
ATTACHMENTS DISTRIBUTED UNDER SEPARATE COVER

**CCL 28/06/2022 - ADOPTION OF DELIVERING NEWCASTLE 2040
AND RESOURCING NEWCASTLE 2040**

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**CCL 28/06/2022 - ADOPTION OF DELIVERING NEWCASTLE 2040
AND RESOURCING NEWCASTLE 2040**

ITEM-56 **Attachment B:** 2022-2023 Fees and Charges

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Delivering Newcastle 2040

Fees & Charges 2022/23



Acknowledgement of Country

**We all sit on Awabakal and Worimi land
'Niirun Yalawa Awabakal and Worimi burrei'**

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

**Always was, always will be Aboriginal land
'Wunyibu wunyibu warra wunyibu wunyibu
gkuuba Aboriginal burrei'**

Statement of fees and charges

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

Services for which CN may charge a fee include:

Supply of services and products

Giving information

Providing a service in connection with the exercise of CN's regulatory function (eg applications, inspections, certificates)

Allowing admission to buildings.

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

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

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

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

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

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

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

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

- if services are being supplied on a commercial basis as part of a defined CN business
 - the capacity of the user to pay
 - market prices.
-

All fees and charges not included in the Division 81 GST free schedule will attract GST at the current rate of 10%. CN's 2022-2023 Fees and Charges document is bound as a separate report.

Established categories for reduction or waiving of fees

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

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

Category one - financial hardship	<p>CN may reduce or waive fees in cases where the applicant provides evidence that the payment of the fee will impose significant financial hardship.</p> <p>In determining eligibility on the basis of significant hardship, CN will:</p> <ol style="list-style-type: none"> 1. Apply the criteria used by Services Australia (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	<p>CN 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 CN's community.</p>
Category three - illness or death	<p>CN may reduce or waive fees in cases where the applicant provides evidence that the charge was incurred because of:</p> <ol style="list-style-type: none"> 1. Serious illness of a customer or the customer's immediate family member; 2. Serious accident involving the customer or the customer's immediate family member; 3. Death of a customer or the customer's immediate family member; and in determining eligibility on the basis of illness or death, CN will require the customer to present: <ol style="list-style-type: none"> 1. Medical certificate; or 2. Statutory declaration.
Category four - Large Commercial Waste Operators	<p>CN may reduce fees for Commercial Customers that have committed to dispose (at SWMC) either:</p> <ul style="list-style-type: none"> • > 5,000 tonnes per annum of soil classified as General Solid Waste; or • > 15,000 tonnes per annum of mixed General Solid Waste

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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City Of Newcastle

Governance

Finance

Rates & Debt Management

Certificates

Certificate - Section 603	Approved fee as determined by legislation		per certificate	N	S
Certificate – 24 hour Service Fee – Priority Production	\$84.00	\$87.00	per certificate	N	F

Overdue Rates

Interest on unpaid Rates and Charges	maximum fee as determined by Legislation and Council resolution	simple interest per annum	N	S
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Supply of Miscellaneous Rates Information

Counter / Telephone enquiries	\$32.00	\$33.00	per property	N	F
Written reply required	\$59.00	\$61.00	per property	N	F
Information supplied requiring searches of old rate and valuation records	\$109.00	\$113.00	per 1/2 hour or part thereof	N	F

Extraction of Rates Data

Programming Fee	\$53.95	\$55.85	per 1/2 hour or part thereof (min 1/2 hr)	N	F
Data	\$0.70	\$0.75	per record	N	F
Copy of rate notices (not for receipting purposes)	\$28.70	\$29.70	per copy	N	F
Copy of rate notices (not for receipting purposes) served by email	\$16.05	\$16.60	per copy	N	F

Administration Charges

Refund processing fee	\$39.55	\$40.95	per rate assessment	N	F
Certificate – Section 603 – Re-emailing	\$19.00	\$19.70	per email batch	N	F
Notice of Discontinuance and Consent Orders	\$59.50	\$62.00	per notice	N	F

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Corporate Finance

Administration Charges

Dishonoured cheque fee - paid via Australia Post Billpay	\$36.85	\$39.79	per dishonour	N	F
Dishonoured cheque fee - paid via City of Newcastle	\$11.85	\$12.29	per dishonour	N	F
Dishonoured direct debit fee	\$19.40	\$19.40	per dishonour	N	P
Stop payment cheque fee	\$37.55	\$38.05	per cheque	N	P
Merchant Service Fee recoupment fee	0.75% of transaction value		per credit card transaction (incl GST if applicable)	Y	P

Publications

Policy documents	\$1.40	\$1.45	per page	N	P
Fee not applicable when issued in accordance with Statutory requirements					
Printed Copy of Financial Statements	\$27.85	\$28.85	per copy of Financial Statements	N	P

Legal

Legal Services

Legal Work

Hourly rate for work undertaken by legally qualified staff (excluding litigation)	\$109.85	\$113.70	per hour	Y	P
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Contracts Management

Supply of Miscellaneous Information

Tender Documents	\$39.25	\$40.60	0 - 150 pages each	N	P
Charges apply to open (advertised) tenders only.					
Tender Documents	\$117.85	\$121.95	> 150 pages each	N	P
Charges apply to open (advertised) tenders only.					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Supply of Miscellaneous Information [continued]

Tender Documents with A3, A2, A1 plans and colour pictures		POA	rates will vary depending on the size of the document	N	F
Charges apply to open (advertised) tenders only.					
TenderLink (online tender documents) Documents less than 150 pages or <100MB	\$0.00	\$0.00		N	Z
TenderLink (online tender documents) Documents over 150 pages or >100MB		POA	rates will vary depending on the size of the document	N	F

Records & Information

Subpoena to Attend Court

Conduct money where attendance required at a Court or tribunal	at cost based on officer's position		per hour	N	F
Travel expenses	at cost or, if private vehicle used, at ATO's rates		per instance	N	F
Accommodation	at cost		per instance	N	F
Sustenance	at cost		per instance	N	F

Subpoena to Produce Documents

Searching and compiling documents – Non-legally qualified staff	\$60.90	\$63.05	per hour	N	P
Searching and compiling documents – Legally qualified staff	\$109.85	\$113.70	per hour	N	P
Late fee if served less than seven calendar days before production required	\$124.80	\$129.15	per instance	N	P
Courier's costs	at cost		per instance	N	F
Postage	at cost		per instance	N	F
Copying expenses (where third party outside of Legal & Governance Business Unit completes copying)	at cost		per instance	N	F

Formal Access to Information Applications

Refer to GIPA Act

Formal application	\$30.00	\$30.00	per application	N	S
Internal review	\$40.00	\$40.00	per application	N	S
Processing fee (if applicable)	\$30.00	\$30.00	per hour	N	S

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Access to Information - Other

Photocopies – A4 or A3 Black and white only	\$1.35	\$1.40	per page	N	P
Photocopies – A4 or A3 Colour	\$1.85	\$1.90	per page	N	P
Provision of information electronically	\$30.00	\$31.05	per hour (one hour minimum charge)	N	P
Copying expenses (where third party outside of Legal Services completes copying)		at cost	per instance	N	F
Courier's costs		at cost	per instance	N	F
Postage		at cost	per instance	N	F

Regulatory & Assessment

Refund of Fees

- Consideration will be given to a written request for a refund of a particular fee or charge paid to City of Newcastle. Any refund will be proportionate to the extent of administrative and professional works carried out at the date of the request.
- Where an application is withdrawn prior to determination and City of Newcastle considers it appropriate, a partial refund of development application fees may occur as per cl253 of the *Environmental Planning and Assessment Regulations 2021* and the *Local Government Act 1993*.

Lower Hunter & Greater Newcastle Commission

Provision of staff, facilities or other assistance and technical support as may be required to assist the commission in exercising its functions	Actual cost of engagement + 10% management fee		Price on Application	N	F
Administrative support for Councils response to Lower Hunter and Greater Newcastle Commission	\$0.00	\$170.00	per hour (minimum charge 1 hour)	N	P

Business Support Team

Searching/Scanning/Copying Historical Development Application Documentation

Searching for any archived plans held by Council in connection with development applications or similar, for the owners of a property or for others authorised by an owner of a property or for others authorised by an owner of a property, and for copying of available plans and/or specifications

Refund Development Contributions where historical records are not required to be searched	\$0.00	\$75.00	per refund	N	P
Refund Development Contributions involving searches of historical records	\$0.00	\$170.00	per hour (minimum charge 1 hour)	N	P

Development Applications Dated Prior to 1 July 2010

In connection with a residential (single dwellings and/or dual occupancy) development application prior to 1 July 2010	\$40.00	\$44.00	processing fee	N	P
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Development Applications Dated Prior to 1 July 2010 [continued]

In connection with multi-unit residential development application prior to 1 July 2010	\$46.00	\$50.00	processing fee	N	P
Urgency fee for residential and non-residential dwellings within seven (7) days	\$0.00	\$155.00	per application	N	P
In connection with non-residential development application prior to 1 July 2010 up to four (4) separate development applications	\$70.00	\$75.00	processing fee	N	P
In connection with non-residential development application prior to 1 July 2010 - five (5) or more separate development applications	\$0.00	\$145.00	processing fee	N	P

Development Applications Dated Post 1 July 2010

In connection with residential development (single dwelling and/or dual occupancy) with internal floor plans included	\$40.00	\$44.00	processing fee	N	P
In connection with multi-unit residential development with internal floor plans included	\$46.00	\$50.00	processing fee	N	P
Urgency fee for residential and non-residential dwellings within seven (7) days	\$0.00	\$155.00	per application	N	P

Additional General Fees

Postage of any development application documentation	\$5 in addition to any above related fees		processing fee	N	P
Copying to USB any development application documentation	\$6 in addition to any above related fees		processing fee	N	P

Certificate Regarding Notices/Orders

Certificate as to outstanding Notices and/or Orders	\$300.00	\$310.00		N	P
Certificate as to outstanding Notices and/or Orders - Urgency fee	\$0.00	\$105.00		N	P

Planning Certificates

Section 10.7(1) Planning Certificate	\$62.00	\$62.00	per certificate	N	S
Section 10.7(1) and (5) Planning Certificate	\$156.00	\$156.00	per certificate	N	S
Section 10.7 Planning Certificate – Urgency Fee	\$98.75	\$105.00	per certificate	N	P
Certified Copies or extracts of map or plan Section 10.8(2)	\$62.00	\$62.00	per certificate page	N	S
Additional Copy (email or mail)	\$26.00	\$27.00	per certificate	N	P

Renaming or Naming a Street, Road or Lane

Road renaming or naming fee for 1 to 5 road names	\$1,880 plus \$55 additional charge per affected property		per locality	N	P
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Renaming or Naming a Street, Road or Lane [continued]

Road renaming or naming fee for 6 to 10 road names	\$2,800 plus \$55 additional charge per affected property		per locality	N	P
Road renaming or naming fee for 11 or more road names	\$3,660 plus \$55 additional charge per affected property		per locality	N	P
Renumbering of a Street Address	\$455 plus \$55 additional charge per affected property		per locality	N	P

Development Assessment Fees

Supply of Technical and Professional Advice/Information

Additional service fee for development applications	A quotation can be provided (subject to ratification by Development Assessment Section Manager or Manager Regulatory, Planning & Assessment)		per application	N	P
Administrative support (for development and post approval advice)	\$0.00	\$170.00	per hour (minimum charge one hour)	N	P
Determine if consent is active or complies with conditions (deferred commencement)	\$0.00	\$360.00	per application	N	P
Extension of expiring consents (under 5 years)	Dwellings - \$ 60 Other - \$200		per application	N	P
Professional external consultancy services fee for application assessment and peer review where Council has to engage the services of an outside consultancy for specialist advice or peer review. The cost of this service will be forwarded to the party causing the need for the peer review, advice or inspection.	As invoiced plus 5% for Council administration of the consultant and contract management			N	P
Technical and professional advice (including development and post approval advice)	\$230.00	\$240.00	per hour (minimum charge one hour)	N	P
Technical and professional advice from Management of Regulatory, Planning and Assessment	\$0.00	\$330.00	per hour (minimum charge one hour)	N	P

Amusement Devices

Application to install or operate amusement devices	\$105.00	\$150.00		N	P
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Certificate Registration (archiving) Fee

Registration of Certificates under part 6 and Section 4.27 of the EP&A Act 1979	\$36.00	\$36.00		N	S
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Certificate under section 88G of Conveyancing Act 1919

Certificate under Section 88G of Conveyancing Act 1919	\$10.00	\$10.00		N	S
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Certificate under section 88G of Conveyancing Act 1919 [continued]

If an inspection is required for the purpose of issuing the certificate	\$35.00	\$35.00		N	S
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Construction Certificate Fees - Building Work

For development in respect of which Council employs staff that are accredited to the extent required to determine a construction certificate application

For development in respect of which Council employs staff that are accredited to the extent required to determine a construction certificate application	\$330 plus amount calculated in accordance with the following component amount (expressed as % of cost)			Y	P
	Last year fee \$318 plus amount calculated in accordance with the following component amount (expressed as % of cost)				
Cost (i.e. the contract price or if there is no contract, the cost as determined by Council, including labour and materials)	0.315% plus GST	<= \$500,000		Y	P
Cost (i.e. the contract price or if there is no contract, the cost as determined by Council, including labour and materials)	0.315% for 1st \$500,000 plus 0.21% of the amount in excess of \$500,000 (plus GST)	\$500,001 - \$2,000,000		Y	P
Cost (i.e. the contract price or if there is no contract, the cost as determined by Council, including labour and materials)	a quotation can be provided (subject to ratification by Development Assessment Section Manager or Manager Regulatory, Planning and Assessment).	> \$2,000,000		Y	P
All development when combined with a development application or lodged prior to determination of development application	20% discount			Y	M
Amendment/Reissue of Construction Certificate	40% of the original certificate fee plus GST			Y	P
Additional Fee to assess major drainage works required in connection with a proposal, including drainage detention systems	\$476.00	\$493.00		Y	P
Additional fee to assess a minor performance solution to the deemed to comply standards of the Building Code of Australia (BCA)	\$946.00	\$979.00		Y	P
Additional fee to assess a major performance solution to the deemed to comply standards of the Building Code of Australia (BCA)	\$2,369.00	\$2,452.00		Y	P
Additional fee to prepare and make a referral to NSW Fire Brigades as per Sections 25-29 of the EP&A (Development Certification and Fire Safety) Regulation 2021	\$1,184.00	\$1,225.00		Y	P
Additional fee for services rendered by Fire & Rescue NSW in connection with a referral made as per Sections 25-29 of EP&A (Development Certification and Fire Safety) Regulation 2021 (payable subsequent to lodgement of application for Construction Certificate)	amount of the invoice received from Fire & Rescue NSW			N	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Construction Certificate Fees - Building Work [continued]

For development in respect of which Council does not employ staff that are accredited to the extent of required to determine a construction certificate application	\$5,435 plus the direct costs of all third parties engaged by council to process the application (plus GST)			Y	P
	Last year fee \$5,250 plus the direct costs of all third parties engaged by council to process the application (plus GST)				

Complying Development Certificates

For development in respect of which Council employs staff that are accredited to the extent required to determine a construction certificate application

Dwelling-houses & associated outbuildings (including secondary dwellings and group homes)	\$551.00	\$570.00	aggregated gross area of new works - including alterations, additions and outbuildings of <50m2	Y	P
Dwelling-houses & associated outbuildings (including secondary dwellings and group homes)	\$940.00	\$973.00	aggregated gross area of new works - including alterations, additions and outbuildings of 50m2 - 150m2	Y	P
Dwelling-houses & associated outbuildings (including secondary dwellings and group homes)	\$1,460.00	\$1,511.00	aggregated gross area of new works - including alterations, additions and outbuildings of >150 m2	Y	P
Multi-dwelling housing	\$3,098.00	\$3,206.00		Y	P
Swimming pools, change of use (including bed and breakfast accommodation), demolition work, small wind turbine systems, solar energy systems, telecommunication facilities, temporary structures and conversion of fire alarms	\$550.00	\$570.00		Y	P
Strata Subdivision	\$620.00	\$642.00		Y	P
Commercial & Industrial work and development for the purpose of installing a fire sprinkler system and other development specified by the Fire Safety Code	\$1,136.00	\$1,176.00	construction value up to \$30,000	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Complying Development Certificates [continued]

Commercial and Industrial work and development for the purpose of installing a fire sprinkler system and other development specified by the Fire Safety Code	\$1,919.00	\$1,986.00	construction value over \$30,000 - \$1,000,000	Y	P
Commercial and Industrial work and development for the purpose of installing a fire sprinkler system and other development specified by the Fire Safety Code	\$2,660.00	\$2,753.00	with a construction value > \$1,000,000	Y	P
Commercial and Industrial work and development for the purpose of installing a fire sprinkler system and other development specified by the Fire Safety Code	a quotation can be provided (subject to ratification by Development Assessment Section Manager or Manager Regulatory, Planning and Assessment).		with a construction value > \$2,000,000	Y	P
Schools and TAFE establishments	\$2,688.00	\$2,782.00		Y	P
Erection of a container recycling facility	\$1,100.00	\$1,138.00	-	Y	P
Port, Wharf or Boating Facilities – building work (except otherwise listed)	\$2,688.00	\$2,782.00		Y	P
Port, Wharf or Boating Facilities – fences, gates, retaining walls & satellite dishes/telecommunications	\$630.00	\$652.00		Y	P
Port, Wharf or Boating Facilities – containers, tanks, cranes, silos, terminals, ship loaders, unloaders, belt conveyors, emergency services, wharfs, boating facilities, paving & demolition work	\$920.00	\$952.00		Y	P
Modification of a Complying Development Certificate	50% of the original certificate fee or \$340 (plus GST) whichever is the lesser			Y	P
	Last year fee 50% of the original certificate fee or \$335 (plus GST) whichever is the lesser				
Additional fee to assess compliance with development standards for bush fire prone land	\$550.00	\$569.00		Y	P
Certification of Bushfire Attack Level in connection with the application of development standards of the General Housing Code and Rural Housing Code of State Environmental Planning Policy (Exempt and Complying Codes) 2008	\$498.00	\$515.00		Y	P
Additional fee to assess a minor performance solution to the deemed to comply with the standards of the Building Code of Australia (BCA)	\$946.00	\$979.00		Y	P
Additional fee to assess a major alternative solution to the deemed to comply with the standards of the Building Code of Australia (BCA)	\$2,369.00	\$2,452.00		Y	P
For development in respect of which Council does not employ staff that are accredited to the extent required to determine a complying development certificate application	\$5,250 plus the direct costs of all third parties engaged by council to process the applications (plus GST)			Y	P
	Last year fee \$2,625 plus the direct costs of all third parties engaged by council to process the applications (plus GST)				

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Compliance Certificates

For development in respect of which Council employs staff that are accredited to the extent required to determine a compliance certificate application	\$260 per hour			Y	P
	Last year fee \$252 per hour				
For development in respect of which Council does not employ staff that are accredited to the extent required to determine a compliance certificate application	\$2,715 plus the direct costs of all third parties engaged by council to process the applications (plus GST)			Y	P
	Last year fee \$2,625 plus the direct costs of all third parties engaged by council to process the applications (plus GST)				

Enclose Public Place

Hoarding – In respect of works with a duration of up to two weeks	\$298.00	\$330.00		N	P
In respect of works involving the construction or maintenance of a single dwelling house	\$495 for up to two months duration plus \$250 per month thereafter			N	P
	Last year fee \$480 for up to two months duration plus \$241.50 per month thereafter				
In respect of all other works	\$1,476 for up to two months duration plus \$738 per month thereafter			N	P
	Last year fee \$1,291.50 for up to two months duration plus \$645 per month thereafter				

Flooding Information and Assessment

Flood Information Certificate for residential properties	\$325.00	\$335.00	fixed fee	N	P
Flood Information Certificate for non-residential properties	\$325.00	\$335.00	minimum fee	N	P
Flood Information Certificate for non-residential properties	\$275.00	\$285.00	per hour	N	P
Provision of additional information regarding development standards for flood control lots, as per the General Housing Code, Rural Housing Code or any other relevant provision of an Environmental Planning Instrument	\$275.00	\$285.00	per hour	N	P
Additional fee for urgent provision of Flood Information Certificate for residential and non-residential properties	100% of relevant fee			N	P
Additional fee for urgent provision of additional information regarding development standards for flood control lots, as per the General Housing Code, Rural Housing Code or any other relevant provision of an Environmental Planning Instrument	100% of relevant fee			N	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Review of determination of a DA other than an application for complying, designated or an application by the Crown

Review of determination of DA (s8.3) in respect of a DA that does not involve any work	50% of original DA fee			N	S
Review of determination of DA (s8.3) in respect of a DA for a dwelling house, with an estimated cost of construction of \$100,000 or less	\$222.00	\$222.00	estimated cost of development ≤ \$100,000	N	S
Review of determination of DA (s8.3) in respect of any other DA, with an estimated cost of work as described:	\$64.00	\$64.00	estimated cost of development < \$5,001	N	S
Review of determination of DA (s8.3) in respect of any other DA, with an estimated cost of work as described:	\$100 plus \$1.50 for each \$1,000 or part \$1,000 above \$5,000		estimated cost of development \$5,001 - \$250,000	N	S
Review of determination of DA (s8.3) in respect of any other DA, with an estimated cost of work as described:	\$585 plus \$0.85 for each \$1,000 or part \$1,000 above \$250,000		estimated cost of development \$250,001 - \$500,000	N	S
Review of determination of DA (s8.3) in respect of any other DA, with an estimated cost of work as described:	\$833 plus \$0.50 for each \$1,000 or part \$1,000 above \$500,000		estimated cost of development \$500,001 - \$1,000,000	N	S
Review of determination of DA (s8.3) in respect of any other DA, with an estimated cost of work as described:	\$1,154 plus \$0.40 for each \$1,000 or part \$1,000 above \$1M		estimated cost of development \$1,000,001 - \$10,000,000	N	S
Review of determination of DA (s8.3) in respect of any other DA, with an estimated cost of work as described:	\$5,540 plus \$0.27 for each \$1,000 or part \$1,000 above \$10M		estimated cost of development > \$10,000,000	N	S

Review of determination of a DA Mod other than an application for complying, designated or an application by the Crown

Review of determination of DA Mod (s8.2)	50% of original DA fee			N	S
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Review of decision to reject a DA

Review of rejection of DA (s8.2) in respect of a DA with an estimated cost of development as described:

Estimated cost of development < \$100,000	\$64.00	\$64.00		N	S
Estimated cost of development \$100,000 – \$1,000,000	\$175.00	\$175.00		N	S
Estimated cost of development > \$1,000,000	\$292.00	\$292.00		N	S

Pre-DA and Pre-CDC Consultation Meeting

Written advice for basic planning enquiries	\$0.00	\$170.00	per hour	Y	P
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
Advice on minor development proposals (which are not classified as duty requests) and the meeting involves only a development officer.	\$280.00	\$290.00		Y	P
For development proposals or if variation to one or more planning controls is sought – for first meeting regarding a development proposal for single or dual occupancy dwellings	\$355.00	\$365.00		Y	P
For development proposals or if variation to one or more planning controls is sought – for first meeting regarding development proposals other than single or dual occupancy dwellings	\$715.00	\$740.00	value of development < \$500,000 &/or subdivisions up to 3 lots - up to half hour meeting, site inspection and documented review	Y	P
For development proposals or if variation to one or more planning controls is sought – for first meeting regarding development proposals other than single or dual occupancy dwellings	\$1,440.00	\$1,490.00	value of development \$500,000 to \$1,000,000 &/or subdivisions with 4 to 10 lots - up to three-quarters of an hour meeting	Y	P
For development proposals or if variation to one or more planning controls is sought – for first meeting regarding development proposals other than single or dual occupancy dwellings	\$2,010.00	\$2,080.00	value of development \$1,000,001 to \$5,000,000 &/or subdivisions with 11 to 20 lots - up to one hour meeting	Y	P
For development proposals or if variation to one or more planning controls is sought – for first meeting regarding development proposals other than single or dual occupancy dwellings	\$2,590.00	\$2,680.00	value of development > \$5,000,000 &/or subdivisions with more than 20 lots - up to one hour meeting	Y	P
For development proposals or if variation to one or more planning controls is sought – for additional meetings or additional written comments on plans	50% of fee calculated above			Y	P

[continued]

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Development Application & Modification Fees

Development application involving the erection of a building, alterations to a building, the carrying out of a work or the demolition of a work or building	\$129.00	\$129.00	estimated cost of development t <= \$5,000	N	S
If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Development application involving the erection of a building, alterations to a building, the carrying out of a work or the demolition of a work or building	\$198 plus \$3 for each \$1,000 or part \$1,000 above \$5,000		estimated cost of development t \$5,001 - \$50,000	N	S
If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Development application involving the erection of a building, alterations to a building, the carrying out of a work or the demolition of a work or building	\$412 plus \$3.64 for each \$1,000 or part \$1,000 above \$50,000		estimated cost of development t \$50,001 - \$250,000	N	S
Fee includes a charge by Planning NSW at the rate of 0.064% of estimated cost of development. If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Development application involving the erection of a building, alterations to a building, the carrying out of a work or the demolition of a work or building	\$1,356 plus \$2.34 for each \$1,000 or part \$1,000 above \$250,000		estimated cost of development t \$250,001 - \$500,000	N	S
Fee includes a charge by Planning NSW at the rate of 0.064% of estimated cost of development. If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Development application involving the erection of a building, alterations to a building, the carrying out of a work or the demolition of a work or building	\$2,041 plus \$1.64 for each \$1,000 or part \$1,000 above \$500,000		estimated cost of development t \$500,001 - \$1,000,000	N	S
Fee includes a charge by Planning NSW at the rate of 0.064% of estimated cost of development. If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Development application involving the erection of a building, alterations to a building, the carrying out of a work or the demolition of a work or building	\$3,058 plus \$1.44 for each \$1,000 or part \$1,000 above \$1M		estimated cost of development t \$1,000,001 - \$10,000,000	N	S
Fee includes a charge by Planning NSW at the rate of 0.064% of estimated cost of development. If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Development application involving the erection of a building, alterations to a building, the carrying out of a work or the demolition of a work or building	\$18,565 plus \$1.19 for each \$1,000 or part \$1,000 above \$10M		estimated cost of development t > 10,000,000	N	S
Fee includes a charge by Planning NSW at the rate of 0.064% of estimated cost of development. If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Development Application & Modification Fees [continued]

Development application for approval to erect an advertisement and/or advertising structure	\$333.00	\$333.00	minimum fee - for single advertisement	N	S
If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Development application for approval to erect an advertisement and/or advertising structure	\$93.00	\$93.00	additional fee - for each additional advertisement	N	S
If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Development application for erection of a Dwelling-house up to \$100,000	\$532.00	\$532.00	estimated cost of development < \$100,000	N	S
If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Development application for subdivision of land – New road	\$777 plus \$65 per additional lot			N	S
If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Development application for subdivision of land – No new road	\$386 plus \$53 per additional lot			N	S
If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Boundary realignment	\$330.00	\$386.00	per application	N	P
Development application for subdivision of land – Strata	\$386 plus \$65 per additional lot			N	S
If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Development application for proposed development not involving the erection of a building, the carrying out of a work, the subdivision of land or the demolition of a building or work	\$333.00	\$333.00		N	S
If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Additional fee for development application involving designated development	\$1,076.00	\$1,076.00		N	S
If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Development Application & Modification Fees [continued]

Additional development application fee for development that requires concurrence	\$164.00	\$164.00		N	S
Fee is exclusive of any applicable concurrence fee (\$320 maximum) that is payable to a concurrence authority. If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Additional development application fee for processing integrated development	\$164.00	\$164.00		N	S
Fee is exclusive of any applicable approval fee (\$320 maximum) that is payable to an approval body. If two or more fees are applicable to a single development application, the fee payable is the sum of those fees (clause 256 Environmental, Planning & Assessment Regulation 2021)					
Additional development application fee for flood report assessment where a flood study is required to be submitted	\$850.00	\$880.00		N	P
Additional fee for amendment or variation to a development application by an applicant, (subject to the agreement of Council) pursuant to Clause 55 of the EP&A Regulation 2000	\$320.00	\$330.00	minor amendment	N	P
Additional fee for amendment or variation to a development application by an applicant, (subject to the agreement of Council) pursuant to Clause 55 and 121B of the EP&A Regulation 2000	50% of the original DA fee Last year fee 50% of the original DA fee or \$660 (whichever is the lesser)		major amendment	N	P
Applications to make modifications to a development consent in order to correct a minor error, misdescription or miscalculation pursuant to Sec 4.55(1) of the EP&A Act 1979	\$83.00	\$83.00		N	S
No charge if Council is responsible for error or miscalculation					
Applications to make modifications to a development consent, involving minimal environmental impact, pursuant to Sections 4.55(1A) & 4.56(1) of the EP&A Act 1979	50% of the original DA fee or \$754 (whichever is the lesser)			N	S
Application to make other modifications to a development consent pursuant to Section 4.55(2) of the EP&A Act 1979 or under Section 4.56(1) of the Act if, in the opinion of Council, the proposed modification is not of minimal environmental impact	50% of original DA fee		modification to development consent that does not involve the: - erection of a building, - the carrying out of a work or - the demolition of a work or building or - if the fee for the original development application was less than \$100	N	S

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Development Application & Modification Fees [continued]

Application to make other modifications to a development consent pursuant to Section 4.55(2) of the EP&A Act 1979 or under Section 4.56(1) of the Act if, in the opinion of Council, the proposed modification is not of minimal environmental impact	50% of original DA fee up to a maximum of \$222		modification to development consent involving:- erection of dwelling house with value \$100,000 or less	N	S
Application to make other modifications to a development consent pursuant to Section 4.55(2) of the EP&A Act 1979 or under Section 4.56(1) of the Act if, in the opinion of Council, the proposed modification is not of minimal environmental impact	\$64.00	\$64.00	estimated cost of development <= \$5,000	N	S
The reference to estimated cost is a reference to the estimated cost of the development for which development consent was granted					
Application to make other modifications to a development consent pursuant to Section 4.55(2) of the EP&A Act 1979 or under Section 4.56(1) of the Act if, in the opinion of Council, the proposed modification is not of minimal environmental impact	\$99 plus \$1.50 for each \$1,000 or part \$1,000 above \$5,000		estimated cost of development \$5,001 - \$250,000	N	S
The reference to estimated cost is a reference to the estimated cost of the development for which development consent was granted					
Application to make other modifications to a development consent pursuant to Section 4.55(2) of the EP&A Act 1979 or under Section 4.56(1) of the Act if, in the opinion of Council, the proposed modification is not of minimal environmental impact	\$585 plus \$0.85 for each \$1,000 or part \$1,000 above \$250,000		estimated cost of development \$250,001 - \$500,000	N	S
The reference to estimated cost is a reference to the estimated cost of the development for which development consent was granted					
Application to make other modifications to a development consent pursuant to Section 4.55(2) of the EP&A Act 1979 or under Section 4.56(1) of the Act if, in the opinion of Council, the proposed modification is not of minimal environmental impact	\$833 plus \$0.50 for each \$1,000 or part \$1,000 above \$500,000		estimated cost of development \$500,001 - \$1,000,000	N	S
The reference to estimated cost is a reference to the estimated cost of the development for which development consent was granted					
Application to make other modifications to a development consent pursuant to Section 4.55(2) of the EP&A Act 1979 or under Section 4.56(1) of the Act if, in the opinion of Council, the proposed modification is not of minimal environmental impact	\$1,154 plus \$0.40 for each \$1,000 or part \$1,000 above \$1M		estimated cost of development \$1,000,001 - \$10,000,000	N	S
The reference to estimated cost is a reference to the estimated cost of the development for which development consent was granted					
Application to make other modifications to a development consent pursuant to Section 4.55(2) of the EP&A Act 1979 or under Section 4.56(1) of the Act if, in the opinion of Council, the proposed modification is not of minimal environmental impact	\$5,540 plus \$0.27 for each \$1,000 or part \$1,000 above \$10M		estimated cost of development > 10,000,000	N	S
The reference to estimated cost is a reference to the estimated cost of the development for which development consent was granted					
Additional fee for modification application that is accompanied by statement of qualified designer	\$889.00	\$889.00		N	S
This fee only applies where a modification application is not required to be reviewed by a design review panel (s102 of the EP&A Act 1979).					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Development Application & Modification Fees [continued]

Additional fee for proposed modifications to development consent under sections 4.55(2) and 4.56(1) of the EP&A Act 1979 that involve residential flat development which is required to be referred to a design review panel under SEPP 65	\$3,508.00	\$3,508.00		N	S
Fee has been separated from fee for similar process that applies to the original development application to which a proposed modification relates - due to a differentiation made in legislation					
Development of a Community Facility by a bona fide non-profit community organisation	\$0.00	\$0.00		N	S
Not including educational establishments, hospitals, retail premises, places of public worship or residential accommodation					
Development application lodged by or on behalf of Council - if an independent consultant is required to conduct any part of the assessment, the cost is to be paid by the Applicant/Council (in addition to standard Development Application fees)		at cost		N	F

Public Notification Fees for Development Applications

Renotification/advertising fee where Council is required to renotify an application due to amendments to the proposal	\$250.00	\$280.00	per application	N	P
In the case of designated development (as defined by the Act) and development required by an Environmental Planning Instrument to be notified in the manner of designated development	\$2,596.00	\$2,596.00	per application	N	S
In the case of advertised development (as defined by the Community Participation Plan)	\$1,292.00	\$1,292.00	per application	N	S
In the case of advertised development (as defined by the Community Participation Plan) for nominated integrated development, threatened species development or Class 1 aquaculture development	\$1,292.00	\$1,292.00	per application	N	S
In the case of an application pursuant to Section 4.55(2) or Section 4.56(1) of the EP&A Act 1979	\$778.00	\$778.00	per application	N	S
In the case of prohibited development, including existing use rights (but the Council shall refund so much of the additional portion of the fee as is not expended in giving the required notification)	\$1,292.00	\$1,292.00	per application	N	S
In the case of notification required to be given in connection with an application pursuant to Section 8.2 of the EP&A Act 1979	\$725.00	\$725.00	per application	N	S
In the case of all other Development Applications and amendments thereto – for work involving a single dwelling & or outbuildings	\$270.00	\$279.00	per DA	N	P
In the case of all other Development Applications and amendments thereto – for all other types of development	\$615.00	\$635.00	per DA	N	P

Building Certificates

Class 1 & Class 10 Buildings	\$250.00	\$250.00	per dwelling	N	S
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Building Certificates [continued]

Other Classes of Buildings	\$250.00	\$250.00	per building - building floor area or part not > 200m2	N	S
Other Classes of Buildings	\$250 plus \$0.50 per m2 for each m2 > 200m2		200m2 - 2,000m2	N	S
Other Classes of Buildings	\$1,165 plus \$0.075 per m2 for each m2 >2000m2		> 2,000m2	N	S
Where application relates to part of a building consisting of external wall only or does not otherwise have a floor area	\$250.00	\$250.00	per building	N	S
Additional fee – if more than one inspection if carried out	\$90.00	\$90.00	per additional inspection	N	S
Additional fee for applications for which a charge may be made due to circumstances listed in clause 260(3A) of the Environmental Planning & Assessment Regulation 2000	amount that would have been payable for an application for development consent and a construction certificate, or a complying development certificate (if appropriate) for unauthorised parts of the building			N	S
Copy of a Building Certificate	\$13.00	\$13.00		N	S

Occupation Certificates

Occupation Certificate or Interim Occupation Certificate for development involving building works	\$365.00	\$378.00		Y	P
For development in respect of which Council employs staff that are accredited to the extent required to be the PC for a particular development					
Occupation Certificate for development involving change of use only	\$575.00	\$595.00		Y	P
For development in respect of which Council employs staff that are accredited to the extent required to be the PC for a particular development					
Additional fee to prepare and make a referral to NSW Fire Brigades as per Section 50 of EP&A (Development Certification and Fire Safety) Regulation 2021	\$1,200.00	\$1,242.00		Y	P
For development in respect of which Council employs staff that are accredited to the extent required to be the PC for a particular development					
Additional fee payable for services rendered by Fire and Rescue NSW in connection with a referral made as per Part 5, Division 3 of Environmental Planning & Assessment (Development Certification and Fire Safety) Regulation 2021 (payable subsequent to lodgement of application for Construction Certificate or Complying Development Certificate)	amount of the invoice received from Fire & Rescue NSW			N	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Occupation Certificates [continued]

For development in respect of which Council employs staff that are accredited to the extent required to be the PC for a particular development	\$2,715 plus the direct costs of all third parties engaged by council to process the applications (plus GST)			Y	P
	Last year fee \$2,625 plus the direct costs of all third parties engaged by council to process the applications (plus GST)				

Appointment as a Principal Certifier for Building Works

PC Fee

Low scale residential development including new single dwellings, secondary dwellings with total floor area no more than 60 square metres, new domestic outbuildings & swimming pools and alterations/additions to existing residential development

For development in respect of which Council employs staff that are accredited to the extent required to be the PC for a particular development

PC Fee	\$430.00	\$445.00	estimated cost of development < \$15,000	Y	P
PC Fee	\$810.00	\$838.00	estimated cost of development \$15,000 - \$80,000	Y	P
PC Fee	\$1,680.00	\$1,739.00	estimated cost of development \$80,001 - \$2,000,000	Y	P
PC Fee	a quotation can be provided (subject to ratification by Development Assessment Section Manager or Manager Regulatory, Planning & Assessment)		estimated cost of development > \$2,000,000	Y	P
All development when combined with a development application or lodged prior to determination of development application		20% discount		Y	M

PC Fee - Multiple Residential Development

Two or more new dwellings, secondary dwellings with total floor area more than 60 square metres or class 3 boarding houses

For development in respect of which Council employs staff that are accredited to the extent required to be the PC for a particular development.

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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PC Fee - Multiple Residential Development [continued]

PC Fee – Multiple Residential Development	\$2,240.00	\$2,318.00	estimated cost of development < \$200,000	Y	P
PC Fee – Multiple Residential Development	\$3,275.00	\$3,390.00	estimated cost of development \$200,000 - \$400,000	Y	P
PC Fee – Multiple Residential Development	\$4,680.00	\$4,844.00	estimated cost of development \$400,001 - \$2,000,000	Y	P
PC Fee – Multiple Residential Development	a quotation can be provided (subject to ratification by Development Assessment Section Manager or Manager Regulatory, Planning & Assessment)		estimated cost of development > \$2,000,000	Y	P
All development when combined with a development application or lodged prior to determination of development application	20% discount			Y	M

Commercial/Industrial Development

For development in respect of which Council employs staff that are accredited to the extent required to be the PC for a particular development

Commercial / Industrial Development	\$705.00	\$772.00	estimated cost of development < \$40,000	Y	P
Commercial / Industrial Development	\$1,405.00	\$1,454.00	estimated cost of development \$40,000 - \$200,000	Y	P
Commercial / Industrial Development	\$3,150.00	\$3,260.00	estimated cost of development \$200,001 - \$2,000,000	Y	P
Commercial / Industrial Development	a quotation can be provided (subject to ratification by Development Assessment Section Manager or Manager Regulatory, Planning & Assessment)		estimated cost of development > \$2,000,000	Y	P
All development when combined with a development application or lodged prior to determination of development application	20% discount			Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Other

Building, planning & engineering or professional officer advice	\$230.00	\$238.00	per hour (minimum charge one hour)	Y	F
Additional Inspections including BASIX inspection, reinspections and inspections in relation to applications approved over 5 years ago	\$357.00	\$370.00	per inspection	Y	P
For development in respect of which Council employs staff that are accredited to the extent required to be the PC for a particular development					
If Council is appointed to replace a private Accredited Certifier on a partially completed project.	full fee is payable relevant to category of development, as above, plus \$517 administration fee per change of PC request Last year fee full fee is payable relevant to category of development, as above, plus \$500 administration fee per change of PC request			Y	P
For development in respect of which Council employs staff that are accredited to the extent required to be the PC for a particular development. In addition, if deemed to be a complex project, additional fees are applicable. Subject to a quotation to be ratified by Manager, Regulatory, Planning & Assessment.					
Full fee is payable, to compensate for having to familiarise with the status of the project. With the exception of the categories with an open ended "value of development", the fee covers all staged inspections as listed in a Council letter confirming appointment as Principal Certifier. For the open ended categories, the maximum number of inspections covered by this fee is:- Low Scale Residential Development - 5, Multiple Residential Development - 15, Commercial/Industrial Development - 7					
For development in respect of which Council does not employ staff that are accredited to the extent required to be the PC for a particular development	\$5,430 plus the direct costs of all third parties engaged by council to process the application (plus GST) Last year fee \$5,250 plus the direct costs of all third parties engaged by council to process the application (plus GST)			Y	P
Additional fee for site sign identifying the City of Newcastle as PC	\$15.75	\$16.30	per sign	Y	P

Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings

Application to install a manufactured home, moveable dwelling or associated structure on land – LGA 1993, S68	\$340.00	\$350.00		N	P
Inspection of installation of a manufactured home, moveable dwelling or associated structure on land – LGA 1993, S68	\$340.00	\$350.00		N	P
Determination of Certificate of Completion of installation of manufactured home or associated structure – LG (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005, CI 69	\$340.00	\$350.00		N	P
Application to operate a caravan park, camping ground or manufactured home estate – LGA 1993, S68	\$1,985.00	\$2,055.00		N	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings [continued]

Application to operate a public car park – LGA 1993, S68	\$1,985.00	\$2,055.00		N	P
Application to install a domestic oil or solid fuel heating appliance other than a portable appliance	\$175.00	\$181.00		N	P
Application to set up, operate or use a loud speaker or sound amplifying device	\$175.00	\$181.00		N	P
Processing of an objection to the application of regulations and local policies – LGA 1993, S82	\$340.00	\$350.00		N	P

Relocation of Dwelling

Inspection within Newcastle	\$690.00	\$714.00		N	P
Inspection outside Newcastle	\$714 plus \$24.10 per km from the City Administration Centre			N	P
	Last year fee \$690 plus \$23.30 per km from the City Administration Centre				

Swimming Pools

Application for Exemption	\$250.00	\$250.00		N	S
Inspection of a swimming pool	\$150.00	\$150.00		Y	S
Subsequent inspection of a swimming pool after the first inspection	\$100.00	\$100.00		Y	S
Provision of registration information to Council	\$10.00	\$10.00		Y	S

Subdivision/Strata Certificates

Issue of Certificate for applications considered under the Real Property Act – Defacto Application	\$365.00	\$380.00	per application	N	P
Issue of Certificate for applications considered under the Real Property Act: – Endorsement of plan of easement	\$680.00	\$705.00	per application	N	P
Issue of Certificate for applications considered under the Real Property Act – Transfer and other legal documents	\$680.00	\$705.00	per application	N	P
Subdivision Certificate	\$680 plus \$57 per additional lot			N	P
	Last year fee \$660 plus \$55 per additional lot				
Re-endorsement of Subdivision Certificate and/or s88B instrument after original endorsement, due to amendments to documents	\$220.00	\$230.00		N	P
Strata Certificate	\$680 plus \$57 per additional lot			Y	P
	Last year fee \$660 plus \$55 per additional lot				

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Fees for subdivision works, DA related road works & non-DA related road works

New road construction or construction of more than half of the existing pavement width	\$22.25	\$23.10	per longitudinal metre	N	P
10% GST for Construction Certificate application fees, GST Exempt for Roads Act applications					
New road construction or construction of more than half of the existing pavement width	\$1,005.00	\$1,040.00	minimum fee per application	N	P
10% GST for Construction Certificate application fees, GST Exempt for Roads Act applications					
Road construction less than half of existing pavement width	\$17.00	\$18.00	per longitudinal metre	N	P
10% GST for Construction Certificate application fees, GST Exempt for Roads Act applications					
Road construction less than half of existing pavement width	\$780.00	\$805.00	minimum fee per application	N	P
10% GST for Construction Certificate application fees, GST Exempt for Roads Act applications					
Miscellaneous works E.g.: Interallotment drainage, private driveways, drainage structures and other infrastructures such as: footpaths <30m, stairs up to 3 flights, planter boxes, bike racks, bespoke furniture and footpath gardens, dewatering and discharging connections	2% of cost of construction or \$340 whichever is the greater Last year fee 2% of cost of construction or \$335 whichever is the greater	<= \$5,000 in value	N	P	
10% GST for Construction Certificate application fees, GST Exempt for Roads Act applications					
Miscellaneous works E.g.: Interallotment drainage, private driveways, drainage structures and other infrastructures such as: footpaths <30m, stairs up to 3 flights, planter boxes, bike racks, bespoke furniture and footpath gardens, dewatering and discharging connections	2% of cost of construction or \$780 whichever is the greater Last year fee 2% of cost of construction or \$775 whichever is the greater	> \$5,000 in value	N	P	
10% GST for Construction Certificate application fees, GST Exempt for Roads Act applications					
Amendment or re-issue of construction certificate &/ or Roads Act approval	35% of cost of original application fee or \$340 whichever is the greater Last year fee 35% of cost of original application fee or \$335 whichever is the greater	<= \$5,000 in value	N	P	
10% GST for Construction Certificate application fees, GST Exempt for Roads Act applications					
Amendment or re-issue of construction certificate &/ or Roads Act approval	35% of cost of original application fee or \$780 whichever is the greater Last year fee 35% of cost of original application fee or \$775 whichever is the greater	> \$5,000 in value	N	P	
10% GST for Construction Certificate application fees, GST Exempt for Roads Act applications					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Fees for subdivision works, DA related road works & non-DA related road works [continued]

Additional fee for when assessment of application extends beyond the initial assessment plus further reviews of amended/additional details on two subsequent occasions and the application continues to be in a form that is not suitable for approval	\$260.00	\$270.00	per hour (one hour minimum charge)	N	P
10% GST for Construction Certificate application fees, GST Exempt for Roads Act applications					
Permit to install ground anchors/shoring	\$550.00	\$569.00	per permit	N	P
Installation of ground anchors - exceeding 10 anchors at one site	Price on Application			N	P

Appointment as the Principal Certifier (Subdivision and Civil Works) or to inspect/monitor works under the Roads Act applications

New road construction or construction of more than half of existing pavement width.	\$46.00	\$48.00	per longitudinal metre	N	P
Appointment as The Principal Certifier (Subdivision and Civil Works) or to inspect/monitor works under Roads Act applications. Fee covers all inspections as listed in the Development Consent and/or a council letter confirming requirements. GST Exempt except if the role is contestable by private certifiers (in which case 10% GST applies)					
New road construction or construction of more than half of existing pavement width.	\$1,000.00	\$1,035.00	minimum fee	N	P
Appointment as The Principal Certifier (Subdivision and Civil Works) or to inspect/monitor works under Roads Act applications. Fee covers all inspections as listed in the Development Consent and/or a council letter confirming requirements. GST Exempt except if the role is contestable by private certifiers (in which case 10% GST applies)					
Road construction less than half of existing pavement width	\$40.00	\$41.00	per longitudinal metre	N	P
Appointment as The Principal Certifier (Subdivision and Civil Works) or to inspect/monitor works under Roads Act applications. Fee covers all inspections as listed in the Development Consent and/or a council letter confirming requirements.					
Road construction less than half of existing pavement width	\$1,000.00	\$1,035.00	minimum fee	N	P
Appointment as The Principal Certifier (Subdivision and Civil Works) or to inspect/monitor works under Roads Act applications. Fee covers all inspections as listed in the Development Consent and/or a council letter confirming requirements. GST Exempt except if the role is contestable by private certifiers (in which case 10% GST applies)					
Miscellaneous works E.g.: Interallotment drainage, private driveways and drainage structures	2% of cost of construction or \$340 whichever is the greater		<= \$5,000 in value	N	P
	Last year fee 2% of cost of construction or \$335 whichever is the greater				
Appointment as The Principal Certifier (Subdivision and Civil Works) or to inspect/monitor works under Roads Act applications. Fee covers all inspections as listed in the Development Consent and/or a council letter confirming requirements. GST Exempt except if the role is contestable by private certifiers (in which case 10% GST applies)					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Appointment as the Principal Certifier (Subdivision and Civil Works) or to inspect/monitor works under the Roads Act applications [continued]

Miscellaneous works E.g.: Interallotment drainage, private driveways and drainage structures	2% of cost of construction or \$780 whichever is the greater		> \$5,000 in value	N	P
	Last year fee 2% of cost of construction or \$775 whichever is the greater				

Appointment as The Principal Certifier (Subdivision and Civil Works) or to inspect/monitor works under Roads Act applications. Fee covers all inspections as listed in the Development Consent and/or a council letter confirming requirements. GST Exempt except if the role is contestable by private certifiers (in which case 10% GST applies)

Additional fee for additional/extraordinary inspections or re-inspections due to incomplete works	\$365.00	\$380.00	per inspection	N	P
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Appointment as The Principal Certifier (Subdivision and Civil Works) or to inspect/monitor works under Roads Act applications.

Security Bonds

Arrangement for cash or bank guarantee security bonds for uncompleted works or maintenance where the value of the bond is up to \$10,000	\$805.00	\$835.00	per bond	N	P
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GST does not apply to any services that follow from subdivision applications lodged prior to 30/6/98

Arrangement for cash or bank guarantee security bonds for uncompleted works or maintenance where the value of the bond is more than \$10,000	\$1,135.00	\$1,175.00	per bond	N	P
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GST does not apply to any services that follow from subdivision applications lodged prior to 30/6/98

Substitution of existing security bonds with another bond of a lesser amount due to completion of some works covered by existing bond	\$675.00	\$700.00	per lesser bond	N	P
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GST does not apply to any services that follow from subdivision applications lodged prior to 30/6/98

Urban Design Review Panel

Referral to the Urban Design Review Panel for a modification application	\$3,508.00	\$3,508.00	for one or multiple visits	N	S
Referral to the Urban Design Review Panel prior to submission of DA	\$3,150.00	\$3,508.00	per visit	N	P
Referral to the Urban Design Review Panel after submission of DA	\$3,150.00	\$3,508.00	for one or multiple visits	N	P
Referral to the Urban Design Review Panel for a development application for a residential flat building	\$3,508.00	\$3,508.00	for one or multiple visits	N	S
Design Review Panel for a c155 application to a development application	\$0.00	\$3,508.00	for one or multiple visits	N	P

Heritage Notification

Heritage Notification works - other	\$0.00	\$225.00	per application	N	P
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Heritage Notification [continued]

Heritage Notification works - works to single dwelling	\$0.00	\$75.00	per application	N	P
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Design Competition

Design Competition	\$0.00	\$15,000.00	per submission/ architect	N	P
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Public Art Reference Group

Attendance at Public Art Reference Group Meetings - if related to a development application	\$0.00	\$800.00	per development application (max 3 visits)	N	P
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Urban Planning

Supply of Miscellaneous Information

Photocopies – A4 or A3 Black and white only	\$1.35	\$1.40	per page	N	P
Service Charge (including compiling information into a new form)	\$121.00	\$125.00	per hr - minimum 1/2 hr	N	P
Supply of information on USB	\$58.00	\$60.00	per hr - minimum 1/2 hr	N	P
Policy Advice Fee	\$195.00	\$240.00	per hr - minimum 1 hr	N	P
Development Contributions Quote	\$25.00	\$26.00	per quote	N	P
Section 7.11 & Section 7.12 Contributions Plans (each)	\$55.00	\$57.00	hard copy A4 colour	N	F

Publications

Newcastle DCP 2012 document	\$170.00	\$176.00	hard copy A4 colour	N	F
Newcastle DCP 2012 & technical manuals	\$55.00	\$57.00	USB only	N	F
Technical Manuals (each – excluding Stormwater & Water Efficiency for Development Technical Manual)	\$55.00	\$57.00	hard copy A4 black & white	N	F
Technical Manual – Stormwater & Water Efficiency for Development Technical Manual	\$84.00	\$87.00	hard copy A4 black & white	N	F

Request to amend Principal LEP

Basic*

* category is determined at planning proposal meeting.

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Basic* [continued]

Proponent - initiated	\$0.00	\$10,000.00	per planning proposal	N	F
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Standard*

* category is determined at planning proposal meeting.

Stage 1 - Scoping/pre-lodgement advice and submission requirements	\$0.00	\$15,000.00		N	F
Stage 2 - Lodgement/Gateway determination and actioning/exhibition	\$0.00	\$20,000.00		N	F
Stage 3 - Assessment and finalisation	\$0.00	\$25,000.00		N	F

Complex*

* category is determined at planning proposal meeting.

Stage 1 - Scoping/pre-lodgement advice and submission requirements	\$0.00	\$20,000.00		N	F
Stage 2 - Lodgement/Gateway determination and actioning/exhibition	\$0.00	\$20,000.00		N	F
Stage 3 - Assessment and finalisation	\$0.00	\$30,000.00		N	F

Principal*

* category is determined at planning proposal meeting.

Stage 1 - Scoping/pre-lodgement advice and submission requirements	\$0.00	\$25,000.00		N	F
Stage 2 - Lodgement/Gateway determination and actioning/exhibition	\$0.00	\$25,000.00		N	F
Stage 3 - Assessment and finalisation	\$0.00	\$50,000.00		N	F

Other

Engagement of consultant to prepare a planning proposal and manage the Gateway determination process when council is the Planning Proposal Authority following a Gateway determination review		Stage 2 fee of appropriate planning proposal category + actual cost of consultant engagement plus 10% administration		N	F
		Last year fee actual cost of engagement plus 10% administration			
Daily fee for a public hearing if required	\$3,500.00	\$3,620.00		N	F
Minor mapping anomalies where an error can be identified in the Newcastle LEP and where the proposed amendment is consistent with the intent and direction of the LEP and Council.	\$0.00	\$0.00		N	Z
Amendment proposed by a NSW government department to enable development of land for use defined as an 'Infrastructure Facility' under State Environmental Planning Policy (Infrastructure) 2007	\$0.00	\$0.00		N	Z
Reclassification of land to enable the provision of public infrastructure or community facilities	\$0.00	\$0.00		N	Z

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Other [continued]

Planning proposal meeting with LEP panel (first & second meeting)	\$2,200.00	\$2,275.00	first & second meeting with LEP Panel	N	F
Planning proposal meeting with LEP panel (third and subsequent meetings where requested by the proponent)	\$1,100.00	\$1,140.00	each additional meeting with LEP panel	N	F
Entering Planning Proposal information on NSW Planning Portal	\$0.00	\$40.00	per planning proposal	N	P

Preparation of Development Control Plan or Precinct Plan

Preparation or review of DCP or Precinct Plan	\$22,250 plus \$240 per hour if staff time exceeds 40 hours Last year fee \$21,500 plus \$180 per hour if staff time exceeds 40 hours			N	F
Preparation or review of minor amendment to DCP or Precinct Plan	\$240 plus mapping, printing and advertising costs Last year fee \$180 plus mapping, printing and advertising costs		per hour	N	F

Planning Agreements

Preparation of Planning Agreements	\$1,580.00	\$1,635.00	per agreement	N	F
Revision of Planning Agreements	\$790.00	\$820.00	per amendment	N	F
Public notice of a proposed Planning Agreement or development contribution	\$600.00	\$620.00	per agreement	N	F

Planning Investigations

Outdoor Dining/Trading

Installation of Outdoor Dining markers	\$180.00	\$185.00	per outdoor dining approval	N	F
Advertising fee: Applications that require public notification	\$0.00	\$205.00	per application	N	P

Building Waste Containers in Public Place

Annual Registration Fee	\$315.00	\$325.00	per applicant per annum	N	F
Application Fee	\$90.00	\$93.00	per building waste application	N	F

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Compliance Cost Notices

Order compliance costs – maximum fee	\$1,000.00	\$0.00	per notice	N	S
Notice of intention compliance costs – maximum fee	\$750.00	\$750.00	per notice	N	S
Actual Fee determined based on costs and expenses.					

Boarding House Inspections

Inspection Fee	\$315.00	\$325.00	per inspection	N	F
Re-inspection Fee	\$0.00	\$325.00	per re-inspection	N	F

Annual Fire Safety Statement

Administration Fee – Processing of Annual Fire Safety Statement submission	\$85.00	\$88.00	per statement per annum	Y	F
Administration Fee – Follow-up processing incorrect Annual Fire Safety Statement submission.	\$85.00	\$88.00	per statement	Y	F
Stay of Infringement Application	\$100.00	\$104.00	per statement	Y	F
Fee to assess application for the delayed submission of the Annual Fire Safety Statement.					

Other

Provision of professional advice, fire safety audit and investigation services	\$230.00	\$240.00	per hour (Minimum 1/2 hour charge)	Y	F
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Environment & Health

Environmental Health Inspection Fee	\$261.00	\$270.00	per hour. (Minimum charge of 30 minutes and 15 minute increments thereafter)	N	F
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This fee covers inspections of caravan parks & camping grounds, water cooling systems, warm water systems, beauty shop, hairdresser, hairdressing vehicle, skin penetration, horses on premises, on-site sewerage management systems, swimming pool water quality, event and markets food inspection fee and inspecting vehicles or articles used for selling food.

Environmental Health Re-inspection Fee	\$261.00	\$270.00	per hour (charged in 15 minute increments)	N	F
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This fee covers re-inspections of caravan parks & camping grounds, water cooling systems, warm water systems, beauty shop, hairdresser, hairdressing vehicle, skin penetration, horses on premises, on-site sewerage management systems, swimming pool water quality, event and markets food inspection fee and inspecting vehicles or articles used for selling food.

Environmental Protection Notices

Environmental Protection Notices	\$591.00	\$605.00	per notice	N	S
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Public Health Improvement Notices and Prohibition Orders

Regulated systems on premises	\$560.00	\$560.00	per notice	N	S
Other premises	\$270.00	\$270.00	per notice	N	S

Operate Caravan Park/Camping Ground

Approval Fee (5 year approval)	\$248.00	\$257.00	per park/ ground	N	F
Limited time application (Events, Shows etc.)	\$620.00	\$642.00		N	F

Legionella Management

Annual Administration Fee - Water Cooling System - 1 year Risk Management Plan duration	\$258.00	\$267.00	per unit per annum	N	F
Annual Administration Fee - Water Cooling System - 2 year Risk Management Plan duration	\$218.00	\$226.00	per unit per annum	N	F
Annual Administration Fee - Water Cooling System - 3 year Risk Management Plan duration	\$205.00	\$212.00	per unit per annum	N	F
Annual Administration Fee - Water Cooling System - 4 year Risk Management Plan duration	\$198.00	\$205.00	per unit per annum	N	F
Annual Administration Fee - Water Cooling System - 5 year Risk Management Plan duration	\$194.00	\$201.00	per unit per annum	N	F
Annual Administration Fee – Warm Water Systems	\$62.00	\$64.00	per premises per annum	N	F

Beauty Shop, Hairdresser, Skin Penetration or Combination of all

Annual Administration Fee – Category 1 – High Risk Premises – Skin Penetration (re-usable articles)	\$310.00	\$320.00	per premises per annum	N	F
Annual Administration Fee – Category 2 – Low Risk Premises – Skin Penetration (non re-usable articles)	\$172.00	\$178.00	per premises per annum	N	F
Pre-purchase Inspection Report – all categories	\$645.00	\$670.00	per inspection	N	F

On-Site Sewage Management System

Install Sewage Management Facility/Waste Treatment Device	\$405.00	\$420.00	per application includes approval to operate	N	F
Application for approval to operate – Approval only	\$56.00	\$80.00	per system	N	F
Application for renewal of approval to operate – Approval only	\$56.00	\$80.00	per system	N	F

Development Site

Prevent Pollution Sign	\$12.00	\$12.50	per sign	Y	F
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Food Services

Food Business Administration Fees

Annual Administration Charge – Small	\$380.00	\$390.00	per premises per annum	N	S
Small - up to and including 5 full time food handlers					
Annual Administration Charge – Medium	\$800.00	\$800.00	per premises per annum	N	S
Medium - more than 5 but not more than 50 full time food handlers					
Annual Administration Charge – Large	\$3,300.00	\$3,500.00	per premises per annum	N	S
Large - more than 50 full time food handlers					
Annual Administration Charge – Charity Organisations	\$0.00	\$0.00	per premises per annum	N	Z

Food Business Inspection Fee

Inspection Fee	\$261.00	\$270.00	per hour (Minimum charge 30 minutes and 15 minute increments thereafter)	N	F
Re-inspection Fee	\$261.00	\$270.00	per hour (charged in 15 minute increments)	N	F
Pre-purchase Inspection Report	\$660.00	\$685.00	per inspection	N	F

Food Improvement Notices

Food Improvement Notices	\$330.00	\$330.00	per notice	N	S
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Use of Vehicle or Article for Selling

Mobile Food Vans & Vehicles	\$395.00	\$410.00	per approval	N	F
For inspection fees - see Environmental Health Inspection Fee					
Temporary Food Stalls	\$395.00	\$410.00	per approval	N	F
For inspection fees - see Environmental Health Inspection Fee					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Transport & Compliance

Traffic & Transport

Work Zones and Various Special Use Zones for Events & Activities

Parallel to kerb parking - Approval zone within the road carriage way

Work zones are to be a minimum length of 6 metres (equivalent to 1 parallel or 2 angle parking spaces). All zones applications should be minimum of 1 month duration.

Ticketed time parking zone per metre of kerbside space per week or part thereof	\$27.00	\$30.00		N	F
Time restricted parking zone (2P, 4P, etc.) per metre of kerbside space per week or part thereof	\$17.00	\$18.00		N	F
Unrestricted parking zone and other zone (NSt, NP, etc.) per metre of kerbside space per week or part thereof	\$12.80	\$13.50		N	F

Angle parking - Approval zone within the road carriage way

Work zones are to be a minimum length of 6 metres (equivalent to 1 parallel or 2 angle parking spaces). All zones applications should be minimum of 1 month duration.

Ticketed time parking zone per metre of kerbside space per week or part thereof	\$53.00	\$60.00		N	F
Time restricted parking zone (2P, 4P, etc.) per metre of kerbside space per week or part thereof	\$34.00	\$36.00		N	F
Unrestricted parking zone and other zone (NSt, NP, etc.) per metre of kerbside space per week or part thereof	\$26.00	\$27.00		N	F

Supply, installation and removal of construction zone signage

Work zones are to be a minimum length of 6 metres (equivalent to 1 parallel or 2 angle parking spaces). All zones applications should be minimum of 1 month duration.

Per sign on existing posts	\$167.75	\$175.00		N	P
Additional sign on existing posts	\$117.50	\$125.00		N	P
Per sign on new posts	\$575.90	\$600.00		N	P
Per sign on additional new posts	\$374.50	\$390.00		N	P

Other

Administration costs for work zone extension	\$105.60	\$110.00	per instance	N	P
Administration costs - work zone	\$407.50	\$425.00	per instance	N	P
Late Application Fee	\$0.00	\$50.00	per application	N	P

Charged on all permits where requested date is inside the required notification period. This includes, but is not limited to, Road Occupancy Permits, Shipping Container Applications, Parking Occupancy Permits, Temporary Road Closures and Crane Applications.

Road Occupancy Permit (ROP) – Normal application	\$133.00	\$140.00	per application	N	F
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Other [continued]

Road Occupancy Permit (ROP) – Full Road Closure	\$256.00	\$265.00	per application	N	F
Shipping Container Application	\$71.50	\$75.00	application for 1 week	N	F
Shipping Container Application	\$273.65	\$285.00	application for more than 1 week (per calendar month)	N	F
Parking Occupancy Permit – Application Fee	\$26.00	\$27.00	per application	N	F
Parking Occupancy Permit - Unrestricted parking (CBD and Local Centre only areas)	\$10.00	\$11.00	per day per parking space	N	F
Parking Occupancy Permit – Time Restricted Parking	\$20.50	\$22.00	per day per parking space	N	F
Parking Occupancy Permit – Metered Parking	\$50 per space per day plus Application Fee of \$27 Last year fee \$45 per space per day plus Application Fee of \$25		per day per parking space	N	P
Parking Occupancy Permit – Metered Parking	\$300 per space per week plus Application Fee of \$27 Last year fee \$275 per space per week plus Application Fee of \$25		per week per parking space	N	P

Temporary Road Closure

Supervision costs will be shared by the number of events on the same day. Additional costs - at full cost to applicant plus GST.

Administration Costs & Part V EPA Review Supervision Costs (cost per inspection-min 2 inspections)	\$412.90	\$430.00		N	P
During Business Hours (7.30am-5pm Mon-Fri)	\$155.45	\$160.00		N	P
Outside Business hours	\$561.30	\$580.00		N	P
Advertising Costs		full cost		N	P
For Construction – Administration Costs – Full Road Closures	\$256.25	\$265.00		N	F
For Construction – Administration Costs – Part Road/ Lane Closure	\$133.00	\$140.00		N	F
For Commercial Purposes		in addition to above fees an additional fee as negotiated upon application		N	F

Traffic Information/Searches

Traffic Count Data Search	\$66.10	\$70.00	per 1/2 hour	Y	F
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Restricted Vehicle Route Application (B-Double)

Administration Fee	\$340.30	\$355.00	per route	N	F
Assessment of Proposed Restricted Vehicle Route	\$637.00	\$660.00	per route as required	N	F
Assessment of Higher Mass Limit (HML) and Performance Based System (PBS) Vehicles	\$340.00	\$355.00	per route	N	F
Assessment of Over Size/Mass Vehicle Applications (NHVR)	\$85.60	\$90.00	per route	N	F

Community Facility & Street Name Signs/Erection of Signs

Erect one blade to existing post	\$169.15	\$175.00	per item	Y	P
Erect one blade to existing post	\$62.00	\$65.00	each additional sign erected at the same vicinity	Y	P
Remove one blade from existing post	\$136.10	\$140.00	per item	Y	P
Remove one blade from existing post	\$41.00	\$45.00	each additional sign removed at the same vicinity	Y	P
Erect one blade to new post	\$476.15	\$500.00	per item	Y	P
Erect one blade to new post	\$316.25	\$330.00	each additional sign and post erected at the same vicinity	Y	P
Remove blade and one existing post	\$339.80	\$350.00	per item	Y	P
Remove blade and one existing post	\$217.85	\$225.00	each additional post removed at the same vicinity	Y	P
Remove existing post	\$298.80	\$310.00	per post	Y	P
Remove existing post	\$176.30	\$185.00	each additional post removed at the same vicinity	Y	P
Erect one new blade to steel lighting column	\$133.80	\$140.00	per item	Y	P
Erect one new blade to steel lighting column	\$62.55	\$65.00	each additional new blade erected at the same vicinity	Y	P
Remove blade from steel lighting column	\$133.80	\$140.00	per item	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Community Facility & Street Name Signs/Erection of Signs [continued]

Remove blade from steel lighting column	\$62.55	\$65.00	each additional blade removed from the same vicinity	Y	P
Extend existing column galv. post & erect blade	\$280.35	\$300.00	each	Y	P
Supply of blade	\$154.30	\$160.00	each sign	Y	P
Sign design fee (where applicable)	\$182.50	\$190.00	for 1st sign per site	Y	P
Sign design fee (where applicable)	\$53.85	\$60.00	each additional sign at the same vicinity	Y	P
Only charged where different wording is required on sign					
Erect long blade on two galv. posts	\$632.00	\$655.00	per sign	Y	P
"Neighbourhood Watch" and "Safe House" Scheme Signs	full cost plus 10%		per instance	Y	P
Depends on size and scale of the Public Program.					

Traffic Facilities

Road Linemarking - Edgeline

Driveway linemarking	\$133.30	\$140.00	per driveway per linear metre	N	F
Edgeline – using paint – white or yellow lines		POA	per linear meter	N	F
Edgeline – using thermo – white or yellow lines		POA	per linear meter	N	F
Establishment cost or site cost		POA	per linear meter	N	F

Parking Operations

Use of Suburban Carparks

Category A: Commercial Use	\$4,575.00	\$4,735.00	maximum per day	Y	M
Category A: Commercial Use	\$785.00	\$812.00	minimum per day	Y	M
Category B: Commercial with a Charitable Component	\$4,575.00	\$4,735.00	maximum per day	Y	M
Category B: Commercial with a Charitable Component	\$170.00	\$175.00	minimum per day	Y	M
Category C: Community use plus cost recovery	\$170.00	\$175.00		Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Other Parking Charges

Car Share Parking Space	\$4,220.00	\$4,368.00	maximum per annum per space	N	M
Car Share Parking Space - Establishment Fee	\$697.00	\$721.00	per formal agreement (includes signage and line marking)	N	M
Parking Meter Removal/Replacement	\$1,742.00	\$1,803.00	per parking meter (includes replacement baseplate)	N	M
Credit Card Transaction Fee	0.75% of transaction value		per credit card transaction	Y	M
Pay by Phone Processing Fee	10% of transaction value		maximum per pay by phone transaction (EasyPark)	Y	M

Parking Meter Fees

1P Ticket Parking	\$4.00	\$4.50	maximum per hr Monday - Sunday	Y	M
2P Ticket Parking	\$4.00	\$4.50	maximum per hr Monday - Sunday	Y	M
4P Ticket Parking	\$4.00	\$4.50	maximum per hr Monday - Sunday	Y	M
8P Ticket Parking	\$4.00	\$4.50	maximum per hr Monday - Sunday	Y	M
8P Ticket Parking	\$10.00	\$11.00	maximum per 8P (hours) Monday - Sunday	Y	M
10P Ticket Parking	\$4.00	\$4.50	maximum per hr Monday - Sunday	Y	M
10P Ticket Parking	\$10.00	\$11.00	maximum per 10P (hours) Monday - Sunday	Y	M
12P Ticket Parking	\$4.00	\$4.50	maximum per hr Monday - Sunday	Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Parking Meter Fees [continued]

12P Ticket Parking	\$10.00	\$11.00	maximum per 12P (hours) Monday - Sunday	Y	M
P Ticket Parking	\$4.00	\$4.50	maximum per hr Monday - Sunday	Y	M
P Ticket Parking	\$10.00	\$11.00	maximum per day Monday - Sunday	Y	M

Parking Permits

Resident Visitor Parking - Short Stay Accommodation (New Applicants - 12 months from date of approval)	\$256.00	\$265.00	maximum per parking authority	N	M
Resident Parking	\$82.00	\$85.00	maximum per parking authority	N	M
Resident Parking – Pensioner Rate	\$72.00	\$75.00	maximum per parking authority	N	M
Resident Visitor Parking (12 months from date of approval)	\$133.00	\$138.00	maximum per parking authority	N	M
Off Street Car Park Parking Permits (Weekly) – No 2 Sportsground	\$32.00	\$33.00	maximum per week (Mon - Fri)	Y	M
Replacement Resident Permit	\$60.00	\$62.00		N	M
Replacement Resident Visitor Permit	\$140.00	\$145.00		N	M
Temporary Parking Authorisation	\$45 per space per day (Mon - Sun)		per day	N	M
Temporary Parking Authorisation	\$275 per space per week (Mon - Sun)		per week	N	M

Rangers

Companion Animal Surrender fee	\$113.00	\$117.00	per animal	N	P
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Dog & Cat Adoption

All animals adopted are microchipped, lifetime registered, vaccinated, wormed and desexed.

Cat - Kitten (0 - 2 years)	\$0.00	\$180.00	per cat	Y	M
Cat - (2 - 8 years)	\$0.00	\$200.00	per cat	Y	M
Cat - Senior (8 -12 years)	\$0.00	\$120.00	per cat	Y	M
Cat - Golden Oldie (12+ years)	\$0.00	\$0.00	per cat	Y	M
Dog - Puppy (0 - 2 years)	\$0.00	\$300.00	per dog	Y	M
Dog - (2 - 8 years)	\$0.00	\$380.00	per dog	Y	M
Dog - Senior (8 - 12 years)	\$0.00	\$120.00	per dog	Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Dog & Cat Adoption [continued]

Dog - Golden Oldie (12+ years)	\$0.00	\$0.00	per dog	Y	M
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Dog & Cat Registration Fees

As set by NSW State Government

Registration of Cat (Desexed or Non-Desexed)	\$56.00	\$59.00	per animal	N	S
Registration of Desexed Cat (eligible Pensioners)	\$27.00	\$29.00	per animal	N	S
Registration of Dog (Non-Desexed)	\$224.00	\$234.00	per animal	N	S
Registration of Desexed Dog	\$66.00	\$69.00	per animal	N	S
Registration of Desexed Dog (eligible Pensioner)	\$27.00	\$29.00	per animal	N	S
Registration of dogs kept by registered breeders for breeding	\$66.00	\$69.00	per animal	N	S
Registration late fee	\$18.00	\$19.00	per registration	N	S

Dog & Cat Annual Permits

Annual Permit - Cat (Non-desexed)	\$81.00	\$85.00	per animal	N	S
Annual Permit - Dangerous Dogs & Restricted Breeds	\$197.00	\$206.00	per animal	N	S
Permit late fee	\$18.00	\$19.00	per permit	N	S

Companion Animal Impounding Fees

Sustenance fee per animal – 0 -1 day impounded	\$32.00	\$33.00	per animal	N	F
Sustenance fee per animal – greater than 1 day impounded	\$82.00	\$85.00	per animal	N	F
Second impound surcharge	\$264.00	\$273.00	per animal	N	F
Third impound surcharge	\$407.00	\$421.00	per animal	N	F
Veterinary Care Fee		full cost		N	F
Transportation Costs	\$74.00	\$77.00	per animal	N	F

Dangerous/Restricted Dog

Compliance Certificate	Maximum Fee \$150.00		per certificate	N	S
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Animals Impounding Fees

Impound Fee	\$179.00	\$185.00	per animal	N	F
After Hours Call Out Impounding Fee	\$360.00	\$373.00	per call out	N	F
Sustenance Fee	\$55.00	\$57.00	per day	N	F
Veterinary Care Fee		full cost	as charged	N	F
Damage Fee		full cost	as assessed	N	F
Transportation Costs	\$130.00	\$135.00	per animal	N	F

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Article Impounding Fees

Building Waste Containers	total of costs incurred by council		per container	N	F
Building Materials Obstructing	total of costs incurred by council		per obstruction	N	F
Article – Small	\$64.00	\$66.00		N	F
Article – Medium	\$96.00	\$99.00		N	F
Article – Large	\$180.00	\$186.00		N	F

Abandoned Vehicle Impounding Fees

Towing fee	\$117.00	\$121.00	per vehicle	N	F
Holding Fee	\$22.00	\$23.00	per day	N	F

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Strategy & Engagement

Customer Experience

Customer Service Centre

Photocopies/Printing – A4 or A3 black and white only (including compiling information into a new form)	\$1.35	\$1.40	per page	Y	F
Photocopies/Printing – A4 or A3 colour only (including compiling information into a new form)	\$1.85	\$1.95	per page	Y	F
Service charge	\$61.90	\$64.05	per half hour	Y	F

Information & Technology

Supply of Miscellaneous Information

Photocopies – A4 or A3 Black and white only	\$1.35	\$1.40	per page	N	P
Service Charge (including compiling information into a new form)	\$57.10	\$59.10	per 1/2 hour	N	P

Geospatial Information Services

Geographical Information Services

Provision of Geospatial Professional Services	\$241.50	\$250.00	per hour	N	P
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GIS Digital Data

Spatial data extraction fee		POA	per request	N	P
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Colour Plotting, Scanning & Map Production Services

These charges relate to labour & consumables associated with printing only conditions. All handling & packaging costs will be charged to the client as an additional fee

Print costs on bond paper (90gsm), Line Work (Only)	\$33.00	\$34.00	per AO sheet	N	P
Print costs on bond paper (90gsm), Line Work (Only)	\$16.00	\$16.50	per A1 sheet	N	P
Print costs on bond paper (90gsm), Line Work (Only)	\$8.00	\$8.50	per A2 sheet	N	P
Line Work &/or Photos/Colour blocks	\$54.85	\$57.00	per AO sheet	N	P
Line Work &/or Photos/Colour blocks	\$27.50	\$28.50	per A1 sheet	N	P
Line Work &/or Photos/Colour blocks	\$13.80	\$14.50	per A2 sheet	N	P

Media Surcharge

These charges relate to labour & consumables associated with printing only conditions. All handling & packaging costs will be charged to the client as an additional fee

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Media Surcharge [continued]

Specialty papers – photogloss (170gsm)	\$21.95	\$22.50	per AO sheet	N	P
Specialty papers – photogloss (170gsm)	\$10.95	\$11.50	per A1 sheet	N	P
Specialty papers – photogloss (170gsm)	\$5.50	\$5.50	per A2 sheet	N	P

Large Format Scanning

These charges relate to labour & consumables associated with printing only conditions. All handling & packaging costs will be charged to the client as an additional fee

Large Format Scan > 5 scans less 30%	\$33.00	\$34.00	per AO, A1 or A2 sheet	N	P
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3D Computer Modelling of Proposed Developments in Newcastle CBD

Administration charge for a 3D model not satisfying Council's requirements for lodgement, submitted by the applicant – with the exception of complex developments which will be POA.	\$658.50	\$682.00	per instance	N	P
This fee will be in addition to the DA fee.					
For Council to develop the 3D model to meet Council's requirements – with the exception of complex developments which will be POA.	\$241.50	\$250.00	per hour	N	P
Amendment to the DA involving resubmission of a 3D model not meeting Council's requirements – with the exception of complex developments which will be POA.	\$658.50	\$682.00	per instance	N	P

Major Events & Corporate Affairs

Events Management

Mass Gathering Security Measures	full cost recovery		per event	Y	F
Application Fee – applies to Environment/Health/Community Education/Commemorative related events hosted by a volunteer/Charity/NFP entity	Zero		per event, must not be charging fee to attend or making a profit	Y	Z
Amendment of Event Authorisation – Commercial/Private (includes wedding ceremonies)	\$45.00	\$46.60	per reissue	Y	P
Amendment of Event Authorisation – Community (Charity/NFP)	\$22.50	\$23.30	per reissue	Y	P
Key Bond	\$175.00	\$181.00	per event/activity	N	M
Low Level Security Bond	\$2,060.00	\$2,132.00	per event/activity (e.g. market)	N	M
Medium Level Security Bond	\$5,150.00	\$5,330.00	per event/activity (e.g. carnival, circus)	N	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Events Management [continued]

High Level Security Bond	\$15,450.00	\$15,991.00	per event/ activity (e.g. concert)	N	M
Bump In/Bump Out Usage fee	50% of the below related usage fee		per day	Y	M
Local Low Impact Usage fee – Commercial/Private (including wedding ceremonies)	\$15.50	\$16.00	per hour, 1-2,500 pax	Y	M
Local Low Impact Usage fee – Community (Charity/ NFP)	\$7.90	\$8.00	per hour, 1-2,500 pax	Y	M
Local Low Impact Usage fee – Commercial/Private (includes wedding ceremonies)	\$107.00	\$111.00	per day (8+hrs), 1-2,500 pax	Y	M
Local Low Impact Usage fee – Community (Charity/ NFP)	\$54.60	\$57.00	per day (8+hrs), 1-2,500 pax	Y	M
Local Medium Impact Usage fee – Commercial/ Private (includes wedding ceremonies)	\$91.40	\$95.00	per hour, 2,500-6,000 pax	Y	M
Local Medium Impact Usage fee – Community (Charity/NFP)	\$46.60	\$48.00	per hour, 2,500-6,000 pax	Y	M
Local Medium Impact Usage fee – Commercial/ Private (includes wedding ceremonies)	\$638.90	\$661.00	per day (8+hrs), 2,500-6,000 pax	Y	M
Local Medium Impact Usage fee – Community (Charity/NFP)	\$325.70	\$337.00	per day (8+hrs), 2,500-6,000 pax	Y	M
Local High Impact Usage fee – Commercial/Private (includes wedding ceremonies)	\$188.65	\$195.00	per hour, 6,000+ pax	Y	M
Local High Impact Usage fee – Community (Charity/ NFP)	\$84.40	\$87.00	per hour, 6,000+ pax	Y	M
Local High Impact Usage fee – Commercial/Private (includes wedding ceremonies)	\$1,158.20	\$1,199.00	per day (8+hrs), 6,000+ pax	Y	M
Local High Impact Usage fee – Community (Charity/ NFP)	\$590.20	\$611.00	per day (8+hrs), 6,000+ pax	Y	M
District Low Impact Usage fee – Commercial/Private (including wedding ceremonies)	\$24.00	\$25.00	per hour, 1-2,500 pax	Y	M
District Low Impact Usage fee – Community (Charity/ NFP)	\$12.30	\$13.00	per hour, 1-2,500 pax	Y	M
District Low Impact Usage fee – Commercial/Private (includes wedding ceremonies)	\$167.40	\$173.00	per day (8+hrs), 1-2,500 pax	Y	M
District Low Impact Usage fee – Community (Charity/ NFP)	\$85.40	\$88.00	per day (8+hrs), 1-2,500 pax	Y	M
District Medium Impact Usage fee – Commercial/ Private (includes wedding ceremonies)	\$98.10	\$102.00	per hour, 2,500-6,000 pax	Y	M
District Medium Impact Usage fee – Community (Charity/NFP)	\$50.20	\$52.00	per hour, 2,500-6,000 pax	Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
District Medium Impact Usage fee – Commercial/Private (includes wedding ceremonies)	\$686.60	\$711.00	per day (8+hrs), 2,500-6,000 pax	Y	M
District Medium Impact Usage fee – Community (Charity/NFP)	\$349.90	\$362.00	per day (8+hrs), 2,500-6,000 pax	Y	M
District High Impact Usage fee – Commercial/Private (includes wedding ceremonies)	\$308.20	\$319.00	per hour, 6,000+ pax	Y	M
District High Impact Usage fee – Community (Charity/NFP)	\$157.10	\$163.00	per hour, 6,000+ pax	Y	M
District High Impact Usage fee – Commercial/Private (includes wedding ceremonies)	\$2,156.50	\$2,232.00	per day (8+hrs), 6,000+ pax	Y	M
District High Impact Usage fee – Community (Charity/NFP)	\$1,099.10	\$1,138.00	per day (8+hrs), 6,000+ pax	Y	M
Regional Low Impact Usage fee – Commercial/Private (including wedding ceremonies)	\$34.10	\$35.00	per hour, 1-2,500 pax	Y	M
Regional Low Impact Usage fee – Community (Charity/NFP)	\$17.40	\$18.00	per hour, 1-2,500 pax	Y	M
Regional Low Impact Usage fee – Commercial/Private (includes wedding ceremonies)	\$237.80	\$246.00	per day (8+hrs), 1-2500 pax	Y	M
Regional Low Impact Usage fee – Community (Charity/NFP)	\$121.30	\$126.00	per day (8+hrs), 1-2500 pax	Y	M
Regional Medium Impact Usage fee – Commercial/Private (includes wedding ceremonies)	\$106.50	\$110.00	per hour, 2,500-6,000 pax	Y	M
Regional Medium Impact Usage fee – Community (Charity/NFP)	\$54.40	\$56.00	per hour, 2,500-6,000 pax	Y	M
Regional Medium Impact Usage fee – Commercial/Private (includes wedding ceremonies)	\$744.80	\$771.00	per day (8+hrs), 2500-6000 pax	Y	M
Regional Medium Impact Usage fee – Community (Charity/NFP)	\$379.60	\$393.00	per day (8+hrs), 2500-6000 pax	Y	M
Regional High Impact Usage fee – Commercial/Private (includes wedding ceremonies)	\$442.00	\$457.00	per hour, 6,000+ pax	Y	M
Regional High Impact Usage fee – Community (Charity/NFP)	\$225.20	\$233.00	per hour, 6,000+ pax	Y	M
Regional High Impact Usage fee – Commercial/Private (includes wedding ceremonies)	\$3,093.30	\$3,202.00	per day (8+hrs), 6,000+ pax	Y	M
Regional High Impact Usage fee – Community (Charity/NFP)	\$1,576.40	\$1,632.00	per day (8+hrs), 6,000+ pax	Y	M
Application Fee – Commercial/Private (non-refundable)	\$130.00	\$134.55	per event	Y	P
Applies to events on road reserves and footpaths, public rallies, street parties, equipment, banners, and flag poles.					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Events Management [continued]

Application Fee – Not for Profit / Charity (non-refundable)	\$65.00	\$67.25	per event	Y	P
Applies to events on road reserves and footpaths, public rallies, street parties, equipment, banners, and flag poles.					
Application Fee – applies to environment/health/community education related events hosted by a volunteer/charity/NFP/Government entity	\$0.00	\$0.00	per event, must not be charging fee to attend or making a profit	N	Z
Commercial Assessment Fees – High Impact	\$646.30	\$668.95	per application	Y	M
Commercial Assessment Fees – Medium Impact	\$323.15	\$334.45	per application	Y	M
Commercial Assessment Fees – Low Impact	\$161.60	\$167.25	per application	Y	M
Bond – Road Reserve/Footpath – Commercial, High Impact	\$6,000.00	\$6,210.00	per application	N	F
Bond – Road Reserve/Footpath – Commercial, Medium Impact	\$3,000.00	\$3,105.00	per application	N	F
Bond – Road Reserve/Footpath – Commercial, Low Impact	\$1,000.00	\$1,035.00	per application	N	F
Bond – Road Reserve/Footpath – Community (Charity/NFP/Government)	\$100.00	\$103.50	per event/activity, applicable based on previous event history	N	P
Usage fee environment/health/community education related events hosted by a volunteer/charity/NFP/Government entity	\$0.00	\$0.00	per event, must not be charging fee to attend or making a profit	Y	P
Determined at Council's discretion					
Road Reserve Low Impact Usage fee – Commercial/Private (including wedding ceremonies)	\$24.00	\$24.85	per hour, 1-2,500 pax, minimum charge two hours	Y	P
Road Reserve Low Impact Usage fee – Community (Charity/NFP/Government)	\$12.30	\$12.75	per hour, 1-2,500 pax, minimum charge two hours	Y	P
Road Reserve Low Impact Usage fee – Commercial/Private (including wedding ceremonies)	\$167.40	\$173.25	per day (8+ hours), 1-2,500 pax	Y	P
Road Reserve Low Impact Usage fee – Community (Charity/NFP)	\$85.40	\$88.40	per day (8+ hours), 1-2,500 pax	Y	P
Road Reserve Medium Impact Usage fee – Commercial/Private (including wedding ceremonies)	\$98.10	\$101.55	per hour, 2,500-6,000 pax	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Events Management [continued]

Road Reserve Medium Impact Usage fee – Community (Charity/NFP)	\$50.20	\$51.95	per hour, 2,500-6,000 pax	Y	P
Road Reserve Medium Impact Usage fee – Commercial/Private (including wedding ceremonies)	\$686.60	\$710.65	per day (8+ hours), 2,500-6,000 pax	Y	P
Road Reserve Medium Impact Usage fee – Community (Charity/NFP)	\$349.90	\$362.15	per day (8+ hours), 2,500-6,000 pax	Y	P
Road Reserve High Impact Usage fee – Commercial/Private (including wedding ceremonies)	\$308.20	\$319.00	per hour, 6,000+ pax	Y	P
Road Reserve High Impact Usage fee – Commercial/Private (including wedding ceremonies)	\$2,156.50	\$2,231.95	per day (8+ hours), 6,000+ pax	Y	P
Road Reserve High Impact Usage fee – Community (Charity/NFP)	\$1,099.10	\$1,137.55	per day (8+ hours), 6,000+ pax	Y	P
Bump In/Out Fees	50% of the above calculated fee		per event	Y	P
Commercial Usage Fee – Flag Poles and Banners	\$21.70	\$22.45	per pole per week	Y	P
Community/Not for Profit Usage Fee – Flag Poles and Banners	\$10.85	\$11.25	per banner per week	Y	P
CN Sponsored/Supported Events – Flag Poles and Banners Usage Fee	\$0.00	\$0.00	per banner per week	N	Z
Amendment Fee – Commercial/Private (includes wedding ceremonies)	\$43.40	\$44.90	per reissue	Y	P
Amendment Fee – Community (Charity/NFP)	\$21.70	\$22.45	per reissue	Y	P
Security Patrol of Event		full cost	per patrol	Y	F
Water Access (if meter available)	\$3.55	\$3.70	per kilolitre	Y	P
Water Access	\$10.85	\$11.25	per day	Y	F
Electrical Access – Single Phase	\$61.75	\$64.00	per day	Y	P
Electrical Access – Three Phase	\$181.70	\$188.00	per day	Y	P
Public Notifications - Administration Fee	\$130.00	\$134.55	per application	Y	P
Public Notifications - Letterbox Drops, Signage, Advertising		full cost	per occasion	Y	F
Equipment Hire – High Impact Events	\$825.00	\$853.90	per application	Y	P
Equipment Hire Bond – High Impact Events	\$1,500.00	\$1,552.50	per application	N	P
Equipment Hire – Medium Impact Events	\$525.00	\$543.35	per application	Y	P
Equipment Hire Bond – Medium Impact Events	\$750.00	\$776.25	per application	N	P
Equipment Hire – Low Impact Events	\$0.00	\$0.00	per application	Y	Z
Equipment Hire Bond – Low Impact Events	\$375.00	\$388.15	per application	N	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Events Management Non-Compliance

Application related documentation not provided within 7 days of request - Commercial/Private (including wedding ceremonies)	\$252.45	\$261.30	per breach	Y	P
Application related documentation not provided within 7 days of request - Community (Charity/NFP)	\$126.20	\$130.60	per breach	Y	P
Late Application Fee (<3 days notice) (non-refundable)	\$252.45	\$261.30	per event	Y	P
Late Application Fee (<3 days notice) Charities/NFP/Schools (non-refundable)	\$126.20	\$130.60	per event	Y	P
Late Application Fee – Commercial/Private (including wedding ceremonies)	\$252.45	\$261.30	<3 days notice	Y	P
Late Application Fee – Community (Charity/NFP)	\$126.20	\$130.60	<3 days notice	Y	P
Breach of Licence Conditions	\$550.00	\$569.25	per breach	Y	P
Event/Activity Promotion without approval	\$388.80	\$402.40	per occasion	Y	P
Unlicensed Event/Activity	\$388.80	\$402.40	per occasion	Y	P
Keys not returned	\$550.00	\$569.25	per licence	Y	P
Storage of containers, sheds or other structure without approval	\$550.00	\$569.25	per occasion	Y	P
Installation of signage without approval	\$550.00	\$569.25	per occasion	Y	P
Damage to facilities/grounds	full cost recovery		per occasion	Y	F
Clean up and Park Services – Weekdays (Business Hours)	\$300 or full cost recovery, whichever is greater		per site	Y	F
Clean up and Park Services – After Hours	\$300 or full cost recovery, whichever is greater		per site	Y	F

Major Commercial Events

More than 5,000 pax in total and fenced + ticketed and less than 50% of park/space occupied

Application fee	\$0.00	\$500.00	per event	Y	P
Non-refundable, required to commence review of application					
Booking fee	\$0.00	\$1,000.00	per event	Y	P
Required to secure booking of public space following assessment of application. Non-transferrable to change of dates or locations. Not applicable where CN has requested change. One contingency date allowed per booking, non-transferrable.					
Bond	\$0.00	\$20,000.00	per event	N	P
Total - includes the key bond					
Usage fee	\$0.00	\$4,000.00	per day	Y	P
Per day - inclusive of water, power and road closure administration fee (not inclusive of waste services). For 5 days or more, by negotiation.					
Bump in/out	\$0.00	\$2,000.00	per day	Y	P
Per day - inclusive of water and power. For 10 days or more, by negotiation.					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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More than 5,000 pax in total and fenced + ticketed and more than 50% of park/space occupied

Application fee	\$0.00	\$500.00	per event	Y	P
Non-refundable, required to commence review of application					
Booking fee	\$0.00	\$1,000.00	per event	Y	P
Required to secure booking of public space following assessment of application. Non-transferrable to change of dates or locations. Not applicable where CN has requested change. One contingency date allowed per booking, non-transferrable.					
Bond	By negotiation		per event	N	P
Total - includes the key bond					
Usage fee	By negotiation		per day	Y	P
Per day - inclusive of water, power and road closure administration fee (not inclusive of waste services).					
Bump in/out	By negotiation		per day	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Infrastructure & Property

Civil Construction & Maintenance

Tree Management

Application fee for all private tree removal applications inclusive of 1-3 trees	\$89.00	\$92.00		N	P
Permit for private tree removal					
Fee per tree for applications for each additional tree > 3 Trees or no replacement tree	\$25.00	\$26.00	per tree plus application fee	N	P
Permit for private tree removal					
Street Tree Planting for Driveways or compensatory planting		POA	per application	N	P
Tree work on Public Land Application		POA	per application	N	P
Application fee for removal of private native vegetation without trees	\$89.00	\$92.00	per application	N	P

Local Roads

Works Within Road Reserve

Installation of rail, pipe, wire, or cable in, on, or over a public road or place		\$300 minimum	per km or part thereof per annum	N	P
Permit fee for Road Opening – incl Public utilities, Private Contractors, etc.	\$155.00	\$160.00	up to 2 inspections	N	P
Permit Fee is additional to restoration charges.					
Additional Inspection Fee	\$99.00	\$102.00	each additional inspection	N	P
Additional Inspection Fee applies if additional inspections are required due to: - i scale of the works ii programming of the works iii failure to comply with Council's approval conditions.					
Driveway Crossing	\$234.00	\$242.00	up to 2 inspections	N	P
Additional Inspection Fee	\$99.00	\$102.00	each additional inspection, or for each additional driveway	N	P
Additional Inspection Fee applies if additional inspections are required due to: - i scale of the works ii programming of the works iii failure to comply with Council's approval conditions. OR If there is multiple driveways at one location, the additional inspection fee is per additional driveway.					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Restoration Charges

Carriageways – Gravel or Earth	\$134.00	\$139.00	m2	N	P
Carriageways – Gravel or Earth	\$291.00	\$301.00	minimum	N	P
Carriageways – Asphaltic Concrete	\$375.00	\$388.00	m2 - for < 10m2	N	P
Carriageways – Asphaltic Concrete	\$547.00	\$566.00	minimum	N	P
Carriageways – Concrete		POA	> 10m2 restoration to be carried out at cost	N	P
Footways – Gravel or Earth		POA	any restoration at full cost	N	P
Footways – Asphaltic Concrete	\$248.00	\$257.00	m2 - for < 10m2	N	P
Footways – Asphaltic Concrete	\$473.00	\$490.00	minimum	N	P
Footways – Asphaltic Concrete		POA	> 10m2 restoration to be carried out at cost	N	P
Footways – Concrete	\$408.00	\$422.00	m2	N	P
Footways – Concrete	\$551.00	\$570.00	minimum	N	P
Footways – Brick Paving	\$336.00	\$348.00	m2 plus cost of new pavers	N	P
Any pavers removed to be returned to The City of Newcastle Works Depot.					

Brick Paving	\$551.00	\$570.00	minimum	N	P
Any pavers removed to be returned to The City of Newcastle Works Depot.					

Concrete Driveways – 100 mm thick R.C.	\$408.00	\$422.00	m2	N	P
Concrete Driveways – 100 mm thick R.C.	\$551.00	\$570.00	minimum	N	P
Concrete Driveways – 125 mm thick R.C.	\$444.00	\$460.00	m2	N	P
Concrete Driveways – 125 mm thick R.C.	\$572.00	\$592.00	minimum	N	P
Concrete Driveways – 150mm thick R.C.	\$458.00	\$474.00	m2	N	P
Concrete Driveways – 150mm thick R.C.	\$590.00	\$611.00	minimum	N	P
Kerb and Gutter – Restoration	\$317.00	\$328.00	per L/m or part thereof	N	P
Kerb and Gutter – Kerb Restoration for 100mm Pipe	\$436.00	\$451.00	each	N	P
Driveway Construction		POA	restoration to be carried out at cost	N	M

Property & Facilities

Pest & Weed

Noxious Weeds

Inspection of Plant/Equipment for contamination of Noxious Weeds	\$166.35	\$172.20	per hour (minimum of 1 hour)	N	P
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Certificate of Advice of Weed Control Notice

Certificate of Advice of Weed Control Notice	\$299.20	\$309.70	per certificate	N	P
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Graffiti

Graffiti Removal Services

Fee for removal of graffiti	\$64.65	\$66.91	per square metre	Y	P
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Property Services

Roads

Private Occupation of Road Reserve (s.138 (Roads Act) Erect a structure in, on or over a public road)

Other costs associated with consent are to be borne by the applicant (e.g. surveys, legal fees, valuations, title searches etc.)

Initial Application Fee (includes 2 hours research and referrals)	\$0.00	\$360.00	per application	N	P
Contract Preparation Fee, up to 2 hours	\$0.00	\$360.00	per contract	N	P
Contract Preparation Fee, in excess of set hours	\$0.00	\$180.00	per additional hour or part thereof	N	P
Consent Fee for occupation in the road reserve (Pipes, conduits, basements etc)	Average Market Value of land (Valuer Generals most current land value of the Applicants property and surrounding properties) per square meter, multiplied by the encroachment area. Minimum \$1,000		per consent	N	M
in perpetuity subject to Section 140 of the Roads Act					

Consent Fee for occupation on the road reserve (Retaining wall, parking etc)	Average Market Value of land (Valuer Generals most current land value of the Applicants property and surrounding properties) per square meter, multiplied by the encroachment area. Minimum \$1,000		per consent	N	M
in perpetuity subject to Section 140 of the Roads Act					

Consent Fee for occupation over the road reserve (Balconies)	Average Market Value of land (Valuer Generals most current land value of the Applicants property and surrounding properties) per square meter, multiplied by the encroachment area. Minimum \$1,000		per consent	N	M
in perpetuity subject to Section 140 of the Roads Act					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Private Occupation of Road Reserve (s.138 (Roads Act) Erect a structure in, on or over a public road) [continued]

Consent Fee for occupation over the road reserve (Awning) in perpetuity subject to Section 140 of the Roads Act		NIL	per consent	N	M
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Private Occupation of Road Reserve (s.153 (Roads Act) Short-term leases of unused public roads)

Other costs associated with consent are to be borne by the applicant (e.g. surveys, legal fees, valuations, title searches etc.)

Initial Application Fee (includes 2 hours research and referrals)	\$0.00	\$360.00	per application	Y	P
Contract Preparation Fee, up to 2 hours	\$0.00	\$360.00	per contract	Y	P
Contract Preparation Fee, in excess of set hours	\$0.00	\$180.00	per additional hour or part thereof	Y	P
Lease Fee for occupation of the road reserve	Average Market Value of land (Valuer Generals most current land value of the Applicants property and surrounding properties) per square meter, multiplied by the encroachment area multiplied by a yield of 6% per annum, pro rated. Minimum \$1,000		per event	Y	M

Closure and Sale of a Public Road

Other costs associated with closure and sale are to be borne by the applicant (e.g. surveys, legal fees, valuations, title searches etc.)

Initial Application Fee (includes 5 hours research and referrals)	\$0.00	\$900.00	per application	N	P
Closure Administration Fee, up to 15 hours	\$0.00	\$2,700.00	per application	N	P
Contract Preparation Fee, up to 4 hours	\$0.00	\$720.00	per contract	N	P
Closure & Contract Preparation Fee, in excess of set hours	\$0.00	\$180.00	per additional hour or part thereof	N	P

Council owned and managed land and buildings

Property Management and Leasing

Lease means lease, licence or other estate

Contract Preparation Fee (terms less than 5 years), up to 4 hours Includes 4 hours Council staff time (Non-Refundable)	\$701.25	\$720.00	per contract	Y	P
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Property Management and Leasing [continued]

Contract Preparation Fee (terms greater than 5 years), up to 5.5 hours	\$948.70	\$990.00	per contract	Y	P
Includes 5.5 Hours Council staff time (Non-Refundable)					
Council Preparation Fee in excess of set hours	\$165.05	\$180.00	per additional hour or part thereof	Y	P
Contract Variation, Sub-Lease or Assignment Preparation Fee, up to 4 hours	\$825.00	\$720.00	per contract	Y	P
Includes 4 hours Council staff time					
Contract Variation, Sub-Lease or Assignment Preparation Fee, in excess of set hours	\$165.05	\$180.00	per additional hour or part thereof	Y	P
Public Notification of leases on Community Land		at cost	per notification	Y	F
Owner's Consent Fee, up to 6 hours	\$0.00	\$540.00	per consent	Y	P
Owner's Consent Fee, in excess of set hours	\$0.00	\$90.00	per additional hour or part thereof	Y	P
Key Replacement Fee	\$82.55	\$85.45	per request	Y	P
Land Classification – Confirmation Letter	\$41.35	\$42.80	per property	N	P
Land Register Extract – per entry	\$41.35	\$42.80	per entry	N	P

Temporary Occupation of Council Land for Construction Works

Other costs associated with application are to be borne by the applicant (e.g. surveys, legal fees, valuations, title searches etc.)

Initial Application Fee (includes 1 hour research and referrals)	\$0.00	\$180.00	per application	N	P
Contract Preparation Fee, up to 2 hours	\$0.00	\$360.00	per contract	N	P
Contract Preparation Fee, in excess of set hours	\$0.00	\$180.00	per additional hour or part thereof	N	P
Lease Fee for temporary access across CN land/ public domain, restricting access to the public	\$50/lineal metre per annum, pro rated. Minimum \$500		per event	N	P
Lease Fee for temporary occupation of CN land/ public domain, restricting access to the public	Average Market Value of land (Valuer Generals most current land value of the Applicants property and surrounding properties) per square meter, multiplied by the site area multiplied by a yield of 6% per annum, pro rated. Minimum \$1,000		per event	N	P

Dealings with Other Interests and Estates

Other costs associated with application are to be borne by the applicant (e.g. surveys, legal fees, valuations, title searches etc.)

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Dealings with Other Interests and Estates *[continued]*

Council consent for Possessory Title	\$0.00	\$540.00	per application	Y	P
Initial application for removal of a Restrictive Covenant (includes 2 hours research and referrals)	\$0.00	\$360.00	per application	Y	P
Contract Preparation Fee for removal of a Restrictive Covenant, up to 2 hours	\$0.00	\$360.00	per contract	Y	P
Contract Preparation Fee for removal of a Restrictive Covenant, in excess of set hours	\$0.00	\$180.00	per additional hour or part thereof	Y	P
Initial application for Easement across Council Land (includes 6 hours research and referrals)	\$0.00	\$1,080.00	per application	Y	P
Contract Preparation Fee for Easement across Council Land, up to 8 hours	\$0.00	\$1,440.00	per contract	Y	P
Contract Preparation Fee for Easement across Council Land, in excess of set hours	\$0.00	\$180.00	per additional hour or part thereof	Y	P
Compensation Fee for Easement across Council Land	Market Value of the easement		per easement	Y	M

Ancillary Property Services

External Consultancy Services

Strategic Property Advice per hour – Compulsory acquisition advice, Negotiations etc.	\$206.30	\$213.55	per hour	Y	P
Property Matters per hour – Statutory advice in relation to road closures, footway dining and reclassification etc.	\$165.05	\$170.85	per hour	Y	P
Property Administration per hour	\$82.55	\$85.45	per hour	Y	P

Fees to Other Parties

All advertising associated with property matters will be at cost incurred to Council		full cost	per instance	Y	P
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Sale of Scattered Lots - General

Investigation Fee	\$247.50	\$256.20	per request	Y	P
Includes up to 3.5 hours Council staff time (non-refundable)					
Investigation Fee – hours in excess of Council staff time	\$165.00	\$171.00	per hour	Y	P
Administration Fee	\$825.00	\$853.90	per property	Y	P
Includes up to 5 hours Council staff time (non-refundable)					
Administration Fee – Hours in excess Council staff time	\$165.00	\$171.00	per hour	Y	P
Includes up to 5 hours Council staff time (non-refundable)					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Sale of Scattered Lots - General [continued]

Requests for Deeds of Variation Includes up to 4 hours Council staff time	\$825.00	\$853.90	per request	Y	P
Requests for Deeds of Variation – Hours in excess of Council staff time	\$165.00	\$171.00	per hour	Y	P

Cemeteries

Perpetual Interment Right (Burial Licence)

Perpetual Interment Right – Monumental Plot (Wallsend & Stockton Cemeteries only)	\$1,640.00	\$1,697.00	per plot	Y	F
Perpetual Interment Right – Lawn Beam (Wallsend & Stockton Cemeteries only)	\$1,691.00	\$1,750.00	per plot	Y	F
Perpetual Interment Right - Niche space (Wallsend & Stockton Cemeteries only)	\$656.00	\$685.00	per plot	Y	F
Perpetual Interment Right - Memorial Garden (Wallsend Cemetery only)	\$718.00	\$743.00	per plot	Y	F
Perpetual Interment Right - At Need Plot - Non-Standard	\$2,255.00	\$2,334.00	per plot	Y	F
Transfer of Perpetual Interment Right	\$113.00	\$117.00	per transfer	N	F
Transfer of Perpetual Interment Right (with Order for Interment Permit application or Monumental Works Permit application)	\$41.00	\$42.00	per transfer	N	F
Transfer to be completed where deceased is the current Interment Right Holder					
Reissue of a Perpetual Interment Right	\$41.00	\$42.00	per transfer	N	F

Order for Interment Permit (Burial Permit)

Order for Interment – Burial Now includes soil removal fee	\$461.00	\$477.00	per interment	N	F
Order for Interment – Burial - with sand back fill (Wallsend Cemetery only) Includes removal of all additional soil	\$502.00	\$642.00	per interment	N	F
Order for Interment – Ashes into burial plot	\$246.00	\$255.00	per interment	N	F
Reissue of an Order for Interment Permit	\$41.00	\$42.00	per enquiry	N	F

Niche Wall - Wallsend Cemetery

Order for Interment Permit - Ashes into niche space (includes plaque, installation & interment of ashes) without Service	\$605.00	\$626.00	per plaque (8 lines)	Y	F
Order for Interment Permit - Ashes into niche space (includes plaque, installation & interment of ashes) with Service	\$707.00	\$732.00	per plaque (8 lines)	Y	F

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Niche Wall - Stockton Cemetery

Order for Interment Permit - Ashes into niche space (includes plaque, installation & interment of ashes) without Service	\$668.00	\$691.00	per plaque (8 lines)	Y	F
Order for Interment Permit - Ashes into niche space (includes plaque, installation & interment of ashes) with Service	\$769.00	\$796.00	per plaque (8 lines)	Y	F

Niche Wall - Additional Fees

Extra Line of Inscription	\$72.00	\$75.00	per line	Y	
Inclusion of Engraved Emblem or Motif	\$0.00	\$100.00	per emblem	Y	F
Inclusion of Ceramic Photo/Perpetual Flower on Plaque	\$138.00	\$180.00	per item	Y	F
Inclusion of Gold Text on Plaque (Wallsend Cemetery only)	\$174.00	\$200.00	per plaque	Y	F
Memorial Plaque - End of Niche Wall (no niche space)	\$410.00	\$424.00	per plaque (5 lines)	Y	F
Memorial Plaque - Memorial Butterfly Tree (Wallsend Cemetery only)	\$410.00	\$424.00	per plaque	Y	F
Removal of Ashes from Niche Wall	\$348.00	\$360.00	per removal	Y	F

Memorial Garden - Wallsend Cemetery

Order for Interment - Ashes into Memorial Garden (includes plinth, installation, & interment of ashes)	\$851.00	\$881.00	per plot	Y	F
Extra Line of Inscription	\$72.00	\$75.00	per line	Y	F
Inclusion of Engraved Emblem or Motif	\$0.00	\$100.00	per emblem	Y	F
Inclusion of Ceramic Photo/Perpetual Flower on Plinth	\$138.00	\$180.00	per emblem	Y	F
Inclusion of Gold Text on Plinth	\$174.00	\$200.00	per plaque	Y	F
Removal of Ashes from Memorial Garden Suite	\$348.00	\$360.00	per removal	Y	F

Monument Fees

Permission to erect full monument with piers now includes soil removal	\$277.00	\$287.00	per plot	N	F
Permission to erect head headstone – with piers now includes soil removal	\$256.00	\$265.00	per plot	N	F
Permission to erect headstone on Lawn Beam (Wallsend & Stockton Cemeteries only)	\$256.00	\$265.00	per plot	N	F
Restoration/Additional Inscription	\$256.00	\$265.00	per plot	Y	F
Unapproved monument fee Monument erected without permission, in the wrong location or not in line with approved plans	\$410.00	\$424.00	1st Offence	N	F
Unapproved monument fee Monument erected without permission, in the wrong location or not in line with approved plans	\$718.00	\$743.00	2nd Offence	N	F
Unapproved monument fee Monument erected without permission, in the wrong location or not in line with approved plans	\$1,332.00	\$1,379.00	3rd Offence	N	F

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Additional Fees

Exhumation Fee	\$640.00	\$663.00	per exhumation	Y	F
Permit to Undertake Work	\$174.00	\$180.00	each	N	F
Information Retrieval Fee	\$56.00	\$58.00	per enquiry	N	F
Non-scheduled Inductions	\$62.00	\$75.00	per session	N	F
For site inductions requested outside scheduled sessions.					
Introduction of new cemetery products/services (garden, wall, plot & memorial bench) subject to size, type of material and installation costs		POA	per item	Y	F

Community Centres & Halls

The below fees relate to all community facilities.

Cancellation Fee		n/a	per booking	Y	
Cancellation fees less than 2 Business Days notice –The full hire fee and cleaning fee will be charged. 2 to 5 Business Days notice – 50% of the hire fee will be charged.					
Cleaning Fee	\$96.20	\$99.60	per function	Y	P
Cleaning Fee applicable to all Casual hire and where food & drink served					
Storage Fee – locked cupboard	\$10.60	\$11.00	per cupboard per month	Y	P
Facility Hire – Key Bond (non-refundable if key lost)	\$110.00	\$110.00	per booking	N	P
Facility Hire – Security Bond (Regular hire - Low Risk)	\$200.00	\$200.00	per not for profit/low risk booking	N	P
Facility Hire – Security Bond (Casual hire - Low risk)	\$300.00	\$300.00	per booking	N	
Facility Hire – Security Bond (Casual or regular hire - High Risk)	\$600.00	\$600.00	per high risk booking	N	P
General Hire - can include Hall, Meeting, Office or Storage space		POA	per 1hr session	Y	P
For hire of a Community Facility site other than those specifically listed below.					

Small Halls (40-60 people)

Includes: Beresfield Community Hall, Carrington Community Centre, Elmore Vale Community Hall, Henderson Park Hall, Henry Park Hall, Minmi Progress Hall, Tarro Community Hall.

Charity / Not for Profit - Main Hall	\$0.00	\$11.00	per 1hr session	Y	P
Commercial / Private Hire - Main Hall	\$0.00	\$16.50	per 1hr session	Y	P

Medium Halls (70-90 people)

Includes: Elmore Vale Community Centre, Jesmond Neighbourhood Centre, Maryland Multipurpose Centre (Neighbourhood and Conference Buildings), New Lambton Community Centre (Savoy Room), Warabrook Community Centre.

Charity / Not for Profit - Main Hall	\$0.00	\$16.50	per 1hr session	Y	P
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Medium Halls (70-90 people) *[continued]*

Commercial / Private Hire - Main Hall	\$0.00	\$32.20	per 1hr session	Y	P
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Large Halls (100-200 people)

Includes: Alice Ferguson Community Centre, Fletcher Community Centre, New Lambton Community Centre (Main Hall), Wallsend Pioneer's Memorial Hall.

Charity / Not for Profit - Main Hall	\$0.00	\$19.80	per 1hr session	Y	P
Commercial / Private Hire - Main Hall	\$0.00	\$39.00	per 1hr session	Y	P

Half Hall

Includes: Alice Ferguson Community Centre ONLY.

Charity / Not for Profit - Half Hall	\$0.00	\$8.00	per 1hr session	Y	P
Commercial / Private Hire - Half Hall	\$0.00	\$27.50	per 1hr session	Y	P

Smaller Meeting Rooms (<10 people)

Includes: Alice Ferguson Community Centre, Fletcher Community Centre (Smaller), New Lambton Community Centre (Cromwell Room).

Charity / Not for Profit - Meeting Room	\$0.00	\$8.80	per 1hr session	Y	P
Commercial / Private Hire - Meeting Room	\$0.00	\$14.30	per 1hr session	Y	P

Larger Meeting Rooms (10-40 people)

Includes: Elernmore Vale Community Centre, Fletcher Community Centre (Larger), Jesmond Neighbourhood Centre, Maryland Multipurpose Centre, Warabrook Community Centre, Wallsend Railway Goods Shed.

Charity / Not for Profit - Meeting Room	\$0.00	\$11.00	per 1hr session	Y	P
Commercial / Private Hire - Meeting Room	\$0.00	\$16.50	per 1hr session	Y	P

Office Spaces

Includes: All venues, where available.
Capped at 8 hours.

Charity / Not for Profit - Office	\$0.00	\$3.00	per 1hr session	Y	P
Commercial / Private Hire - Office	\$0.00	\$8.00	per 1hr session	Y	P

Kitchen

Includes: Alice Ferguson Community Centre, Mayfield Senior Citizens Centre, Beresfield Community Hall.

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Kitchen [continued]

Commercial / Private Hire - Kitchen Only	\$0.00	\$29.70	per 1hr session	Y	P
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Senior Citizens

Includes: Adamstown Senior Citizens Centre (Main Hall), Mayfield Senior Citizens Centre (Main Hall or Meeting Room).

Charity / Not for Profit - Main Hall	\$0.00	\$22.30	per 1hr session	Y	P
Commercial / Private Hire - Main Hall	\$0.00	\$36.90	per 1hr session	Y	P
Charity / Not for Profit - Meeting Room	\$0.00	\$16.50	per 1hr session	Y	P
Commercial / Private Hire - Meeting Room	\$0.00	\$23.10	per 1hr session	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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City Wide Services

Libraries and Learning

The Library may from time to time offer retail products for sale. Prices for these items will be advertised at the time of sale.

Overdue and Lost Stock Fees

Lost and Damaged Lending Stock items	Full replacement cost or cost of purchase whichever is higher; plus \$10 processing fee.	replacement / reinstatement cost	N	M
Includes \$10 processing administration processing fee				
Lost and Damaged reference or stack stock items	Full replacement cost or cost of purchase whichever is higher; plus \$26 processing fee.	Replacement / Reinstatement cost	N	M

Printing, Photocopying & Micrographic Copying Services

B&W – A3	\$0.40	\$0.40	per copy	Y	P
B&W – A4	\$0.20	\$0.20	per copy	Y	P
Colour – A3	\$2.00	\$2.20	per copy	Y	P
Colour – A4	\$1.00	\$1.10	per copy	Y	P

Inter Library Loans

ILL charge – Copy from resource	calculated on individual basis	normal ILL charge (dependant on source of ILL) plus \$5 per 25 pages	Y	P
ILL charge – Express	calculated on individual basis	normal ILL charge (dependant on source of ILL) plus \$33	Y	P
2 hour turnaround				
ILL charge – International	calculated on individual basis	normal ILL charge (dependant on source of ILL) plus \$49	Y	P
ILL charge – Rush Request	calculated on individual basis	normal ILL charge (dependant on source of ILL) plus \$16.50	Y	P
24 hour turnaround				

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Inter Library Loans [continued]

Non-reciprocal Libraries	\$19.00	\$30.00	per request	Y	P
Min Fee of \$19.00 for digital copy, additional charges will apply if item exceeds 25 pages. Flat fee of \$29.00 for mailed items.					
Reciprocal Libraries	\$11.80	\$12.20	per request	Y	P

Makerspace

3D Printing - Kevlar, Carbon Fibre and Fibreglass	\$8.00	\$8.50	per hour (minimum Charge 1 hour)	Y	P
3D Printing - Standard materials	\$4.00	\$4.50	per hour (minimum Charge 1hr)	Y	P

Exam Invigilation

Exam Invigilation	\$82.00	\$85.00	per hour (minimum charge of 2hrs) plus any applicable room hire fees	Y	F
Fee for exam supervision only. Please refer to venue hire for room charges.					

Digitisation Services

Newcastle LGA Community	calculated on individual basis	\$9.00 for first 1-25 pages plus \$2 for each additional 25 pages per 25 pages	Y	P
Commercial/ Government/ Corporate and Non Newcastle LGA	calculated on individual basis	\$18.00 for first 1-25 pages plus \$4 for each additional 25 pages	Y	P
Bulk Digitisation Services and Community Heritage Collaborations are calculated on an individual basis	Price on Application	each	Y	P

Libraries Administration

Venue Hire

Digital Library - Hire of Council Chamber area	n/a	Price on Application	Y	P
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Venue Hire [continued]

Digital Library - Podcast Room - Recording / Conference / Meeting / Green Screen Hire - Commercial	\$50.00	\$52.00	Per Hour	Y	M
Digital Library - Podcast Room - Recording / Conference / Meeting / Green Screen Hire - Non-Commercial	\$30.00	\$25.00	Per Hour	Y	M
After Hours Security Bond	\$365.00	\$380.00	per function	N	P
The Libraries Manager reserves the right to require and charge for the use of personnel for opening, closing and security purposes during the hire period if used outside of normal opening hours. Additional cleaning costs may also apply. No GST applicable on Security bond unless forfeited.					
After hours usage by the hour (Applies to Hire outside staffed operating hours))	\$140.00	\$150.00	Additional costs per hour for after hours access	Y	P
The Libraries Manager reserves the right to require and charge for the use of personnel for opening, closing and security purposes during the hire period if used outside of normal opening hours. Additional cleaning costs may also apply. No GST applicable on Security bond unless forfeited.					
Setup and/or Pickup	\$70.00	\$72.50	per hour (or part thereof)	Y	P
War Memorial Cultural Centre - Conference Room – Commercial/Government (Staffed operating hours only)	\$75.00	\$80.00	per hour	Y	P
Additional hours incur hourly rate.					
War Memorial Cultural Centre - Conference Room – Non-Commercial (Staffed operating hours only)	\$50.00	\$50.00	per hour	Y	P
Additional hours incur hourly rate.					
War Memorial Cultural Centre - Meet 1 – Commercial/Government (Staffed operating hours only)	\$480.00	\$500.00	per day	Y	P
Additional hours incur hourly rate.					
War Memorial Cultural Centre - Meet 1 – Commercial/Government (Staffed operating hours only)	\$75.00	\$80.00	per hour	Y	P
Additional hours incur hourly rate.					
War Memorial Cultural Centre - Meet 1 – Non-Commercial (Staffed operating hours only)	\$300.00	\$310.00	per day	Y	P
Additional hours incur hourly rate.					
War Memorial Cultural Centre - Meet 1 – Non-Commercial (Staffed operating hours only)	\$50.00	\$50.00	per hour	Y	P
Additional hours incur hourly rate.					
War Memorial Cultural Centre - Lovett Gallery – Conditions apply	\$440.00	\$460.00	per hire	Y	P
Non-Commercial launches incl local authors and exhibitions	\$90.00	\$90.00	per hire + cost of catering	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Venue Hire [continued]

War Memorial Cultural Centre - Meet 2 – Commercial/Government (Staffed operating hours only)	\$25.00	\$27.00	per hour	Y	P
Additional hours incur hourly rate.					
War Memorial Cultural Centre - Meet 2 – Non-Commercial (Staffed operating hours only)	\$20.00	\$20.00	per hour	Y	P
Additional hours incur hourly rate.					
New Lambton Library - Meeting Room – Commercial/Government (Staffed operating hours only)	\$25.00	\$26.00	per hour	Y	P
Additional hours incur hourly rate.					
New Lambton Library - Meeting Room – Non-Commercial (Staffed operating hours only)	\$20.00	\$20.00	per hour	Y	P
Additional hours incur hourly rate.					
Wallsend Library - Multi-Function & Heritage Room – Commercial/Government (Staffed operating hours only)	\$130.00	\$135.00	per hour	Y	P
Additional hours incur hourly rate.					
Wallsend Library - Heritage Room – Commercial/Government (Staffed operating hours only)	\$50.00	\$55.00	per hour	Y	P
Additional hours incur hourly rate.					
Wallsend Library - Heritage Room – Non Commercial (Staffed operating hours only)	\$25.00	\$25.00	per hour	Y	P
Additional hours incur hourly rate.					
Wallsend Library - Multi Function Room – Commercial/Government (Staffed operating hours only)	\$535.00	\$555.00	per day	Y	P
Additional hours incur hourly rate.					
Wallsend Library - Multi Function Room – Commercial/Government (Staffed operating hours only)	\$80.00	\$90.00	per hour	Y	P
Additional hours incur hourly rate.					
Wallsend Library - Multi Function Room – Non-Commercial (Staffed operating hours only)	\$345.00	\$350.00	per day	Y	P
Additional hours incur hourly rate.					
Wallsend Library - Multi Function Room – Non-Commercial (Staffed operating hours only)	\$60.00	\$60.00	per hour	Y	P
Additional hours incur hourly rate.					
Wallsend Library - Multi-Function & Heritage Room – Commercial/Government (Staffed operating hours only)	\$695.00	\$750.00	per day	Y	P
Additional hours incur hourly rate.					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Venue Hire [continued]

Wallsend Library - Multi-Function & Heritage Room – Kitchen Cleaning Fee – User pays on invoice	\$30.00	\$30.00	per hire	Y	P
Additional hours incur hourly rate.					
Wallsend Library - Multi-Function & Heritage Room – Non-Commercial (Staffed operating hours only)	\$480.00	\$490.00	per day	Y	P
Additional hours incur hourly rate.					
Wallsend Library - Multi-Function & Heritage Room – Non-Commercial (Staffed operating hours only)	\$80.00	\$80.00	per hour	Y	P
Additional hours incur hourly rate.					
Venue Hire other than items listed above	Price on Application		Price on Application	Y	P

Adult Activities

Nominated Library Information or educational program fees - Adult	\$0.00	\$4.00	per person non- member	Y	P
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Children & Youth

Children's Activities

Nominated Library Information or educational program fees - Children	\$0.00	\$2.00	per person non- member	Y	P
On-site education with Pepper the Robot	n/a		Price on Application	Y	P
"10 minute a day" brochure bundle	\$37.00	\$40.00	pkt 100	Y	P
Workshops, events or other programs	n/a		per person - minimum	Y	P

Local History

Local History Research

Digitised Imaging: Photo, Graphic, Picture	\$23.00	\$24.00	per image on disk	Y	P
Online Training	Full cost		per hour	Y	P
Research – Commercial/Government	\$90.00	\$93.00	per hour - 1st 20 minutes free	Y	P
Include client interview & consultation, planning, database searching, editing and abstracting					
Research – Non-Commercial	\$45.00	\$47.00	per hour - 1st 20 minutes free	Y	P
Include client interview & consultation, planning, database searching, editing and abstracting					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Monographs

Local History Monographs		Price on application	each	Y	P
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Reproduction Fees

Advertising, Brochures, Calendars	\$118.00	\$122.00	per image B&W	Y	P
Décor (Hotels offices etc.& display)	\$118.00	\$122.00	per image	Y	P
Internet Reproduction – Commercial	\$118.00	\$122.00	no time period specified	Y	P
Pictures held by Local History section Newcastle Region Library		Price on Application	commercial use - per image	Y	P

Beresfield Child Care Centre

Long Day Care - 10.5 hour session	\$109.00	\$119.00	per child per day Ducklings and Koalas Rooms	N	M
Long Day Care - 9 hour session	\$107.00	\$117.00	per child per session Ducklings and Koalas Rooms	N	M
Long Day Care - 10.5 hour session	\$106.00	\$116.00	per child per day Investigato rs and Researcher s rooms	N	M
Long Day Care - 9 hour session	\$104.00	\$114.00	per child per session Investigato rs and Rearsearche rs Rooms	N	M
Long Day Care – Planned Absence - 10.5 hour session	\$52.00	\$59.50	per child per day Ducklings and Koalas Rooms	N	M

Planned absence fee available for children who will be away from the centre. 2 weeks notice is required and this fee is only applicable to absences in one week increments up to a maximum of 2 weeks where a child is absent for all of the enrolled days in a week (Monday to Friday)

Long Day Care – Planned Absence - 9.5 hour session	\$51.00	\$58.50	per child per session Ducklings and Koalas Rooms	N	M
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Planned absence fee available for children who will be away from the centre. 2 weeks notice is required and this fee is only applicable to absences in one week increments up to a maximum of 2 weeks where a child is absent for all of the enrolled days in a week (Monday to Friday)

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Beresfield Child Care Centre [continued]

Long Day Care – Planned Absence - 10.5 hour session	\$50.50	\$58.00	per child per day Investigator s and Researcher s rooms	N	M
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Planned absence fee available for children who will be away from the centre. 2 weeks notice is required and this fee is only applicable to absences in one week increments up to a maximum of 2 weeks where a child is absent for all of the enrolled days in a week (Monday to Friday)

Long Day Care – Planned Absence - 9.5 hour session	\$49.50	\$57.00	per child per day Investigator s and Researcher s rooms	N	M
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Planned absence fee available for children who will be away from the centre. 2 weeks notice is required and this fee is only applicable to absences in one week increments up to a maximum of 2 weeks where a child is absent for all of the enrolled days in a week (Monday to Friday)

Administration Fee	\$30.00	\$40.00	per child per year	N	P
Late pickup fee	\$11.00	\$11.00	first 5 mins or part thereof	N	M
Late pickup fee	\$1.10	\$1.10	per minute after first 5 minutes	N	M
Enrolment Deposit	\$107.00	\$110.00	per child	N	M
Hat	\$10.00	\$10.00		Y	P

If child attends centre without suitable head covering, they will be supplied with a hat at listed cost for Sun Safety protection

Security access card deposit	\$20.00	\$21.00	per card	N	P
Laundry Fee	\$5.80	\$6.00	per child	N	M
Administration Fee – Late Payment	\$12.00	\$12.50	per child	N	M

Waste Services

Some or all of the items listed may not be available or acceptable due to operating requirements or product availability.

Site management reserves the right to refuse to receive and/or load vehicles at any times and/or for any reason.

CN may reduce fees for Customers that fall into the category of Large Commercial Waste Operators.

Landfill & Resource Recovery

Waste Disposal & Recycling

100% Garden Waste – excluding stumps (no food)	\$138.80	\$143.65	per tonne (minimum charge \$22.50)	Y	M
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
General Solid Waste – Mixed	\$310.60	\$321.45	per tonne (minimum charge \$47)	Y	M
Soil – Virgin Excavated Natural Material (VENM)	\$200.20	\$207.20	per tonne (minimum charge \$32)	Y	M
Strict conditions apply					
Clean Bricks, Tiles, Concrete	\$165.55	\$171.35	per tonne (minimum charge \$27)	Y	M
General Solid Waste – Special or Difficult	\$431.60	\$446.70	per tonne (minimum charge \$65.50)	Y	M
Mixed Road Base Wastes	\$165.55	\$171.35	per tonne (minimum charge \$27)	Y	M
Sand, Gravel, Stones, Concrete, minimal Asphalt					
Clean Asphalt (no coal tar)	\$104.50	\$108.15	per tonne (minimum charge \$16.50)	Y	M
Clean Concrete	\$66.35	\$68.65	per tonne (minimum charge \$10.50)	Y	M
No rebar - non structural, minimal reo. Max 500mm					
Clean Concrete – Structural	\$77.45	\$80.15	per tonne (minimum charge \$12.50)	Y	M
With rebar or significant reo. Max 500mm					
Wood – Clean, untreated	\$210.20	\$217.55	per tonne (minimum charge \$34)	Y	M
Recyclables – Separated	\$55.70	\$57.65	per tonne (minimum charge \$9.50)	Y	M
Domestic Dry Clean Card, Paper, Bottles, Cans					
Recyclables – Mixed	\$122.05	\$126.30	per tonne (minimum charge \$19.50)	Y	M
Domestic Dry Clean Card, Paper, Bottles, Cans					
Scrap Metal	\$0.00	\$0.00		Y	M
Whitegoods - exc fridges, car parts, bikes, steel, aluminium					
Community Recycling Centre - Residential Household Hazardous & Problem Waste (core materials)	\$0.00	\$0.00		Y	Z

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Waste Disposal & Recycling [continued]

Electrical Waste	\$0.00	\$0.00	households only	Y	M
TV's, Computers, Printers/Scanners, Fans, Phones, VCR's, DVD Players, Radios/Stereos, Power Tools, Kitchen Appliances, Vacuum Cleaners, Heaters etc.					
Electrical Waste	\$228.20	\$236.20	commercial customers	Y	M
TV's, Computers, Printers/Scanners, Fans, Phones, VCR's, DVD Players, Radios/Stereos, Power Tools, Kitchen Appliances, Vacuum Cleaners, Heaters etc.					
Tyres – Small – Off Rim	\$15.45	\$16.00	each	Y	M
In addition to tonnage charge if included in mixed load					
Tyres – Small – On Rim	\$25.60	\$26.50	each	Y	M
In addition to tonnage charge if included in mixed load					
Tyres – Medium – Off Rim	\$21.00	\$21.75	each	Y	M
In addition to tonnage charge if included in mixed load					
Tyres – Medium – On Rim	\$34.00	\$35.20	each	Y	M
In addition to tonnage charge if included in mixed load					
Tyres – Large – Off Rim	\$35.05	\$36.25	each	Y	M
In addition to tonnage charge if included in mixed load					
Tyres – Large – On Rim	\$40.85	\$42.30	each	Y	M
In addition to tonnage charge if included in mixed load					
Mattresses – Single/Double	\$38.00	\$39.35	each	Y	F
In addition to tonnage charge if included in mixed load					
Mattresses – Queen/King	\$44.55	\$46.10	each	Y	F
In addition to tonnage charge if included in mixed load					
Batteries – Lead Acid (dry cell batteries – free)	\$11.20	\$11.60	each	Y	F
In addition to tonnage charge if included in mixed load					
Gas Bottles	\$27.20	\$28.15	each	Y	F
In addition to tonnage charge if included in mixed load					
Fridges – Gassed	\$38.00	\$39.35	each	Y	F
In addition to tonnage charge if included in mixed load					
Fridges – Degassed	\$17.40	\$18.00	each	Y	F
In addition to tonnage charge if included in mixed load					

Materials for Sale

Recycled Concrete Aggregate various sizes, from	\$38.25	\$39.60	per tonne (minimum charge \$20.50)	Y	M
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Materials for Sale [continued]

Crushed Rock Aggregate various sizes, from	\$38.25	\$39.60	per tonne (minimum charge \$20.50)	Y	M
Sandstone Rocks – Various Sizes	\$35.10	\$36.35	per tonne (minimum charge \$20.50)	Y	M
Ungraded General Fill – VENM	\$16.70	\$17.30	per tonne (minimum charge \$24.00)	Y	M

Other Items

Hire of Frank Rigby Room – Full Day	\$396.80	\$410.70	per day	Y	M
Hire of Frank Rigby Room – Half Day	\$175.85	\$182.00	per half day	Y	M
Hire of Frank Rigby Room – Casual	\$59.90	\$62.00	per hour	Y	M
Short term internal hire attracts nil fee					
Customer account reprints and enquiries (Account Customers)	\$0.00	\$0.00	first enquiry	Y	M
Customer account reprints and enquiries (Account Customers)	\$4.90	\$5.05	additional enquiries	Y	M
Customer reprints and enquires (Other Customers)	\$5.90	\$6.10	all enquiries	Y	M

Waste Collection Fees

Wheeled Container Service - 140 litre residual waste - KERBSIDE

140 litre residual waste – Mon-Fri – 1 to 4 weekly services	\$592.50	\$600.00	per annum	N	F
140 litre residual waste – Mon-Fri – 5 to 8 weekly services	\$573.00	\$580.00	per annum	N	F
140 litre residual waste – Mon-Fri – 9 and over	\$545.30	\$555.00	per annum	N	F
140 litre residual waste – Saturday & Sunday	\$665.30	\$675.00	per annum	N	F

Wheeled Container Service - 240 litre residual waste - KERBSIDE

240 litre residual waste – Mon-Fri – 1 to 4 weekly services	\$727.80	\$740.00	per annum	N	F
240 litre residual waste – Mon-Fri – 5 to 8 weekly services	\$702.20	\$715.00	per annum	N	F
240 litre residual waste – Mon-Fri 9 and over	\$687.80	\$695.00	per annum	N	F
240 litre residual waste – Saturday & Sunday	\$906.10	\$920.00	per annum	N	F

Wheeled Container Service - 660 litre residual waste - KERBSIDE

660 litre residual waste – Mon-Fri	\$1,902.40	\$1,940.00	per annum	N	F
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Wheeled Container Service - 1100 litre residual waste - KERBSIDE

1100 litre residual waste – Mon-Fri	\$2,990.00	\$3,030.00	per annum	N	F
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Wheeled Container Service - 240 litre residual waste - KERBSIDE - UPGRADE

Service cost for increased domestic waste bin to 240L	\$298.00	\$305.00	per service	N	F
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Upgrade from standard 140 litre bin, standard service day only

Wheeled Container Service - 240 litre greenwaste - KERBSIDE additional service

Excess greenwaste bin	\$112.00	\$115.90	per service	N	F
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240 litre additional green waste bin, standard service day only

Miscellaneous

All cancellation and change of service fees pertain to the property, not the account holder. Additional service relates to any collection that is outside of the rateable service entitlement.

Cancellation Fee	\$73.00	\$75.00	per cancellation	N	F
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Cancellation Fee - (Additional service cancelled/bin(s) removed – no waste account retained at the property).

Replacement Sticker Fee	\$8.00	\$10.00	per request	N	M
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Replacement Sticker Fee – (Replace lost or damaged sticker)

Change of Service Fee	\$30.00	\$32.00	per service	N	M
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Change of Service Fee (Amendment to additional service – Waste account retained at the property) - \$30

User Pays Recycling Service - additional services

240 litre Recycling bin, standard service day, fortnightly service	\$109.70	\$113.55	per annum	N	F
360 litre Recycling bin, standard service day, fortnightly service	\$131.20	\$135.80	per annum	N	F
660 litre Recycling bin, standard service day, fortnightly service	\$952.25	\$965.00	per annum	N	F
1100 litre Recycling bin, standard service day, fortnightly service	\$1,108.00	\$1,125.00	per annum	N	F
Service cost for increased recycling bin to 360 litre (Upgrade from standard 240 litre bin, standard service day, fortnightly service, DWMSC properties only)	\$28.40	\$29.40	one off fee	N	F

Bulkwaste Services Kerbside (additional to Rated Services)

Pickup and disposal	\$240.00	\$245.00	up to 2 cubic metres	N	F
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Up to 2 cubic metres of eligible material, collected as per the regular schedule

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Special Event Bin Hire - RESIDUAL WASTE

Delivery and removal of bins (240 litre bins) – bins delivered to central/single location	\$266.00	\$275.00	per load up to 12 bins	Y	M
Delivery and removal of bins (660 litre & 1100 litre bins) – bins delivered to central/single location	\$267.00	\$275.00	per load up to 2 bins	Y	M
Service charges of event bins – 240 litre bin – bins emptied from kerbside location	\$21.00	\$22.00	per service	Y	M
Service charges of event bins – 660 litre bin – bins emptied from kerbside location	\$57.90	\$60.00	per service	Y	M
Service charges of event bins – 1100 litre bin – bins emptied from kerbside location	\$86.15	\$90.00	per service	Y	M

Special Event Bin Hire - RECYCLING

Delivery and removal of Bins (240 litre bins) - bins delivered to central / single location	\$267.00	\$275.00	per load up to 12 bins	Y	M
Note that a consolidated charge for Delivery and Servicing of bins was charged in 2018-19.					
Delivery and removal of Bins (360 litre bins) - bins delivered to central / single location	\$266.85	\$275.00	per load up to 8 bins	Y	M
Note that a consolidated charge for Delivery and Servicing of bins was charged in 2018-19.					
Delivery and removal of Bins (660 litre & 1100 litre bins) - bins delivered to central / single location	\$266.85	\$275.00	per load up to 2 bins	Y	M
Note that a consolidated charge for Delivery and Servicing of bins was charged in 2018-19.					
Service Charges of Event bins - 240 litre bin - bins emptied from kerbside location	\$10.50	\$11.00	per service	Y	M
Note that a consolidated charge for Delivery and Servicing of bins was charged in 2018-19.					
Service Charges of Event bins - 360 litre bin - bins emptied from kerbside location	\$18.90	\$19.50	per service	Y	M
Note that a consolidated charge for Delivery and Servicing of bins was charged in 2018-19.					
Service Charges of Event bins - 660 litre bin - bins emptied from kerbside location	\$23.60	\$24.50	per service	Y	M
Note that a consolidated charge for Delivery and Servicing of bins was charged in 2018-19.					
Service Charges of Event bins - 1100 litre bin - bins emptied from kerbside location	\$39.95	\$42.00	per service	Y	M
Note that a consolidated charge for Delivery and Servicing of bins was charged in 2018-19.					

Wheeled Container Service - Misc. Sizes and Types

Different sizes, types and delivery methods other than those listed in this schedule		POA		N	M
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Parks & Recreation

Aquatic Services

Beresfield Swimming Centre

Single Admission	\$2.80	\$3.00	per person	Y	P
Children (Under 3 Years)	\$0.00	\$0.00	per person	Y	Z
Companion Card holders	\$0.00	\$0.00	per person	Y	Z
Pensioners	\$2.20	\$2.40	per person	Y	P
Bulk Entry (groups over 20 patrons)	\$2.20	\$2.40	per person	Y	P
Spectator Fee (Learn to Swim Programs & coaching)	\$0.00	\$0.00	per person	Y	P
Family Daily Admission	\$9.50	\$10.20	per family	Y	P
Family applies to two adults (parents/partners) and their dependent children under age 18 years. Evidence of family unit may be requested (e.g. Medicare card).					
Family Full Season	\$333.00	\$360.00	per family	Y	P
Tickets are non refundable and valid in the season purchased only. Family applies to two adults (parents/partners) and their dependent children under age 18 years. Evidence of family unit may be requested (e.g. Medicare card).					
Family – 1/2 Season	\$205.00	\$221.00	per family	Y	P
Tickets are non refundable and valid in the season purchased only. Family applies to two adults (parents/partners) and their dependent children under age 18 years. Evidence of family unit may be requested (e.g. Medicare card).					
Individual Full Season	\$158.00	\$171.00	per person	Y	P
Tickets are non refundable and valid in the season purchased only.					
Individual – 1/2 Season	\$96.00	\$104.00	per person	Y	P
Tickets are non refundable and valid in the season purchased only.					
Pensioner Family Full Season	\$207.00	\$224.00	per family	Y	P
Tickets are non refundable and valid in the season purchased only. Family applies to two adults (parents/partners) and their dependent children under age 18 years. Evidence of family unit may be requested (e.g. Medicare card).					
Pensioner Family – 1/2 Season	\$134.00	\$145.00	per family	Y	P
Tickets are non refundable and valid in the season purchased only. Family applies to two adults (parents/partners) and their dependent children under age 18 years. Evidence of family unit may be requested (e.g. Medicare card).					
Pensioner Individual Full Season	\$109.00	\$118.00	per person	Y	P
Tickets are non refundable and valid in the season purchased only.					
Pensioner Individual – 1/2 Season	\$70.00	\$76.00	per person	Y	P
Tickets are non refundable and valid in the season purchased only.					
Lane Hire (min 7 swimmers per lane)	\$9.50	\$10.20	per hour	Y	P
Pool Inflatable Hire	\$90.00	\$98.00	per hour	Y	P
Pool Inflatable Hire may be subject to minimum hours.					
Additional Lifeguard	\$55.00	\$60.00	per hour	Y	P
Request from groups that require a lifeguard above the current service level. Minimum of 2 hours required.					
Cleaning and Damage to Centre	full cost plus 10%		per occasion	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Bushland Services

Blackbutt Reserve

Event Application Fee	\$128.00	\$135.00		Y	M
Private Animal Encounter	\$115.00	\$119.00	1 - 10 persons (minimum)	Y	M
Private Animal Encounter	\$11.00	\$11.00	per person thereafter	Y	M
Private Koala Encounter	\$165.00	\$171.00	10 persons	Y	M
Reptile Show	\$4.00	\$4.00		Y	M
School Education Programs (Primary & Secondary) – 1 animal encounter onsite	\$120.00	\$125.00	up to 30 students (minimum)	Y	M
School Education Programs (Primary & Secondary) – 1 animal encounter onsite	\$4.00	\$5.00	per additional student	Y	M
Educational program up to 1 hour – Onsite	\$265.00	\$274.00	up to 30 students (minimum)	Y	M
Educational program up to 1 hour – Onsite	\$9.30	\$10.00	per additional student	Y	M
TAFE groups – Onsite	\$137.00	\$142.00	per hour	Y	M
Cross Country Events	\$3.30	\$3.40	per person (capped at 25 participants)	Y	M
Education program – Offsite	\$190.00	\$200.00	up to 30 students (minimum)	Y	M
Education program – Offsite	\$6.30	\$7.00	per additional student	Y	M
Wildlife show – Offsite	\$290.00	\$300.00	per show (1hr) weekdays	Y	M
Wildlife show – Offsite	\$145.00	\$150.00	per additional hour	Y	M
Wildlife show – Offsite	\$380.00	\$393.00	per show (1hr) after hours	Y	M
Wildlife show – Offsite	\$170.00	\$176.00	per additional hour	Y	M
Behind the Scene Tour	\$210.00	\$217.00	up to 10 persons	Y	M
Gate opening fee	\$47.00	\$49.00	per service	Y	M
Cleanup Fees (Functions & Shelter bookings only)	full cost plus 10%		per hour, per staff	Y	M
All functions will attract a cleaning fee if facilities aren't returned to a suitable standard as determined by Blackbutt Management					
Security (Functions only)	full cost plus 10%		per function	Y	M
Damage to Grounds	full cost plus 10%			Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Blackbutt Reserve [continued]

Additional services as negotiated with Blackbutt Management		POA		Y	P
See Public Reserve for additional fees					
Critter encounter	\$170.00	\$175.00	per encounter	Y	M
Small Area Event	\$180.00	\$185.00	reserve area	Y	M
All functions & shelter reservations attract a non-refundable deposit equivalent to the application fee.					
Small Area Event - Wedding	\$230.00	\$240.00	reserve area	Y	M
All functions & shelter reservations attract a non-refundable deposit equivalent to the application fee.					
Medium Area Event	\$275.00	\$280.00	reserve area	Y	M
All functions & shelter reservations attract a non-refundable deposit equivalent to the application fee.					
Large Area Event	\$715.00	\$720.00	reserve area	Y	M
All functions & shelter reservations attract a non-refundable deposit equivalent to the application fee.					
Park Conservation Fee	\$13.00	\$13.00	per vehicle per day	Y	M
Park Conservation Fee	\$4.00	\$4.00	per vehicle per hour	Y	M
Park Conservation Fee	\$165.00	\$171.00	per coach per visit	Y	M

Open Space Services

Beaches, Park Reserves & Sporting Facilities - PT

Personal/ Group Fitness Training Licence, Parks/ Sportsgrounds/ Beach	\$0.00	\$600.00	per quarter	Y	P
Surf, Stand Up Paddleboard and/or Kite Surfing Licences	\$882.00	\$913.00	per year	N	P
Install and Operate Surf Webcam Licence	\$0.00	\$0.00	per year	N	Z

Beaches, Park Reserves & Sporting Facilities - Sport

Application Fee (>15 days notice) (non-refundable)	\$130.00	\$135.00	fee applies to all sporting applications	Y	P
Application Fee – Charities/Not For Profit/Schools (non-refundable)	\$65.65	\$68.00	fee applies to all sporting applications	Y	P
Late Application Fee (<15 days) (non-refundable)	\$247.80	\$256.00	applications received by council less than 15 days prior to the date of the event.	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Beaches, Park Reserves & Sporting Facilities - Sport [continued]

Late Application Fee (<15 days) – Charities/Not For Profit/Schools (non-refundable)	\$124.00	\$128.00	applications received by council less than 15 days prior to the date of the event.	Y	P
Beach Reserve Usage fee – Hourly Sport Casual (Senior)	\$16.25	\$17.00	per hour	Y	P
Beach Reserve Usage fee – Daily Sport Casual (Senior)	\$59.50	\$62.00	per day	Y	P
Beach Reserve Usage fee – Hourly Sport Casual (Junior & Schools)	\$7.70	\$8.00	per hour	Y	P
Beach Reserve Usage fee – Daily Sport Casual (Junior & Schools)	\$25.10	\$26.00	per day	Y	P
City of Newcastle services (site inspection, cleaning, support services, ground works) / hour		full cost		Y	F
Mimumum charge of 4 hours afterhours/ weekends					
Reissue of Licence Agreement	\$0.00	\$34.50	per reissue	Y	F
Key Bond (non refundable if key is lost)	\$179.00	\$185.00		N	P
Key cutting		Full cost	per key	Y	P
Key/Lock Replacement where Facility is required to be rekeyed		Full cost		Y	F
Additional Mowing – All Codes	\$163.00	\$169.00	per field per hour	Y	P
Additional linemarking (by request): – All Codes		Full cost	per occasion	Y	P
Goal Posting (exchange by request)	\$157.10	\$163.00	per exchange	Y	P
Floodlight fee	\$3.40	\$3.30	per light per hour	Y	P
Floodlights fee – lights left on	\$185.20	\$192.00	per occasion	Y	P
Canteen Rights – Regional, district and local fee	\$606.00	\$627.00	per season	Y	P
Canteen Rights – Regional, district and local fee	\$165.40	\$171.00	per day	Y	P
Canteen Rights – Regional, district and local fee	\$42.00	\$43.00	per hour	Y	P
Regional Seasonal (full)	\$4,733.00	\$4,847.00	per season	Y	P
1 x playing Surface, 2 x dressing sheds and 1 canteen (2 nights training and 1 day competition field, 2 nights training and 1 day competition dressing sheds, seasonal canteen)					
Regional Seasonal	\$0.00	\$3,888.00	per season	Y	P
1 x playing surface (2 nights training and 1 day competition field)					
Regional – Playing Surface Only	\$136.00	\$141.00	per day (seasonal)	Y	P
Regional – Playing Surface Only	\$207.70	\$215.00	per day (casual)	Y	P
Regional – Playing Surface Only	\$36.10	\$37.00	per hour	Y	P
Regional – Playing Surface Only – Commercial use	\$65.20	\$67.00	per hour	Y	P
Regional – Playing Surface Only – Commercial use	\$242.60	\$251.00	per day	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Beaches, Park Reserves & Sporting Facilities - Sport [continued]

Regional – Playing Surface and Cricket Wicket Curation (new)	\$443.50	\$459.00	per day	Y	P
Regional – Playing Surface and Cricket Wicket Curation (reuse)	\$118.90	\$123.00	per day	Y	P
Regional – Playing Surface Only – Training Nets & Wickets	\$26.10	\$27.00	per wicket per hour	Y	P
Regional – Dressing Sheds – Seasonal user Dressing Sheds (per 2 sheds)	\$59.60	\$62.00	per day	Y	P
Regional – Dressing Sheds – Seasonal user Dressing Sheds (per 2 sheds)	\$0.00	\$15.00	per hour	Y	P
Regional – Dressing Sheds – Casual user Dressing Sheds (per 2 sheds)	\$87.70	\$91.00	per day	Y	P
Regional – Dressing Sheds – Casual user Dressing Sheds (per 2 sheds)	\$22.20	\$23.00	per hour	Y	P
Regional Facility Cleaning		Full cost	per occasion	Y	F
District Senior Seasonal (full) 1 x playing surface, 2 x dressing sheds and 1 canteen (2 nights training and 1 day competition field, 2 nights training and 1 day competition dressing sheds, seasonal canteen)	\$3,034.00	\$3,107.00	per season	Y	P
District Senior Seasonal 1 x playing surface (2 nights training and 1 day competition field)	\$0.00	\$2,236.00	per season	Y	P
District Junior Seasonal (full) 1 x playing surface, 2 x dressing sheds and 1 canteen (2 nights training and 1 day competition field, 2 nights training and 1 day competition dressing sheds, seasonal canteen)	\$2,048.00	\$2,097.00	per season	Y	P
District Junior Seasonal 1 x playing surface (2 nights training and 1 day competition field)	\$0.00	\$1,161.00	per season	Y	P
District – Playing Surface Only – Senior Fee	\$79.80	\$83.00	per day (seasonal)	Y	P
District – Playing Surface Only – Junior & School Fee	\$42.80	\$44.00	per day (seasonal)	Y	P
District – Playing Surface Only – Senior Fee	\$102.20	\$106.00	per day (casual)	Y	P
District – Playing Surface Only – Junior & School Fee	\$52.80	\$55.00	per day (casual)	Y	P
District – Playing Surface Only – Senior Fee	\$27.10	\$28.00	per hour	Y	P
District – Playing Surface Only – Junior & School Fee	\$18.20	\$19.00	per hour	Y	P
District – Playing Surface Only – Commercial use	\$42.80	\$44.00	per hour	Y	P
District – Playing Surface Only – Commercial use	\$170.80	\$177.00	per day	Y	P
District – Dressing Sheds – Seasonal user Dressing Sheds (per 2 sheds).	\$41.70	\$43.00	per day	Y	P
District – Dressing Sheds – Seasonal user Dressing Sheds (per 2 sheds).	\$0.00	\$11.00	per hour	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
District – Dressing Sheds – Casual user Dressing Sheds (per 2 sheds).	\$59.60	\$62.00	per day	Y	P
District – Dressing Sheds – Casual user Dressing Sheds (per 2 sheds).	\$15.60	\$16.00	per hour	Y	P
Local Senior Seasonal (full) 1 x playing surface, 2 x dressing sheds and 1 canteen (2 nights training and 1 day competition field, 2 nights training and 1 day competition dressing sheds, seasonal canteen)	\$2,187.00	\$2,264.00	per season	Y	P
Local Senior Seasonal 1 x playing surface (2 nights training and 1 day competition field)	\$0.00	\$1,413.00	per season	Y	P
Local Junior & School Seasonal (full) 1 x playing surface, 2 x dressing sheds and 1 canteen (2 nights training and 1 day competition field, 2 nights training and 1 day competition dressing sheds, seasonal canteen)	\$1,456.00	\$1,507.00	per season	Y	P
Local Junior & School Seasonal 1 x playing surface (2 nights training and 1 day competition field)	\$0.00	\$615.00	per season	Y	P
Local – Senior Fee	\$43.20	\$45.00	per day (seasonal)	Y	P
Local – Junior & School Fee	\$19.00	\$19.50	per day (seasonal)	Y	P
Local – Senior Fee	\$62.50	\$65.00	per day (casual)	Y	P
Local – Junior & School Fee	\$26.30	\$27.00	per day (casual)	Y	P
Local – Senior Fee	\$17.20	\$18.00	per hour	Y	P
Local – Junior & School Fee	\$8.04	\$8.50	per hour	Y	P
Local – Commercial use	\$28.50	\$31.00	per hour	Y	P
Local – Commercial use	\$110.10	\$114.00	per day	Y	P
Local – Dressing Sheds – Seasonal user Dressing Sheds (per 2 sheds)	\$32.95	\$34.00	per day	Y	P
Local – Dressing Sheds – Seasonal user Dressing Sheds (per 2 sheds)	\$0.00	\$8.50	per hour	Y	P
Local – Dressing Sheds – Casual user Dressing Sheds (per 2 sheds)	\$44.25	\$46.00	per day	Y	P
Local – Dressing Sheds – Casual user Dressing Sheds (per 2 sheds)	\$12.35	\$13.00	per hour	Y	P
Netball Courts – Senior Fee	\$28.50	\$30.00	per court per day	Y	P
Netball Courts – Senior Fee	\$0.00	\$10.00	per court per hour	Y	P
Netball Courts – Junior & School Fee	\$16.00	\$17.00	per court per day	Y	P
Netball Courts – Junior & School Fee	\$0.00	\$4.50	per court per hour	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Beaches, Park Reserves & Sporting Facilities - Sport [continued]

Sportsground Function Room/ Club Hall per season	\$0.00	\$1,225.00	per season (once/per week)	Y	P
Sportsground Function Room/ Club Hall per day	\$0.00	\$360.00	per day	Y	P
Sportsground Function Room/ Club Hall per half day	\$0.00	\$190.00	per half day	Y	P
Sportsground Function Room/ Club Hall per hour	\$0.00	\$52.00	per hour	Y	P

Public Reserve, Temporary Access

Memorials/ Donation of Furniture		n/a	FCR	N	F
Temporary Access over Community Land – Application Fee (non-refundable)	\$127.00	\$131.00	per application	Y	P
Late Application Fee (<15 days) (non-refundable)	\$248.00	\$257.00		N	M
Late Application Fee (<15 days) – Charities/Not For Profit/Schools (non-refundable)	\$124.00	\$128.00	applications received by council less than 15 days prior to the date of the event.	N	
Temporary Access over Community Land – Security Bond	\$1,257.00	\$1,301.00	per application	N	P
Temporary Access over Community Land – Damage to Grounds / facilities		full cost	full cost recovery following ground assessment	Y	F
Key Bond (non refundable if key is lost)	\$180.00	\$186.00	per application	N	P
Community Land Access Fee – Resident Access	\$128.00	\$132.00	per day	N	P
Community Land Access Fee – Contractor access to Residential Properties	\$248.00	\$257.00	per day	N	P
Community Land Access Fee – Contractor access to Construction Site	\$400.00	\$414.00	per week	N	P

Non-compliance, Sport, Events & Community Land Access

Breach of Licence Conditions (includes promotion of event/activity without approval)	\$530.00	\$549.00	per occasion	Y	R
Use of Sportsground/Park/Beach out of season, without approval/licence, closed or in wet weather (Including Personal Training, Surf Schools, Stand Up Paddleboard Operators, Schools & Associations)		\$610.00 + FCR Last year fee \$385.00 + FCR	1st offence (plus full cost recovery of damage following ground assessment)	Y	R

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Non-compliance, Sport, Events & Community Land Access [continued]

Use of Sportsground/Park/Beach out of season, without approval/licence, closed or in wet weather (Including Personal Training, Surf Schools, Stand Up Paddleboard Operators, Schools & Associations)	\$1100.00 + FCR Last year fee \$645.00 + FCR		2nd offence (plus full cost recovery of damage following ground assessment)	Y	R
Use of Sportsground/Park/Beach out of season, without approval/licence, closed or in wet weather (Including Personal Training, Surf Schools, Stand Up Paddleboard Operators, Schools & Associations)	\$1,500.00 + FCR Last year fee \$1,300.00 + FCR		3rd offence and ongoing (plus full cost recovery of damage following ground assessment)	Y	R
Storage of containers, sheds or other structure without approval	\$530.00	\$549.00	per year	Y	R
Installation of signage without approval	\$530.00	\$549.00	per occasion	Y	R
Damage to facilities/grounds		FCR + GST		Y	F

Civic Services

The Not for Profit (NFP) rate applies to registered incorporated not-for-profit organisations or charities, presenting events with community benefit or cultural purpose where the organisation is based in the LGA or can clearly demonstrate a reinvestment back into the LGA community. Does not apply to any other organisation or commercial purpose.

Charity rates as they apply to Charity Balls and Civic Theatre are applicable to registered charities only and will be applied upon proof of ACNC Registered charity tick.

Venue hire:

1/2 Day Hire = up to 5 event hours plus 1 hour bump in.

Full Day Hire = more than 5, less than 8 event hours, plus 1 hour bump in.

Additional hours are charged pro-rata.

Hire inclusions vary between venues and will be advised at the time of quoting or on enquiry.

DA limitations may apply.

Regular Hirer discount applicable to base fee (venue hire)

Guided Tours

City Hall/Civic Theatre

Guided Tours and Educational Programs		10.00-150.00	per person	Y	P
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Newcastle City Hall

Meeting Room: One of Mulubinba, Newcastle Room 1, Newcastle Rooms 2/3, Lord Mayor's Reception Room, Council Chamber

School formal package: Includes catering, decorations, venue hire and staffing. Price varies in accordance with guest numbers and catering selection. Available mid-week only.

Wedding package: Includes catering, decorations, venue hire and staffing. Price varies in accordance with guest numbers and catering selection.

Delegate package: Full day includes venue hire, basic AV, arrival tea & coffee, morning tea, lunch and afternoon tea. Half day includes venue hire, basic AV, morning OR afternoon tea and lunch. Minimum 20 people.

Venue Hire for Live Performance is charged at the published hire rate, or 11.5% of the net box office, whichever is greater. Venue Hire includes the use of Concert Hall, Cummings Room and Backstage Area for a period of 8 hours + 1 hour bump out. The fee includes setup according to Box Office seating plan and use of Meyer sound system.

A surcharge per performance applies where a Live Performance booking has no interval or a significant restriction is otherwise placed on the venues usual ability to generate revenue from the theatre bar. This does not apply to childrens shows.

Standard Rates

Meeting Room - Charity/Not for Profit	\$235.00	\$245.00	1/2 day hire Mon-Fri	Y	M
Meeting Room - Commercial/Private Hire	\$336.00	\$350.00	1/2 day hire Mon-Fri	Y	M
Meeting Room - Charity/Not for Profit	\$379.00	\$400.00	Full day hire Mon-Fri	Y	M
Meeting Room - Commercial/Private Hire	\$540.00	\$565.00	Full day hire Mon-Fri	Y	M
Meeting Room - Charity/Not for Profit	\$476.00	\$500.00	1/2 day hire Sat	Y	M
Meeting Room - Commercial/Private Hire	\$679.00	\$710.00	1/2 day hire Sat	Y	M
Meeting Room - Charity/Not for Profit	\$711.00	\$745.00	Full day hire Sat	Y	M
Meeting Room - Commercial/Not for Profit	\$1,016.00	\$1,065.00	Full day hire Sat	Y	M
Meeting Room - Charity/Not for Profit	\$557.00	\$585.00	1/2 day hire Sun	Y	M
Meeting Room - Commercial/Private Hire	\$793.00	\$830.00	1/2 day hire Sun	Y	M
Meeting Room - Charity/Not for Profit	\$817.00	\$900.00	Full day hire Sun	Y	M
Meeting Room - Commercial/Private Hire	\$1,169.00	\$1,225.00	Full day hire Sun	Y	M
Banquet Room - Charity/Not for Profit	\$347.00	\$365.00	1/2 day hire Mon-Fri	Y	M
Banquet Room - Commercial/Private Hire	\$494.00	\$515.00	1/2 day hire Mon-Fri	Y	M
Banquet Room - Charity/Not for Profit	\$578.00	\$605.00	Full day hire Mon-Fri	Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Standard Rates [continued]

Banquet Room - Commercial/Private Hire	\$826.00	\$865.00	Full day hire Mon-Fri	Y	M
Banquet Room - Charity/Not for Profit	\$586.00	\$615.00	1/2 day hire Sat	Y	M
Banquet Room - Commercial/Private Hire	\$839.00	\$880.00	1/2 day hire Sat	Y	M
Banquet Room - Charity/Not for Profit	\$911.00	\$955.00	Full day hire Sat	Y	M
Banquet Room - Commercial Private Hire	\$1,301.00	\$1,365.00	Full day hire Sat	Y	M
Banquet Room - Charity/Not for Profit	\$666.00	\$700.00	1/2 day hire Sun	Y	M
Banquet Room - Commercial/Private Hire	\$951.00	\$1,000.00	1/2 day hire Sun	Y	M
Banquet Room - Charity/Not for Profit	\$1,017.00	\$1,065.00	Full day hire Sun	Y	M
Banquet Room - Commercial/Private Hire	\$1,454.00	\$1,525.00	Full day hire Sun	Y	M
Concert Hall & Cummings Room - Charity/Not for Profit	\$724.00	\$750.00	1/2 day hire Mon-Fri	Y	M
Concert Hall & Cummings Room - Commercial/ Private Hire	\$1,034.00	\$1,070.00	1/2 day hire Mon-Fri	Y	M
Concert Hall & Cummings Room - Charity/Not for Profit	\$1,172.00	\$1,230.00	Full day hire Mon-Fri	Y	M
Concert Hall & Cummings Room - Commercial/ Private Hire	\$1,673.00	\$1,730.00	Full day hire Mon-Fri	Y	M
Concert Hall & Cummings Room - Charity/Not for Profit	\$1,240.00	\$1,285.00	1/2 day hire Sat	Y	M
Concert Hall & Cummings Room - Commercial/ Private Hire	\$1,771.00	\$1,830.00	1/2 day hire Sat	Y	
Concert Hall & Cummings Room - Charity/Not for Profit	\$1,903.00	\$1,970.00	Full day hire Sat	Y	M
Concert Hall & Cummings Room - Commercial/ Private Hire	\$2,719.00	\$2,815.00	Full day hire Sat	Y	M
Concert Hall & Cummings Room - Charity/Not for Profit	\$1,400.00	\$1,450.00	1/2 day hire Sun	Y	M
Concert Hall & Cummings Room - Commercial/ Private Hire	\$2,000.00	\$2,070.00	1/2 day hire Sun	Y	M
Concert Hall & Cummings Room - Charity/Not for Profit	\$2,117.00	\$2,190.00	Full day hire Sun	Y	M
Concert Hall & Cummings Room - Commercial/ Private Hire	\$3,025.00	\$3,130.00	Full day hire Sun	Y	M
Hunter Room & Balcony - Charity/Not for Profit	\$347.00	\$365.00	1/2 day hire Mon-Fri	Y	M
Hunter Room & Balcony - Commercial/Private Hire	\$494.00	\$515.00	1/2 day hire Mon-Fri	Y	M
Hunter Room & Balcony - Charity/Not for Profit	\$578.00	\$605.00	Full day hire Mon-Fri	Y	M
Hunter Room & Balcony - Commercial/Private Hire	\$826.00	\$865.00	Full day hire Mon-Fri	Y	M
Hunter Room & Balcony - Charity/Not for Profit	\$586.00	\$615.00	1/2 day hire Sat	Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
Hunter Room & Balcony - Commercial/Private Hire	\$839.00	\$880.00	1/2 day hire Sat	Y	M
Hunter Room & Balcony - Charity/Not for Profit	\$911.00	\$955.00	Full day hire Sat	Y	M
Hunter Room & Balcony - Commercial/Private Hire	\$1,302.00	\$1,365.00	Full day hire Sat	Y	M
Hunter Room & Balcony - Charity/Not for Profit	\$666.00	\$700.00	1/2 day hire Sun	Y	M
Hunter Room & Balcony - Commercial/Private Hire	\$951.00	\$1,000.00	1/2 day hire Sun	Y	M
Hunter Room & Balcony - Charity/Not for Profit	\$1,017.00	\$1,065.00	Full day hire Sun	Y	M
Hunter Room & Balcony - Commercial/Private Hire	\$1,454.00	\$1,525.00	Full day hire Sun	Y	M
Entire City Hall - Charity/Not for Profit	\$2,620.00	\$2,715.00	Full day hire Mon-Fri	Y	M
Entire City Hall - Commercial/Private Hire	\$3,741.00	\$3,870.00	Full day hire Mon-Fri	Y	M
Entire City Hall - Charity/Not for Profit	\$3,448.00	\$3,570.00	Full day hire Sat	Y	M
Entire City Hall - Commercial/Private Hire	\$4,924.00	\$5,095.00	Full day hire Sat	Y	M
Entire City Hall - Charity/Not for Profit	\$3,766.00	\$3,900.00	Full day hire Sun	Y	M
Entire City Hall - Commercial/Private Hire	\$5,380.00	\$5,565.00	Full day hire Sun	Y	M
School Formal Package (choice of room)	79-98 per person Last year fee 79-91 per person		Mon-Thurs only 2-11pm	Y	M
Wedding Package (choice of room)	125-195 per person Last year fee 125-150 per person		Mon-Fri 2-11pm	Y	M
Wedding Package (choice of room)	125-195 per person Last year fee 125-150 per person		Saturday 2-11pm	Y	M
Live Performance Hire - Concert Hall - Charity/Not for Profit	\$1,478.00	\$1,550.00	Monday - Thursday only	Y	M
Live Performance Hire - Concert Hall - Commercial/ Private Hire	\$2,112.00	\$2,220.00	Monday - Thursday only	Y	M
Live Performance Hire - Concert Hall - Charity/Not for Profit	\$2,225.00 - \$3,570.00 Last year fee \$2,119.00		Friday / Saturday	Y	M
Whole of venue rate applies					
Live Performance Hire - Concert Hall - Commercial/ Private Hire	\$3,200.00 - \$5,095.00 Last year fee \$3,027.00		Friday / Saturday	Y	M
Whole of venue rate applies					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Standard Rates [continued]

Live Performance Hire - Concert Hall - Charity/Not for Profit	\$2,396.00	\$2,515.00	Sunday	Y	M
Live Performance Hire - Concert Hall - Commercial/Private Hire	\$3,424.00	\$3,595.00	Sunday	Y	M
Secretarial Space	50% of Meeting room rates		all standard rates ranges	Y	M
Subject to availability. Only available for conferences.					

Delegate Package - City Hall	53-65 per person	1/2 day hire Mon-Fri	Y	M
Delegate Package - City Hall	68-80 per person	Full day hire Mon-Fri	Y	M
Delegate Package - City Hall	65-75 per person	1/2 day hire Sat	Y	M
Delegate Package - City Hall	78-95 per person	Full day hire Sat	Y	M
Delegate Package - City Hall	70-85 per person	1/2 day hire Sun	Y	M
Delegate Package - City Hall	90-105 per person	Full day hire Sun	Y	M

Promotional Rates

Venue Promotion rate	25% discount on standard rates	all standard rates ranges	Y	M
Regular hirer discount	10% discount on standard rates	all standard rates ranges	Y	M
Charity Ball NFP rate - Concert Hall & Cummings Room	25% discount on full day rate	Full day hire Mon-Sat	Y	M
For registered charities only, holding catered fundraising ball. Minimum catering spend applies Not available Sundays				

Fort Scratchley

The parade grounds are not available for hire during normal operating hours for Fort Scratchley Historic Site.

Events at Fort Scratchley must cease by 10pm Sunday-Thursday, and midnight Friday and Saturday.

Delegate package: Full day includes venue hire, basic AV, arrival tea & coffee, morning tea, lunch and afternoon tea. Half day includes venue hire, basic AV, morning OR afternoon tea and lunch. Minimum 40 people.

Standard Rates

Parade Ground - Charity/Not for Profit	\$480.00	\$505.00	Mon-Fri	Y	M
Parade Ground - Commercial/Private Hire	\$607.00	\$635.00	Mon-Fri	Y	M
Parade Ground - Charity/Not for Profit	\$555.00	\$580.00	Saturday	Y	M
Parade Ground - Commercial/Private Hire	\$681.00	\$715.00	Saturday	Y	M
Parade Ground - Charity/Not for Profit	\$637.00	\$665.00	Sunday	Y	M
Parade Ground - Commercial/Private Hire	\$764.00	\$790.00	Sunday	Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
Fort Scratchley Function Centre - Charity/Not for Profit	\$347.00	\$365.00	1/2 day hire Mon-Fri	Y	M
Fort Scratchley Function Centre - Commercial/Private Hire	\$494.00	\$520.00	1/2 day hire Mon-Fri	Y	M
Fort Scratchley Function Centre - Charity/Not for Profit	\$578.00	\$605.00	Full day hire Mon-Fri	Y	M
Fort Scratchley Function Centre - Commercial/Private Hire	\$826.00	\$865.00	Full day hire Mon-Fri	Y	M
Fort Scratchley Function Centre - Charity/Not for Profit	\$586.00	\$615.00	1/2 day hire Sat	Y	M
Fort Scratchley Function Centre - Commercial/Private Hire	\$839.00	\$880.00	1/2 day hire Sat	Y	M
Fort Scratchley Function Centre - Charity/Not for Profit	\$911.00	\$955.00	Full day hire Sat	Y	M
Fort Scratchley Function Centre - Commercial/Private Hire	\$1,301.00	\$1,365.00	Full day hire Sat	Y	M
Fort Scratchley Function Centre - Charity/Not for Profit	\$666.00	\$700.00	1/2 day hire Sun	Y	M
Fort Scratchley Function Centre - Commercial/Private Hire	\$951.00	\$1,000.00	1/2 day hire Sun	Y	M
Fort Scratchley Function Centre - Charity/Not for Profit	\$1,017.00	\$1,065.00	Full day hire Sun	Y	M
Fort Scratchley Function Centre - Commercial/Private Hire	\$1,454.00	\$1,525.00	Full day hire Sun	Y	M
Barracks - North & South - Charity/Not for Profit	\$318.00	\$335.00	1/2 day hire Mon-Fri	Y	M
Barracks - North & South - Commercial/Private Hire	\$454.00	\$475.00	1/2 day hire Mon-Fri	Y	M
Barracks - North & South - Charity/Not for Profit	\$437.00	\$460.00	Full day hire Mon-Fri	Y	M
Barracks - North & South - Commercial/Private Hire	\$624.00	\$655.00	Full day hire Mon-Fri	Y	M
Barracks - North & South - Charity/Not for Profit	\$457.00	\$480.00	1/2 day hire Sat	Y	M
Barracks - North & South - Commercial/Private Hire	\$653.00	\$685.00	1/2 day hire Sat	Y	M
Barracks - North & South - Charity/Not for Profit	\$666.00	\$700.00	Full day hire Sat	Y	M
Barracks - North & South - Commercial/Private Hire	\$952.00	\$1,000.00	Full day hire Sat	Y	M
Barracks - North & South - Charity/Not for Profit	\$536.00	\$565.00	1/2 day hire Sun	Y	M
Barracks - North & South - Commercial/Private Hire	\$768.00	\$805.00	1/2 day hire Sun	Y	M
Barracks - North & South - Charity/Not for Profit	\$774.00	\$815.00	Full day hire Sun	Y	M
Barracks - North & South - Commercial/Private Hire	\$1,104.00	\$1,160.00	Full day hire Sun	Y	M
Fort Scratchley Grounds - Wedding Ceremony	\$0.00	\$635.00	Mon-Fri	Y	M
Only available with reception booking at Barracks or Fort Scratchley Function Centre					

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Standard Rates [continued]

Fort Scratchley Grounds - Wedding Ceremony	\$0.00	\$715.00	Saturday	Y	M
Only available with reception booking at Barracks or Fort Scratchley Function Centre					
Fort Scratchley Grounds - Wedding Ceremony	\$0.00	\$790.00	Sunday	Y	M
Only available with reception booking at Barracks or Fort Scratchley Function Centre					
Delegate Package - Fort Scratchley	53-65 per person		1/2 day hire Mon-Fri	Y	M
Delegate Package - Fort Scratchley	68-80 per person		Full day hire Mon-Fri	Y	M
Delegate Package - Fort Scratchley	65-75 per person		1/2 day hire Sat	Y	M
Delegate Package - Fort Scratchley	78-95 per person		Full day hire Sat	Y	M
Delegate Package - Fort Scratchley	70-85 per person		1/2 day hire Sun	Y	M
Delegate Package - Fort Scratchley	90-105 per person		Full day hire Sun	Y	M

Promotional Rates

Regular hirer discount	10% discount on standard rates	all standard rates ranges	Y	M
Venue Promotion rate	25% discount on standard rates	all standard rates ranges	Y	M

Wheeler Place and Museum Lawn

Events held in Wheeler Place and Museum Lawn attract both a licence fee and a service fee which varies according to the nature and duration of the event. Staff charges may also apply, for instance if your event requires vehicular access or set up of equipment. Exclusive use is not guaranteed.

Entire site includes both Wheeler Place North and South. 50% applies to one of either Wheeler Place North OR South.

There are minimal fees for free events that do not involve any sales, but a licence fee is always payable. For applicable licence fees, please refer to the Major Events & Corporate Affairs Fees & Charges section in this document.

Any damage must be paid for, regardless of the type of event.

Service Fee - Using up to 50% of site - Commercial event	\$64.00	\$66.00	per hour (min 2hrs)	Y	M
Service Fee - Using up to 50% of site - Non commercial event	\$57.00	\$59.00	flat fee	Y	M
Service Fee - Entire site - Commercial event	\$132.00	\$137.00	per hour (min 2hrs)	Y	M
Service Fee - Entire site - Non commercial event	\$57.00	\$59.00	flat fee	Y	M
Service Fee - Using up to 50% of site - Commercial event	\$423.00	\$438.00	per day	Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Wheeler Place and Museum Lawn [continued]

Service Fee - Using up to 50% of site - Non commercial event	\$113.00	\$117.00	per day	Y	M
Service Fee - Entire site - Commercial event	\$846.00	\$876.00	per day	Y	M
Service Fee - Entire site - Non commercial event	\$113.00	\$117.00	per day	Y	M
Service Fee - Using up to 50% of site - Commercial event	\$1,847.00	\$1,912.00	per week	Y	M
Service Fee - Using up to 50% of site - Non commercial event	\$227.00	\$235.00	per week	Y	M
Service Fee - Entire site - Commercial event	\$3,695.00	\$3,824.00	per week	Y	M
Service Fee - Entire site - Non commercial event	\$227.00	\$235.00	per week	Y	M
Event installation assistance		staff rate	per event (min 4hrs)	Y	F

Civic Theatre

Venue Hire for Live Performance is charged at the published hire rate, or 11.5% of the net box office, whichever is greater.

Venue Hire fees for Live Performance events do not include staff. An Entertainment Industry Service Fee is charged at the rate determined by Live Performance Australia.

Ground Floor Lounge Bar & Foyer, First Floor Promenade Room & Balcony & Promenade Foyer may be hired independently from the theatre. Hire rates provide for the usual, existing setup, and do not include AV or staff.

Shared access rates are subject to availability, and are applicable only when there are multiple bookings occurring on one day.

Our Dance School package includes 6.5 hours of occupancy and staffing for rehearsal, plus 6 hours of occupancy and staffing for performance, standard in-house lighting, sound, staging and AV equipment, broadcast allowance, Industry Service Fee, and St Johns Ambulance. Package is only available for Sunday - Thursday performances and rehearsals. The Dance School Package document provides more details.

A surcharge of \$500 per performance applies where a Live Performance booking has no interval or a significant restriction is otherwise placed on the venues usual ability to generate revenue from the theatre bar. This does not apply to childrens shows.

An additional cleaning fee will be charged when post show cleaning cannot be completed in the usual time, for instance if there is use of glitter or confetti.

Maximum backstage capacities apply and additional venue hire fees will be applicable for additional spaces required.

Standard Rates

Auditorium & Stage (Sunday – Tuesday) - Charity/Not for Profit	\$2,257.00	\$2,336.00	per day 0500 - 0459	Y	M
Auditorium & Stage (Sunday – Tuesday) - Commercial/Private Hire	\$3,226.00	\$3,339.00	per day 0500-0459	Y	M
Auditorium & Stage (Wednesday – Saturday) - Charity/Not for Profit	\$3,236.00	\$3,349.00	per day 0500 - 0459	Y	M
Auditorium & Stage (Wednesday – Saturday) - Commercial/Private Hire	\$4,621.00	\$4,783.00	per day 0500-0459	Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Standard Rates [continued]

Auditorium & Stage (Weekly) - Charity/Not for Profit	\$15,799.00	\$16,352.00	per week	Y	M
Runs from Monday-Sunday, which may be varied by agreement					
Auditorium & Stage (Weekly) - Commercial/Private Hire	\$22,569.00	\$23,359.00	per week	Y	M
Runs from Monday-Sunday, which may be varied by agreement					
Auditorium & Stage (Performance rehearsals/bump-in/bump-out) - Charity/Not for Profit	\$1,581.00	\$1,636.00	per day 0500 - 0459	Y	M
Rehearsal rate applicable Sun-Thurs only , which may vary by agreement					
Auditorium & Stage (Performance rehearsals/bump-in/bump-out) - Commercial/Private Hire	\$2,257.00	\$2,336.00	per day 0500-0459	Y	M
Rehearsal rate applicable Sun-Thurs only , which may vary by agreement					
Auditorium & Stage Shared Access Rate - Charity/Not for Profit	\$1,279.00	\$1,324.00	Sunday-Tuesday	Y	M
Auditorium & Stage Shared Access Rate - Commercial/Private Hire	\$1,827.00	\$1,891.00	Sunday-Tuesday	Y	M
Auditorium & Stage Shared Access Rate - Charity/Not for Profit	\$1,833.00	\$1,897.00	Wednesday-Saturday	Y	M
Auditorium & Stage Shared Access Rate - Commercial/Private Hire	\$2,619.00	\$2,711.00	Wednesday - Saturday	Y	M
Surcharge - loss of income due to bar operation restrictions	\$2.05	\$2.10	per patron	Y	M

Promotional Rates

Short access rate - 3 hours - Charity / Not for Profit	\$628.00	\$650.00		Y	M
No performance / no audience. Only bookable 4 weeks out.					
Short access rate - 3 hours - Commercial	\$711.00	\$736.00		Y	M
No performance / no audience. Only bookable 4 weeks out.					
Dance School Package	\$13,396 - \$18,200		per event	Y	M
	Last year fee \$13,396 - \$17,500				
Regular hirer discount	10% discount on standard rate		all standard rates ranges	Y	M

Short lead time - booking within 10 weeks of event date

Auditorium & Stage	30% discount on standard rates		all standard rates ranges	Y	M
Ground Floor Lounge Bar & Foyer only - Charity/Not for Profit	\$227.00	\$235.00	5hrs hire	Y	M
Ground Floor Lounge Bar & Foyer only - Commercial/Private Hire	\$322.00	\$333.00	5hrs hire	Y	M
First Floor Promenade Room/Balcony only - Charity/Not for Profit	\$188.00	\$195.00	5hrs hire	Y	M
First Floor Promenade Room/Balcony only - Commercial/Private Hire	\$270.00	\$279.00	5hrs hire	Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Short lead time - booking within 10 weeks of event date *[continued]*

First Floor Promenade Foyer (including Promenade Room and Balcony) - Charity/Not for Profit	\$227.00	\$235.00	5hrs hire	Y	M
First Floor Promenade Foyer (including Promenade Room and Balcony) - Commercial/Private Hire	\$322.00	\$333.00	5hrs hire	Y	M

Civic Playhouse

A surcharge may be levied where a bar service is requested by the hirer, but the performance attracts very low attendance.

Standard Rates

Playhouse (includes Dressing room and Foyer) - Charity/Not for Profit	\$434.00	\$449.00	per day 0500 - 0459	Y	M
Playhouse (includes Dressing room and Foyer) - Commercial/Private Hire	\$619.00	\$641.00	per day 0500-0459	Y	M
Playhouse (includes Dressing room and Foyer) - Charity/Not for Profit	\$1,430.00	\$1,480.00	per week Mon-Fri	Y	M
Playhouse (includes Dressing room and Foyer) - Commercial/Private Hire	\$2,042.00	\$2,113.00	per week Mon-Fri	Y	M
Playhouse (includes Dressing room and Foyer) - Charity/Not for Profit	\$1,731.00	\$1,792.00	per week Mon-Sat	Y	M
Playhouse (includes Dressing room and Foyer) - Commercial/Private Hire	\$2,472.00	\$2,559.00	per week Mon-Sat	Y	M
Surcharge - loss of income due to low attendance	\$111.00	\$115.00	per performance	Y	M

Promotional Rates

Regular hirer discount	10% discount on standard rates	all standard rates ranges	Y	M
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Short lead time - booking within 4 weeks of event date

Playhouse (includes Dressing room and Foyer)	30% discount on standard rates	all standard rates ranges	Y	M	
Playhouse Foyer only - Charity/Not for Profit	\$149.00	\$154.00	per day 0700-1700	Y	M
Playhouse Foyer only - Commercial/Private Hire	\$212.00	\$219.00	per day 0700-1700	Y	M

Newcastle Visitor Information Centre

Venue hire includes venue and staffing within the Visitor Information Centre building and southern platform.

In-centre promotional opportunities	100.00-500.00	per event	Y	M	
Site fees - pop up events	15% of turnover	per event	Y	M	
Visitor Information Centre - Charity/Not for Profit	\$418.00	\$433.00	Mon-Fri 5-10pm only	Y	M
Visitor Information Centre - Commercial/Private	\$643.00	\$666.00	Mon-Fri 5-10pm only	Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Newcastle Visitor Information Centre [continued]

Visitor Information Centre - Charity/Not for Profit	\$807.00	\$835.00	Saturday 5-11pm only	Y	M
Visitor Information Centre - Commercial/Private	\$1,241.00	\$1,284.00	Saturday 5-11pm only	Y	M
Visitor Information Centre - Charity/Not for Profit	\$796.00	\$824.00	Sunday 5-10pm only	Y	M
Visitor Information Centre - Commercial/Private	\$1,226.00	\$1,269.00	Sunday 5-10pm only	Y	M

City Administration Centre

Staffing costs will be charged in addition to Venue Hire.

Function Area - Charity/Not for Profit	\$337.00	\$349.00	Mon-Fri 4hrs or less	Y	M
Function Area - Commercial/Private Hire	\$483.00	\$500.00	Mon-Fri 4hrs or less	Y	M
Function Area - Charity/Not for Profit	\$643.00	\$666.00	Mon-Fri between 4-8hrs	Y	M
Function Area - Commercial/Private Hire	\$917.00	\$949.00	Mon-Fri between 4-8hrs	Y	M
Function Area - Charity/Not for Profit	\$439.00	\$454.00	Saturday 4hrs or less	Y	M
Function Area - Commercial/Private Hire	\$628.00	\$650.00	Saturday 4hrs or less	Y	M
Function Area - Charity/Not for Profit	\$789.00	\$817.00	Saturday between 4-8hrs	Y	M
Function Area - Commercial/Private Hire	\$1,128.00	\$1,167.00	Saturday between 4-8hrs	Y	M
Function Area - Charity/Not for Profit	\$517.00	\$535.00	Sunday 4hrs or less	Y	M
Function Area - Commercial/Private Hire	\$738.00	\$764.00	Sunday 4hrs or less	Y	M
Function Area - Charity/Not for Profit	\$919.00	\$951.00	Sunday between 4-8hrs	Y	M
Function Area - Commercial/Private Hire	\$1,313.00	\$1,359.00	Sunday between 4-8hrs	Y	M

Newcastle Museum

Museum Exhibition Spaces: 5-10pm hire only. Includes one space only of Newcastle Story, Under the Earth Ball, BHP Gallery, Foyer.

All functions must cease by 10:00pm Sunday-Thursday (Pack-up cessation time 11:00pm); Cease by 11:00pm Friday & Saturday (Pack-up cessation time 12 midnight).

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Standard Rates

Museum Theatre - Charity/Not for Profit	\$287.00	\$300.00	1/2 day hire Mon-Fri	Y	M
Museum Theatre - Commercial/Private Hire	\$441.00	\$465.00	1/2 day hire Mon-Fri	Y	M
Museum Theatre - Charity/Not for Profit	\$476.00	\$500.00	Full day hire Mon-Fri	Y	M
Museum Theatre - Commercial/Private Hire	\$731.00	\$765.00	Full day hire Mon-Fri	Y	M
Museum Theatre - Charity/Not for Profit	\$510.00	\$535.00	1/2 day hire Sat	Y	M
Museum Theatre - Commercial/Private Hire	\$785.00	\$825.00	1/2 day hire Sat	Y	M
Museum Theatre - Charity/Not for Profit	\$784.00	\$825.00	Full day hire Sat	Y	M
Museum Theatre - Commercial/Private Hire	\$1,205.00	\$1,265.00	Full day hire Sat	Y	M
Museum Theatre - Charity/Not for Profit	\$584.00	\$615.00	1/2 day hire Sun	Y	M
Museum Theatre - Commercial/Private Hire	\$900.00	\$945.00	1/2 day hire Sun	Y	M
Museum Theatre - Charity/Not for Profit	\$883.00	\$930.00	Full day hire Sun	Y	M
Museum Theatre - Commercial/Private Hire	\$1,358.00	\$1,425.00	Full day hire Sun	Y	M
Museum Exhibition Spaces - Charity/Not for Profit	\$431.00	\$450.00	Mid Week 5-10pm only	Y	M
Museum Exhibition Spaces - Commercial/Private Hire	\$661.00	\$695.00	Mid Week 5-10pm only	Y	M
Museum Exhibition Spaces - Charity/Not for Profit	\$832.00	\$875.00	Saturday 5-11pm only	Y	M
Museum Exhibition Spaces - Commercial/Private Hire	\$1,277.00	\$1,340.00	Saturday 5-11pm only	Y	M
Museum Exhibition Spaces - Charity/Not for Profit	\$820.00	\$860.00	Sunday 5-10pm only	Y	M
Museum Exhibition Spaces - Commercial/Private Hire	\$1,263.00	\$1,325.00	Sunday 5-10pm only	Y	M
Museum Exhibition Spaces - Charity/Not for Profit	\$431.00	\$450.00	Mondays - 5hrs hire	Y	M
Museum Exhibition Spaces - Commercial/Private Hire	\$661.00	\$695.00	Mondays - 5hrs hire	Y	M
Museum Lawn - Charity/Not for Profit	\$480.00	\$505.00	4hrs hire Mon-Fri	Y	M
Museum Lawn - Commercial/Private Hire	\$607.00	\$635.00	4hrs hire Mon-Fri	Y	M
Museum Lawn - Charity/Not for Profit	\$555.00	\$580.00	4hrs hire Sat	Y	M
Museum Lawn - Commercial/Private Hire	\$681.00	\$715.00	4hrs hire Sat	Y	M
Museum Lawn - Charity/Not for Profit	\$637.00	\$665.00	4hrs hire Sun	Y	M
Museum Lawn - Commercial/Private Hire	\$764.00	\$800.00	4hrs hire Sun	Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Promotional Rates

Venue Promotion rate	25% discount on standard rates	all standard rates ranges	Y	M
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Additional Services

Fees charged on ticket sales are based on the value of the ticket, and the method of calculation will be published on the Civic Theatre website and may be reviewed from time to time.

The cost of St Johns ambulance officers will be on charged to the hirer. Security may be required at the Theatre management's discretion and will also be on charged to the hirer.

Function cancellation fees may be refunded where another booking is secured which replaces the cancelled booking, less an administration charge of \$50.

For non – ticketed venue hire, the remainder of the deposit payment is due 14 days prior to the event commencement date.

Attendance Fee (where performance/event presented by City of Newcastle)	0.00-500.00	per ticket	Y	M
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Price is set by a case-by-case assessment of: the cost of service delivery, market competition, and the ability to attract adequate usage of the service.

Fee for selling complimentary tickets	2 x face value of ticket	per ticket	Y	M
Technical Equipment: Consumables, Hired Equipment or Services	cost plus 11%		Y	F
Late Provision of Production Requirements (within 28 days)	\$115.00 \$115.00	per day	Y	M
Programs and Merchandising Commission	11% total sales		Y	M
Merchandising – Additional charge imposed for selling own Merchandise	11% total sales		Y	M
Marketing Services	cost plus 11%	per performance	Y	F
Ticket Service Fees	Up to 10.00	per ticket	Y	M
Provision of First Aid service	cost plus 11%	per performance	Y	F
Security	cost plus 11%	per performance	Y	F
Additional Room Hire after initial hire period	pro-rata	per hour	Y	M
Pro-rata hourly rate based on the facility hire				

Deposit - Functions and Live Performance Bookings (up to \$5,000)	100% of total venue hire up to \$5,000	per event	Y	M
Deposit - Functions and Live Performance Bookings (\$5,000 - \$10,000)	\$5,000.00 \$5,000.00	per event	Y	M
Deposit - Functions and Live Performance Bookings (\$10,000 - \$40,000)	\$10,000.00 \$10,000.00	per event	Y	M
Deposit - Functions and Live Performance Bookings (\$40,000 and over)	25% of total venue hire	per event	Y	M
Bond - Live Performance Bookings	Minimum \$500, up to 100% of full venue hire	per event	N	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Additional Services [continued]

Live Performance - no interval surcharge	\$0.00	\$500.00	per performance	Y	P
Payment for damages – Hirer or their contracted supplier	cost plus 11%		per event	Y	M
Room set-up changes for functions	100 plus staff costs		per change	Y	M
Centrepiece hire (minimum of 6)	\$0.00	\$35.00	per centrepiece	Y	M
Additional labour charge applicable					
Chair covers (installed)	\$0.00	\$6.50	per cover	Y	M
Additional Cleaning	staff rate		per hour	Y	M
Function Cancellation Fees – 0-3 days from event	full venue hire plus catering		per event	Y	M
Function Cancellation Fees – 4-21 days from event	50% venue hire plus catering		per event	Y	M
Function Cancellation Fees – 22-270 days from event	50% venue hire		per event	Y	M
Function Cancellation Fees – >270 days from event	\$100.00	\$100.00	per event	Y	M
Live Performance Cancellation Fees – <180 days from event	Deposit forfeit plus ticketing fees incurred plus staff charge to process refunds (min 4hrs)		per show or season	Y	M
Live Performance Cancellation Fees – >180 days from event	250 plus ticketing fees incurred plus staff charge to process refunds		per show or season	Y	M
Food and Beverage delivery fee	\$0.00	\$50.00	per delivery	Y	M
Only available within 5km radius of City Hall					

Equipment Hire

Wireless Microphone Handheld OR Transmitter	\$55.00	\$57.00	per day	Y	M
Wireless Microphone Handheld OR Transmitter	\$165.00	\$171.00	3 - 7 days	Y	M
Wireless Lapel Microphone & Transmitter	\$76.00	\$79.00	per day	Y	M
Wireless Lapel Microphone & Transmitter	\$228.00	\$236.00	3 - 7 days	Y	M
DPA headset microphone	\$55.00	\$60.00	per day	Y	M
DPA headset microphone	\$165.00	\$180.00	3 - 7 days	Y	M
Projector 12k Panasonic	\$500.00	\$500.00	per day	Y	M
Projector 12k Panasonic	\$1,500.00	\$1,500.00	3 - 7 days	Y	M
Projector 12k Panasonic & Screen	\$756.00	\$800.00	per day	Y	M
Projector 12k Panasonic & Screen	\$2,268.00	\$2,400.00	3 - 7 days	Y	M
Screen with Drapes	\$270.00	\$300.00	per day	Y	M
Screen with Drapes	\$810.00	\$900.00	3 - 7 days	Y	M
Meyer Sound System – Civic Theatre	\$458.00	\$474.00	per day	Y	M
Meyer Sound System – Civic Theatre	\$1,374.00	\$1,422.00	3 - 7 days	Y	M
Outdoor Sound System – City Hall	\$55.00	\$57.00	per day	Y	M
Outdoor Sound System – City Hall	\$165.00	\$171.00	3 - 7 days	Y	M
Meyer Audio UPM Delay System – Civic Theatre	\$108.00	\$120.00	per day	Y	M
Meyer Audio UPM Delay System – Civic Theatre	\$324.00	\$360.00	3 - 7 days	Y	M
Meyer Audio UPA Truss System – Civic Theatre	\$108.00	\$120.00	per day	Y	M
Meyer Audio UPA Truss System – Civic Theatre	\$324.00	\$360.00	3 - 7 days	Y	M

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Equipment Hire [continued]

Meyer 900LFC Subwoofer system - Civic Theatre	\$0.00	\$120.00	per day	Y	M
Meyer 900LFC Subwoofer system - Civic Theatre	\$0.00	\$360.00	3 - 7 days	Y	M
Laptops – Windows	\$71.00	\$73.00	per day	Y	M
Laptops – Windows	\$213.00	\$220.00	3 - 7 days	Y	M
Laptops – Macbook Pro with Qlab	\$108.00	\$112.00	per day	Y	M
Laptops – Macbook Pro with Qlab	\$324.00	\$335.00	Per Week	Y	M
Flatscreen LCD with Stand	\$108.00	\$112.00	per day	Y	M
Flatscreen LCD with Stand	\$324.00	\$335.00	3 - 7 days	Y	M
Piano Grand Piano (Steinway) – City Hall	\$281.00	\$291.00	per day	Y	M
Piano Grand Piano (Steinway) – City Hall	\$842.00	\$871.00	3 - 7 days	Y	M
Piano Yamaha C5 – Civic Theatre	\$146.00	\$151.00	per day	Y	M
Piano Yamaha C5 – Civic Theatre	\$438.00	\$453.00	3 - 7 days	Y	M
Stage Extension - City Hall	\$0.00	\$350.00	per event	Y	M
Hazer Unique	\$86.00	\$89.00	per day	Y	M
Hazer Unique	\$258.00	\$267.00	3 - 7 days	Y	M
Vision Mixer	\$71.00	\$73.00	per day	Y	M
Vision Mixer	\$213.00	\$220.00	3 - 7 days	Y	M
Follow Spot	\$55.00	\$60.00	per day	Y	M
Follow Spot	\$165.00	\$180.00	3 - 7 days	Y	M
Follow Spot Operator		Staff Rate	Min 4 hours	Y	P
Additional Flip Chart pads		cost plus 11%	each	Y	F
Photocopies - A4 or A3 Black and white only	\$1.35	\$1.40	per page	Y	P
First 10 pages free of charge					
Photocopies - A4 or A3 Colour	\$1.85	\$1.90	per page	Y	P
First 10 pages free of charge					

Staff Rates

Venue Staff: Commissionaire, Security, Cleaning

Staff charges may be levied setup for functions outside of Monday-Friday 0900-1700. The number of staff required for each function depends on venue operational factors and event patronage at a estimated ratio of 1:100. Additional staff charges apply for technical support. Penalties apply to daily labour recovery rate when a staff member works in excess of 8 hours (charged at Sunday/Overtime rate)

Monday-Friday	\$49.00	\$55.00	per hour (minimum 2hrs)	Y	F
Saturday	\$67.00	\$75.00	per hour (minimum 2hrs)	Y	F
Sunday, Public Holidays, Overtime	\$87.00	\$97.00	per hour (minimum 2hrs)	Y	F

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Technical Staff

Penalties apply to daily labour recovery rate when a staff member works in excess of 8 hours (charged at Sunday/Overtime rate.)

Monday – Saturday	\$55.00	\$62.00	per hour (minimum 4hrs)	Y	F
Overtime, Sunday, Public Holidays & Meal Penalty	\$86.00	\$96.00	per hour (minimum 4hrs)	Y	F
Broadcast Allowance	\$164.00	\$170.00	per performance per person	Y	F

Food and Beverage, Front of House, Box Office, Merchandise, Cleaning staff rates

Penalties apply to daily labour recovery rate when a staff member works in excess of 8 hours (charged at Sunday/Overtime rate.)

Monday – Saturday	\$52.00	\$59.00	per hour (minimum 4hrs)	Y	F
Overtime, Sunday, Public Holidays & Meal Penalty	\$81.00	\$90.00	per hour (minimum 4hrs)	Y	F

Newcastle Art Gallery

Staff Rates

Staff charges may be levied setup for functions outside of Monday-Friday 0900-1700. The number of staff required for each function depends on operational factors and event patronage at an estimated ration of 1:100. Additional staff charges apply for technical support. Penalties apply to daily labour recovery rate when a staff member works in excess of 8 hours (charged at Sunday/Overtime rate)

Monday-Friday	\$49.00	\$51.00	per hour (minimum 2hrs)	Y	F
Saturday	\$67.00	\$69.00	per hour (minimum 2hrs)	Y	F
Sunday, Public Holidays, Overtime: Art Gallery Assistant	\$86.00	\$89.00	per hour (minimum 2hrs)	Y	F

Exhibitions & Public Programs

Public Programming / Exhibition Events	0.01-200.00		per event day	Y	P
inc. artist talks, performances, etc.					
Travel mileage for outside LGA	\$0.72	\$0.72	per km	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Collection Management

Loan preparation service fee (1-5 items)	\$272.00	\$282.00	per loan	Y	P
Loan preparation service fee (6 or more items)	\$543.00	\$562.00	per loan	Y	P
Freight & Crating service fee		POA		Y	P
Image hire fee	\$159.00	\$165.00	per image	Y	F
Exhibition Hire fee		POA	per exhibition	Y	F
Out of area service per diem	\$169.00	\$175.00	daily rate	Y	F

Newcastle Museum

Newcastle Museum Venue Hire, and associated Staff Rates and Equipment Hire - please refer to Civic Services Venue Hire (incorporating all Newcastle Venues).

Exhibitions & Audience Engagement

BHP Sound and Light Show	\$75.00	\$80.00	per show	Y	P
Workshop or Training (maximum charge)	\$200.00	\$205.00	per person	Y	P
Individual maximum charge					
Set Time Program (maximum charge)	\$75.00	\$78.00	per person	Y	P
Outreach Program – Booked group (maximum charge)	\$200.00	\$205.00	per show = 2 classes, additional class on negotiation	Y	P
Travel mileage for outside LGA	\$0.72	\$0.72	per km	Y	P
Exhibition Hire fee		POA	per exhibition	Y	F
Out of area service per diem	\$169.00	\$175.00	daily rate	Y	F

Guided Tours

Individual tour (maximum charge)	\$17.00	\$18.00	per person	Y	P
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Fort Scratchley

Tunnel Tours – Adult	\$13.00	\$13.50	per person	Y	P
Tunnel Tours – Children 4 – 14yrs	\$7.00	\$7.50	per person	Y	P
Kids under 4yrs are free					
Tunnel Tours – Family (2 Adults, 2 Children)	\$33.00	\$35.00	per person	Y	P
Tunnel Tours – Concession	\$8.50	\$9.00	per person	Y	P
Site and Tunnel Tours – Adult	\$16.50	\$17.50	per person	Y	P
Site and Tunnel Tours – Children 4 – 14yrs	\$8.50	\$9.00	per person	Y	P
Kids under 4yrs are free					
Site and Tunnel Tours – Family (2 Adults, 2 Children)	\$39.00	\$40.00	per person	Y	P
Site and Tunnel Tours – Concession	\$9.50	\$10.00	per person	Y	P

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Unit	GST	Pricing Policy
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Fort Scratchley [continued]

Cruise Ship Group Rates – per person (maximum charge)	\$38.00	\$40.00	per person	Y	M
Includes 30 min. Newcastle & site presentation and booklet; 15 per group in tunnels					

Collection Management

Loan preparation service fee	\$272.00	\$282.00	per loan	Y	P
Freight & Crating service fee		POA		Y	P

Staff Rates

Monday-Friday	\$49.00	\$51.00	per hour (minimum 2hrs)	Y	F
Saturday	\$67.00	\$69.00	per hour (minimum 2hrs)	Y	F
Sunday, Public Holidays, Overtime	\$86.00	\$89.00	per hour (minimum 2hrs)	Y	F

newcastle.nsw.gov.au

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ATTACHMENTS DISTRIBUTED UNDER SEPARATE COVER

**CCL 28/06/2022 - ADOPTION OF DELIVERING NEWCASTLE 2040
AND RESOURCING NEWCASTLE 2040**

ITEM-56 **Attachment E:** Workforce Development Strategic Plan

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Workforce Development Strategic Plan

2022-2026



resourcing
NEWCASTLE 2040



Welcome

Acknowledgement of Country

We all sit on Awabakal and Worimi land
'Niirun Yalawa Awabakal dha Worimi burrai'

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

Always was, always will be Aboriginal land
'Wunyibu wunyibu warra wunyibu wunyibu gkuuba Aboriginal burrai'

Smoking ceremony held at the new City Administration Centre building at 12 Stewart Avenue. The ceremony also included; Wakakulang Dance Troupe, Aboriginal catering and a special guest talk by artist Saretta Fielding.

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City of
 Newcastle

Executive Summary

City of Newcastle (CN) operates in a complex environment that requires flexibility and agility to deliver on the expectations of our community.

We employ almost 1,400 people to deliver a diverse range of services and we appreciate our people, and their commitment, experience and capability. It is their drive that underpins our success, and we want to ensure they are equipped to effectively perform at their best in an ever-changing landscape.

Our *Workforce Development Strategic Plan (WDSP) 2022–2026* forecasts how we will meet the workforce resourcing and capability requirements of our four-year delivery program, *Delivering Newcastle 2040*. The plan describes our current workforce and considers the impact of our environmental context, workforce trends and future demands. Furthermore, it outlines a range of strategic focus areas that will ensure we have the right people with the right skills to deliver on the outcomes identified in *Delivering Newcastle 2040*.

This plan has been developed in consultation with our people, including leaders and specialists from across the organisation, through a series of surveys, interviews, presentations and workshops. Additionally, our current workforce data and metrics were compiled and analysed to identify trends, gaps, challenges and projected future needs to inform the development of our workforce strategies.

Key challenges and influences for the development of our workforce include: changes in workforce availability; increasing competition; future world of work requirements, including offering tailored experiences to attract and retain quality people; fostering an inclusive workplace culture across the organisation; building relevant future skills and career pathways; embracing emerging technology to enable data-informed decisions; developing internal leadership capability; and attracting a cross-section of employees with diverse lived experiences, including younger workers.

Community expectations combined with record levels of residential development and infrastructure projects will also place pressure on our workforce to deliver more with our existing resources.

Over the next four years, CN will continue to build capability as a thriving, people-centric organisation, working to deliver improved service levels sustainably and within approved budgetary and resource allocations.

The strategic focus areas outlined in this document will have a significant impact on the way we deliver our services to the community, highlighting the importance of strategic workforce planning and engagement.

The key priorities of our WDSP are to:

1. Strengthen our workplace culture
2. Invest in our people to grow and excel
3. Build the CN employer brand
4. Be future ready.

Progress against this plan will be regularly monitored and reported through our annual reporting process.

Our *Workforce Development Strategic Plan (WDSP) 2022–2026* forecasts how we will meet the workforce resourcing and capability requirements of our four-year delivery program, *Delivering Newcastle 2040*



Our Approach to Workforce Development and Planning

Our WDSP is a key element and guiding document within the overarching *Integrated Planning & Reporting Framework*.

Workforce development and planning enables CN to achieve our vision, goals and community outcomes through our most valuable resource: our people. It defines how we will prepare to meet the changing demands of our community and the emerging challenges faced by our workforce.



Our WDSP has been developed in consultation with our workforce, our leaders and specialists within our organisation. This plan will drive the actions required to ensure our workforce has the right mix of capabilities and the diversity of thought and experiences to meet the needs of our community as outlined in *Newcastle 2040*, now and into the future.

The six steps of effective workforce planning, used to develop this plan and achieve its outcomes, are as follows:

1. Analysing our current workforce
2. Considering future needs
3. Identifying gaps and challenges
4. Developing strategies
5. Implementing actions to address identified gaps
6. Monitoring and evaluating success of strategies.

Benefits of effective workforce planning

- Align workforce with business strategy
- Predict future workforce needs
- Identify and address capability gaps
- Identify more effective and efficient application of people at work
- Understand opportunities and challenges in attracting and retaining top performers
- Anticipate and plan for change.

The workforce strategies identified in this document will be periodically assessed to ascertain their impact on and relevance to our evolving community needs and expectations, as well as the changing external environment, including workforce and labour market impacts.

Our Compass

NEWCASTLE 2040

it's our *future*

Our Vision

Newcastle is a liveable, sustainable, inclusive global city.

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



Our Values

CN has adopted a set of values to guide organisational behaviour:

CREW

Cooperation

We work together as an organisation, helping and supporting each other



Respect

We respect diverse views and opinions and act with integrity



Excellence

We strive for quality and improvement in everything we do



Wellbeing

We develop a safe and supportive environment



Our Direction

The WDSP has been developed alongside the *Long-Term Financial Plan (LTFP)* and the *Asset Management Strategy* to ensure we have the necessary resources to deliver the community goals set out in the *Community Strategic Plan* and the actions articulated in the *Delivery Program* and *Operational Plan*. The WDSP also directly links with objectives and strategies within *Newcastle 2040* to create alignment between the services provided to our community and the development of our workforce.

Our commitments

Inclusion	Aboriginal and Torres Strait Islander peoples and culture	Supporting local
Our planet	Innovation	Social justice principles

NEWCASTLE 2040

it's our *future*

Newcastle is a liveable, sustainable, inclusive global city



1. Liveable



1.1 Enriched neighbourhoods and places

- 1.1.1 Great spaces
- 1.1.2 Well-designed places
- 1.1.3 Protected heritage places



1.2 Connected and fair communities

- 1.2.1 Connected communities
- 1.2.2 Inclusive communities
- 1.2.3 Equitable communities
- 1.2.4 Healthy communities



1.3 Safe, active and linked movement across the city

- 1.3.1 Connected cycleways and walking networks
- 1.3.2 Road networks
- 1.3.3 Managed parking
- 1.3.4 Effective public transport



1.4 Innovative and connected city

- 1.4.1 Emerging technologies
- 1.4.2 Digital inclusion and social innovation



2. Sustainable



2.1 Action on climate change

- 2.1.1 Towards net zero emissions
- 2.1.2 Know and share our climate risk
- 2.1.3 Resilient urban and natural areas



2.2 Nature-based solutions

- 2.2.1 Regenerate natural systems
- 2.2.2 Expand the urban forest
- 2.2.3 Achieve a water sensitive city



2.3 Circular economy

- 2.3.1 Design out waste
- 2.3.2 Localised supply chain and sustainable procurement



3. Creative



3.1 Vibrant and creative city

- 3.1.1 Vibrant events
- 3.1.2 Bold and challenging programs
- 3.1.3 Tourism and visitor economy
- 3.1.4 Vibrant night-time economy



3.2 Opportunities in jobs, learning and innovation

- 3.2.1 Inclusive opportunities
- 3.2.2 Skilled people and businesses
- 3.2.3 Innovative people and businesses



3.3 Celebrating culture

- 3.3.1 Nurture cultural and creative practitioners
- 3.3.2 Promote Newcastle as a major arts and cultural destination
- 3.3.3 Culture in everyday life



3.4 City-shaping partnerships

- 3.4.1 Optimise city opportunities
- 3.4.2 Advocacy and partnership



4. Achieving Together



4.1 Inclusive and integrated planning

- 4.1.1 Financial sustainability
- 4.1.2 Integrated planning and reporting
- 4.1.3 Aligned and engaged workforce



4.2 Trust and transparency

- 4.2.1 Genuine engagement
- 4.2.2 Shared information and celebration of success
- 4.2.3 Trusted customer experience



4.3 Collaborative and innovative approach

- 4.3.1 Collaborative organisation
- 4.3.2 Innovation and continuous improvement
- 4.3.3 Data-driven decision-making and insights



Strategic Objectives in the CSP –Newcastle 2040 →	Strategies to achieve objectives →	Workforce Development Strategic Plan ✓
 <p>Creative</p> <p>We are excited about the city's opportunities in the areas of jobs, education and the economy</p>	 <p>3.2 Opportunities in jobs, learning and innovation</p> <p>3.2.2 Skilled people and businesses</p>	<ul style="list-style-type: none"> • Continue to invest in our people to grow and excel • Build a strong CN brand to attract and retain high-calibre talent from diverse backgrounds and create job opportunities within the local community • Identify and grow critical skills and core capabilities through diverse attraction strategies and skilling to meet future demands • Carry out formal succession planning activities to safeguard critical roles and meet long-term workforce needs
 <p>Achieving Together</p> <p>Our people come together to collaborate, share great ideas and opportunities, and co-create positive change for our organisation and city</p>	 <p>4.1 Inclusive and integrated planning</p> <p>4.1.1 Financial sustainability</p> <p>4.1.2 Integrated planning and reporting</p> <p>4.1.3 Aligned and engaged workforce</p>	<ul style="list-style-type: none"> • Ensure workforce strategies are reviewed and planned in accordance with LTFP goals for sustainability • Provide current and future workforce information to better inform decision-making and workforce strategies and to structure CN effectively • Identify workforce gaps and develop priorities to address and close them
	 <p>4.3 Collaborative and innovative approach</p> <p>4.3.1 Collaborative organisation</p>	<ul style="list-style-type: none"> • Strengthen workplace culture to ensure wellbeing, inclusivity and equitable participation with opportunities for everyone, and proactively build leadership capability for the future

Our Workforce Profile

Our City, Our People

Newcastle is a liveable, sustainable, inclusive global city. These themes work together in harmony to deliver our vision for Newcastle as a place for everyone.

Newcastle is the economic hub of the Hunter region, with an international profile as a major port city and a gateway to the world for the Hunter's rich resources.

The Awabakal and Worimi peoples are acknowledged as the traditional land custodians of the land and waters of Newcastle. We pay our respects to elders past, present and emerging.

We are home to artists, galleries, museums, theatres, creative enterprises, arts organisations, cultural education providers, cultural collections, and a community that embraces cultural expression. We have a diverse natural environment, from coastal headlands and beaches to wetlands, mangrove forests, steep ridges and rainforest gullies.



Our Population

Newcastle population 2021

171,307

Population by 2041

199,700

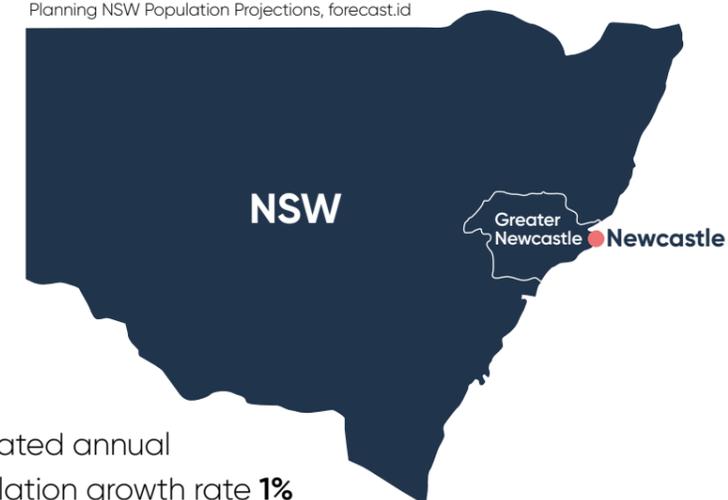
Greater Newcastle population 2021

608,700

Population by 2041

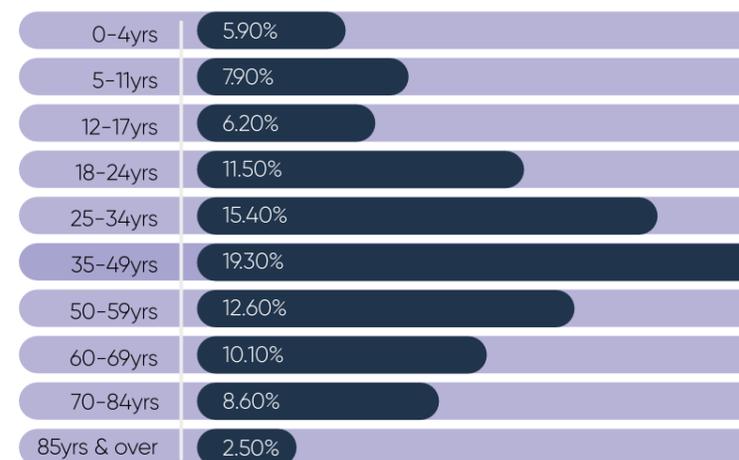
699,200

Planning NSW Population Projections, forecast.id



Estimated annual population growth rate **1%**

People



Median age



Aboriginal and Torres Strait Islander population



Born overseas

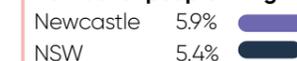


Speak a language other than English

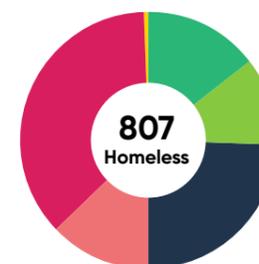


134 different languages spoken at home – most widely spoken included Mandarin, Macedonian, Italian, Greek and Arabic. Languages spoken with greatest need for translation included Arabic, Mandarin, Swahili, Persian/Dari and Tibetan.

Number of people living with disability



Defined as people needing help or assistance in one or more of the three core activity areas of self-care, mobility and communication, because of a disability or long-term health condition.



Homeless categories

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

Overall, 13% of households are experiencing 'housing stress' - 31% of renters and 7.3% of mortgage holders (2016).

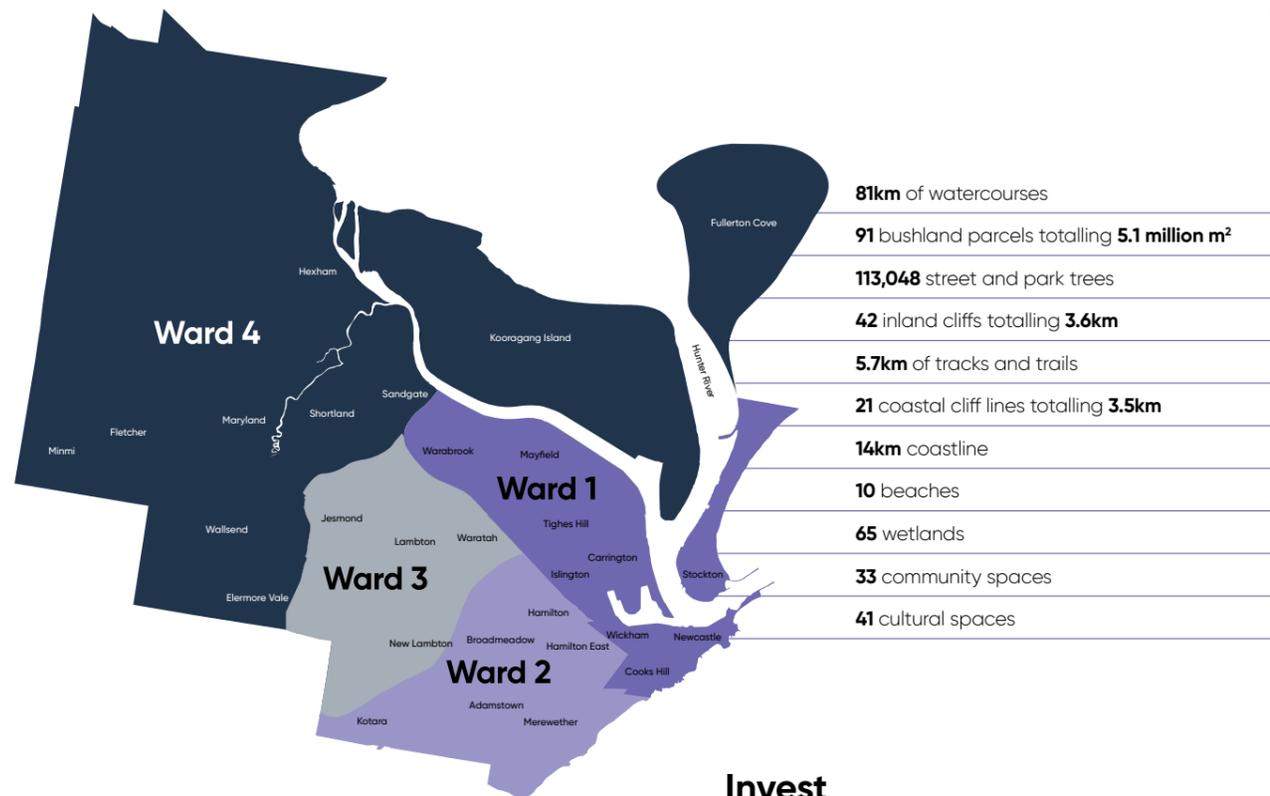
20,000 people



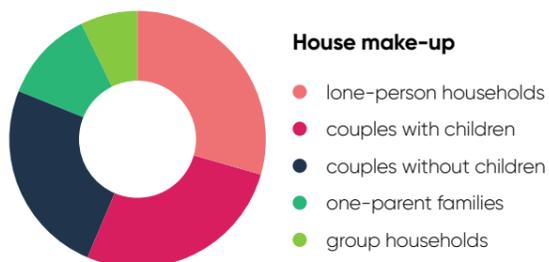
Up to 11% of Australians may have a diverse sexual orientation, sex, or gender identity. In Newcastle this equates to approximately 20,000 people.

Source: Australian Human Rights Commission: Face the Facts (2014)

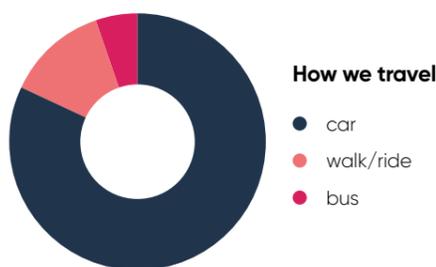
How Newcastle lives, works, plays and invests



Live



- 52 suburbs
- 2.36 people average household size
- 80.85% internet access at home
- 30% of dwellings are medium or high density
- 29% of residents fully own their home; 30.3% have a mortgage; 34.5% are renting
- 40.5% recycling rate
- 9.4kg waste and recycling generated per person per week



- 1 ferry – Queens Wharf to Stockton
- 2.7km light rail, with 6 stations
- 127 transport shelters
- 850km of roads

Work



- Top 3 industry sectors by employment**
- Healthcare and social assistance – creating 20,293 jobs
 - Education and training – creating 9,789 jobs
 - Retail trade – creating 8,803 jobs
- 102,800 jobs in Newcastle**
- 49% live within LGA
 - \$1,398 (p/week) average household income
 - 5.3% unemployment rate
 - 73.3% journey to work by car

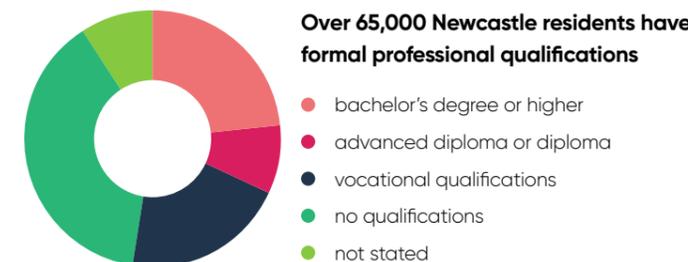
- 36,331 businesses**
- 30% of the Hunter's developed industrial space
 - 80% of the Hunter's office space

Play



- 2 ocean baths
- 5 aquatic centres
- 6 main patrolled beaches
- 8 lifeguard facilities
- 17 dog off-leash areas
- 4 outdoor exercise facilities
- 14 community gardens
- 14 libraries (including 3 privately owned)
- 6 surf clubs
- 250 recreation parks
- 972km pathways
- 147 sporting grounds
- 63 sports venues
- 15 grandstands
- 13 BMX/skate parks
- 134 playgrounds (that contain either a playground or exercise equipment)

Invest



- 1 airport
- 1 holiday park
- 41 cultural institutions
- 1 waste and resource recovery centre
- 125 early education and childcare centres
- 62 primary and secondary education facilities
- \$1.15 billion value of building approvals (2019/20)
- \$18.4 billion Newcastle's Gross Regional Product
- 4.63 million annual visitors (2019)
- \$2 billion value of city-owned assets
- \$46 million received in grants and subsidies (2020/21)
- 11 tertiary education facilities
- First in family degree: 11,387 students or 48% of Newcastle-based registrations in 2021
- Indigenous enrolments: 1080 students or 4.5% of Newcastle-based registrations in 2021
- Investment into innovation: approx. \$50 million in 2020
- Largest regional innovation ecosystem in Australia with 180 elements

Our Organisation Structure



Chief Executive Officer
Jeremy Bath

City Wide Services	Information Technology	Governance	Infrastructure and Property	People and Culture	Strategy and Engagement
					
Alissa Jones	Ken Liddell (interim)	David Clarke	Joanne Rigby (interim)	Fiona Leatham	Kathleen Hyland (interim)
Art Gallery	Information Technology	Finance	Depot Operations	Safety and Wellbeing	Major Events and Corporate Affairs
Museum		Legal	Assets and Projects	Workforce Development	Community, Strategy and Innovation
Civic Services		Regulatory, Planning and Assessment	Civil Construction and Maintenance	Strategic Partnering	Customer Experience
Libraries and Learning		Transport and Compliance	Property and Facilities		
Waste Services					
Parks and Recreation					

Our Workforce

CN's workforce is large, encompassing a wide range of occupations and expertise.

Our employees work across a range of governance, delivery, external-facing and internal enabling services, including planning, construction, waste facilities, libraries and learning, culture and arts, heritage and recreation facilities, finance, legal, communications and marketing, as well as administration and support offices.

Our workforce headcount comprises 1,394 employees, with the majority being permanent staff (full-time and part-time). Approximately one quarter of our workforce is employed on a casual, temporary or fixed-term basis or participating in tertiary/vocational education programs. Our number of approved Full-Time Equivalent (FTE) positions is 957.

Australia is experiencing a rapidly ageing population, and this is even more distinct within the local government sector workforce. Data from the 2016 Australian Bureau of Statistics Census shows that the age structure for older workers and pre-retirees aged between 50–59 years is 13.8% in regional NSW. For CN in particular, the percentage of our workforce approaching retirement age (55+ years) peaked at 39% in 2017 and reduced to 24% in 2021. This reduction has been due to targeted attraction

and retention strategies to diversify our workforce. However, the ageing workforce will continue to present challenges for CN. With over 450 individual workers being eligible for or contemplating retirement in the coming four years, we will need to carry out active succession planning and ensure adequate skill levels and knowledge are retained.

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

Complementing our employee and contingent labour hire base is our strong volunteer network, consisting of over 300 people working across a range of locations and undertaking a variety of services on behalf of our broader community. Our volunteers primarily assist at the Museum, Civic Playhouse, Art Gallery, Libraries, Blackbutt Reserve and multiple Landcare locations.

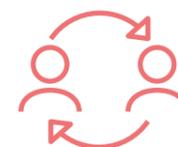
Our workplace profile



1,394 employees
300+ volunteers



Average length of service
11 years



Average vacancy rate
12.5%



Movements across all employment types in 2020/21

Welcomed
279 new starters



Farewelled
248 employees

	*Full time employed per 1000 residents	*Gender	Leadership team	Turnover	*Employee costs % operating expenses
City of Newcastle	6.5	60% male 40% female	48% male 52% female	12.9%	33%
Surveyed NSW Councils	9.5	56% male 44% female	62% male 38% female	13.5%	36%



304 volunteers
7,737 hours



Bush Care
3,350 hours



Museum
410 hours



General
400 hours



Art Gallery
699 hours



Landcare
1,975 hours



NewCREW
189 hours



Playhouse
212 hours



Libraries
502 hours

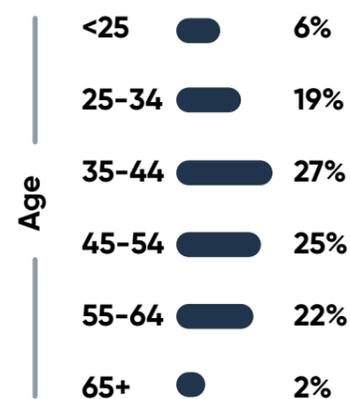


Median age
CN
44 years
Newcastle LGA
37 years

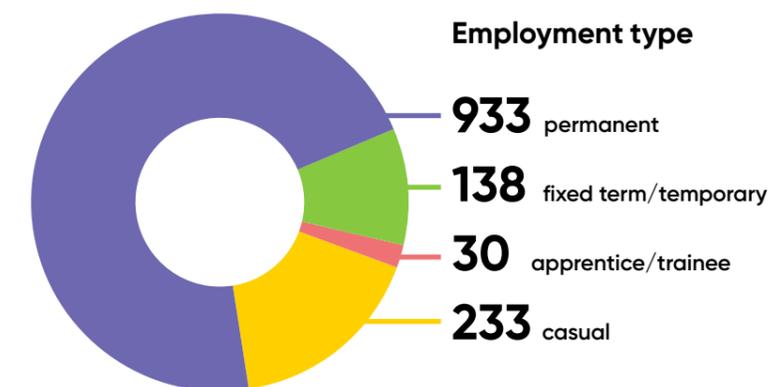


Identify as Aboriginal & Torres Strait Islander
CN
3%
Newcastle LGA
3.5%

Generational mix



Employment type





Our Workforce Management Plan 2018–2022 in Review

Review of Workforce Management Plan 2018–2022

Throughout the term of CN's 2018–2022 *Workforce Management Plan (WMP)*, similar to many other businesses within our region, we needed to alter our approach in order to focus on supporting our people and community through the disruption caused by COVID-19.

While this disruption affected the progression of several of our strategies (which will be carried forward into the 2022–2026 WMP), we did progress our vision to transform into a smart, people-centric organisation and improve service levels in a sustainable way.

Key achievements

We are pleased to have been able to complete the following key achievements.

Strategy 1: Attract and retain a high-quality, committed workforce

Our Undergraduate, Apprentice, Trainee and Graduate Program continued to provide a pathway for individuals to commence their career, learn new skills and transition to permanent employment with CN. The program was expanded to introduce an Intern Program, providing opportunity for students to apply their studies in a practical workplace setting.

Six Aboriginal apprentices and three Aboriginal trainees were recruited during the 2018–2022 workforce plan cycle, exceeding the *Aboriginal Employment Strategy* recommendation of two Aboriginal apprentices or trainees per year.

Life and Jobs pages were established on CN's LinkedIn profile to increase our brand exposure, connect with people looking for opportunities and build relationships with top talent to remain competitive in high-demand sectors.

The 'Always On' campaign was developed to move our approach from a passive model to an active one, building a strong talent pipeline that allows candidates to express an interest in joining CN at any time.

Flexible work practices were introduced as part of the CN Enterprise Agreement 2019. The majority of our workforce takes advantage of these practices by choosing to work a nine-day fortnight or flex time roster.

Position descriptions were redesigned in 2020 to improve the candidate and employee experience by providing clarity on position purpose, what employees will be doing in the role, the qualifications required and how we will encourage employees along the way.

Strategy 2: Invest in the capabilities of our people

An annual Performance Development Plan process was successfully implemented in 2019 and in FY20/21, 88% of our workforce completed a plan. Career paths and development needs are identified during these discussions.

The My Tech program was introduced to build foundational skills for using technology in the workplace. Over 80 employees have successfully completed the program and increased their technological confidence and ability.

Technology 'Lunch and Learn' sessions have been introduced to build the digital capability of our workforce when new programs are launched within the business.

More than 60 new and emerging leaders participated in our BluePrint leadership program, which enables participants to complete six units of competence from the Certificate IV in Leadership and Management.

As part of the BluePrint program, each participant had the opportunity to select a mentor to help them with their studies and their journey into leadership.

In 2020, our *Health and Wellbeing Strategy 2020–2025* was launched to promote, enable and support three key pillars: physical wellbeing, mental wellbeing, and social and financial wellbeing. The strategy focuses on the ABCs of wellbeing: Acting well, Being well and Connecting well.

The Spark Speaker Series was launched as part of the *Health and Wellbeing Strategy*, with experts and speakers invited to educate employees on financial wellbeing, mental health and resilience.

Our COVID-19 response involved an uplift in leader-driven practices to address the psychosocial challenges of the pandemic and alter working environments with a strong people-first focus.

We continued to build leadership capability through the Human Synergistics Life Styles Inventory tool, with expansion to the Service Unit Manager cohort and a Group Styles Inventory activity with the Executive Leadership Team.

Our Senior Management Performance Framework Project was undertaken to develop leadership capability through an integrated performance management system, taking a dedicated approach to performance management at a leadership level.

Strategy 3: Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing (CREW)

To enrich our culture and how we conduct our business, employees across our organisation built our Ways of Working, which were introduced in 2019 as an impressive and forward-thinking set of etiquettes to anchor and guide us in our workplace.

To recognise employee behaviours aligned with our CREW values and Blue Bus behaviours, the Blue Bus Shoutout App was developed and implemented in 2021. This app provides opportunities for leaders to recognise employees and for peers to recognise peers.

As part of our employee listening strategy, we conduct an annual engagement survey. From the insights gained from the survey, we collaborate with employees to form action plans to improve areas impacting engagement, productivity and inclusivity.

Our engagement score rose from 6.9 to 7.0 during a challenging COVID environment.

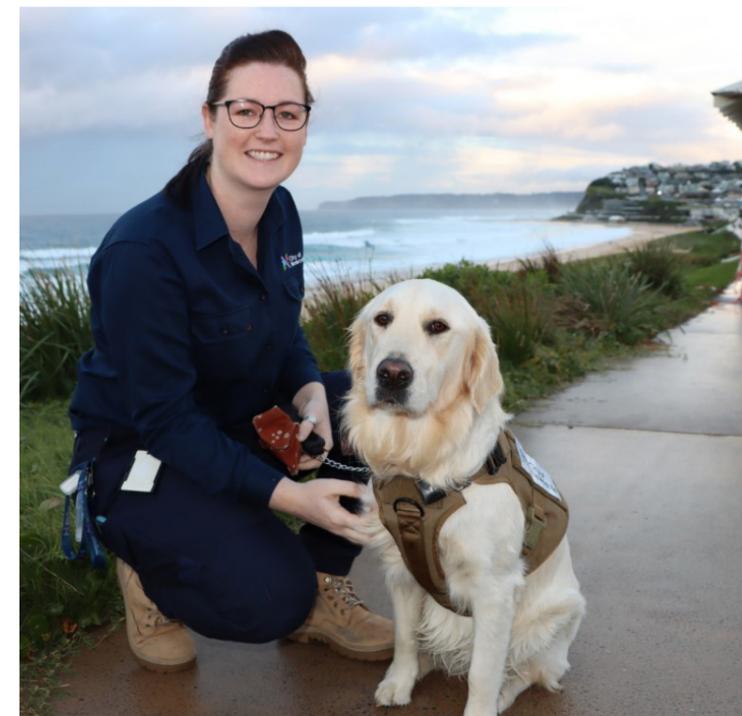
We recognise that some of the challenges identified during the formulation of this plan will be ongoing, requiring us to maintain progress on some activities, develop new activities, and pivot on existing projects to ensure our workforce remains capable, productive and engaged.

Strategy 4: Plan for our future workforce needs

As part of our service delivery plans, business continuity plans and budget process, leaders throughout the business monitor their FTE requirements and determine critical roles.

We have introduced monthly reporting on workforce metrics including vacancies and positions, giving leaders the ability to address vacancy rates and proactively manage positions.

Improvements to workforce information and datasets have increased accuracy of reporting to assist with making informed decisions and analysing trends.



Looking Ahead: Challenges and Opportunities

The environmental context of work is changing and evolving due to advances in technology, new and emerging skill groups, world of work expectations post-COVID, and a global focus on fostering equity and building diverse, inclusive workplaces. Organisations that will survive and thrive in the coming years will do so by creating tailored employee experiences and embedding offerings into their DNA that have previously been considered additional benefits.

Turning 'The Great Resignation' into 'The Great Retention' through Workplace Culture

Over the past two years, people have experienced unprecedented times in relation to work, home and health. Increasingly, organisations have had to reinvent their service delivery and the ways they engage and lead their people in order to remain afloat, let alone competitive. At the same time, employees have faced their own personal challenges in terms of lockdowns, achieving work/life balance and re-evaluating what is important. In early 2021, MIT Sloan research indicated that 40% of employees had a strong 'intention to leave' their existing organisations, and over the course of the year, attrition rates in the US and Australia have seen this intention convert into action, with turnover in some organisations climbing to extraordinary levels – dubbed 'The Great Resignation'.

Coming out of the global pandemic, this trend is continuing and is predicted to peak in Australian organisations in 2022. While resignation levels are increasing and consistently higher than average across industries and work groups (particularly in the first 12 months of tenure), there is notable variation between organisations, even within the same industry. A key differentiator between whether employees are choosing to stay or leave is the health and stability of the organisation's workplace culture. Studies are showing that organisations who have demonstrated agility and empathy in their COVID response strategies and are actively embedding the learnings of the past two years into building thriving, inclusive cultures are more successfully retaining their talent, with higher levels of engagement and a positive brand in the market. Additional predictors of employees choosing to stay in their current workplace include a commitment to employee experience, investment in growth and wellbeing, and strong leadership congruence.

While local government in Australia generally has strong levels of retention and CN's turnover rate is below industry average, there are signs of increase in recent months. This is particularly relevant for employees with fewer than 12 months of tenure. The challenge of attracting and retaining a talented workforce and providing an attractive employment offering will continue as the power differential shifts to an employees' market. It will be important for CN to translate its current low turnover rate into an advantage and an opportunity to build a highly skilled workforce; develop its attractiveness and brand as an employer; and create targeted strategies to grow internal talent for succession, reskilling and broader roles, while embedding knowledge transfer and building leadership capability. CN's people-first principle presents a strong opportunity to further improve internal systems through the continuation of our *Renewal Plan* and *Customer and People Experience Strategies*.

Flexibility within a Framework

To embed flexibility within a framework is vital to maintain momentum post-COVID. The move to flexible working, particularly remote working, was accelerated for a large percentage of the CN (and global) workforce during 2020 and 2021. This has impacted the ongoing expectations of leaders and employees and elevated the importance of flexibility. The enforced working-from-home Public Health Orders have encouraged our people to embrace technology that facilitates remote productivity, including the rapid adoption of Microsoft Teams and Zoom. Similarly, they have provided an opportunity for leaders to develop increased comfort with remote working arrangements and to determine which roles are best suited to such arrangements on an ongoing basis.

Based on responses from a COVID-19 staff survey during 2020, 85% of staff reported neutral to improved productivity outcomes due to working from home. The results reported by managers for their teams were on par at 84%. Around 70% of our people indicated that they would like to continue working remotely on a part- or full-time basis after the pandemic.

A survey of the largest Australian employers reveals that the overwhelming majority will continue allowing employees to work remotely at least part of the week following the COVID-19 pandemic¹. Of the 48 companies surveyed, 42 confirmed the permanent adoption of a hybrid model, with just six requiring many staff to remain onsite due to operational reasons. Technology giant Atlassian is going as far as to say that employees can work from anywhere with an internet connection and will only be required to travel to their nearest office four times per year.

Facilitating remote working on an ongoing basis may position CN as a more attractive employer, especially for people with diverse lived experiences. However, the rise of remote working in other large organisations means that there may also be increased competition for local talent. Larger organisations that traditionally would have required talent to be located within a capital city are now offering remote employment opportunities to people located anywhere in the country and, in some cases, the world.

Technology and Digital Literacy

One of the biggest areas of change is the continued adoption and introduction of new technologies across our workforce and workplaces.

Some of the key impacts for CN include:

- Increasing demand for digital content (Major Events & Corporate Affairs, Libraries, Museum, Art Gallery, Civic Theatre, Customer Experience)
- Enterprise Resource Planning software into the cloud
- Works and assets module implementation
- Optimisation of current human resources information system (HRIS)
- HRIS renewal improving workflows and processes through additional modules

- ePlanning portal
- Electric vehicles
- Cyber security.

Other potential technological introductions that may become available and impact our workforce during the term of this plan include:

- Online rates
- Parking apps/licence plate recognition
- Asset inspection software
- Geographic Information Systems (GIS) for digital cities.

Some research estimates that by 2034, up to 21% of the Australian workforce will be displaced and an additional 15% of roles significantly changed by automation. However, new technologies are likely to create just as many jobs as they replace. While menial and routine tasks may be automated in the future, in most cases these will be replaced with more interesting, higher-value-added tasks. Upskilling and reskilling will prove crucial to supporting our workforce to adapt to these changing job requirements. The adoption and implementation of technology will lead to a significant increase in the number of technology positions across the world, with digital literacy becoming a foundational skill across workplaces.

Advances in technology are continuing to make the world more connected, expanding our access to skilled workers from across the globe².

Emerging Skills and Capabilities

Across the country, creativity and entrepreneurial skills are becoming increasingly sought after. Similarly, other soft skills such as social and emotional intelligence, critical thinking and analysis, and design mindsets are all expected to be in demand in the future³.

A 2021 National Skills Commission report identified several occupations in national shortage with strong future demand⁴. Several of these are relevant for CN, including:

- ICT project managers/security specialists/software engineers/development programmers/multimedia specialists
- Project managers
- Accountants (general, management, taxation,

- external/internal audit)
- Surveyors/urban and regional planners
- Engineers (geotechnical, structural, transport, electrical, mechanical)
- Electricians
- Arborists/landscape gardeners/horticultural mobile plant operators
- Welders/metal fabricators/sheetmetal workers.

To avoid shortages or significant delays in filling positions in the future, CN will be required to develop clear talent pipelines and employee development plans to attract, build and retain employees in these areas.

A major national shift in terms of new job growth is the shift from hands (manual and repetitive tasks) to heads (creative, thought-based, cognitive tasks) xii. Manual repetitive tasks (often outdoor- and administrative-dominated) are more susceptible to automation. The emerging category of creative and interpersonal jobs will be the most difficult to mechanise. The impact of these changes is already being felt with the rise in demand for soft skills such as conflict resolution, customer service and innovative thinking, catching employers by surprise as demand continues to outstrip supply in these areas.

Additionally, the Industry Reference Committee 2019–2022 Skills Forecast and Proposed Schedule of Work reinforces the increasing benefit of developing

traditional soft skills as top priority skills and top generic skills into the future. Unsurprisingly, teamwork skills are also identified in a 2021 Hays report as critical for post-COVID success.

Through focus group feedback and analysis of our existing workforce and future strategy, emerging skill gaps have been identified across the business. CN will be required to actively develop workforce strategies in the following areas to reduce skill gaps, be future ready, and successfully deliver on commitments within Delivering Newcastle 2040:

- Environmental planning
- Organics and alternative fuels
- Commercial and investment
- Data analytics and insights (Finance, Civic Services, Community, Strategy & Innovation, Waste Services, People & Culture)
- Digitisation (including social media/website content creation)
- Upskilling and creating talent pipelines in areas where it is currently difficult to attract suitably qualified and experienced candidates (Regulatory Planning & Assessment, Assets & Projects, Information Technology)
- Customer experience focus
- Increased professionalisation with automation and outsourcing of more basic functions (e.g. Libraries, Civil Construction & Maintenance, People

& Culture Business Partners, Customer Experience, Records)

- Project/contract management within CMC
- Electric vehicle servicing
- Support from across the business for Undergraduate, Trainee, Apprentice and Graduate Program and internships

In addition to emerging skills gaps, several initiatives currently underway will also require careful resource planning and allocation to provide revised or improved service delivery to our community:

- Art Gallery
- Aquatics
- Fleet transition
- Program and project management
- Increased maintenance and capital works programs

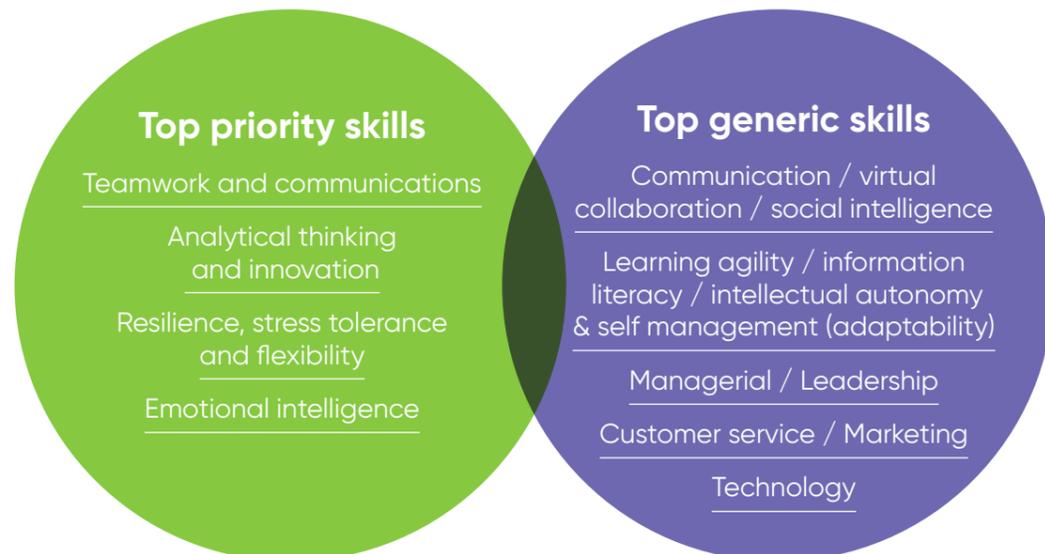
population growth and diversification of services expected by our community.

Economists predict wage growth in Australia will track at 2.7% and the unemployment rate will drop to 3.4%, resulting in a reduced number of potential candidates. With an ambitious delivery plan and a volatile external environment, the challenge over the next four years is to manage positions, numbers and wage growth while maintaining market competitiveness and financial prudence.

Financial sustainability will require responsible and ethical decision-making from our leaders and our people, alignment of our workforce plan with our LTFP, and consideration of the external factors impacting our workforce. Automation or reduction in some services will be required to enable the introduction of new services and prioritisation of the program of work expected by our community. Mitigation of the number of established roles that sit vacant for periods of time, as well as reallocation of established roles based on deliverables, will also be required. Workforce data and analysis will be integral to making decisions on where roles need to shift in adapting to workforce trends.

Financial Sustainability

Our workforce ratio has remained steady at approximately 6.5 per 1,000 residents (in comparison to an industry average of 9.5 per 1,000 residents). This has required diligent monitoring and placement of our people during a period where we have seen a significant increase in capital works, increased



Priority skills source: Local Government IRC Skills Forecast and Proposed Schedule of Work 2019.

Our Workforce Development Strategic Plan 2022–2026

Our WDSP outlines our strategic workforce priorities and actions for the next four years (2022–2026) and aims to ensure our people can deliver the commitments and priorities detailed in *Newcastle 2040*.

CN employs a diverse group of talented people with varying skills and expertise who operate in a complex environment, delivering many different services and projects for our community. To be successful, our future workforce will need to embrace flexibility and be willing to change and evolve through upskilling and reskilling activities as our workforce needs and community expectations change.

We want to ensure our people have the capabilities and attributes required to effectively contribute to

the delivery of Newcastle 2040 for our community. We want to empower our people to have the courage to do things differently, perform at their best and challenge the status quo so that we continually improve our processes, systems and services.

Our WDSP is developed alongside our LTFP and *Asset Management Plan*. It has been developed in consultation with leaders and specialists throughout the organisation through a series of surveys, interviews, presentations and workshops. Progress against this strategy will be regularly monitored under our workforce priorities and measures.

Workforce Priorities and Measures





Priority 1

Strengthen our workplace culture

Facilitate a culture that amplifies our people's strengths, capabilities and diverse attributes to deliver our community's aspirations.

Goal	Why	Action	Lead	22/23	23/24	24/25	25/26
1.1 Develop a Culture Strategy	To create a purposeful, empathetic, inclusive, high-performance culture that guides our decision-making and expresses how we want to achieve our goals	Communicate the Culture Strategy	People & Culture	✓	✓		
1.2 Expand employee listening mechanisms to turn insights into actions and improve workforce engagement and job satisfaction	Gathering employee feedback more often from multiple avenues enables a real-time response to employee engagement and satisfaction, enabling us to adapt and grow continuously	Conduct Engagement Survey	People & Culture	✓	✓	✓	✓
		Expand listening activities across employee life cycle – onboarding and exit	People & Culture		✓	✓	
		Overlay workforce operational and experience data to create targeted actions	All			✓	✓
1.3 Drive the adoption of healthy behaviours and embed a safety and whole-person wellbeing mindset in our people	A safe and healthy workplace leads to enhanced quality of life as well as improved work performance and productivity	Design and implement a health monitoring program	People & Culture	✓	✓		
		Conduct a psychosocial safety risk survey to better understand the hazards and factors affecting the workplace environment and determine an appropriate action plan	People & Culture	✓			
1.4 Develop an Inclusion, Diversity and Equity Strategy	It is important for our workforce to reflect the diversity of lived experiences that exists in our community. We aim to provide a safe place for people to bring their whole selves to work and use their strengths and unique attributes to contribute to our success	Communicate the Inclusion, Diversity and Equity Strategy, including foundational actions for our people	People & Culture	✓	✓		
1.5 Increase diversity and inclusion awareness		Increase visibility of inclusion, diversity and equity across the organisation (e.g. through storytelling of people with diverse lived experiences, regular communication through internal and external channels, tailored resources and training)	People & Culture Major Events & Corporate Affairs		✓		

Focus Area Outcome	Performance Measurement	Source	Baseline	Target
Build a high-performing, healthy and diverse culture	Increase our workplace engagement result	Engagement Survey results	7%	7.2%
	Pre-employment medicals conducted for high-risk roles in line with Schedule 14 requirements of the Work Health and Safety Regulation 2017	Safety Management System – Figtree	N/A	100%
	Results from scheduled worksite monitoring of airborne contaminants are below Workplace Exposure Standards (WES)	Safety Management System – Figtree	N/A	100%
	Increase Indigenous workforce representation %	HRIS	3%	4%
	Collection of baseline inclusion, diversity and equity data to inform decision-making	HRIS	N/A	70%
	Decrease first-year employee turnover rate	HRIS	14%	12.5%



Priority 2

Invest in our people to grow and excel

Develop our people to apply a growth mindset and be curious, creative and open to change.

Goal	Why	Action	Lead	22/23	23/24	24/25	25/26
2.1 Develop a Leadership Capability Framework that builds tangible leaders' capability	Leaders are integral to advancing the CN brand and attracting and retaining top performers. In a new era of flexible and remote work, effective, inclusive and empathic leadership is required to achieve results	Develop and implement a Leadership Capability Framework for all leadership levels within the organisation	People & Culture	✓			
2.2 Establish a Leadership Academy	To prepare leaders with the capability and confidence to intentionally create a culture of high engagement and job satisfaction, which leads to outstanding customer and people experiences and achievement of strategic goals	Develop a suite of leadership programs aligned to developing the capabilities defined in the Leadership Capability Framework	People & Culture	✓	✓	✓	✓
2.3 Develop a Coaching and Mentoring Framework	Coaching and mentoring transforms mindsets, supports people effectively through change and encourages the collective use of individual strengths to achieve goals	Develop and implement a Coaching and Mentoring Framework that encompasses formal and informal coaching moments	People & Culture	✓	✓		
2.4 Develop an organisational position matrix and critical skill inventory for core positions	A comprehensive skills inventory clarifies skills needed, identifies skill gaps to address, and provides capability pathways for succession plans, upskilling and reskilling	Identify core positions, create capability profiles and enter data in HRIS	People & Culture Leaders	✓	✓	✓	✓
2.5 Performance development	An automated system will deliver efficiency gains through increased access to employee data, improved reporting functionality and enhanced employee experience	Develop an automated system for managers and employees to access, complete and manage centralised reporting of learning and professional development needs	People & Culture	✓	✓	✓	✓

Focus Area Outcome	Performance Measurement	Source	Baseline	Target
Build the capability required to achieve our strategic outcomes	Improve the Growth engagement driver	Engagement Survey	6.1	6.5
	Improve the Career Path engagement sub-driver	Engagement Survey	5.2	6.0
	Increased completion of Performance Development Plans through automation	HRIS	88%	92%



Priority 3

Build the CN employer brand

Attract and retain high-performing, citizen-centric people with a passion for what they do, who are willing to help us deliver the objectives outlined in Newcastle 2040 to our community.

Goal	Why	Action	Lead	22/23	23/24	24/25	25/26
3.1 Build an authentic and creative Employee Value Proposition (EVP)	To support an inclusive work environment to attract, retain and engage diverse talent	Continue to promote CN as an employer of choice through relevant communication channels	People & Culture	✓	✓		
		Adapt current EVP to ensure it remains relevant and is brought to life throughout our employees' day-to-day experience	People & Culture	✓	✓		
		Reshape our EVP when required to authentically align with employee expectations	People & Culture	✓	✓		
		Reivew reward and recognition program to meet the needs of our people and elevate our EVP	People & Culture	✓	✓		
3.2 Design innovative attraction and retention strategies to ensure wider business objectives and market trends are supported	To respond quickly to changing market and business conditions with access to deep pools of internal and external talent	Technology and analytics: understand and predict talent trends and opportunities	People & Culture	✓	✓	✓	✓
		EVP: consistently communicate across the employee and candidate journey	People & Culture	✓	✓	✓	✓
		Internal mobility: identify and develop top talent	People & Culture	✓	✓	✓	✓
		Increase close alignment between customer experience (CX) and employee experience (EX) by embedding CX principles	People & Culture	✓	✓	✓	✓
		Increase workplace diversity through Inclusion, Diversity and Equity Strategy	People & Culture	✓	✓	✓	✓
3.3 Shift to a skills-based approach to talent management	To focus on identifying and delivering the right skills and talent to the business at the right time by attracting and retaining high-quality employees, developing their skills and continuously motivating them to improve their performance	Develop a succession plan for critical roles	People & Culture Leaders	✓	✓		
		Build a strong and effective talent pipeline	People & Culture Leaders		✓	✓	
		Build a skills framework that will support targeted recruitment strategies. Recognise emerging new skills and how to integrate these skills into future roles	People & Culture Leaders	✓	✓		
3.4 Overcome talent shortage in a competitive job market	To enable intra- and cross-industry collaboration on reskilling and redeployment efforts, as well as a better alignment between learning providers and employers	Collaborate with neighbouring councils and key stakeholders to create talent pools	People & Culture	✓	✓	✓	✓
		Embed LinkedIn talent sourcing	People & Culture	✓	✓		
		Identify reasons for low retention and create strategic responses	People & Culture Leaders	✓	✓	✓	✓
		Develop and embed referral-based program	People & Culture	✓	✓		
		Where fit for purpose, hire for values, train for skills	People & Culture	✓	✓	✓	✓
		Elevate CN's culture profile to market	People & Culture	✓	✓	✓	✓
		Build leader capability in attraction and retention practices for talent	People & Culture Leaders	✓		✓	

Focus Area Outcome	Performance Measurement	Source	Baseline	Target
Build a brand people want to be a part of	Vacancy rate reduction	HRIS	12.5%	10%
	Reduction in time to fill roles	HRIS	8–10 weeks	6–8 weeks
	Reduction in first-year turnover	HRIS	14%	12.5%
	Engagement – Loyalty sub-driver	Engagement Survey	6.4	6.8
	Engagement – Recommend CN as a place to work	Engagement Survey	7.1	7.6
	Establish baseline metrics on candidate experience	HRIS	N/A	Baseline



Priority 4

Be future ready

Adapt and stretch to succeed in a different world through reskilling, upskilling, organisational design, change readiness, workforce analysis and data-driven decision-making.

Goal	Why	Action	Lead	22/23	23/24	24/25	25/26
4.1 Enable data-driven decisions for people strategies	Utilising and accessing reliable information in a meaningful way will strengthen effective decision-making and strategies in relation to people, operations and experiences	Develop people analytics and reporting through processes, systems and visual dashboards to enable workforce analysis, insights and informed decision-making for effective people strategies	People & Culture	✓	✓		
		Build capability of leaders to interpret information and turn insights into actions	People & Culture	✓	✓		
4.2 Upskill the workforce for future requirements	To future-proof our workforce to keep pace with the demands and opportunities presented by local and global expectations and pressures	Collaborate with our people to identify critical skills and capabilities required by our workforce; commence upskilling	People & Culture		✓	✓	✓
4.3 Reskill the workforce for future requirements		Identify new positions required to achieve our objectives as well as positions that may phase out with automation or change; determine reskilling opportunities	People & Culture		✓	✓	✓
4.4 Build resource planning capability and ensure aligned organisation structure to achieve Newcastle 2040 objectives	To accelerate our responsiveness to community needs and expectations by ensuring our resource planning, organisation structure and workforce profile optimise our efficiency and effectiveness	Design and implement an organisation structure that enables the successful achievement of our strategic objectives and operational delivery plans	People & Culture	✓			
		Build leader capability in resource planning and allocation	All		✓		
		Incorporate service delivery analysis, resource planning and allocation projections into annual budgeting cycle to increase alignment with LTFP	People & Culture Finance ELT		✓	✓	✓
4.5 Increase our people's capacity for and responsiveness to change	While change is inevitable, organisations have the capacity to lessen the impact and adapt more easily. A successful change management approach leads to decreased costs, increased time efficiencies and superior results	Introduce a consistent change management methodology and structured approach to change organisation-wide	People & Culture		✓		
4.6 Build digital literacy for digital enablement	To equip our workforce with key digital skills and literacy	Assess organisational digital literacy capability and identify digital skills gaps and strengths	People & Culture	✓		✓	
		Create capability uplift program to meet skills uplift requirements	People & Culture	✓	✓	✓	✓

Focus Area Outcome	Performance Measurement	Source	Baseline	Target
Adapt and be prepared for future workforce needs	Build People Analytics roadmap, including delivery of Leader People Analytics Dashboards	HRIS	N/A	Roadmap
	Increase in resource planning capability – greater alignment of budgeted to actual FTE	HRIS	N/A	Baseline
	Creation of talent pools and recording of critical position skill requirements	HRIS	N/A	100% recorded
	Increase in ratio of workforce with active development plans	HRIS	88%	92%
	Digital literacy – increased capability and uplift	HRIS	N/A	Increase 20%

Forecast Investment in our People Programs

Priority Area – Program	2022/23	2023/24	2024/25	2025/26
Strengthen our Workplace Culture				
Employee Listening Surveys	40,000	63,000	68,000	70,000
Health Monitoring	100,000	100,000	100,000	100,000
Inclusion, Diversity & Equity Strategy	50,000	5,000	5,000	5,000
Aboriginal Engagement Strategy Initiatives	20,000	10,000	10,000	10,000
Culture Strategy	20,000	50,000	-	-
Wellbeing – Psychosocial	80,000	90,000	100,000	100,000
Invest in our People to Grow and Excel				
Leadership Capability and Academy	150,000	170,000	170,000	170,000
Mentoring and Coaching	10,000	10,000	10,000	10,000
Performance Development – automation	20,000	-	-	-
Build the CN Brand				
Employee Value Proposition	50,000	50,000	50,000	50,000
Rewards and Recognition	47,000	60,000	60,000	60,000
Position Skills Matrix and Inventory	-	-	-	-
Succession Planning – critical roles	10,000	10,000	-	-
Talent and Acquisition	140,000	150,000	150,000	150,000
Assessment Centres	75,000	100,000	100,000	100,000
Be Future Ready				
Data Analytics and benchmarking	5,000	5,000	5,000	5,000
Strategic Resource Planning Uplift	-	20,000	-	-
Upskill and reskill Workforce	25,000	25,000	30,000	40,000
Organisational Change Management	20,000	20,000	20,000	20,000
Digital Literacy uplift	30,000	30,000	30,000	30,000

*initial costs will be co-writing and program development with implementation to be a blend of 60% internal resourcing and 40% external specialist providers.



Supporting Documents

Source Data

- <https://hbr.org/2018/01/the-leaders-guide-to-corporate-culture>
- https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/communityprofile/SSC12949?opendocument
- [https://www2.deloitte.com/au/en/pages/economics/articles/future-of-work-now-is-apac-ready.html?id=au:2ps:3gl:4resilience\(resilienthub,_resilient_organization\):GC1000014:6abt:20211001:gcp100039_au_3](https://www2.deloitte.com/au/en/pages/economics/articles/future-of-work-now-is-apac-ready.html?id=au:2ps:3gl:4resilience(resilienthub,_resilient_organization):GC1000014:6abt:20211001:gcp100039_au_3)
- <https://sloanreview.mit.edu/article/toxic-culture-is-driving-the-great-resignation/>
- <https://cdo.mit.edu/blog/2022/03/07/podcast-how-toxic-work-cultures-are-driving-the-great-resignation/>
- https://www.lgns.w.gov.au/common/Uploaded%20files/PDF/Local_Government_Workforce_and_Future-Skills_Reports_%E2%80%93_Australia.pdf
- The Great Retention (smilingmind.com.au)
- Hays+Salary+Guide+FY2122.pdf

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ATTACHMENTS DISTRIBUTED UNDER SEPARATE COVER

**CCL 28/06/2022 - ADOPTION OF DELIVERING NEWCASTLE 2040
AND RESOURCING NEWCASTLE 2040**

ITEM-56 **Attachment F:** Asset Management Planning

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Asset Management Planning

Incorporating

Asset Management Strategy (including Asset Management Policy)
Service Asset Management Plan

resourcing
NEWCASTLE 2040



City of
Newcastle

Asset Management Strategy

2022-2032



resourcing
NEWCASTLE 2040



City of Newcastle

Welcome

Acknowledgement of Country

We all sit on Awabakal and Worimi land
'Niirun Yalawa Awabakal dha Worimi burrai'

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

Always was, always will be Aboriginal land
'Wunyibu wunyibu warra wunyibu wunyibu
gkuuba Aboriginal burrai'

Sustainable Development Goals

We are committed to contributing towards the achievement of the United Nations Sustainable Development Goals (SDGs). We have adopted the SDGs and New Urban Agenda as cornerstones for our planning.

In September 2015, Australia was one of 193 countries to commit to the SDGs. These goals provide a global roadmap for all countries to work towards a better world for current and future generations.

To ensure we continue to support our community's vision for a smart, liveable and sustainable global city, it is important that we apply this global framework.

These global goals are significant and will take time to achieve; however, it is important to recognise the steps we are taking to progress these goals. This is our second year reporting against the SDGs and it is our intention to continually improve our methods of reporting to help us achieve these global standards.



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1 Executive Summary

Newcastle is Australia's seventh-largest city, with a resident population of 171,000 and a total land area of 187km² (Australian Bureau of Statistics 2020). The Newcastle Local Government Area (LGA) shares boundaries with Lake Macquarie Council to the south, Port Stephens Council to the north, and Maitland and Cessnock Councils to the west. The Traditional Custodians of the Newcastle area are the Worimi and Awabakal peoples.

City of Newcastle (CN) serves its community by providing a range of services to residents and visitors. Our services are supported by a variety of built and natural assets, information technology, fleet and plant. Each asset contributes to meeting community needs, from park benches to our large local road network. Community services rely on well-planned, well-built and well-maintained infrastructure. Our goal is to ensure sustainable community service expectations are met by providing a structured set of objectives, actions and processes aimed at improving asset management and integrated resourcing strategies.



Diagram 1: Asset Diversity

Our Asset Management Strategy (AMS) is developed in conjunction with *Newcastle 2040*. A core component of *Resourcing Newcastle 2040*, the AMS integrates with our Long-Term Financial Plan (LTFP) and Workforce Development Strategic Plan (WDSP) to sustainably deliver services to our community.

The AMS determines the nature and direction of CN's asset management, providing the link between our Asset Management Policy (AMP) and our Service Asset Management Plan (SAMP). The strategy determines how our asset portfolio will support the service delivery needs of our community, now and into the future.

Our AMS is based on service planning and best practice asset life cycle management principles. Service planning identifies the services desired by our community and explores options to deliver them in an equitable and sustainable manner. This approach ensures we understand the people, processes, resources and tools CN requires to maintain and enhance our services to the community through our substantial asset portfolio.

Our asset policy, strategy and plans are regularly updated to maintain data confidence and ensure ongoing alignment with strategic direction. Improvement plans are also included within the AMS and SAMP, detailing key actions required to ensure continuous improvement.

2 Integrated Planning and Reporting

Integrated Planning and Reporting (IP&R) legislation was introduced by the NSW State Government in 2013 and sets requirements for all councils to lead the development of long-term plans for their city, detailing community aspirations and strategic directions. The diagram below demonstrates how our AMP, AMS and SAMP fit within the IP&R framework.



Diagram 2: Asset Management Strategy context

Our AMS is developed in conjunction with *Newcastle 2040*, working to deliver its vision of Newcastle as a liveable, sustainable, inclusive global city. *Newcastle 2040* represents CN's highest level of strategic planning. All other plans developed by CN as part of the IP&R framework must reflect and support the implementation of our community strategic plan. A core component of *Resourcing Newcastle 2040*, the AMS integrates with our LTFP and WDSP to determine how our asset portfolio will support the service delivery needs of our community, now and into the future.

CN's asset planning framework comprises our AMP (see Appendix 1), AMS, SAMP and our individual operational Service Asset Plans (SAPs). The AMP defines the key principles that underpin asset management for CN. The AMS translates these principles into core objectives that guide the management of our asset portfolio to support service delivery for our community. Asset performance modelling and service alignment is detailed in our SAMP and SAPs. CN utilises SAPs to enable rational and coordinated decision-making about levels of service. Resourcing, funding and asset life cycle requirements are examined to inform our daily operations, annual budgets and long-term planning. The long-term projections within our SAPs drive and support the LTFP and WDSP.

3 Our Service Delivery

CN provides a range of services to its residents, businesses and visitors. The majority of these services depend on CN assets for delivery, including natural and built assets such as trees, roads, drains, bridges, footpaths, public buildings and recreational facilities. Effective management of these assets, including understanding levels of service, is essential to the delivery of *Newcastle 2040's* objectives.

3.1 Community Research and Expectations

Community research and consultation contributes significantly to the development of CN's Asset Management Policy, Strategy and Plans. To determine current and desired service levels, community engagement and consultation is undertaken through:

- Community strategic planning engagement
- Service-based engagement and consultation
- Individual service-based customer experience
- Quarterly targeted surveys.

CN undertook extensive community consultation in 2021 and 2022 to develop *Newcastle 2040*. This produced four strategic themes that are used to guide our asset management and service delivery, as shown in the diagram below. Community aspirations and service needs are converted into customer and technical levels of service, which are used to measure performance.



Diagram 3: Newcastle 2040 themes

3.2 Determining Levels of Service

The AMS details how our asset portfolio supports the service delivery needs of our community. In an asset management context, level of service refers to a defined rating against which service performance can be measured. Levels of service generally relate to quality, quantity, functionality, capacity, utilisation, location, accessibility and environmental factors. They provide the link between higher-level corporate objectives, asset management objectives and more detailed technical and operational objectives.

Service levels articulate the link between providing the outcomes the community desires and the way in which CN provides the service. A higher level of service will likely cost more to deliver than a lower level of service.

CN's current average levels of service are represented using a general 1–5 star rating system, as shown in the table below. The star rating system provides a platform for comparing levels of service across different services.

Star Rating	General Standard of Key Service Attributes
★☆☆☆☆	Basic quality standard. Low community usage, limited functionality.
★★☆☆☆	Average quality standard and presentation. Moderate community usage and functionality.
★★★☆☆	Good quality standard and presentation. Medium–high community usage. Fit for purpose. Maintained and presented in good condition.
★★★★☆	Very good quality standard. High community usage, functionality and capacity. Maintained and presented in very good condition. Services LGA community and beyond.
★★★★★	Excellent quality standard. Very high community usage, functionality, and capacity. Maintained and presented in excellent condition. High profile; delivers important economic benefits and services beyond the LGA and regional community.

Table 1: Star rating system

Our levels of service are defined using customer and technical performance measures. Customer performance measures describe attributes of the service from a customer viewpoint: how the customer receives or experiences the service. Technical levels of service support customer measures and are used internally to measure the performance of the service. Individual SAPs detail assessments for each service output, which are collated to form a current average community level of service. A summary of our service star ratings can be found in our SAMP.

3.3 Demand

To ensure our asset management and service delivery is sustainable and meets the changing needs and aspirations of our community, the following demand drivers need to be considered:

- Population growth/decline
- Economic changes
- Customer expectations
- Technology and innovation initiatives

- Impact of climate change
- Drive for environmental sustainability
- Disability inclusion and access
- Changes to legislation and statutory requirements
- Urban development
- New assets from growth
- Financial sustainability.

Our SAMP aims to address these demands through a combination of managing, upgrading and disposing of existing assets; providing new assets; enhancing technology; and utilising alternative service delivery options.

4 Asset Management Planning

Asset management planning is a comprehensive process that ensures our assets are managed and maintained to deliver a sustainable service to the community. CN adopts cost-effective life cycle management with a service delivery focus. This ensures assets and their associated performance support *Newcastle 2040* objectives and meet community needs.



Diagram 4: Asset management planning cycle

Asset management planning seeks to manage services and assets efficiently and effectively through:

- Prioritised asset resourcing with a service delivery focus
- Adopting a whole-of-asset life cycle approach
- Data-driven and -informed decision-making
- Performance monitoring and reporting.

4.1 Asset Management Objectives

Asset management refers to the systematic, coordinated activities and practices an organisation undertakes to deliver its objectives optimally and sustainably through the cost-effective life cycle management of assets. CN's asset management goals are to proactively manage our assets from a lowest whole-of-life cost perspective in accordance with recognised industry practice while meeting agreed levels of service, and to continuously improve our asset management systems.

This strategy communicates how the principles of our AMP (see Appendix 1) will be achieved by defining key objectives for asset management across CN. These objectives are shown in the table below and are listed in the order that they appear, not by priority.

No.	Objective	How CN plans to achieve the objective	Asset Policy principles
1	Align service delivery expectations with available funding to achieve sustainable management of all required supporting assets	<p>CN's SAPs are operational plans detailing service delivery expectations and required levels of funding to deliver the service.</p> <p>Our SAMP and SAPs will be reviewed periodically to reflect decisions resulting from the integrated planning process.</p>	2
2	Identify levels of funding required to achieve a sustainable Capital Works Program and assess the implications of different funding levels on levels of service	<p>To align sustainable service delivery expectations with available funding, CN will maintain and utilise a project management system for project proposal, prioritisation and approvals.</p> <p>CN will implement Strategic Asset Management software to model asset data, which will provide asset life cycle cost requirements to deliver desired service delivery expectations.</p> <p>CN will utilise Strategic Asset Management software to model funding versions and adjust service level expectations with available funding.</p>	3, 4
3	Adjust resources and invest in building capacity to deliver works programs	Each SAP will continue to review the delivery of its associated works program and identify issues with resourcing delivery.	2
4	Ensure renewal and maintenance required to minimise life cycle costs and maintain agreed level of service is fully funded and reportable	<p>Asset modelling will provide detailed data on optimised maintenance and renewal expenditure, which will inform the LTFP and allow funding to be planned.</p> <p>Levels of service, capital works forecasting and maintenance plans are defined within the SAMP.</p> <p>Capital works program priorities renewal.</p> <p>Maintenance is funded to meet service levels.</p>	2, 4
5	Use SAPs to coordinate decision-making regarding levels of service and implement relevant strategies and plans	<p>The SAMP will forecast demand and its effects on the service and correlating assets.</p> <p>Assets that are no longer required will be identified through detailed development of SAPs and will follow the asset review process to enable disposal.</p> <p>Each SAP incorporates a risk management plan integrated with current corporate software.</p> <p>Periodic review of SAMP and SAPs (i.e. maturity assessment) will be undertaken.</p> <p>SAPs identify legislative and statutory compliance and reporting requirements.</p>	5, 6, 7
6	Only approve new services and/or assets where the full life cycle cost of doing so has been evaluated and appropriate supporting budget allocations made	<p>As per IP&R requirements, strategies are required to be costed. Expenditure Review Committee reviews all strategies prior to approval.</p> <p>Development of business cases will engage staff in whole-of-life costing for assets before a project is prioritised.</p>	1
7	Capture and improve asset data and service information	A continuous improvement approach is taken to advance asset management practice throughout the organisation and maintain a single source of truth for asset-related information.	3
8	Align asset management activities with <i>Newcastle 2040</i>	The SAMP supports service delivery and demonstrates integration with <i>Newcastle 2040</i> .	7
9	Ensure accountability, responsibility and reporting requirements	CN is committed to understanding the services valued by the community and to providing and	1, 6

No.	Objective	How CN plans to achieve the objective	Asset Policy principles
	for assets are established, relevant, clearly communicated and implemented	<p>maintaining assets through informed decision-making.</p> <p>Responsibilities for custodianship and management of assets are identified and guide our asset management system.</p> <p>Reporting occurs through our Annual Report, Operational Plan, Delivery Program, capital works monthly reporting and annual financial statements.</p>	
10	<p>Delivery of services will incorporate environmental sustainability, considering:</p> <ul style="list-style-type: none"> • Emission prevention and reduction • Climate resilience • Biodiversity and Water-Sensitive Urban Design, Urban Forest expansion • Circular economy, including resource efficiency and designing out waste • Whole-of-life asset management 	<p>CN will continue to invest in public natural asset management to ensure benefits accrue for current and future generations.</p> <p>Through our strategic frameworks, including our environment strategy, circular economy, climate action and adaptation plans, and coastal management programs, we will:</p> <ul style="list-style-type: none"> • Measure environmental performance and impact • Identify priority assets • Improve environmental sustainability. <p>CN will implement actions to improve the quality of corporate information systems underpinning natural asset management planning and decision-making.</p> <p>Each SAP will continue to detail sustainable environmental measures, including consideration of:</p> <ul style="list-style-type: none"> • Climate mitigation and adaptation planning requirements • Environmental risks and opportunities • Biodiversity and Water Sensitive Urban Design. 	2, 4, 6

Table 2: Key objectives and actions

4.2 Environmental Sustainability

Section 8 of the *Local Government Act 1993* requires CN to 'properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible in a manner which is consistent with and promotes the principles of Ecologically Sustainable Development (ESD)' and 'have regard to the long-term and cumulative effect of its decisions'. The Act also requires councils to take the principles of ESD into account. As such, CN will continue to apply systems thinking and adaptive planning in the governance of asset management objectives for all our activities.

CN is the custodian of a diverse natural asset portfolio. There is a need to protect our city's waterways, biodiversity and local blue and green corridors. Through our environmental policies, strategies and plans, CN is committed to reducing pollution, emissions and waste, as well as water and materials consumption.

CN will invest in public natural asset management to ensure benefits accrue for current and future generations. This includes funding for renewal to address the impacts of infrastructure and urban development on our natural asset portfolio. This investment delivers on our ESD objectives and builds the resilience of our infrastructure.

To integrate environmental management best practice within our SAPs, environmental sustainability measures are incorporated into the star rating system for all CN's service outputs. The measures focus on the assessment of energy efficiency and emissions reduction; water conservation; protection of biodiversity, land and water quality; recycling of waste materials; promotion of sustainable transport; and use of sustainable building materials that are incorporated into the delivery of each service project across its whole life cycle.

5 Our Assets

CN is responsible for the management of assets valued at more than \$2.5 billion. These assets play an integral part in delivering the services provided by CN to serve the City. The tables below provide a summary of the replacement values of CN's built and natural assets.

Asset Class	Description	Current Replacement Cost (\$,000)
Buildings	Community building's including libraries and cultural facilities, investment properties	364,587
Fleet and Plant	Light vehicles, trucks, plant, trailers	39,412
Open Spaces	Playgrounds, structures, retaining walls, park furniture	253,175
Other Assets	Equipment, smart poles, flood warning system	134,206
Stormwater	Stormwater drainage including, pits and pipes, culverts headwalls, open channels, water quality devices	273,650
Transport	Roads, footpaths, cycleways, bridges, carparks, roadside furniture	950,362
Waste Management	Waste facilities	85,442
Total		2,100,834

Table 3: Built asset value

Asset Class	Description	Current Estimated Value (\$,000)
Bushland	Bushland, habitat trees, tracks and trails, inland cliff lines	129,907
Public trees	Street and park trees	107,233
Watercourses	Natural and constructed watercourses including vegetation	67,592
Coast	Coastline including beaches, dunes, rock platforms, clifflines	56,213
Wetlands	Natural and constructed waterbodies including fringe vegetation	45,296
Sea/River Walls	Sea and river walls	73,509
Total		479,750

Table 4: Natural asset value

Our assets support a wide and diverse range of services, including, but not limited to:

- Administrative services
- Community, arts and cultural facilities and programs
- Customer service
- Environmental management
- Urban water cycle management (including flood mitigation and protection)
- Strategy and innovation
- Libraries and learning
- Parks and recreation (including sporting facilities, aquatic services and natural areas)
- Development and compliance
- Traffic and transport
- Tourism and economic development
- Waste services.

5.1 Critical Assets

Critical assets are defined as those that have a high consequence of failure. They are likely to result in more significant financial, environmental and social costs in terms of impact on organisation objectives. By identifying critical assets, we can reduce risk by continually improving investigative activities, maintenance and capital expenditure plans, and direct investment.

CN does not have any critical assets as we do not provide utility networks or sewer supply. CN has high-risk assets that have a high consequence of failure, such as the Works Depot and the road network. Individual operational SAPs identify assets deemed high risk and demonstrate the methodology used to minimise potential impact on the achievement of asset management objectives.

By identifying high-risk assets, CN can target and refine investigative activities, maintenance plans and capital expenditure plans for the key areas. This information is fed into asset modelling software to target investment on high-risk assets and reduce risk.

5.2 Asset Depreciation and Useful Life

Depreciation is a method of allocating the cost of an asset over its useful life to reflect the patterns of consumption of the asset. CN has adopted the straight-line method of depreciation to reflect patterns of consumption for all non-current assets other than bulk earthworks, parcels of land and heritage collections, which are not depreciated.

CN assesses the period over which an asset or asset component is expected to be available for use when determining its expected useful life. Useful life is assessed in the context of the asset's service to CN and not its physical life.

Asset useful lives and residual values are reviewed, and adjusted if appropriate, with sufficient regularity to ensure that the pattern of consumption is accurately reflected in annual financial statements. The estimated useful lives of CN assets as shown in General Purpose Financial Statements at 30 June 2021 are set out in Table 5 below.

Asset Classification	Useful Life in Years
Office equipment	3 to 5
Furniture and fittings	2 to 25
Plant and equipment	3 to 50
Library books	3 to 100
Depreciable land improvements	25 to 50
Buildings ¹	20 to 100
Other structures ²	3 to 200
Swimming pools	50 to 100
Other open space/recreational assets	7 to 60
Stormwater drainage	18 to 94
Roadside furniture	20
Sealed roads: surface	17 to 74
Sealed roads: pavement	114 to 119
Sealed roads: kerb and gutter	79
Unsealed roads: surface	28
Bridge: substructure, superstructure	67 to 89
Bridge: handrail, guardrail	45 to 89
Footways	28 to 49
Other infrastructure	15 to 100

Table 5: Asset Useful Life

¹ 100-year life is only applicable to building shell on four culturally significant buildings

² 200-year life is only applicable to one leading light tower

5.3 Asset Condition

To monitor asset performance and ensure service delivery, we undertake regular condition assessments across our asset portfolio. The majority of these assessments are undertaken in line with asset revaluation timeframes, i.e. five-yearly. Regular condition assessments are scheduled for:

- Buildings
- Transport including roads, parking, footpaths, cycleways and public domain elements
- Stormwater including stormwater drainage network and flood planning assets

- Plant and equipment
- Open space assets such as parks, playgrounds and pools
- Natural assets including beaches, bushland, wetlands, street and habitat trees, waterways and cliff lines, and sea/river walls.

Data from condition assessments is used to reassess the remaining useful lives and depreciation rates of our assets and ensure that the annual depreciation expense is the best reflection of each asset's remaining service potential. Each asset revaluation aims to improve the accuracy of the asset's value by using the most recently available information on construction materials, methods and use.

5.3.1 Asset Condition Profile

To sustainably manage the infrastructure of our historic coastal city, condition and asset consumption modelling informs our asset planning, optimising maintenance and renewal expenditure. As our city's infrastructure ages, the overall consumption increases across our asset profile.

Asset condition (excluding fleet, plant and equipment) is measured against an Office of Local Government five-point scale (see Table 6 below), which rates infrastructure condition from excellent to very poor.

Infrastructure Asset Condition Assessment Key		
1	Excellent/Very good	No work required
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Table 6: Condition scale

A snapshot of condition distribution for our major asset classes is provided below.

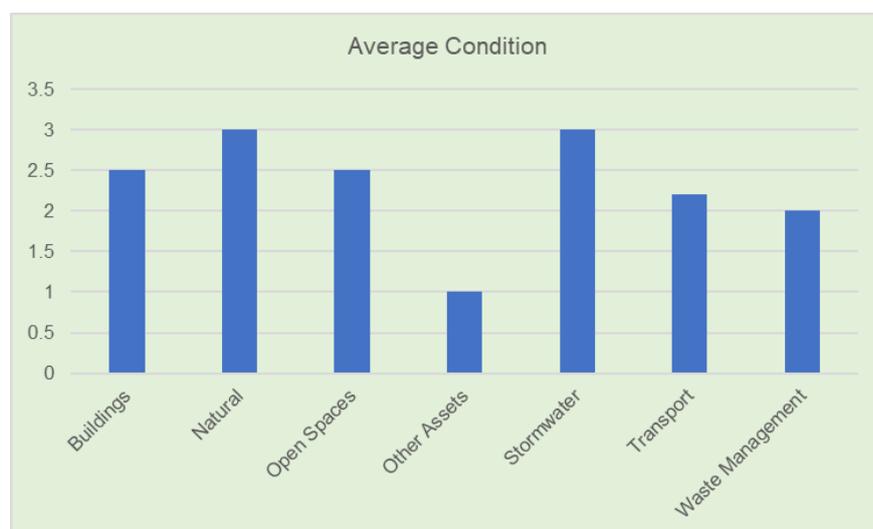


Diagram 5: Average condition profile

Detailed condition data is combined with our analysis of asset service attributes including functionality, quality, capacity and utilisation to inform our asset planning. This analysis enables CN to implement data driven asset life cycle management.

6 Asset Management System

It is important to understand how well our current asset management system supports service delivery for our community, and to identify opportunities for ongoing improvement. Our asset management system includes the IT systems used to manage assets as well as the people, processes and tools involved in service delivery. Key components include asset registers and management systems, asset condition assessments, strategic planning capabilities, predictive modelling, deterioration modelling, risk analysis and life cycle costing.

6.1 Asset Management System Confidence Rating

Confidence in CN's asset management system components has been assessed using the Confidence Rating System in Table 8. Confidence in both the financial and asset processes is assessed in each SAP. Low confidence in the asset system limits our ability to use the data for high-level business decisions and option analysis. The asset management system and SAPs provide the structure for asset performance monitoring, with each SAP outlining an action plan for improving the asset data.

Confidence Grade	Description
A	Highly reliable Data based on sound records, procedure, investigations and analysis, documented properly and recognised as the best method of assessment.
B	Reliable Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example old data, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation.
C	Uncertain Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data.
D	Very uncertain Data based on unconfirmed verbal reports and/or cursory inspection and analysis. Dataset may not be fully complete and most data is estimated or extrapolated.
E	Unknown None or very little data held.

Table 7: Confidence Rating System (Source: International Infrastructure Management Manual (2015) – IPWEA)

6.2 Asset Registers and Management Systems

CN has implemented an Enterprise Resource Planning (ERP) system and is currently undertaking an upgrade of the combined financial and operational asset register (Works and Assets). This register is also used to capture maintenance and capital costs against individual assets. Other operational costs are recorded in the ERP's financial module against cost centres.

CN recognises that we must continually invest in maintaining and improving asset data and knowledge to demonstrate good governance and make well-informed asset management decisions to sustainably meet community needs.

The Confidence Rating in the asset data informing the AMS and SAMP ranges between B (reliable) and C (uncertain), dependent on service. Many asset registers require improvement, including process establishment for future data capture, improved integration with the Geographical Information System (GIS), and further rollout of asset classes into Works and Assets.

Asset register and management system improvements are detailed in each individual SAP. Individual operational SAPs detail asset condition, inspection timetables and required maintenance and renewal plans. Where asset condition data is incomplete, overall condition of the asset class is extrapolated and data improvement plans are developed. Condition assessments for transport assets are undertaken more frequently in accordance with the City-Wide Maintenance Procedure.

6.3 Strategic Planning Capabilities

CN's ERP software includes a Strategic Asset Management module. This module enables us to model asset data to gain an optimised view of the life cycle costs of our assets, informing service levels, SAPs and the LTFP. The module will be implemented in alignment with ERP upgrades.

The AMS and SAMP will integrate with the LTFP to allow predictive modelling and deterioration modelling of assets. The forecast future life cycle costs demonstrated in this strategy are reflected in CN's long-term financial planning, allowing us to ascertain sustainable funding limits and make decisions on the future focus of our services.

6.4 Risk Management

CN integrates risk management into its organisation's core business planning and decision-making processes. CN's Enterprise Risk Management (ERM) Framework provides the foundation for responding to uncertainty through a structured and consistent approach.

The ERM Framework considers the internal and external context in which CN operates. A Governance and Risk (Executive) Committee provides oversight and guidance to the organisation whilst independent Audit and Risk Committee provides independent oversight.

CN's ERM Guideline incorporates the asset risk management approach outlined in standard ISO 55000:2014. This standard is the global standard for the effective management of assets. Key components of this approach include:

- Planning (concept and specification)
- Acquisition
- Operation and maintenance (operate, maintain, improve)
- Disposal.

Our risk assessment process identifies risk, the likelihood of the risk occurring, and the consequence should the risk eventuate. CN's assets are assessed during the asset management life cycle for:

- The selection of asset solutions that are not required and/or do not meet needs
- Poor specification of asset solutions
- Poor whole-of-life asset budgeting (resulting in 'financial shock')
- Poor asset life cycle management planning
- Assets not meeting prescribed specifications
- Difficulty or costliness of improving or managing the asset
- Assets incurring environmental risks.

Asset Custodians and Service Unit Managers are responsible for identifying significant risks to assets and the services they provide. The asset risk assessment includes identifying critical and high-risk assets and devising treatment to mitigate the risk. Removal of these practices may impact service delivery.

6.4.1 Resilience

The International Infrastructure Management Manual defines 'resilience' as being wider than natural disasters. It covers the capacity of public, private and civic sectors to withstand disruption, absorb disturbance, act effectively in a crisis, adapt to changing conditions (including climate change) and grow over time.

CN addresses resilience through a Business Continuity Management Framework (the Framework) and implementing measures that assist to:

- minimise the impact of incidents, disruption and emergencies
- safeguard CN's critical services and functions
- support the effective return to normal operations and enhance capability and organisational resilience.

The Framework enables CN to continue delivering critical business functions if an incident, disruption or emergency causes disruption that is beyond CN's business as usual capabilities if it is logistically feasible to do so. CN's Business Continuity Management Policy, Business Continuity Plans and Crisis and Emergency Management Plan constitute essential components of the Framework in the form of recovery from potential risk events that may significantly impact critical business activities, revenue, reputation and service delivery. The Framework was prepared in accordance with the principles outlined in AS ISO 22301:2019 *Societal security - Business continuity management systems - Requirements*.

7 Life Cycle Management

The AMP, AMS and SAMP provide a framework for a uniform approach to asset life cycle management. A unified, whole-of-organisation approach is critical to achieve best practice alignment and maximise the value of assets across their life cycle. The table below summarises key components of asset life cycle management.

Life Cycle Category	Description
Acquisition (new)	Expenditure that creates a new asset providing a service/output that did not exist before, including planning, design, construction and acquisition.
Operations	Recurrent expenditure, which is continuously required to provide a service, e.g. power, fuel, staff, plant equipment.
Maintenance	All actions necessary for retaining an asset as near as practical to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating.
Renewal	Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally.
Upgrade/New	Upgrade: Expenditure which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. New: Expenditure which creates a new asset providing a service/output that did not exist beforehand, including planning, design, construction and acquisition.
Disposal	Expenditure on activities necessary to dispose of decommissioned assets.

Table 8: Asset life cycle expenditure categories. Source: Australian Infrastructure Financial Management Manual 2015

7.1 Roles and Responsibilities

Responsibility for service output delivered by CN assets is spread across our service units. Table 10 demonstrates the service units responsible for managing the delivery of service outputs and developing SAPs. Due to the alignment of CN's organisational structure, there are many services where more than one unit contributes to the overall delivery of services.

CN has adopted an Asset Custodian/Asset Manager model for the delivery of services across the LGA. An Asset Custodian is the CN Service Unit Manager responsible for the stewardship of the asset and for defining the level of service required for the asset. An Asset Manager is the CN Service Unit Manager responsible for providing ongoing advice, maintenance, renewal and support services to facilitate the service provided by the Asset Custodian.

Asset Life Cycle Management Role	Description	Responsibility
Service Unit Management	<ul style="list-style-type: none"> • Coordination, resource allocation, SAP implementation, project submissions • Planning for future service required, including level of service • Providing information for establishing, monitoring and reviewing level of service to assist ongoing development of SAPs • Managing assets in accordance with legislative requirements and standards 	Managers of responsible Service Unit as per organisation structure
Service Planning	<ul style="list-style-type: none"> • Development and implementation of SAPs 	Manager of:

Asset Life Cycle Management Role	Description	Responsibility
	<ul style="list-style-type: none"> • Providing support and guidance to Service Units in preparing SAPs and strategies • Identifying asset requirements – New/Upgrade/Renewal/Maintenance 	<ul style="list-style-type: none"> • Community, Strategy and Innovation • Responsible Service Unit delivering the CN service
Asset Design	<ul style="list-style-type: none"> • Designs and specifications; adherence to and application of relevant standards and legislative requirements 	Manager of: <ul style="list-style-type: none"> • Assets and Projects • Parks and Recreation • Property and Facilities • Information Technology • Community, Strategy and Innovation
Asset Construction	<ul style="list-style-type: none"> • Delivery and project management of construction programs; adherence to and application of design and required specifications; budgeting and estimating 	Manager of: <ul style="list-style-type: none"> • Assets and Projects • Civil Construction and Maintenance • Property and Facilities • Parks and Recreation • Information Technology • Community, Strategy and Innovation
Asset Renewal Scheduling	<ul style="list-style-type: none"> • Planning, scheduling and reporting on asset renewal activities 	Manager of: <ul style="list-style-type: none"> • Assets and Projects • Parks and Recreation • Property and Facilities
Asset Condition Inspections	<ul style="list-style-type: none"> • Scheduling and delivery of asset condition inspections 	Manager of <ul style="list-style-type: none"> • Assets and Projects • Property and Facilities • Parks and Recreation • Depot Operations • Waste Management
Asset Maintenance and Operations	<ul style="list-style-type: none"> • Planning, implementing and managing reactive and proactive maintenance and operational activities • Implementing cyclic/periodic/programmed maintenance and operational programs in consultation with Assets and Projects 	Manager of: <ul style="list-style-type: none"> • Civil Construction and Maintenance • Property and Facilities • Parks and Recreation • Assets and Projects • Depot Operations

Asset Life Cycle Management Role	Description	Responsibility
	<ul style="list-style-type: none"> Approved asset-related maintenance and operation work 	<ul style="list-style-type: none"> Information Technology Waste Management
Asset Disposal	<ul style="list-style-type: none"> Identifying service requirements and assets no longer fit for purpose Repurposing assets 	<p>Managers of responsible Service Unit as per organisation structure</p> <p>Supported by Infrastructure and Property Directorate</p>

Table 9: Roles and responsibilities

7.2 New and Upgrade Planning

New works involve the creation or acquisition of a new service or asset. Upgrade works involve the significant enhancement of an existing service or asset. To ensure CN is well positioned to deliver new and upgraded assets for the community, it is essential to understand our collective requirements across services. New and upgrade plans are developed in consultation with Asset Custodians and Managers.

CN strategies and plans are required to provide whole-of-life costings as part of internal review and endorsement through our Expenditure Review Committee. All new and upgrade projects require forecasting and prioritisation in our project management system. Each new/upgrade asset-related project will be reflected in the relevant SAP to drive future funding in the LTFP in all asset life cycle cost categories. Delivery of new and upgrade works for our built and natural assets is undertaken through portfolio and program management.

Projected new and upgrade capital works to meet community service expectations are placing an increasing demand on CN's limited resources. Further analysis of CN's project prioritisation methodology and associated life cycle costing is being undertaken to support the sustainable delivery of our future Capital Works Programs.

7.3 Renewal Planning

Renewal refers to the restoration, rehabilitation or replacement of an asset to its original or required service capacity. To maintain existing levels of service, asset renewal should take precedent over new and upgrade expenditure. Major renewal works are funded through the Capital Works Program and are identified in individual SAPs. Renewal plans are developed in consultation with Asset Custodians and Managers as well as key stakeholders.

When determining whether an asset needs renewing, consideration is given to the following criteria:

- Condition of existing asset: can the useful life be extended and renewal be delayed?
- Risk assessments
- Changes to service levels: does the existing asset meet or fail service level requirements?
- Fitness for purpose – capacity and functionality: does the asset meet the level of service required?
- Environmental ratings
- Current rates of utilisation.

Renewal intervention points may vary between asset classes and categories. Factors such as location and fitness for purpose may also influence intervention timing.

Condition inspections are programmed to inform the development of the renewal program. All proposed capital renewal works are recorded in our project management system. Project proposals include demonstrated strategic alignment, a detailed business case, indicative cost estimate, priority rating and timeframe for delivery. Proposed renewal works are subject to resource availability and changes to community priorities.

7.3.1 Renewal Demand

Renewal demand refers to assets that have met or exceeded their nominated intervention point and potentially no longer provide the intended level of service. Many factors influence the condition and deterioration of our assets, including utilisation rates, environmental conditions, age, design and location. To ensure community levels of service are met, investment in asset renewal is essential at the appropriate intervention point. When assets exceed their intervention point, there is an increase in our level of renewal demand and maintenance.

Renewal demand is calculated by estimating the cost to bring the asset to the agreed level of service. Due to budget constraints, including increasing demands for new and upgrade work, our renewal demand is currently not being met by our financial funding. Our renewal demand will continue to increase as the city expands, as we gain more assets, and as we continue to invest in new and upgraded assets for our community.

To meet growing renewal demand challenges, we are prioritising our works programs and improving our condition data capture and asset systems. Renewal demand for each asset class is identified in individual SAPs and included in our Capital Works Program. Each SAP reviews assets that are approaching or have reached intervention points and establishes whether the asset meets current service level requirements. Investment to return assets to an agreed level of service and to maintain the remaining asset condition profile is considered in the LTFP.

7.4 Maintenance Planning

Maintenance refers to the regular day-to-day work required to ensure an asset achieves its useful life. Increasing maintenance spend will often reduce the capital investment required over the life of the asset. Examples include road resurfacing and painting of building assets. Maintenance strategies to minimise life cycle costs are incorporated in individual operational SAPs.

To achieve the lowest whole-of-life cost for our assets, a proactive approach to maintenance scheduling is required. CN is progressively moving towards such an approach that implements service level agreements and associated prioritised maintenance schedules. We have developed our City-Wide Maintenance Procedure, Service Level Agreements and preventative maintenance schedules to monitor condition and undertake scheduled servicing. To determine optimal life cycle funding, CN plans to implement a Strategic Asset Management module to enable the modelling of maintenance and renewal scenarios. The optimised life cycle funding requirements will allow funding to be scheduled in the LTFP.

7.5 Operational Planning

Operations are the regular business activities required to provide a service to the community. In asset management terms, operations can be split into two major components: the cost associated with the delivery of the service, and the cost associated with the operations of the asset that supports the delivery of the service. Operational costs are captured in the annual adopted budget and are reviewed quarterly. Any adjustments are subject to Council approval. The annual budget cycle provides opportunity to review and adjust operational budgets for service provision. Additional adjustments can take place through quarterly review. Details of CN's adopted operational plan can be found in the document *Delivering Newcastle 2040*.

7.6 Asset Disposal

Disposal is the closing, decommissioning or sale of an asset or service. Asset disposal is to be considered in all individual SAPs. In proposing the disposal of an asset, SAPs will consider:

- Current CN policy and procedures for disposal of assets
- Assets that have reached end of useful life or are nearing intervention point
- Service and asset reviews that may identify assets that are no longer fit for purpose or are under/over-utilised through analysis of the current level of service provided
- Alternative methods of delivering current and desired levels of service
- Opportunities to repurpose the asset within CN services.

8 Financial Summary

To assess the estimated life cycle costs of managing assets, it is necessary to understand the plans and expenditure involved in maintaining those assets and the services they provide. When resourcing its assets, CN considers not only the annual operating costs for maintenance and operation, but also upfront capital costs associated with procuring new assets or renewing and upgrading existing assets.

8.1 Future Capital Works

This strategy provides estimates for capital expenditure to acquire, upgrade and renew assets for a 10-year period. A summary of our 10-year capital works program is provided in section 8.2. The forecast has been modelled on LTFP funding projections, assuming CN priorities may change in alignment with community expectations. The prioritisation of capital works may result in projects being completed beyond the current ten-year time frame.

The capital works program is modelled in LTFP scenarios to ascertain sustainability levels to facilitate decision-making. To meet the challenge of competing demands, our Asset Management Improvement Plan (see Section 9) includes a range of measures to enhance CN's investment prioritisation and resource allocation.

CN resources its capital works for infrastructure assets through various funding sources generated from operating activities such as rates, developer contributions, Special Rate Variations, grants and community contributions. Where appropriate, funding may be obtained via a loan. Funding constraints and limitations are determined from the LTFP, which is updated annually. In addition, funding constraints and limitations can be driven by changes in borrowing decisions and political commitments and to ensure financial sustainability.

8.2 Forecast Estimated Service Costs

To achieve the objectives of *Newcastle 2040*, it is important to identify life cycle costs associated with delivery of our services. Our life cycle costs estimate expenditure across all asset-based services to achieve the agreed level of service. This forecast is modelled in LTFP scenarios for financial sustainability. Estimated life cycle costs are shown in the table below.

Life Cycle Category	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
	(\$,000's)									
Operational	190,233	196,320	202,603	209,086	215,777	219,876	224,054	228,311	232,649	237,069
Maintenance	28,418	29,327	30,266	31,234	32,234	32,846	33,470	34,106	34,754	35,415
Renewal	40,700	36,485	37,325	38,183	39,061	39,960	40,879	41,819	42,781	43,765
Upgrade and New	91,905	65,715	67,226	68,772	70,354	71,972	73,627	75,321	77,053	78,825
Disposal – Proposed Asset Sale	-	-	-	-	-	-	-	-	-	-
Disposal – Other	-	-	-	-	-	-	-	-	-	-
Total	351,256	327,847	337,420	347,275	357,426	364,654	372,030	379,557	387,237	395,074

Table 10: Estimated life cycle costs

9 Asset Management Improvement Plan

CN's asset management goals are twofold: to proactively manage our assets from a lowest whole-of-life cost perspective in accordance with recognised industry practice while meeting agreed levels of service and to continuously improve our asset management systems. The table below identifies focus areas to further enhance our asset management planning and practice.

Ref	Objectives ¹	Action	Responsibility	Due Date
1	Align service delivery expectations with available funding to achieve sustainable management of all required supporting assets	<p>1.1 SAPs summarise 10-year actions. Costings are aligned with renewal and capital budgets in the LTFP (link to funding)</p> <p>1.2 Development of Project Management Policy and procedures</p> <p>1.3 Project prioritisation: review of current methodology</p> <p>1.4 Standard asset creation and handover processes</p>	<p>Asset Services</p> <p>Program and Project Services</p> <p>Service Unit Managers</p>	23/24
2	Identify levels of funding required to achieve a sustainable Capital Works Program and assess the implications of different funding levels on levels of service	<p>2.1 Asset management system is utilised to model funding versions, adjusting service level expectations with available funding and reviewing cost of service per SAP</p> <p>2.2 Implementation of Strategic Asset Management software</p>	<p>Assets and Projects</p> <p>Information Technology</p> <p>Service Unit Managers</p>	<p>Ongoing</p> <p>24/25</p>
3	Adjust resources and invest in building capacity to deliver works programs	<p>3.1 Project prioritisation policy and procedures implemented</p> <p>3.2 Capital Works Program is planned and resourced as per prioritisation procedure</p>	<p>Asset Services</p> <p>Program and Project Services</p> <p>Service Unit Managers</p>	23/24
4	Ensure renewal and maintenance required to minimise life cycle costs and maintain agreed level of service is fully funded and reportable by service	<p>4.1 Gap analysis of existing data, detailed condition reporting, and development of maintenance and renewal plans is documented in individual SAPs</p> <p>4.2 Continue to mature proactive maintenance for asset classes (SAPs align to scheduled servicing, preventative maintenance schedules etc.)</p>	<p>Asset Services</p> <p>Program and Project Services</p> <p>Property and Facilities</p> <p>Service Unit Managers</p>	Ongoing
5	Use SAPs to coordinate decision-making regarding levels of service and implementing relevant CN strategies and plans	5.1 Periodic review and update of SAPs to ensure alignment with <i>Newcastle 2040</i> and related strategies and plans	<p>Corporate Planning and Performance</p> <p>Service Unit Managers</p>	Ongoing
6	Ensure new services and/or assets are only approved where the full life cycle cost of doing so has been evaluated and appropriate supporting budget allocations made	<p>6.1 Implement a program of training for business case development</p> <p>6.2 Review and update software user guides</p>	<p>Asset Services</p> <p>Program and Project Services</p>	23/24
7	Capture and improve asset data and service information	7.1 Asset Register and Management Systems – process establishment for future data capture, improved integration with GIS and further	<p>Asset Services</p> <p>Program and Project Services</p>	Ongoing

Ref	Objectives ¹	Action	Responsibility	Due Date
		rollout of asset classes into Works and Assets 7.2 Update Works and Assets with assets not yet migrated to corporate asset register 7.3 Program and undertake scheduled inspections on all assets	Information Technology Property and Facilities	
8	Align asset management activities with <i>Newcastle 2040</i>	8.1 Regular review and update of operational SAPs to ensure alignment with <i>Newcastle 2040</i> objectives 8.2 Internal working groups across resource planning and strategy units	Corporate Planning and Performance Service Unit Managers	Ongoing
9	Ensure accountability, responsibility and reporting requirements for assets are established, relevant, clearly communicated and implemented	9.1 Update Asset Custodian and Manager roles and responsibilities in Asset Register 9.2 Asset-related activities current in both CAMMS Risk and CAMMS Strategy	Asset Services Audit and Risk Corporate Planning and Performance Manager, Assets and Projects Service Unit Managers	22/23 Ongoing
10	Delivery of services will incorporate environmental sustainability	10.1 Each SAP continues to detail sustainable environmental measures, including climate mitigation and adaptation requirements	Asset Services Program and Project Services Innovation and Futures Service Unit Managers	Ongoing

Table 11: Asset management improvement plan

¹ Objectives are listed in the order that they appear, not by priority

Note: Corporate Accounting and Corporate Planning and Performance teams will have an advisory role across numerous actions

10 Strategy Review Cycle

The AMS will be reviewed annually to ensure key drivers, key strategies and asset management direction accurately reflect the current climate. This will ensure ongoing integration with *Resourcing 2040* strategies and plans. In addition, a complete review will occur every four years to ensure strategic alignment with the updating of *Newcastle 2040*.

11 Appendix

11.1 Asset Management Policy

Asset Management Policy

June 2022

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Part A Preliminary

1 Purpose

- 1.1 The purpose of the Asset Management Policy (Policy) is to outline how City of Newcastle (CN) will manage its assets throughout the asset lifecycle.
- 1.2 CN's Asset Management Framework comprises the following documents:
 - 1.2.1 Asset Management Strategy (AMS),
 - 1.2.2 Asset Management Policy (AMP) (this document),
 - 1.2.3 Service Asset Management Plan (SAMP), and
 - 1.2.4 Service Asset Plans (SAPs).

2 Scope

- 2.1 The Policy applies to all capitalised assets and related land under the control and jurisdiction of CN.

3 Principles

- 3.1 CN commits to the following:
 - 3.1.1 **Accountability and transparency** - A framework for transparency and a system of accountability in asset planning and enabling informed input from all stakeholders;
 - 3.1.2 **Sustainability** - Sustainably meeting community needs and expectations for all assets and asset infrastructure services;
 - 3.1.3 **Continuous Improvement** - Supporting the implementation of continuous improvement practices in asset management;
 - 3.1.4 **Levels of Service** – Providing a selection of appropriate levels of service to meet community demand;
 - 3.1.5 **Risk Management** - The appropriate management of risk to people, service and property;
 - 3.1.6 **Legislative Compliance** - Compliance with state and federal legislation pertaining to asset management (including Integrated Planning and Reporting);
 - 3.1.7 **Alignment with Council strategies** – The Policy aligns with Open and Collaborative Leadership priorities outlined in the *Newcastle 2040*.

Part B Roles and Responsibilities

4 Roles, responsibilities and resources

- 4.1 CN Service Unit Managers (SUMs) with asset management responsibility are responsible for implementing this Policy, as well as understanding and implementing the AMS and suite of SAPs.
- 4.2 CN Manager, Assets and Projects is responsible for developing and reviewing the AMS.
- 4.3 CN SUMs are responsible for implementing, reviewing and undertaking maturity assessments related directly to SAPs within their service unit.
- 4.4 This Policy is required to be reviewed in line with the review of the Operational Plan and every four years following an ordinary Council Election or following substantial legislative/organisational change.

5 Organisational Commitment

- 5.1 This Policy aligns with CN's Resourcing Strategy, which consists of:
 - 5.1.1 Long Term Financial Plan - Delivering the community's expectations as outlined in Newcastle 2040 and Delivering Newcastle 2040, within the context of finite economic and financial resources;
 - 5.1.2 Workforce Development Strategic Plan - Outlining strategies and initiatives to ensure CN has the people and skills needed to achieve Delivering Newcastle 2040; and
 - 5.1.3 Asset Management Strategy - Outlining CN's high-level long-term approach to asset management, including action plans and objectives for managing assets.
- 5.2 The ownership, control, accountability and reporting requirements for assets are to be established, documented, clearly communicated and implemented through CN's AMS and SAPs.
- 5.3 CN will revise the AMS and SAPs as community needs, demographics, economic environment, resource availability, climate and technology change over time.

Part C – Operational

6 Levels of Service

- 6.1 Levels of service are measurable and capture what can sustainably be delivered by CN. Levels of service are incorporated into individual SAPs and require Executive Leadership Team approval.

7 Operations, Maintenance and Renewal

- 7.1 CN SUMs, in conjunction with Asset Custodians, are responsible for ensuring that:
 - 7.1.1 A routine inspection program of assets under their control takes place;
 - 7.1.2 All works and services are procured in accordance with CN's Procurement Policy; and
 - 7.1.3 Lifecycle costs, maintenance and renewal plans are generated from available condition data, predictive modelling (as appropriate), usage rates, available funding and the needs of the community.
- 7.2 CN's Asset Managers are responsible for implementing the AMS and providing support to CN's Asset Custodians through:
 - 7.2.1 Asset management advice, including condition reporting and data maintenance; and
 - 7.2.2 Provision of maintenance to facilitate the service where appropriate.

8 Risk Assessment and Management

- 8.1 Risk is identified for assets and the services they provide within each SAP. Each SAP has a risk action plan.

9 Data Management

- 9.1 CN maintains a corporate asset management software system that is accessible to designated CN officers.
- 9.2 The updating and maintenance of all asset inventory and life cycle data within the corporate asset management system is undertaken in a timely manner.

10 Financial Authorisations

- 10.1 All CN SUMs are responsible for the monetary commitment that will result from the implementation of this Policy and for ensuring they align with CN's Register of Financial Authorisations.

Annexure A - Definitions

For the purposes of this Policy:

Asset means a physical component of a facility, which has value, enables services to be provided, has potential value to an organisation such as land, plant, machinery, buildings etc. and has an economic life of greater than 12 months.

Asset Custodian means the CN staff member with responsibility for the stewardship of the asset and is responsible for defining the level of service required for the asset.

Asset Infrastructure Services means any service provided in the identification, management and construction of CN assets.

Asset Lifecycle means the series of stages involved in the management of an asset. It starts with the planning stages when the need for an asset is identified and continues all the way through an asset's useful life and eventual disposal.

Asset Management means the combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.

Asset Management Strategy (AMS) means the high-level long-term approach to asset management, including action plans and objectives for managing the assets.

Asset Manager means the CN staff member with responsibility for providing ongoing advice, maintenance, renewal and support services to facilitate the service provided by the Asset Custodian.

City of Newcastle (CN) means Newcastle City Council.

Level of Service means the outputs or objectives an organisation or activity intends to deliver to customers.

Lifecycle Cost means the total cost of an asset throughout its life, including planning, design, construction, acquisition, operation, maintenance, and rehabilitation and disposal costs.

Maturity Assessment means the process used to understand the effectiveness of an organisation's asset management system and levels of service, as well as help comply/align with standards and regulatory requirements.

Predictive Modelling means the method of projecting the costs associated with maintenance, renewal, acquisition and disposal of assets to achieve an acceptable condition, or service level. Predictive modelling can be used to predict a required budget, or to view the distribution of a specified budget.

Service Asset Management Plan (SAMP) CN's Asset Management Plan supporting the delivery of asset-based services. The SAMP and operational SAPs detail asset performance modelling, service alignment and financial forecasting.

Service Asset Plans (SAPs) detail the requirements necessary to effectively manage the assets which exist to support service delivery. SAP's establish a framework to ensure sustainable community service expectations are met. This involves achieving a balance between delivering services to meet community needs and our ability to manage and resource the asset portfolio accordingly. ...

Useful Life means the period over which an asset is expected to be available for use by an entity (in the context of its service to the entity and not to the asset's actual physical life).

Annexure B - Policy Authorisations

Function	Position Number / Title
Nil	

Document Control

Policy title	Asset Management Policy
Policy owner	Director Infrastructure and Property
Policy expert/writer	Asset Services Manager
Associated Procedure Title (if applicable)	N/A
Procedure owner (if applicable)	Manager Assets and Projects
Prepared by	Asset Services
Approved by	Council
Date approved	28/06/2022
Policy approval form reference	ECM# 7362458
Commencement Date	28/06/2022
Next revision date (date policy will be revised)	26/04/2026
Termination date	26/04/2027
Version	6 (<i>Newcastle 2040 CSP Revision</i>)
Category	Council
Keywords	Asset, asset management, infrastructure services, asset lifecycle
Details of previous versions	Version 1 April 2010 (ECM Reference 2935100) Version 2 August 2012 (ECM Reference 3438058) Version 3 June 2016 (ECM Reference 4873789) Version 4 July 2020 (ECM Reference 6525846) Version 5 April 2022 (ECM Reference 7363544)
Legislative amendments	N/A
Relevant strategic direction	Open and Collaborative Leadership
Relevant strategy	Asset Management Strategy 2018 - 2027
Relevant legislation/codes (reference specific sections)	Local Government Act 1993 (8B) Local Government (General) Regulation 2005 Local Government Amendment (Planning and Reporting) Act 2009 Integrated Planning and Reporting Guidelines for Local Government in NSW (Division of Local Government)

	<p>Integrated Planning and Reporting Manual for local government in NSW (Division of Local Government (s3.4)</p> <p>International Infrastructure Management Manual Edition 5 (2015)</p> <p>Australian Infrastructure Financial Management Guidelines Edition 2 2015 (ISO 55000).</p>
Other related policies/ documents/ strategies	N/A
Related forms	N/A
Required on website	Yes
Authorisations	Functions authorised under this Policy at Annexure B

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Service Asset Management Plan

2022-2032



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1 Executive Summary

1.1 Purpose of the Plan

This Service Asset Management Plan (SAMP) provides a cohesive view of our service asset planning objectives, Levels of Service (LOS) and associated asset management delivery for the next 10 years. It delivers the strategic objectives identified in our Asset Management Strategy (AMS) and should be read in conjunction with CN's Asset Management Policy (AMP).

The purpose of this plan is to:

- Provide a coherent, integrated approach to managing assets for efficient and improved asset performance
- Support the implementation of our AMS and guide continuous improvement in our asset management practices
- Embed service planning principles within our asset management practices
- Be a living document – to remain accurate, reflect business activities and promote progress on identified initiatives.

Our SAMP aims to control risk around CN's asset service delivery and deliver sustainable LOS to the community. This is achieved through:

- Identifying current services, future demands and the infrastructure required to sustainably deliver our *Newcastle 2040* objectives
- Integrating SAPs and other Integrated Planning and Reporting (IP&R) resourcing strategies
- Continually improving the SAP process to provide a sustainable and affordable service delivery model
- Developing and maintaining the infrastructure necessary to provide the community with access to safe and sustainable services.

1.2 Asset Description

CN manages over \$2.5 billion of built and natural assets to deliver services to the community. In addition to these assets, our services are supported by information technology, fleet and plant. Each asset contributes to meeting community needs, from park benches to our large local road network. Community services rely on well-planned, well-built and well-maintained infrastructure, which is achieved through planned asset management.

The asset classes covered in this SAMP include:

- Buildings (e.g. Art Gallery, libraries, community halls and centres)
- Natural assets (e.g. bushland, watercourses, dunes, public trees)
- Transport (e.g. roads, footpaths, cycleways, bus shelters, bridges)
- Waste management (e.g. Summerhill Waste Management Facility)
- Stormwater (e.g. pipes, pits, water quality devices)
- Fleet and plant (e.g. light vehicles, trucks, earthmovers)
- Open space (e.g. retaining walls, park fixtures, playgrounds, sporting facilities)
- Other assets (e.g. information technology and 'smart' technologies).

1.3 Asset Life Cycle Management

The objective of life cycle management is to consider the lowest long-term cost, rather than short-term savings, when making decisions. The *International Infrastructure Management Manual 2015* (IIMM) describes

the life cycle of an asset as ‘the time interval that commences with the identification of the need for an asset and terminates with the decommissioning of the asset or any liabilities thereafter’ The life cycle activities for this plan include the following categories:

- Requirement definition/service planning
- Asset planning
- Asset creation/acquisition
- Asset operations and maintenance
- Monitoring asset condition/performance
- Asset renewal (rehabilitation/replacement)
- Asset disposal/rationalisation.

1.4 Asset Management Practices

Asset management refers to the systematic, coordinated activities and practices an organisation undertakes to deliver its objectives optimally and sustainably through the cost-effective life cycle management of assets. It is about ensuring the necessary plans are in place so that funds and resources are available to address ageing assets and ensure they can provide ongoing delivery of services at an acceptable level.

CN models its asset management practices on the IIMM, published by the Institute of Public Works Engineering Australasia (IPWEA). The manual is a ‘best practice guide’ for asset management. Current CN asset management practices include:

- Community consultation
- Establishing and monitoring LOS
- Maintaining asset registers and databases
- Information systems (financial, spatial)
- Life cycle planning
- Maintenance planning
- Condition inspections
- Renewal and new/upgrade planning
- Demand management
- Risk management.

1.5 Level of Service

CN defines LOS to enable service performance to be measured. The IIMM describes LOS as ‘defined service quality for an activity or service area against which service performance may be measured’. Service levels generally relate to location, functionality, quality, quantity, safety, capacity/utilisation, aesthetics, reliability and responsiveness. They provide the link between higher-level community, corporate and asset management objectives and more detailed technical and operational objectives.

LOS are defined using customer and technical performance measures. Customer LOS describe attributes of the service from a customer viewpoint: how the customer receives or experiences the service. Technical LOS support these customer measures and are used internally to measure performance of the service.

1.6 Future Demand

Demand refers to service users’ needs and expectations for a service. Traditionally, demand is strongly influenced by factors such as population change, leisure trends and economic growth or decline. The following demand drivers have been forecast to influence future service provision:

- Population changes
- Future customer values and changes in technology
- Drive for environmental sustainability
- Climate change adaptation

- Disability inclusion and access
- New assets from growth
- Location
- Changes to legislation and statutory requirements
- Economic changes/tourism.

Over time, demand for our services will change, and this requires sustainable strategies and adaptive management. Demand will be addressed through a combination of managing, upgrading and disposing of existing assets; providing new assets; enhancing technology; and utilising alternative service delivery options.

1.7 Financial Summary

Financial projections for maintenance and operational costs have been completed for all infrastructure classes (see Diagram 1). Maintenance cost estimates assume the asset is maintained to provide its current LOS over its expected life. Renewal, as well as upgrade and new capital costs are funded through our current resourcing strategies. The financial projections and requirements identified within Asset Planning inform CN's Long Term Financial Plan (LTFP) and are budgeted appropriately.

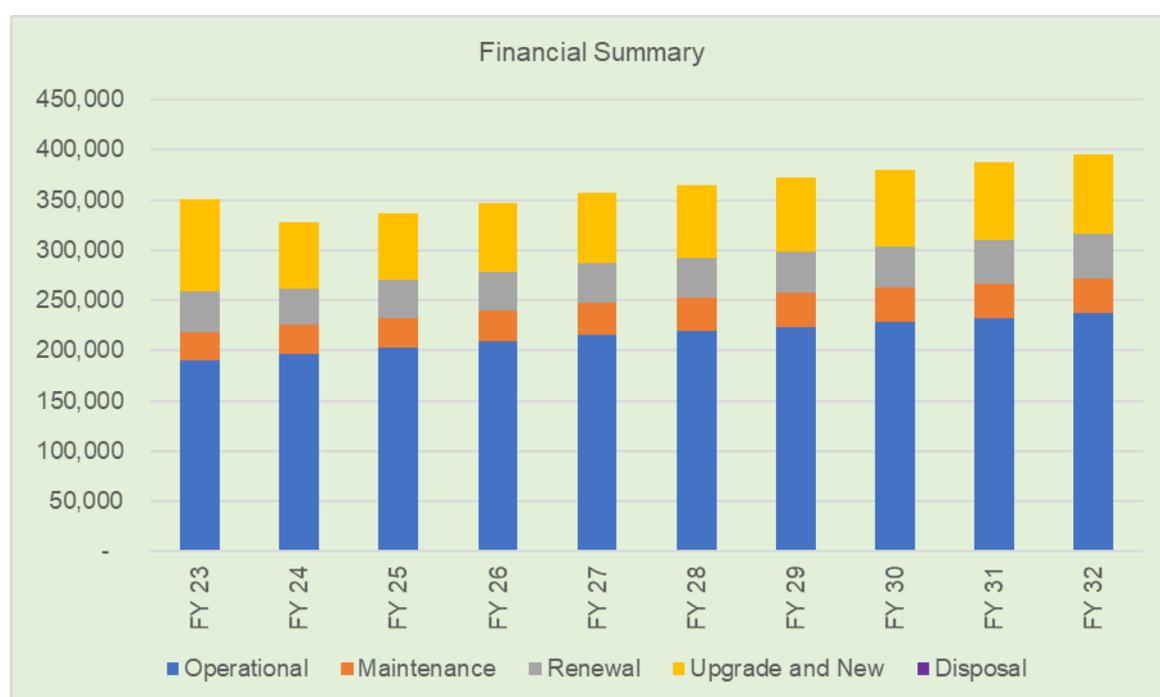


Diagram 1: Financial summary

1.8 Monitoring and Improvement Program

This SAMP includes an improvement plan (Section 9) with actions to drive improvements in asset management processes. These will support CN's commitment to the provision of sustainable long-term infrastructure-based services that meet community needs.

Our priorities for improvement include:

- Reviewing LOS in conjunction with community strategic planning and relevant strategies and plans
- Improving asset management systems, including upgrades to enhance asset data capture, monitoring and reporting
- Continuing to improve asset data
- Reviewing life cycle costs to improve cost estimates
- Further developing roles and responsibilities in service delivery and asset management
- Continuing to integrate asset planning and resourcing strategies
- Incorporating sustainable environmental measures, including climate mitigation and adaptation requirements, into service delivery and asset management.

2 Introduction

2.1 Background

CN currently manages over \$2.5 billion of assets to deliver services to our residential and business communities. Our assets include roads, footpaths, buildings, drainage, waste management, parks and natural assets, as well as fleet and plant. Our goal is to apply best practice asset management through systematic, coordinated activities and practices that enable cost-effective life cycle management of our assets. Strategic, well-resourced asset planning is essential to deliver services sustainably and equitably to our community.

Our AMP, AMS and SAMP form part of CN's IP&R Framework. Our asset management planning aligns with *Newcastle 2040* themes, priorities and objectives. It informs our Operational Plan and Delivery Program, as well as supporting the management of our long-term asset renewal, new and upgrade planning, and funding requirements. A core component of *Resourcing Newcastle 2040*, this plan integrates with our LTFP and Workforce Development Strategic Plan (WDSP).

2.2 Strategic and Corporate Goals

CN's Asset Planning is driven by *Newcastle 2040*'s four key strategic directions. The specific *Newcastle 2040* themes, priorities and objectives are shown in the diagram below.



Diagram 2: Newcastle 2040 themes, priorities and objectives

2.3 Asset Management Objectives

CN's asset management objectives are twofold: to proactively manage our assets from a lowest whole-of-life cost perspective in accordance with recognised industry practice while meeting agreed LOS, and to continuously improve our asset management systems.

Our asset planning is driven by the 10 key asset management objectives defined in the AMS:

- 1) Align service delivery expectations with available funding to achieve sustainable management of all required supporting assets
- 2) Identify levels of funding required to achieve a sustainable Capital Works Program and assess the implications of different funding levels on LOS
- 3) Adjust resources and invest in building capacity to deliver works programs

- 4) Ensure renewal and maintenance required to minimise life cycle costs and maintain agreed level of service is fully funded and reportable
- 5) SAPs to coordinate decision-making regarding LOS and implement relevant strategies and plans
- 6) Only approve new services and/or assets where the full life cycle cost of doing so has been evaluated and appropriate supporting budget allocations made
- 7) Capture and improve asset data and service information
- 8) Align asset management activities with *Newcastle 2040*
- 9) Ensure accountability, responsibility and reporting requirements for assets are established, relevant, clearly communicated and implemented
- 10) Delivery of services will incorporate environmental sustainability.

2.4 Core and Advanced Asset Management

The IMM (2015) identifies the following asset management approaches:

- Core asset management - a 'top-down' approach where analysis is applied at the system or network level.
- Advanced asset management - a 'bottom-up' approach, gathering information for individual assets to support the optimisation of activities and programs to meet agreed service levels.
- Mixed asset management - a blend of the 'top-down' and 'bottom-up' approaches.

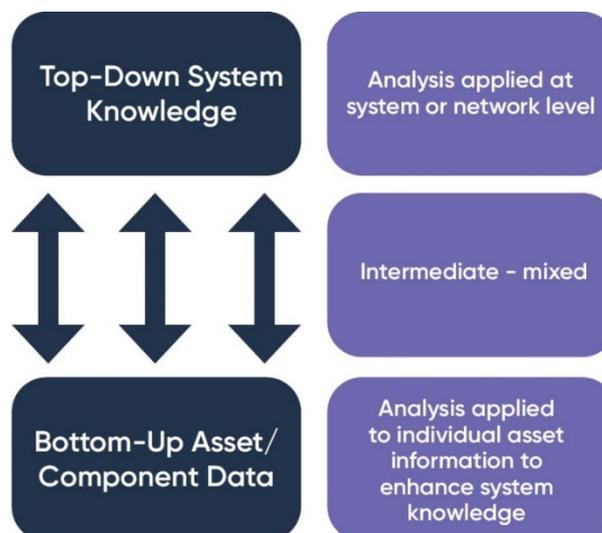


Diagram 3: Level of maturity (from IMM)

This plan is prepared as a 'mixed' asset management plan. It is prepared to meet legislative and organisational requirements for sustainable service delivery and long-term financial planning and reporting. Future revisions of this SAMP will gather information for individual assets to support the optimisation of activities and programs to meet agreed service levels.

2.5 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of CN's asset management include, but are not limited to:

- *Biodiversity Conservation Act 2017*
- *Coastal Management Act 2016*
- *Child Protection (Working with Children) Act 2012* and associated Child Safe Standards
- *Crown Land Management Act 2016* and *Crown Land Regulations 2017*
- *Disability Discrimination Act 1992* (Cth) and associated standards
- *Disability Inclusion Act 2014* (NSW)

- *Environmental Planning and Assessment Act 1979* and *Environmental Planning and Assessment Regulation 2000*, including a suite of State Environmental Planning Policies and Newcastle's Development Control Planning provisions
- *Government Information (Public Access) Act 2009*
- *Heritage Act 1977*
- *Local Government Act 1993* (NSW)
- *Privacy and Personal Information Protection Act 1998*
- *Protection of the Environment Operations Act 1997* and associated regulations
- *Roads Act 1993*
- *Work Health and Safety Act 2011* and *Work Health and Safety Regulation 2017*.

These legislative requirements inform and guide our service delivery to the community.

3 Levels of Service

3.1 Service Asset Planning

Service asset planning is the process of determining the services desired by our community and delivering them in a sustainable manner. Our planning:

- Identifies the needs of the community and is clear about the services provided by CN to present and future customers
- Demonstrates actions to deliver on the long-term aspirations outlined in *Newcastle 2040*
- Recognises that the management of an asset is directed at providing services to the community
- Defines measurable LOS, including, but not limited to, location, capacity, functionality, quality and quantity of assets supporting the service
- Promotes informed decision-making on service provision
- Details the financial impacts of our services, now and in the future
- Promotes and demonstrates financial sustainability and good management practice
- Applies full life cycle analysis and costing
- Ensures appropriate use and functionality of assets
- Optimises service potential (and potential decline in service)
- Defines clear responsibilities for all elements of the assets within the plan, including accountability and reporting
- Outlines an improvement program
- Forecasts a 10-year Capital Works Program (renewal, upgrade, new, disposal and maintenance planning).

The SAMP is supported by operational SAPs. These plans provide detailed technical asset information, condition assessments, service level definitions, funding requirements and an analysis of future demand specific to each service. This analysis establishes the necessary elements of the asset life cycle to support effective, sustainable service delivery.

3.2 Community Research and Expectation

Community engagement is undertaken to determine current and desired service levels through:

- Community strategic planning engagement
- Service-based engagement and consultation
- Individual service-based customer experience
- Targeted surveys.

CN consulted with the community in 2021 and early 2022 as part of the development of *Newcastle 2040*. The diagram below demonstrates the consultation process.



Diagram 4: Community consultation

The results of this engagement and consultation inform our LOS and can be found on our [website](#).

In addition, CN undertakes regular community surveys to better understand how to meet community needs through service delivery, programming and projects. A 2021 Community Survey focused on understanding levels of community satisfaction around different CN services and facilities. A snapshot of the results is provided below.

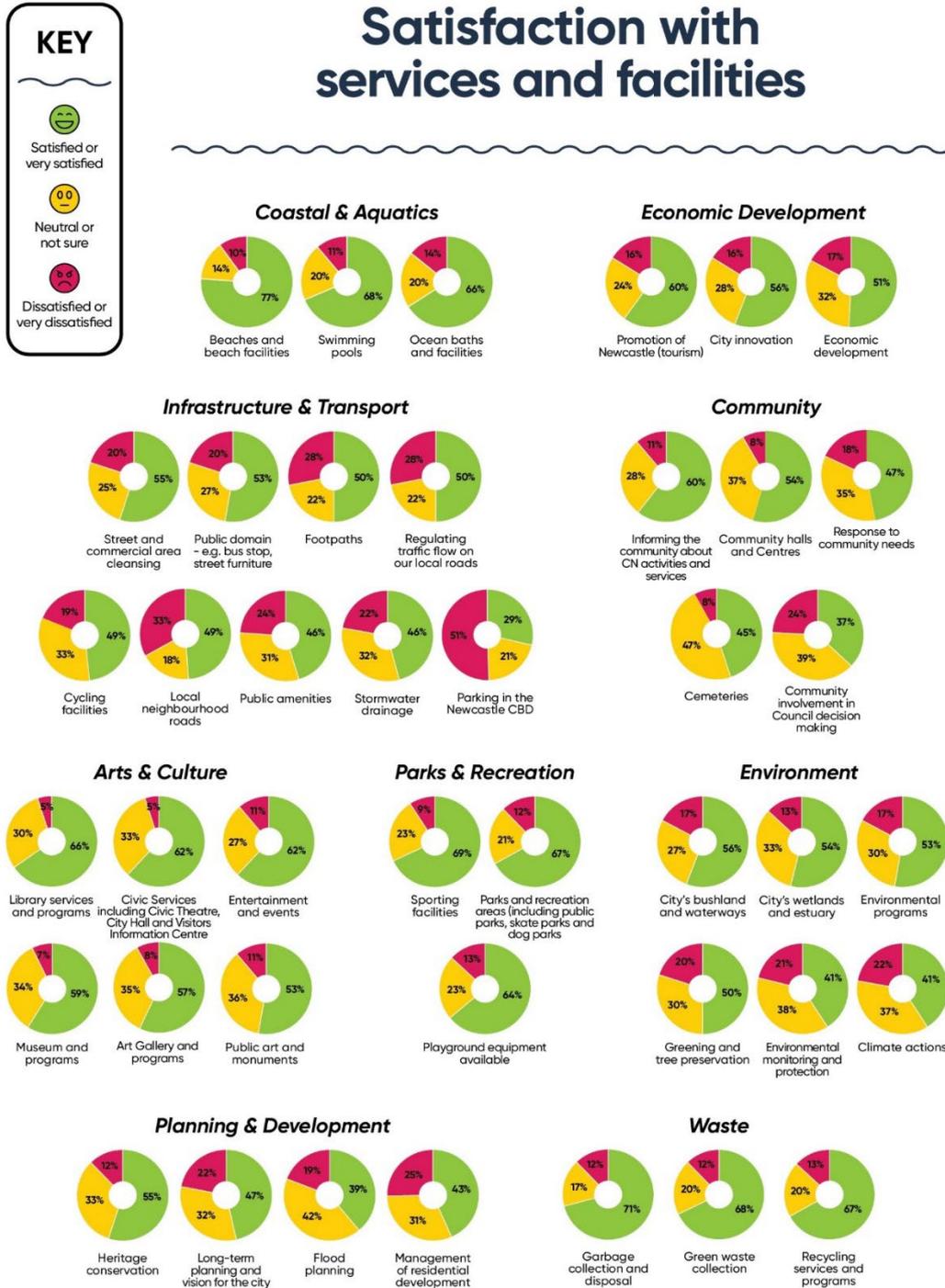


Diagram 5: Winter 2021 Community Survey summary

3.3 Levels of Service

LOS are key business drivers and influence all asset management decisions. They define the standards to which our assets and services will be delivered and provide transparency and justification for how money is spent on delivering those services. LOS provide the link between the service we deliver and the service expected by the community. They determine:

- The amount, type and standard of facilities provided, as well as their distribution
- The quality of the service from a community perspective
- The effectiveness of organisational performance.

LOS are defined to enable service performance to be measured. Service levels generally relate to location, functionality, quality, quantity, safety, capacity/utilisation, aesthetics, reliability and responsiveness. They provide the link between higher-level community, corporate and asset management objectives and more detailed technical and operational objectives.

LOS are defined using customer and technical measures. Customer LOS describe attributes of the service from a customer viewpoint: how the customer receives or experiences the service. Technical LOS support customer measures and are used internally to measure the performance of the service. LOS are reported using a 1–5 star rating assessment for each service output. These ratings are collated to form a current average LOS. The star rating system provides a universal platform for comparing LOS across different services at a corporate level. A general standard description for each star rating is provided below.

Star Rating	General Standard of Key Service Attributes	Level of Service – Description
★☆☆☆	Basic quality standard. Low community usage, limited functionality.	Services are important to the local neighbourhood. Maintenance is aimed at safety and security, protecting against vandalism or other damage. Scheduled inspections and maintenance programs are undertaken.
★★☆☆	Average quality standard and presentation. Moderate community usage and functionality.	Services provided are locally important. The asset is preserved in a satisfactory condition by regular inspection, maintenance programs and response times to meet requirements of local community.
★★★☆☆	Good quality standard and presentation. Medium–high community usage. Fit for purpose. Maintained and presented in good condition.	Services provided are locally important and regularly accessed by the wider community. The asset is in good condition. Regular inspection and maintenance programs and response times are met. Meets community expectations for service provided.
★★★★☆	Very good quality standard. High community usage, functionality and capacity. Maintained and presented in very good condition. Services LGA community and beyond.	Services that provide major contribution to the social and/or economic wellbeing of Newcastle. The assets are in good–very good condition. Good public presentation, high use and high-quality working environments are necessary; important public focus (e.g. a district park).
★★★★★	Excellent quality standard. Very high community usage, functionality and capacity. Maintained and presented in excellent condition. High profile; delivers important economic benefits and services to LGA and regional community.	Services that provide the largest contribution to the social and economic wellbeing of Newcastle. High profile, use and economic value. Important public focus. Excellent public presentation. The asset providing the service is kept in very good condition and meets requirements to deliver regional services/objectives. Facilities are of major local or regional significance (e.g. heritage and cultural facilities).

Table 1: 1–5 star ratings for LOS

LOS are measured using quantitative and qualitative data, including:

- Community engagement and customer satisfaction surveys
- Targeted customer feedback
- Analysis of customer requests
- Asset condition reporting, functionality and usage data
- Environmental performance and sustainability
- Accessibility provisions.

Using the above, CN establishes the current LOS for all its asset-based services and assigns a star rating. Some examples of performance measures determining our current LOS include:

- Cultural facilities have the capability to host desired programs and events. The facilities are used, supported and valued by diverse communities where people can express, share and discover ideas and stories through art, curated heritage collections, music and theatrical performance.

- Libraries are available to the community physically and virtually. Libraries offer adaptable spaces suitable for innovation and collaboration plus small and large events, training, exhibitions and programs.
- CN roads can carry the required vehicle loading.
- Bushland provides native plant and fauna diversity, as well as stabilising soils.
- Lifeguard facilities and patrolled beaches are available for our community.
- Parks are available for community use and a variety of low- to high-impact events.

The current LOS is compared with a desired state for the service. The desired LOS captures the balance between the current services provided, the LOS that service users expect, and the level CN can sustainably deliver. In an asset management context, desired LOS inform:

- Future operations, maintenance and renewal resourcing requirements
- Management of existing assets and the services they provide
- Decisions regarding provision of new and upgraded assets and services
- Consideration of non-asset solutions for service delivery.

Formulated to reflect *Newcastle 2040's* objectives, desired LOS are obtained from various sources, including community engagement and customer satisfaction surveys, residents' feedback, CN data on service requests and consultation with stakeholders. Through community engagement processes, we will endeavour to establish mechanisms whereby agreed LOS will be recognised by both CN and the community. CN will seek to establish affordable service levels for asset maintenance, renewal, upgrade or expansion.

Frequently, the desired LOS is met by current service provision; however, CN will continually review, refine and adjust LOS to ensure community satisfaction. A summary of current LOS for our asset-based services is provided in the table below.

Asset-Based Service	LOS	Service Description
<p>Art Gallery</p> 	★★★★☆	<p>Newcastle Art Gallery, located in Newcastle's cultural precinct, is the city's major cultural institution for the visual arts and is responsible for the curation and preservation of its nationally significant collection.</p> <p>The Gallery plays a significant role in contributing to the city's social and economic vibrancy. It delivers high-quality exhibitions, public programs and events that connect to diverse audiences locally and nationally, fostering curiosity and passion for the visual arts. The Gallery is one of the only regional galleries to provide full-time staff within its public exhibition spaces. This is key to providing a high level of customer service through face-to-face communication with visitors. Staff answer questions and share expert knowledge about exhibitions and works of art, enriching each visitor's experience and engagement.</p> <p>Due to the current Gallery expansion, regular service has been temporarily disrupted. During this time the collection will still be available online and will be displayed on digital screens through CN's Henge initiative, which will allow the community to engage with the collection in unexpected ways at various times of the year throughout the city. Educational programs, special activations and community partnerships will also continue through the closure period.</p>
<p>Bushland, Watercourses and Public Trees</p> 	★★★★☆	<p>Our bushland, watercourses and public trees create the green and blue corridors that weave through our city, providing the 'living' in our liveability and sustainability aspirations. Bushland, watercourses and public trees are the baseline of a desirable urban environment that enhances amenity, liveability, resilience, psychological wellbeing and sense of place – from vegetated horizon lines to natural running waterways to shaded green cycleways and footpaths.</p> <p>Bushland, watercourses and public trees provide a multitude of community services, including:</p> <ul style="list-style-type: none"> • Ecological and habitat preservation • Scientific and educational opportunities • Recreational opportunities • Quality of life • Scenic and aesthetic amenity • Historic landscape preservation • Climate control • Air quality • Water quality • Stormwater attenuation and conveyance • Economic benefit • Direct economic return to residents.
<p>Caravan Park</p> 	★★★★☆	<p>Stockton Beach Holiday Park is located on Crown land on the beachfront of Stockton Beach and operates as a commercial enterprise through a management contract. The park is currently operated by Australian Tourist Park Management and branded 'NRMA'. Current rating is to be reviewed in conjunction with coastal management planning.</p>
<p>Cemeteries</p> 	★★★★☆	<p>Cemeteries are critical community infrastructure. Vital for remembrance and reflection, they are also a rich source of cultural and environmental heritage and provide valuable open space. CN cemeteries offer pleasant and cost-effective burial and ash memorial sites. They provide lawn and monumental sites for burial and ash interments, as well as memorial sites for the placement of ashes, including niche wall and memorial gardens. There is also provision for memorial plaques.</p>
<p>City Innovation and Sustainability</p> 	★★★★☆	<p>This service aims to collaboratively create a confident, thriving and future-focused Newcastle through delivery of economic opportunities, sustainable practices and innovative initiatives. This is achieved through developing and delivering strategy, infrastructure and programming across three streams:</p> <ul style="list-style-type: none"> • Innovation • Economy • Sustainability. <p>In addition, the service pilots and delivers smart assets on behalf of other CN service units. On completion, these assets are handed over to the responsible service unit for ongoing management and service delivery.</p>
<p>City Hall and Venues</p> 	★★★★☆	<p>The Newcastle City Hall and Venues service provides:</p> <ul style="list-style-type: none"> • Commercial services – live performance presentation, venue hire and hospitality • Cultural services – support of the performing arts • Civic services – civic functions related to Newcastle City Hall, Council meetings and some ceremonial and hospitality events. <p>The service also manages functions in the Fort Scratchley Community Centre, as well as the Parade Ground and Barracks at the Fort Scratchley Historic Site.</p>

Asset-Based Service	LOS	Service Description
<p>Civic Theatre</p> 	★★★★☆	<p>The Civic Theatre is operated as a commercial venue for hire and is primarily a provider of live performance and associated hospitality. The Theatre is also the principal provider of artform support of the performing arts. This occurs through provision of opportunities for professional development of local performing artists, programming of locally created work and a variety of creative/presentation partnerships. The Theatre's performing spaces comprise:</p> <ul style="list-style-type: none"> • A 1,450-seat two-tier proscenium arch theatre (the Civic) • The Playhouse Theatre, an arena-style studio theatre seating 195 in raked seating • The Civic Theatre service regularly programs and present events in the 805 seat Concert Hall at Newcastle City Hall. <p>The Theatre also supports civic functions related to Newcastle City Hall, Council meetings and some ceremonial and hospitality events.</p>
<p>Visitor Information Centre</p> 	★★★★☆	<p>The Visitor Information Centre offers hands-on interactive experiences, tourist information and unique souvenirs for visitors and those welcoming friends and family to the city. Conveniently located at the Civic Light Rail stop at 430 Hunter Street, the Centre is open seven days a week.</p>
<p>Community Centres and Halls</p> 	★★★★☆	<p>Community centres and halls provide opportunities for social interaction, activities, recreation and meeting spaces for the community throughout the Newcastle LGA and surrounds. There are community halls and centres in each ward; combined, they form a network of facilities with a variety of sizes and purposes.</p>
<p>Coast, Estuary and Wetlands</p> 	★★★★☆	<p>Our coastline is a sensitive and dynamic natural environment that is exposed to natural processes, population growth, coastal lifestyles and coastal hazards that create complex challenges. Our coast, estuary and wetlands provide a variety of services, including:</p> <ul style="list-style-type: none"> • Ecosystem services – our coastal and estuarine landscapes support a complex system of interdependent ecological processes, producing biologically diverse habitats for our native species. These habitats nourish our local species and serve as important foraging and roosting grounds for many migratory species, some of which are threatened and/or endangered • Increased resilience of our beaches, estuarine and coastline infrastructure from erosive processes • Beach and coastal amenity and safety • Beach and river access for social and ecological benefit • Water quality to meet recreational and ecological purposes • Economic benefits to urban communities, fisheries, industry, tourism and recreation • Significant contribution to psychological wellbeing, including enduring connection to country • Intergenerational equity in the context of a changing climate.
<p>Information Technology</p> 	★★★★☆	<p>Our Information Technology service supports the delivery of a range of services for CN and our community, including:</p> <ul style="list-style-type: none"> • Digital services • IT infrastructure and network • Technology enablement • Geospatial information services • Information and network security.
<p>Libraries and Learning</p> 	★★★★☆	<p>Newcastle Libraries provides library services to the Newcastle LGA through a network of 11 branch service points and the substantial online library. Newcastle Region Library is also responsible for systems management and the acquisition and cataloguing of resources for Dungog and Port Stephens Councils.</p> <p>CN also operates the Beresfield Community Children's Education Centre, which has provided over 40 years of quality care and education to the local community.</p>

Asset-Based Service	LOS	Service Description
<p>Museum</p> 	★★★★☆	Newcastle Museum is a collection of multiple facilities whose primary role is to provide science education and interpretation of movable cultural heritage. Via collaboration, the service also enables other organisations to achieve similar outcomes for the community.
<p>Property – Community Portfolio</p> 	★★★★☆	<p>These CN assets are leased or licensed to community groups or organisations (generally not-for-profit) that provide services or goods that deliver benefits to the community.</p> <p>Our properties support the delivery of a diverse range of community services, including surf lifesaving activities, community meal provision, childcare and early learning services, and emergency response services (SES headquarters).</p>
<p>Property – Investment Portfolio</p> 	★★★★☆	These CN assets are operated to provide a financial return and/or provide for future income/profit generation.
<p>Public Art, Monuments and Memorials</p> 	★★★★☆	Newcastle is home to artists, galleries, creative enterprises, art organisations, cultural collections and a community that embraces cultural expression. This service enhances public spaces through the provision of permanent and temporary art installations, fountains, monuments and memorials.
<p>Recreation – Aquatic Services</p> 	★★★★☆	Our aquatic services provide facilities and programs for the health, wellbeing and enjoyment of the community, including learn-to-swim classes and water safety education. Attracting visitors to the city as a sporting and leisure destination, the service supports recreational activities at patrolled beaches as well as inland and coastal pools. These facilities enable a range of recreational activities to be practised and enjoyed.
<p>Recreation – Open Spaces</p> 	★★★★☆	<p>CN provides a diverse range of open spaces, including parklands, reserves, recreation facilities, sportsgrounds and other public land. Our approach to managing park and recreational spaces incorporates the principles and outcomes of:</p> <ul style="list-style-type: none"> • Accessibility and connectedness • Equity and opportunity • Safety and security • Sense of place and wellbeing.
<p>Stormwater Drainage, Water Quality and Flood</p> 	★★★★☆	CN provides stormwater drainage, water quality and flood planning services for the health and safety of our community and environment. This service integrates closely with the delivery of transport, public spaces and environmental management, contributing to vibrant, safe and activated public places, protected environments and a liveable built environment.
<p>Depot Operations</p> 	★★★★☆	<p>Depot Operations provide the facilities to support services CN delivers to the community. This includes the Works Depot and supporting structures, including:</p> <ul style="list-style-type: none"> • Administrative buildings • Amenities buildings • Garaging and car parking for fleet and plant • Outdoor storage facilities • Records warehouse • Store warehouse and weighbridge • Vehicle fuelling facilities and washbay • Workshops – fleet and plant; building trade services; tyre shop.

Asset-Based Service	LOS	Service Description
<p>Fleet and Plant</p> 	★★★★☆	<p>This service supports CN in delivering a wide variety of services to the community, ranging from the collection of household waste to the maintenance of local roads and parks. The service consists of four work areas: workshop, tyre shop, small plant and fleet management office.</p>
<p>Bridges and Structures</p> 	★★★★☆	<p>Bridges and structures support our transport network, enabling the movement of people and goods across our community.</p>
<p>Car Parking</p> 	★★★★☆	<p>CN provides on-street and off-street spaces (paid and unpaid) for short-term vehicle parking. Car parking enables participation in the city's opportunities, including work, education, health, social and recreational activities.</p>
<p>Footpaths and Cycleways</p> 	★★★★☆	<p>CN provides footpaths, shared paths and associated infrastructure (such as pedestrian refuges and kerb ramps) to facilitate the safe access and movement of pedestrians and cyclists. The service involves maintenance and renewal of existing paths and facilities and augmentation of cycling and pedestrian networks through the construction of new assets.</p> <p>We are aiming to build connected networks of cycling and pedestrian paths that:</p> <ul style="list-style-type: none"> • Link homes with places of employment, education, shopping and recreation • Encourage walking and riding for transport and recreation • Are well-designed and able to cater for expected increase in future use • Enhance our street amenity and public domain generally.
<p>Public Domain Elements</p> 	★★★★☆	<p>These assets provide street furniture in our road reserve for the community's safety, comfort and amenity. Assets include transport stops, street lighting, street signs, guard rails, roadside fencing and line marking. The service also delivers seats, garbage bins, bike racks and advisory signs that provide comfort and amenity to public domain users. The Local Centres delivery program is also included in this service.</p>
<p>Roads</p> 	★★★★☆	<p>This service provides safe, reliable and efficient road networks through vehicular connection and travel demand management. Newcastle's road network comprises approximately 865km of roads, of which 751km are classified as local roads, 44km as regional roads and 70km as state roads. Responsibility for transport is shared across all levels of government, with significant overlap.</p> <p>This service also supports the provision of cycleways through on-road facilities and incorporates local area traffic management works, delivering traffic calming of local streets through intersection realignments, horizontal and vertical deflection devices, and improved conditions for walking and cycling. Similarly, the service delivers and supports devices such as raised crossings, kerb extensions and pedestrian refuges to aid pedestrian movement and assist with calming traffic.</p>
<p>Waste Services</p> 	★★★★☆	<p>These services include:</p> <ul style="list-style-type: none"> • Kerbside collection – a three-bin system for residential properties in Newcastle, with weekly collections for residual waste and alternating fortnightly collections for recycling and green waste • Public waste and recycling bin collection – this service plays a critical role in improving environmental amenity, as well as providing residents with the opportunity to dispose of waste and recycling away from home • Household bulk waste collection. <p>CN also operates the Summerhill Waste Management Centre, which provides recycling, resource recovery and solid waste disposal services for Newcastle residents and commercial/industrial customers.</p>

4 Demand

Demand refers to service users' needs and expectations for a service. Demand for services will be addressed through a combination of managing, upgrading and disposing of existing assets; providing new assets; enhancing technology; and utilising alternative service delivery options. Traditionally, demand is strongly influenced by factors such as:

- Population growth/decline
- Economic changes
- Customer expectations
- Technology and innovation initiatives
- Impact of climate change
- Drive for environmental sustainability
- Disability inclusion and access
- Changes to legislation and statutory requirements
- New assets from growth/urban development.

4.1 Demand Management Plan

Demand will change over time in terms of quantity and type of service required. The following table summarises the factors that have been forecast to influence CN's future service provision.

Demand Driver	Demand Background	Predicted Impact	Management of Demand and Required Resources
Population Changes (growth/decline)	Newcastle is Australia's seventh-largest city. Over the past decade our population has increased, with significant growth in the western corridor. As of 2021 Newcastle's population was 171,307, with a forecasted growth to 202,049 by 2041. The Greater Newcastle population was 569,900 in 2016 and is forecasted to grow to 699,200 by 2041.	Increases in our population, coupled with growing numbers of people visiting our local region, create additional demand for open spaces, community facilities and transport services. Predicted impacts may include: <ul style="list-style-type: none"> • Upgrades to the capacity of existing assets and services • New assets to enable CN to maintain service levels • Asset maintenance and renewal demands shifting with increased usage patterns. 	To meet changes in demand, planning for CN assets and services will need to enable flexibility in service delivery. Demand will be managed through evidence-based strategies that drive future modelling and resourcing. Required resources will be identified through service planning and integrated with our LTFP. Financial, asset and workforce planning undertaken as part of resourcing Newcastle 2040.
Impact of Climate Change and Adaptation	The majority of our current infrastructure was designed, built and maintained on the basis that climate conditions in the future would be similar to the past. However, Newcastle's climate is changing, as demonstrated by recent flood storm surges and increasingly warm weather. There is a growing understanding of the potential impact of climate change on our assets and of how some, such as stormwater assets, are likely to be more vulnerable than others.	Climate change is expected to increase temperatures and alter the frequency and intensity of extreme weather events such as heatwaves and flooding. This is likely to increase our infrastructure's vulnerability to natural hazard risks. Damage to one asset may impact other assets, affecting their capacity to provide services. This may impose significant economic and social costs on the community, while also increasing the costs of repairing or replacing damaged assets. Sustainable design should inform new and upgrade capital works, ensuring all opportunities are explored and implemented to improve the environmental performance of an asset and its operation. Capital works and operational programs should incorporate local suppliers and sustainable procurement.	Sound evidence-based decision-making is important in a rapidly changing environment with constant advances in technology. CN will leverage opportunities to ensure the most efficient climate-adapted assets are in place to meet the city's service needs. Studies are currently underway to gain a better understanding of these challenges and possible response strategies. All new and/or upgraded assets will be designed and built to support CN's commitment to delivering climate-adapted assets with enhanced environmental performance. Proposed capital works are included in forecasted programs.
Customer Expectations	There are increasing expectations for local, diverse and accessible services, including: Parks Walkable streets Integrated accessible transport network Blue and green corridors Resilient assets and services.	We will experience increased demand for diverse, customer-centric services that meet user needs. Community expectations relating to transparency and justification of expenditure within local governments are increasing, resulting in a greater need for evidence-based decisions. Expectation that services will continue through periods of disruption (e.g. natural disasters and public health emergencies).	Adaptive asset management and service delivery will ensure changes to usage patterns are accommodated in operational and capital budgets.

Demand Driver	Demand Background	Predicted Impact	Management of Demand and Required Resources
Technology and Innovation Initiatives	Changes in technology are occurring more rapidly than ever. Internal and external customers expect that new technologies will be made available quickly for their use. CN is increasingly shifting towards innovation, incorporating digitisation and the Internet of Things into service delivery.	Advancements in IT, as well as community knowledge and awareness, increase demand for improved and localised services. The integration of technology into service delivery allows for the collection of 'open data' on traffic movements, parking, pedestrian mobility and wayfinding throughout the city. When integrated, this data can provide insight into how the city functions and will enhance urban, transport and development evaluation, as well as safety and emergency responses.	Demand will be managed through implementation of strategies and plans, including the Smart City Strategy and the programmed delivery of smart infrastructure. Upgrade and maintenance plans are updated annually and capital/operational works programs are developed to manage demand.
Drive for Environmental Sustainability	We are responsible for the delivery of services and infrastructure for a significant proportion of the Newcastle region. There is a need to incorporate environmental sustainability into service delivery, considering: <ul style="list-style-type: none"> • Emission prevention and reduction • Climate resilience • Biodiversity, Water Sensitive Urban Design, Urban Forest expansion • Circular economy, including resource efficiency and designing out waste • Whole-of-life-cycle asset management. 	There will be increased demand for our services to be ecologically sustainable, incorporating environmental management best practice.	To achieve our drive for environmental sustainability, our asset management will consider: <ul style="list-style-type: none"> • Energy efficiency and emissions reduction • Water conservation • Protection of biodiversity, land and water quality • Recycling of waste materials • Promotion of sustainable transport • Use of sustainable building materials. Through our Capital Works Program and operational plan, we will: <ul style="list-style-type: none"> • Continue our investment in public natural assets • Measure our environmental performance and impact • Identify priority assets • Improve the quality of corporate information systems underpinning natural asset management planning and decision-making.

Demand Driver	Demand Background	Predicted Impact	Management of Demand and Required Resources
Disability Inclusion and Access	<p>S.12(3) of the <i>Disability Inclusion Act 2014</i> requires CN to demonstrate how we will support people with disability to access a full range of services and activities available to the community, including buildings, events, facilities, information and employment.</p> <p>Our Disability Inclusion Action Plan (DIAP) outlines our responsibilities, commitment and actions for creating a more inclusive community.</p>	<p>It is important to consider the different functions CN assets and services may need to fulfil in the future. Factors such as accessibility and the range and type of programs provided need to be considered. The trend towards an ageing population will also place a higher demand on accessible assets and services.</p> <p>Universal and accessibility design principles will need to be incorporated into upgrades and new capital works.</p>	<p>CN will upgrade existing building access over time and ensure new or upgraded buildings are compliant with the <i>Disability Discrimination Act</i>.</p> <p>Our actions will be guided by the DIAP and resourced via the Capital Works Program.</p>
Changes to Legislation and Statutory Requirements	<p>The SAMP considers local, state and federal legislation, regulations and statutory requirements that may impact on demand.</p>	<p>These factors often define minimum requirements for asset management service levels. There may be increased demand to retrofit assets to meet current standards and increase service levels. Changes to these assets and the effect they have on this plan will be considered during the period in which they are proposed.</p>	<p>Requirements will be reviewed at the time of legislative or statutory change.</p>
New Assets from Growth/Urban Development	<p>The NSW Department of Planning and Environment <i>Greater Newcastle Metropolitan Plan 2036</i> (GNMP) identifies catalyst areas – places of metropolitan significance that need a collaborative approach to the delivery of new jobs and homes. For CN, catalyst areas include Broadmeadow, John Hunter Hospital, Kotara, Newcastle City Centre and trading hubs at Beresfield. The GNMP recognises that good access to transport services is critical for new employment and housing opportunities to be realised, and for achieving the target of 95% of people living within 30 minutes of a strategic centre.</p> <p>This is in addition to the progressive development in our western corridor.</p>	<p>Acquiring new and/or contributed assets will commit CN to funding ongoing operations and maintenance costs. These must be identified and considered when developing future financial forecasts.</p> <p>These assets will increase CN's renewal and maintenance liability as they age in the longer term.</p>	<p>Demand will be managed through collaborative forward planning across CN service units, utilising operational and capital budgets.</p>

Table 3: Demand Management Plan

4.2 Asset Programs to Meet Demand

New/upgraded assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 6.4 and included in our Capital Works Program. Acquiring new assets will commit CN to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered when developing forecasts of future operations, maintenance and renewal costs for inclusion in the LTFP (see Section 8).

5 Our Assets

5.1 Asset Summary

CN has a wide range of infrastructure and natural assets, captured across eight asset classes:

- Buildings
- Natural assets
- Transport
- Waste management
- Stormwater
- Fleet and plant
- Open space
- Other assets

Our assets support a wide and diverse range of services, including, but not limited to:

- Administrative services (including development applications and compliance services)
- Community, arts and cultural facilities and programs
- Customer service
- Environmental management
- Urban water cycle management (including flood mitigation and protection)
- Strategy and innovation
- Libraries and learning
- Parks and recreation (including sporting facilities, aquatic services and natural areas)
- Traffic and transport
- Tourism and economic development
- Waste services.

A summary of CN assets is shown in the table below.

Service Output	Asset Stock
Art Gallery	Art Gallery facility, including collection
Bushland, Watercourses and Public Trees	Watercourses (81km with 4,733m constructed elements); street and park trees (102,799); bushland parcels (91 parcels totalling 5.1 million m ²); tracks and trails (58km); inland cliffs (42 assets totalling 3.6km); nest boxes (106)
Caravan Park	Holiday Park
Cemeteries	Cemeteries (3)
City Innovation and Sustainability	Street lighting (smart poles, conduit, pits and pipes); sensors (environmental, building, capacity and activity); smart screens; solar shelters; smart bus stops; dynamic signage; e-bike racks; battery systems (including fleet); electric vehicle charging systems (photovoltaic); network infrastructure; electrical networks; data and data warehouse; digital platforms and portals
City Hall and Function Venues	City Hall facility, including art collection, specialist equipment and furniture; Fort Scratchley function facility
Civic Theatre	Civic Theatre facility, including Playhouse and Civic Digest, Civic Theatre storage, Civic Theatre loading shelter, specialist equipment and furniture, Wheeler Place
Coast, Estuary and Wetlands	14km coastline, including 21 coastal cliff lines (3.6km); dunes (4.5km); wetlands (65); coastal and estuary native vegetation parcels, including littoral rainforest, Themeda grasslands and EEC casuarina; 35 saltmarsh and mangroves (12km); 9 rock platforms (3.3km); rock catch barrier fencing; rock bolt anchors
Community Halls and Centres	Community facilities (19) including senior citizens' centres, halls and community centres
Information Technology	Computers; IT peripheral items; mobile devices; network devices; network storage; software; software licences
Libraries and Learning	Libraries (11), including collections; Beresfield Community Children's Education Centre
Museum	Museum facility, including collections; historic Fort Scratchley
Property – Community Portfolio	Surf clubs (6); community-leased childcare; SES headquarters; Meals on Wheels
Property – Investment Portfolio	Commercial buildings including kiosks; Shepherds Hill Cottage; solar farm
Public Art, Monuments and Memorials	Public art, fountains, monuments and memorials; heritage fort (Shepherds Hill)

Service Output	Asset Stock
Recreation – Aquatic Services	Ocean baths facilities (2); aquatic centres (5); patrolled beaches (6); lifeguard facilities (8)
Recreation – Open Spaces	Dog off-leash areas (17); outdoor exercise facilities (4); community gardens (14); recreation parks (250); sporting grounds (147); sports venues (63); grandstands (15); BMX/skate parks (13); playgrounds (134); support buildings such as clubhouses and sheds; supporting structures such as fencing, flagpoles, scoreboards, lighting, irrigation, seating, animal enclosures, shade and shelter structures, kiosks, jetties, public amenities and boat ramps
Stormwater Drainage, Water Quality and Flood Planning	Pipes (515km); culverts (187km); pits (26,889); headwalls (1,115); water quality devices including gross pollutant traps, water-sensitive urban designs and stormwater (635); quality improvement devices; flood detention basin (prescribed dam); detention basins (38); detention tank; tide gates (28); open channels (stormwater) (5.5 km); flood warning system; groundwater monitoring assets (4); rain gauges (10)
Support Services – Depot Operations	Works Depot buildings (21); Works Depot supporting structures (3)
Support Services – Fleet and Plant	Fleet and plant vehicles (525)
Transport – Bridges and Structures	Road bridges (41); pedestrian and cycle bridges (70); subways (4); tunnel (Fernleigh Track); retaining walls (road network) (184 totalling 10.4kms); mangrove pedestrian boardwalk
Transport – Carparking	Off-street carparks (120); parking meters on- and off-street (360)
Transport – Cycleways and Pathways	Constructed footpaths (900km, including 63km shared paths); 72km on-road cycleways
Transport – Public Domain Elements	Transport stops with seat (230); transport stops with shelter (140)
Transport – Roads	Local roads (865 km); state roads (70km); regional roads (44km); kerb and gutter (1,487km)
Visitor Information Centre	Visitor Information Centre
Waste Services	Waste and resource recovery centre including 11 support buildings, weighbridges, gates and fencing, internal roads

Table 4: Asset Summary

5.2 Asset Condition

To sustainably manage the infrastructure of our historic coastal city, condition and asset consumption modelling informs our asset planning, optimising maintenance and renewal expenditure. CN's corporate asset system utilises the following 1 to 5 scale:

Infrastructure Asset Condition Assessment Key		
1	Excellent/Very good	No work required
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Table 5: Condition scale

The table below provides a summary of CN's overall built and natural asset condition as of June 2021.

Asset Class	Asset Type	Average Condition	Year of Assessment	Next Proposed Assessment	% of Assets Rated as Satisfactory
Buildings		2.5	2018	2023	94%
Open Spaces	Barriers	2.2	2021	2026	99%
	Boating Facility	2.2	2021	2026	100%
	Cemetery	1.7	2021	2026	100%
	Feature Wall	2.0	2021	2026	100%
	Flagpole	2.3	2021	2026	96%
	Fort	4.2	2021	2026	40%
	Garden Wall	2.2	2021	2026	100%
	Inland Pool	3.1	2021	2026	76%
	Lighting	2.7	2021	2026	100%
	Monument or Memorial	3.6	2021	2026	70%
	Observation Tower	2.5	2021	2026	100%
	Ocean Baths	2.8	2021	2026	93%
	Park Furniture	2.1	2021	2026	99%
	Playground Area	2.3	2021	2026	99%
	Public Artwork	2.8	2021	2026	98%
	Retaining Wall	2.5	2021	2026	92%
	River Wall	2.8	2021	2026	67%
	Sea Wall	2.5	2021	2026	71%
	Shelter	2.7	2021	2026	78%
	Signage	2.2	2021	2026	100%
	Skateboard Facility	2.0	2021	2026	100%
	Solar Farm	2.0	2021	2026	100%
	Sporting Fixture	2.6	2021	2026	98%
	Storage	3.0	2021	2026	79%
	Waste Collection Point	1.9	2021	2026	100%
	Water Feature	3.0	2021	2026	100%
	Water Fixtures	2.0	2021	2026	100%

Asset Class	Asset Type	Average Condition	Year of Assessment	Next Proposed Assessment	% of Assets Rated as Satisfactory
Other Assets	Smart City	1.0	2021	2026	100%
Stormwater	GPT	2.7	2020	2025	98%
	Headwall	3.4	2020	2025	59%
	Stormwater Pipe	3.5	2020	2025	64%
	Stormwater Pit	3.1	2020	2025	67%
	Surface Drain	2.6	2020	2025	93%
	Tidal Control	2.2	2020	2025	96%
Transport	Bridges	2.3	2020	2025	95%
	Parking Areas	2.4	2020	2025	95%
	Pathways & Footpaths	2.1	2020	2025	99%
	Roads	2.0	2020	2025	98%
	Street Furniture	2.0	2020	2025	100%
Waste Management	Summerhill Waste Management	2.0	2021	2026	100%
Natural	River walls	3.05	2021	2026	70%
	Watercourses	3.18	2008	Ongoing	49%
	Bushland	2.08	2021	Ongoing	47%
	Public Trees	2.13	2021	Ongoing daily	78%
	Wetlands	2.9	2011	Ongoing	78%
	Seawalls	2.57	2021	2026	73%
	Dunes	4.17	2017	2023	79%*
	Coastal Clifflines	3.51	2021	2023	59%

Table 6: Built and natural assets
*Storm damage

The following diagram represents the age of the asset base as a percentage of the asset's written down value versus its replacement value. This demonstrates the condition the overall infrastructure asset base is in, and the remaining time before the assets can longer be used to provide a service to the community unless capital investment is applied. The diagram shows that most of CN's infrastructure assets are half-consumed and moving into the second half of their life cycle (asset consumption ratio <50%). This means the requirement for asset renewal expenditure will continue to grow.



Diagram 6: Asset consumption ratio (built assets)

6 Asset Life Cycle Management

6.1 Background

The AMP, AMS and this Plan provide a framework for a uniform approach to asset life cycle management. A unified, whole-of-organisation approach is critical to achieve best practice alignment and maximise the value of assets across their life cycle. Key components of asset life cycle management as described in the *Australian Infrastructure Financial Management Manual (2015)* include:

- Operations - Recurrent expenditure, which is continuously required to provide a service, e.g. power, fuel, staff, plant equipment
- Maintenance - All actions necessary for retaining an asset as near as practical to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating
- Renewal - Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally
- Upgrade - Expenditure which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally
- New - Expenditure which creates a new asset providing a service/output that did not exist beforehand, including planning, design, construction and acquisition
- Disposal - Expenditure on activities necessary to dispose of decommissioned assets

6.2 Operations and Maintenance Plan

Operations and maintenance planning relates to the day-to-day running and upkeep of assets to deliver agreed LOS. CN's annual budget cycle provides opportunity to review and adjust operational and maintenance budgets for service provision.

To support the delivery of a wide range of services that fulfil the social, economic and environmental needs of our community, CN's assets are maintained to:

- Prevent further deterioration
- Meet statutory and technical requirements, including scheduled and reactive inspections and repairs for health, safety and security reasons
- Ensure condition is of a standard appropriate to an asset's service function and value to the community

- Minimise whole-of-life costs, including making the best use of maintenance resources.

We undertake preventative, statutory and condition-based maintenance. Maintenance arrangements are detailed in individual Service Level Agreements, the City-Wide Maintenance Procedure or Specialist Maintenance contracts. These documents outline agreed timeframes and prioritisation for maintenance to be undertaken. Effective, timely maintenance is essential to ensure service delivery and sustainable asset management. Preventative maintenance slows down asset deterioration, whereas reactive maintenance restores the serviceability of the asset. As such, the scope of maintenance includes:

- Scheduled maintenance – protects the asset to optimise its useful life, minimising the likelihood of asset failures, health and safety issues and/or disruptions to service delivery.
- Reactive maintenance – failure of an asset or its component requires immediate attention; assessment and prioritisation of reactive maintenance is undertaken.

6.2.1 Operational and Maintenance Systems

Scheduled and reactive maintenance activities are identified and managed through our Works and Assets system. Work is currently underway to include scheduled maintenance for all our assets (where required) in Works and Assets, which will help us prioritise, schedule and report on asset maintenance. This will be phased over a two-year period and will significantly improve trend data analysis, financial reliability and data confidence.

6.3 Renewal Plan

Renewal refers to the restoration, rehabilitation or replacement of an asset to its original or equivalent service capacity. When determining whether an asset needs renewing, consideration is given to the following criteria:

- Condition of existing asset: Can the useful life be extended, and renewal be delayed?
- Risk assessments
- Changes to service levels: Does the existing asset meet or fail service level requirements?
- Fitness for purpose – capacity and functionality: Does the asset meet the level of service required?
- Environmental ratings
- Current rates of utilisation.

Condition inspections are programmed to inform the development of the renewal program. All proposed capital renewal works are recorded in our project management software. Project proposals include demonstrated strategic alignment, a detailed business case, indicative cost estimate, priority rating and timeframe for delivery.

The financial projections and requirements identified within this plan inform CN's LTFP and are budgeted appropriately as part of our annual plan and budget process. The prioritisation of capital works may result in projects being completed beyond the current 10-year timeframe. Renewal programs for delivery are identified in *Delivering Newcastle 2040* and include:



**Roads, bridges
and footpaths**



Stormwater



**Fleet
management**



Environment

6.4 Acquisition and Upgrade Plan

The need for additional or upgraded service is identified through analysis of our strategic goals, current and desired service levels, and legislative and regulatory requirements. The need for a service drives the planning and acquisition of assets to deliver the service.

Capital upgrade and new projects will be planned to meet LOS objectives by:

- Planning and scheduling projects to deliver the defined LOS in the most efficient manner
- Reviewing capital project management activities to ensure CN is obtaining best value for resources used
- Undertaking project scoping for all capital upgrade and new projects to identify:
 - The service delivery 'gap', present risk and required timeline for delivery of the upgraded/new asset
 - The project objectives to rectify the gap, including value management for major projects
 - Options to address universal access and inclusion
 - The range of options that could address the service gap, as well as estimated capital and life cycle costs for each option
 - Management of risks associated with alternative options
- Evaluating options against criteria adopted by CN
- Selecting the best option to be included in capital upgrade/new programs.

The financial projections and requirements identified within this plan inform CN's LTFP and are budgeted appropriately as part of our annual plan and budget process. The prioritisation of capital works may result in projects being completed beyond the current 10-year timeframe. Priority projects for delivery are identified in *Delivering Newcastle 2040* and include:



Newcastle Ocean Baths upgrade



Local Centre upgrades
 • Wallsend Local Centre
 • Orchardtown Road, New Lambton



Foreshore Park, Newcastle all-abilities playground and water park upgrade



Expansion of Newcastle Art Gallery

6.5 Disposal Plan

Disposal is the closing, decommissioning or sale of an asset or service. Service and asset reviews may identify assets that are no longer fit for purpose or are under/over utilised. Through reviewing alternative methods of delivering a service, assets may be nominated for disposal. When considering asset disposal, LOS and alternative use of the asset by other services must be taken into account before any disposals are undertaken.

7 Risk Management

7.1 Risk Assessment

CN integrates risk management into its organisation's core business planning and decision-making processes. CN's Enterprise Risk Management (ERM) Framework provides the foundation for responding to uncertainty through a structured and consistent approach.

The ERM Framework considers the internal and external context in which CN operates. A Governance and Risk (Executive) Committee provides oversight and guidance to the organisation whilst independent Audit and Risk Committee provides independent oversight.

CN's ERM Guideline incorporates the asset risk management approach outlined in standard ISO 55000:2014. This standard is the global standard for the effective management of assets. Key components of this approach include:

- Planning (concept and specification)
- Acquisition
- Operation and maintenance (operate, maintain, improve)
- Disposal.

Our risk assessment process identifies risk, the likelihood of the risk occurring, and the consequence should the risk eventuate. CN's assets are assessed during the asset management life cycle for:

- The selection of asset solutions that are not required and/or do not meet needs
- Poor specification of asset solutions
- Poor whole-of-life asset budgeting (resulting in 'financial shock')
- Poor asset life cycle management planning
- Assets not meeting prescribed specifications
- Difficulty or costliness of improving or managing the asset
- Assets incurring environmental risks.

Asset Custodians and Service Unit Managers are responsible for identifying significant risks to assets and the services they provide. The asset risk assessment includes identifying critical and high-risk assets and devising treatment to mitigate the risk. Removal of these practices may impact service delivery.

7.2 Critical and High-Risk Assets

The risk assessment process includes identifying critical and high-risk assets and devising treatment to mitigate the risk. Critical assets are defined as those that have a high consequence of failure, resulting in a more significant financial, environmental and social costs in terms of impact on organisation objectives. By identifying critical assets, we can reduce risk by continually improving investigative activities, maintenance plans, capital expenditure plans and direct investment.

CN does not have any critical assets as we do not provide utility networks or sewer supply. CN has high-risk assets that have a high consequence of failure, such as the Works Depot and the road network. Operational SAPs identify assets deemed high risk and the methodology used to minimise potential impact on the achievement of asset management objectives. By identifying high-risk assets, CN is able to target and refine investigative activities, maintenance plans and capital expenditure plans for the critical areas.

7.3 Infrastructure Resilience Approach

The International Infrastructure Management Manual defines 'resilience' as being wider than natural disasters. It covers the capacity of public, private and civic sectors to withstand disruption, absorb disturbance, act effectively in a crisis, adapt to changing conditions (including climate change) and grow over time.

CN addresses resilience through a Business Continuity Management Framework (the Framework) and implementing measures that assist to:

- minimise the impact of incidents, disruption and emergencies
- safeguard CN's critical services and functions
- support the effective return to normal operations and enhance capability and organisational resilience.

The Framework enables CN to continue delivering critical business functions if an incident, disruption or emergency causes disruption that is beyond CN's business as usual capabilities if it is logistically feasible to do so.

CN's Business Continuity Management Policy, Business Continuity Plans and Crisis and Emergency Management Plan constitute essential components of the Framework in the form of recovery from potential risk events that may significantly impact critical business activities, revenue, reputation and service delivery. The Framework was prepared in accordance with the principles outlined in AS ISO 22301:2019 *Societal security -- Business continuity management systems -- Requirements*.

8 Financial Summary

8.1 Forecast Life Cycle Costs

Life cycle asset management encompasses all practices associated with considering management strategies as part of the asset life cycle, from planning to disposal.

The estimated life cycle costs are shown in Table 7 below. Operational and maintenance expenditure is obtained from the adopted operational budgets 2021/2022 (assuming an applied 3.2% increase as per the LTFP) and the renewal, upgrade and new expenditure from the proposed Capital Works Program 2022/2023. When calculating annual new/upgrade and renewal costs, operational cost estimates are applied. These costs include salaries, employee entitlements, materials, external contractor costs, bank charges, depreciation, internal fleet charges and telecommunications.

Life Cycle Category	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
	(\$,000's)									
Operational	190,233	196,320	202,603	209,086	215,777	219,876	224,054	228,311	232,649	237,069
Maintenance	28,418	29,327	30,266	31,234	32,234	32,846	33,470	34,106	34,754	35,415
Renewal	40,700	36,485	37,325	38,183	39,061	39,960	40,879	41,819	42,781	43,765
Upgrade and New	91,905	65,715	67,226	68,772	70,354	71,972	73,627	75,321	77,053	78,825
Disposal – Proposed Asset Sale	-	-	-	-	-	-	-	-	-	-
Disposal – Other	-	-	-	-	-	-	-	-	-	-
Total	351,256	327,847	337,420	347,275	357,426	364,654	372,030	379,557	387,237	395,074

Table 7: Financial summary

Note: These budgets are subject to individual year bids, CN strategies and funding opportunities, and are expected to fluctuate from year to year. CN reviews its new capital projects on an annual basis, with one year of works approved through the annual Delivering Newcastle 2040.

The table below shows the assumptions (excluding income) that have been applied to future operational and maintenance cost forecasts.

	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY32
Employee Benefits and Oncosts	2.5%	2.5%	2.5%	2.5%	2.5%	2%	2%	2%	2%	2%
Materials and Services	3.8%	3.8%	3.8%	3.8%	3.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Blended Employee & Materials & Contracts	3.2%	3.2%	3.2%	3.2%	3.2%	1.9%	1.9%	1.9%	1.9%	1.9%

Table 8: Financial assumptions.

8.2 Funding Strategy

The funding strategy for delivery is detailed in our 10-year LTFP. Projected expenditure identified in Table 9 is to be funded from CN's operating and capital budgets, loans and reserves, as well as Commonwealth and NSW Government grants. The 10-year LTFP is a dynamic document; it is reviewed and refined on a continual basis to reflect changes in financial circumstances as accurately as possible.

The LTFP is an integral document in the IP&R Framework and demonstrates the financial impacts of providing service levels and assets to the community. The service levels and assets to be provided are identified through *Delivering Newcastle 2040* as part of the annual budget process. This process integrates the key objectives and commitments made in our suite of corporate planning documents including Newcastle 2040, AMS and SAPs, as well as the WDSP. The LTFP has been updated through the 2021/2022 annual budget process.

The diagram below demonstrates the relationship between discretionary and non-discretionary funding strategies to support asset life cycle management. CN reviews budget requirements annually to deliver sustainable services to our community.

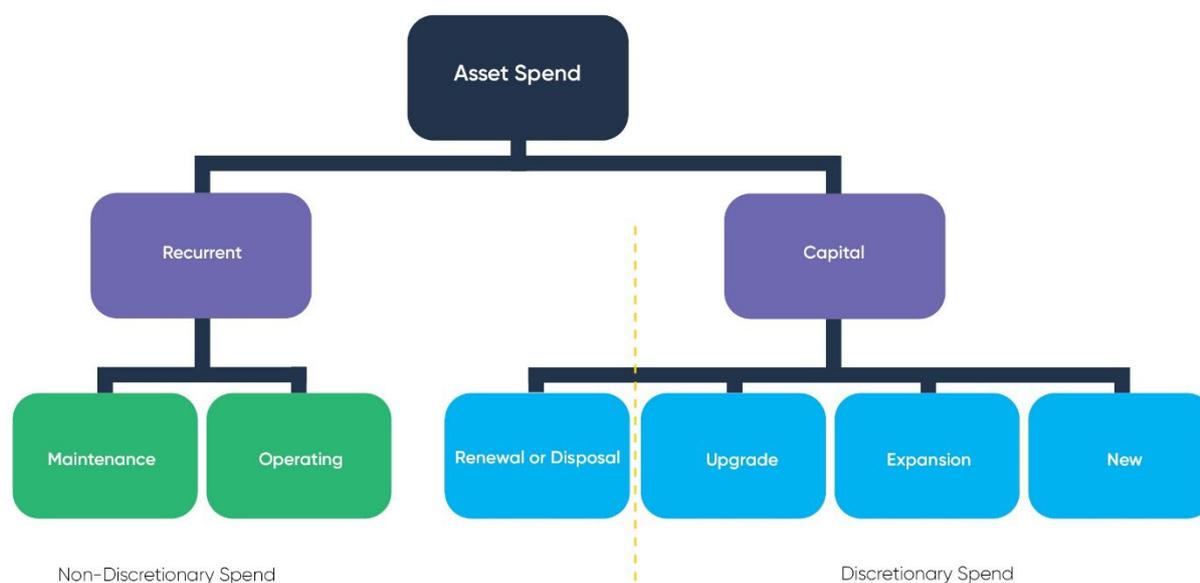


Diagram 7: Asset spending model

8.3 Valuation

Our assets represent significant financial investment and value. All financial assets covered by this SAMP are required to be revalued to Fair Value at least every five years using appropriate methodology.

Market value is used to determine the fair value of the limited number of non-specialised buildings, investment properties and the Museum and Art Gallery collections, however for the majority of infrastructure assets fair value is derived using the depreciated replacement cost method. Under this method the current replacement cost of an asset is determined, then adjusted for the current condition rating and corresponding remaining life factor.

Current replacement cost of an asset is the minimum that it would cost to replace an existing asset with a technologically modern equivalent that provides commensurate economic benefits. Unit rates for current replacement cost used in the fair value process do not capture costs for demolition/disposal, remedial works to fix assets nearby that may be negatively impacted by the asset replacement (e.g. public utility investigations), or non-capital items that are not directly attributable to the asset (e.g. traffic control).

The table below is a summary of the current replacement value of our infrastructure and other assets relating to this SAMP.

Asset Class	Current Replacement Cost (\$,000)	Accumulated Depreciation (\$,000)	Written Down Value (\$,000)	Annual Depreciation Expense (\$,000)
Buildings	364,587	178,531	186,056	8,598
Fleet	39,412	23,044	16,368	4,244
Open Spaces	253,175	130,359	122,816	5,275
Other Assets	134,206	26,501	107,705	4,784
Stormwater	273,650	155,637	118,013	2,979
Transport	950,362	489,898	460,464	19,766
Waste Management	85,442	49,229	36,213	3,263
Total	2,100,834*	1,053,199	1,047,635	48,909

Table 9: Asset valuation values and depreciation

* The agreed level of service is calculated by our Finance team. It is based on the condition of assets at the time of their last Fair Value assessment adjusted for subsequent depreciation expense and considers capital work recorded against each asset using our Works and Assets work order system.

** Other assets include collections, equipment and furniture

Excludes excavation works, work in progress, land and Newcastle Airport

A summary of the current replacement value of our natural assets is provided below.

Asset Description	Current Estimated Value (\$,000)
Bushland ¹	129,907
Public trees ²	107,233
Watercourses	67,592*
Coast ³	56,213*
Wetlands	45,296
Sea/River Walls	73,509*
Total	479,750

Table 10: Natural assets – current replacement value (Source: Natural Asset Register)

¹ Includes bushland, habitat trees, tracks and trails and inland clifflines

² Public trees include street and park trees and nest boxes

³ Includes rock catch fences and sand dune fencing

* Constructed assets included with natural asset estimated value

9 Improvement Plan and Monitoring

9.1 Status of Asset Management Practices

CN models its asset management practices on the IIMM published by the Institute of Public Works Engineering Australasia. The manual is considered to be a 'best practice guide' for asset management.

9.1.1 The Asset Management System

The asset management system refers to both the information technology systems used to manage assets and the set of people, processes and tools involved in the delivery of services. Key components include asset registers and management systems, asset condition assessments, strategic planning capabilities, predictive modelling, deterioration modelling, risk analysis and life cycle costing. The system is supported by the relevant financial and governance policies and procedures.

Key components of our asset management system include:

- Asset management planning – AMP 2022, AMS 2022–2032, SAMP 2022–2032 and operational SAPs
- Works and Assets module, which incorporates our asset register and is also used to capture maintenance and capital costs
- Project management software, which enables identification, approval, prioritisation, delivery and monitoring of projects, and provides the ability for long-term forecasting of capital works
- CAMMS Strategy module, which brings together organisational, strategic and service planning into a common monitoring and reporting framework
- CAMMS Risk module, which allows for the identification, profiling and assessment of risks, including the management of risk mitigation actions

- Property and Rating module, our request management system, which captures, tracks, stores and accesses information regarding service requests and enquiries (internal and external)
- Procedures relating to asset management and life cycle implementation, including procurement/acquisition, maintenance, project management and disposal.

9.1.2 Asset Management Confidence Rating

Confidence in CN's asset systems, which is used as a basis for financial forecasts, has been assessed using the Confidence Rating System in Table 14. Low confidence in the asset system limits our ability to use the data for high-level business decisions and option analysis.

Confidence Grade	Description
A	Highly reliable Data based on sound records, procedure, investigations and analysis, documented properly and recognised as the best method of assessment.
B	Reliable Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example old data, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation.
C	Uncertain Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data.
D	Very Uncertain Data based on unconfirmed verbal reports and/or cursory inspection and analysis. Dataset may not be fully complete and most data is estimated or extrapolated.
E	Unknown None or very little data held.

Table 11: Confidence Rating System (Source: International Infrastructure Management Manual (2015) – IPWEA)

The confidence rating for the asset data informing the AMS and SAMP ranges between B and C dependent on the service. Our built and natural assets are mapped in a Geographic Information System (GIS). Maintenance works are captured on work orders and capital projects are captured and recorded in project management software. Condition assessments are undertaken approximately every five years. Extrapolation of data is used for forecasting renewal works in some asset classes. There is ongoing migration of data from satellite asset registers; however, many of the asset registers require improvement, including process establishment for future data capture and improved integration with the GIS.

To improve our confidence rating, the following system improvements have been identified:

- Migration of asset classes to asset register (including spatial attributes)
- Natural asset register system integration
- Scheduled maintenance against assets
- Roles and responsibilities assigned to all asset classes
- Implementation of Strategic Asset Management
- Updated and regular condition reports (including programmed renewal works).

This will enable CN to model asset data to gain an optimised view of the life cycle costs of our assets, informing service levels, operational SAPs and the LTFP. In addition, this will improve our overall confidence level for the financial data informing this plan, which is currently assessed as between a B and C (see Section 8). To increase confidence in our asset life cycle costing, key actions have been identified and are included in our asset management improvement programs.

9.2 Improvement Program

An active and effective SAMP should include continuous review and improvement of the systems, data and processes used to manage assets and services. The table below identifies areas for potential improvement to facilitate better asset management planning and practice and enhance our financial planning.

No.	Priority	Deliverables	AMS Actions	Timeline
1	Review LOS in conjunction with community strategic planning and relevant strategies and plans	Star rating review by individual service Enhanced performance monitoring and reporting	5.1, 8.1, 8.2, 9.2	Ongoing
2	Asset management system improvements, including upgrades to improve asset data capture, monitoring and reporting	Confidence in asset management system rated as 'B' Asset management dashboards developed to assist monitoring and reporting Asset register spatial alignment (GIS integration) Capability improvements enable field-based work-as-executed surveys to be completed and assigned to specific assets	2.1, 2.2, 7.1	Ongoing
3	Continue to improve asset data	Completed review of: <ul style="list-style-type: none"> Asset Useful Life Expectancy and renewal intervention points Asset handover procedures Ongoing data migration of assets currently not held in Works and Assets 	1.4, 7.1, 7.2	Ongoing
4	Continue to build integration between asset planning and resourcing strategies	The plan contributes to CN's LTFP and budget bids	1.1, 8.2	Ongoing
5	Review roles and responsibilities in service delivery and asset management	Updated operational SAPs Program of training for business case development	6.1, 6.2, 9.1	23/24
6	Review and assess strategies that include actions requiring new assets and/or changes to current LOS Capital works identified, costed and included in future forecasts	IPR strategy costing requirements achieved and sustainable capital works delivered for the community	1.1, 6.1	Ongoing
7	Review scheduled maintenance for all asset classes	Maintenance programmed and delivered through Works and Assets	4.1, 4.2, 7.3	23/24
8	Assess adequacy of operations and maintenance budgets in costing delivery of service	LOS sustainably achieved over the life of the plan	1.1, 4.2, 6.1,	23/24
9	Develop Project Management Policy and procedures	Project prioritisation methodology implemented	1.2, 1.3, 3.1, 3.2	22/23
10	Delivery of services and asset management incorporates environmental sustainability	Each operational SAP continues to detail sustainable environmental measures, including climate mitigation and adaptation requirements	10.1	Ongoing

Table 12: Improvement plan (actions are listed numerically, not in order of priority)

9.3 Monitoring and Review Procedures

The SAMP has a life of 10 years and is due for complete revision and updating within six months of a newly elected Council. The monitoring and review cycle for the plan is detailed in the table below.

Plan Attribute	Required Processes	Review Cycle	Next Due
Performance Reporting	CAMMS corporate reporting (including dashboards) Report on action plan and performance measures (six-monthly and annual reporting)	Quarterly Biannually and annually	Ongoing
Current Level of Service	Assess current LOS using the 5-star rating matrix	Biennially	24/25
Desired Level of Service	Consult with community to ascertain desired LOS	Biennially	24/25
Asset Summary and Condition	Update: <ul style="list-style-type: none"> Asset condition profile Age condition profile Asset valuations Depreciation List of assets currently in the backlog 	In line with revaluation cycle	Ongoing
Demand Forecast	Forecast effect of future demand on service	Biennially	24/25
Forecast Life Cycle Costs	<ul style="list-style-type: none"> Forecast operations, maintenance, renewal, upgrade, new and disposal expenditure Update LTFP assumptions 	Annually	Ongoing
Cost of Service	Calculate cost of service	Biennially	24/25
Cost of Service for Desired LOS	Forecast cost of service to deliver desired LOS	Biennially	24/25
Risk Management	Update Risk Management Plan (CAMMS Risk)	Annually	Ongoing

Table 13: Plan review cycle

9.4 Performance Measures

The effectiveness of this SAMP can be measured by:

- Integration of CN resourcing strategies (required forecast costs identified in this SAMP are incorporated into the LTFP and resourcing strategies)
- Improvement actions achieved and reported through service unit performance targets
- Improved accuracy in forecasted life cycle budgets, enhancing financial confidence
- Development and implementation of identified LOS
- Identified risks inform LOS attributes and are captured in our risk register
- Asset renewal funding ratio achieves organisational target (this target is often 1.0)
- Asset data confidence rating is improved (see Section 9.1.2).

10 References

Asset Management Policy August 2022

Asset Management Strategy 2022–2032

Australian Infrastructure Financial Management Manual 2015 – IPWEA

Delivering Newcastle 2040

Enterprise Risk Management Guideline 2019

General Purpose Financial Statements 2020/2021

International Infrastructure Management Manual 2015 – IPWEA

Integrated Planning and Reporting Framework 2020

Newcastle 2040

Our Budget – Delivery Program and Operational Plan 2021

Practice Note 8: LOS & Community Engagement 2014 – IPWEA

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