating Revenue Less Operating Expenditure	1	10		475	(706)	(11)	(231)	(4,515)	95%

Operational activities

Plan Reference	Activities/Projects	Milestone
GIS		
L2, I2	Maintain and manage GIS data layers as required by services in Council	January 2016
L2, I2	Provision of support services to Council for GIS data layers. 90% of requests completed to agreed timeline as per Project Charter	90% Completed to agrees timeline as per Project Charter
L2, I2	Provision of Section 149 Certificates in accordance with Council policy	Within 5 days of request
IT Support		
L1, L2	Provision of IT support services to Council business areas	98%
F3, L2	Replacement of corporate IT hardware, progress in accordance with as scheduled asset replacement program	100%
L2	Manage IT support contracts in accordance to Council Policies	Annual reviews
I2, I1	Manage mobile technology in accordance with Council Policy, provision of monthly reports to managers	Undertake audit of mobile devices to determine business benefit - January 2016
L2	Manage network and system logons	98% accuracy
L2	Provision of network infrastructure to support Council operations	98%
L2, I2	Provision of network and application backup Council's internet and intranet	98%
L2, I2	Support Council's internet and intranet	95%
L2, I2	Support Councils corporate applications	95%
IT Project Office		
L2	Implement Capital Cost model for IT Projects	70% of EFT costs assigned to projects as per IMS budget
L2	Manage IT projects in accordance to Council Policy	95% compliance
I2	Deliver IT projects	In accordance with Project Charter
L2	Manage ICT steering committee	Bi -monthly
Enterprise Architecture		
L2	Develop and Maintain ICT Strategy	1st draft to ICT Steering Group November 2015
L2	Software License management	98%
L2	Develop ICT Security Framework	June 2016

Business improvement plan and key strategic projects

Plan Reference	Activities/Projects	Milestone
L2	Deliver an Integrated (ERP) system to Council	As per Project Plan
L2	Deliver ancillary strategies to support non ERP projects	As per Project Charters

Key performance indicators

Plan Reference	KPI/Performance Measure	2015/16 Target
GIS		
L2	Deliver service and solutions that meet project charter parameters	98%
L2	Provision of support services to Council for GIS data layers	98% compliance to Project charters
L2	Provision of Section 149 Certificates	Within 5 days of request
IT Support		
L1, L2	Provision of IT support services to Council business areas	98% of customer requests
L1, L2	Replacement of 25% Corporate IT hardware	June 2016
L1, L2	Network infrastructure 98% availability within agreed service hours	Ongoing
L1, L2	Network and application backup systems 98% availability within agreed service hours	Ongoing
L1, L2	Support Council's internet and intranet 95% of requests within agreed timeframes as Project Charter	Ongoing
L1, L2	Councils Corporate Applications support - 95% of requests within agreed timeframes as per Project Charter	Ongoing
L1, L2	Manage and maintain Mobile Phone fleet	Ongoing
IT Project Office		
I1	70% of EFT costs assigned to Projects as per IMS Budget Capital Cost model for IT Projects	70%
I1	100% of IT Projects to be managed in accordance to Council Policy	95%
I1	100% Non ERP projects delivered in accordance with project charters	98%
Enterprise Architecture		
L2	1st draft of ICT Strategy to ICT Steering Group November 2015	November 2015
L2	Approval of IT Security Framework	Ongoing
L2	98% compliance of software licenses	Ongoing

Human Resources

Manager: Human resources

Business unit profile

Provide timely and effective advice, support, systems and processes to the organisation to guide line management to inform their decision making processes.

Key objectives

- Establish an Enterprise Agreement that delivers appropriate business performance outcomes for Council December 2015
- Continued implementation of the Indigenous Career Development Program as part of the 2013-17 Aboriginal Employment Strategy and implementation of the recommendations arising from the Management of Volunteers Compliance Review
- Rationalisation of all HR Policies and Procedures - December 2015
- Implement a Culture, Leadership and Capability Framework that promotes a focus on our People, Safety and Performance - December 2015
- Implement the WHS Management Plan - June 2016

2015/16 Detailed estimate

	Administration	Operations	Learning	Work, Health, Safety	Org. Development	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue								
Rates & charges								0%
User charges & fees			12			12		0%
Interest								0%
Other operating revenues								0%
Grants & contributions - Operating			20		180	200	20	900%
Total Operating Revenue			32		180	212	20	960%
Operating Expenses								
Employee costs	190	934	1,886	3,276	1,156	7,442	7,266	-2%
Borrowing costs								0%
Materials & contracts	6	154	25	131	4	320	263	-22%
Depreciation & amortisation		8	2	13		23	37	38%
Other operating expenses	1	20	7	10	1	39	35	-11%
Net Loss from disposal of assets								
Internal Charges	(197)	(1,115)	(1,912)	(3,431)	(1,161)	(7,816)	1,051	844%
Total Operating Expenses		1	8	(1)		8	8,652	100%
Total Operating Revenue Less Operating Expenditure		(1)	24	1	180	204	(8,632)	102%

Operational activities

Plan Reference	Activities/Projects	Milestone
Human Resources		
L2	Meet all organisational reporting requirements in line with scheduled reporting cycle	> 90%
I1, L1	Attend assigned Group Management Meetings to provide support, advice and update on HR activities	> 90%
L2	Provision of timely and accurate advice to Managers	> 80% customer satisfaction
Payroll		
I2, L1	Maintain data input error rate at less than 3%	<3%
HR operations		
L2	Manage Grievances & Disputes in accordance with timelines contained in Industrial Instruments	> 95%
Recruitment		
L2	HR elements of the recruitment process to meet agreed timeframes	> 95%

Business improvement plan and key strategic projects

Plan Reference	Activities/Projects	Milestone
HR Operations		
L2	Establish new Enterprise Agreement for Council	December 2015
Human Resources		
L2	Implement outcomes from Management of Volunteers Compliance Review	June 2016
I2, L1	Increase the functionality and utilisation of Employee Self Service	June 2016
Learning and Development		
I2, L1	Transition skills profiles for all positions to the new LMS	December 2015
WHS		
L2	Implement WHS Management Plan	June 2016
Payroll		
I2	Implement electronic time sheeting	December 2015

Key performance indicators

Plan Reference	KPI/Performance Measure	2015/16 Target
Human Resources		
L2	Meet all organisational reporting requirements in line with scheduled reporting cycle	> 90%
I2, L1	Attend assigned Group Management Meetings to provide support, advice and update on HR activities	> 90%
L2	Provision of timely and accurate advice to Managers	> 80% customer satisfaction
Payroll		
I2, L1	Maintain data input error rate at less than 3%	< 3%
HR Operations		
L2	Manage Grievances & Disputes in accordance with timelines contained in Industrial Instruments	> 95%
Recruitment		
L2	HR elements of the recruitment process to meet agreed timeframes	> 95%

Commercial Property

Manager: Commercial Property

Business unit profile

- Provide Commercial Property Services to the Council including Management of Investments and surplus operational land, value add projects, leasing and sale of surplus assets including roads and advice to other Business Units re Land and Property matters.

Key objectives

1. Efficient and effective management of Council's operational and Commercial Property asset portfolio
 - Ensure all Council's commercial assets provide an appropriate Return on Investment (ROI).
 - Manage financial returns and alternative utilisation of surplus Council roads/reserve
 - Operational Management of residential properties and retirement centres.
 - Operational management of commercial properties and vacant land, management of Council use/community use/ Crown land leases.
2. Identify redundant assets for disposal and for the proceeds to be placed in the Land and Property Reserve to assist with reducing the Infrastructure Backlog
 - Complete the sale of 188 Hunter Street - August 15
 - Work with NSW Fire Brigade to finalise the Minmi Road fire station land sale
 - Implement residential leasing for vacancies and complete sale process for retirement centres - December 15
 - Rezone Blackhill site and assess value for sale - Lodge planning proposal August 15
 - Develop a strategy to dispose of 6 University drive, Callaghan - September 15
 - Complete the sale of 83 University Drive - March 16
 - Sell the nine surplus residential properties and sites - December 15
 - Reclassification of 3 Community land parcels - June 16
3. Create catalyst projects using Council property and in accordance with the Hunter Street master plan

2015/16 Detailed estimate

	Administration	Leasing	Enterprises & Roads	Strategic Projects	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue							
Rates & charges							0%
User charges & fees			2,300		2,300	2,474	-7%
Interest							0%
Other operating revenues		2,554	35	100	2,689	2,444	10%
Grants & contributions - Operating							0%
Total Operating Revenue		2,554	2,335	100	4,989	4,918	1%
Operating Expenses							
Employee costs	262	187	223	265	937	1,011	7%
Borrowing costs			78		78	42	-86%
Materials & contracts	17	374	1,010	104	1,505	1,418	-6%
Depreciation & amortisation	3	264	224		491	950	48%
Other operating expenses	3	2	156	12	173	176	2%
Net Loss from disposal of assets							
Internal Charges	(285)	805	466	688	1,674	1,536	-9%
Total Operating Expenses		1,632	2,157	1,069	4,858	5,133	5%
Total Operating Revenue Less Operating Expenditure		922	178	(969)	131	(215)	161%

Operational activities

Plan Reference	Activities/Projects	Milestone
Administration and management		
L2	Update and maintain data for statutory Land Register. Maintained in accordance with requirements of the Local Government Act section 53	Maintained in accordance with requirements of the Local Government Act section 53
Commercial and residential Leasing		
F3, F4	Annual review of return on investment for Council owned commercially leased assets	Ensure Council achieves commercially and/or economically acceptable returns
L2	Property management* of Council-owned properties, including retirement centres, shops and offices, Queens Wharf and vacant land and buildings	Ensure Council achieves commercially and/or economically acceptable returns
L2	Property management of Crown Reserves leases where Council is reserve trust manager	Ensure Council achieves commercially and/or economically acceptable returns
Business Projects and Roads		
L2	Manage Road Use (S138) agreements and road closure applications - List is Various S138 Roads Consents and Road Closures	Managed in accordance with <i>Road Act</i>
F2	Provide an annual contribution to the Rawson Reserve Trust	\$150,000 per annum

Business improvement plan and key strategic projects

Plan Reference	Activities/Projects	Milestone
Strategic property projects		
F4	Project manage completion of sale of TPI House 231 King St	Completion by September 2015
F3	Project manage lease of 292 Wharf Road, Newcastle	Complete lease December 2015
F3	Project manage reclassification process for 3 community land parcels approved by Council	Reclassification lodge in August 2015
F4	Negotiate and manage sale or lease of 6 University Drive, Callaghan	Complete by March 2016
F4	Negotiate and manage sale of 83 University Drive, Callaghan	Complete sale by March 2016
F4	Completion of sale of 409 Hunter Street for NeWSpace inner city campus	Complete sale September 2015
F4	Commence and project manage EOI and sale process for retirement centres	Complete by December 2015
Commercial & Residential Leasing		
L2	Complete the leasing of the former Hamilton Bowling Club site for childcare purposes	Complete by June 2016
Business Projects & Roads		
L2	Implementation of Council approved Master Plan Stage 3	Increased return from asset

Key performance indicators

Plan Reference	KPI/Performance Measure	2015/16 Target
Strategic property projects		
F4, F2	Net Asset Sales to Land and Property Reserve over next 5 years \$25 m	2015/16 Target \$10 million
Business Projects and Roads		
C4	All Cabins Accumulated Occupancy	65%
C4	All Sites Accumulated Occupancy	65%

Customer Service

Manager: Customer Service

Business unit profile

Customer Service provides opportunities for the community to communicate and engage with the organisation. This is achieved by:

- providing a first point of contact for customers either in person, via the phone, mail, or online
- working with business units to identify, plan and implement ways for the community to be involved in council-decision making
- providing information to the community through a range of traditional and digital channels including media, social media, advertising, signage and publications
- recording and archiving interactions with our customers and stakeholders and
- supporting the organisation by providing a digital print service.

Key objectives

Customer service excellence

Establish a customer contact centre (CCC) to centralise first contact points for customer requests. Construction of the CCC was completed in 2014/2015 and the timeline for operating the CCC is aligned to the implementation of the Property and Rating module of OneCouncil which includes customer request management (CRM). The following activities will underpin the implementation process including:

- establishing clear and measureable accountabilities and reporting for all key aspects of the CCC
- finalising service level agreements with internal customers to establish clear expectations for the management of customer requests relating to specific business units and
- promoting an organisation-wide customer centric culture that is committed to first contact resolution.

Ensure awareness and compliance with records management

- Work with the OneCouncil implementation team to ensure the solution addresses records management requirements via the enterprise content management (ECM) function as well as the customer contact requirements within the CRM.
- Engage with staff across the organisation to increase awareness and skills in managing records and archives to comply with *State Records Act 1998*
- High quality digital print services
- Provide a high quality and fast turnaround digital print service for internal and external customers
- Provide print planning advice and quotes for black and white/colour printing and finishing
- Procure quotes from alternative suppliers if the job cannot be completed on site due to specialist finishes being needed or large volume print runs, this service is provided for internal customers only.

Communicate and engage with the Newcastle community

- Ensure the organisation has a cohesive approach to external and internal facing communication including content generation for traditional and digital distribution and organisation-wide consistency of messages for advertising and publications (brand management)
- Champion for the proactive release of information to the community in accordance with the *Government Information (Public Access) Act 2009*
- Work with business units to develop proactive communication plans and issue management strategies
- Investigate and implement new technology for communicating with the community
- Increase active participation in the Newcastle Voice community reference panel
- Provide a range of opportunities and channels for the community to engage with Council including face to face and online activities.

2015/16 Detailed estimate

	Administration	Communication	Digital Print	Records	Customer Service	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue								
Rates & charges								0%
User charges & fees			140		1	141	329	-57%
Interest								0%
Other operating revenues					13	13	13	0%
Grants & contributions - Operating								0%
Total Operating Revenue			140		14	154	342	-55%
Operating Expenses								
Employee costs	195	887	156	549	900	2,687	2,523	-7%
Borrowing costs								0%
Materials & contracts		215	244	284	13	756	828	9%
Depreciation & amortisation			10	34	8	52	77	32%
Other operating expenses	3	39	5	45	14	106	114	7%
Net Loss from disposal of assets								
Internal Charges	(197)	(1,141)	(85)	(912)	(786)	(3,121)	747	518%
Total Operating Expenses	1		330		149	480	4,289	89%
Total Operating Revenue Less Operating Expenditure	(1)		(190)		(135)	(326)	(3,947)	92%

Operational activities

Plan Reference	Activities/Projects	Milestone
Customer Contact Centre		
I2	Develop and implement key performance indicator for first contact resolution at the customer contact centre	Establish: Quarter 1 - 2015/2016 Ongoing: Report monthly as part of executive performance report
L2	Process mail applications	See KPI
Records		
L2	Process inward correspondence to Council	See KPI
I2	Respond to requests for assistance for records management	See KPI
	Manage archival information including storage, retrieval, sentencing and disposal activities	See KPI
L2	Maintain Council's corporate records system ECM	See KPI
Communications and Engagement		
L2	Provide a regular report to the executive management team about media and community issues	See KPI
I2	Issue a council newsletter to all ratepayers	See KPI
L2	Provide consistent branding advice for communications materials	See KPI
I2	Generate content for online communication tools	See KPI
I2	Provide opportunities for the community to engage with council on decision-making	See KPI
Digital Print Services		
L2	Support service provision through the supply of printed materials	See KPI

Business improvement plan

Plan Reference	Activities/Projects	Milestone
Customer Contact Centre		
I2	Establish the customer contact centre	30 September 2015
I2	Create and implement customer contact training program	30 June 2015
I2	Implement an organisation wide communication plan and KPI to reduce phone call abandonment <12% or maintain or exceed a 88% phone answering rate	31 July 2015
Records		
I2	Benchmark records management function against comparable council's using OneCouncil	31 August 2015
Communications and Engagement		
I2	Develop matrix for prioritising communications planning assistance	31 July 2015
L2	Create a standing line on the Leadership Group agenda about communication/engagement issues	31 August 2015
L2	Develop and implement training for online content coordinators	30 September 2015
Digital Print Services		
I2	Operational review of digital print services	31 August 2015
L2	Develop digital print services succession plan	30 September 2015
I2	Upgrade equipment in line with improvements in the industry	Ongoing
I2	Implement an external focused marketing plan for the service	31 December 2015

Key performance indicators

Plan Reference	KPI/Performance Measure	2015/16 Target
Customer Contact Centre		
I2	80% of counter customers visiting the contact centre are served within five minutes	>80%
I2	Average wait time for counter customers	<3minutes
I2	Average wait time for phone customers	<30 seconds
Records		
I2	Processing time for urgent correspondence	Same day
I2	Processing time for all correspondence	Within 48 hours of receipt
Communications and Engagement		
L2, I2	Improved satisfaction in the community survey question 'community involvement in decision-making'	> than previous survey
I5	Improved satisfaction in the community survey question 'informing residents about council activities'	> than previous survey
Digital Print Services		
I2	Turnaround for print requests	98% within five days

Infrastructure

	Director	Infrastructure Planning	Civil Works	Projects & Contracts	Facilities & Recreation	Waste Management	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue									
Rates & charges			85			19,805	19,890	19,889	0%
User charges & fees		133	3,109	8	1,053	30,037	34,340	31,381	9%
Interest									0%
Other operating revenues			118		192	393	703	700	0%
Grants & contributions - Operating		2,159	1,081	164	32	351	3,787	3,579	6%
Total Operating Revenue		2,292	4,393	172	1,277	50,586	58,720	73,290	4%
Operating Expenses									
Employee costs	418	8,798	14,889	1,864	13,565	6,092	45,626	41,217	-11%
Borrowing costs									0%
Materials & contracts	57	9,615	10,583	241	7,636	8,920	37,052	23,439	-58%
Depreciation & amortisation	7	25,931	4,934	3	4,800	2,993	38,668	35,202	-10%
Other operating expenses	11	4,184	95	36	245	22,600	27,171	27,705	2%
Net Loss from disposal of assets									
Internal Charges	(494)	3,478	1,997	926	6,016	10,711	22,634	32,564	30%
Total Operating Expenses	(1)	52,006	32,498	3,070	32,262	51,316	171,151	160,127	-7%
Total Operating Revenue Less Operating Expenditure	1	89	90	(3,643)	102%	(730)	(112,431)	(86,837)	-29%

Infrastructure Director

	Administration	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue				
Rates & charges				0%
User charges & fees				0%
Interest				0%
Other operating revenues				0%
Grants & contributions - Operating				0%
Total Operating Revenue				0%
Operating Expenses				
Employee costs	418	418	360	-16%
Borrowing costs				0%
Materials & contracts	57	57	55	-4%
Depreciation & amortisation	7	7	7	0%
Other operating expenses	11	11	9	-22%
Net Loss from disposal of assets				
Internal Charges	(494)	(494)	109	553%
Total Operating Expenses	(1)	(1)	540	100%
Total Operating Revenue Less Operating Expenditure	1	1	(540)	100%

Infrastructure Planning

Manager: Infrastructure Planning

Business unit profile

- Undertake asset strategic planning, coordinate, develop and implement strategic infrastructure and natural resource planning, coordinate the planning and design delivery of all rehabilitation and renewal activities for road, built and environmental assets, manage the development and implementation of the Major Asset Preservation (MAP) program
- Provide a multi disciplinary design service, surveying and CAD services, as well as specialist advice, preparation and implementation of policies and guidelines to manage traffic and transport in the City.

Key objectives

Pro-active provision of customer service excellence

- Implement MAP and Capital works programs including SRV work on Bathers way from Bar Beach to Newcastle South
- Start work on Nobbys to Newcastle Grant and Council funded works
- Continue improvement in working relationship with Building and Development team particularly around section 138 approvals and standard drawings.

2015/16 Detailed estimate

	Administration	Survey	Traffic	Asset Management	Planning	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue								
Rates & charges								0%
User charges & fees			133			133	133	0%
Interest								0%
Other operating revenues								0%
Grants & contributions - Operating	454		5	1,700		2,159	2,154	0%
Total Operating Revenue	454		138	1,700		2,292	2,287	0%
Operating Expenses								
Employee costs	1,227	526	495	5,486	1,064	8,798	3,962	-122%
Borrowing costs								0%
Materials & contracts	59	18	52	9,275	211	9,615	579	-1561%
Depreciation & amortisation	7	25	18	25,880	1	25,931	24,149	-7%
Other operating expenses	4,121	8	11	31	13	4,184	4,181	0%
Net Loss from disposal of assets								
Internal Charges	(3,979)	353	321	6,192	591	3,478	1,869	-86%
Total Operating Expenses	1,435	930	897	46,864	1,880	52,006	34,740	-50%
Total Operating Revenue Less Operating Expenditure	(981)	(930)	(759)	(45,164)	(1,880)	(49,714)	(32,453)	-53%

Operational activities

Plan Reference	Activities/Projects	Milestone
Asset management		
F3	Prepare and deliver the Asset Renewal program	Ongoing
F3	Prepare schedule 7 public Infrastructure	Ongoing
F3	Prepare, ABS Construction survey, FAG Grant returns and ALGA roads returns	Ongoing
C5	Provide comment on DA's and Section 138 Works as required	Ongoing
C5	Review and comment on selected public utility and development works in public domain areas of the City	Ongoing
C5, C1	Develop and deliver the civil capital works program including cycleways, PAMP, traffic facilities and grant funded works	Ongoing
C2, I5	Implement the cycleways SRV projects and manage the Cycling Working party in partnership with SPS.	Ongoing
C5, I4	Prepare, lodge and manage grant applications and works including R 2 R, RMS Blackspot	Ongoing
C5	Review and comment on public utility and development works in public domain areas of the City	Ongoing
C5	Review and update asset data related to assets managed by unit	Ongoing
C5	Prepare, manage and make available specifications and plans and drawings relating to the construction of public assets	Ongoing
Asset planning		
C5	Represent Council on HROC Environmental Directors Forum	Ongoing
C5	Facilitation of council committees including: Floodplain Committee, Environmental Advisory Committee, Coastal Revitalisation Consultative Committee, Cycling Working Party	Ongoing
C5	Provide planning and urban design input into major infrastructure projects.	Ongoing
C5, I5	Co-ordinate programming and communications in relation to SRV projects (Coastal, Cycleways, Blackbutt)	Ongoing
I4	Co-ordinate funding applications for major capital works	Ongoing
C4	Water Cycle Management Strategy & Planning	Ongoing
I4	Investigate, coordinate, plan and manage major capital works programs, including SRV priority programs	Ongoing
C3	Provide Landscape Architectural design input into Council projects	Ongoing
C2	Facilitation of Council committees including: Floodplain Committee, Environmental Advisory Committee,	Ongoing
C1	Coordinate and participate in the Lower Hunter Councils Transport Group	Ongoing
Traffic and transport		
C1	Manage the Newcastle City Traffic Committee agenda	Ongoing
C1	Provide comment, from a traffic and transport perspective, on new civil and landscape works and developments providing new civil and landscape works	Ongoing
C1, I3	Provide comment on major planning, RMS and Transport for NSW proposals that impact on Newcastle	Ongoing
C1	Undertake the approved program of local traffic studies, including development of plan, community consultation, reporting to NCTC and Council	Ongoing
C1	Liaise with RMS on new developments with the State Road Network	Ongoing
Civil services		
C1	Prepare plans for delivery of civil capital and renewal works to be undertaken by RAMS and others	Ongoing
C1	Undertake private, RMS and allowable grant funded work on a full cost recovery basis	Ongoing
C1, I4	Prepare plans for delivery of landscape, capital and renewal works to be undertaken by RAM, PRS and others	Ongoing
Survey		
L2	Provide survey services to support the Design, Landscape Architect teams investigate and prepare the capital and renewal works program	Ongoing
L2	Provide survey services for concept, planning and strategic planning development. For example detailed survey of Hunter Street for SPS and dept of planning, flood mapping survey for SPS	Ongoing
I4	Provide survey services to support Council construction activities	Ongoing
L2	Provide survey services for quantities and other necessary activities for other areas of Council. For example monitoring volume changes at Summer Hill and Astra Street	Ongoing

Business improvement plan and key strategic projects

Plan Reference	Activities/Projects	Milestone
Asset Management		
I4	Restructure asset planning activity to incorporate capital and renewal works. This process to include process maps, work flows and boundaries.	Ongoing
I4	Develop with Financial Management a more rigorous link between Asset deterioration and depreciation.	Ongoing
C5	Complete standard drawings and specifications for 90% of public infrastructure	Ongoing
I4	Benchmark service delivery against other providers	Ongoing
Traffic & Transport		
C1	Review workload in the Traffic section and undertake inspections and reports to NCTC and Council on a risk management basis	Ongoing

Key performance indicators

Plan Reference	KPI/Performance Measure	2015/16 Target
Asset Management		
C1	Improve Readability of road network	3.2/5
All		
L2	Financial Management – Manage Budget within 10%	Within 10% of Budget
I4	Reduce the backlog ratio to less than 2% over the next 10 years	<2%

Civil Works

Manager: Civil Works

Business unit profile

- Provide efficient and effective maintenance and construction works for the City's civil and natural assets
- Deliver of maintenance and construction works for external agencies
- Manage and maintain Council's fleet.

Key objectives

- Meet targets and KPI's for maintenance and project works
- Benchmark against government and non-government entities across the Business Units to attain improvements and savings
- Improve WHS performance.

2015/16 Detailed estimate

	Adminis- tration	Road Mainte- nance	City Wide	Fleet & Work- shop	City Greening	Con- struction	Classified Roads	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue										
Rates & charges			85					85	84	1%
User charges & fees		509					2,600	3,109	2,959	5%
Interest										0%
Other operating revenues	14			80	24			118	104	13%
Grants & contributions - Operating			493	468		120		1,081	1,144	-6%
Total Operating Revenue	14	509	578	548	24	120	2,600	4,393	4,291	2%
Operating Expenses										
Employee costs	729	4,674	2,677	2,765	1,207	1,078	1,759	14,889	14,825	0%
Borrowing costs										0%
Materials & contracts	186	2,008	790	4,873	606	51	2,069	10,583	10,457	-1%
Depreciation & amortisation	35	1	4	4,875	14	2	3	4,934	4,887	-1%
Other operating expenses	9	18	10	21	11	20	6	95	101	6%
Net Loss from disposal of assets										
Internal Charges	665	4,883	3,909	(12,148)	1,092	1,217	2,379	1,997	(1,051)	290%
Total Operating Expenses	1,624	11,584	7,390	386	2,930	2,368	6,216	32,498	29,219	-11%
Total Operating Revenue Less Operating Expenditure	(1,610)	(11,075)	(6,812)	162	(2,906)	(2,248)	(3,616)	(28,105)	(24,928)	-13%

Operational activities

Plan Reference	Activities/Projects	Milestone
Construction		
I4, C5	Deliver allocated works from Asset Preservation, MAPPs, capital projects, and grant programs	See KPIs
Road Maintenance		
I4, C2	Complete programmed, reactive and cyclic maintenance works for the city's road and road reserve infrastructure, including; stormwater drainage maintenance, pavement maintenance, kerb & gutter maintenance, footway maintenance, footway maintenance, ancillary works and private work	See KPIs
City Wide Services		
C3	Complete cyclic maintenance programs for beach & bath cleaning, Street cleansing, Convenience cleaning and Pest & Weed	See KPIs
C1	Provide Traffic Facilities program	See KPIs
City Greening		
C2	Deliver tree maintenance and tree planting across The City of Newcastle	See KPIs
Fleet Management		
I1	Selection, management and administration of Council's fleet vehicles, plant and equipment	See KPIs
WorkShop Management		
I1	Maintenance of councils fleet including; light vehicles, plant, trucks, beach equipment and small equipment	See KPIs

Business improvement plan and key strategic projects

Plan Reference	Activities/Projects	Milestone
Construction		
I1	Review and implement a quality control system for in-house works	Review standards and implement ITPs
Road Maintenance		
I1, I2	Benchmark road maintenance services; develop and implement guidelines for the maintenance of natural waterways and drainage structures - completion of guidelines and reduction in instances of nuisance flooding	Complete benchmarking
City Wide Services		
I1, I2	Implement service level agreements	June 2016
City Greening		
I1, I2	Review of current service structure and processes to optimise and improve service delivery	Business case for vacant role change
Fleet Management		
I1, I2	Development and implementation of replacement programs for Council's fleet vehicles, plant and equipment in consultation with Business Units	June 2016
WorkShop Management		
I1, I2	Benchmark each service provided by the Mechanical Workshop	Complete benchmarking on a priority basis

Key performance indicators

Service	Plan Reference	KPI/Performance Measure	2015/16 Target
Road maintenance	C1	Complete programmed and reactive maintenance works	90% completion of programmed works. Reactive works completed within 30 days
Construction	I4	Deliver allocated works from MAPPs, capital projects, and Grant programs	Construct or commenced 100% of completed designs
Classified road maintenance	C1	Complete programmed and routine maintenance works on the State Road and Regional Road Network to RMS specifications	100% completion of programmed and routine works programs
City presentation	C2	Complete cyclic maintenance programs	100% completion of cyclic programs
City greening	C2	Complete tree inspection program in accordance with Council's City Wide Maintenance Policy	Complete 3,000 tree inspections per year

Plan Reference	KPI/Performance Measure	2015/16 Target
I1, I2	Maintain a Customer Satisfaction rating of at least 3.2 for <ul style="list-style-type: none"> • Roads in Newcastle look good (currently 3.31) • Roads are in good condition (currently 3.23) • Footpaths in Newcastle look good (currently 3.2) • Footpaths are in good condition (current 3.12) • Streets and commercial area cleaning (currently 3.23) 	Complete benchmarking on a priority basis
I1, I2	Financial Management – Manage Budget within 10%	Within 10% of Budget

Projects and Contracts

Manager: Projects and Contracts

Business unit profile

- Deliver a range of construction, environmental, energy and resource efficient plus other significant projects, while ensuring whole of life outcomes are achieved
- Provide multidisciplinary Project Management services and subject matter expertise in order to deliver Council's strategic, community and operational infrastructure works program, typically through contract.
- Provide specialist advice/guidance to staff in developing service specifications, managing tenders, negotiating contracts and contract management

Key objectives

- Manage the delivery of civil and building project scope to achieve time, budget and quality requirements.
- Stewardship of the Project Management process framework
- Manage the designated project timeframes and Councils risk exposure
- Manage the tendering process and subsequent finalisation of contracts
- Ensure Council complies with its tendering obligations under the Local Government (General) Regulations 2005, the DLG Tendering Guidelines, Council's Procurement Policy and ICAC guidelines.
- Provide a strategic approach to corporate procurement in terms of analysing procurement options, including third party agency agreements.

2015/16 Detailed estimate

	Administra- tion	Contracts	Projects	Environment	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue							
Rates & charges							0%
User charges & fees		1		7	8	15	-47%
Interest							0%
Other operating revenues							0%
Grants & contributions - Operating				164	164	229	-28%
Total Operating Revenue		1		171	172	244	-30%
Operating Expenses							
Employee costs	212	322	1,007	323	1,864	1,576	-18%
Borrowing costs							0%
Materials & contracts	15	25	122	79	241	169	-43%
Depreciation & amortisation			3		3		0%
Other operating expenses	2	4	27	3	36	35	-3%
Net Loss from disposal of assets							
Internal Charges	187	128	472	139	926	827	-12%
Total Operating Expenses	416	479	1,631	544	3,070	2,607	-18%
Total Operating Revenue Less Operating Expenditure	(416)	(478)	(1,631)	(373)	(2,898)	(2,363)	-23%

Operational activities

Plan Reference	Activities/Projects	Milestone
Contracts management		
I2	Process 100% of tenders/contracts within 30 days of request	See KPI
I3	Manage rolling program of two-year recurring contracts	30 June 2016
L2	Ensure Council complies with its tendering obligations under the Local Government (General) Regulations 2005, the DLG Tendering Guidelines, Council's Procurement Policy and ICAC guidelines	No adverse findings by ICAC or DLG
L1	Provide in-house staff training in contracts management as required by the L&D Unit	Deliver at least 3 training sessions per year
L2	Maintain statutory reporting of tenders, contracts and contracts financial commitments	August 2015
I2	Maintain Council's Contracts Register in accordance with the <i>Local Government Act</i>	Register kept up to date within one month
Project management		
I3	Conduct Project Planning. Receive the project brief and develop key project documentation using the Project Management Governance Framework	Receive Briefs and Plan project delivery
I3	Complete Design activities within the Project Brief and to the satisfaction of the project stakeholder group	Design Review Complete
I3	Manage On-site works in WHS Compliant manner to deliver benefits to the community	Reach Practical Completion/Occupation of works.
I3	Conduct contracting for the delivery of goods and services including tendering, awarding and managing contracts	Contracts Tendered, Issued and Completed (Closed)
Energy and resource management		
I3	Delivery of energy efficiency projects under the federally funded Smart Buildings Smart workforce program	See KPI
I3	Development and maintenance of a utilities management system	See KPI
I3	Identify and deliver projects to achieve energy and water savings under the ECCS Investment - energy and water programs identified as part of the 10 Year financial plan and the Newcastle 2020 Carbon and Water Management Action Plan	See KPI
I3	Delivery of business sector energy and resource management projects in accordance with the Newcastle 2020 Carbon and Water Management Action Plan	See KPI
I3	Delivery of the Energy Hunter program, EUA program and other grant funded projects	See KPI

Business improvement plan and key strategic projects

Plan Reference	Activities/Projects	Milestone
Contracts management		
I2	Review and update Council's Procurement Policy	October 2015
I2	Review and update Contract Administration Guidelines	January 2016
I2	Implement the business mapping/workflows for the ERP Contracts Management module and migrate associated data	Dependant upon ERP Project timelines
Project management		
I2	Process Mapping our involvement in the Project Planning (including budget) process	June 2016
I2	Achievement of Team Action Plan	June 2016
I2	Review of Service Delivery and Resourcing Model	June 2016
Energy and resource management		
I2	Implement utilities measurement management system	Complete cyclic programs and review effectiveness after each cycle.

Key performance indicators

Plan Reference	KPI/Performance Measure	2015/16 Target
All		
F1	Financial Management – Manage Budget within 10%	Within 10% of Budget
Contracts management		
I1, I2	Process 100% of tenders within 30 days of request	Tenders completed within 30 days
Project management		
I2	Customer Satisfaction to handover (process)	>80%
I2	Customer Satisfaction to closure (quality of product)	>80%
Energy and resource management		
C2	Successful completion of Milestones for grant funded programs in accordance with timelines set by Federal and State governments	Completion of milestone by due date

Facilities and Recreation

Manager: Facilities and Recreation

Business unit profile

- Manage and maintain all parkland areas and recreation facilities through the LGA
- Manage bushland reserves and deliver environmental projects to improve bushland health and water quality
- Promoting Blackbutt to the wider community and tourists and provide a good visitor experience by ensuring good customer service and a fit for purpose facility
- Provide construction, maintenance and preservation service that ensures the Council's building assets meet all regulatory and service level requirements, and satisfy community expectations for use
- Manage Cemetery assets in a sustainable and well maintained manner ensuring service delivery meets the community needs in a compassionate, courteous and professional way
- Provide maintenance services to all Parks and reserves in an efficient timely manner
- Plan, manage and coordinate aquatic and lifeguard services
- Maintain the amenity of Council owned assets by prompt removal of Graffiti and specialised cleaning services
- Ensure there is a high standard of cleaning for all administrative areas and amenities,
- Manage all of Councils security needs including the Provision of Security contract and provide security advice to all areas of Council and provide a high standard of catering for meetings/conferences as required.

Key objectives

Open space services

- Provide an accurate and efficient booking system and sound and reliable advice to all customers and community groups.
- Provide strategic advice to guide the sustainable provision, use and development of parkland and recreation facilities.
- Provide policy direction to ensure current services and future projects comply with relevant legislation.
- Coordinate and manage capital improvements aimed at improving community use of parkland and recreation areas.

Bushland projects

- Deliver all environmental projects in accordance with Plans of Management and various management plans utilising staff, contractors and The City of Newcastle Landcare volunteers to improve council's natural resource assets.
- Develop and implement the planned upgrade projects for Blackbutt Reserve to enhance the visitor experience and promote this unique facility to local and tourist markets.

Building trades services

- Provide construction, maintenance and preservation service that ensures the Council's building assets meet all regulatory and service level requirements, and satisfy community expectations for use.

Cemeteries

- Provide a dignified and responsive cemetery and memorial service to the community.
- Provide well maintained cemetery grounds for quiet and safe remembrance of the deceased.
- Offer equitable access to burial sites to all members of the community whilst taking into consideration burial trends, religious, ethnic and cultural backgrounds.

2015/16 detailed estimate

	Administra- tion	Building Services	Trades	Beaches	Pool	Bushland	Open Space
Operating revenue							
Rates & charges							
User charges & fees				10	71	378	415
Interest							
Other operating revenues						2	184
Grants & contributions - Operating						15	17
Total Operating Revenue				10	71	395	616
Operating Expenses							
Employee costs	193	1,474	2,749	1,490	180	1,004	854
Borrowing costs							
Materials & contracts	23	400	3,204	163	1,025	325	72
Depreciation & amortisation		163	29	735	361	83	11
Other operating expenses	1	14	60	43	5	24	63
Net Loss from disposal of assets							
Internal Charges	(193)	(1,960)	(1,653)	1,320	854	585	449
Total Operating Expenses	24	91	4,389	3,751	2,425	2,021	1,449
Total Operating Revenue Less Operating Expenditure	(24)	(91)	(4,389)	(3,741)	(2,354)	(1,626)	(833)

	Parks	Community Halls	Graffiti	Cemeteries	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue							0%
Rates & charges							0%
User charges & fees		80		99	1,053	1,975	-47%
Interest							0%
Other operating revenues		6			192	243	-21%
Grants & contributions - Operating					32	47	-32%
Total Operating Revenue		86		99	1,277	2,265	-44%
Operating Expenses							
Employee costs	4,831	65	652	73	13,565	14,615	7%
Borrowing costs							0%
Materials & contracts	1,908	164	285	67	7,636	6,203	-23%
Depreciation & amortisation	3,139	266	10	3	4,800	5,876	18%
Other operating expenses	25	4	5	1	245	207	-18%
Net Loss from disposal of assets							
Internal Charges	5,751	396	420	47	6,016	9,062	34%
Total Operating Expenses	15,654	895	1,372	191	32,262	35,963	10%
Total Operating Revenue Less Operating Expenditure	(15,654)	(809)	(1,372)	(92)	(30,985)	(33,698)	8%

Operational activities

Plan Reference	Activities/Projects	Milestone
Open space		
C3	Review and update Plans of Managements and Policies for the Facilities and Recreation Services unit	Ongoing
C3	Implement recreation infrastructure improvement program	30 June
Bushland		
C3	Income generation, sponsorship for Blackbutt	June 2015
C3	Deliver effective customer service for Blackbutt	Monthly
C3	Implement the bushfire risk management plan	June 2016
Building trades services		
C5	Maintain, repair and enhance Council's building asset portfolio and provide 24 hour emergency repair service to instances of vandalism, break-in and storm damage on Council-owned buildings	June 2016
C5	Deliver allocated project work from the MAPP	June 2016
Administrative buildings management		
I2	Provide high quality cleaning and customer service to both internal and external customers	See KPIs
I2	Provide security access to 15 Council Sites; Manage Security contract and security operations across Council; provide security advice and installation of innovative electronic solutions	See KPIs
I2	Provide high standard of catering and customer service for meetings/conferences to both internal and external customers	See KPIs
Aquatic Services		
I1	Timely recruitment of casual and fixed term aquatic staff	December 2015
I1	Regular meetings with Hunter Surf Life Saving	Ongoing
I1	Review Feedback from roving lifeguards	April 2016
I1	Liaise with lessee of swimming centres	Ongoing
Graffiti		
C4	Maintain intervention levels for graffiti removal as per Graffiti Removal Strategy	Ongoing
C4	Develop bus shelter cleaning program for the entire LGA	September 2015
C4	Improve data capture and improve reporting methods on activities	Ongoing
Cemeteries		
I2	Review of a Cemetery documentation including burial permit, burial licence, permit to work and monumental work applications and specifications	Ongoing
I2	Response to family history enquires	Ongoing
I2	Maintain Council cemeteries to a high standard	Ongoing
Parks		
C3	Develop and implement renovation programs for sporting grounds including topdressing, fertilizing, spraying weeds, aeration	December 2015
C3	Develop and implement mulching program for mature trees, garden beds, rose gardens	December 2015
I3	Continue to work with community groups, sporting groups, volunteers to maintain Councils Parks and Reserves	June 2016

Business improvement plan and key strategic projects

Plan Reference	Activities/Projects	Milestone
Open space		
C3	Commence planning of a district sport and recreation complex to serve the long term needs of the growing Western Corridor	June 2016
C3	Implement recommendations outlined within the Parkland and Recreational Strategy	June 2016
Blackbutt Reserve		
I5	Deliver the Blackbutt SRV projects in accordance with the adopted Plan of Management	June 2016
Administrative buildings Management		
I1	Renew provision of security contract providing Council with a cost effective service delivery at a competitive price	June 2016
Cemeteries		
I1	Migrate all Council's hardcopy burial records to an electronic database	January 2016
I1	Continue development of lawn sections within Cemeteries for both Wallsend and Stockton	On going
I1, I2	Create and implement Business Plan which improves operating statement	January 2016
I1	Monitor and regulate cemetery operations including future burial needs in NSW to ensure people continue to have equitable access to cemetery services	On going
Parks		
I2	Use the electronic data on Park Assets in One Council to, develop work programs to maintain assets above condition 7	June 2016
I2	Develop parkland and recreation facility service levels which are aligned with facility role and provide operational efficiencies	June 2016
Aquatic Services		
I2	Review fees and charges for swimming centres	On going
I2, C3	Promote customer focused aquatic services	On going
I2	Update pool service delivery model	On going

Key performance indicators

Plan Reference	KPI/Performance Measure	2015/16 Target
Open space		
I3	Commence planning of a district sport and recreation complex to serve the long term needs of the growing Western Corridor	June 2016
I3	Implement recommendations outlined within the Parkland and Recreational Strategy	June 2015
Bushland		
F1	Increase income by 5%	>5%
Building trades services		
I1	Deliver 90% of routine maintenance and repair works within 30 days of request	90%
I1	Sign off 100% of all Annual Fire Safety Statements for Council buildings as required	100%
I1	Complete regular back-up of Titan Security/Access control system to ensure system integrity	100%
Cemeteries		
L2	Develop and implement a suite of policies and procedures in line with contemporary management practices in the industry	Within 5 working days
All		
I2	Maintain a Customer Satisfaction rating of at least 3.5 for Parks and recreational areas, sporting facilities and maintenance of beaches and beach facilities	3.5/5
F1	Financial Management	Within 10% of Budget

Waste Management

Manager: Waste Management

Business unit profile

- Provide an efficient and effective waste management service.

Key objectives

- Maintain short to midterm surplus above \$4.5 million
- Maintain waste compaction ratio to a minimum 1:1 (not including soils)
- Increase recycling activities to improve waste recycling performance against State targets
- Invest in significant infrastructure to reduce the reliance on Landfill as a solution to waste disposal in the medium to long term
- Integrate waste management services to align key objectives
- Develop a Waste Management Strategy and delivery timeframe aligned to the Regional and State waste management objectives
- Improve domestic waste recycling activities and increase resident's participation in waste diversion activities.

2015/16 Detailed estimate

	Administra- tion	Collection	Disposal	Recycling	Education	2015/16 Budget Estimate	Adopted 2014/15 Budget	Var (%)
Operating revenue								
Rates & charges		11,623	8,017		165	19,805	19,805	0%
User charges & fees		3,623	26,274	140		30,037	26,299	14%
Interest								0%
Other operating revenues	105	85		203		393	353	11%
Grants & contributions - Operating					351	351	5	6920%
Total Operating Revenue	105	15,331	34,291	343	516	50,586	46,462	9%
Operating Expenses								
Employee costs	833	2,949	1,037	430	843	6,092	5,879	-4%
Borrowing costs								0%
Materials & contracts	1,115	3,519	2,688	362	1,236	8,920	5,976	-49%
Depreciation & amortisation		151	2,841		1	2,993	283	-958%
Other operating expenses	22,475	109	6	4	6	22,600	23,172	2%
Net Loss from disposal of assets								
Internal Charges	(769)	9,635	1,034	364	447	10,711	4,007	-167%
Total Operating Expenses	23,654	16,363	7,606	1,160	2,533	51,316	39,317	-31%
Total Operating Revenue Less Operating Expenditure	(23,549)	(1,032)	26,685	(817)	(2,017)	(730)	7,145	110%

Operational activities

Plan Reference	Activities/Projects	Milestone
Waste disposal, recycling and treatment		
I1, F1	Increase inputs and secure waste via contracts	Ongoing
I1, F1	Investigate regional synergies and/or partnerships for waste infrastructure opportunities and investment	February 2015
C2, I1, I2	Increase compaction ratios to a minimum of 85:1	Maintain
C2	Invest in improved storm water and leach-ate management systems	September 2015
C2	Invest in access road improvements and investigate option of Link road access	December 2015
I2	Develop systems to better manage amortisation of void space and asset depreciation.	January 2015
C2, I2	Invest in new waste management technology to further increase recycling rates and extend landfill lifespan	July 2015
C2, I1, I2	Develop a waste education strategy with a focus on promoting waste avoidance and behavioural change, to encourage increased participation in residential waste reduction, resource recovery and recycling initiatives, as well as working to reduce household contamination rates.	July 2015
I1, I2	Develop improved performance monitoring and reporting systems to ensure waste capture rates and data is accurate	November 2015
I1, I2	Ensure education team attend training and development sessions which assist in capacity building, developing best practice and improving the understanding of the psychology behind waste and recycling behaviours	Ongoing
Waste collection		
C2, I1, I2	Seek improvements in waste collection methods and vehicles to reduce overall cost of service	Ongoing
I1, I2	Improve data capture and improve reporting methods on activities	November 2015
I1, I2	Conduct thorough review of collection rounds to ensure maximum utilisation of collection fleet	January 2015
L2	Develop training program which looks to reduce the fuel consumption in collection vehicles	March 2015
I1, I2	Review bulk waste voucher system to improve overall satisfaction with system	July 2015
I2	Implement comingled recycling in all MUD sites	July 2015
I2	Continue roll out of in house collections to all MUD sites	July 2015

Business improvement plan and key strategic projects

Plan Reference	Activities/Projects	Milestone
Waste disposal, recycling and treatment		
L2	Identify and implement weighbridge reporting and transaction management software	July 2015
C2, I1, I2	Develop and construct new recycling facility to increase diversion of waste from landfill	July 2016

Key performance indicators

Plan Reference	Activities/Projects	Milestone
Waste disposal, recycling and treatment		
F1, F2	Improve surplus of Summerhill Waste Management Centre on 2014/15 Income	By 10%
C2, I2	Reduce the level of contamination in kerbside commingled recyclables	9.29%
C2, I2	Continue to improve domestic recycling performance	15411.89 t
C2, I2	Maintain a Garbage collection satisfaction rating of greater than 3.5 (currently 3.6)	3.5/5
F1, F2	Financial Management - Manage Budget with +-10%	10%

COUNCIL'S WORKS PROGRAM

Council's program of works is grouped in to three project types:

- Asset renewal projects refer to works undertaken to maintain the serviceability of Council's existing infrastructure. This is an area of primary focus. Council is increasing expenditure on asset renewal to ensure:
 - sustainable levels of asset renewal (i.e. renewal meets levels required to maintain the general condition of assets.), and
 - additional expenditure to address the infrastructure backlog.
- New/Upgrade is work undertaken to improve or add to Council's infrastructure. This includes replacement of aging plant and equipment and projects at Summerhill Waste Management Facility to increase capacity.
- 2012 SRV Priority Projects refer to the special rate variation that was approved in the financial 2012/13 of 5% in addition to the IPART rate cap. The rate money raised from the special rate is set aside to be used in conjunction with Council reserves and grant money on eight key civic projects. The 2015/16 budget includes capital expenditure on four of the key projects. They are Hunter Street revitalisation, coastal revitalisation, cycleways and Blackbutt reserve.

The projects that make up Council's works program are represented with a theme to highlight the linkage to the adopted 2030 Community Strategic Plan. For information regarding these themes please refer to Councils Strategic Directions and Objectives on page 12.

Asset renewal

Theme	Project Name	Total
Building and Structures		
Caring and inclusive Community	Fort Scratchley Master Gunners Cottage - replace flooring	4,800
Caring and inclusive Community	Various Swim Centres - shade sail replacement	5,000
Caring and inclusive Community	Fort Scratchley - investigate salt and moisture levels	5,000
Caring and inclusive Community	Public Art - maintenance	10,000
Caring and inclusive Community	Various Parks - upgrade public access power	15,000
Caring and inclusive Community	Blackbutt Reserve - Wishing well demolish	15,000
Caring and inclusive Community	Blackbutt Reserve - Exhibit 6 wire replacement	15,000
Caring and inclusive Community	Henderson Park Hall - replace roof sheeting	16,000
Caring and inclusive Community	Fort Scratchley - repaint tunnels	20,000
Caring and inclusive Community	Fort Scratchley Master Gunners Cottage - paint exterior	20,000
Caring and inclusive Community	Fort Scratchley - replace security system	20,000
Caring and inclusive Community	Blackbutt Reserve - Exhibit 7 wire replacement	20,000
Caring and inclusive Community	War Memorial Cultural Centre - cultural asset preservation	25,000
Caring and inclusive Community	Fort Scratchley - replace function furniture	25,000
Caring and inclusive Community	Lambton Library - Paint inside and out	30,000
Caring and inclusive Community	Various Public Toilets - repaint	35,000
Caring and inclusive Community	Master Gunners Cottage - repaint exterior	40,000
Caring and inclusive Community	Marylands Child Care Centre - replace roof	40,000
Caring and inclusive Community	Wallsend Library - paint external surfaces	48,000
Caring and inclusive Community	Alice Ferguson Community Centre - replace kitchen	50,000
Caring and inclusive Community	Fort Scratchley- replace parade ground safety fence/handrail	50,000
Caring and inclusive Community	Various Monuments - repair and preserve	80,000
Caring and inclusive Community	Various Parks - upgrade public toilets	120,000
Caring and inclusive Community	Upper Reserve Wallsend - renew Amenities building	140,000
Caring and inclusive Community	Lambton Park - demolish and upgrade public toilets	150,000
Caring and inclusive Community	Islington Park - renew sporting amenities	300,000
Caring and inclusive Community	Newcastle War Memorial Cultural Centre - replace windows	350,000
Caring and inclusive Community	Wallsend Pioneer Hall - refurbish	400,000
Caring and inclusive Community	Fort Scratchley - partial repaint	10,000
Caring and inclusive Community	Various Swim Centres - maintain plant	12,500
Caring and inclusive Community	Various Swim Centres - masonry repairs	25,000
Caring and inclusive Community	Various Swim Centres - maintain painted surfaces	35,000

Theme	Project Name	Total
Connected City	Cottage Creek Bridge - bridge replacement	1,960,000
Liveable and Distinctive Built Environment	City Hall - replace skillion roof above plant room	15,000
Liveable and Distinctive Built Environment	Civic Theatre - upgrade light globes	20,000
Liveable and Distinctive Built Environment	Citywide - upgrade electrical control systems	20,000
Liveable and Distinctive Built Environment	City Hall Councillors Room - replace and upgrade furniture	20,000
Liveable and Distinctive Built Environment	City Hall Function Room - replace lounge chairs	20,000
Liveable and Distinctive Built Environment	CAC - height of fire stair balustrade assessment	20,000
Liveable and Distinctive Built Environment	Works Depot Voltage OP/Power Factor	24,171
Liveable and Distinctive Built Environment	Art Gallery - cultural asset preservation	25,000
Liveable and Distinctive Built Environment	Various Buildings - fire assessment	25,000
Liveable and Distinctive Built Environment	Civic Theatre Ladies toilet - renew	25,000
Liveable and Distinctive Built Environment	Works Depot - replace fence	25,000
Liveable and Distinctive Built Environment	Various Bridges - programmed bridge maintenance	30,000
Liveable and Distinctive Built Environment	Security Systems - Replace in various buildings	30,000
Liveable and Distinctive Built Environment	City Hall - paint internal function room timber fixtures	30,000
Liveable and Distinctive Built Environment	City Hall - replace kitchen	500,000
Liveable and Distinctive Built Environment	City Hall - paint function rooms	30,000
Liveable and Distinctive Built Environment	City Administration Centre - building wiring	30,000
Liveable and Distinctive Built Environment	City Hall - preserve painted surfaces	30,000
Liveable and Distinctive Built Environment	Civic Theatre - preserve painted surfaces	30,000
Liveable and Distinctive Built Environment	Various Buildings - replace locks	40,000
Liveable and Distinctive Built Environment	Civic Theatre - paint external timber fixtures	40,000
Liveable and Distinctive Built Environment	Museum Erecting Shop - install lightening protection	40,000
Liveable and Distinctive Built Environment	Civic Theatre - paint internal timber fixtures	40,000
Liveable and Distinctive Built Environment	Queens Wharf Tower and link bridge - paint spot repair	40,000
Liveable and Distinctive Built Environment	Newcastle Elderly Citizens Centre - replace kitchen	50,000
Liveable and Distinctive Built Environment	Newcastle Museum - replace eaves and drainpipes	50,000
Liveable and Distinctive Built Environment	Civic Theatre Playhouse - replace Truss	50,000
Liveable and Distinctive Built Environment	Various Buildings - maintain portable fire equipment	60,000
Liveable and Distinctive Built Environment	Citywide - renew property boundary fencing	70,000
Liveable and Distinctive Built Environment	Various Buildings - maintain fixed fire equipment	70,000
Liveable and Distinctive Built Environment	Art Gallery - replace windows	100,000
Liveable and Distinctive Built Environment	Various Council Buildings - assess hazardous materials	100,000
Liveable and Distinctive Built Environment	Various Buildings - refurbish liftcars for disabled access	100,000
Liveable and Distinctive Built Environment	Newcastle Museum - replace sails at the Workshop Way front	140,000
Liveable and Distinctive Built Environment	Fred Ash - Repair facade	200,000
Liveable and Distinctive Built Environment	CAC - repair link bridge facade damage	200,000

Theme	Project Name	Total
Liveable and Distinctive Built Environment	City Hall Lighting Upgrade - NCC	201,000
Liveable and Distinctive Built Environment	City Hall - Renew Function room bars	360,000
Liveable and Distinctive Built Environment	Civic Theatre - replace lighting dimmers	250,000
Liveable and Distinctive Built Environment	Various Buildings - renew air conditioning systems	300,000
Liveable and Distinctive Built Environment	Queens Wharf - Repaint ferry terminal and link bridge	400,000
Liveable and Distinctive Built Environment	Museum Erecting Shop Sawtooth Roof	550,000
Liveable and Distinctive Built Environment	Fred Ash Building - replace AC plant building modifications	800,000
Liveable and Distinctive Built Environment	City Hall -Tower refurbishment	900,000
Liveable and Distinctive Built Environment	The Mall Parking Station - renew life expired elements	2,000,000
Liveable and Distinctive Built Environment	City Hall - renew front entrance facade	2,450,000
Liveable and Distinctive Built Environment	City Hall	5,000,000
Liveable and Distinctive Built Environment	City Hall - provide pigeon control baiting system	1,000
Liveable and Distinctive Built Environment	Commercial and Rented Properties - maintenance management	10,000
Liveable and Distinctive Built Environment	Various Council Buildings - treat termites using baiting	10,000
Liveable and Distinctive Built Environment	Various Buildings - inspect and certify roof anchor systems	15,000
Liveable and Distinctive Built Environment	Various Buildings - monitor fire alarms	20,000
Liveable and Distinctive Built Environment	Astra Street Former Landfill Site - monitoring and reporting	20,000
Liveable and Distinctive Built Environment	Citywide - survey of retaining walls tunnels and bridges	30,000
Liveable and Distinctive Built Environment	CAC - inspect facade and clean windows	57,500
Liveable and Distinctive Built Environment	Engineering advice - general	141,179
Liveable and Distinctive Built Environment	Various Roofwater Drainage Systems -repair and clean gutters	150,000
Protected and Enhanced Environment	Various Sea Walls	4,170,000
Protected and Enhanced Environment	Astra Street Remediation	60,000
Vibrant and Activated Public Places	Lambton Park Rotunda - clean and repaint	5,000
Vibrant and Activated Public Places	NCC Nursery Bush House - replace roof	6,000
Vibrant and Activated Public Places	Empire Skate Park Shade Structure - replace existing roofing	6,000
Vibrant and Activated Public Places	Blackbutt Reserve - Rainforest boardwalk	8,000
Vibrant and Activated Public Places	Harry Edwards Oval Pavilion - replace roof	8,000
Vibrant and Activated Public Places	Mitchell Park - replace sightboards	8,000
Vibrant and Activated Public Places	Lambton Pool Lighting Upgrade - NCC	10,972
Vibrant and Activated Public Places	Merewether Surf Club - replace windows	15,000
Vibrant and Activated Public Places	Summerhill WMC Voltage OP/Power Factor	16,107
Vibrant and Activated Public Places	Lambton Pool Voltage OP/Power Factor	18,771
Vibrant and Activated Public Places	Wickham Park Passmore Oval - renew cricket wicket	20,000
Vibrant and Activated Public Places	Various Parks - replace BBQs	20,000
Vibrant and Activated Public Places	Gregson Park Glass House - replace roof and repaint	20,000
Vibrant and Activated Public Places	Thomas Percy Oval Pavilion - replace roof	25,000

Theme	Project Name	Total
Vibrant and Activated Public Places	Various Parks - replace seating	30,000
Vibrant and Activated Public Places	Newcastle Ocean Baths - design repair to shell & promenade	30,000
Vibrant and Activated Public Places	Newcastle Coastal fencing - repaint	30,000
Vibrant and Activated Public Places	Civic Park Retaining Wall - design	30,000
Vibrant and Activated Public Places	Various Parks - replace floodlighting	40,000
Vibrant and Activated Public Places	Various Parks - inspect steel floodlighting poles	40,000
Vibrant and Activated Public Places	Civic Park Fountain - renew lighting	50,000
Vibrant and Activated Public Places	Lyllal Reserve - replace playground	50,000
Vibrant and Activated Public Places	Webb Park Mayfield - replace playground	50,000
Vibrant and Activated Public Places	Lambton Park playground- replace damaged flying fox	70,000
Vibrant and Activated Public Places	Passmore Oval - open space ground renovation	60,000
Vibrant and Activated Public Places	Various Parks - inspect and replace timber poles	60,000
Vibrant and Activated Public Places	Various Parks - renovate sports grounds	60,000
Vibrant and Activated Public Places	Jesmond Park - replace perimeter fence	60,000
Vibrant and Activated Public Places	Nesca Park - replace playground	60,000
Vibrant and Activated Public Places	Wallsend Park - replace footbridge	60,000
Vibrant and Activated Public Places	King Edward Park Retaining wall - Replacement	100,000
Vibrant and Activated Public Places	Various Parks -renew sub surface drainage/irrigation systems	100,000
Vibrant and Activated Public Places	Wallsend park - replace retaining wall adjacent to Brooks st	100,000
Vibrant and Activated Public Places	Blackbutt Reserve-replace timber on boardwalk and enclosure	100,000
Vibrant and Activated Public Places	Various buildings and structures - demolition	150,000
Vibrant and Activated Public Places	Myer Park Adamstown - renew canteen facilities	150,000
Vibrant and Activated Public Places	Federal Park - upgrade floodlighting	150,000
Vibrant and Activated Public Places	Church Walk - replace concrete stairs	180,000
Vibrant and Activated Public Places	Tarro Oval No 1 - upgrade floodlighting	200,000
Vibrant and Activated Public Places	Waratah Grandstand - replace roof	229,000
Vibrant and Activated Public Places	Queens Wharf Tower - wash down six Monthly	8,000
Vibrant and Activated Public Places	Design & project management resources to build pipeline of renewal projects	375,000
Total Building and Structures		\$27,135,000

Environmental - Coast and Estuary		
Protected and Enhanced Environment	King Edward Park and The Obelisk - themeda restoration	10,000
Protected and Enhanced Environment	Hunter River Foreshore Stockton - revegetation	20,000
Protected and Enhanced Environment	Astra Street Channel repairs - investigation and design stage 1	30,000
Protected and Enhanced Environment	Various Sites - wetland rehabilitation	50,000
Protected and Enhanced Environment	Coastline - dune preservation and restoration	70,000
Protected and Enhanced Environment	Various Sites - coastal revegetation	80,000

Theme	Project Name	Total
Protected and Enhanced Environment	Jersey Road Sandgate - rehabilitate wetland	100,000
Protected and Enhanced Environment	Ayrshire Street Sandgate - sediment control	120,000
Protected and Enhanced Environment	Coastline - cliff stabilisation Works - South Newcastle	250,000
Protected and Enhanced Environment	Hereford Street Stockton - rehabilitate park	100,000
Total Environmental - Coast and Estuary		\$830,000

	Environmental - Natural	
Protected and Enhanced Environment	Aries Way Reserve - creek rehabilitation	15,000
Protected and Enhanced Environment	Blackbutt Reserve - bushland regeneration	25,000
Protected and Enhanced Environment	Blue Wren Creek McCaffrey Drive Elmore Vale - rehabilitation	100,000
Protected and Enhanced Environment	Cambridge Drive Reserve - weed removal and bush regeneration	15,000
Protected and Enhanced Environment	Citywide - Community Urban Forest program	33,000
Protected and Enhanced Environment	Citywide - tree audit for all attributes - Stage 2 Area 3	45,000
Protected and Enhanced Environment	Citywide Tree - inspection and monitoring	20,000
Protected and Enhanced Environment	Creek and Outlet Revegetation - post rehab construction	45,000
Protected and Enhanced Environment	Croudace Road - creek riparian rehabilitation Chinese gardens	15,000
Protected and Enhanced Environment	Dangerfield Drive Elmore Vale - bush regeneration	15,000
Protected and Enhanced Environment	Design & project management resources to build pipeline of renewal projects	375,000
Protected and Enhanced Environment	Environmental Project Delivery Support	50,000
Protected and Enhanced Environment	George McGregor Reserve - bushland regeneration	15,000
Protected and Enhanced Environment	Gross Street Reserve Tighes Hill - install GPT	40,000
Protected and Enhanced Environment	Heaton Creek Sunset Bl North Lambton - rehabilitate drainage	10,000
Protected and Enhanced Environment	Inspection and Monitoring - Natural Assets	60,000
Protected and Enhanced Environment	Ironbark Creek Rehabilitation - Street 4 Croudace Road	450,000
Protected and Enhanced Environment	Ironbark Creek Reserve Site 1, 2 and 3- revegetation works	40,000
Protected and Enhanced Environment	Jesmond Park - bushland regeneration	40,000
Protected and Enhanced Environment	Living Streets Campaign	20,000
Protected and Enhanced Environment	Marshall Street North Reserve - weed removal	10,000
Protected and Enhanced Environment	Maryland Creek - Rehabilitation Concept Design	30,000
Protected and Enhanced Environment	Natural Asset Management Systems - development	70,000
Protected and Enhanced Environment	Park and Street Tree - Life extension program	80,000
Protected and Enhanced Environment	SAPTRP - Street Tree Planting	950,000
Protected and Enhanced Environment	Various Creeks - rehabilitation	80,000
Protected and Enhanced Environment	Various Environment Assets - investigation	30,000
Protected and Enhanced Environment	Various Reserves - bushland regeneration	50,000
Total Environmental - Natural		\$2,728,000

Theme	Project Name	Total
Environmental - Stormwater		
Protected and Enhanced Environment	Archer Crsct Maryland - drainage rehabilitation design	180,000
Protected and Enhanced Environment	Carrington Drainage Network - proactive maintenance	80,000
Protected and Enhanced Environment	Church Street The Hill - design drainage	35,000
Protected and Enhanced Environment	Citywide - drainage management and condition surveys	120,000
Protected and Enhanced Environment	Citywide - stormwater quantity and quality modelling	90,000
Protected and Enhanced Environment	Citywide - trenchless technology drainage rehabilitation	450,000
Protected and Enhanced Environment	Community Education at environment rehabilitation worksites	90,000
Protected and Enhanced Environment	Cooks Hill - Council Street drainage rehabilitation	300,000
Protected and Enhanced Environment	Council Reserves - maintenance of drainage sites	115,000
Protected and Enhanced Environment	Creeks and Waterways - inspect erosion and sediment control	85,000
Protected and Enhanced Environment	Drainage Asset Management Systems - development	40,000
Protected and Enhanced Environment	Frederick Street Merewether - stormwater rehabilitation Stage 1	250,000
Protected and Enhanced Environment	Glebe Road The Junction - Smith Road drainage rehab	100,000
Protected and Enhanced Environment	Gross Street Tighes Hill - GPT construct X 2	132,000
Protected and Enhanced Environment	King Street Newcastle (Brown to Perkins) - drainage construction	150,000
Protected and Enhanced Environment	Kotara Park - drainage works	300,000
Protected and Enhanced Environment	Llewellyn Street Merewether-Design Drainage Rehabilitation	180,000
Protected and Enhanced Environment	Lloyd Street Merewether Reserve - drainage design and works**	135,000
Protected and Enhanced Environment	Natural Connection - Newcastle's Healthy Catchments program	20,000
Protected and Enhanced Environment	Parker Street Carrington - drainage design and rehabilitation	100,000
Protected and Enhanced Environment	Russell Road New Lambton - drainage rehab Stage 2	150,000
Protected and Enhanced Environment	Sanctuary Estate Fletcher - rehabilitate biofiltration	100,000
Protected and Enhanced Environment	Selwyn Street Mayfield East - Design	10,000
Protected and Enhanced Environment	Toorak Court Merewether Heights - drainage design and construction	45,000
Protected and Enhanced Environment	Various Headwalls - rehabilitation	150,000
Protected and Enhanced Environment	Various Laneways Stockton - drainage design and construction	50,000
Protected and Enhanced Environment	Various Stormwater Drainage - construct access	30,000
Protected and Enhanced Environment	Various Stormwater Drainage - replace grates	100,000
Protected and Enhanced Environment	Water Quality Improvement - WSC delivery	30,000
Total Environmental - Stormwater		\$3,617,000

Road - Resurfacing		
Connected City	Elizabeth Cook Drive Rankin Park - resurfacing	80,000
Connected City	Kilgour Avenue Merewether - resurfacing	80,000
Connected City	King Street Newcastle - resurfacing	35,000

Theme	Project Name	Total
Connected City	Lexington Parade Adamstown Heights - resurfacing	70,000
Connected City	Parkway Avenue Cooks Hill - resurfacing	35,000
Connected City	Regional Roads Parking Lane - resurfacing	91,000
Connected City	Road Resurfacing - crack sealing	150,000
Connected City	Road Resurfacing - heavy patching	250,000
Connected City	Road Resurfacing - kerb and gutter replacement	450,000
Connected City	Road Resurfacing - maintenance of work	30,000
Connected City	Road Resurfacing - pavement and road roughness testing	120,000
Connected City	Road Resurfacing - pavement investigations	110,000
Connected City	Road Resurfacing - pavement patching	75,000
Connected City	Road Resurfacing - programmed patching	250,000
Connected City	Road Resurfacing - rejuvenation	500,000
Connected City	Road Resurfacing - resealing	250,000
Connected City	Road Resurfacing - site preparation	70,000
Connected City	Road Resurfacing - sub soil drainage	150,000
Connected City	Road Resurfacing - tipping fees TAR	100,000
Connected City	Road Resurfacing - traffic control	15,000
Connected City	Tyrone Road New Lambton - resurfacing	30,000
Connected City	Various Roads - resurfacing - AC	80,000
Connected City	Watkins Street Merewether - resurfacing	56,000
Total Road - Resurfacing		\$3,077,000

Road - Footpath Rehabilitation		
Connected City	Darby Street Cooks Hill - footpath rehabilitation concept	10,000
Connected City	Various Footpaths - redundant crossing removal program	10,000
Connected City	Wallsend park Stage 2 - footpath rehabilitation design	10,000
Connected City	Edward Street Merewether - footpath rehabilitation	15,000
Connected City	McCormack Street The Hill - footpath resurfacing	18,000
Connected City	Darby Street Cooks Hill - footpath rehabilitation design	18,000
Connected City	Bruce Street Cooks Hill - footpath resurfacing	30,000
Connected City	Nesbitt Park - resurface Netball Courts	30,000
Connected City	Various Footpaths - accessibility program	35,000
Connected City	Bibby Street Hamilton - footpath rehabilitation	400,000
Connected City	Various Footpaths - minor renewal	70,000
Connected City	Islington Park - replace concrete footpath	80,000
Connected City	Cathedral Park - footpath rehabilitation	85,000
Connected City	Brown Street The Hill - footpath rehabilitation	90,000

Theme	Project Name	Total
Connected City	Empire Park - replace concrete pathways	100,000
Connected City	Turton Road Broadmeadow - footpath resurfacing	110,000
Connected City	Various cycleways - linemarking and signage program	130,000
Connected City	King Street Newcastle - footpath resurfacing - Stage 2	150,000
Connected City	Beresfield Commercial Centre Footpaths	200,000
Connected City	Elder Street Lambton Footpath Repairs	80,000
Total Road - Footpath Rehabilitation		\$1,671,000

	Road - Furniture Rehabilitation	
Connected City	City Wide - Roadside fencing rehabilitation	25,000
Connected City	Citywide - design of street lighting	25,000
Connected City	Citywide - guard rail rehabilitation	150,000
Connected City	Citywide - tactile marker replacement	25,000
Connected City	Citywide Bus Seats - rehabilitation and replacement	40,000
Connected City	Citywide Bus Seats - repainting	10,000
Connected City	Citywide Bus Shelters - repainting	40,000
Connected City	Citywide Garbage Bins - replacement	10,000
Connected City	Citywide Ordinance Fence - rehabilitation	150,000
Connected City	Citywide Ordinance Fence - repainting	30,000
Connected City	Citywide Ordinance Sign - rehabilitation	30,000
Connected City	Citywide Road Signs and Lines - replacement	150,000
Connected City	Citywide Roadside Furniture - repainting	25,000
Connected City	Citywide Roadside Furniture - seat replacement	25,000
Connected City	Citywide Street Sign - rehabilitation	45,000
Connected City	Janet Street Jesmond - speed cushion replacement	15,000
Total Road - Furniture Rehabilitation		\$795,000

Roads - Rehabilitation		
Connected City	Sandgate Boat Ramp Car & Trailer Parking - concept	5,000
Connected City	Young Street Carrington - concept design	10,000
Connected City	North Stockton Boat Ramp car park - concept	10,000
Connected City	Angophora Drive Warabrook - threshold replacement	12,000
Connected City	North Stockton Boat Ramp car park - design	15,000
Connected City	Sandgate Boat Ramp Car & Trailer Parking - design	15,000
Connected City	Ocean and Livingstone Street - road rehabilitation design	20,000
Connected City	Young Street Carrington - detailed design	20,000
Connected City	Citywide - survey of road infrastructure	30,000

Theme	Project Name	Total
Connected City	Citywide - design of road infrastructure	50,000
Connected City	Summerhill Waste Centre - road rehabilitation	100,000
Connected City	Lloyd Street Merewether - water main replacement	80,000
Connected City	Anderson Drive Tarro - water main replacement	90,000
Connected City	Tudor Street Hamilton - road rehabilitation	180,000
Connected City	Lambton Road New Lambton - water main replacement	100,000
Connected City	Dixon Park Stage 2 - road rehabilitation 2015/2016	150,000
Connected City	City Wide - laneway rehabilitation	150,000
Connected City	Road formation - stabilisation of embankment of Shortland Esplanade	1,500,000
Connected City	Frederick Street Merewether - road rehabilitation Stage 4	400,000
Connected City	Design & project management resources to build pipeline of renewal projects	750,000
Total Roads - Rehabilitation		\$3,687,000

Asset Renewal Total	\$43,540,000
	Operational expenses \$10,699,000
	Capital expense \$32,841,000
	Total \$43,540,000

New/Upgrade Projects

Theme	Project Name	Total
Built Infrastructure		
Vibrant and Activated Public Places	Stockton Beach Holiday Park	400,000
Vibrant and Activated Public Places	Empire Park - park improvements	300,000
Vibrant and Activated Public Places	Lambton Park - provide recreation infrastructure	100,000
Vibrant and Activated Public Places	Lambton Park -pathways	200,000
Vibrant and Activated Public Places	Matching Grant funding program	100,000
Vibrant and Activated Public Places	Tarro recreation reserve - Floodlighting	150,000
Vibrant and Activated Public Places	Warrabrook Park - provide new recreation infrastructure	200,000
Connected City	Richmond Vale cycleway - concept design	50,000
Connected City	Cycleways Investigation and Development	200,000
Connected City	Patrick Street at Watkins Street - pedestrian facilities	130,000
Connected City	Public Transport - Bus shelters - one per Ward	100,000
Connected City	Park Avenue Kotara -shared pathway construction - Northcott Drive to Kullliaba Road	700,000
Connected City	Shortland to Tarro cycleway - concept design	80,000
Connected City	Union Street at Tooke Street Cooks Hill - pedestrian facilities	180,000
Connected City	Cycleway Signposting	75,000
Connected City	Cycling Promotion and Education	60,000
Connected City	Design Cycleway Newcastle West to Newcastle East	120,000
Connected City	Design Shared Pathway Hamilton Nth to Islington	60,000
Connected City	Design Shared Pathway Park Avenue Kotara	120,000
Connected City	Frederick Street Merewether - road rehabilitation stage 3	450,000
Connected City	Installation and Monitoring of Permanent Bicycle Counters	70,000
Connected City	Lawson Avenue Beresfield - road rehabilitation	350,000
Connected City	Park Avenue Adamstown - road rehabilitation	450,000
Connected City	Patrick Street Merewether - road rehabilitation	397,000
Liveable and Distinctive Built Environment	City Hall Lighting Upgrade - CEEP	102,556
Liveable and Distinctive Built Environment	Lambton Pool Voltage OP/Power Factor - CEEP	17,205
Liveable and Distinctive Built Environment	Project Management and Administration (for CEEP delivery)	45,000
Liveable and Distinctive Built Environment	Summerhill WMC Voltage OP/Power Factor - CEEP	10,317
Liveable and Distinctive Built Environment	War Memorial Cultural Centre Double Glazing - CEEP	32,346
Liveable and Distinctive Built Environment	Works Depot Voltage OP/Power Factor - CEEP	12,576
Vibrant and Activated Public Places	Cathedral Park - revitalisation Stage 3	250,000

Theme	Project Name	Total
Vibrant and Activated Public Places	Plattsburg Park - District Baseball Facility	45,000
Vibrant and Activated Public Places	Refurbishment and restoration Central Library	500,000
Liveable and Distinctive Built Environment	Energy Efficiency program	150,000
Total		\$6,207,000

Fleet Replacement		
Sustaining (Support All Projects)	Fleet Replacement program	7,428,200
Total		\$7,428,200

Governance		
Open and Collaborative Leadership	Reval 2016-Comm Land, Other Assets, Other Struct, Depr LI	50,000
Total		\$50,000

Information Technology		
Open and Collaborative Leadership	Aerial photography replacement 2016	25,000
Open and Collaborative Leadership	Blade Server Replacement	50,000
Open and Collaborative Leadership	Corporate Data Storage Strategy	10,000
Open and Collaborative Leadership	Council Minute papers Consolidation	15,000
Open and Collaborative Leadership	Desktop Virtualisation Pilot	15,000
Open and Collaborative Leadership	Develop & implement standard framework for Active Directory	50,000
Open and Collaborative Leadership	Event management software analysis	15,000
Open and Collaborative Leadership	ICT Network Penetration Testing	30,000
Open and Collaborative Leadership	Internet GIS Implementation - Phase 2	25,000
Open and Collaborative Leadership	Internet/Intranet consolidation - Stage 3	190,000
Open and Collaborative Leadership	IT Infrastructure Hardware and Software replacement	100,000
Open and Collaborative Leadership	MapInfo Professional Upgrade	5,000
Open and Collaborative Leadership	Multi Function Device (MFD) replacement 2016	150,000
Open and Collaborative Leadership	Payment Card Industry (PCI) Compliance Analysis	15,000
Open and Collaborative Leadership	PC and Mobile Device Audit	15,000
Open and Collaborative Leadership	Recommend and purchase tablet devices indoor/outdoor staff	220,000
Open and Collaborative Leadership	Review and clean up remote access mechanisms	10,000
Open and Collaborative Leadership	Review and recommend security certificate deployment	10,000
Open and Collaborative Leadership	Review of 3D datasets	20,000
Open and Collaborative Leadership	Review of software systems and usage outside of SOE	20,000
Open and Collaborative Leadership	VMware Upgrade	5,000
Open and Collaborative Leadership	Wireless Access rollout across Council	10,000
Total		\$1,005,000

Theme	Project Name	Total
Minor Capital		
Connected City	Parking Meter Replacement	250,000
Vibrant and Activated Public Places	Art Gallery Works of Art	80,000
Vibrant and Activated Public Places	Library Resources Vote	800,000
Total		\$ 1,130,000

SRV Option 3 Revitalisation		
Open and Collaborative Leadership	Online DA tracking	200,000
Connected City	Pedestrian and Local Traffic Improvements	500,000
Open and Collaborative Leadership	Revitalisation Newcastle	100,000
Total		\$800,000

Strategy		
Open and Collaborative Leadership	Business Occupancy Space Survey	8,745
Open and Collaborative Leadership	Hamilton Bowling Club Land Use - 8157	30,000
Protected and Enhanced Environment	Flood Data Conversion	2,500
Protected and Enhanced Environment	Flood Signage	30,000
Protected and Enhanced Environment	Low Lying Flood Study	195,000
Protected and Enhanced Environment	Morgan-Selwyn Street Voluntary Purchase Feasibility Study	10,000
Caring and inclusive community	Access and Inclusion Plan	18,000
Caring and inclusive community	Alcohol Free Zones Management	27,000
Caring and inclusive community	Dual Name Signage	50,000
Caring and inclusive community	Newcastle After Dark - Night Time Economy Strategy	11,300
Caring and inclusive community	Safe City: Smart Crime Prevention Project	35,000
Open and Collaborative Leadership	On line Demographic profile	22,500
Protected and Enhanced Environment	Flood Education Strategy	40,000
Smart and Innovative City	Smart City Initiative	136,000
Vibrant and Activated Public Places	Walk Smart Project	42,000
Vibrant and Activated Public Places	Western Corridor District Sport & Recreation Facility	50,000
Total		\$ 708,045

Waste Management		
Open and Collaborative Leadership	New IT Server Room	50,000
Open and Collaborative Leadership	SWMC - Admin Building Office Expansion	150,000
Open and Collaborative Leadership	Waste Management Software Upgrade	405,000
Protected and Enhanced Environment	Household Problem Waste Drop Off Centre	100,000

Theme	Project Name	Total
Protected and Enhanced Environment	Major Resource Recovery Facility (C&I Dirty MRF)	1,700,000
Protected and Enhanced Environment	Organics Infrastructure	1,200,000
Protected and Enhanced Environment	Small Vehicle Receival Centre (SVRC)	2,375,000
Protected and Enhanced Environment	Stormwater and Leachate Management	150,000
Protected and Enhanced Environment	SWMC - Wheelwash Upgrade (Mobile Unit)	455,000
Protected and Enhanced Environment	SWMC Design, Development and Construction of Landfill Cell 09	4,000,000
Smart and Innovative City	SWMC In-Vehicle Management and Tracking Software	250,000
Smart and Innovative City	SWMC Master 'Whole of Life' Plan	500,000
Total		\$11,335,000

New/Upgrade Projects Total	\$28,663,245
	Operational expenses \$2,998,245
	Capital expense \$25,665,000
	Total \$28,663,245

2012 SRV Priority Projects

Theme	Project Name	Total
Blackbutt		
Vibrant and Activated Public Places	SRV Blackbutt Planning and Design	\$100,000
Vibrant and Activated Public Places	SRV Richley Reserve Adventure Playground - Blackbutt Reserve	\$140,000
Vibrant and Activated Public Places	SRV Blackbutt CARA stage 2 Upgrade	\$300,000
Total		\$540,000
Coastal Revitalisation		
Vibrant and Activated Public Places	Coastal Revitalisation - Planning and Design	\$300,000
Vibrant and Activated Public Places	Coastal Revitalisation Dixon Park Stage 2	\$450,000
Vibrant and Activated Public Places	Nobbys to Newcastle Stage 1	\$800,000
Vibrant and Activated Public Places	Nobbys to Newcastle Stage 2 (NSW Restart)	\$1,830,000
Vibrant and Activated Public Places	Nobby's to Newcastle Stage 3	\$2,000,000
Vibrant and Activated Public Places	Coastal Revitalisation - Bar Beach Memorial Drive Design and Construction	\$1,500,000
Vibrant and Activated Public Places	Coastal Revitalisation - Newcastle South	\$500,000
Vibrant and Activated Public Places	Coastal Revitalisation - The Hill Design and Construction	\$250,000
Total		\$7,630,000
Cycleways		
Connected City	SRV Cycleways - Planning and Design	\$150,000
Connected City	SRV Cycleways - Part A Broadmeadow to Newcastle West	\$1,300,000
Connected City	Cycleways - Maud St Cycleway	\$350,000
Total		\$1,800,000
Hunter Street Revitalisation		
Vibrant and Activated Public Places	Project Management and Administration	\$140,000
Vibrant and Activated Public Places	Place activation initiatives	\$336,033
Vibrant and Activated Public Places	Civic PDP - Design	\$245,000
Vibrant and Activated Public Places	Civic PDP - Implementation	\$395,000
Vibrant and Activated Public Places	East End PDP -Design	\$200,000
Vibrant and Activated Public Places	Economic Development Initiatives	\$50,000
Connected City	Cycling education - promotion	\$60,000
Total		\$1,426,033
SRV Priority Projects Total		\$11,696,033
	Operational expenses	\$1,581,033
	Capital expense	\$9,815,000
	Total	\$11,696,033

