

# Newcastle City Council

## Six month progress on the Delivery Program 2013-2018









## 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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Authorisation: Chief Executive Officer

Cover and inside image: Inaugural Supercars Newcastle 500, November 2017

# CONTENTS

<b>WHO WE ARE</b> .....	<b>1</b>	<b>FINANCIAL PERFORMANCE</b> .....	<b>30</b>
The administration .....	2	Operating summary .....	30
Elected Council 2017/18.....	3	Snapshot on financials .....	31
<b>WHY DO A SIX MONTH PROGRESS REPORT?</b> .....	<b>5</b>	<b>SPECIAL RATE VARIATION</b> .....	<b>32</b>
<b>OUR PERFORMANCE JULY – DECEMBER 2017</b> .....	<b>7</b>	2012 Special Rate Variation .....	32
Connected city.....	9	Special Projects .....	32
Protected and enhanced environment.....	11	2015 Special Rate Variation .....	32
Vibrant and activated public places.....	13	<b>CAPITAL WORKS PROGRAM</b> .....	<b>33</b>
Caring and inclusive community.....	15	Project program summary .....	33
Liveable and distinctive built environment.....	17	<b>ASSET RENEWAL</b> .....	<b>35</b>
Smart and innovative city .....	19	Buildings and structures portfolio .....	37
Open and collaborative leadership .....	21	Environment portfolio.....	38
<b>MEASURING OUR SUCCESS</b> .....	<b>23</b>	Stormwater portfolio .....	38
Corporate performance measures.....	23	Roads portfolio .....	38
City centre revitalisation.....	23		
Upgrading Blackbutt Reserve.....	23		
Providing new cycleways.....	23		
Newcastle City Hall refurbishment.....	24		
Coastal revitalisation achievements .....	24		
New online engagement platform .....	27		
Liquidity position.....	28		

# 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 three 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**  
Jeremy Bath

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**Information Technology**

Claire Bath (Interim)

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**Human Resources**

Fiona Leatham (Interim)

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**Communications & Engagement**

Kathleen Hyland

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**Director Planning and Regulatory**  
Peter Chrystal



**Director Corporate Services**  
Andrew Baxter (Interim)



**Director Infrastructure**  
Ken Liddell

---

**Development and Building**

Murray Blackburn-Smith

---

**Strategic Planning**

Jill Gaynor

---

**Regulatory Services**

Patrica McCarthy (Interim)

---

**Cultural Facilities**

Liz Burcham

---

**Libraries**

Suzie Gately

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**Finance**

Martin Swan (Interim)

---

**Property Services**

David Guest (Interim)

---

**Customer Service**

Rod Bales

---

**Legal and Governance**

Emily Kolatchew (Interim)

---



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**Infrastructure Planning**

Joanne Rigby (Interim)

---

**Civil Works**

Greg Essex

---

**Projects and Contracts**

Iain Challis (Interim)

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**Facilities and Recreation**

Phil Moore

---

**Waste Management**

Darren North

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# ELECTED COUNCIL 2017/18



**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, Elernmore Vale, Fletcher, Hexham, Lenaghan, Maryland, Minmi, Rankin Park, Sandgate, Shortland, Tarro, Wallsend (Part)





Image: Newcastle LGA aerial view

# WHY DO A SIX MONTH PROGRESS REPORT?

Council is required under section 404(5) of the Local Government Act 1993 to provide progress reports on the Delivery Program and Operational Plan at least every six months. Council's six monthly progress report details Newcastle City Council's progress on the principal activities detailed in the Delivery Program.

The six monthly progress report, along with the Annual Report are the key points of accountability between Newcastle City Council and our community.

It is not a report to the Office of Local Government or the NSW Government, it is a report to our community on our performance against our Delivery Program Strategies.

Every six months, Council reports on the key activities it has undertaken which contribute to achieving our Delivery Program and in the long term our Newcastle 2030 Community Strategic Plan (CSP).



# OUR PERFORMANCE JULY – DECEMBER 2017



**62,336**

calls taken by our Customer Contact Centre



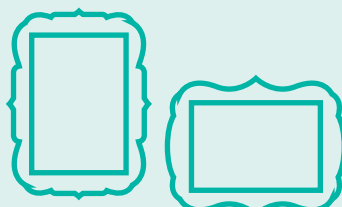
**73%**

satisfaction with our Customer Contact Centre



**4,020**

visitors to our  
Customer Service Counter



Attendance at:

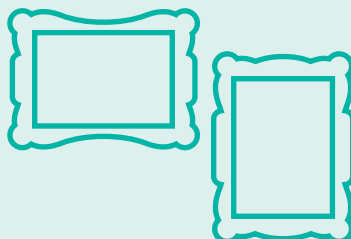
**30,528**

Art Gallery



**74,390**

Museum



**71,043**

Civic Theatre/Playhouse



**847**

total development applications

**\$641.5 million**



**796**

waste and recycling talks to students and community groups



**67,484**

waste collections from properties every week, with a 99.9% success rate



**\$50 million**

works program



**\$11 million**

on priority projects (including Blackbutt Reserve, new cycleways, revitalising our coast including the Bathers Way project, and revitalising the CBD)

Social media following:



**12,845**



**6,783**



**1,763**

# CONNECTED CITY

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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.









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## Performance

Eight actions were set in Council's 2017/18 Operational Plan to support the community objectives under the CSP, with delivery results as follow:

 1 completed 
  7 on track 
  0 delayed 
  0 revised

Actions/Project	Responsibility	December
Improve safety of roads through the implementation of pedestrian access and mobility planned projects and the Local Area Traffic Management Plan	Infrastructure Planning	
Implement the cycleway special rate variation projects including cycleway educations and promotion and investigation and development of future cycleway plans	Infrastructure Planning	
Develop and implement the road resurfacing program, city wide roads signs and line replacement and city wide roads rejuvenation program	Civil Works	
Implement the transport stops program including the renewal and upgrades of bus stops, shelters and seating to comply with Federal Government's legislation	Infrastructure Planning	
Implementation of the Hunter Street revitalisation project - Civic Public Domain Plan	Strategic Planning	
Manage Council's off street multi-use car park to meet parking demands and a commercially competitive environment	Regulatory Services	
Enforce the parking provisions of the NSW road rules to achieve traffic and pedestrian safety and turnover of parking spaces	Regulatory Services	
Complete Bathers Way improvements to the Hill traffic and parking	Infrastructure Planning	

# PROTECTED AND ENHANCED ENVIRONMENT

IN 2030 OUR UNIQUE  
ENVIRONMENT WILL BE  
UNDERSTOOD, MAINTAINED  
AND PROTECTED.





## Performance

19 actions were set in Council's 2017/18 Operational Plan to support the community objectives under the CSP, with delivery results as follows:

★ 0 completed    ✓ 19 on track    ! 0 delayed    ✋ 0 revised

Actions/Project	Responsibility	December
Drainage rehabilitation - replacement of deteriorated stormwater infrastructure	Civil Works	✓
Proactively monitor and regulate activities to minimise environmental impact, including implementing Council's business pollution prevention program and erosion and sediment control program	Regulatory Services	✓
Manage contaminated land information and seek appropriate remediation through the development application process	Regulatory Services	✓
Proactively monitor and regulate onsite sewage management systems to minimise the risk of water pollution and public health impacts	Regulatory Services	✓
Implement the tree inspection program in line with the City Wide Maintenance Policy	Civil works	✓
Promote and manage community based groups in provisions of environmental projects to help restore natural areas in accordance with relevant plans of management	Facilities and Recreation	✓
Identify and deliver projects to achieve energy and water savings under the energy and resource management investment – energy and water programs identified as part of the 10 year financial plan and the Newcastle 2020 Carbon and Water Management Plan	Projects and Contracts	✓
Design, development and construction of landfill for cell 9	Waste Management	✓
Expansion and enhancement of the small vehicle receival centre at Summerhill Waste Management Centre (SWMC)	Waste Management	✓
Continuation of the flood education campaign	Infrastructure Planning	✓
Operate and maintain the flash flood alert services for high risk flood areas in Newcastle	Infrastructure Planning	✓
Deliver the community urban forest program and street tree planting	Civil Works	✓
Provide environment projects across the LGA on natural area reserves including street tree planting and urban forest program	Civil Works	✓
Deliver water quality monitoring program	Infrastructure Planning	✓
Actively encourage and promote use of open space through junior ranger programs at Blackbutt Reserve, community planting days and volunteer groups	Facilities and Recreation	✓
Implement hazardous and difficult waste drop-off at SWMC and Libraries	Waste Management	✓
Develop new education 'experience' for schools in cooperation with Hunter Waste Education Group	Waste Management	✓
Roll out new recycling and waste stations to all public beaches and foreshore areas	Waste Management	✓
City wide stormwater quantity and quality modelling	Infrastructure Planning	✓

# VIBRANT AND ACTIVATED PUBLIC PLACES

IN 2030 WE WILL BE A CITY  
OF GREAT PUBLIC PLACES  
AND NEIGHBOURHOODS  
PROMOTING PEOPLE'S  
HAPPINESS AND WELLBEING.



## Performance

24 actions were set in Council's 2017/18 Operational Plan to support the community objectives under the CSP, with delivery results as follows:

★ 2 completed    ✓ 18 on track    ! 1 delayed    ✋ 3 revised

Actions/Project	Responsibility	December
Design, develop and present public and education programs for the Newcastle Art Gallery annually for general and specialised audiences represented in the Newcastle LGA that link to both the exhibition program and collection that are educational, enjoyable and relevant	Cultural Facilities	★
Park safe, play safe initiative	Regulatory Services	★
Relaunch and rebrand Newcastle libraries, including the refurbishment of Newcastle Region Library	Libraries	✓
Support local community initiatives through Place Making Grants and Community Assistance Grants	Strategic Planning	✓
Planning for a district sports and recreation complex to serve the long term needs of the growing western corridor Comment: Report delayed due to State Environment Planning Policy requirements. Feedback provided to NSW Government on draft plan impacts	Facilities and Recreation	✋
Develop criteria to guide capital projects in particular sports field improvement projects	Facilities and Recreation	✓
Promote appropriate environmental and recreational community use of Blackbutt Reserve facilities	Facilities and Recreation	✓
Foreshore Park Plan of Management Implementation Comment: The project delivery date has been revised and listed for 2018/19, some modification like additional trees have already happened in the preparation for the Supercar event	Facilities and Recreation	✋
Deliver a range of events for our community including New Year's Eve, Australia Day and Anzac Day	Strategic Planning	✓
Deliver the dual naming project across Council Comment: Delay in obtaining approvals for finalised wording and art work for signs. Signs now expected to be in place by May 2018	Strategic Planning	!
Implement various programs and outreach services for libraries for learners of all ages, interests and readers. Activities include programs for children, author talks, book chats, craft and technology sessions	Libraries	✓
Implement revitalisation projects across the city centre	Strategic Planning	✓
Construction of a playground for Richley Reserve recreation at Blackbutt Reserve	Projects and Contracts	✓
Continue Bathers Way upgrades	Projects and Contracts	✓
Plan for improvements to local and neighbourhood centres	Infrastructure Planning	✓
Expose local stories through cultural programming and build Newcastle's cultural identity	Cultural Facilities	✓
Increase display of Newcastle Art Gallery works of art	Cultural Facilities	✓
Align and integrate 2017 programs, partnerships and events calendar to the Newcastle 2030 Community Strategic Plan and the Cultural and Social Strategy	Libraries	✓
Develop customer driven collections with a review of Collection Development Policy to reflect a best practice industry approach	Cultural Facilities	✓
Deliver one collaborative cross institution project per year	Cultural Facilities	✓
In consultation, develop a strategic discussion paper to inform a future focussed Strategic Plan for libraries and an Infrastructure Plan	Libraries	✓
Align and integrate 2017 programs, partnerships and events calendar to the Newcastle 2030 Community Strategic Plan and the Cultural and Social Strategy	Strategic Planning	✓
Establish the parameters for digital service delivery via online access points Comment: The establishment of a virtual service delivery model is linked to the approval of The Library Strategy 2018/19	Libraries	✋
Implement a Multicultural Plan 2017/18	Strategic Planning	✓

# CARING AND INCLUSIVE COMMUNITY

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IN 2030 WE WILL BE THRIVING  
COMMUNITY WHERE DIVERSITY  
IS EMBRACED, EVERYONE  
IS VALUED AND HAS THE  
OPPORTUNITY TO CONTRIBUTE  
AND BELONG.

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## Performance

16 actions were set in Council's 2017/18 Operational Plan to support the community objectives under the CSP, with delivery results as follows:

 1 completed
  13 on track
  1 delayed
  1 revised

Actions/Project	Responsibility	December
Deliver on the community development projects including youth and seniors week	Strategic Planning	
Manage early childhood centre assets	Strategic Planning	
Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals	Regulatory Services	
Participate in Hunter Region Health Education Committee	Regulatory Services	
Actively encourage use of open space through junior ranger programs at Blackbutt Reserve, community planting days and volunteer groups	Facilities and Recreation	
Acquire new works by artists for exhibitions and the Newcastle Art Gallery collection	Cultural Facilities	
Position and promote City Hall as an accessible and multi-use venue with diverse hiring potential for local, regional and national clients	Cultural Facilities	
Deliver an integrated crime prevention platform utilising smart city technologies across the city centre (including Honeysuckle, Darby Street, Hamilton and the Junction) Comment: Initial grant application not supported. A revised project has been resubmitted as a new grant funding application in late 2017.	Strategic Planning	
Engage with the community through the Youth Council and Guraki Committee	Strategic Planning	
Provide access to technology and internet through library computers complemented by free wifi network. This technology will be supported by regular training sessions at various sites	Libraries	
Construction of a playground and skate park at South Stockton	Facilities and Recreation	
Various playground renewal and replacement across Newcastle	Facilities and Recreation	
Deliver community connection programs with partnerships with local high schools Comment: Formal documentation outlining the collaborative partnerships planned or delivered between libraries and high schools has commence in the new school year	Libraries	
Deliver the Community Assistance and Make Your Place grants program annually	Strategic Planning	
Increase programming of works by Aboriginal and Torres Strait Island people	Cultural Facilities	
Actively invest in programming and communications targeted to young people	Cultural Facilities	

# LIVEABLE AND DISTINCTIVE BUILT ENVIRONMENT

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IN 2030 WE WILL LIVE IN AN  
ATTRACTIVE CITY THAT IS  
BUILT AROUND PEOPLE AND  
REFLECTS OUR SENSE OF  
IDENTITY.







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## Performance

Nine actions were set in Council's 2017/18 Operational Plan to support the community objectives under the CSP, with delivery results as follows:

 1 completed
  6 on track
  2 delayed
  0 revised

Actions/Project	Responsibility	December
Maintain Council's urban planning framework incorporating the Local Planning Strategy (LPS), the Local Environment Plan (LEP), Development Control Plans (DCP) and section 94 plans	Strategic Planning	
Delivery of business sector energy and resource management projects in accordance with the Newcastle 2020 Carbon and Water Management Action Plan	Projects and Contracts	
Deliver the LPS short term actions	Strategic Planning	
Amend the LEP and DCP with the LPS and the Hunter Regional Strategy	Strategic Planning	
Implement the Newcastle after Dark: Night time Economy Strategy to improve the safety and amenity of the city centre and other neighbourhoods at night Comment: Completion of strategy behind schedule as resources deployed to Smart City project. Draft strategy scheduled for Council in March 2018	Strategic Planning	
Review western corridor traffic schedules and update the section 94 contributions plan	Strategic Planning	
Delivery Council's energy saving project	Projects and Contracts	
Implement Public Art Management Framework and adopt new Public Art Policy Comment: Final draft of Policy being completed in preparation for approval process	Cultural Facilities	
Continue restoration of City Hall facade	Projects and Contracts	

# SMART AND INNOVATIVE CITY

IN 2030 WE WILL BE A LEADER  
IN SMART INNOVATIONS WITH  
A HEALTHILY, DIVERSE AND  
RESILIENT ECONOMY.





## Performance

14 actions were set in Council's 2017/18 Operational Plan to support the community objectives under the Community Strategic Plan, with delivery results as follows:

★ 1 completed    ✓ 13 on track    ! 0 delayed    ✋ 0 revised

Actions/Project	Responsibility	December
Identify opportunities to partner with other groups to deliver activation and development projects	Strategic Planning	✓
Implement the Economic Development and Events Sponsorship programs	Strategic Planning	✓
Deliver the Newcastle Smart City Initiatives Program to continue to develop and establish Newcastle as a smart innovative city	Strategic Planning	✓
Implement the Events Management Strategy	Strategic Planning	✓
Promote Newcastle as a visitor and event destination to drive economic growth and investment	Strategic Planning	✓
Continue to support and promote the Library In Your Pocket App. The library app offers library members the opportunity to access e-resources such as e-books, e-audio books, magazines, newspapers, music and movies and much more	Libraries	✓
Continue to support and promote Australia's first digital library bar and café. Civic Digest offers the community the opportunity to engage with cultural institutions in a non-traditional format. Digital touchscreens offer state of the art technology and a platform to access library content, Council information, event information and have fun with apps and games	Libraries	✓
Promote Newcastle as a visitor and event destination to drive economic growth and investment - continue to deliver the Newcastle Destination Management Plan	Strategic Planning	✓
Implement Council Support of Sustainable Arts and Cultural Organisations in Newcastle Policy	Cultural Facilities	✓
Deliver sponsorship and grant programs annually for economic development and events	Strategic Planning	✓
Extend STEAM (Science, Technology, Engineering, Arts and Maths) program and activities to the library programming and implement collaborative high tech spaces on first floor of War Memorial Cultural Centre including a makerspace	Libraries	✓
Provide free wifi access in all Newcastle libraries	Libraries	✓
Support, in partnership with The Telstra Foundation and The Alannah and Madeline Foundation a national e-smart program to connect library users with the information and skills they need for smart, safe and responsible use of technology	Libraries	★
Deliver Smart City Strategy and the Hunter II project	Strategic Planning	✓

# OPEN AND COLLABORATIVE LEADERSHIP

IN 2030 WE WILL HAVE A STRONG LOCAL DEMOCRACY WITH AN ACTIVELY ENGAGED COMMUNITY AND EFFECTIVE PARTNERSHIPS.



## Performance

12 actions were set in Council's 2017/18 Operational Plan to support the community objectives under the Community Strategic Plan, with delivery results as follows:

★ 0 completed    ✓ 12 on track    ! 0 delayed    ✋ 0 revised

Actions/Project	Responsibility	December
Ensure the management of Council's budget allocations 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 reserved funds within agreed risk	Finance	✓
Implement the initiatives from the Workforce Management Plan including, the Aboriginal Employment Strategy and the Equal Employment Opportunity Management Plan	Human Resources	✓
Identify redundant assets for disposal and for the proceeds to be placed in the Land and Property Reserve to assist with reducing the infrastructure backlog	Property Services	✓
Deliver a comprehensive plan to transition to the cloud for corporate systems and data storage	Information Technology	✓
Maintain the key modules for Council's Enterprise Resource Planning software to ensure it continues to provide the optimum IT solution for the organisation in the latest, best and effective version (ie CiAnywhere)	Information Technology	✓
Undertake a media engagement strategy to maximise positive exposure opportunities and effectively manage any potential issues	Communications and Engagement	✓
Develop and implement an extensive engagement strategy to inform the development of the Newcastle 2030 Community Strategic Plan	Communications and Engagement	✓
Expand the community engagement program as outlined in option 3 of the 2015 special rate variation	Communications and Engagement	✓
Increase online engagement with community and stakeholders including staff through increases social media presence	Communications and Engagement	✓
Introduce innovation and emerging engagement tools to increase participation in engagement activities	Communications and Engagement	✓
Increase measures to improve quality and productivity outcomes of the Customer Contact Centre	Customer Service	✓

# MEASURING OUR SUCCESS

## Corporate performance measures

The below table identifies the key performance areas which allow the Council and the community to monitor the success of the Delivery Program and Operational Plan. Newcastle City Council will report six monthly and annually against its corporate objectives using the following key performance indicators:

<b>Objective 1</b>
Deliver on the key civic projects determined as the priorities for the community
<b>KPI</b>
Key civic projects are delivered in accordance with the budget and timeframes identified in the 2013-2018 Delivery Program
<b>Measure</b>
Six monthly and annual performance on outcomes of project implementation

## City Centre Revitalisation

City Centre Revitalisation has focused on three key areas in the last six months.

The first is working with State Government agencies on Newcastle Light Rail and urban renewal projects in the city centre. This has allowed Council to work with the Light Rail contractors to deliver streetscape improvements while the street is closed for light rail works.

The second focus area was the continuation of the planning process for the city centre. This includes the commencement of the public domain plans for the East End, continuation of the West End planning and advancement of the City Centre Signage and Wayfinding Strategy. Planning also continued on the Smart City project infrastructure rollout, including a new \$10 million project called Smart Moves after Council was successful in gaining significant Federal Government grant funds and industry contributions.

The third focus area of revitalisation was delivering economic development and activation projects across the city centre to help revitalise Hunter Street and surrounds. These projects include the 360 degree attraction program, Christmas in the park, the Union Lane installation and economic data projects.

## Upgrading Blackbutt Reserve

Construction of the major access and playground works underway at Richley Reserve. Stage one access works are nearing completion with the construction of pathways, driveway access and three new shelters. Stage two playground works have commenced with major ground shaping works being undertaken. Major equipment has been ordered and stage two works are due for completion in June 2018. Stage one and two will result in a transformation of the Richley Reserve area, providing a key new playground space, new shelters, pathways, seating, open space, connections, and activation.

Design for a new administration building, kiosk and amenities are now underway for Richley Reserve along with designs for upgrading the car park and kiosk at Carnley Avenue to allow a continuation of works at Blackbutt Reserve.

## Providing new cycleways

Council has continued to progress a number of key cycleway projects:

### Maud Street (R6 - University to Newcastle City Centre Cycleway)

A proposal for mid-block signals on Maud Street between Prince and Vera Streets, Waratah and other changes to calm traffic in the vicinity of the cycleway was exhibited from mid-July to mid-August. Modifications to the proposal were made following public exhibition. Council approved installation of mid-block signals in December 2017 and construction is expected to occur in June 2018.

### Merewether to Newcastle City Centre

A design has been completed and a traffic study to assess the impacts of the proposed bicycle boulevard on Corlette Street undertaken. The next steps involve referral of potential traffic changes for consideration by the Newcastle City Traffic Committee and community consultation.

### **Broadmeadow to Newcastle West**

Construction of the cycleway from Beaumont Street to Selma Street was completed.

Investigation of options to improve the final section of this route (namely the section over the Donald Street Bridge) is underway.

### **Cycling education and promotion**

Cycle skills classes were conducted; a NSW Bike Week community breakfast was held; map of Newcastle cycleways was printed and distributed; and work on a cycling benefits campaign undertaken.

### **Clyde Street level crossing**

In response to community requests, safety improvements at the level crossing at Clyde Street have been investigated and scheduled for implementation in the first quarter of 2018. The proposed measures, which will relieve the current pinch point at the crossing, are consistent with longer term plans for a cycleway on Chatham Road and Clyde Street connecting the east-west cycleway at Griffiths Road/Chatham Road to the University to Newcastle City Centre route at Chinchon Street.

### **Glebe Road at Park Avenue traffic signals**

This intersection is a notable blackspot. Construction of traffic signals at this intersection was approved by Council several years ago and Federal funding secured, however interface with Sydney Trains has prolonged the program. Significant progress on the design was made in the second half of 2017. Further community consultation will be carried out in early 2018 and civil works are expected to start in mid-2018. Prior to the installation of traffic signals some major drainage construction will be undertaken.

### **Newcastle City Hall refurbishment**

Conservation work to the southern and eastern facades is nearing completion. Approximately 700 individual stones have been replaced, 900 synthetic stone patches have been completed and 35 steel framed windows have been refurbished, including replacing 1,100 individual panes of glass. Reconstruction of the vehicle ramps is well underway and is due to be completed toward the middle of 2018.

The next stage of works has commenced and will restore the western and northern facades. This work involves extensive stone replacement and refurbishing of steel framed windows, lead weatherings, copper downpipes and rainwater heads. Repairs to the waterproofing membranes on the roof and balconettes will also be undertaken. Works are scheduled for completion at the end of 2019.

### **Coastal Revitalisation achievements**

Construction of the Bathers Way at the Hill is now complete, resulting in improvements in traffic movement and pedestrian safety. The Bathers Way at Shortland Esplanade and the South Newcastle Sea Wall Rehabilitation project are also complete, involving major road and retaining wall upgrades and securing the infrastructure required to deliver the Bathers Way path between King Edward Park and Newcastle Beach. Upgrades to Nobbys and Cooks Hill Surf Life Saving Clubs have also been completed as part of the Coastal Revitalisation program.

Designs for Bathers Way at South Newcastle, King Edward Park and Memorial Drive are underway, and once completed will enable the final stages of the Bathers Way to be implemented.

Preliminary investigations have commenced at Newcastle Ocean Baths and Newcastle Beach to inform the next stages of design for Coastal Revitalisation projects.



THE NEWCASTLE COMMUNITY WAS ACTIVELY ENGAGED ACROSS A RANGE OF PROJECTS IN THE SECOND HALF OF 2017. ALONG WITH TWO MAJOR ENGAGEMENT PROJECTS, COUNCIL LAUNCHED A NEW ENGAGEMENT PLATFORM.

**Newcastle 2030 Community Strategic Plan:**

An extensive community engagement program has been undertaken to inform the update of the CSP.

A Communications and Engagement Strategy was endorsed by Council in May 2017 with activities from late May to the end of November 2017. The program included a diverse range of the activities and events to ensure wide community representation, including from hard to reach groups. The graphic below highlights the high level of community participation in these activities.

Objective 2
Engage with the Newcastle community on projects that have a high level of impact on the community
KPI
Consultation undertaken for all projects which have a high level of impact on the community
Measure
Evidence that consultation has taken place is reported in the annual report


**Supercars:** After months of planning and preparation for the inaugural Newcastle 500, the successful event was held from November 24-26 and saw the culmination of our extensive communication and engagement activities. Members of the team regularly spoke with residents and businesses, both informally and formally through the management of the Major Events Residents Working Group.


During the event, high quality photography drove our story telling, from the convoy of trucks delivering the Supercars on in the days before the event to the presentation of the winner's trophy on Sunday evening. Social media posts aimed to engage and grow our audience.


# Better Together


Our 2030 plan


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

- 

**1,598**  
Surveys completed over two surveys
- 

**799**  
Participated in Ideas Wall
- 

**319**  
Created a budget
- 

**115**  
Attended five Community Workshops
- 

**810**  
Got involved when out & about

## New online engagement platform

In May 2017, Council expanded its engagement program to include a new online hub where residents can undertake a range of engagement activities on one site. This includes undertaking surveys, posting ideas on an ideas wall, participating in online forums, downloading documents and lodging formal submissions.

Visitors to the site can see timelines for the engagement activity and register for workshops or information sessions, making it ideal for large projects.

The graphic below outlines the high level of interest in engaging with Council online.



**31,000 TOTAL VISITS TO PROJECT PAGES**



**3,077 DOCUMENT DOWNLOADS**



**3,437 COMPLETED A SURVEY**

### Increasing community involvement in decision making - public exhibitions

The engagement hub is revolutionising the way Council seeks input through public exhibitions. It offers an alternative to the traditional method of relying on residents to lodge formal submissions for items on public exhibition through email or a letter to the organisation. For public exhibitions featured on the site, residents can download relevant documents and lodge submissions electronically directly from the page.

Not only is this more efficient for those wanting to lodge submissions, it means that for Council, interest in the documents on public exhibition can be quantified with views, downloads and comments, something not possible when they are on display solely at Council's Administration Centre and libraries. Public exhibitions featured on the engagement hub in the July - December 2017 period include:

- South Stockton Active Hub Urban Skate Plaza and Playground
- Draft Smart City Strategy 2017-2021
- Maud Street, Waratah - Proposed traffic changes
- Open and Transparent Governance Strategy
- Rail Corridor Rezoning, Development Control Plan and Planning Agreement.

#### Objective 3

Maintain a net funding budget surplus to ensure financial sustainability

#### KPI

Improve financial sustainability of Council

#### Measure

Net budget operating surplus ratio 2.7%

### The December Quarterly Budget Review is forecasting a *balanced operating position* and *positive generation of funds*.

The actual operating position for year to date (YTD) December was a deficit of \$6.7m. This result was driven primarily by projects brought forward into the works program and delivered within the first six months of the 2017/18 financial year. There was both an above average level of work delivered and an above average amount expensed rather than capitalised.

Council is forecasting a balanced operating position at the end of the financial year.



<b>Objective 4</b>
Maintain a strong cash and liquidity position to ensure financial sustainability
<b>KPI</b>
Implement the budget principles endorsed by Council on 18 April 2014
<b>Measure</b>
Achievement of budget principles

**Council currently has a strong cash and liquidity position; this is demonstrated with the following ratios:**

**Unrestricted current ratio 2.49:1 (Benchmark is greater than 1.5:1)**

This ratio is an indicator of Council's liquidity and has remained relatively stable in recent years, and reflects the impact of the requirement of Accounting Standards to classify investments as current or non-current, depending on the maturity date.

The unrestricted current ratio has been calculated for the purposes of assessing the capability of Council to meet its short term obligations (current liabilities) using current assets.

**Rates and annual charges outstanding ratio 4.16% (Benchmark is <5%)**

This ratio assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts. The rates and annual charges outstanding ratio of 4.16% has continued to fall. This is an improvement on the result due to a more proactive approach taken over the last few years with Council's mercantile agent.

**Cash expense cover ratio 8.66 (Benchmark is greater than three months)**

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

<b>Objective 5</b>
Provide better and more efficient services to customers through the implementation of improved systems and processes by 2017
<b>KPI</b>
Improve responsiveness and quality of customer experiences
<b>Measure</b>
Improve customer satisfaction scores in the Customer Service Survey by 2% 2014 , 5% 2015, 7% 2016, 10% 2017

Our most recent customer satisfaction survey completed December 2017, showed 62% of those who had contact with Council in the last 12 months were satisfied or very satisfied with their customer service experience. This is an increase of 1% from the 2016 results.

Of all survey respondents 57% had contacted Council via telephone in the last 12 months and 56% by email/web form these were the most popular method for contacting Council. Performance ratings for in person and telephones customers services were notably higher than the ratings for email and mail based customer service.

**Telephone customer service**

Telephone customer service was rated good or excellent by 73% of respondents. Results indicate good scores for professionalism, staff knowledge and degree of helpfulness.

**In person customer service**

In-person customer service was rated good or excellent by 73% of respondents. Professionalism, helpfulness and staff knowledge were all scored as good.

**On line email/webform customer service**

Just over half (53%) of respondents rate email customer service as good or excellent overall. Just under half of respondents rated degree of helpfulness (46%) and professional (48%) as good or excellent. There has been an increased amount of customer contact with Council using the mail@ncc.nsw.gov.au address rather than emailing staff directly.

**Summary**

Council is on track with improvements to telephone and face to face service. Council is committed to improving its service levels regarding customer requests received by email.

<b>Objective 6</b>
Renew and maintain assets within a sustainable range
<b>KPI</b>
Annual renewal ratio
<b>Measure</b>
Minimum of 10% variance in the maintenance renewal budget

#### **Infrastructure renewals ratio 79.5%**

This ratio compares the proportion spent on infrastructure asset renewals and the asset's deterioration measured by its accounting depreciation. Asset renewal represents the replacement or refurbishment of existing assets to an equivalent capacity or performance as opposed to the acquisition of new assets or the refurbishment of old assets that increase capacity or performance. NSW Treasury Corporation benchmark is greater than 100% and Council does not yet meet this benchmark but is working towards it.

#### **Maintenance renewal budget variance**

Renewal represents just under 50% of the capital work program, 72% of the maintenance program has been spent with projects brought forward and delivered in the first six months of 2017/18 financial year.

<b>Objective 7</b>
Identify opportunities for asset rationalisation to fund the infrastructure backlog
<b>KPI</b>
Infrastructure backlog: infrastructure backlog (\$m) less internally available infrastructure funding (\$m) = unfunded infrastructure backlog (\$m)
<b>Measure</b>
Target backlog is 2% of value of infrastructure (\$)

The 10 year target for asset sales (2013/14 to 2022/23) has been revised down from \$47 million (December 2014) to \$37.8 million. This is due to the combined impact of properties being removed from the sale list and the reappraisal of the potential sale proceeds for the remaining properties. These funds will be restricted for the purpose of infrastructure renewal.

#### **The following property was sold during 1 July 2017 to 31 December 2017.**

Property Description	Proceeds from Disposal	Carrying amount of assets sold	Net Proceeds on Sale (GST excl)
21 Bradford Close, Kotara	\$100,000	\$40,471	\$59,529

<b>Objective 8</b>
Ensure a strong organisation that has the skills and talent to support the delivery of services that meet community needs
<b>KPI</b>
Critical skills known and succession plans in place to ensure continuity of service delivery to community
<b>Measure</b>
Succession plans in place for all critical positions by 2015

Critical roles have been identified and were recently reviewed as part of the preparation of the Workforce Plan 2018-2022. Vocational/tertiary education programs have been expanded and targeted to address the supply of suitably qualified and experienced candidates for these critical areas. Informal succession planning continues to occur at the local level. Succession planning for our workforce will become more apparent once the project work on Council's Salary System and Performance Development Framework is established over the next 12-18months.

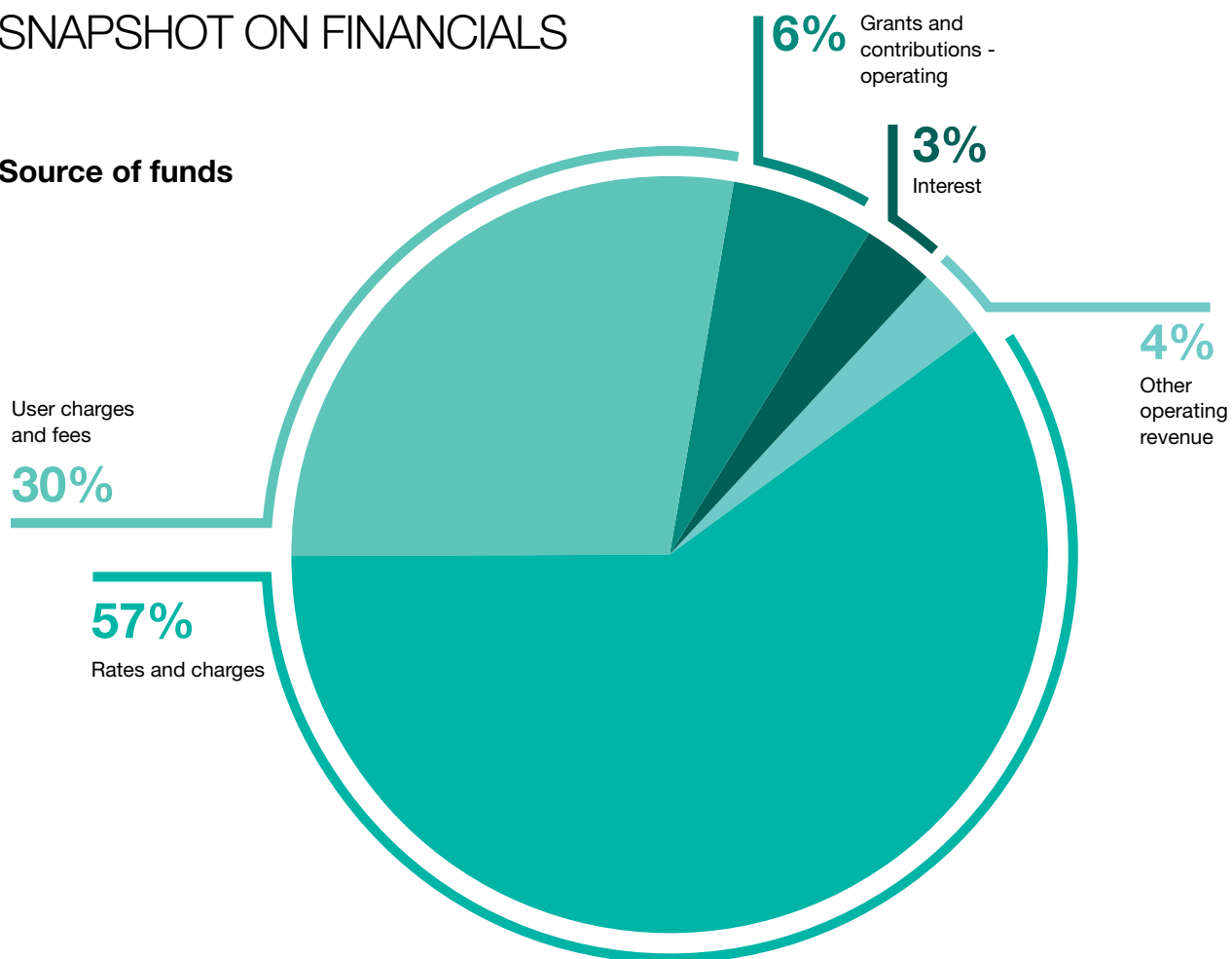
# COUNCIL FINANCIAL PERFORMANCE

## December 2017 Operating Summary

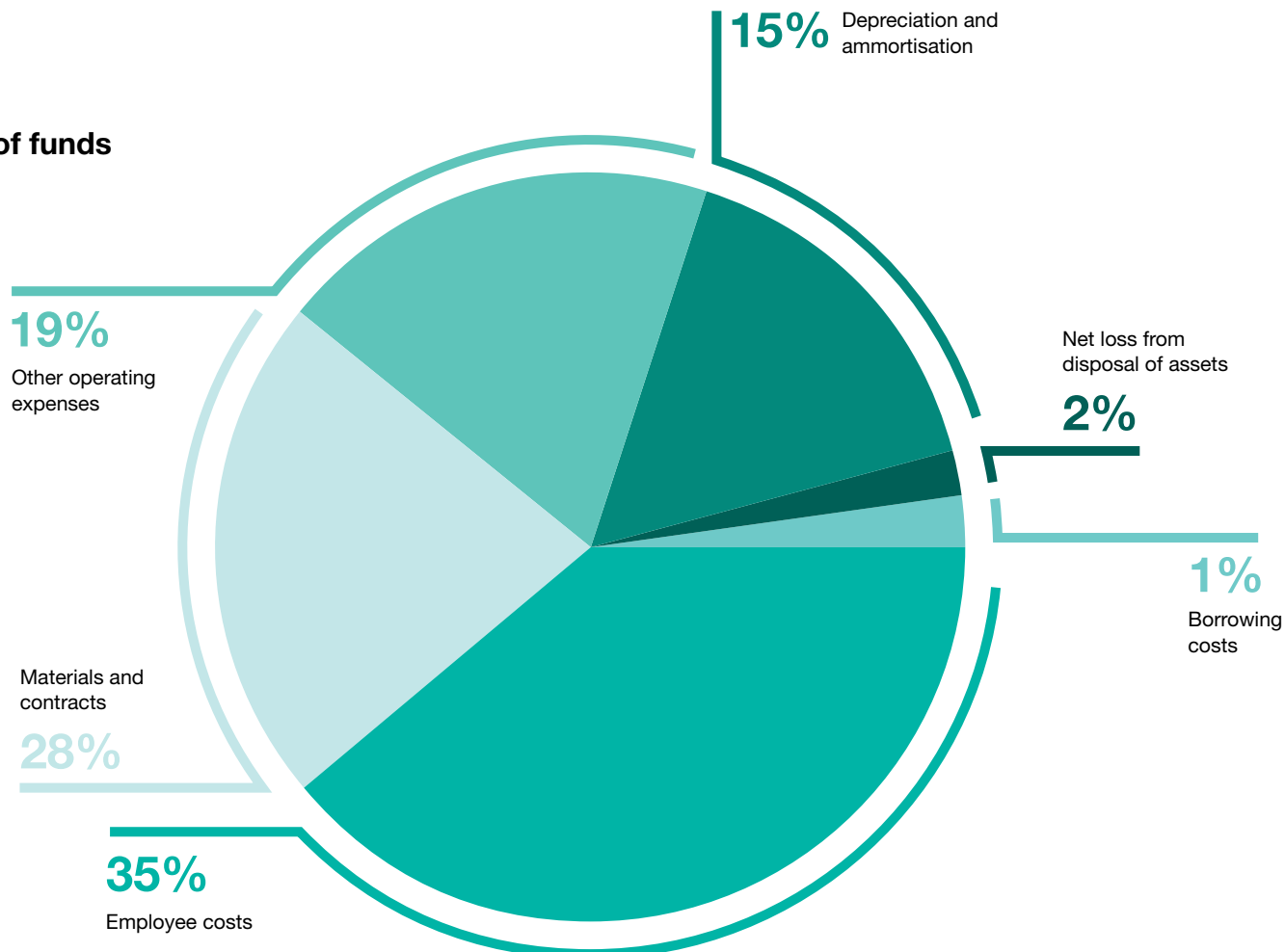
	2017/18 Adopted Budget \$'000	Adopted changes to September 2017 \$'000	Recommended changes to December 2017 \$'000	Projected year end result \$'000	Actual YTD \$'000
Total Operating Revenue	260,210	7,986	5,593	273,789	139,515
Total Operating Expenses	255,405	7,893	10,480	273,778	146,173
<b>Total Operating Revenue Less Operating Expenditure</b>	<b>4,805</b>	<b>93</b>	<b>(4,887)</b>	<b>11</b>	<b>(6,658)</b>
Total Capital Raising revenue	14,403	4,224	2,737	21,364	13,453
Add Back Non Cash Items	41,136	52	1,663	42,851	20,431
<b>Funding available for capital expenditure</b>	<b>60,344</b>	<b>4,369</b>	<b>(487)</b>	<b>64,226</b>	<b>27,226</b>
Total capital spend	68,671	(2,527)	(11,198)	54,946	28,736
Loan Principal Repayment	2,882		0	2,882	1,441
<b>Net Funds Generated / (Used)</b>	<b>(11,209)</b>	<b>6,896</b>	<b>10,711</b>	<b>6,398</b>	<b>(2,951)</b>

# SNAPSHOT ON FINANCIALS

## Source of funds



## Use of funds



# SPECIAL RATE VARIATION

## 2012 Special Rate Variation

In 2012, we successfully applied for a section 508(2) special rate variation (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 2012 SRV was granted for works of a capital nature for specific projects, these are outlined below.

The Delivery Program adopted by Council also includes budget principles specific to project delivery.

The 2012 SRV was introduced in July 2012 and in this time \$28.4 million has been raised. This revenue is placed in a restricted reserve to fund the projects outlined in the SRV application only.

During the 2017/18 financial year we have proposed to spend over \$17 million on identified projects with the majority of funding being used for coastal revitalisation.

In total \$49.6 million has been spent on these capital projects since the introduction of the variation.

## Special Projects

### 1. Revitalising Hunter Street

### 2. Revitalising our coast

### 3. Upgrading Blackbutt Reserve

### 4. Providing new cycleways

### 5. Improving our swimming pools

### 6. Modernising our libraries

### 7. Expanding parking meters

(Note: Council resolved not to expand the parking meter network.)

### 8. Off-street parking stations

(Note: in 2012, Council sold two of three parking stations.)

### 9. Expanding our Art Gallery

#### 1 July - 30 December 2017

Priority	2012 SRV	Budget \$,000	Actual spend YTD \$,000
1	City Centre Revitalisation (Hunter Street Revitalisation)	1,587	268
2	Coastal Revitalisation	11,387	9,053
3	Blackbutt Reserve	2,262	1,086
4	Cycleways	2,236	650
<b>Total</b>		<b>17,472</b>	<b>11,057</b>

## 2015 Special Rate Variation

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

This revenue provided by the 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.

Over \$17 million has been raised from the 2015 SRV since the introduction in July 2015. The majority of these funds will maintain Council's reserves to fund a sustainable asset renewal program. The remaining SRV funds received are being applied to improving Council's services and associated assets.

2017/18 is Council's second year of the 2015 SRV and funds have been allocated to:

#### 1 July - 30 December 2017

2015 SRV	Budget \$,000	Actual spend YTD \$,000
Online DA tracking	50	-
Schedule more pedestrian and local traffic improvements	1,000	411
Accelerate delivery of Blackbutt Reserve improvements	1,500	567
Actively contribute to the revitalisation of Newcastle	105	67
Boost road maintenance mowing and concrete footpath repair	750	200
Improved operational services	1,741	397
<b>Total</b>	<b>5,146</b>	<b>1,642</b>

# WORKS PROGRAM

## Works program summary

Result for the financial period ending 31 December 2017

Portfolio/program	Adopted Budget \$,000	Revised September 2017 \$,000	Recom. budget adjustment Dec 2017 \$,000	Projected year end result 2017/18 \$,000	Actual December YTD \$,000
<b>Buildings, Structures and Places</b>	<b>27,279</b>	<b>(2,434)</b>	<b>4,843</b>	<b>29,688</b>	<b>17,809</b>
Aquatic Centres	0	400	157	557	339
Blackbutt Reserve	1,950	(126)	438	2,262	634
Buildings - Council Support Services	1,688	(680)	1,795	2,803	1,196
Caravan Parks and Commercial Properties	0	75	61	136	0
City Centre Revitalisation	1,486	111	(10)	1,587	268
Coastal Revitalisation	7,465	(2,651)	6,573	11,387	9,053
Community Buildings	524	856	(504)	876	827
Cultural Facilities	2,880	(328)	1,471	4,023	1,515
Libraries	360	900	70	1,330	1,330
Recreation Parks and Sporting Facilities	6,708	(335)	(3,445)	2,928	952
Public Toilets	1,413	(500)	(574)	339	133
Retaining Walls	2,805	(156)	(1,189)	1,460	1,562
<b>Roads</b>	<b>19,982</b>	<b>3,254</b>	<b>3,991</b>	<b>27,227</b>	<b>20,194</b>
Bridges	2,225	(300)	(55)	1,870	323
Footpaths	1,946	812	(1,189)	1,569	1,251
Road Furniture	1,135	166	(506)	795	441
Road Rehabilitation	11,626	2,922	(2,757)	11,791	7,685
Road Resurfacing	3,050	(346)	8,498	11,202	10,494
<b>Transport</b>	<b>7,101</b>	<b>(261)</b>	<b>(1,216)</b>	<b>5,624</b>	<b>1,687</b>
Cycleways	2,657	387	(808)	2,236	1,086
Local Area Traffic Management	787	(27)	(460)	300	9
Parking Infrastructure	1,000	1,711	(2,631)	80	4
Pedestrian Access and Mobility Plan	2,657	(2,332)	2,683	3,008	588
<b>Stormwater</b>	<b>10,735</b>	<b>(824)</b>	<b>(1,963)</b>	<b>7,948</b>	<b>1,998</b>
Flood Planning	30	870	(262)	638	0
Stormwater System	10,705	(1,694)	(1,701)	7,310	1,998

<b>Portfolio/program</b>	<b>Adopted Budget \$,000</b>	<b>Revised September 2017 \$,000</b>	<b>Recom. budget adjustment Dec 2017 \$,000</b>	<b>Projected year end result 2017/18 \$,000</b>	<b>Actual December YTD \$,000</b>
<b>Environment</b>	<b>14,615</b>	<b>(1,034)</b>	<b>(5,464)</b>	<b>8,117</b>	<b>3,563</b>
Bushland and Watercourses	1,190	1,559	(1,706)	1,043	382
Coast, Estuary and Wetlands	1,800	(182)	(212)	1,406	862
Street and Park Trees	1,380	0	(221)	1,159	418
Waste Management	10,245	(2,411)	(3,325)	4,509	1,901
<b>Information Technology</b>	<b>4,385</b>	<b>(69)</b>	<b>408</b>	<b>4,724</b>	<b>1,501</b>
Implementation and Upgrade of Applications	2,530	(1,310)	931	2,151	953
Infrastructure Improvements	1,430	806	(642)	1,594	290
Strategic and Systems Analysis	425	435	119	979	258
<b>Strategic</b>	<b>1,000</b>	<b>1,486</b>	<b>4,887</b>	<b>7,373</b>	<b>1,835</b>
Smart City	650	1,416	4,885	6,951	1,582
Economic Development	350	0	0	350	213
Strategic Plans	0	70	2	72	40
<b>Fleet Replacement</b>	<b>3,645</b>	<b>196</b>	<b>6</b>	<b>3,847</b>	<b>739</b>
Fleet Replacement	3,645	196	6	3,847	739
<b>Minor Capital</b>	<b>1,552</b>	<b>(7)</b>	<b>(243)</b>	<b>1,302</b>	<b>634</b>
Art Gallery Works of Art	77	0	0	77	91
Library Resources	800	0	0	800	373
Parking Meter Replacement	100	0	0	100	0
Small Purchases	575	(7)	(243)	325	170
<b>Total Works Program</b>	<b>90,294</b>	<b>307</b>	<b>5,249</b>	<b>95,850</b>	<b>49,960</b>

Note: The budget above is inclusive of operational and capital works.

# TOTAL WORKS

**\$17.8 million**

## Buildings, structures and places

Aquatic centres, Blackbutt Reserve, buildings, coastal revitalisation, cultural facilities, libraries, recreational and sporting facilities.



**\$3.6 million**

## Environment

Bushland and watercourses, coast, estuary and wetlands, street and park trees and waste management.



**\$1.7 million**

## Transport

Includes cycleways, parking infrastructure and pedestrian access and mobility plan.



**\$4.7 million**

## Non infrastructure projects

Information technology, fleet replacement, minor capital and strategic projects.



**\$20.2 million**

## Roads

We have been working on improving roads, drainage, kerbs and gutters across the city.



**\$2 million**

## Stormwater

Flood planning and stormwater systems.



**\$9 million**

## Waste

Construction of a waste containment cell.







# OUR ASSETS ARE VALUED AT \$1.7 BILLION AND INCLUDE:

## Buildings and structures

68 operational buildings

56 toilet blocks

236 sporting facilities

41 cultural buildings/libraries

23 structures ie wharves

26 community halls and facilities

8 commercial buildings

21 accommodation facilities eg aged care

20 community facilities

81 bus shelters

1 parking station

## Stormwater drainage

19,462 pits

454 km of pipes

18 km of culverts

254 stormwater quality improvement devices

## Transport

119 bridges

1 tunnel

4 underpasses

3 weighbridges

127 transport shelters

972 km of footpaths (including

59 km of shared path)

1,489 km of kerb and gutter

804 km of roads

## Library collection

369,300 general collection items

46,438 local studies collection items

## Art Gallery collection

6,100 objects in the permanent collection

94 objects in the study collection

## Museum collection

10,124 accessioned collection items

8,123 non-accessioned collection items

38 inward loan objects

526 intangible heritage collections items



## Buildings and structures portfolio

Asset renewal within the Buildings and Structures Portfolio is on track with strong and consistent delivery of projects.

The City Hall façade renewal, Council's largest project in this portfolio, continues with the restoration of the south and east facades nearing completion. Works to the upper levels of the east and the majority of the south sides were completed and the scaffold has been dismantled from these areas. Replacement of lower level stones, ramp and ground works is now underway.

Site investigations and preliminary works have commenced in preparation for Stage 3 (north and west facades).

Cottage Creek Bridge (Hunter Street Newcastle) replacement design was complete last financial year. The last six months has been negotiating with utility providers to move and modify services while the bridge is renewed. It is expected that this bridge renewal contract will go to tender in March 2018. Tyrell Street Bridge Wallsend, design has been completed in the last six months. Cowper Street Bridge Wallsend has been concept designed last year and is currently in the detailed design phase.

Brown Street retaining wall had rock anchors installed to improve the stability, and other ancillary works to improve the stairway have been undertaken. Shortland Esplanade retaining wall adjacent to Newcastle Beach was removed and replaced as part of the Bathers Way works. Curzon Road retaining wall works were due to be delivered before Christmas but have stalled due to the road and drainage design works. It is expected that this will move to tender later this year.

The Fred Ash Building has had the air conditioning replaced and internal repairs to remediate painted surfaces and carpet.

Playgrounds that have been replaced within the last six months include the playground located within the reserve at Bull and Tourle Streets Mayfield West, and Wallsend Park.



## Environment portfolio

The Environment Program delivery of renewal projects spend is on target with the designs completed or underway for the majority of large civil and natural rehabilitation projects scheduled for construction in March - June 2017.

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Bushland and Watercourse works such as, Kotara Park Waterdragon Creek Stage 1 rehabilitation works successfully completed. Urban Creek asset database field inspections for newly acquired assets has been completed. Coast and Estuary works such as: repair of the storm damage to the Mitchell Street Sea wall (northern end) at Stockton Beach; construction methodology for Shortland Esplanade slope failure repair underway; Lloyd Street Reserve Littoral Rainforest restoration (Endangered Ecological Community) ecological burning and bushfire asset protection requirement determination completed; 1C Minmi Road Wetland riparian restoration works successfully underway; Stockton sand nourishment monitoring and works delivered in October - November, Swale within Bar Beach Dune has been repaired and replanted; and Cliff stabilisation works at South Newcastle Beach - Skate Park and Kilgour cliffline rock scaling have been successfully completed.

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Street and Park Tree works such as 188 trees planted across 34 suburbs including: whole of street community planting of Mayfield and Hamilton South, successful installation of large 1200litre Norfolk Island Palms to King Edward Park / Bathers way entry point; standard drawing for street tree planting in road reserve/ parking lanes has been drafted; Street Tree replanting community engagement including species selection in association with Swan Street, Council Street, Bruce Street and Frederick Street projects delivered; Street Tree planting under Living Streets delivered at Gorrick Street Mayfield involving 58 students from St Phillips Christian College; and in Parkway Ave with Hamilton Sth Public School.

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## Stormwater portfolio

Within the Stormwater Portfolio the stormwater program of works is on target with a large array of design and construction work completed, commenced or planned for financial year 2017/18.

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Stage 1 drainage construction work at Power Street Islington was completed in August. Drainage renewal work at John T Bell Drive was completed in conjunction with the roads project in October. Sanctuary swale rehabilitation which included a pit pipe bypass construction work was completed in December. Drainage rehabilitation work for Corlette Street, The Junction commenced in November and is ongoing. Enabling works at Swan Street, Cooks Hill has commenced, including tree removal and utility relocations.

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Planning and design was completed, or is currently underway, for numerous projects that are scheduled for delivery in the second half of this year and in the future years works programs. These include: Stockton laneways sag points; Brookfield Ave Fletcher drainage outlet; Gross Street Tighes Hill GPT; Ayrshire Street Sandgate GPT; and drainage improvements for Council Street Cooks Hill, Patrick Street Merewether, Swan Street Cooks Hill, Frederick Street Merewether, Moruya Parade Kotara, Croudace Road Elmore Vale.

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The next round of the trenchless pipe relining work has been issued to Project Management for delivery by contractors in this financial year. This project will rehabilitate 25 pipelines which will result in approximately 860 lineal metres of pipes will be being rehabilitated using trenchless technology.

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## Roads portfolio

Within the Roads Portfolio the renewal projects in roads program is ahead of target. Major projects completed include: Minmi Road Wallsend Road widening; road reconstruction at John T Bell Drive at Maryland; Watt Street and Nobbys Road Newcastle East and Anderson Drive watermain.

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Road Resurfacing has been completed in Birdwood Street New Lambton, Wharf Road, Pasha Way and Horseshoe Beach Access Road.

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Kerb and gutter replacement works in Adamstown, Beresfield, Maryland and Stockton has been undertaken in preparation for the road resealing and rejuvenation programs.

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For enquiries please call **4974 2000**

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