

2018/19 Our Budget



Acknowledgment

Newcastle City Council acknowledges the traditional country of the Awabakal and Worimi peoples. We recognise and respect their cultural heritage, beliefs and continuing relationship with the land, and that they are the proud survivors of more than two hundred years of dispossession. Council reiterates its commitment to addressing disadvantages and attaining justice for Aboriginal and Torres Strait Islander peoples of this community.

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**Our spending
priorities match
the needs and
desires of our
community.♥**

Lord Mayor Nuatali Nelmes



Message from the Lord Mayor, Nuatali Nelmes

As Newcastle transforms this budget continues our ambitious works program with a record \$100million to be spent on our city in 2018/19.

We have turned around the City's finances, while more than doubling our investment in infrastructure. We are committed to restoring trust, collaborative leadership and delivering our vision through sound financial management while protecting and improving services.

Importantly, our spending priorities match the needs and desires of our community. This includes more than \$23.5million on roads and footpaths, \$24.8million on buildings, structures and places and \$8.1million implementing our Smart City Strategy.

We'll deliver a project to integrate digital technology in vehicles and infrastructure, construct a 5MW Solar Farm, build new cycleways, start building the Tyrrell Street Bridge in Wallsend as part of our flood mitigation works and continue the local centre upgrades in Carrington and Wallsend.

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

This means we remain in a position where we can not only continue to maintain the city's assets, but also respond to the challenges of preserving the city's culture and heritage, while shaping a bright, new future.

Nuatali Nelmes
Lord Mayor of Newcastle



Message from the Chief Executive Officer, Jeremy Bath

The adoption of this year's delivery program fittingly coincides with Newcastle City Council's new organisational structure.

This new structure has been put in place with a desire to better serve the community and our colleagues - to make our delivery of services easier, more efficient and more effective.

Financial sustainability is one of the foundations of good local government.

This program will guide us over the next 12 months and beyond to help maintain our strong financial position. The income and spending outlined within will allow us to provide the many essential services expected of local government.

The 2018/19 budget reveals the diversity of our responsibilities across Newcastle.

From maintaining historic facilities like the Civic Theatre to creating a smarter, more liveable city, this year is going to be an impressive one.

And with an asset portfolio worth more than \$1.4 billion, it's no surprise that 40 per cent of our spending goes towards maintaining our roads, footpaths and facilities.

Smaller but no less important amounts are spent elsewhere. The role of this delivery program is to ensure every dollar is spent wisely.

Jeremy Bath
CEO

Introduction



Our People

Population



Aboriginal population



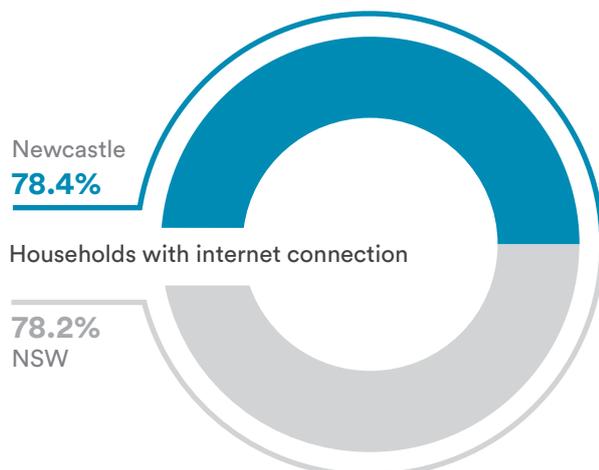
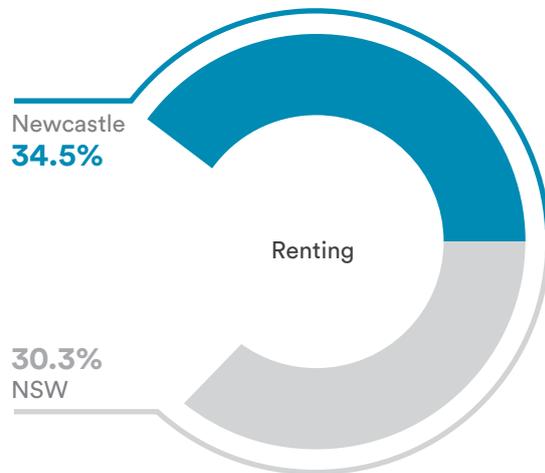
Born overseas



Median age



Average household size





Our City

62,909 Total number of residential houses

12,129 Total number of businesses

187km² Total land area

804km Length of roads

81km Length of creeks

6 Main beaches

7 Ocean baths and aquatic centres

236 Sporting facilities

102,919 Established trees

82 Bushland parcels

Who We Are

Newcastle City Council is comprised of two distinct parts:

The elected Council and

The administration.

The Administration

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

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

The CEO reports to the full elected Council.

Elected Council

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

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

Participate in the determination of the budget

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

Review Council's performance and the delivery of services, management plans and revenue policies.

The Administration



Chief Executive Officer Executive Office

Jeremy Bath

CEO's Office

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

Elected Council 2018/19



Cr Nuatali Nelmes
Lord Mayor (Labor)



Cr Emma White
(Labor)



Cr John MacKenzie
(Greens)



Cr John Church
(Independent)



Cr Carol Duncan
(Labor)



Cr Kath Elliott
(Independent)



Cr Brad Luke
(Liberal)



Cr Declan Clausen
Deputy Lord Mayor (Labor)



Cr Andrea Rufo
(Independent)



Cr Peta Winney-Baartz
(Labor)



Cr Jason Dunn
(Labor)



Cr Matthew Byrne
(Labor)



Cr Allan Robinson
(Independent)

Ward 1

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

Ward 2

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

Ward 3

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

Ward 4

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



Our Vision and Values

Council's mission and values are represented by this pyramid to show that our **people are our foundation and with strong financial sustainability and internal process** we have an organisation proud to deliver services valued by our community.



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

Our outcomes for financial sustainability

- Maintain a net operating surplus
- Renew and maintain assets within a sustainable range

Our measures for financial sustainability

Key financial metrics that are used to evaluate Council's overall financial health

Key metrics that are used to evaluate Council's overall asset renewal and maintenance condition

Our outcomes for internal process

- Develop a culture of good governance and across Council collaboration
- Engage with the Newcastle community on projects and programs that have a high level of impact on the community
- Provide better and more efficient services to our customers through increased customer service

Our measures for internal process

Evidence that consultation has taken place reported in six monthly report and annual report

Improve customer satisfaction scores in the Customer Service Survey

Our outcomes for people, learning and innovation

- Attract and retain a high quality, committed workforce
- Invest in the capabilities of our people
- Facilitate a culture of Cooperation, Respect, Excellence & Wellbeing
- Plan for our future workforce needs
- Continue to develop our safety culture

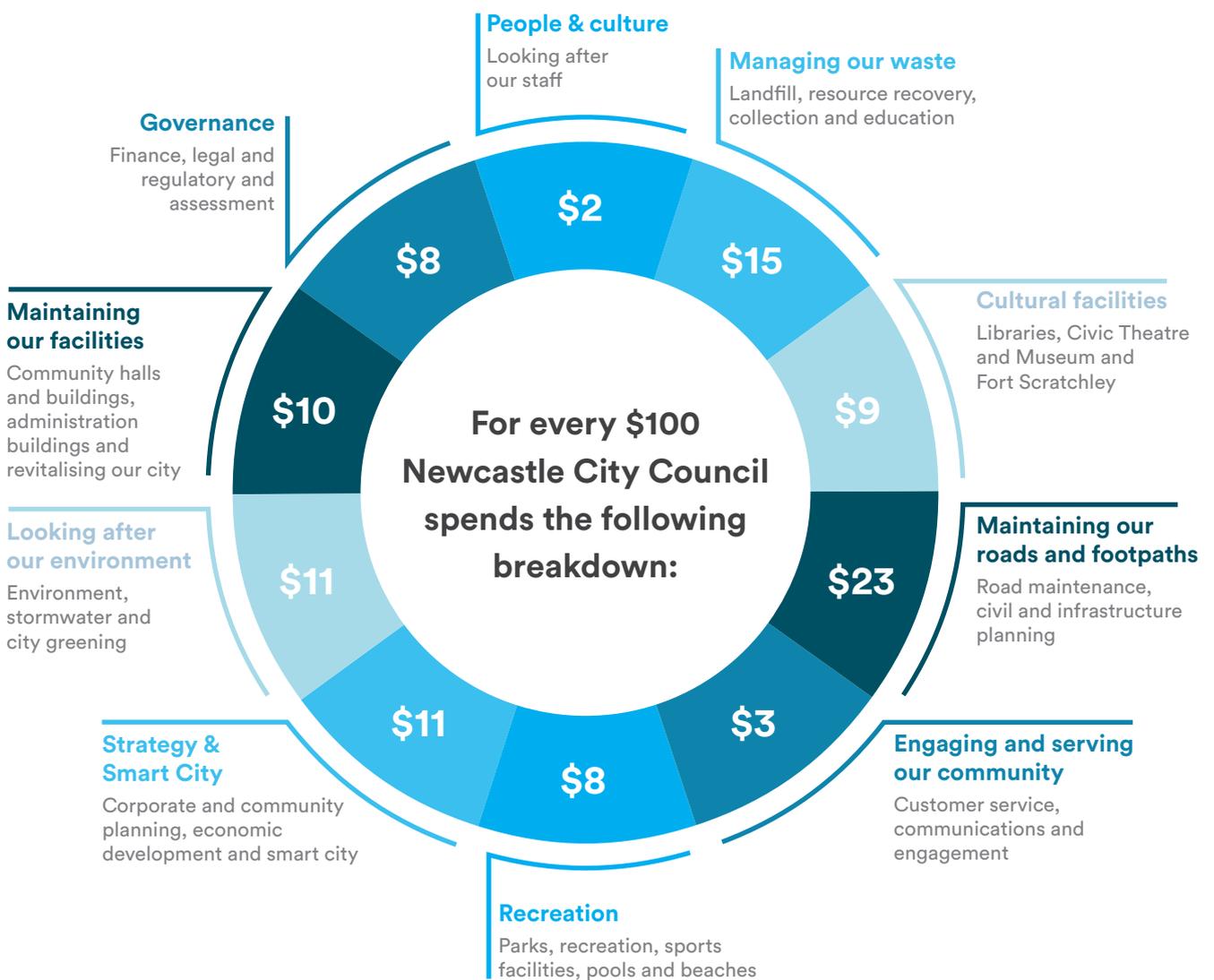
Our measures for people, learning and innovation

Continued participation in programs that develop a sustainable culture in leaders, people, teams and our organisation

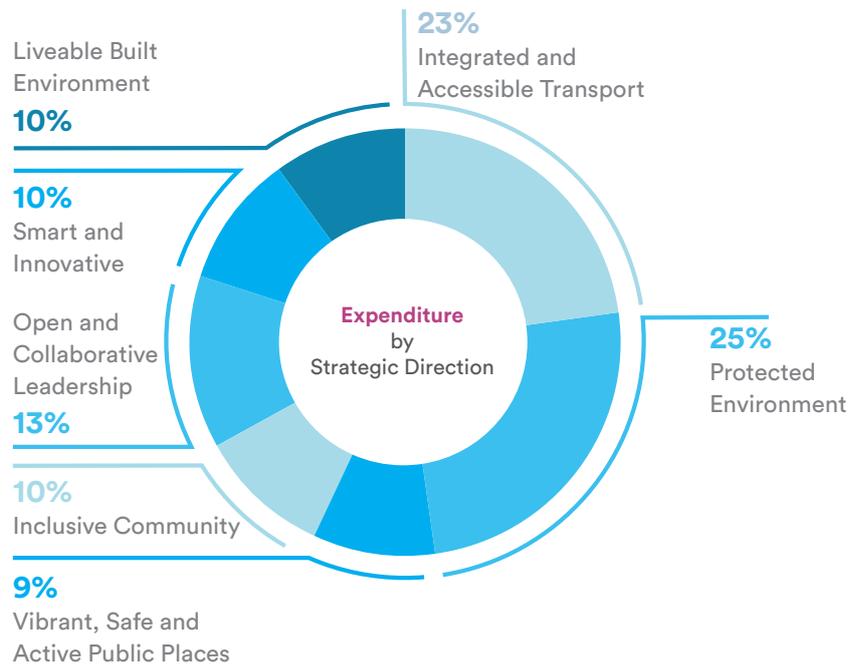
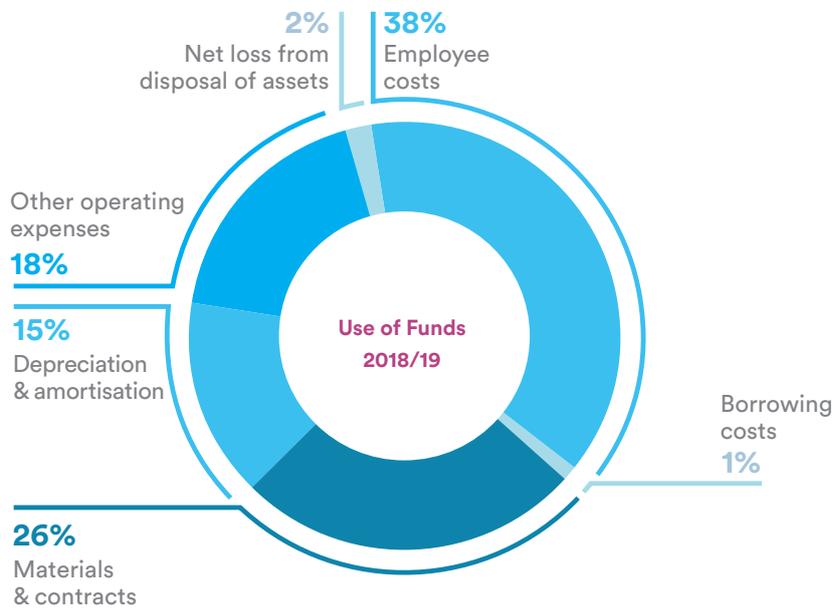
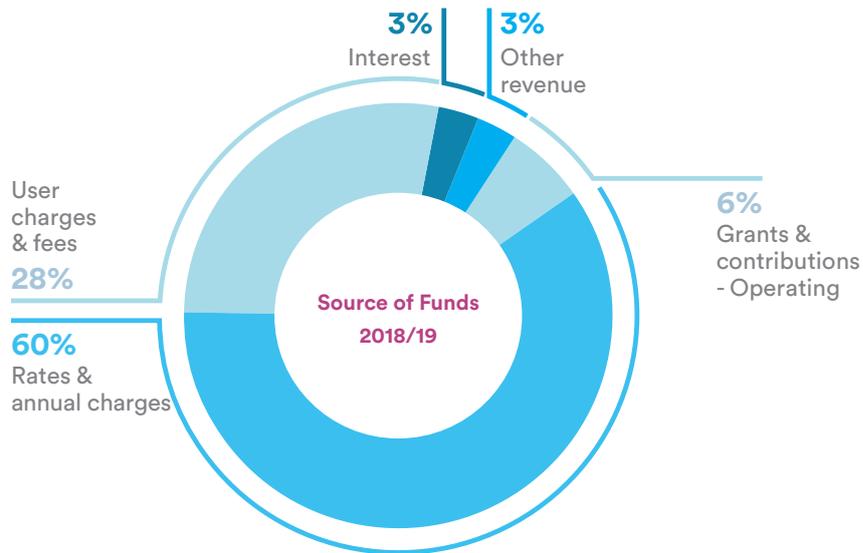
Mentoring programs implemented across key diversity groups

Reduction in sick leave and injury rate per annum

Our Funding Summary



Financial Overview



Our Plan

Newcastle City Council's Delivery Program and Operational Plan for the first time will be combined to show a more integrated approach and be known as Our Budget.

Our Budget sets out Council's objectives for the next four years and outlines our planned actions and projects for 2018/19. This is our response to the Newcastle 2030 Community Strategic Plan and Council's commitment to our community on what we will do.

Our Budget forms part of the Integrated Planning and Reporting (IP&R) Framework, refer to the diagram on the right. This document outlines actions and objectives Council will undertake to achieve the strategies outlined in the Newcastle 2030 Community Strategic Plan (CSP).

What makes up Our Budget?

Delivery Program

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

Operational Plan

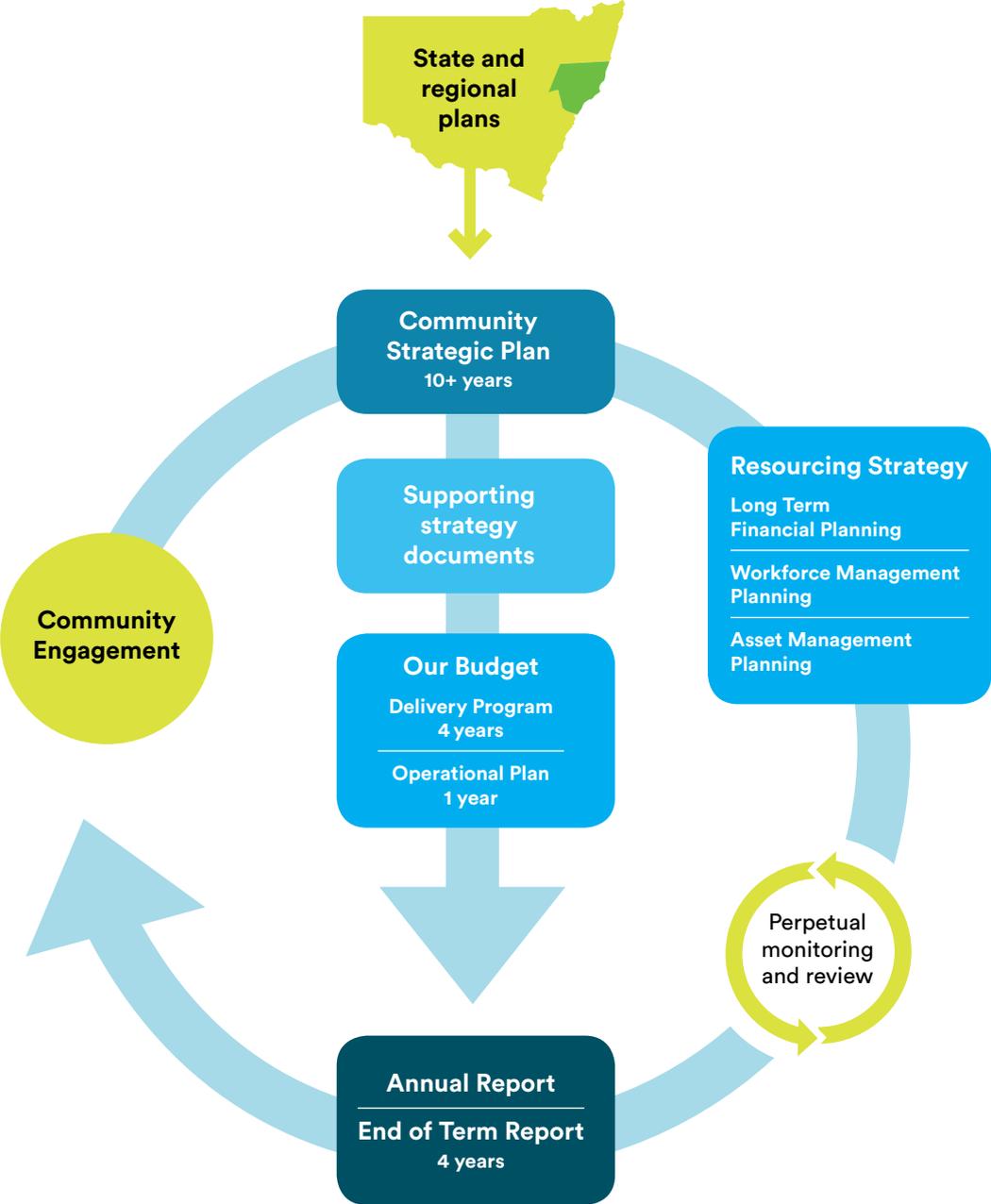
Council's 2018/19 Operational Plan outlines the actions and projects that will be undertaken for each four year objective and determines who has primary responsibility.

Resourcing Strategies

The resourcing strategies provide Council with important information about our current resources and shows our consideration of the staff, assets and money required to deliver the four year objectives and annual actions and projects.



Integrated Planning & Reporting Framework



How to read our Plan

This diagram explains the key headings and terminology used in the following pages of this Plan.

CSP - Strategic Directions

The Delivery Program and Operational Plan is structured around the community's strategic directions which were rated as high importance following an extensive community engagement.

CSP - Community Objective

These are the community's long term aspirations for the city, they contribute to achieving the community's vision.

Inclusive Community

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

Council's commitment to our community

Community Objective: 4.1 A welcoming community that cares and looks after each other

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
4.1a Acknowledge and respect local Aboriginal history, cultural heritage and peoples		
Develop and deliver programs or events aimed at adding to the Library Local History resources and engaging and highlighting the local Aboriginal history and cultural heritage	Deliver one event highlighting the local Aboriginal history and cultural heritage	Libraries and Learning
Deliver the Newcastle City Council Aboriginal Heritage Management Strategy	Complete and implement the Aboriginal Heritage Management Strategy	Corporate and Community Planning
Know our heritage and enhance our community's knowledge or regard for Aboriginal cultural heritage items and places	Complete the dual naming project with the installation of signage at eight locations and supporting website	Corporate and Community Planning
Continue to work on reconciliation	Implement the Newcastle City Council Reconciliation Action Plan	Whole of Organisation
Increase engagement with local Aboriginal community	Continue 'Cultural Conversations' with Aboriginal and Torres Strait Islander peoples Increase programming of works by Aboriginal and Torres Strait Islander peoples	Art Gallery Museum Civic Services
4.1b Support initiatives and facilities that encourage social inclusion and community connections		
Support and encourage recreational programs and events by community groups and not for profit groups	Advocate and liaise with groups in relation to open space bookings and events	Property and Facilities
Ensure open space and facilities are multi-functional and support whole of community use	Upgrades to community facilities to improve accessibility	Property and Facilities
Improve and develop existing library facilities, services and resources ensuring their ongoing relevance to the community	Develop and deliver the Beresfield Library Community Hub - focus on wellbeing, community participation and learning	Libraries and Learning
Deliver the Disability Inclusion Action Plan	Further develop advice and guidance on delivering accessible and inclusive events. Deliver/develop partnerships for inclusive events Promote and support roll out of Abilitylinks Better App Continue to undertake accessibility audits for particular locations or assets	Corporate and Community Planning

CSP - Community Strategy

These are the community's priorities and Council has a custodial role in working towards realising these strategies. Council is not wholly responsible for achieving them, other partners such as state agencies and community groups play an important role in also achieving these strategies.

Relevant Council Services

This section highlights the services that will be responsible for delivering against the strategic direction.

Council's services that contribute to meeting these community objectives:

- Waste Services
- Assets and Projects
- Information Technology
- Parks and Recreation
- Property and Facilities
- Regulatory and Assessment
- Corporate and Community Planning
- Libraries and Learning

Our supporting Strategies and Plans:

- Parkland and Recreation Strategy 2014
- Cultural Strategy 2016-2019
- Safe City Plan 2017-2020
- Events Plan 2016-2019
- Newcastle Night Time Economy Strategy 2018-2021

Supporting Documents

Council has a range of documents that provide more detail in the delivery of each strategic direction. These documents have been informed by targeted community engagement undertaken during their development.

Our measures:

- Increase volunteer participation numbers
- Deliver a minimum of four targeted lifelong learning resources and programs
- Regulatory events participation
- Number of community projects funded annually through grants and sponsorship programs

Our Measures

Identifies how we will track Council's progress against achieving our four year objectives.

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
4.1c Improve, promote and facilitate equitable access to services and facilities		
Improve and develop existing library facilities, services and resources ensuring their ongoing relevance to the community	Develop and deliver the 10 Year Library Infrastructure Plan	Libraries and Learning
Deliver the Disability Inclusion Action Plan	Implement Disability Awareness training as part of staff induction process	Corporate and Community Planning
Promote a culture of responsive customer service	Undertake second audit of website accessibility to assess progress towards content compliance	Corporate and Community Planning
Celebrate inclusive practice and access outcomes	Liaise with and promote accessible and inclusive sports and activities within Newcastle	Corporate and Community Planning
Improve staff awareness of disability issues to provide responsive services for customers with a disability	Undertake break down the barriers awareness sessions with councillors, executive leadership and other staff	Corporate and Community Planning

Community Objective: 4.2 Active and healthy communities with physical, mental and spiritual wellbeing

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
4.2a Ensure people of all abilities can enjoy our public places and spaces		
Ensure that a variety of parklands and recreational facilities are provided, that are accessible and distributed equitably across the city	Deliver recreational facility improvements throughout the city - playgrounds, outdoor courts, sportsgrounds, exercise equipment, dog off leash areas	Property and Facilities
Demonstrate leadership in public domain improvements	Promote new lift and change facilities at Nobbys Beach. Develop priority list of potential lift and change locations	Corporate and Community Planning
	Continue to implement the Disability Inclusion Action Plan and work with our newly established Disability Inclusion Advisory Committee	Corporate and Community Planning
Deliver new or renewed infrastructure in accordance with disability standards where practical	Continuously upgrade Council assets to meet the requirements of the Disability Discrimination Act	Assets and Projects

Responsibility

This section notes the responsible Council service unit that will oversee and report on the action.

Delivery Program Objectives

These are the four-year activities and plans Council will undertake that contribute to achieving the community strategies and ultimately the community vision.

Operational Plan Actions

These Operational Plan actions detail the activities and projects Council will undertake during 2018/19. These actions directly relate to the Delivery Program objectives.

Community Engagement

How we engaged with you

Online

Engagement hub Ideas Wall, Budget Simulator and surveys.

Face-to face

At community workshops in Merewether, Wallsend, Jesmond and Newcastle.

Activities at Council displays at events including NAIDOC week, Hunter Homeless Connect Day, Wallsend Winter Fair, Tarro playground opening and YesFest.

On paper

Through hard copy surveys.

Competition cards at workshops and library information hubs across the LGA.

What we asked you

- 1 Has there been a change in the community's awareness of the Newcastle 2030 Community Strategic Plan (CSP)?
- 2 Are the core values in the existing CSP still relevant and do they represent the values of the Newcastle community?
- 3 Is the current Vision Statement appropriate or does it need to be modified?
- 4 What are the strengths of Newcastle and its people?
- 5 What does the community think are the challenges facing Newcastle?
- 6 Are the current strategic directions appropriate or do they need to be modified?
- 7 What does the community think are the opportunities for Newcastle?
- 8 What are the community's priorities for services and projects?

Better Together

Our 2030 plan

Your involvement statistics

Surveys completed **1,591**

115 Attended 5 Community Workshops

Community events attended **5**

799 Participated in Ideas Wall

Created a budget using 'Budget Simulator' online **319**

179 'Big Ideas' were posted online

Entries for competition cards **209**

810 Got involved at libraries & events

Registrations for 2017 Stakeholder Workshops
from community and government organisations **64**



Our Strategic Directions



Integrated and Accessible Transport

In 2030 our transport networks and services will be well connected and convenient. Walking, cycling and public transport will be viable options for getting around the city.



Protected Environment

Our unique environment will be understood, maintained and protected.



Vibrant, Safe and Active Public Places

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



Inclusive Community

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



Liveable Built Environment

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



Smart and Innovative

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



Open and Collaborative Leadership

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

Integrated and Accessible Transport

In 2030 our transport networks and services will be well connected and convenient. Walking, cycling and public transport will be viable options for getting around the city.

Council's commitment to our community

Community Objective: 1.1 Effective and integrated public transport

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
1.1a Support implementation of the regional transport strategy		
Liaise and partner with other government agency representatives to facilitate optimum transport outcomes for Newcastle	Actively represent Newcastle's position in relation to public transport needs in cross-government forums	Assets and Projects
Promote sustainable transport	Enhance information about public transport and active transport on Council's website	Assets and Projects
1.1b Advocate for public transport improvements		
Advocate to the State and Federal Government for improved transport outcomes for Newcastle	Council will continue to advocate to other levels of government for assistance to meet compliance standards for transport stops	Assets and Projects
1.1c Plan and deliver accessible local infrastructure improvements for public transport		
Improve equity of access to public transport, through upgrading of transport stops to meet the Disability Standards for Accessible Public Transport	Implement the transport stops program including the renewal and upgrades of bus shelters and seating to comply with Federal Government legislation Council will also continue to advocate to other levels of government for assistance to meet compliance standards for transport stops	Assets and Projects
Improve access to public transport	Undertake planning for a principal pedestrian network	Assets and Projects

Council's services that contribute to meeting these community objectives:

Civil Construction and Maintenance

Assets and Projects

Regulatory and Assessment

Corporate and Community Planning

Our supporting Strategies and Plans:

Newcastle Transport Strategy 2014

Newcastle Cycling Strategy and Action Plan 2012

Our measures:

Maintain community satisfaction levels for

- Roads
- Footpaths
- Streets and commercial area cleaning

Number of safety education programs undertaken

Number of application users for the parking app

Community Objective: 1.2 Linked networks of cycle and pedestrian paths

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
1.1a Support implementation of the regional transport strategy		
Develop a network of safe, linked cycle and pedestrian paths integrated with key destinations and green space	Continue to implement the Newcastle Cycling Strategy and Action Plan	Assets and Projects
	Continue to support delivery on our special rate variation project cycleways	
Promote walking and cycling	Continue to implement the ongoing cycling education and promotion campaign	Assets and Projects
	Enhance information about active transport on Council's website	
Enhance the safety of cyclists and pedestrians	Incorporate consideration of lighting in cycling and pedestrian projects	Assets and Projects

Community Objective: 1.3 A transport network that encourages energy and resource efficiency

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
1.3a Ensure safe road networks through effective planning and maintenance		
Improve the safety, quality and amenity of local roads through increased road reconstruction, resurfacing and line marking programs	Develop and implement the roads resurfacing program and road renewal works program	Assets and Projects
	Improved safety for all road users, through implementation of pedestrian access and mobility plan projects and local area traffic management projects	
Support the continuation of parking education and enforcement programs across Newcastle, particularly around schools and sporting fields/venues	Undertake parking safety education programs	Assets and Projects

Integrated and Accessible Transport Continued

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
1.3b Ensure community and business needs for adequate and accessible parking are prioritised		
Implement parking management strategies in high traffic areas to achieve safety and turnover of spaces	Enforce the parking provisions of the NSW Road Rules to achieve traffic and pedestrian safety and to encourage increased turnover of parking spaces	Assets and Projects
Improve way-finding signage in commercial centres to assist drivers to locate available parking in a more timely manner	Install parking infrastructure that supports the use of available technology and smart parking initiatives	Assets and Projects
1.3c Implement technology solutions to improve transport infrastructure and experiences, and encourage mobility innovation		
Maintain the quality of local and regional roads through road reconstruction and resurfacing programs	Develop and implement the roads resurfacing and renewal works programs	Civil Construction and Maintenance
Improve the safety of local and regional roads through pedestrian access and mobility planning and local area traffic management	Continue with review and implementation of local area traffic management studies	Assets and Projects
	Undertake planning for a principal pedestrian network	
Introduce technology to provide greater access to parking payment options and information	Support the continuation of the trial of pay by phone application	Regulatory and Assessment



Newcastle Interchange



Protected Environment

Our unique environment will be understood, maintained and protected.

Council's commitment to our community

Community Objective: 2.1 Greater efficiency in the use of resources

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
2.1a Improve waste minimisation and recycling practices in homes, work places, development sites and public places		
Develop internal waste management programs that reduce waste and increase recycling within Council	Work with individual business units to develop service level plans that reduce waste generation and increase resource recovery	Waste Services
Develop customer interface to enable sharing of waste performance data and to enable customer self service for bulk collections and vouchers	Identify key deliverables and develop a delivery strategy over a three year period	Waste Services
Improve public place waste and recycling services that both raise awareness of waste and increase resource recovery	Roll out of at least 20 new waste recycling stations with improved aesthetics and cleanliness	Waste Services
Improve and increase recycling infrastructure at Summerhill to increase resource recovery	Start construction of new Small Vehicle Drop Off Facility	Waste Services
Improved waste and recycling infrastructure in new developments	Finalise waste management in new developments guidelines which set minimum planning requirements	Waste Services Corporate and Community Planning
2.1b Investigate and implement renewable energy technologies		
Increase the percentage of Council's electricity sourced from low carbon energy sources	Construct a mid-scale Summerhill Solar Farm project to offset Council energy use and greenhouse emissions	Waste Services Corporate and Community Planning
Develop projects to implement battery storage and smart grid technologies	Establish No.2 Sportsground as the trial site for smart grid and smart city energy technologies	Corporate and Community Planning
2.1c Encourage energy and resource efficiency initiatives		
Pilot and deploy technologies that improve energy and resource sustainability across Council and the broader community	Install private street lighting network throughout our LGA utilising LED technology and smart lighting controls	Corporate and Community Planning
	Commence construction of electric vehicle charging stations throughout the city	

Council's services that contribute to meeting these community objectives:

- Waste Services
- Assets and Projects
- Information Technology
- Civil Construction and Maintenance
- Regulatory and Assessment
- Corporate and Community Planning
- Parks and Recreation

Our supporting Strategies and Plans:

- Newcastle Environmental Management Strategy 2013
- Smart City Strategy 2017-2021
- Newcastle 2020 Carbon and Water Management Action Plan 2011
- Throsby Creek Action Plan 2017
- Urban Water Cycle Policy 2017

Our measures:

- Reduction of 5% in waste landfill
- Improve aesthetic and cleanliness of our city
- 40% waste diversion rate for municipal collection
- Increase the number of trees planted

Community Objective: 2.2 Our unique natural environment is maintained, enhanced and connected

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
2.2a Facilitate and advocate for protection and rehabilitation of natural areas		
Continue to implement our City Wide Maintenance Policy to achieve an expanded and sustainable canopy cover through our streets and parks trees	Implement the tree inspection program in line with the City Wide Maintenance Policy	Civil Construction and Maintenance
	Implement the street tree planting program in line with the City Wide Maintenance Policy	
Promote environmentally sustainable business practices	Proactively monitor and regulate activities to minimise environmental impact, including implementing Council's business pollution prevention program and erosion and sediment control program	Regulatory and Assessment
Ensure development takes place in accordance with the requirements of environmental planning	Manage contaminated land information and seek appropriate remediation through the development application process	Regulatory and Assessment
Promote environmentally sustainable management of onsite wastewater systems	Proactively monitor and regulate onsite sewage management systems to minimise the risk of water pollution and public health impacts	Regulatory and Assessment
Implement the Newcastle Coastal Management Plan maintaining a balance between long term use and conservation	Deliver environmental improvement projects and maintenance along the coastline	Parks and Recreation
Implement the Plan of Management for Blackbutt	Deliver environmental improvement projects and deliver the Blackbutt Master Plan	Assets and Projects Parks and Recreation
Ensure priority natural environment areas are maintained and improved	Ensure the priority natural environmental areas are included in environment renewal program	Regulatory and Assessment

Protected Environment Continued

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
2.2b Encourage and support active community participation in local environmental projects		
Incorporate opportunities for community involvement in the delivery of natural environment areas maintenance and improvement projects	Deliver the natural connections and living streets community education initiatives in coordination with the delivery of key environment, stormwater and road projects	Assets and Projects
Continue to support and promote Landcare and other volunteer groups as ancillary delivery mechanism for natural asset management	Deliver environmental improvements throughout the LGA with the assistance of Landcare and corporate groups by one off events and weekly activities	Assets and Projects

Community Objective: 2.3 Environment and climate change risks and impacts are understood and managed

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
2.3a Ensure decisions and policy responses to climate change remain current and reflects community needs		
Keep the community involved in the development of climate change adaption measures consistent with the adopted plans	Monitor sea level rise and ground water behaviour in low lying suburbs	Assets and Projects
2.3b Support individuals and communities to prepare, respond and recover from emergency events		
Support individuals to prepare, respond and recover from emergency events	Coordinate prevention, preparedness, response and recovery activities in accordance with legislation and emergency plan responsibilities	Assets and Projects
	To formalise an Integrated Emergency Management Capability and Capacity Development Framework to enhance Council's capacity to effectively prevent, prepare for, respond to, and recover from significant emergency events impacting the communities of Newcastle	



Vibrant, Safe and Active Public Places

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

Council's commitment to our community

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

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
3.1a Provide quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs		
Continue to support and deliver on our special rate variation project Blackbutt Reserve	Upgrading Blackbutt Reserve Project - develop designs and plans for the next stage	Parks and Recreation Assets and Projects
Continue to upgrade and enhance our existing libraries	Upgrade to Lambton Library to create the StoryBook Cottage Early Literacy Centre in partnership with community agencies	Libraries and Learning
Promote the environmental and recreational community use of our local parks and open space	Deliver positive communications regarding local parks and open spaces that educate the community	Parks and Recreation
Upgrade and enhance our parkland and recreational facilities	Deliver recreational facility improvements throughout the city - playgrounds, outdoor courts, sportsgrounds, exercise equipment, dog off-leash areas	Property and Facilities
	Review and upgrade Lambton Pool facility to meet current community needs and industry requirements	
	Refurbishment of tennis facilities	
	South Newcastle Reserve - playground design	
Ensure that recreation facilities provide opportunities for the full range of age groups and abilities	Deliver projects that support whole of community use and incorporate universal design principles	Property and Facilities
Ensure spaces and facilities are multi-functional, and adaptable to changing needs	Undertake plans of management and masterplans to reflect the current community needs	Property and Facilities
3.1b Enhance our beaches and coastal areas through upgraded facilities		
Continue to support and deliver on our special rate variation project - Coastal Revitalisation	Plan and design for the implementation of the Bathers Way at South Newcastle, Bar Beach and King Edward Park	Assets and Projects

Council's services that contribute to meeting these community objectives:

- Art Gallery
- Assets and Projects
- Libraries and Learning
- Corporate and Community Planning
- Parks and Recreation
- Regulatory and Assessment
- Museum
- Civic Services
- Property and Facilities

Our supporting Strategies and Plans:

- Parkland and Recreation Strategy 2014
- Cultural Strategy 2016-2019
- Safe City Plan 2017-2020
- Events Plan 2016-2019
- Newcastle Night Time Economy Strategy 2018-2021

Our measures:

- Maintain satisfaction with arts, culture and entertainment
- Annual attendance at cultural events and Council facilities
- Maintain satisfaction with beaches and beach facilities
- Maintain satisfaction with recreation and parks

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
3.1c Plan, coordinate and deliver cultural and community infrastructure and programs		
Develop and deliver a range of learning based community events and programs in partnership to enhance social connections	Deliver annual One City, One Book Big Book Club	Libraries and Learning
	Deliver the Community Living Lab - Backyard Detectives - a Smart City Partnership	
	Deliver Reading Matters - a series of author programs to discuss ideas and ethics	
Ensure Newcastle audiences have access to a diverse range of exhibitions and works of high quality	Maintain a balance of programming targeted to a breadth of audience demographics including works of new and emerging thinking, forms and technology	Art Gallery Museum Civic Services Libraries and Learning
Partner with Newcastle's small to medium not for profit arts and cultural organisations in growing arts and culture in the city	Establish up to five programming partnerships of up to three year terms with key programming deliverables for the city	Art Gallery Museum Civic Services

Community Objective: 3.2 Culture, heritage and place are valued, shared and celebrated

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
3.2a Celebrate Newcastle's history, cultural heritage and cultural diversity		
Grow the city's identity via its collections of art and artefacts, local history and architecture	Leverage the city's cultural assets to generate educational programming	Art Gallery Museum Civic Services Libraries and Learning
3.2b Increase collaboration with artists and practitioners in the cultural sector		
Promote the Newcastle Library's Local History and Heritage Collections through a range of exhibitions, partnerships and programs	Deliver the Local History and Heritage Collections three year strategy to outline collecting profiles. One major event developed per annum to showcase and/or add to the collections	Libraries and Learning
Expose local stories, both historic and contemporary, through cultural programming and build Newcastle's cultural identity	Present a minimum of three exhibitions or shows that feature local stories and cultural identity across the local government area	Art Gallery Museum Civic Services Libraries and Learning

Vibrant, Safe and Active Public Places Continued

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

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
3.3a Collaborate with local groups and services to address crime and safety		
Provide Council parking facilities that are safe, welcoming and inclusive	Deliver parking safety programs and improved accessibility across Newcastle through parking safety initiatives, management and enforcement	Assets and Projects
	Continue to partner and fund on the ground initiatives including Walk Smart and Salvation Army Streetsafe program	Corporate and Community Planning
Protect, promote and control the risk to public health associated with local business activities	Conduct regular inspection programs of food businesses, skin penetration premises and premises with water cooling systems (legionella) and public swimming pools	Regulatory and Assessment
Develop public places that are safe, welcoming and inclusive	Deliver park improvement projects that integrate safer by design principles	Property and Facilities
3.3b Plan for a night-time economy, characterised by creativity, vibrancy and safety, that contributes to cultural and economic revitalisation		
Implement policy and strategic initiatives to encourage more diverse night time venues	Adopt and implement the Newcastle After Dark Strategy	Corporate and Community Planning
	Deliver, with partners, the night-time spaces project to create more interactive and safer public spaces in the city's nightlife precincts	Corporate and Community Planning
	Apply crime prevention through environmental design principles for all new and replacement infrastructure	Corporate and Community Planning
	Implement creative and safety lighting programs	Assets and Projects



Inclusive Community

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

Council's commitment to our community

Community Objective: 4.1 A welcoming community that cares and looks after each other

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
4.1a Acknowledge and respect local Aboriginal history, cultural heritage and peoples		
Develop and deliver programs or events aimed at adding to the Library Local History resources and engaging and highlighting the local Aboriginal history and cultural heritage	Deliver one event highlighting the local Aboriginal history and cultural heritage	Libraries and Learning
Deliver Council's Aboriginal Heritage Management Strategy	Complete and implement the Aboriginal Heritage Management Strategy	Corporate and Community Planning
Know our heritage and enhance our community's knowledge or/ and regard for Aboriginal cultural heritage items and places	Complete the dual naming project with the installation of signage at eight locations and supporting website	Corporate and Community Planning
Continue to work on reconciliation	Implement Council's Reconciliation Action Plan	Whole of Organisation
Increase engagement with local Aboriginal community	Continue 'Cultural Conversations' with Aboriginal and Torres Strait Islander peoples	Art Gallery Museum Civic Services
	Increase programming of works by Aboriginal and Torres Strait Islander peoples	
4.1b Support initiatives and facilities that encourage social inclusion and community connections		
Support and encourage recreational programs and events by community groups and not for profit groups	Advocate and liaise with groups in relation to open space bookings and events	Property and Facilities
Ensure open space and facilities are multi-functional and support whole of community use	Upgrades to community facilities to improve accessibility	Property and Facilities
Improve and develop existing library facilities, services and resources ensuring their ongoing relevance to the community	Develop and deliver the Beresfield Library Community Hub - focus on wellbeing, community participation and learning	Libraries and Learning
Deliver the Disability Inclusion Action Plan	Further develop advice and guidance on delivering accessible and inclusive events. Deliver/develop partnerships for inclusive events	Corporate and Community Planning
	Promote and support roll out of Abilitylinks Better App	
	Continue to undertake accessibility audits for particular locations or assets	

Council's services that contribute to meeting these community objectives:

Waste Services

Assets and Projects

Information Technology

Parks and Recreation

Property and Facilities

Regulatory and Assessment

Corporate and Community planning

Libraries and Learning

Our supporting Strategies and Plans:

Social Strategy 2016 - 2019

Multicultural Plan 2016 - 2019

Disability Inclusion Action Plan 2016 - 2019

Newcastle Libraries Strategy 2018 - 2020 (draft)

Aboriginal Employment Strategy 2018 - 2021

Our measures:

Increase volunteer participation numbers

Deliver a minimum of four targeted lifelong learning resources and programs

Regulatory events participation

Number of community projects funded annually through grants and sponsorship programs

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
4.1c Improve, promote and facilitate equitable access to services and facilities		
Improve and develop existing library facilities, services and resources ensuring their ongoing relevance to the community	Develop and deliver the 10 Year Library Infrastructure Plan	Libraries and Learning
Deliver the Disability Inclusion Action Plan	Implement Disability Awareness training as part of staff induction process	Corporate and Community Planning
Promote a culture of responsive customer service	Undertake second audit of website accessibility to assess progress towards content compliance	Corporate and Community Planning
Celebrate inclusive practice and access outcomes	Liaise with and promote accessible and inclusive sports and activities within Newcastle	Corporate and Community Planning
Improve staff awareness of disability issues to provide responsive services for customers with a disability	Undertake break down the barriers awareness sessions with councillors, executive leadership and other staff	Corporate and Community Planning

Community Objective: 4.2 Active and healthy communities with physical, mental and spiritual wellbeing

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
4.2a Ensure people of all abilities can enjoy our public places and spaces		
Ensure that a variety of parklands and recreational facilities are provided, that are accessible and distributed equitably across the city	Deliver recreational facility improvements throughout the city - playgrounds, outdoor courts, sportsgrounds, exercise equipment, dog off-leash areas	Property and Facilities
Demonstrate leadership in public domain improvements	Promote new lift and change facilities at Nobbys Beach. Develop priority list of potential lift and change locations	Corporate and Community Planning
	Continue to implement the Disability Inclusion Action Plan and work with our newly established Disability Inclusion Advisory Committee	Corporate and Community Planning
Deliver new or renewed infrastructure in accordance with disability standards where practical	Continuously upgrade Council assets to meet the requirements of the Disability Discrimination Act	Assets and Projects

Inclusive Community Continued

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
4.2b Improve access to formal and informal lifelong learning opportunities, facilities and services		
Increase focus on young people (16-30 yrs)	Actively invest in programming and communications targeted to young people	Art Gallery Museum Civic Services
Develop and deliver community programs, partnerships, information and learning programs designed to create wide opportunities for all	Provide targeted lifelong learning resources and programs to improve pathways to higher education and skillsets in technology literacies, digital literacies, and physical/ mental health and wellbeing	Libraries and Learning
4.2c Promote recreation, health and wellbeing programs		
Support and encourage development of recreation and leisure opportunities and events	Website and social media updates	Parks and Recreation
Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals	Expand upon the existing Responsible Pet Ownership program, to have 3-4 community events per year in collaboration with RSPCA and other stakeholders	Regulatory and Assessment
Develop an integrated agency response policy to address the issue of animal hoarding and squalor within the community	Develop partnerships with involved agencies including RSPCA, Dept of Housing, Newcastle local health district and Fire & Rescue NSW	Regulatory and Assessment



Liveable Built Environment

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

Council's commitment to our community

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

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
5.1a Protect, support and promote our unique built and cultural heritage		
Ensure compliance with environmental planning regulations	Undertake investigations into alleged breaches of planning laws and development consents and promote awareness of policy, procedure and laws to encourage voluntary compliance	Regulatory and Assessment
Ensure development controls and zoning protect the heritage significance of items and conservation areas	Implement the recommendations from the Review of Heritage Conservation Areas Final Report. This includes the preparation of planning proposals and a review of Development Control Plans and Technical Manuals	Regulatory and Assessment
Apply a flexible approach to development provisions in order to support the adaptive reuse of heritage items where it achieves their ongoing preservation and use	Review Heritage Technical Manual and Development Control Plans relating to heritage to ensure they support the adaptive reuse of heritage buildings	Regulatory and Assessment
Grow the city's identity via its collections of art and artefacts, local history and architecture	Allocate public programming resources to increase access to the city's cultural collections	Art Gallery Museum Civic Services Libraries and Learning
Ensure we protect and maintain our unique built and cultural heritage infrastructure	City Hall restoration - restore the Southern facade of City Hall, along with the remaining eastern facade	Assets and Projects
5.1b Ensure our suburbs are preserved, enhanced and promoted, while also creating opportunities for growth		
Ensure the development and building controls achieve positive built form outcomes	Ongoing review and updating of development and building controls in urban areas	Regulatory and Assessment
The land use pattern will reinforce mixed use centres, educational nodes, opportunities for technology based businesses, supported by integrated transport	Prepare the Local Strategic Planning Statement as required in the <i>Environmental Planning and Assessment Act 1979</i> and update the Local Planning Strategy	Corporate and Community Planning

Council's services that contribute to meeting these community objectives:

- Corporate and Community Planning
- Regulatory and Assessment
- Assets and Projects
- Waste Services
- Art Gallery
- Museum
- Civic Services

Our supporting Strategies and Plans:

- Local Planning Strategy 2015
- Heritage Strategy 2013-2017
- Aboriginal Heritage Management Strategy 2018
- Affordable Living Plan
- Local Environmental Plan
- Development Control Plan

Our measures:

- Number of development application approvals
- Total dollars in development application approvals
- Heritage satisfaction

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
5.1c Facilitate well designed and appropriate scale development that complements Newcastle's unique character		
Protect and enhance heritage buildings, streetscapes, views and key features, as well as encouraging building innovation	In reviewing the Local Planning Strategy, reinforce the principles in Council's Local Planning Strategy 2015 including development that addresses public spaces and is scaled for the pedestrian to provide vibrant and activated public space	Corporate and Community Planning

Community Objective: 5.2 Mixed use urban villages supported by integrated transport networks

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
5.2a Plan for concentrated growth around transport and activity nodes		
Implement the recommendations of Council's Parking Study and Parking Management Action Plan	Provide improved access and management of on-street parking spaces across Newcastle consistent with Council's adopted Parking Management Framework	Assets and Projects
	Provide increased traffic regulation of on road clearways	
	Implement the recommendations of Council's Permit Parking Guidelines, consolidating control of all Council's parking permits into one management area	
	Support Park and Ride and investigate possible new locations	
Promote integrated, sustainable, long term planning for Newcastle	Review the Local Planning Strategy to implement the priority actions in the Greater Newcastle Metropolitan Plan relating to Outcome 3 - Deliver housing close to jobs and services	Corporate and Community Planning
	Implement the actions in the Wickham Master plan to deliver on the vision to create a diverse and dynamic mixed use neighbourhood	

Liveable Built Environment Continued

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
5.2b Ensure our suburbs are preserved, enhanced and promoted, while also creating opportunities for growth		
Raise fire safety awareness of all property owners and managers, tenants and business operators	Promote and encourage voluntary compliance with fire safety regulations through submissions of Annual Fire Safety Statements and through the Fire Safety Statement program	Regulatory and Assessment
Develop a community education littering campaign	Collaborate with the Keep Australia Beautiful littering campaign and work with Regional Illegal Dumping Squad to develop and implement strategies to reduce littering, identify littering or dumping hot spots through intelligence based trend analysis and increase proactive patrols to identify offenders	Regulatory and Assessment Waste Services

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

5.3a Ensure sufficient housing diversity to meet community needs, including affordable and adaptable housing options		
Promote fire safety in medium to high density boarding houses	Annual compliance inspections of registered and assisted boarding houses, as well as premises being used as unauthorised boarding houses to ensure compliance with fire safety and planning legislation	Regulatory and Assessment
Ensure sufficient housing capacity for our future population	Council to work with the Department of Planning and Environment to establish an Urban Development program to monitor delivery of housing in the Lower Hunter	Regulatory and Assessment
Ensure sufficient housing diversity to meet community needs	Review the minimum lot size and Floor Space Ratio in the R2 Low Density Residential Zone	Regulatory and Assessment
Encourage adaptable housing that can meet the needs of residents throughout the life cycle	Council advocate for a stronger legislative position	Regulatory and Assessment
Facilitate affordable living	Adopt and implement the Affordable Living Plan	Regulatory and Assessment

Community Objective: 5.4 Sustainable infrastructure to support a liveable environment

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
5.4a Advocate for implementation of energy and resource efficiency in new developments		
Improved waste and recycling infrastructure	Finalise waste management in new development guidelines which set minimum planning requirements	Waste Services Regulatory and Assessment
5.4b Plan, provide and manage infrastructure that continues to meet community needs		
Implement best practice asset management to deliver sustainable services	Prioritise renewal of infrastructure to deliver desired levels of service	Assets and Projects



Smart and Innovative

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

Council's commitment to our community

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

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
6.1a Recognise and strengthen Newcastle's role as a regional capital and hub for industry, education, health, business, personal, tourism, port and logistics services		
Embrace digital platforms to broaden audiences for culture	Invest in digital platforms to broaden and deepen audience engagement	Art Gallery Museum Civic Services
Promote the lifestyle and cultural values of Newcastle as a place to work, invest and live	Develop an opportunities prospectus to promote Newcastle as the perfect business and lifestyle location nationally and internationally	Major Events and Corporate Affairs
6.1b Attract new business and employment opportunities		
Continue to work with the NSW Government to promote revitalisation of the city centre and attract new investment, business and jobs	Gather and analyse economic and industry information to identify gaps and business opportunities	Corporate and Community Planning
Strengthen existing commercial and activity centres as well as service and employment centres	Continue to deliver the Local Centres Public Domain program to foster new growth in local centres	Corporate and Community Planning

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

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
6.2a Encourage innovation in business, research activities, education and creative industries		
Continue to build on and promote Newcastle's advantages in education, health, energy research and smart city initiatives	Deliver the Smart Cities and Suburbs program	Corporate and Community Planning
Increase support for, and engagement with, local artists, innovative thinkers, academic creatives and cultural practitioners	Support development of artists and cultural practitioners through mentoring and professional placements	Art Gallery Museum Civic Services
	Establish program for tertiary students in cultural disciplines and professional practitioners, to view ticketed programming at reduced prices	Art Gallery Museum Civic Services
Continue to facilitate innovative ecosystem development projects	Support the strategic development of the regional incubator collaborative project and the iQ series of events	Corporate and Community Planning

Council's services that contribute to meeting these community objectives:

Corporate and Community Planning

Art Gallery

Museum

Civic Services

Property and Facilities

Parks and Recreation

Information Technology.

Our supporting Strategies and Plans:

Smart City Strategy 2017-2021

Economic Development Strategy 2016-2019

Destination Management Plan 2016-2019

Events Plan 2016-2019

Newcastle Libraries Strategy 2018-2020 (draft)

Our measures:

Increase the number of visitors to Newcastle

Maintain economic value of grants provided by the Events Sponsorship program

Increase in the estimated value of approved commercial developments

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
6.2b Support and advocate for the small business sector		
Encourage and support local business networks and industry clusters	Participate actively in the small business friendly councils program sponsored by the NSW Office Small Business Commissioner	Corporate and Community Planning

Community Objective: 3.3 A thriving city that attracts people to live, work, invest and visit

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
6.3a Facilitate events and festivals that attract visitors and support the local economy		
Maintain a diverse program of events to appeal to a broad audience that build on Newcastle's assets	Deliver the annual Event Sponsorship program	Major Events and Corporate Affairs
Build cultural tourism by presenting events that celebrate the city and contribute to its identity	Expose local stories through cultural programming and build Newcastle's cultural identity	Art Gallery Museum Civic Services Major Events and Corporate Affairs

6.3b Work with the tourism sector to further develop Newcastle as a visitor and event destination		
Implement the Destination Management Plan	Council to continue its leadership role in developing the visitor economy and partnering with Newcastle Tourism Industry Group and operators	Major Events and Corporate Affairs
Continue to research and promote sector infrastructure issues, including accommodation and conference facilities	Maintain the visitor website as well as print promotions such as maps and self - guided tours	Major Events and Corporate Affairs
Utilise economic and business information to track city and key industry trends	Implement the visitor services model	Major Events and Corporate Affairs
Continue to identify signature events and experiences for the Newcastle community and our visitors	Through Council's Newcastle Convention Bureau promote Newcastle as a destination for business, association and professional conferences and events	Major Events and Corporate Affairs

Smart and Innovative Continued

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
6.3c Work with businesses, planners and government at all levels to facilitate key infrastructure to support business growth		
Work with our community, business sector and government to identify and facilitate key infrastructure projects	Continue to work with Venues NSW on the Hunter Sports Precinct Plan	Major Events and Corporate Affairs Corporate and Community Planning
	Continue to support the development of Newcastle Airport and expansion of national and international routes	Major Events and Corporate Affairs
6.3d Foster a collaborative approach to continue city centre renewal		
Revitalisation of our city centre to provide the standard of facilities necessary to attract people to live, work and play in Newcastle	Work with State Government agencies on Newcastle Light Rail and urban renewal projects in the city centre	Corporate and Community Planning
	Continue the planning process for the city centre	
	Deliver economic development and activation projects across the city to help Hunter Street and surrounds	



Open and Collaborative Leadership

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

Council's commitment to our community

Community Objective: 7.1 Integrated, sustainable long term planning for Newcastle and the region

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
7.1a Encourage and support long term planning for Newcastle, including implementation, resourcing, monitoring and reporting		
Implement the Integrated Planning and Reporting framework	Develop and deliver an updated Community Strategic Plan (CSP) in partnership with state agencies, community groups and individuals	Corporate and Community Planning
	Develop and deliver a four year Delivery Program detailing Council priorities which are aligned with achieving the objectives of the CSP	Corporate and Community Planning
	Clearly detail and be accountable for the actions taken to achieve the objective of the CSP	Finance
	Adopt an Operational Plan including a detailed annual budget	
7.1b Ensure long term financial sustainability through short, medium and long term financial planning		
Review and incorporate the financial strategies underpinning all short and medium term plans into the Long Term Financial Plan	Ensure the management of Council's budget allocation and funding alternatives are compliant with Council policy and relevant legislation to ensure the long term financial sustainability of the organisation	Finance
	Improve investment performance of Council's reserves funds within agreed risk	

Council's services that contribute to meeting these community objectives:

Finance

Information Technology

People and Culture

Legal

Customer Services

Libraries and Learning

Major Events and

Corporate Affairs

Corporate and

Community Planning.

Our supporting Strategies and Plans:

Open and Transparent Governance Strategy 2017

Information and Communication Technology Strategic Plan 2018-2020 (ICT Strategic Plan)

Asset Management Strategy 2018-2027

Aboriginal Employment Strategy 2013-2017

Long Term Financial Plan 2018-2027

Workforce Management Plan 2018-2022

Our measures:

Respond to formal complaints within 21 days

Improve community satisfaction in how we communicate with residents about Council's activities over the course of the Delivery Plan

Improve community satisfaction in how we engage the community in decision making over the course of the Delivery Plan

Increase social media followers, likes and comments.

Community Objective: 7.2 Considered decision making based on collaborative, transparent and accountable leadership

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
7.2a Conduct Council business in an open, transparent and accountable manner		
Maintain a strong ethical culture and high standard of conduct	Councillors, the CEO and Council's senior staff demonstrate, through both their words and actions, commitment to the Code of Conduct	Legal
	Education and training for both Councillors and staff to ensure they appropriately understand their governance obligations	
Provide open and accessible government information as well as a commitment to the protection of privacy	Making open access information that is required under the GIPA Act available on the website	Legal
	Proactively publish more information on Council's website than is legally required and improve efficient release of information	
	Process all informal requests for information efficiently and effectively	
	Process all formal access applications within the statutory timeframes and in compliance with the GIPA Act	
7.2b Provide timely and effective advocacy and leadership on key community issues		
Provide a clear line of communications between members of the public and Councillors	Release business papers to members of the public in advance of Council meeting	Legal
	Keep Councillors' contact details available and updated so the public can email or speak to Councillors about issues	
7.2c Establish collaborative relationships and advocate for local needs with all stakeholders		
Develop partnerships and networking with community, government and business		Corporate and Community Planning

Open and Collaborative Leadership Continued

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

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
7.3a Provide opportunities for genuine engagement with the community to inform Council's decision making		
Increase opportunities for community input into Council's decision making processes	Review internal business processes to ensure all projects with high community impact receive appropriate community engagement	Major Events and Corporate Affairs
Raise awareness of the importance of community engagement in decision making	Implement a staff education program	
Increase profile of Community Engagement as an integrated function of Council	Review the Community Engagement Policy 2013 for consideration by elected Council	
Increase engagement with hard to reach groups	Develop targeted engagement strategies to ensure feedback from hard to reach groups is incorporated in Council decision making	
Build capacity of the organisation to involve community in decision making	Develop and promote community engagement toolkit	
7.3b An informed community through clear and consistent communications		
Improve reputation and trust	Develop and implement a Corporate Brand Strategy	Major Events and Corporate Affairs
Provide accessible and inclusive communications	Use a range of methods and channels to ensure broad reach	
	Utilise options to increase accessibility such as translator services	
	Implement guidelines for accessible, clear and easy to read graphic design and publishing	
	Review web content to comply with Web Content Accessibility 2.0 guidelines	
Increase Council's digital and social media profile and encourage information sharing online	Develop a Social Media Style Guide that aligns with Corporate Brand Strategy	
	Produce regular print and electronic communications to inform community about Council activities, events and projects	
Enhance digital platforms	Conduct website audit of corporate website www.newcastle.nsw.gov.au to review and improve content	
Provide clear and concise communications	Produce regular print and electronic communications to inform community about Council activities, events and projects	
Planned and proactive communications	Advise, implement and deliver effective communication plans and products to promote our activities and services	

Community Objective: 7.4 A local government organisation of excellence (Council as a leader in delivery of quality services to our community)

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
7.4a Continuous improvement in services delivery based on accountability, transparency and good governance		
Develop a culture of continuous improvement across Council	Continually improve our policies and processes in order to increase the efficiency and effectiveness of service delivery	Legal
Provide the community with easy to understand and meaningful information about Council performance	Annual Report and six monthly progress report on the Delivery Program	Corporate and Community Planning
7.4b Provide services that deliver on sustainable community service expectations		
Ensure Asset Management Strategy and plans capture community service expectations	Integrate business practices with service reporting and review of Service Asset Plans	Corporate and Community Planning
7.4c Provide the Community with responsive customer service		
Provide our customers with simple and convenient ways to access and do business with Council	Ensure the community can access the Council organisation by phone, email and mail easily and without undue delays or effort	Customer Service
	Explore new channels for interaction with Council	
	Review and improve forms, letters and communications that Council sends to members of the community to ensure that they are respectful, clear and easily understood	
Ensure that the customer experience with the Libraries is consistent and positive across all channels of communication - in person, over the phone and online	Improve the customer request for purchase forms on the Library Management Database to ensure plain English and easy to access	Libraries and Learning
7.4d Maintain a high quality workforce that is responsive to the needs of Council and the community		
Attract and retain a high quality, committed workforce	Create a positive induction/ on boarding experience	People and Culture
	Develop and implement an improved salary system and progression framework and recognition of critical roles	
	Communicate and progress Council's Employee Value Proposition	
Invest in the capabilities of our people	Develop and implement a performance management framework including identification of career paths and access to development opportunities	
	Invest in leadership development for both current and future leaders	
Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing	Continued investment in activities to enhance our organisational culture and build courage, trust and pride in 2018-2022	
	Review reward programs and opportunities for recognition that highlight the important work Council does	
	Design, develop and implement an holistic Wellbeing Strategy	

Open and Collaborative Leadership Continued

Delivery Program Objective	Operational Plan Action 2018/19	Responsibility
Plan for our future workforce needs	Expand and align annual vocational/ tertiary program recruitment to critical roles and retirement trends identified in this plan in 2018-2022	People and Culture
	Develop and implement transition to retirement arrangements to facilitate knowledge transfer	
Continue to develop our safety culture	Develop opportunities for improved return to work processes and collaborative inclusion	
	Develop opportunities for Work Health and Safety (WHS) mobility and ease of user access. Establish dynamic WHS statistical reporting	
	Ensure our mandatory training requirements are continuously met	

7.4e Support the community and organisation through improvement IT services that meet the needs of the community

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





Financial Management

Operating Position

	Adopted Budget 2017/18	Draft Budget 2018/19	Variance
	\$,000	\$,000	\$,000
Total Income	260,210	279,662	19,452
Total Expenditure	255,405	273,189	17,784
Operating Surplus (Deficit) for the year	4,805	6,473	1,668

Operating Surplus (\$6.5 million)

The operating position is a measure of the annual financial performance. The operating result budgeted for the 2018/19 year is a surplus of \$6.5 million which is slightly more than the operating surplus budgeted in 2017/18. The operating surplus ensures Council has sufficient financial capacity to maintain the city's assets at required levels while still responding to the community's priorities.

Operating Income

	Adopted Budget 2017/18	Draft Budget 2018/19	Variance
Income Types	\$,000	\$,000	\$,000
Rates & charges	155,366	167,795	12,429
User charges & fees	71,297	77,703	6,406
Interest	8,973	9,132	159
Other operating revenues	8,638	9,459	821
Grants & contributions - Operating	15,936	15,573	(363)
Operating Income	260,210	279,662	19,452

Rates and annual charges (\$12.4 million increase)

The 2018/19 budget is based on the total 2017/18 general income from ordinary and special rates being increased by a total of 8%, in line with the Independent Pricing and Regulatory Tribunal (IPART) approved special rate variation (SRV). This increase consists of the annual determined IPART rate peg increase of 2.3% plus an additional SRV increase of 5.7%.

User charges and fees (\$6.4 million increase)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include waste tipping services, animal fees and the use of leisure, entertainment and other community facilities. The increase of \$6.4 million in total fees and charges expected from 2017/18 to 2018/19 is primarily due to a budgeted increase in income generated through Council's waste management centre at Summerhill (\$4.8 million) with the remainder of Council's revenue sources budgeted to increase in line with the Consumer Price Index (CPI).

A detailed listing of fees and charges is included in Council's Fees and Charges Register.

Interest (\$0.2 million increase)

Interest income is earned on Council's funds which are invested in accordance with the Investment Policy. A modest increase in interest on investments is budgeted for the 2018/19 financial year.

Other operating income (\$0.8 million increase)

Other income relates to a range of items such as property rental/leases, contract revenue, cost recoupment and other miscellaneous income items.

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

Operating grants and contributions include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. The primary reason for the decrease is that Newcastle is receiving less funds from the Financial Assistance Grant. The Federal Government has frozen the total grant provided to councils. In addition, the State Government has changed the basis of distribution to favour rural councils. As a consequence Council will be receiving a smaller allocation for 2018/19.

Operating Expenditure

	Adopted Budget 2017/18	Draft Budget 2018/19	Variance
Expenditure Types	\$,000	\$,000	\$,000
Employee costs	99,802	103,336	3,534
Borrowing costs	3,764	3,874	110
Materials & contracts	57,769	72,118	14,349
Depreciation & amortisation	41,435	41,275	(160)
Other operating expenses	48,334	48,236	(98)
Net Loss from disposal of assets	4,301	4,350	49
Operating Expenditure	255,405	273,189	17,784

Employee costs (\$3.5 million increase)

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

Employee costs are budgeted to increase by \$3.5 million compared to the 2017/18 financial year. This increase is above the expected award and reflects the costs of delivering improved services associated with the 2015 SRV.

Borrowing costs (\$0.1 million increase)

Borrowing costs relate to interest charged by financial institutions on borrowed funds. Council has no plans to change its current arrangements and expects borrowing costs to remain similar to 2017/18.

Materials and contracts (\$14.3 million increase)

There is a significant increase in Materials and contracts expenditure budgeted for the 2018/19 financial year. The increase is reflective of the higher operational costs generated by the increased capital works program. Council has been successful at curbing cost growth in general service delivery.

Depreciation and amortisation (\$0.2 million decrease)

Depreciation relates to the usage of Council's property, plant and equipment including infrastructure assets such as roads and drains. Depreciation is forecast to remain stable.

Other operating expenses (no change)

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

Net loss from disposal of assets (no change)

The net loss from disposal of assets primarily relates to the write-off of the residual book value of infrastructure assets that are subject to renewal. The amount budgeted for the 2018/19 financial year is consistent with the amount budgeted for the 2017/18 financial year. The budget for the 2018/19 financial year is driven by both lower proceeds from the sale of assets and increased residual value write-offs associated with the increased asset renewal program.

Works Program

2018/19

The table below provides a breakdown of the annual works program. There is a heavy focus on buildings, roads, stormwater and environmental programs. As noted earlier there is a balance between essential asset renewal and providing new and upgraded services to the community:

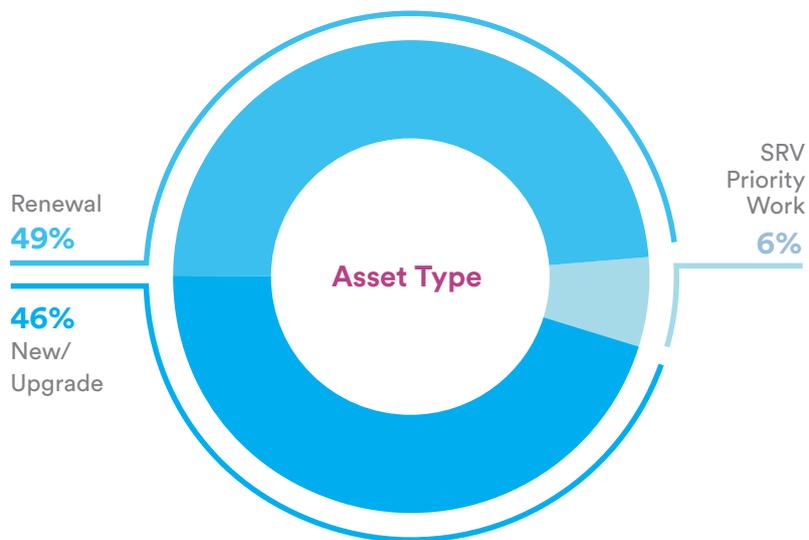
Works Program (Opex and Capex)	Total	Renewal	New/Upgrade	2012 SRV Priority Work
	\$,000	\$,000	\$,000	\$,000
Buildings, Structures and Places	24,792	12,994	8,653	3,145
Aquatic Centres	300	-	300	-
Blackbutt Reserve	170	20	-	150
Buildings - Council Support Services	9,420	2,420	7,000	-
Caravan Parks and Commercial Properties	320	-	320	-
Cemeteries	95	-	95	-
City Centre Revitalisation	1,295	-	-	1,295
Coastal Revitalisation	1,700	-	-	1,700
Community Buildings	117	117	-	-
Cultural Facilities	5,100	4,985	115	-
Libraries	393	-	393	-
Public Toilets	400	400	-	-
Recreation Parks, Sporting Facilities and Open Spaces	5,382	4,952	430	-
Retaining walls	100	100	-	-
Roads	23,516	16,726	6,790	-
Bridges	7,115	550	6,565	-
Footpaths	2,000	2,000	-	-
Road Rehabilitation	10,501	10,326	175	-
Road Resurfacing	3,000	3,000	-	-
Roadside Furniture	900	850	50	-
Transport	6,950	250	4,210	2,490
Cycleways	2,630	-	140	2,490
Local Area Traffic Management (LATM)	1,960	-	1,960	-
Parking Infrastructure	300	250	50	-
Pedestrian Access and Mobility Plan (PAMP)	2,060	-	2,060	-

Works Program (Opex and Capex)	Total	Renewal	New/Upgrade	2012 SRV Priority Work
	\$,000	\$,000	\$,000	\$,000
Stormwater	8,115	7,785	330	-
Flood Management	200	115	85	-
Stormwater System	7,915	7,670	245	-
Environment	16,810	2,458	14,352	-
Bushland , Open Spaces and Reserves	670	518	152	-
Coast, Estuary Watercourses and Wetlands	840	840	-	-
Street Trees	970	970	-	-
Waste Management	14,330	130	14,200	-
Information Technology	4,000	690	3,310	-
Implementation and Upgrade of Applications	1,140	-	1,140	-
Infrastructure Improvements	1,165	690	475	-
Strategic and Systems Analysis	1,695	-	1,695	-
Strategic	8,173	-	8,173	-
Smart City	8,173	-	8,173	-
Fleet Replacement	7,000	7,000	-	-
Fleet Replacement	7,000	7,000	-	-
Minor Capital	977	900	77	-
Art Gallery Works of Art	77	-	77	-
Library Resources	800	800	-	-
Parking Meter Replacement	100	100	-	-
Total Works Program	100,333	48,803	45,895	5,635

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

The expenditure on asset renewal is expenditure on an existing asset, which returns the service potential or the life of the asset back to its original life expectancy.

Asset renewal is one of Council's key areas of focus to reduce our asset backlog and sustainably maintain our assets in the condition expected by the community.



Highlights of the Works Program include:

Upgrades on recreation, sporting facilities and open space including South Stockton Reserves playground design and Clarke stand, at Townson Oval, renewal of amenities building

Upgrades on local bridges, including Cottage Creek Bridge replacement and Tyrrell Street Bridge construction

Village Centres renewal at Beresfield, Carrington, and the design for the Stockton, Merewether, and Wallsend centres

Cycleway improvements including mid-block signals on Maud Street (University to Newcastle city cycleway), Merewether to Newcastle City Centre cycleway, and University Dr - Blue Gum Road to Regal Cinema cycleway

A solar farm to be built at the Summerhill Waste Centre

Newcastle's Smart City Program including Smart Moves Newcastle and Hunter Innovation Project

Upgrade of existing storm water network including the relining of stormwater pipes using Trenchless Technology

Buildings, Structures and Places (\$24.8 million)

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

Roads (\$23.5 million)

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

Transport (\$7.0 million)

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

Stormwater (\$8.1 million)

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

Environment (\$16.8 million)

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

Information Technology (\$4.0 million)

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

Strategic (\$8.2 million)

Strategic projects are works undertaken by Council in developing and implementing planning initiatives such as the Newcastle Smart City program, the Disability Inclusion Action plan and various public domain plans.

Fleet Replacement (\$7.0 million)

Supporting Council operations by replacing fleet vehicles and plant.

Minor Capital (\$1.0 million)

Minor capital projects include the purchase of works of art across Council's cultural facilities and additional library resources.

Capital Funding

Capital Funding	Adopted Budget 2017/18	Draft Budget 2018/19	Variance
	\$,000	\$,000	\$,000
Capital Funding Sources			
General fund contribution to capital	39,242	40,336	1,094
2012 Special Rate Variation	5,792	6,255	463
Stormwater Management Charge	1,965	1,965	
Grants & contributions - Capital	7,255	9,084	1,829
Proceeds from the sale of Assets	2,548	1,620	(928)
Funding available for capital expenditure	56,802	59,260	2,458
Capital Expenses			
Asset renewals	38,199	32,168	(6,031)
New / upgrade	23,097	32,691	9,594
2012 SRV Priority Projects	7,375	2,694	(4,681)
Total Capital Spend	68,671	67,553	(1,118)
Principal loan repayments/(borrowings)	2,882	3,580	698
Draw down on restricted reserves	(14,751)	(11,873)	2,878



General fund contribution to capital (\$40.3 million)

General fund contribution refers to funds generated through Council operations that are left over after providing services to the community and can be used to fund capital works.

2012 special rate variation (\$6.3 million)

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

Stormwater management service charge (\$2.0 million)

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

Grants and contributions - capital (\$9.1 million)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Significant grants and contributions budgeted to be received for the 2018/19 financial year include Transport for NSW Roads to Recovery

Grants, Section 94 revenue and infrastructure donations. These donations largely relate to the roads infrastructure which is built by developers of newly developed sub-divisions. These roads and other infrastructure are transferred to Council for ongoing maintenance. Council does not receive any funds as part of this transfer.

Proceeds on sale of assets (\$1.6 million)

The continued sale of assets which have been identified as surplus to operational needs is budgeted to generate \$1.6 million.

Draw down on restricted reserves (\$11.9 million)

During the year Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$59 million will be generated from operations to fund the budgeted 2018/19 capital works program which will result in a net draw down on previously restricted cash of \$11.9 million.

Four Year Financials

Item	Draft Budget 2018/19	Forecast Budget 2019/20	Forecast Budget 2020/21	Forecast Budget 2021/22
	\$,000	\$,000	\$,000	\$,000
Operating Revenue				
Rates & Charges	167,795	181,111	186,534	192,119
User Charges & Fees	77,703	79,810	82,034	84,376
Interest	9,132	9,452	9,806	10,198
Other Operating Revenues	9,459	9,767	10,086	10,415
Grants & Contributions - Operating	15,573	15,581	15,589	15,598
Total Operating Revenue	279,662	295,721	304,050	312,707
Operating Expenses				
Employee Costs	103,336	107,405	110,683	114,061
Borrowing Costs	3,874	3,575	3,269	2,947
Materials & Contracts	72,118	73,822	75,736	77,701
Depreciation & Amortisation	41,275	44,109	49,302	49,913
Other Operating Expenses	48,236	49,576	50,953	52,369
Net Loss from disposal of Assets	4,350	4,468	3,284	3,077
Total Operating Expenses	273,189	282,955	293,228	300,067
Net Operating Position				
	6,473	12,766	10,822	12,639
Surplus %	2.3%	4.3%	3.6%	4.0%

Item	Draft Budget 2018/19	Forecast Budget 2019/20	Forecast Budget 2020/21	Forecast Budget 2021/22
	\$,000	\$,000	\$,000	\$,000
Capital Funding Sources				
General fund contribution to capital	40,336	49,031	50,843	52,804
2012 Special Rate Variation	6,255	6,756	6,958	7,167
Stormwater Management Charge	1,965	2,014	2,064	2,116
Grants & Contributions - Capital	9,084	9,049	9,105	9,161
Proceeds from the Sale of Assets	1,620	1,620	1,620	1,620
Funding available for Capital Expenditure	59,260	68,471	70,591	72,869
Capital Expenses				
Asset Renewals	32,168	32,057	32,249	32,169
2012 SRV Priority Projects	2,694	14,012	15,087	10,315
New / upgrade	32,691	23,271	20,046	9,964
Total Capital Spend	67,553	69,339	67,382	52,448
Principal Loan Repayments / (borrowings)	3,580	3,575	3,269	2,947
Draw down on restricted reserves	(11,873)	(4,443)	(60)	17,474

Special Rate Variations

2012 Special Rate Variation

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

The 2012 SRV has raised \$28.4 million in funds towards these special projects, with Council spending almost \$50 million since July 2012 (based on December 2017 figures).

Special Projects:

Revitalising Hunter Street

Revitalising our coast

Upgrading Blackbutt Reserve

Providing new cycleways

Improving our swimming pools

Modernising our libraries

Expanding parking meters*

Off-street parking stations^

Expanding our Art Gallery

Notes:

*Council resolved not to expand the parking meter network.

^In 2012 Council sold two of three parking stations.

2015 Special Rate Variation

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

The revenue provided by the section 508A special rate variation (2015 SRV) has been critical to ensure Council achieves financial sustainability. It will also allow Council to accelerate the completion of our priority projects as well as make substantial reductions to our infrastructure backlog.

2015/16 was Council's first year of the 2015 SRV and the funds have been and will continue to be allocated to:

Additional expenditure on Asset Renewal to help reduce the backlog

Replacement of bus shelters

Lower fees for Beresfield Pool

Commencement of the online DA tracking system

Expanding the community engagement program

Increase bush generations work

Schedule more pedestrian and local traffic improvements

Increase road maintenance mowing and concrete footpath repair

Increase weekend maintenance/clean up call out service

Rate Information

This section of the report forms part of Council's Revenue Policy and includes information on the proposed rates and charges structure and general information about rates for the 2018/19 rating year.

Current year rate increase

Council acknowledges the importance of rate income as a funding source however this must be balanced against community sensitivity to rate increases, including the impact on the ratepayer and the capacity of the ratepayer to pay any rate increase.

The 2018/19 budget is based on total 2017/18 general income from ordinary and special rates being increased by a total of 8%. This increase is part of Council's approved SRV Application made in 2015 to IPART. This approval allows Council to increase rate income above the allowable rate peg increase for a five year period i.e. 2015/16 to 2019/20.

The rate peg for 2018/19 is 2.3%.

An estimated gross ordinary rate income of \$145.4 million will be raised for 2018/19.

For the 2018/19 rating year the base date land value to be used is 1 July 2016. This is the same base date as that used for 2017/18 rates.

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

	Number of Properties	Gross rate yield 2018/19 (\$000's)
Ordinary rates		
Residential	63,635	92,046
Farmland	16	32
Business (including sub-categories)	4,519	53,331
Total Properties/Gross Ordinary Rate Income	68,170	\$145,409

Rating structure

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

1) The extent to which those who receive the benefits of Council's services also pay for those services, and

2) The extent to which those who pay for Council's services have the ability to pay for those services.

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

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

Additionally no changes are proposed to the structure of the Farmland category from that used in 2017/18.

Both the Business and Farmland categories and Business sub-categories continue to be structured on the use of a minimum amount. The proposed minimum amount for 2018/19 will be \$968.00 – this is the 2017/18 minimum amount of \$896.30 extended by the total rate increase of 8%.

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

The purposes of the special rates proposed to be levied for the 2018/19 rating cycle are:

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

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

Rate	Minimum Rate	Ad Valorem Amount Cents in \$	Base Amount		Estimated gross rate yield 2018/19
	\$	¢	% of total rates		\$
Ordinary Rates					
Residential	Nil	0.218054	723.23	50	92,045,968
Business	968	1.802218	Nil	Nil	38,765,028
Farmland	968	0.296363			32,444
Business Sub-Categories					
Inner City Suburban Shopping Centre	968	2.278434	Nil	Nil	161,541
Suburban Shopping Centre	968	3.040763	Nil	Nil	283,095
Mayfield Suburban Shopping Centre	968	4.015034	Nil	Nil	174,654
Kotara Major Commercial Shopping Centre	968	3.210487	Nil	Nil	1,431,877
Major Commercial Shopping Centre (Inner City)	968	1.876258	Nil	Nil	277,780
Kotara Homemaker's Centre	968	1.384098	Nil	Nil	268,515
Kotara Homemaker's Centre - South Zone	968	1.568866	Nil	Nil	293,378
Jesmond Major Commercial Shopping Centre	968	4.321563	Nil	Nil	561,803
Waratah Major Commercial Shopping Centre	968	4.784879	Nil	Nil	395,231
Wallsend Major Commercial Shopping Centre	968	5.251752	Nil	Nil	450,075
The Junction Major Commercial Shopping Centre	968	3.718891	Nil	Nil	211,233
Kooragang Industrial Coal Zone	968	1.735242	Nil	Nil	611,301
Kooragang Industrial Centre		1.566978	Nil	Nil	1,578,586
Kooragang Industrial Centre - Walsh Point	968	1.867186	Nil	Nil	1,217,405
Kooragang North Coal Zone	968	2.373508	Nil	Nil	1,369,514
Mayfield North Heavy Industrial Centre	968	0.981369	Nil	Nil	582,933
Mayfield North Industrial Centre	968	1.582551	Nil	Nil	412,840
Mayfield North Future Industrial Development Centre	968	1.989221	Nil	Nil	342,146
Carrington Industrial Centre	968	2.214483	Nil	Nil	1,263,445
Carrington Industrial Port Operations Use	968	2.466045	Nil	Nil	263,053
Carrington Industrial Port and Coal Zone	968	3.076687	Nil	Nil	1,384,509
Broadmeadow Industrial		3.612502	Nil	Nil	150,280
Hexham Industrial	968	2.534710	Nil	Nil	875,088
Total Ordinary Rates					\$145,403,722

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

Rate	Minimum Rate	Ad Valorem Amount Cents in \$	Base Amount		Estimated gross rate yield 2018/19
	\$	c	% of total rates		\$
Special Rates					
City centre - City East	Nil	0.284731	Nil	Nil	184,833
City centre - Darby St	Nil	0.063880	Nil	Nil	31,612
City centre - City West (Close Zone)	Nil	0.117651	Nil	Nil	226,658
City centre - City West (Distant Zone)	Nil	0.058826	Nil	Nil	18,743
City centre – Tower	Nil	0.284731	Nil	Nil	176,491
City centre – Mall	Nil	0.284731	Nil	Nil	123,745
City centre – Civic (Close Zone)	Nil	0.159224	Nil	Nil	89,479
City centre – Civic (Distant Zone)	Nil	0.079612	Nil	Nil	6,482
Hunter Mall	Nil	0.231864	Nil	Nil	90,005
Mayfield Business District	Nil	0.102566	Nil	Nil	74,188
Hamilton Business District - Zone A	Nil	0.194877	Nil	Nil	86,002
Hamilton Business District - Zone B	Nil	0.097439	Nil	Nil	32,959
Hamilton Business District - Zone C	Nil	0.048719	Nil	Nil	15,008
Wallsend Business District - Zone A	Nil	0.384393	Nil	Nil	103,868
Wallsend Business District - Zone B	Nil	0.192197	Nil	Nil	14,128
Wallsend Business District - Zone C	Nil	0.288295	Nil	Nil	24,707
New Lambton Business District	Nil	0.117168	Nil	Nil	14,901
Total Special Rates					\$1,313,811

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

Property owners who pay the City Centre benefit (special rate) may apply for rate assistance of an amount up to 50% of the special rate levied for 2018/19. This assistance is conditional on the property owner committing this reimbursement to their tenant/s whose business is suffering financial hardship due to the light rail construction.

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

Estimated Residential Rates Payable

Land Value	2017/18 Rates Payable	2018/19 Rates Payable using 50% Base Amount	Increase
\$	\$	\$	\$
50,000	771.78	832.26	60.48
100,000	872.33	941.28	68.95
150,000	972.89	1,050.31	77.43
175,000	1,023.16	1,104.82	81.66
200,000	1,073.44	1,159.34	85.90
250,000	1,174.00	1,268.37	94.37
300,000	1,274.55	1,377.39	102.84
**331,676	1,338.25	1,446.46	108.21
350,000	1,375.11	1,486.42	111.31
400,000	1,475.66	1,595.45	119.79
500,000	1,676.77	1,813.50	136.73
600,000	1,877.88	2,031.55	153.67
700,000	2,078.99	2,249.61	170.62
800,000	2,280.10	2,467.66	187.56
900,000	2,481.21	2,685.72	204.51
1,000,000	2,682.32	2,903.77	221.45

** Average residential land value

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

Waste Management Service Charges

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

Domestic Waste Management Service Charge (DWMS)

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

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

2018/19	2019/20	2020/21	2021/22
\$340.09	\$340.09	\$340.09	\$340.09

Business Waste Management Service Charge (BWMS)

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

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

2018/19	2019/20	2020/21	2021/22
\$231.58	\$231.58	\$231.58	\$231.58

Stormwater Management Service Charge (SMSC)

The proposed SMSC for 2018/19 will continue to fund an enhanced stormwater related works and services program.

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

2018/19	2019/20	2020/21	2021/22
\$1,972,000	\$1,975,000	\$1,975,000	\$1,980,000

The proposed 2018/19 SMSC for residential properties is \$25 per eligible property, excepting residential strata units where an annual charge of \$12.50 is applicable. These charges are unchanged from those levied in 2017/18. Charges do not apply to vacant land or land categorised as Farmland, as well as land exempt from rates in terms of sections 555 or 556 of the *Local Government Act 1993*. Additionally land held under a lease for private purposes granted under the *Housing Act 2001* or the *Aboriginal Housing Act 1998* is also exempt from the charge.

In respect of land categorised as Business, the proposed 2018/19 SMSC for non-strata properties will be \$25 per 350m² of site area capped at \$1,000. Business strata units will be structured in the same manner but each lot's contribution will be based on the individual lot's unit entitlement.

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

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

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

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

Planning, construction and maintenance of stormwater harvesting projects

Monitoring of flows in drains and creeks to assess effectiveness

Stormwater education programs

Inspection of commercial and industrial premises for stormwater pollution prevention

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

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

Rebates to eligible pensioners

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

Rates assistance provisions

The following rate assistance options are proposed to be available, for the 2018/19 rating year, where ratepayers are experiencing financial difficulties:

Deferral of rates and charges against the estate. This scheme applies to all ratepayers provided that they satisfy the eligibility criteria,

Write-off of accrued interest

Negotiation of special arrangements to pay rates and charges

Financial planning and counselling through Council appointed welfare agencies and

Financial assistance through Council appointed welfare agencies.

Aggregation of values

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

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

Are used by the occupier of the unit.

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

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

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

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

The lots are not leased out separately.

Use of new land values

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

Revenue Policy

Statements of business activities

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

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

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

Services for which Council may charge a fee include:

-
- Supply of services and products

 - Giving information

 - Providing a service in connection with the exercise of Council's regulatory function (e.g. applications, inspections, certificates)

 - Allowing admission to buildings.

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

Full Cost Recovery (F)	Council recovers all direct and indirect costs of the service (including depreciation of assets employed).
Partial Cost Recovery (P)	Council recovers less than the full cost. The reasons for this may include community service obligations and legislative limits.
Statutory Requirements (S)	Price of the service is determined by legislation.
Market Pricing (M)	The price of the service is determined by examining alternative prices of 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 Council for assets employed. Council's policy for determining fees to be charged is that all Council fees and charges not subject to statutory control are to be reviewed on an annual basis, prior to finalisation of the annual operating budget.

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

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

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

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

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

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

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

The capacity of the user to pay

Market prices.

All fees and charges not included in the Division 81 GST free schedule will attract the GST at the current rate of 10%. Council's 2018/19 Fees and Charges Register is bound as a separate report.

Established categories for reduction or waiving of fees

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

Application and assessment

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

Compliance with relevant legislation

Fairness, consistency and equity

Transparency.

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

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

Hardship	Where there is evidence that the payment of the fee or charge will impose unreasonable financial hardship on the applicant given their particular circumstances.
Charity	Where the applicant is a registered charity and the fee is for a service that will enable the provision of charitable services to the community of the Newcastle local government area.
Illness or death	Library overdue charges and pool season passes may be reduced or waived where the applicant provides evidence that the charge was incurred due to: <hr/> <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.

Equitable pricing methodology

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

Proposed loans borrowing program

Council's loan liability as at **30 June 2019 is forecast to be \$54.1 million.** Council advises that there have been no further loan borrowings budgeted in the 2018-2022 Delivery Program.

Charges for work on private land

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

Asset rationalisation and property asset disposal

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

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

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

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

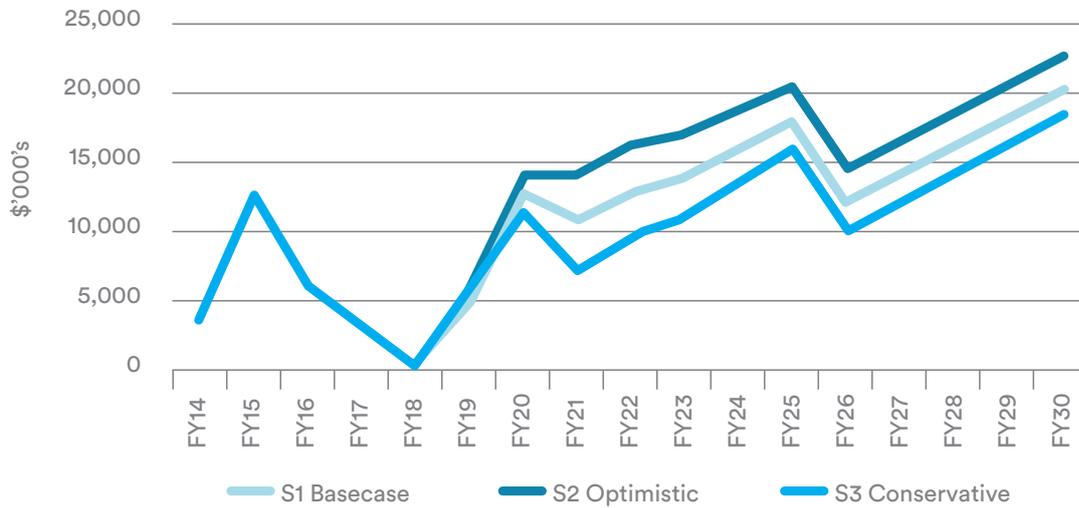
Long Term Financial Plan

Council's Long Term Financial Plan (LTFP) is an integral document in the Local Government IP&R Framework. The LTFP is used to demonstrate the financial impacts of providing services and assets to the community. The services and assets to be provided are identified through the annual budget process, which draw direction from our suite of corporate planning documents including our Community Strategic Plan, Service Asset Plans and the Workforce Management Plan. The LTFP has been updated through the 2018/19 annual budget process. In line with the new Council term a fully redeveloped LTFP is being prepared in line with the Office of Local Government's timetable and will be finalised in June 2018.

Council's operating position is projecting surpluses for the duration of the forecast, with the exception of FY18 which is anticipating a break even position at year end. The trend emerging of a continual surplus reflects a positive pattern of financial performance. The downward spikes in Financial Year (FY) 21 and FY26 are indicative of asset revaluation years of Council's largest asset class, Roads and Drainage.

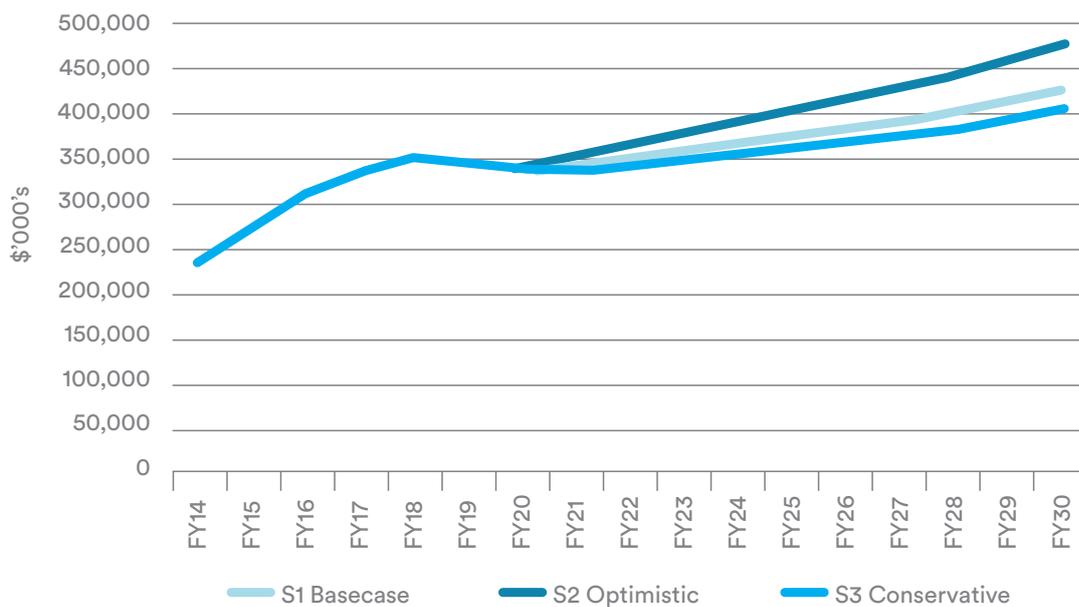
To ensure this positive operating trend is realised, a strong organisational focus on financial responsibility is required. A continuous operating surplus is necessary to support Council's long term financial sustainability and to generate funding to facilitate key goals such as the delivery of our priority projects as per Council's 2012 SRV application, ensure Council is able to respond to the community's needs and to fund an increase in asset renewal to achieve a more desirable level of infrastructure backlog in a shorter than anticipated time frame.

Operating Surplus (Deficit)



Directly correlating from the forecast strengthening Operating Performance is a modest growth in Council's Cash & Investments position.

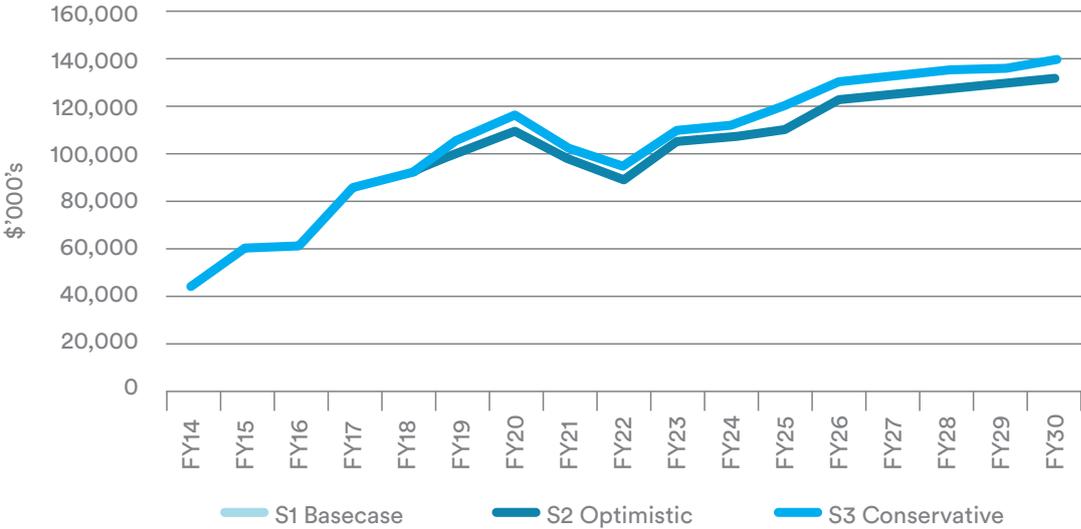
Cash & Investments



The new Council, elected in 2017, has a strong vision to transform Newcastle into a smart city with Newcastle City Council evolving into a smart organisation. As such Council's capital works program is forecast to grow over the short term to allow for key new projects, such as Smart Moves Newcastle, City Change and the Solar Farm.

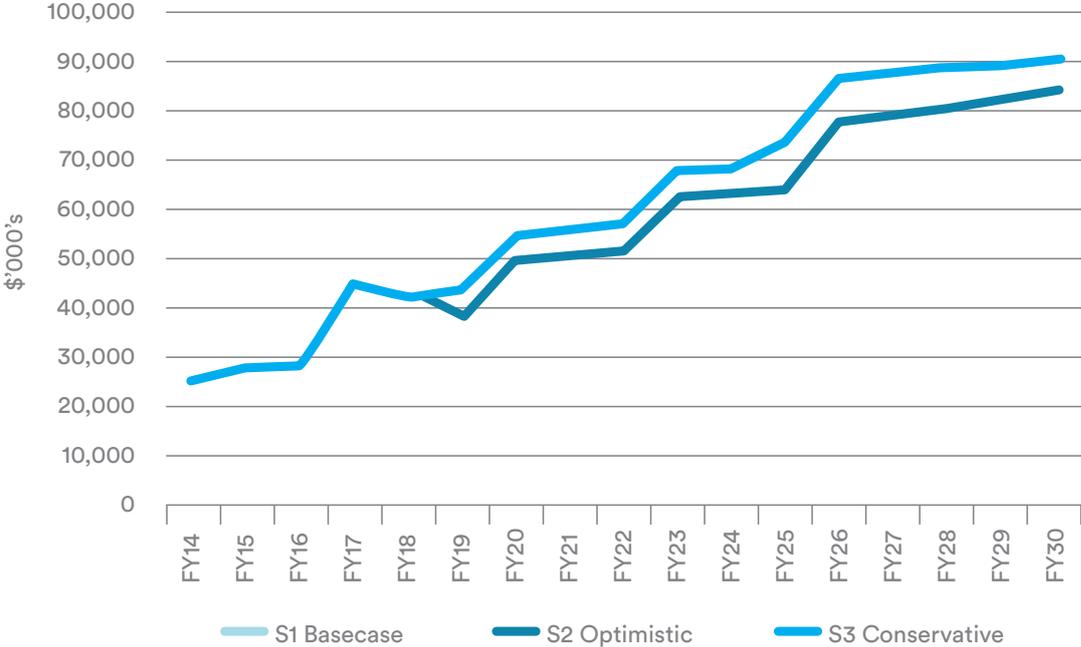
The works program is anticipated to reduce between FY20 to FY22 to recognise the program level, over the short term, is extensive and would not be sustainable over a long term period. The program does begin to build again from FY23 onwards to reflect the effects of inflation on the works program and to return focus to increasing Council's expenditure on Asset Renewal.

Capital Works (Capex & Opex)



The projections for asset renewal reflected in the graph below show the asset renewal portion of the works program has been reduced in the short term, until FY20, to prioritise capital funding to the new asset initiatives. From FY20 there is a staged approach to increase Council’s expenditure on asset renewal.

Asset Renewal (Capex & Opex)

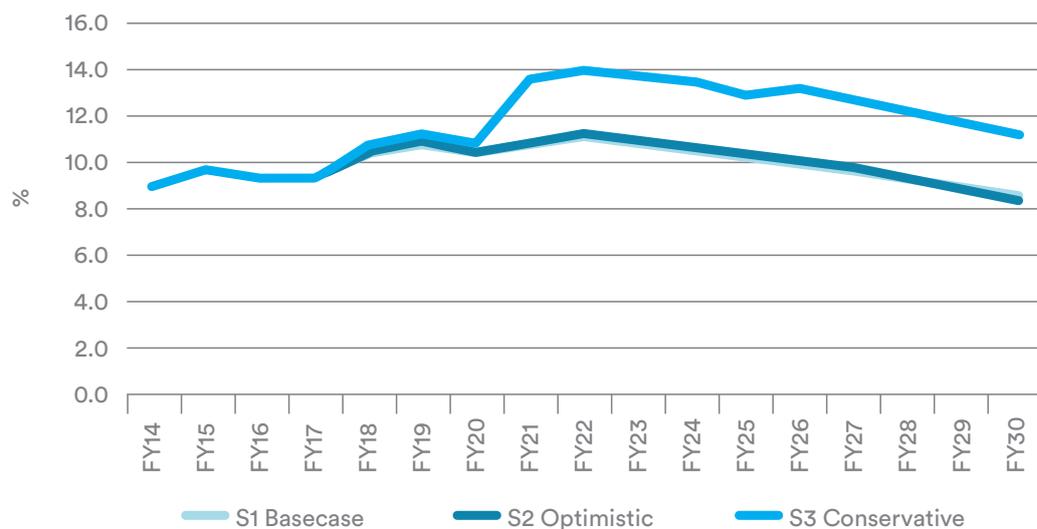


The graph below demonstrates Council's level of infrastructure assets which contribute to the backlog. A direct correlation between the reduced funding allocated to asset renewal in the short term and the increased level of backlog in the graph below is clear. The model anticipates that a decrease in funding to asset renewal will result in an increase in the backlog balance. Similarly, any variance below the minimum level of renewal or maintenance required has an immediate, detrimental impact on the backlog balance.

The asset backlog is an area of risk for Council. Accurately forecasting the value of Council's infrastructure backlog is complex and requires large amounts of high quality data to accurately calculate.

Adding additional complexity to the calculation is the possibility that the impact of Council's assets condition deteriorating is not fully reflected in the infrastructure backlog level noted in the financial statements. Although it is challenging to determine an accurate forecasted level of asset backlog, it is an extremely important sustainability metric for Council. IPART has a prescribed level of asset backlog of 2% of infrastructure assets written-down value for all Council's. Newcastle Council's level currently measures above 10% and with the existing asset renewal expenditure anticipated the backlog is not forecast to fall below 8%. It is therefore essential Council returns to a strong commitment to direct resources towards the renewal of infrastructure assets.

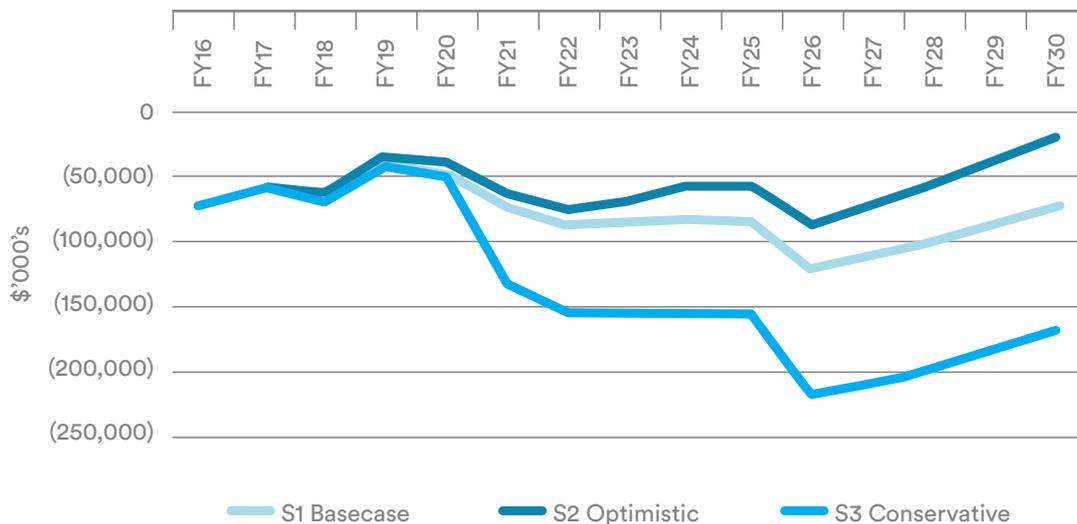
Infrastructure Backlog Ratio (% written-down value)



Council's updated 2018/19 LTFP projects a sustainably increased works program supported by operating surpluses and stable cash and investments. However the key risk area remains the backlog in Council's infrastructure assets.

It is forecast that Council's reserves are insufficient to meet the current and future commitments including this infrastructure backlog and reserves will remain in deficit over the duration of the forecast.

Reserves Surplus (Deficit)



The annual budget developed for the 2018/19 financial year is based on underlying assumptions and key themes applied incorporating some refreshed direction. It is also consistent with the objectives reflected in the delivery program and continues to include commitments arising from both the 2012 and 2015 SRV approvals, and Council's Fit for the Future submission, however with expenditure allocation redirected in relation to some aspects.

Growth in expenditure on Asset Renewal has been reduced and is now spread over an extended period however Council remains committed to meeting its targets and providing high quality services and assets to the community.



Asset Management Strategy

Asset Management Policy

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

The Asset Management Policy was adopted by Council in June 2016 and supports Newcastle City Council's commitment to:

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

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

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

Asset Management Strategy and Service Asset Plans

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

(5.4b) Plan, provide and manage infrastructure that continues to meet community needs;

(7.4a) Continuous improvement in services delivery based on accountability, transparency and good governance; and

(7.4b) Provide services that deliver on sustainable community service expectations.

Council manages an asset portfolio of \$2 billion to deliver 20 core asset-based services.

Service	Current level of Service	Current Infrastructure Asset Replacement Value \$	Infrastructure Backlog 2016/17 \$
Aquatic Centres	★★★☆☆	38,833,099	8,950,699
Arts and Cultural Facilities	★★★☆☆	175,552,652	15,034,552
Bushland, Watercourses and Public Trees	★★★☆☆	4,782,396	1,624,572
Car Parking	★★★☆☆	13,729,635	26,757
Caravan Park	★★★★☆	6,531,574	-
Cemeteries	★★★☆☆	71,091	-
Child Care	★★★☆☆	8,260,799	4,696
Coastal, Estuary and Wetland	★★★☆☆	31,368,521	6,571,462
Community Buildings	★★★☆☆	35,946,382	921,796
Libraries	★★☆☆☆	41,980,445	-
Parks and Recreational Facilities	★★★☆☆	108,754,549	2,302,846
Public Amenity	★★★☆☆	7,145,623	97,533
Smart City**	★★☆☆☆	-	-
Stormwater Drainage, Water Quality and Flood Planning	★★☆☆☆	264,830,660	31,160,128
Support Services - Commercial Property	★★★☆☆	16,454,182	222,199
Support Services - Fleet and Plant	★★★☆☆	36,250,387	-
Support Services - Information Technology	★★★☆☆	8,254,686	-
Support Services - Operational Buildings	★★★☆☆	20,884,543	678,030
Transport	★★★☆☆	934,405,590	32,622,000
Waste Management	★★★☆☆	50,918,966	6,121
		\$1,804,955,781*	\$100,223,391

*Excludes Airport, Land, Furniture and Equipment \$235M

** Smart City is a new initiative implementing infrastructure into the future

Newcastle City Council is following the Fit for the Future guidelines with its current renewal strategy which is focused on reducing the infrastructure backlog.

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

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

Workforce Management Plan

Workforce planning is a resourcing strategy that:

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

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

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

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

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

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



Our Workforce Profile

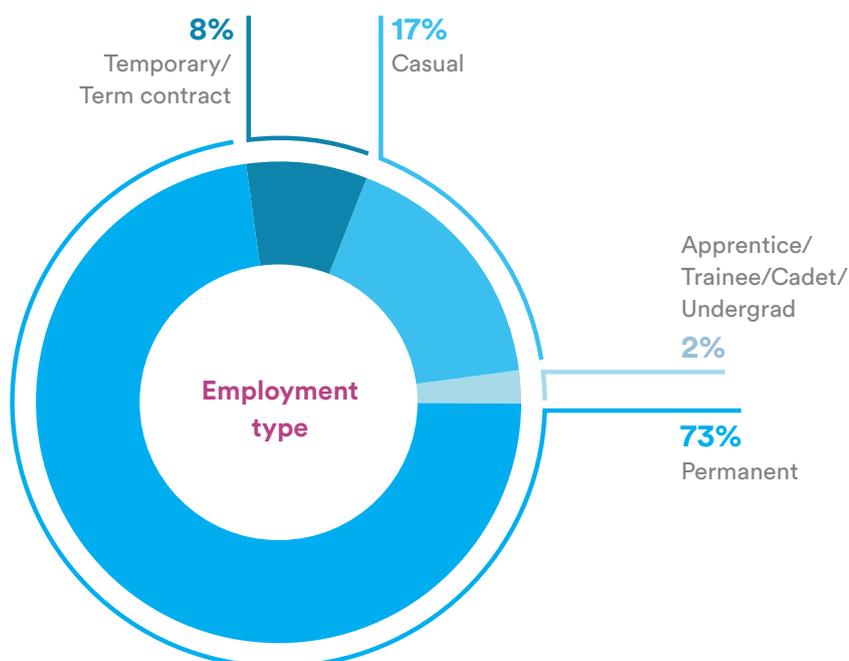
Newcastle City Council's workforce is large and diverse with a range of occupations across the organisation. Our employees work in construction, waste facilities, libraries, art galleries and museums, childcare centres, heritage and recreation facilities, and administration offices.

The graph below shows our workforce breakdown which comprises of 1,277 employees with the majority being permanent employees (full time and part time).

Approximately one quarter of our staff are employed on a casual, temporary or fixed term basis or are participating in tertiary/vocational education programs. Our approved Equivalent Full Time (EFT) positions are 957¹.

Our employee base is also supplemented by external labour hire which fluctuates in accordance with short term demands. Accompanying this, is our strong network of volunteers (>350) who work across a range of sites and services such as environmental, community and cultural facilities.

Workforce breakdown

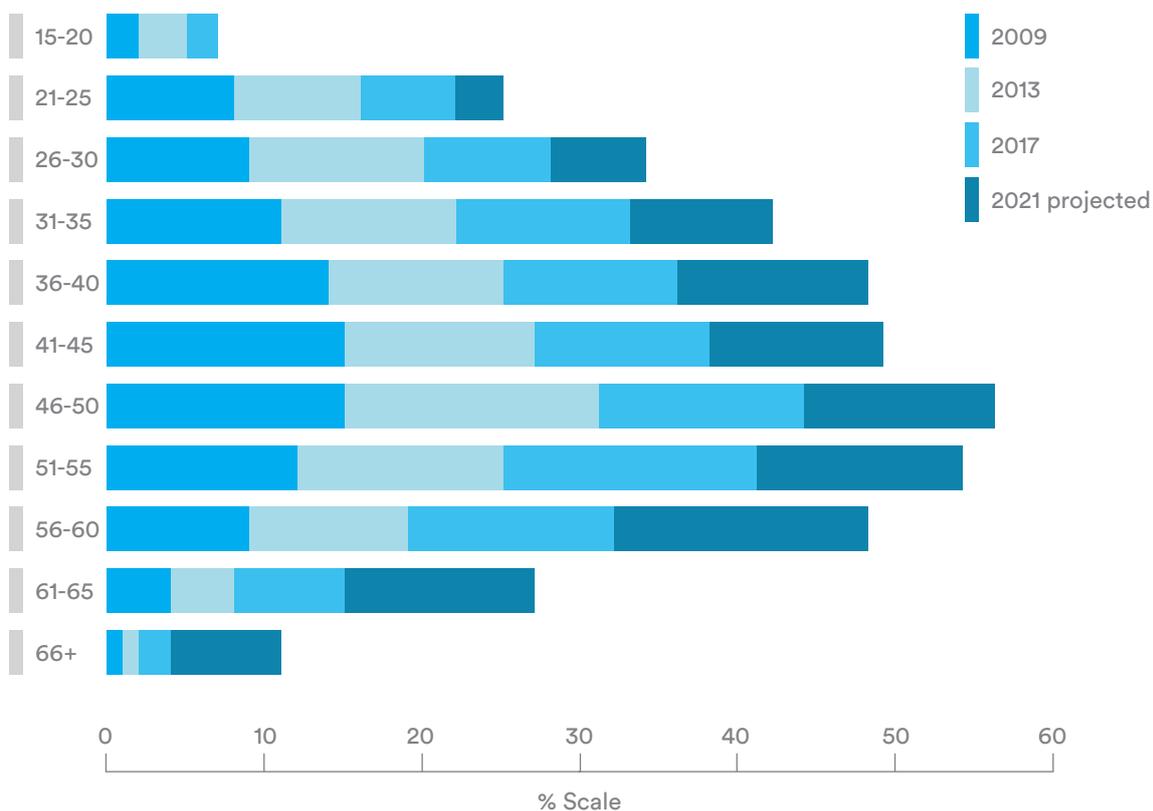


Age

Australia is experiencing a rapidly aging population, and this is even more distinct within the Local Government sector workforce. The percentage of Council's workforce approaching retirement age (55 years and over) has increased significantly from 14% in 2009 to 22% in 2017 and is anticipated to continue to accelerate to over 35% by 2021² (Figure 2).

This represents over 450 individual workers being eligible for or contemplating retirement over the coming four years, and is an immediate concern and key consideration of the resourcing strategies presented in this plan.

Total workforce distribution by age



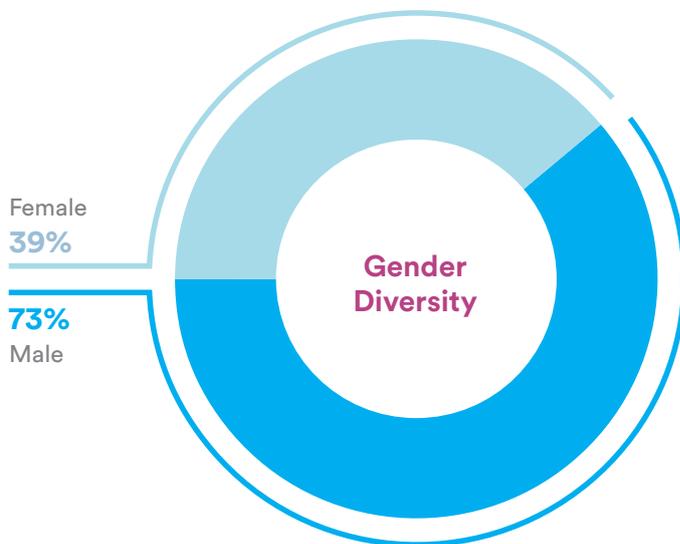
²Newcastle City Council's Human Resources Unit (December 2017)

Diversity

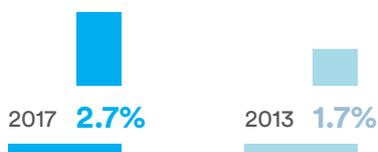
Equal Employment Opportunity for Newcastle City Council is about achieving fairness, social justice and equity. Through employing people with diverse experiences, cultures and abilities we can achieve our vision to make Newcastle a smart, liveable and sustainable city.

Current analysis reveals the challenges Council is facing, which are key considerations in its strategies in terms of diversity and inclusion.

Diversity breakdown



Aboriginal and Torres Strait Islander Workforce



Staff who identify as having a disability



Our Future

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

Our challenges include:

Our ageing workforce

Encouraging diversity across the organisation

Reducing turnover

Embracing emerging technology

Building internal leadership capability

Attracting and retaining quality staff particularly younger workers and those engaged in our critical roles.

	2016	2011	Increase
Population	160,919	155,550	3.45%
Labour Force Participation Rate	78,858	74,537	5.80%
Total Dwellings	69,020	65,937	4.68%
Residential building approvals	496	1,195	141.00%

Workforce Management Strategies & Actions

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

1. Attract & retain a high quality, committed workforce

Actions

1.1 Develop a **Total Value Proposition**

1.2 Create a positive **induction/on boarding** experience

1.3 Develop and implement an improved **salary system** including progression framework and recognition of critical roles

1.4 Develop and implement an improved **performance and development system** including recognition mechanisms for high performers

1.5 Improve access to **flexible work arrangements**

1.6 **Relocation** of the City Administrative Centre and Fred Ash Building work places to a new high performance building

1.7 Review and update **position descriptions** to ensure role clarity and capacity to meet future demands

1.8 Review use of **contingent labour** to address short term needs and provide job security for permanent staff

2. Invest in the capabilities of our people

Actions

2.1 Develop and implement a **succession planning** framework for critical roles and retirement planning

2.2 Develop and implement an improved **performance and development system** including identification of career paths and access to development opportunities

2.3 Develop and implement training to support the introduction of **new and emerging technologies**

2.4 Facilitate the introduction of **mentoring** arrangements

2.5 Invest in **leadership development** for both current and future leaders

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

Actions

3.1 Continued investment in activities to enhance our **organisational culture** and build courage, trust and pride

3.2 Implement our **Diversity** Management Plan, Aboriginal and EEO Employment Strategy, Reconciliation Action Plan, Disability Access and Inclusion Plan

3.3 Design and implement a **health and wellbeing strategy**

3.4 Continue to develop our safety culture

4. Plan for our future workforce needs

Actions

4.1 Align annual **vocational/tertiary program** recruitment to critical roles and retirement trends identified in this plan

4.2 **Review** EFT requirements and critical roles **annually** as part of the business planning process

4.3 Develop and implement **transition to retirement** arrangements to facilitate knowledge transfer



How our community can get involved

We have been involving the community in decision making, and providing effective communications to ensure we have an informed community for many years.

Stay connected

You can find out about our news and events through a variety of communication channels by visiting newcastle.nsw.gov.au/Council/Contact-Us/Follow-Us or calling 02 4974 2000 for hard copy options.

Our community has helped shape the future of Newcastle in the following areas:

Arts, entertainment and culture

Beaches, parks and recreation

Budget and rates

Building and planning

Environmental / water / waste

Roads and traffic

Tourism and economy

You can actively get involved, or see how your input has influenced our decision making by visiting our Have Your Say page newcastle.nsw.gov.au/YourSay



Thank you

Newcastle City Council
prepared this plan to inform
our community of what we will
be doing to achieve our long
term objectives for Newcastle.

We would like to thank:
Councillors, Council staff
and our community who
provided valuable input into
the preparation of this plan.

newcastle.nsw.gov.au