

Delivery Program 2018-2022
and Operational Plan 2021/22

Our Budget 2021/22



newcastle.nsw.gov.au



City of
Newcastle

Enquiries

For information contact
**Corporate Planning
and Performance Team**
Phone 4974 2000

Published by
City of Newcastle
PO Box 489, Newcastle NSW 2300
Phone 4974 2000 Fax 4974 2222
mail@ncc.nsw.gov.au
newcastle.nsw.gov.au

© 2021 City of Newcastle

Contents

Welcome

Lord Mayor's message _____ 8

Chief Executive Officer's message _____ 10

Our Plan

About Our Plan _____ 14

Involving our Community _____ 16

Our City

Newcastle at a glance _____ 20

Who we are _____ 24

Elected Council _____ 26

Our organisation _____ 29

Our vision and values _____ 30

Highlights for 2021/22 _____ 32

Our funding summary _____ 34

Our works program _____ 36

Our Strategic Directions _____ 38

Integrated and Accessible Transport _____ 43

Protected Environment _____ 51

Vibrant, Safe and Active Public Places _____ 61

Inclusive Community _____ 71

Liveable Built Environment _____ 79

Smart and Innovative _____ 87

Open and Collaborative Leadership _____ 97

Financial Management

Financial estimates _____ 114

Capital works program _____ 116

Special Rate Variations _____ 118

Rates _____ 120

Revenue Policy _____ 130

Restricted Cash Policy _____ 134

Supporting our plans

Long Term Financial Plan _____ 140

Asset Management Planning _____ 150

Workforce Management Plan _____ 154

Welcome

A close-up photograph of a person's hands performing a smoking ceremony. The person is using several long, thin wooden sticks to stir a fire burning in a shallow, rectangular wooden fire pit. The fire is bright orange and yellow, with some smoke rising. The person is wearing a dark long-sleeved shirt and a patterned headband. The background is blurred, showing green foliage and a bright sky.

Acknowledgment

City of Newcastle acknowledges that we operate on the grounds of 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.

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

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

We are committed to the achievement of the United Nations' Sustainable Development Goals (SDGs). We have adopted the SDGs and New Urban Agenda as cornerstones for City of Newcastle (CN).

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





A message from our Lord Mayor

This past year has been one like no other. Many Novocastrians were impacted by the COVID-19 global pandemic, but as we have shown collectively, we are a city that is resilient in times of crisis.

During COVID-19, we made strong and decisive decisions to protect and expand our services, while increasing investment into capital works to stimulate the local economy, support our community most at risk and protect local jobs.

These decisions were only possible due to our strong financial sustainability delivered over previous years through prudent and progressive economic management.

A key focus of the 2021/22 Budget is to continue on the path of financial sustainability, deliver the many essential services expected of local government, invest \$90.4 million in our city through our capital works program all whilst delivering a modest surplus for 2021/22.

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

Investment in our city-wide services is a key priority. We are investing to upgrade Newcastle Ocean Baths, Foreshore Park, and build a new Western Corridor active hub at Wallsend.

We will deliver new playgrounds, sports ground amenities and fenced off-leash dog areas in 2021/22 and will continue the work we are doing on our local centre renewals program with upgrades at Wallsend Town Centre and Orchardtown Road, New Lambton.

We remain firmly committed to enhancing environmental sustainability and waste reduction innovation, including the construction of an organics facility at our state-of-the-art Summerhill Waste Management Facility. Our street tree planting program across the city will see us plant thousands of additional street and park trees right across the city and throughout our suburbs.

Importantly, we continue to dedicate significant resources towards restoring a sandy, renourished beach at Stockton.

Investment in our works program will occur right across our city with capital works spend of \$90.4 million. Key highlights include:

\$13.7m for upgrades to local roads, bridges and footpaths

\$11m for waste management, including \$8m towards the construction of an organics facility to compost food and green waste

\$8.1m for suburban and city centre renewal (including East End public domain works and Local Centre upgrades at Wallsend and Orchardtown Road, New Lambton)

\$10.5m for environmental sustainability projects, including \$2m for ongoing Stockton Beach sand renourishment activities to provide protection against coastal erosion, and maintain the sandy beach amenity

\$9.1m for new and improved parks, playgrounds, sporting and aquatic facilities (including \$4m on the Newcastle Ocean Baths Upgrade Project)

\$7.7m on storm water upgrades to address localised flooding and improved stormwater systems

\$2m towards the expansion of the Newcastle Art Gallery

\$1.1m to plant new street and park trees

\$5m on transport including \$1.5m on cycleways and \$3.1m on local traffic management and pedestrian access and mobility

\$4.3m on strategic projects including \$2.4m on smart cities and \$1.1m to improve customer experience

\$2.2m on Bather's Way

18 new apprentices (includes one graduate)

Actions and initiatives from key strategies and plans adopted in 2020/21, including the Cycling Plan, Parking Plan, Climate Action Plan, Destination Management Plan, Customer Experience Strategy and Economic Development Strategy.

Our strategic priorities, set out in our Newcastle 2030 shared vision, will be refreshed this year and we look forward to engaging with all Novocastrians as we set our City's key priorities towards 2040.

Newcastle 2040 is our collective map to a brighter future for all, reflecting what we value and will drive the delivery of projects over the next 10 years to make Newcastle an even better place to live.

Thank you to our dedicated staff and our elected Councillors who have had the courage to pursue a new future for our city, and to our community who have supported our bold vision.

Councillor Nuatali Nelmes

Lord Mayor of Newcastle



A message from our Chief Executive Officer

The 2021/22 budget forecasts a \$23.5 million turnaround in the financial fortunes of the City of Newcastle compared with just twelve months ago. The magnitude of this recovery is both a measure of the strong foundations upon which our organisation has been rebuilt during the past six years, as well as an indicator that our city is on the road to recovery from the local and national recession COVID-19 created.

Every year's budget becomes the most important budget in the city's history. That's predominantly because the annual budget is an opportunity to add another layer of strength to the City's financial sustainability.

This financial sustainability is what allowed City of Newcastle to have the confidence to pivot last year when a then looming national recession became clear, and accelerate our expenditure to become just the second local government in Australia to fund a community resilience package for those most in need. Today our city has climbed back to its feet, allowing this budget to be an opportunistic one, built around themes of economic diversity and attraction, population growth and enhanced liveability.

We will achieve this in part through the delivery of a \$90.4 million infrastructure program, as part of an overall \$330 million spend.

A strong focus again is on the environmental sustainability of our operations with projects such as the construction of a commercial grade organics recycling facility which will enable CN to process garden organics and food waste while also significantly increasing our waste diversion performance. Several million dollars will also be invested in repairs to the Mitchell St seawall at Stockton while testing occurs offshore to firm up our certified plan to annually spray large volumes of sand back onto the beach as part of a long term strategy to address coastal erosion.

When I commenced at the City of Newcastle in 2017, I made a promise to myself that we would find the money to restore the Newcastle Ocean Baths. With the support of the Lord Mayor and Councillors, this budget is the first in more than fifty years to allocate significant funding to restoring our iconic baths. Simply said, the community has waited long enough for the jewels to be returned to Newcastle's crown.

Just as importantly, we have allocated \$3.3 million towards early works associated with the expansion of the Newcastle Art Gallery. Councillors recently unanimously backed the decision to commit ratepayers' funds to what is the most valuable art collection anywhere in regional Australia. When this project is delivered, it will attract almost 100,000 new visitors annually to our city. With these people come money and jobs for our community. There could be no better justification for the expansion of the Art Gallery.

This budget marks a turning point in that many of the projects and actions contained within it are the result of the more strategic approach to investment we have been building towards in recent years. Our new the Economic Development Strategy, Climate Action Plan, Destination Management Plan, Cycling Plan, Parking Plan and the Customer Experience Strategy are just some of the tools we now have at our disposal in determining how we prioritise expenditure.

Lastly, I cannot miss the opportunity to thank the incredible staff within City of Newcastle for their continuing dedication to our vision to become a smart, liveable and sustainable global city. COVID-19, for all its carnage, created a platform for City of Newcastle to demonstrate its flexibility, and agility in how it serves the community. This year's budget capitalises on this, funding projects that are the creation of innovative staff, but reliant on hardworking colleagues to make them happen.

Jeremy Bath
Chief Executive Officer



Our Plan

About Our Plan

Why Integrated Planning and Reporting?

The Integrated Planning and Reporting (IPR) framework recognises that most communities share similar aspirations and that our plans and policies should not exist in isolation, that they are in fact connected. This framework allows us to draw our various strategies and plans together, understand how they interact and plan holistically for our future.

Our Budget

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

Our Budget sets out CN's objectives for the next four years and outlines our planned actions and projects for 2021/22. This is our response to the Newcastle 2030 Community Strategic Plan (CSP) and our commitment to our community on what we will do.

Our Budget forms part of the IPR framework. This document outlines actions and objectives CN will undertake to achieve the strategies outlined in the CSP.

What makes up Our Budget?

The Delivery Program is a 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.

The Operational Plan 2021/22 outlines the actions and projects that will be undertaken for each Delivery Program objective and determines who has primary responsibility.

The resourcing strategies support these documents and provide us 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.

Newcastle, it's your future

Engagement to update the Community Strategic Plan *Newcastle 2030* commenced in February 2021 and will continue through to early 2022.

In 2018 you told us that in 2030, your vision was for Newcastle to be a smart, liveable and sustainable global city.

We have been working towards this vision and celebrating our cultural heritage, protecting our natural environment and supporting our people to thrive and prosper.

Now it's your time to get involved in shaping Newcastle's future. What do you want Newcastle to look like in 2040?

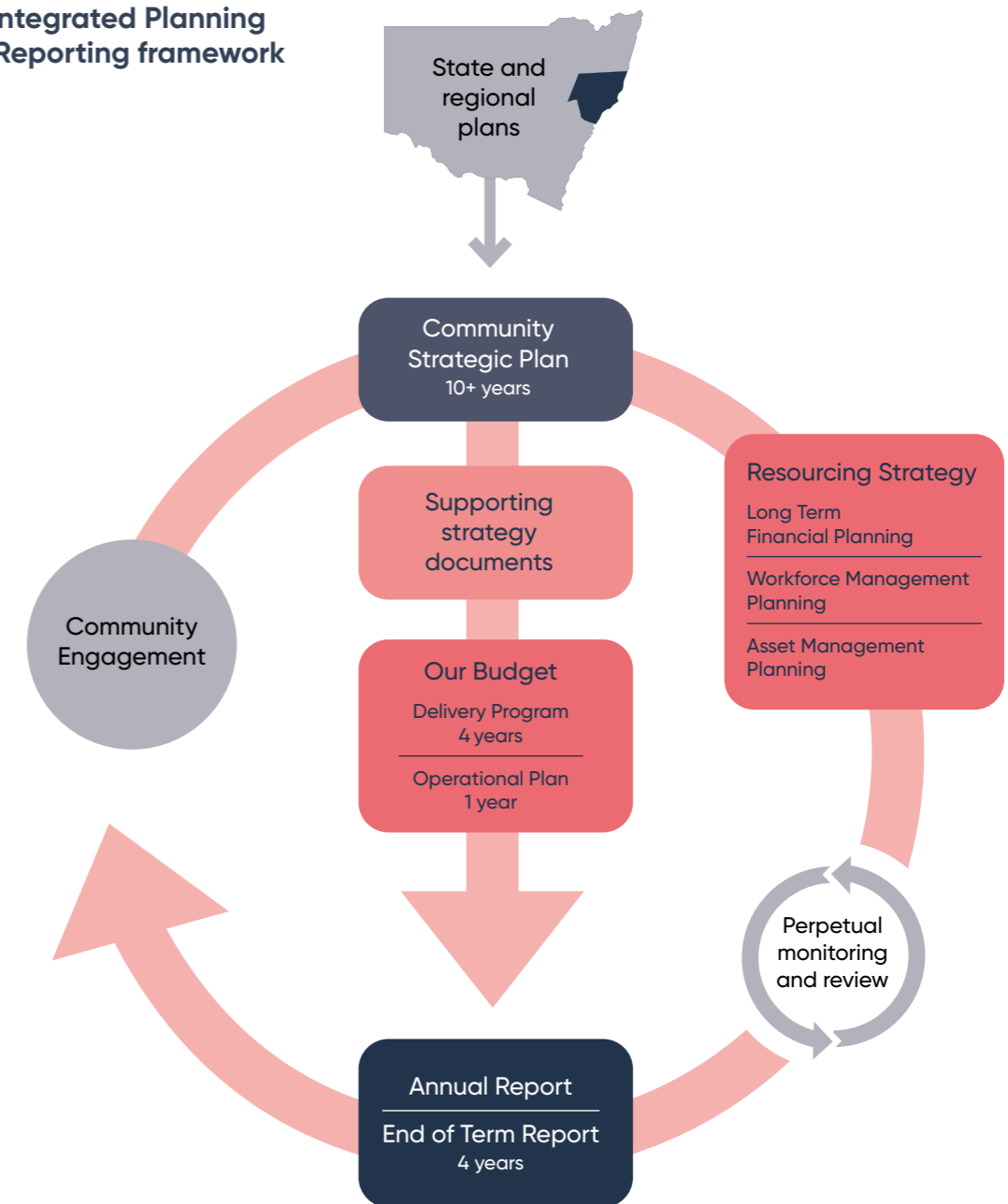
This updated plan will guide the work we do until 2040. It will define our vision for Newcastle and highlight our key themes and priorities, flowing into our strategies and aligned throughout our planning and our deliverable actions.



Key Milestones for Our Budget 2021/22:

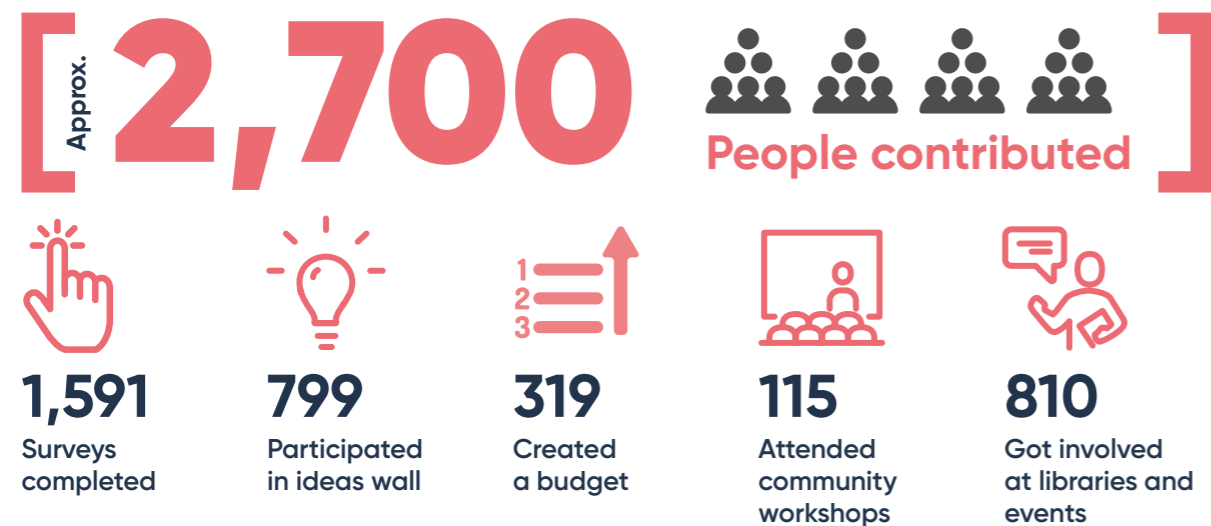
- Endorsement of Our Budget 2021/22 - 23 March
- Public exhibition - 26 March - 28 April
- Feedback Report to Council - 11 May
- Council Adoption - 25 May

The Integrated Planning and Reporting framework



Involving our Community

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



Quarterly Community Surveys

CN undertakes a community survey on a quarterly basis to better understand key issues, community needs and priorities regarding the services and facilities provided by the city.



Community satisfaction with CN services is increasing, for example with higher satisfactions levels with parks and waste facilities from one survey to the next. These surveys are designed to keep a check on how CN is tracking against community expectations and to also gauge future needs and priorities.

Overall satisfaction with City of Newcastle waste service

Participants were asked to rate their overall satisfaction with waste services offered by City of Newcastle.



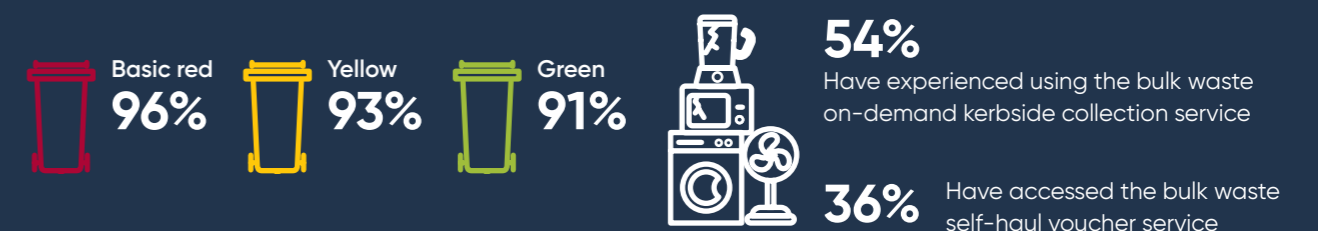
General attitude towards waste reduction and recycling

Respondents were then asked to indicate their general attitude and aspiration towards landfill waste reduction for Newcastle. Principal observations:



Types of CN waste services used

In order to ask participants their level of satisfaction towards CN waste services, they were first asked to indicate all the services they have ever used in the area. Key usage results:



Our City



Newcastle at a glance

Our Population

Newcastle Population 2021: 171,307
Population by 2041: 202,049

Greater Newcastle Population 2016: 569,900
Population by 2041: 699,200



Our People



Median age **37**
31% Residents aged under 24
13.9% Residents born overseas



3.5%
Of our population identify as Aboriginal or Torres Strait Islander

Remplan, Id profile

Our Households



Average household size
2.36 people



69,019
Dwellings



30.3% Of the dwellings are medium or high density compared to
17% In Regional NSW



Average household income
\$1,398 Per week



80.85%
Have internet access at home

Remplan, Id profile

Our Work



Regional employment hub
102,800 Jobs
54,376 Workers live in another local government area



19.7%
Jobs in healthcare and social assistance

Remplan

Our Transport



406,000
Ferry passenger trips in one year
January 2020 - January 2021



715,000
People used our tram line
January 2020 - January 2021

Household Travel Survey, opendata.transport.nsw.gov.au

Our Economy



Median property price
\$~600,000



\$18.22 billion
Gross regional product



Largest industry
Manufacturing
\$4.86 billion
In economic output



5 million
Annual visitors

Id profile, Remplan

The figures show increases across the domestic day-trippers (62.3 per cent), domestic overnight visitors (54.9 per cent), and international travellers (16 per cent) over the past five years. The value of the tourism economy has also expanded significantly, experiencing a five-year increase of 57.6 per cent to be worth \$1.127 billion in the 12 months to March 2019.

We provide



We manage



Waste management and recycling



Tourism and economic development



Lifeguard patrols at our beaches and ocean baths



Childcare



Pet registration and animal control



Events and licensing



Parking strategy and enforcement



Community and cultural facilities + programs



Strategic planning - our long-term planning



Assessing residential and commercial development applications



Regulatory services



Community engagement about plans, services and facilities



850km
Length of roads



972km
Pathways



79km
Length of creeks



6
Main beaches



88
Bushland parcels



7
Ocean baths and aquatic centres



98,221
Street and park trees



147
Sporting grounds



116
Playgrounds



15
Grandstands



9
Skate facilities

Who we are

CN has two parts, but one shared voice:

The Elected Council and The Administration

Elected Council

A popularly elected Lord Mayor and twelve Councillors make up the elected body of City of Newcastle (CN). 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. Council elections due to be held in September 2020, have been postponed to 2021 due to Covid-19.

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

be an active and contributing member of the governing body;

make considered and well-informed decisions as a member of the governing body;

participate in the development of the integrated planning and reporting framework;

represent the collective interests of residents, ratepayers and the local community;

facilitate communication between the local community and the governing body;

uphold and represent accurately the policies and decisions of the governing body;

make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

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

The Administration

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

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

The CEO reports to the elected Council.

Advisory Committees and Standard Committees

Advisory Committees are established under Part Q of Council's Code of Meeting Practice to provide advice to the elected Council on matters of strategic significance, and to provide advice to CN on implementation of relevant matters aligned to the Community Strategic Plan. Advisory Committees may make recommendations to Council or a Committee of Council, but no functions are delegated to them by Council.

The four Committees are:

Infrastructure Advisory Committee

Strategy and Innovation Advisory Committee

Community and Culture Advisory Committee

Liveable Cities Advisory Committee

CN Standing Committees are:

Guraki Aboriginal Advisory Committee

Access Inclusion Advisory Committee

Youth Council

Asset Advisory Committee

The Audit and Risk Committee continue to provide independent assurance and assistance to CN on risk management, control, governance and external accountability requirements.

Elected Council



Cr Nuatali Nelmes
Lord Mayor (Labor)



Cr Emma White
(Labor)



Cr John Mackenzie
(Greens)



Cr John Church
(Independent)



Cr Carol Duncan
(Labor)



Cr Kath Elliott
(Independent)



Cr Brad Luke
(Liberal)



Cr Declan Clausen
Deputy Lord Mayor (Labor)



Cr Andrea Rufo
(Independent)



Cr Peta Winney-Baartz
(Labor)



Cr Jason Dunn
(Labor)



Cr Matthew Byrne
(Labor)



Cr Allan Robinson
(Independent)

Ward 1

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

Ward 2

Bar Beach, Adamstown, Adamstown Heights, Broadmeadow, Cooks Hill (part), Hamilton, Hamilton East, Hamilton South, Kotara (part), Merewether, Merewether Heights, Newcastle West (part), The Junction

Ward 3

Birmingham Gardens, Callaghan, Georgetown, Jesmond, Hamilton North, Kotara, Lambton, New Lambton, New Lambton Heights, North Lambton, Rankin Park, Wallsend (part), Waratah, Waratah West

Ward 4

Beresfield, Black Hill, Elernmore Vale, Fletcher, Hexham, Lenaghan, Maryland, Minmi, Sandgate, Shortland, Tarro, Wallsend (part)



Our organisation



Chief Executive Officer
Jeremy Bath

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

City of Newcastle employs over 1,360 staff and is responsible for providing services and facilities to more than 170,000 people.

Organisational vision



Our values

Our values guide the day-to-day activities and behaviour of our staff and underpin the culture of our organisation.

Our values were reviewed and updated in 2019 to ensure that they remain reflective of the culture and the way in which we work and behave, as individuals and as an organisation.



Cooperation

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



Respect

We respect diverse views and opinions and act with integrity



Excellence

We strive for quality and improvement in everything we do



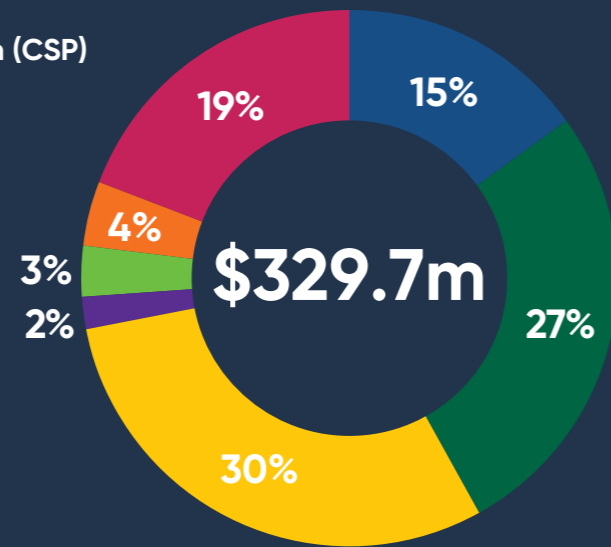
Wellbeing

We develop a safe and supportive environment

Highlights for 2021/22

Expenditure by Community Strategic Plan (CSP) theme

- Integrated and Accessible Transport | 15%
- Protected Environment | 27%
- Vibrant, Safe and Active Public Places | 30%
- Inclusive Community | 2%
- Liveable Built Environment | 3%
- Smart and Innovative | 4%
- Open and Collaborative Leadership | 19%



We manage **\$2 billion** worth of assets

We will spend **\$329.7 million** on community services
\$90.4 million on infrastructure spend

We forecast a **\$1.2 million** surplus

We will deliver **315 projects**
257 actions

Newcastle Ocean Baths upgrade (pool and design of pavillion)

Glebe Road Adamstown to Newcastle West Cycleway

Stockton Coastal works including sand nourishment

Expansion of Newcastle Art Gallery

Bathers Way - South Newcastle

Passmore Oval upgrade (canteen renewal, storage & disabled toilet)

Newcastle After Dark community survey and trial

East End Public Domain upgrades

Organic Waste Recycling Facility

Cowper Street Bridge renewal

Plant \$1.1m new street and park trees

Foreshore Park upgrade

Deliver the Wallsend Active Hub

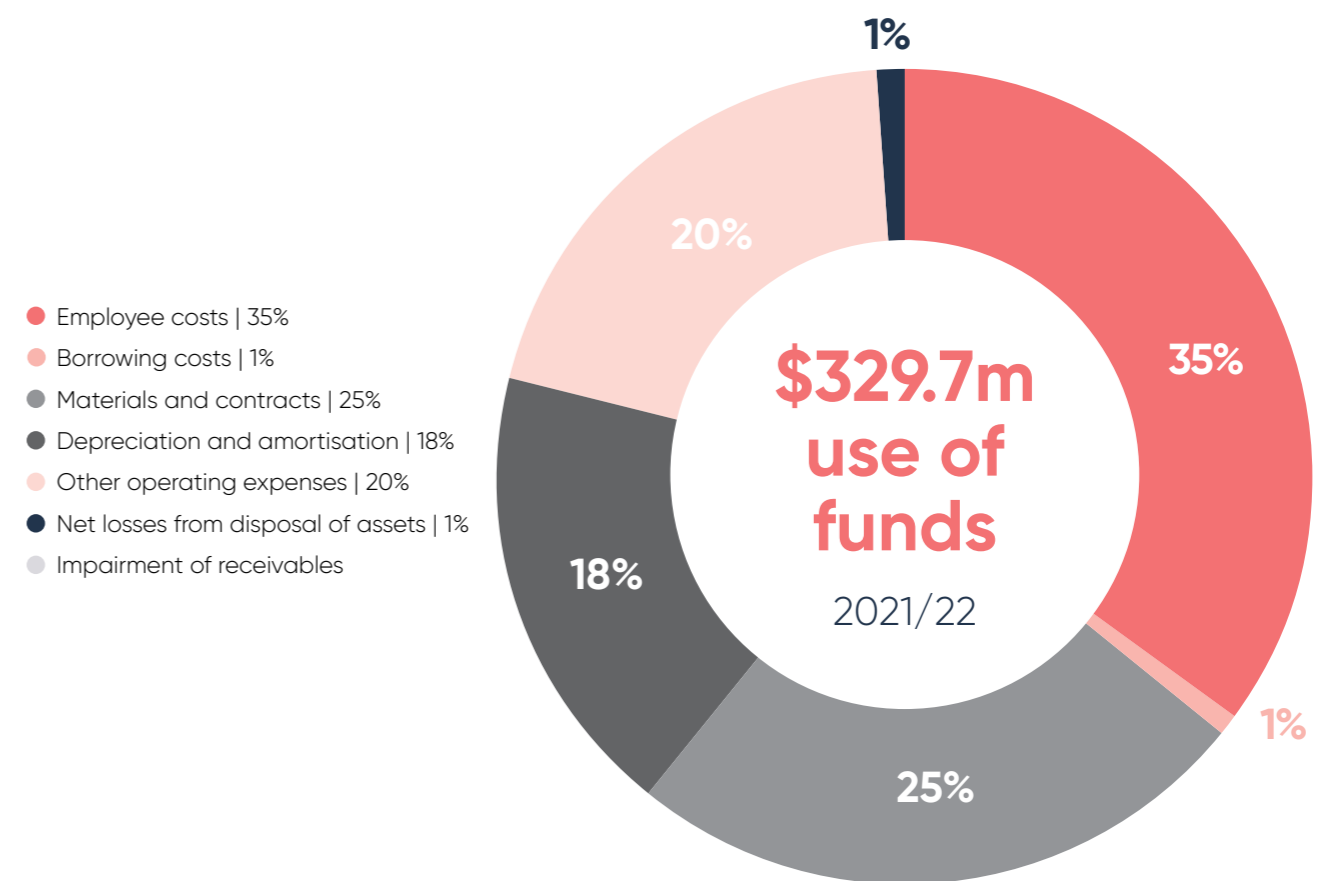
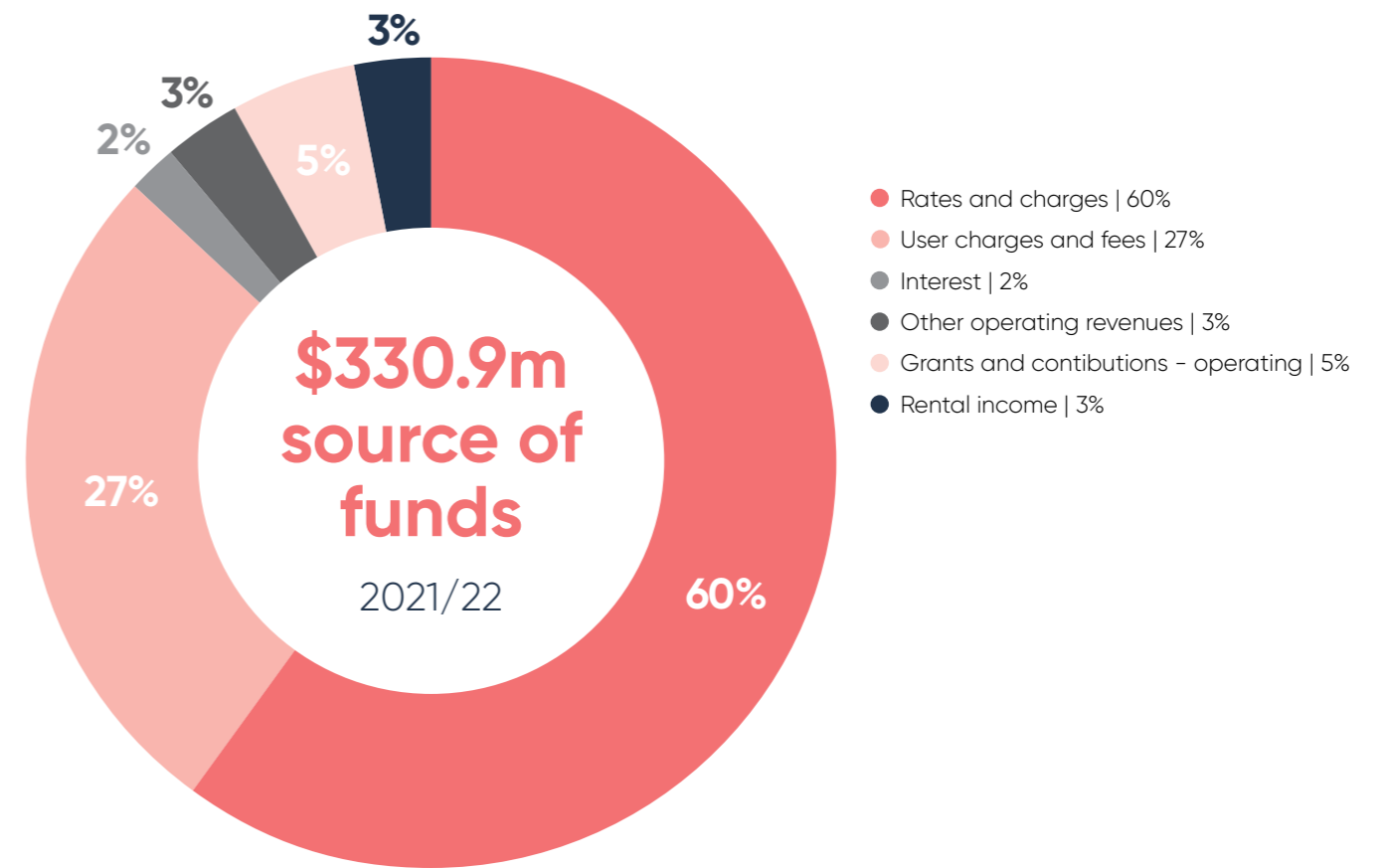
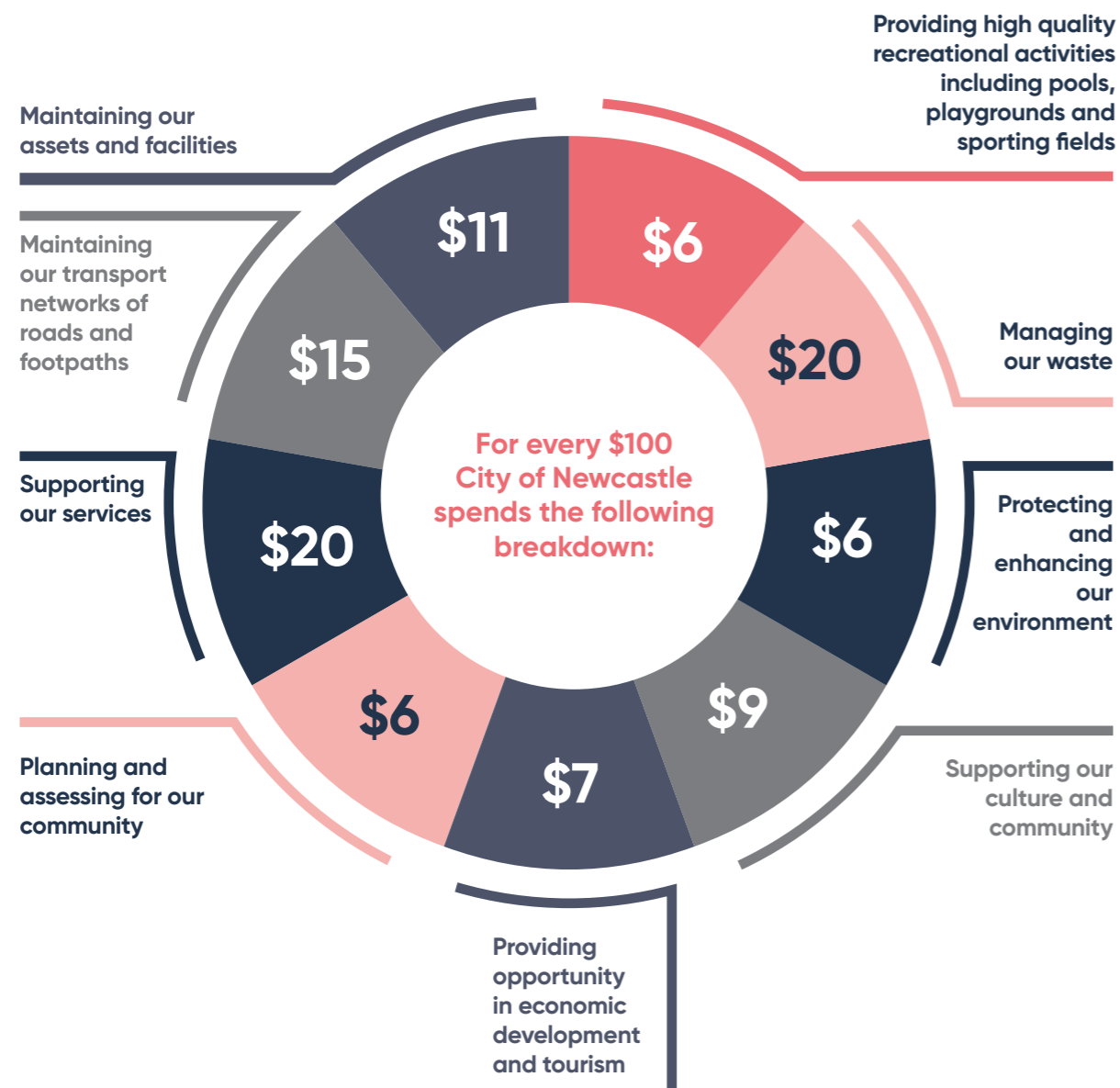
Deliver key strategies and plans adopted in 2020/21:

- Cycling Plan
- Parking Plan
- Climate Action Plan
- Destination Management Plan
- Customer Experience Strategy
- Economic Development Strategy

Urban Centre Revitalisation:

- Renewal of Orchardtown Road New Lambton
- Upgrade the public domain of Shortland Local Centre on Sandgate Road
- Concept design for Wallsend Village Centre renewal

Our funding summary



Our Works Program - summary



Roads, bridges and footpaths
\$13.7m



Libraries, art gallery, parks,
aquatic centres, civic venues
\$13.2m



Environment
\$10.5m



Economic Development,
tourism, smart city,
customer experience
\$4.3m



Transport including
cycleways
\$5m



Stormwater
\$7.6m



Coastal, city and
urban centre revitalisation,
Blackbutt Reserve upgrades
\$10.6m



Public toilets, retaining
walls, community buildings,
caravan parks
\$3m



Waste management
\$11m



Construction of Tyrrell Street Bridge

Our Strategic Directions

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



Our key strategic themes

Integrated and Accessible Transport



Protected Environment



Vibrant, Safe and Active Public Places



Inclusive Community



Liveable Built Environment



Smart and Innovative



Open and Collaborative Leadership





Integrated and Accessible Transport

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

Community Objective

- 1.1 Effective and integrated public transport
- 1.2 Linked networks of cycle and pedestrian paths
- 1.3 Safe, reliable and efficient road and parking networks



Integrated and Accessible Transport

Roads



Level of service

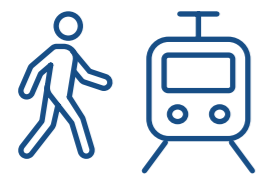
Desired level ★★ ★

Current level ★★ ★

We maintain **871km** Of road

(including 70km state roads and 44km regional roads)

2.7km Of tram line



715,000

Light rail passenger trips

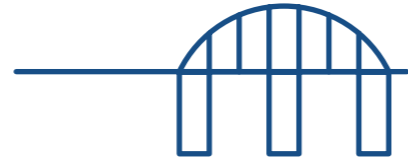
(January 2020 - January 2021)

We look after



930+ km
Pathways

117
Bridges



~200
Transport shelters

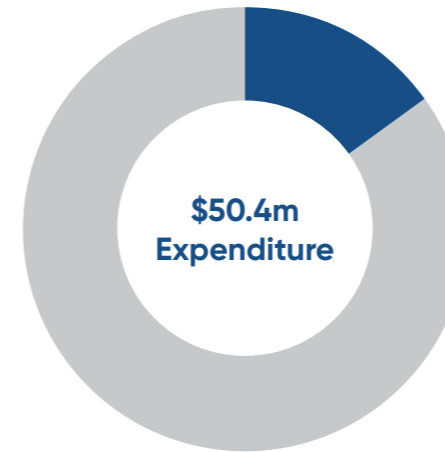


And a further 200 stops with seats only

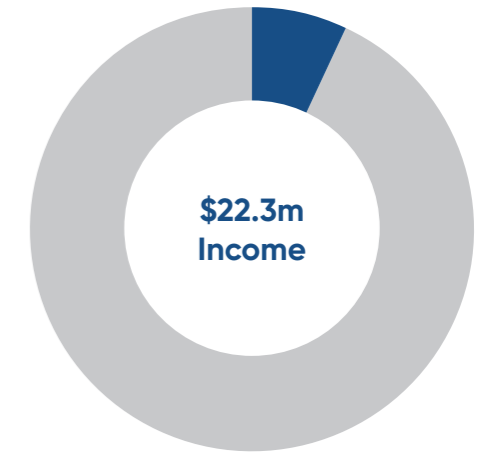


309,810
Pay by phone parking transactions

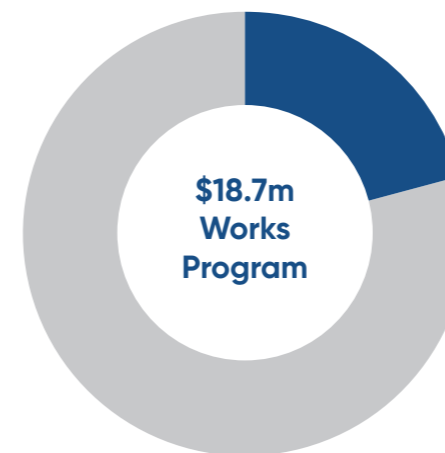
(end of November 2020)



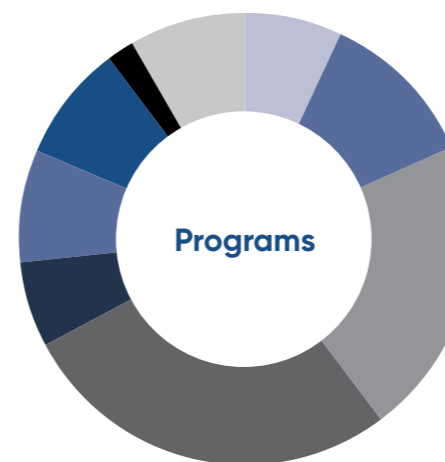
● Integrated and Accessible Transport
● Total Budget



● Integrated and Accessible Transport
● Total Budget



● Integrated and Accessible Transport
● Total Budget



● Bridges
● Footpaths
● Road Rehabilitation
● Road Resurfacing
● Roadside Furniture
● Cycleways
● Local Area Traffic Management
● Parking Infrastructure
● Pedestrian Access and Mobility Program

Our measures:

Volume and time of use on principal routes

Proportion of responses from frequent cyclists in agreement that cycling conditions have become better in the last two years

Satisfactory/optimal utilisation of parking spaces

Increase the number of application users for the parking app

Increase community % who agree cycling facilities are well maintained

Increase community % who are satisfied with the condition of footpaths

Increase community % who agree cycle routes are well connected

CN's commitment to our community

Our supporting strategies and plans

Newcastle Transport Strategy 2014

Cycling Plan - On our Bikes 2021-2030

Parking Plan - On the Street 2021-2030

Disability Inclusion Action Plan 2021-2025

Connecting Newcastle 2017

1.1 Effective and integrated public transport

Delivery Program objective	Operational Plan action 2021/22	Responsibility
1.1.1 Support implementation of the Regional Transport Strategy and advocate for public transport improvements		
Collaborate with Transport for NSW to implement the Greater Newcastle Future Transport Plan	Advocate to and collaborate with Transport for NSW to progress actions in the Greater Newcastle Future Transport Plan	Transport and Compliance
1.1.2 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	Assets and Projects

1.2 Linked networks of cycle and pedestrian paths

Delivery Program objective	Operational Plan action 2021/22	Responsibility
1.2.1 Continue to upgrade and extend cycle and pedestrian networks		
Provide cycle wayfinding and convenient bike parking	Install coherent and consistent bicycle wayfinding signage	Transport and Compliance
	Undertake the investigation, design and construction projects listed in the 2021/22 Cycleways Program	Transport and Compliance
	Undertake feasibility studies to determine route alignments for key gaps in the network and sections requiring significant upgrade	Transport and Compliance

1.3 Safe, reliable and efficient road and parking networks

Delivery Program objective	Operational Plan action 2021/22	Responsibility
1.3.1 Ensure safe road networks through effective planning and maintenance		
Improve the safety, quality and amenity of local roads through increased road reconstruction, resurfacing and line marking programs	Develop the Roads Reconstruction and Resurfacing Program	Assets and Projects
	Deliver bridges inspection programs and design and implement bridge renewal	Assets and Projects
	Implement programs for repairs to defects on roads, kerb and gutter, footpaths, nature strips and medians and stormwater drainage	Civil Construction and Maintenance
	Develop and implement the Roads Resurfacing Program and Road Renewal Works Program, including roads, kerb and gutter, footpaths and stormwater drainage	Civil Construction and Maintenance
1.3.2 Ensure community and business needs for adequate and accessible parking are prioritised		
Implement parking controls to support CN's strategic objectives	Review the Newcastle Development Control Plan provisions relating to parking	Regulatory, Planning and Assessment
	Review operational policies and procedures for special parking zones	Transport and Compliance
	Liaise with private parking operators and providers to offer better information about off-street availability. Guidance, compliance and other technology should incorporate both on and off-street parking to ensure that integrated comprehensive parking information is collected and relayed	Transport and Compliance
1.3.3 Implement technology solutions to improve transport infrastructure and experiences, and encourage mobility innovation		
Make car parking easy with an easy to use parking app that allows users to pay for parking wherever they are	Continue to encourage use of the EasyPark mobile app	Transport and Compliance

Works Program

Roads

Bridges

Bridge & large culvert repairs
 Bridge inspection & load rating
 Cowper Street bridge renewal (Wallsend)
 Pedestrian bridges renewal

Footpaths

Park Avenue Kotara - footpath design
 Bailey Street Adamstown - kerb extension & concrete footpath
 Citywide - minor footpath renewal
 Cowper Street Carrington - footpath renewal
 East West Cycleway, Turton Road to Wallarah Road improvements
 East West Cycleway, Wallarah Road to Tyrone Road improvements
 Hollingsworth Crescent Carrington - footpath renewal
 Honeysuckle Drive Newcastle - footpath reinstatement
 Jackson Street Broadmeadow footpath renewal
 Mackie Avenue New Lambton - pedestrian access to bridge & playground
 Parkway Avenue Hamilton South - footpath renewal
 R6 Cycleway, Throsby Creek pathway renewal & upgrade
 Throsby Creek shared pathway renewal Wickham to Maryville
 Union Street Wickham - footpath upgrade Wickham Master Plan
 Various cycleways - linemarking & signage program
 Wharf Road Newcastle - footpath & tree renewal
 William Street Tighes Hill - footpath rehabilitation

Roads

Allowah Street Waratah - road reconstruction
 Church Street at Perkins Street The Hill - intersection improvement, footway widening & guardrail
 Citywide - laneway renewal
 Compton Street North Lambton - road realignment & renewal

Corona Street Hamilton East reconstruction
 Croudace Road Elmore Vale - Garsdale Avenue to Cardiff Road - road rehabilitation
 Fern Street Islington - road reconstruction
 Final Newcastle 500 event - restoration of assets
 Harriet Street Waratah reconstruction
 Hope Street Wallsend - road renewal
 Howell Street Kotara - road reconstruction
 Lambton Road New Lambton - Alma Road to Avondale Road - road rehabilitation
 Longworth Ave Wallsend - road renewal design
 Mathieson Street Carrington - road renewal design
 Park Ave Kotara - road renewal design
 Pride Ave Lambton - road renewal design
 Samdon Street Hamilton - road renewal design
 Tyrone Road New Lambton reconstruction
 Vera Street Waratah West - road rehabilitation
 Watt Street Newcastle - road renewal
 Woodward Street Merewether road & embankment
 Workshop Way Newcastle Road renewal & upgrade
 Young Street Carrington - road rehabilitation stage 2
 Road resurfacing - pavement & road roughness testing
 Citywide - road resurfacing site preparation
 Citywide - road resurfacing

Roadside Furniture

Anderson Drive Beresfield - pedestrian crossing lighting
 Banner holder removal or replacement in Newcastle CBD
 Citywide - lighting renewal
 Citywide - street lighting assessment
 Maitland Road Tighes Hill on bridge over railway - fencing
 Northcott Drive Kotara at rail over bridge - fencing
 Citywide - road furniture renewal
 Citywide - roadside furniture renewal
 Sunset Blv, North Lambton - pedestrian crossing lighting
 Transport stop upgrade

Tyrrell Street Wallsend - pedestrian crossing upgrade
 Young Street Georgetown - Turton Road to Parkview Street - transport stop upgrade

Transport

Cycleways

Bicycle counters
 Broadmeadow Station to Donald Street bridge
 Chatham Road & Clyde Street, Hamilton North
 Chinchin St Islington - Scholey Street to Maitland Road (Islington Park)
 Cycleway signposting
 Cycleways education & promotion
 Cycleways investigation & development
 Glebe Road Adamstown to Newcastle West
 Grinsell Street to Rydal Street New Lambton
 Lambton Park to Croudace Street
 Mayfield Precinct - Traffic study & feasibility investigation
 Richmond Vale Rail Trail
 Scott Street Cycleway - design & construction of measures
 Shortland to Tarro Cycleway - detailed design
 Victory Parade - Shared Path - Chalmers Road to Jesmond Park
 John Hunter Hospital to Wallsend - off-road pathway design
 Cycleways program management
 H23 overpass to Mordue Parade
 National Park shared paths

Local Area Traffic

Croudace Road at Garsdale Avenue - intersection upgrade
 Curley Road at Young Road, Broadmeadow
 Design & construction of traffic calming devices - Cooks Hill
 Design & construction of traffic calming devices - Tighes Hill
 Design & construction traffic control devices - Priority Projects
 Mawson Street, Shortland - road humps & pedestrian refuge

Park Avenue & Joslin Street, Kotara - traffic control signals
 Parry Street & National Park Street intersection, Newcastle West - raised crossings & kerb extensions

Traffic modelling, local area traffic management studies & program support
 Wood Street, Newcastle West - intersection improvements & one-way traffic

Parking

Parking meter replacement
 Alma Lane car park lighting
 Hudson Park Kotara car reconstruction
 Off street car parks furniture renewal
 Off street car parks minor renewal
 Off street car parks resurfacing
 Stockton Ferry Terminal car park expansion

Pedestrian Access & Mobility Plan (PAMP)

Beech Close to Weller Street shared path
 Brunner Road Broadmeadow - raised pedestrian crossing
 Christo Road Waratah footpath
 Cynthia Street Adamstown Heights footpath
 Design & construction principal pedestrian network projects
 Design & construction of kerb ramps
 Elizabeth Street at Maitland Road, Mayfield - pedestrian refuge
 Hannell Street, Maryville - footpath
 Hawthorne Street, Beresfield - footpath
 Hobart Road, New Lambton - intersection upgrade at Wallarah Road
 Lexington Parade, Kotara - footpath
 Maryland Drive near Grange Avenue, Maryland - pedestrian refuge
 McCaffrey Drive, Rankin Park - footpath
 Newcastle Road, Lambton - footpath
 Program support & development of principal pedestrian network
 Traise Street, Waratah - footpath
 Citywide - design minor projects



Protected Environment

Our unique environment will be understood, maintained and protected.

Community Objective

- 2.1 Greater efficiency in the use of resources
- 2.2 Our unique natural environment is maintained, enhanced and connected
- 2.3 Environment and climate change risks and impacts are understood and managed



<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>6 CLEAN WATER AND SANITATION</p>	<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>
<p>13 CLIMATE ACTION</p>	<p>14 LIFE BELOW WATER</p>	<p>15 LIFE ON LAND</p>	

Protected Environment



Adopted the 2025 Climate Action Plan to achieve net zero emissions by 2030



9,083 MWH
Energy generated from landfill gas generators



36,096 tonnes
Waste collected
14,207 tonnes
Waste recycled

Satisfaction with recycling service

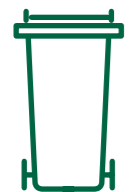
98%

(Oct/Nov 2020 community survey)



6,659

Bulk waste and illegal dumping collections made by CNs Collections Team



41%
Waste diversion rate for municipal collections

22,621

Calls received to the waste services call centre

69,007

Customers to Summerhill Waste Management Centre



607 Creeks

Reaching a total of **79**km



4.5km
Sand dunes

57.8km

Tracks and trails



98,221

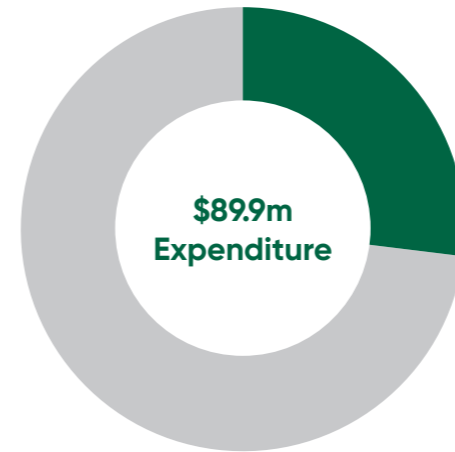
Street and park trees



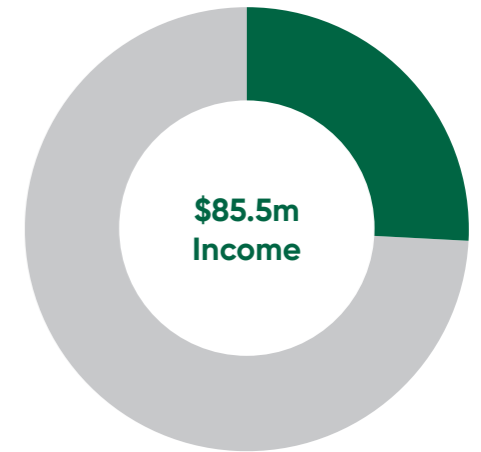
88
Bushland parcels

64

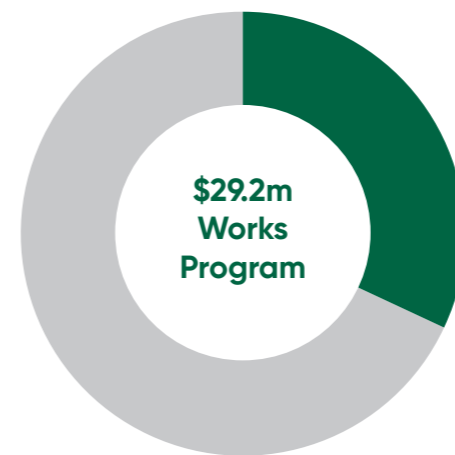
Wetlands (198ha)



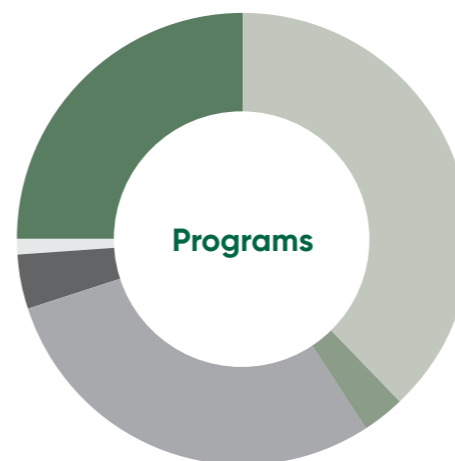
● Protected Environment
● Total Budget



● Protected Environment
● Total Budget



● Protected Environment
● Total Budget



● Waste Management ● Street and Park Trees
● Bushland and Watercourses ● Flood Planning
● Coast, Estuary and Wetlands ● Stormwater System

Our measures:

A 30% reduction in electricity use by 2025

50% reduction in liquid fuel use by 2025

Maintain level of satisfaction with bins in Newcastle (★★★)

Increase usage of community recycling centre

Increase the number of trees planted (1000+)

CN's commitment to our community

Our supporting strategies and plans

Newcastle Environment Management Strategy 2013
Smart City Strategy 2017-2021
Newcastle Climate Action Plan 2025
Throsby Creek Action Plan 2017
Urban Water Cycle Policy 2017
Newcastle Coastal Zone Management Plan Stockton 2018
Hunter Estuary Coastal Zone Management Plan 2017
Stockton Coastal Management Plan 2020

2.1 Greater efficiency in the use of resources

Delivery Program objective	Operational Plan action 2021/22	Responsibility
2.1.1 Improve waste minimisation and recycling practices in homes, workplaces, development sites and public places		
Develop internal waste management initiatives that improve our waste services	Develop a Waste Strategy for CN	Waste Services
	Develop a business improvement model for Waste to review and prioritise key business improvement initiatives	Waste Services
Improve public place waste and recycling services that raise both awareness of waste and increase resource recovery	Ensure recycling services can be maintained and manage the current and emerging impacts of external change	Waste Services
	Ensure capacity is maintained at the Summerhill Waste Management Centre to manage the needs of the community	Waste Services
2.1.2 Investigate and implement renewable energy technologies		
Develop projects to implement renewable energy and smart grid technologies	Utilise 100% renewable energy supply for CN operations	Community, Strategy and Innovation
2.1.3 Encourage energy and resource efficiency initiatives		
Pilot and deploy technologies that improve energy and resource sustainability across CN and the broader community	Develop and implement an organics facility	Waste Services

2.2 Our unique natural environment is maintained, enhanced and connected

Delivery Program objective	Operational Plan action 2021/22	Responsibility
2.2.1 Facilitate and advocate for protection and rehabilitation of natural areas		
Ensure priority natural environment areas are maintained and improved	Deliver environmental improvement projects and maintenance along the coastline	Assets and Projects
	Deliver projects that maintain and enhance the natural environment	Assets and Projects
	Deliver Coastal Management Program actions	Assets and Projects
	Maintain and enhance the natural environment at Blackbutt Reserve	Parks and Recreation
	Deliver improvements works across identified natural areas and reserves including Blackbutt Reserve	Parks and Recreation
Promote and control environmentally sustainable business practices and on-site wastewater system operation	Proactively monitor and regulate activities to minimise environmental impact, including implementing CN's Business Pollution Prevention Program and Erosion and Sediment Control Program	Regulatory, Planning and Assessment
Ensure development takes place in accordance with environmental planning requirements	Manage contaminated land information and seek appropriate remediation through the development application process	Regulatory, Planning and Assessment
	Commence rehabilitation of the former Astra Street landfill site	Waste Services
	Deliver an Environmental Improvement Program to address audit and environmental risks	Waste Services
Continue to implement the Urban Forest Policy to achieve an expanded and sustainable canopy cover through our streets and parks	Implement the Living Streets Tree Replacement Program to maintain and replenish our urban forest	Civil Construction and Maintenance
	Maintain our street, reserve, and public land trees to ensure the health of our trees and safety of the community	Civil Construction and Maintenance

2.2.2 Encourage and support active community participation in local environmental projects

Opportunities for community involvement are incorporated in the delivery of natural environment areas maintenance and improvement projects	Deliver the natural connections and living streets community education initiatives in co-ordination with the delivery of key environment, stormwater and road projects	Assets and Projects
	Deliver stormwater quality improvement initiatives to protect the downstream natural environment	Assets and Projects
	Support volunteer involvement in the delivery of natural environment programs (eg Landcare)	Parks and Recreation

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
2.3.1 Ensure decisions and policy response to climate change remains current and reflects community needs		
Keep the community involved in the development of climate change adaption measures consistent with the adopted plans	Monitor sea level rise and ground water behaviour in low lying suburbs	Assets and Projects
Deliver the Climate Action Plan	<p>Ensure Best Practice use of resources across CN facilities and operations</p> <p>Identify and implement actions to reduce emissions in products and procedures across CN operations</p> <p>Supporting the transition to clean, efficient, emissions-free plant and fleet across CN operations</p> <p>To create a resilient city that reduces its share of emissions</p>	Community, Strategy and Innovation
2.3.2 Support individuals and communities to prepare, respond and recover from emergency events		
Coordinate the prevention, preparedness, response and recovery activities for emergencies	Build on CN's emergency management framework to respond to and recover from a crisis or emergency with minimal impact to life, assets or environment	Legal

Works Program

City Wide Services

Waste Management

Access road stabilisation & drainage works
Astra Street remediation
Develop retail tip shop & review front end customer interface
Development & design of long-term recycling (yellow bin) solution
Domestic bins (repair, replacement, new deliveries & upgrades)
Implement an Integrated Management System (IMS) at Summerhill
Organics Facility
Public place bins (replacement & upgrades)
Stormwater & leachate management - design & review of existing pond integrity
Summerhill site environmental compliance program
Waste services strategic plan

Environment

Bushland and Watercourses

Aries Way Reserve - creek rehabilitation
Blackbutt Reserve - bushland regeneration
Bush fire assessment & management
Community education at environment rehabilitation worksites
Condition & investigation - natural assets
Environmental Management System (EMS) - develop & implement a corporate system
Environmental project delivery support
Green Newcastle Strategy
Inland cliff line rehabilitation - Waratah West
Ironbark Creek rehabilitation - stage 5-7
Ironbark Creek Reserve Stage 1-7 - revegetation works
Jesmond bushland complex rehabilitation
Maryland Creek - rehabilitation
Natural Asset Management Systems - development
Natural connection - Newcastle's healthy catchments program

North Lambton catchment - drainage & creek design
Various creeks - rehabilitation
Various reserves - bushland regeneration
Waterdragon Creek Kotara Park- riparian rehabilitation
Wentworth Creek rehabilitation - stage 1 of 2
Coast, Estuary and Wetlands
Astra Street Endangered Ecological Community Action Plan
Bar Beach seawall cliff & promenade
Buried protection structure - zone 1 (lexies)
Buried protection structures - Barrie Crescent Stockton 2 sites - zone 4
Buried protection structures - zone 2 (2 sites - South Mitchell Street Seawall & Dalby Oval)
Coastal cliff line rehabilitation monitoring
Coastline - dune preservation & restoration
Hunter river foreshore Stockton - revegetation
Jersey road sandgate - wetland rehabilitation
Lloyd Street Reserve Merewether-littoral rainforest restoration
Market swamp wetland- rehabilitation design & construction
Mitchell Street sea wall repair - zone 3
Newcastle Coastal Management Program investigation & preparation
Newcastle South cliff line (north of skate park)
Shortland Esplanade- rewire the rock catch fence
Stockton beach nourishment
Stockton coastal emergency works
Stockton King Street breakwater protection structure
Stockton SLSC seawall maintenance - zone 1
Various seawalls monitoring & works
Various sites - coastal revegetation
Wetland connection
Wetlands - rehabilitation design & construct

Works Program

Street and Park Trees

Citywide - community urban forest program

Citywide - tree audit for all attributes

Gateways to Newcastle - tree planting

Living Streets campaign

Park & street tree - life extension program

Citywide - street tree planting

Street verge gardens

Stormwater

Flood Planning

Amplification of hunter water drainage network

Flash flood alert service - operation & maintenance

Flood education campaign

Flood management DCP

Minmi Road detention basin Fletcher Dam safety works & monitoring

Sea & groundwater level monitoring

Update existing flood studies to 2019 AR&R methodology

Upgrade of major flood evacuation routes

Stormwater System

108 Church Street - drainage renewal

Buchanan Street Merewether - drainage construct rehabilitation

Chilcott Street Lambton - stormwater rehabilitation

City Centre - drainage master plan

Citywide - stormwater quantity & quality modeling

Citywide - trenchless drainage rehabilitation implementation

Coorumbung Road Broadmeadow - drainage rehabilitation

Corlette Street The Junction - construction

Creeks & waterways - inspect erosion & sediment control

Design & project management resources - build pipeline renewal projects

Drainage management & condition survey

Glebe Road The Junction

Low lying suburbs - tide gate rehabilitation

Mayfield East - drainage design (George St construct & Selwyn Channel clearing)

Nesca Park Cooks Hill - detention design & construction

Smith Street Merewether - drainage design

Stormwater drainage - construct access

Stormwater drainage - replace grates

Stormwater drainage - renewal

Stormwater drainage - technical advice

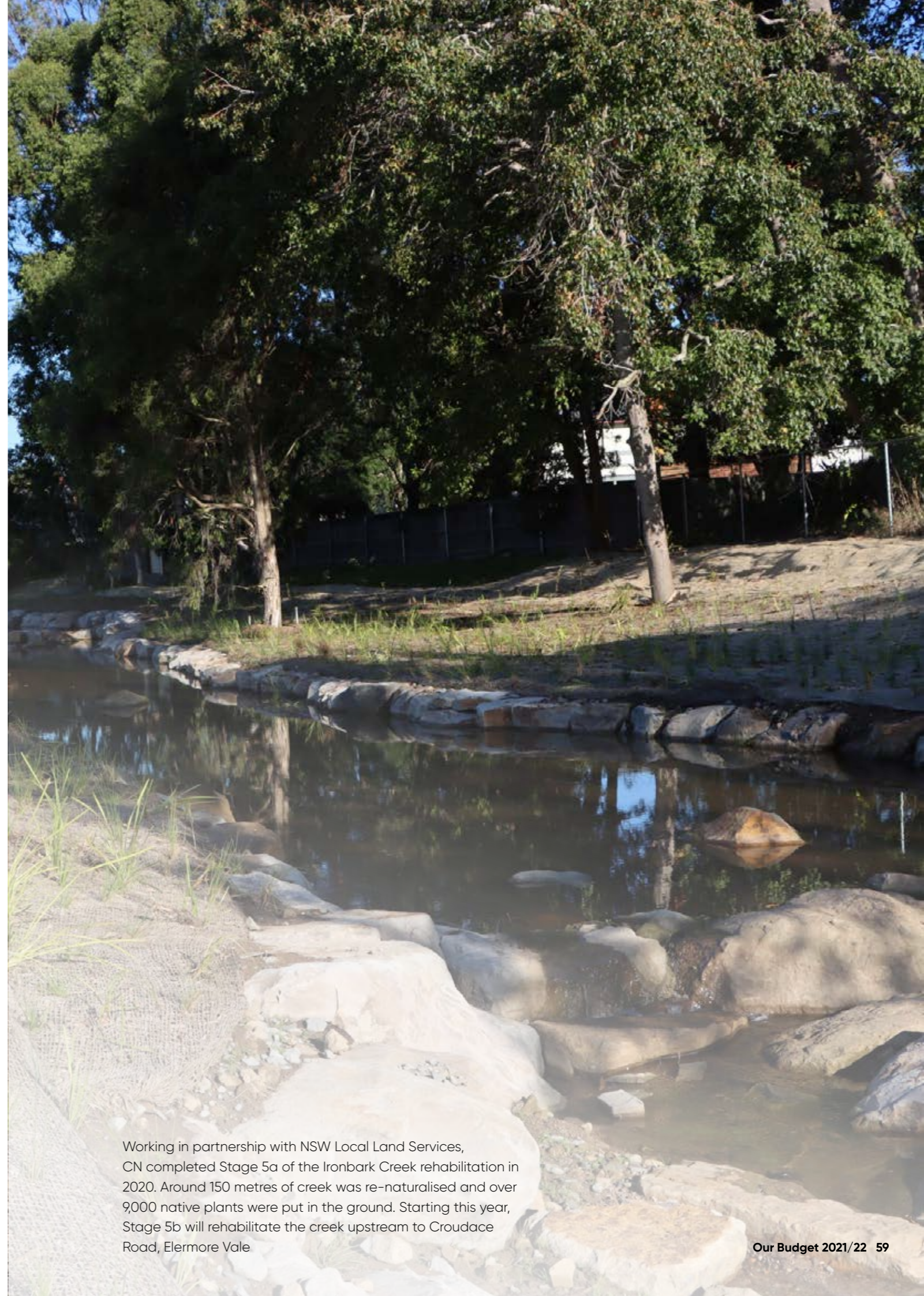
Tooke Street Cooks Hill - stage 2 drainage rehabilitation design & construction

Various headwall & outlet rehabilitation

Various laneways - drainage improvements at unrelieved sags

Water quality devices - rehabilitation

Western division - water quality devices inspection, investigation & rehabilitation



Working in partnership with NSW Local Land Services, CN completed Stage 5a of the Ironbark Creek rehabilitation in 2020. Around 150 metres of creek was re-naturalised and over 9,000 native plants were put in the ground. Starting this year, Stage 5b will rehabilitate the creek upstream to Croudace Road, Elmore Vale



Vibrant, Safe and Active Public Places

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

Community Objective

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



Vibrant, Safe and Active Public Places

1.2m

Beach goers



6

Surf clubs

3

Lifeguard facilities

12

Beaches (6 patrolled)



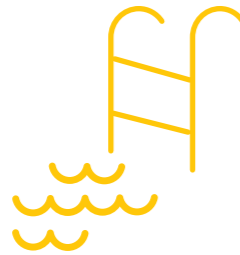
11 Libraries

17 Animal enclosures



304,000

Swimming pool users



5

Swimming pools



2

Ocean baths

129

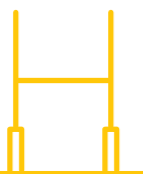
Shade structures

15

Grandstands

54

Canteens



1 Holiday park



147 Playing fields

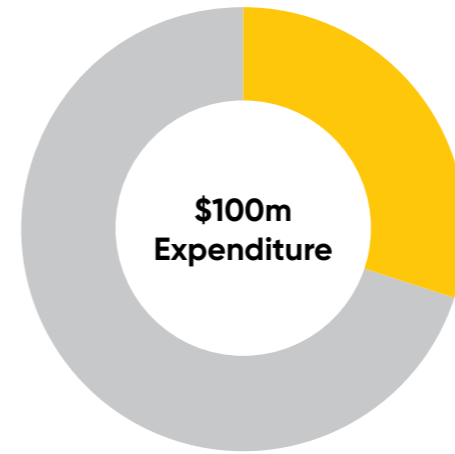


54 Sporting amenities

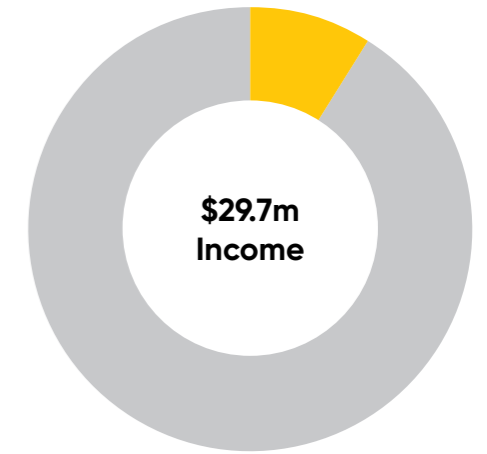


116 Playgrounds

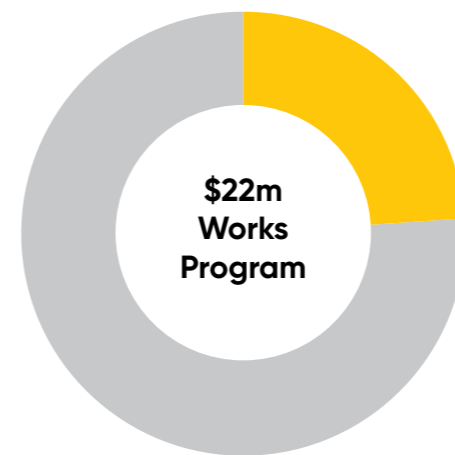
8 Skate facilities



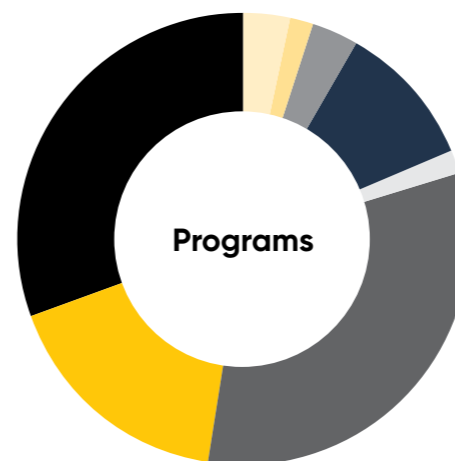
● Vibrant, Safe and Active Public Places
● Total Budget



● Vibrant, Safe and Active Public Places
● Total Budget



● Vibrant, Safe and Active Public Places
● Total Budget



● Buildings - CN support services
● Recreation parks, sporting facilities and open spaces
● Public toilets
● Retaining walls
● Blackbutt Reserve
● City centre revitalisation
● Coastal centre revitalisation
● Urban centre revitalisation

Our measures:

Increase community % that feel overall safe in Newcastle LGA

Increase community % who agree the upgrades to coastal facilities have enhanced our beaches and coastal areas

Maintain community satisfaction with the following: (currently ★★★)

- public parks
- ocean baths and facilities
- playground equipment available
- open spaces
- number of community events

Increase promotion and awareness of the city's indigenous cultural heritage

CN's commitment to our community

Our supporting strategies and plans

- Parkland and Recreation Strategy 2014
- Cultural Strategy 2016–2019
- Newcastle Night-time Economic Strategy 2018–2021
- Events Plan 2016–2019
- Draft Disability Inclusion Action Plan 2021–2025
- Dogs in Open Space Strategy 2018
- Outdoor Exercise Facilities Strategy 2018
- Safe City Plan 2017–2020
- Strategic Sports Plan 2020

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
3.1.1 Provide quality parkland and recreation facilities that are diverse, accessible and responsive to changing needs		
Ensure spaces and facilities are multi-functional, and adaptable to changing needs	Undertake plans of management and masterplans to reflect the current community needs	Parks and Recreation
Ensure that recreation facilities provide opportunities for the full range of age groups and abilities	Deliver projects that support whole of community use and incorporate universal design principles	Parks and Recreation

Upgrade and enhance our Parkland and Recreational facilities	Provide sustainable infrastructure to support our parkland and recreational facilities by construction of new assets and renewal of existing assets	Civil Construction and Maintenance
	Provide open space facilities to meet community needs including playgrounds, outdoor and multipurpose courts, sportsgrounds, exercise equipment, dog off-leash areas	Parks and Recreation
	Provide aquatic facilities to meet community needs and industry requirements	Parks and Recreation
	Support safe use of beaches through lifesaving services	Parks and Recreation
	Maintain our parks and public spaces to ensure the health and safety of the community	Parks and Recreation
	Liaise with community and sporting clubs for open space bookings and events	Parks and Recreation
3.1.2 Enhance our beaches and coastal areas through upgraded facilities		
Continue to support and deliver on our special rate variation project 'Coastal Revitalisation'	Plan, design and implement the remaining sections of the Bathers Way	Assets and Projects
Upgrade and enhance our beaches and coastal area facilities	Ensure our ocean baths, beaches and coastal facilities are clean and inviting	Property and Facilities
3.1.3 Plan, co-ordinate and deliver cultural and community infrastructure and programs		
Develop and deliver a range of community events and programs in partnership to enhance social connections	Provide library services where people gather through pop-up facilities and co-location	Libraries and Learning
	Attract exhibitions at Newcastle Museum including travelling exhibitions and community exhibitions	Museum
Ensure Newcastle audiences have access to a diverse range of exhibitions and works of high quality	Maintain a balance of Museum audience engagement targeted to a breadth of audience demographics	Museum
	Develop ambitious exhibition projects that attract local, regional, state and national audiences	Art Gallery

Manage venues to meet community as well as financial objectives	Provide a range of public and educational programming in partnership with others, to meet community objectives	Civic Services
Attract and/ or present a diverse range of high quality live performance work	Work proactively to achieve balanced programming - mix of genres, tell local stories, reflect the city's identity	Civic Services
Maximise occupancy and attendance at venues	Provide diversified offerings to meet community and commercial needs. Provide quality of offerings, flexibility and service levels, value for money	Civic Services
Ensure our buildings are multi-functional and support whole of community use	Ensure our community and CN buildings are clean, inviting, damage and graffiti free	Property and Facilities
	Upgrade of Wallsend library and updated layout	Libraries and Learning
	Investigate opportunities to provide members with a modern and intuitive borrowing experience to replace Library equipment to provide members with a modern and intuitive borrowing experience	Libraries and Learning
	Investigate opportunities for multi modal online and self service library hubs	Libraries and Learning

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
3.2.1 Celebrate Newcastle's history, cultural heritage and cultural diversity		
Grow the city's identity via its collections of art and artefacts, local history and architecture	Actively develop public programs targeted to a breadth of audience demographics	Art Gallery
	Build the city's identity through the Art Gallery's significant collection of works of art	Art Gallery
	Install robotic equipment and commence digitising materials	Libraries and Learning
	Investigate opportunities to preserve and protect Newcastle's local history and heritage collection	Libraries and Learning
	Highlight local stories told through exhibitions, digital platforms and media	Museum

3.2.2 Increase collaboration with artists and practitioners in the cultural sector		
Partner with local artists and organisations to grow arts and culture	Build on programming partnerships with professionals, education, youth, older people, people with disability, indigenous culture, local and national practitioners	Civic Services
Select and attract works of high calibre to Newcastle, build reputation of Newcastle in live performance sector	Present nationally recognised work, build local reputation nationally	Civic Services
Expose local stories, both historic and contemporary, through cultural programming and build Newcastle's cultural identity	Present Art Gallery exhibitions and programs that feature local artists and their stories	Art Gallery

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
3.3.1 Collaborate with local groups and services to address crime and safety		
Provide CN facilities that are safe, welcoming and inclusive	Participate in community sector networks that work towards community safety across the LGA	Community, Strategy and Innovation
Protect, promote and control the risk to public health associated with local business activities	Conduct regular inspection programs of food businesses, skin penetration premises, public swimming pools and monitor regulatory compliance for premises with water cooling systems (legionella)	Regulatory, Planning and Assessment
Develop public places that are safe, welcoming and inclusive	Deliver park improvement projects that integrate safer by design principles	Parks and Recreation
3.3.2 Plan for a night-time economy, characterised by creativity, vibrancy and safety, that contributes to cultural and economic revitalisation		
Implement policy and strategic initiatives to encourage more diverse night-time venues	Apply crime prevention through environmental design principles for all new and replacement infrastructure	Assets and Projects
To support the sustainable and innovative growth of the city's night-time economy	Support projects to increase and enhance venue diversity, support public space activation and plan for future initiatives	Community, Strategy and Innovation

Works Program

City Wide Services

Aquatic Centres

Inland pools - minor infrastructure renewal program

Merewether Ocean Baths design & redevelopment

Newcastle Ocean Baths upgrade project

Art Gallery

Citywide services collection services

Recreation Parks, Sporting Facilities & Open Spaces

Basketball court facilities

Foreshore Park - concept masterplan, all abilities playground & water park

Fenced off leash dog areas

Fencing - sports grounds

Floodlight renewal program

Implementation of smart city technologies - sportsgrounds/parks

Masterplan implementation

Matching grant funding program

No. 2 sports ground upgrades

Park accessibility improvement program

Parks - public address system renewal

Plans of management review

Playground replacement programme

Playground shade program

Sports strategy & facility improvement plan

Sportsground amenity design & construct

Sportsgrounds - design & build

Sportsgrounds - renew sub surface drainage/irrigation systems

Tennis facility renewal program

Various parks - upgrade public access power

Wallsend Western Corridor Active Hub - design & construction of multi purpose courts

Western corridor district sport & recreation facility masterplan

Infrastructure & Property

Buildings - Council Support Services

Engineering advice general

Structures - survey

Various buildings - renew air conditioning systems

Various council buildings - Asset condition reports

Caravan Parks & Commercial Properties

Stockton Beach Holiday Park

Stockton Beach Holiday Park - camp kitchen HVAC upgrade

Stockton Beach Holiday Park - Asset condition reports

Community Buildings

Dixon Club Surfclub - precinct upgrades

Public Toilets

Nesca Park - toilet block demolition

Passmore oval - eastern toilet block renewal

Retaining walls

Retaining wall renewal - various

Spruce Street - batter protection repair

William St Tighes Hill - retaining wall replacement

Priority Projects

Blackbutt Reserve

Blackbutt planning & design

Blackbutt Reserve - replace boardwalk timber boards

Renewal Carnley Avenue boardwalk exhibit 7

City Centre Revitalisation - Hunter Street

Civic Public Domain Plan

East End Public Domain Plan - stage 2 (Foreshore)

East End Public Domain Plan (Hunter St Mall)

Place activation initiatives (signage)

West End Public Domain Plan - stage 1 (Birdwood Park)

West End Public Domain Plan - stage 2 (cycleway)

Coastal Revitalisation

Bathers Way - Bar Beach & Memorial Drive

Bathers Way - South Newcastle

Coastal Revitalisation - planning

Urban Centre Revitalisation

Local Centres - Establishment maintenance

Local Centres - Facade improvement scheme

Local Centres - Feasibility

Local Centres - Orchardtown Road New Lambton

Local Centres - Shortland

Local Centres - Wallsend

Wickham Public Domain Plan



Inclusive Community

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

Community Objective

4.1 A welcoming community that cares and looks after each other

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



<p>1 NO POVERTY</p>	<p>2 ZERO HUNGER</p>	<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>4 QUALITY EDUCATION</p>
<p>10 REDUCED INEQUALITIES</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>

Inclusive Community

147
Public Art, fountains and monuments

4 Senior citizen facilities

9 Community centres

6 Community halls

Lynda.com online learning delivered

1,075
Sessions to
5,275
Participants

1 Childcare facility

1 Museum

1 Art Gallery

1 Fort exhibit

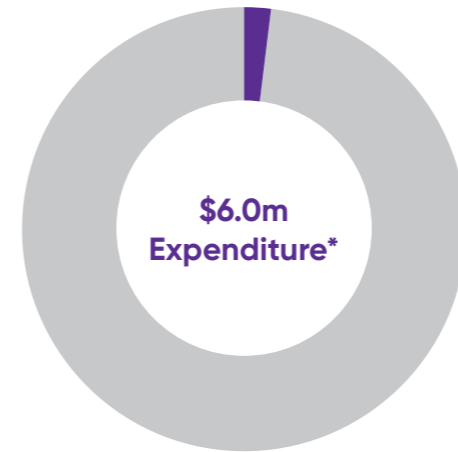
1 City Hall

1 Civic Theatre

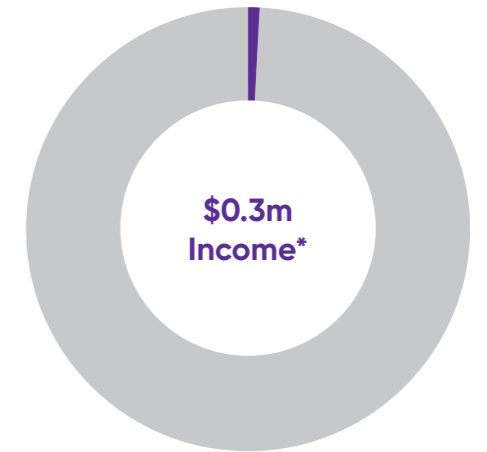
2 Historical Forts



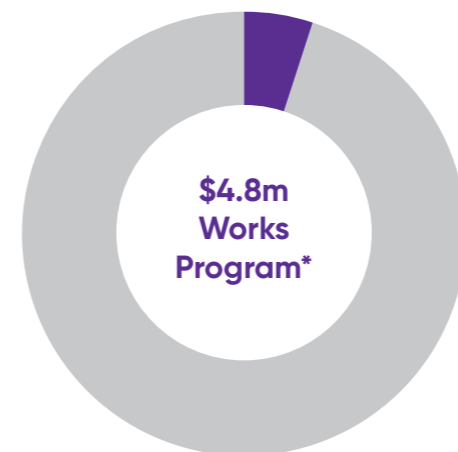
Count us in
Newcastle's first disability inclusive one-month festival



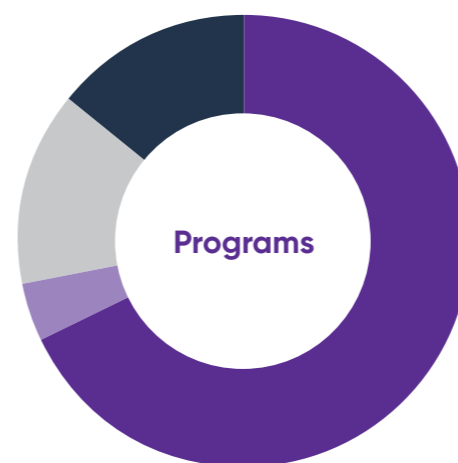
● Inclusive Community
● Total Budget



● Inclusive Community
● Total Budget



● Inclusive Community
● Total Budget



● Art Gallery ● Libraries
● Civic Venues/Civic Services ● Community Buildings

Our measures:

Increase number of education and exhibition programs with identified groups

Maintain number of community projects funded annually through grants and sponsorship programs

Increase community % who feel welcomed/connected with your local community

Deliver a minimum of four targeted lifelong learning resources and programs

Maintain number of Local Aboriginal stories on display in the Museum

Inclusive training delivered in a targeted manner to CN staff and as part of employee inductions

Increase the availability of accessible and adoptable housing

*CN has adopted the key themes from the Newcastle 2030 as its principle activities for Our Budget. A number of our themes are largely advocacy, facilitation or embedded within other themes. As a result, the proposed budget does not reflect substantial operational costs incurred indirectly in delivering this theme.

CN's commitment to our community

Our supporting strategies and plans

Social Strategy 2016–2019

Disability Inclusion Action Plan 2016–2019

Newcastle Libraries Strategy 2019–2029

Aboriginal Employment Strategy 2021

Aboriginal Heritage Management Strategy 2018–2021

4.1 A welcoming community that cares and looks after each other

Delivery Program objective	Operational Plan action 2021/22	Responsibility
4.1.1 Acknowledge and respect local Aboriginal history, cultural heritage and peoples		
Deliver CN's Aboriginal Heritage Management Strategy	Facilitate the Guraki Aboriginal Advisory Committee to provide advice to CN on matters relating to culture and heritage	People and Culture
Represent and include Aboriginal people in our storytelling and activities, and enable equal access to the venue and programs	Support, develop and present work by Aboriginal and Torres Strait Islander people	Civic Services
4.1.2 Support initiatives and facilities that encourage social inclusion and community connections		
Support and encourage programs and events by community groups and not for profit groups	Advocate and liaise with groups in relation to community building bookings and events	Property and Facilities
	Develop Community Wellbeing Strategy (subject to name change)	Community, Strategy and Innovation
	Continue Community Sector Network Analysis program to support the networks in their information share and collaborations	Community, Strategy and Innovation
	Facilitate the western suburbs place based community support program	Community, Strategy and Innovation
	Facilitate the Youth Employment and Support Initiative under the Newcastle Youth Charter	Community, Strategy and Innovation
	Facilitate the Access and Inclusion Advisory Committee to provide advice to CN on matters of inclusion and access, both within the business and the city	Community, Strategy and Innovation
Represent and include people with disability in our storytelling and activities, and enable equal access to the venue and programs	Support, develop and present work by people with disability, and groups that suffer social disconnection or disadvantage	Civic Services

Ensure open space and facilities are multi-functional and support whole of community use	Upgrades to community facilities to improve accessibility	Property and Facilities
Deliver the Disability Inclusion Action Plan (DIAP) 2020–2024	Facilitate 'Count Us In' 2021–2022 Festival of Inclusion	Community, Strategy and Innovation
	Deliver key strategic initiatives of the DIAP which progress CN as an inclusive business and deliver inclusion outcomes in the community	Community, Strategy and Innovation
To expand the scope and audience of the Lean In Newy platform	Continue to provide capability for community members to support local charities, groups and businesses	Community, Strategy and Innovation
4.1.3 Improve, promote and facilitate equitable access to services and facilities		
Develop a Social Infrastructure Strategy that provides for the funding, planning and delivery of social infrastructure in a strategic and coordinated way, particularly in the context of a growing and increasingly diverse population	Develop a Social Infrastructure Strategy	Community, Strategy and Innovation
Provide equal access to all persons to venues	Maintain current access audits and plans, take action on issues of unequal access	Civic Services

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
4.2.1 Ensure people of all abilities can enjoy our public places and spaces		
Ensure that a variety of parklands and recreational facilities are provided, accessible and distributed equitably across the city	Deliver recreation projects that improve accessibility	Parks and Recreation
New or renewed infrastructure will be delivered in accordance with Disability Standards where practical	Continuously upgrade CN assets to meet the requirements of the Disability Discrimination Act	Assets and Projects
4.2.2 Improve access to formal and informal lifelong learning opportunities, facilities and services		
Increase engagement with young people	Actively invest in programming and communications targeted to young people including youth advisory	Civic Services

Develop and deliver community programs, partnerships, information and learning programs designed to create wide opportunities for all	Target lifelong learning resources and programs to improve skills in financial literacies; health literacies; living sustainably and promoting wellbeing	Libraries and Learning
	Measure the impact of early childhood activities for libraries and childcare	Libraries and Learning
	Continue and expand the adult learning volunteer program	Libraries and Learning
	Target lifelong learning for community governance workshops to support CN and community volunteer organisations	Libraries and Learning
	Actively develop public programs targeted to a breadth of audience demographics	Art Gallery
	Actively invest in education and exhibition programs within the Museum, engaging with identified groups	Museum
	Facilitate digital and face to face environments which increase capacity, education and connections of community sector and key community stakeholders in addressing barriers which inhibit social inclusion and community connections	Community, Strategy and Innovation
	Support the Newcastle Community Sector with initiatives aimed at strategic development, collaborating, networking, and information sharing	Community, Strategy and Innovation
	Facilitate the 2021 Community Academy for clubs, groups, voluntary organisations	Community, Strategy and Innovation
	An integrated museum service providing opportunities for collaborative outcomes and strong stakeholder relationships	Enhance relationships within and external to CN to promote the Museum
4.2.3 Promote recreation, health and wellbeing programs		
Support and encourage use of recreation and leisure opportunities	Provide website and social media updates to encourage use of recreation	Parks and Recreation
Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals	Continue the existing Responsible Pet Ownership program, to have three to four community events per year in collaboration with RSPCA and other stakeholders	Transport and Compliance

Works Program

City Wide Services
Art Gallery
Art Gallery Works of Art
Cultural asset preservation
Upgrade audio visual & Stage equipment
Public amenities upgrade
Expansion
Libraries
Library Resources
Civic Venues / Civic Services
Civic Theatre - upgrade air conditioning units
Civic Theatre - auditorium underfloor waterproofing (condition monitoring, feasibility & minor works)
Replace Civic Theatre chain hoists
Infrastructure & Property
Community Buildings
Mayfield Senior Citizens- roof replacement
Community Buildings refurbishment/renewal



Liveable Built Environment

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

Community Objective

- 5.1 A built environment that maintains and enhances our sense of identity
- 5.2 Mixed-use urban villages supported by integrated transport networks
- 5.3 Greater diversity of quality housing for current and future community needs
- 5.4 Sustainable infrastructure to support a liveable environment



<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>4 QUALITY EDUCATION</p>	<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>
<p>10 REDUCED INEQUALITIES</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>	

Liveable Built Environment

730 Heritage listings

8 Heritage conservation areas

33 Archaeological areas and structures



Mean net determination times for Development Applications (DAs)

64 days



The average number of DAs received/month

101



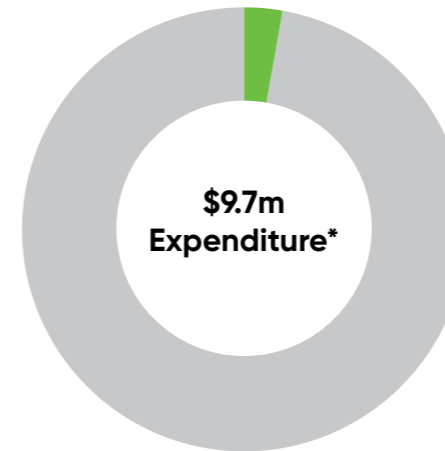
Average value of DAs approved/month

\$502,674

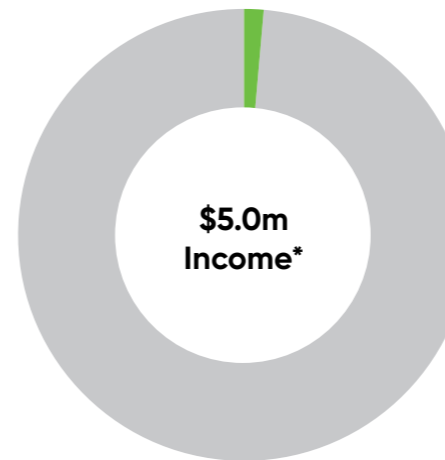


No. of DAs and value of works

Approved	1,174	\$590,140,057
Determined	1,270	\$718,587,181
Received	1,354	\$758,488,579



● Liveable Built Environment
● Total Budget



● Liveable Built Environment
● Total Budget

*CN has adopted the key themes from the Newcastle 2030 as its principle activities for Our Budget. A number of our themes are largely advocacy, facilitation or embedded within other themes. As a result, the proposed budget does not reflect substantial operational costs incurred indirectly in delivering this theme.

Our measures:

- Diversify housing type and tenure across the LGA to provide for a range of housing needs
- Increase community % who agree there is a good mix of housing types (large and small single dwellings, apartments, units in their local suburb)
- Increase community % who are satisfied with the quality of heritage conservation
- Proportion % of houses within 800 metres of a public transport stop
- Increase % of development applications notified in accordance with the Development Control Plan
- Increase % of development applications that have information available on the web site, that complies with the GIPA Act
- 80% of food premises satisfactory on first food inspection for the year
- Increase community % who agree there is sufficient land available for different types of businesses to establish and grow

CN's commitment to our community

Our supporting strategies and plans

Local Strategic Planning Statement 2020

Heritage Strategy 2020–2030

Aboriginal Heritage Management Strategy 2018–2021

Affordable Living Plan 2018

Local Environment Plan 2012

Development Control Plan

Local Housing Strategy 2020

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
5.1.1 Protect, support and promote our unique built and cultural heritage		
Ensure compliance with environmental planning regulations	Undertake investigations into alleged breaches of planning laws, fire safety and development consents. Promote awareness of policy, procedure and laws to encourage voluntary compliance	Regulatory, Planning and Assessment
Plan for and maintain quality and amenity of venues	Deliver Capital Works Program, forward planning, maintenance program and asset management for our Civic Assets	Civic Services
	Commence implementation of the Heritage Strategy for Newcastle	Regulatory, Planning and Assessment
Make venues available to the public via programmed activities	Provide community access to our Civic venues through tours and open day's	Civic Services
5.1.2 Ensure our suburbs are preserved, enhanced and promoted, while also creating opportunities for growth		
The land use pattern will reinforce mixed use centres, educational nodes, opportunities for technology-based businesses, supported by integrated transport	Implement the Local Strategic Planning Statement as required in the Environmental Planning and Assessment Act 1979	Regulatory, Planning and Assessment

5.1.3 Facilitate well designed and appropriate scale development that complements Newcastle's unique character

Protect and enhance heritage buildings, streetscapes, views and key features, as well as, encouraging building innovation	In the assessment of development applications ensure development is consistent with the principles in CN's Local Strategic Planning Statement, including ensuring development addresses public spaces and is scaled for the pedestrian to provide vibrant and activated public spaces	Regulatory, Planning and Assessment
---	---	-------------------------------------

5.2 Mixed-use urban villages supported by integrated transport networks

Delivery Program objective	Operational Plan action 2021/22	Responsibility
5.2.1 Plan for concentrated growth around transport and activity nodes		
Improve safety and comfort of active transport networks	Advocate to the NSW Government for lower speed limits	Transport and Compliance
Promote active transport	Provide information about our cycling infrastructure, through website updates, publication of project information and hardcopy and online publication of cycling maps	Transport and Compliance
	Initiate and support events that encourage bike riding, such as National Ride2Work Day, NSW Bike Week, Biketober, local discovery rides	Transport and Compliance
Promote integrated, sustainable, long term planning for Newcastle	Implement the priority actions in the Greater Newcastle Metropolitan Plan 2036	Regulatory, Planning and Assessment
	Implement the actions in the Wickham Master Plan to deliver on the vision to create a diverse and dynamic mixed-use neighbourhood	Regulatory, Planning and Assessment

5.2.2 Plan for an urban environment that promotes active and healthy communities

Raise fire safety awareness of all property owners and managers, tenants and business operators	Promote and encourage voluntary compliance with fire safety regulations through submissions of Annual Fire Safety Statements and through the Fire Safety Statement Program	Regulatory, Planning and Assessment
---	--	-------------------------------------

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
5.3.1 Ensure sufficient housing diversity to meet community needs, including affordable and adaptable housing options		
Promote fire safety in medium to high density boarding houses	Annual compliance inspections of registered and assisted boarding houses, as well as premises being used as unauthorised boarding houses to ensure compliance with fire safety and planning legislation	Regulatory, Planning and Assessment
Ensure sufficient housing capacity for our future population	CN to participate in the Urban Development Program established by the Department of Planning and Environment to monitor delivery of housing in the Lower Hunter	Regulatory, Planning and Assessment
Facilitate affordable living	Implement CN Affordable Living Plan	Regulatory, Planning and Assessment

5.4 Sustainable infrastructure to support a liveable environment

Delivery Program objective	Operational Plan action 2021/22	Responsibility
5.4.1 Advocate for implementation of energy and resource efficiencies in new developments		
Improve energy and resource efficiency in new developments	Use strategy documents in the Development Control Plan to guide new developments which set minimum planning requirements	Regulatory, Planning and Assessment
5.4.2 Plan, provide and manage infrastructure that continues to meet community needs		
Implement best practice asset management to deliver sustainable services	Prioritise renewal of infrastructure to deliver desired levels of service	Assets and Projects
Continue to establish the city centre as a technology enabled innovation precinct	Installation of Smart City Infrastructure to support future city needs	Community, Strategy and Innovation



In 2020 CN constructed close to 600 metres of new footpath along Croudace Road in Elmore Vale.



Smart and Innovative

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

Community Objective

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

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

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



Smart and Innovative

5m Visitors to Newcastle

More than **220** Smart Poles around our city

Lean in Newy **Over 2,000** Downloads

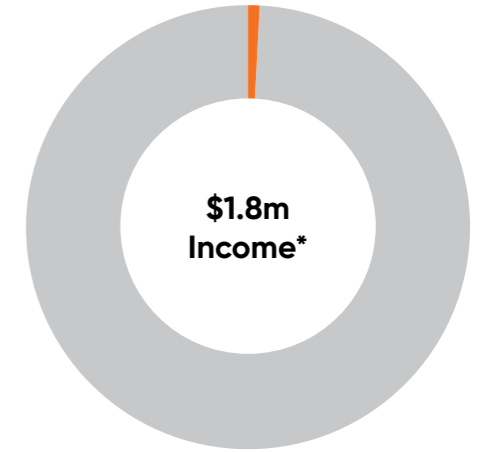
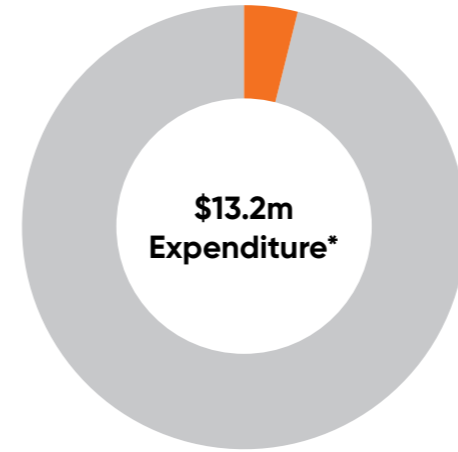
4 Electric cars
5 Smart bus stops
5 EV charging stations

City of Newcastle
NEWCASTLE SEE CHANGE
Have your say

1 Expanding free public wifi network
1,000 Sensors forming an environmental sensor network

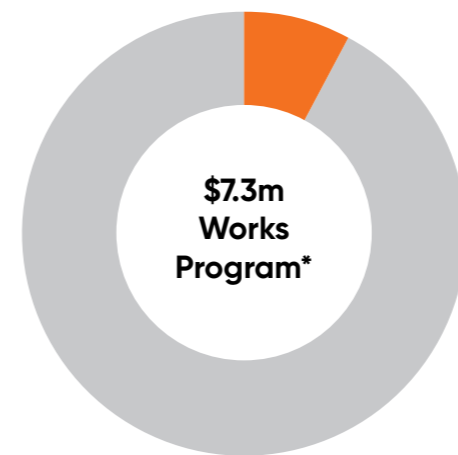
Total combined followers **165,930**

20,000 Visits per month
What's On website

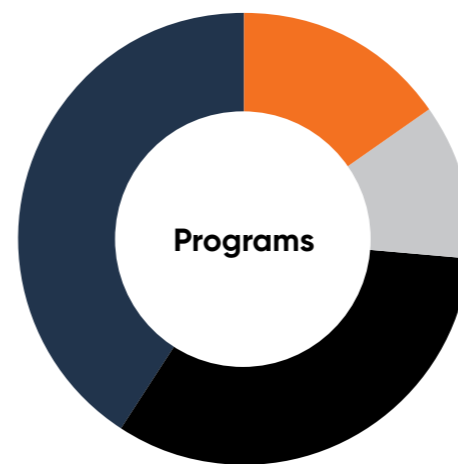


● Smart and Innovative
● Total Budget

● Smart and Innovative
● Total Budget



● Smart and Innovative
● Total Budget



● Customer Experience Strategy
● Economic Development
● Smart City
● Digital Enablement

*CN has adopted the key themes from the Newcastle 2030 as its principle activities for Our Budget. A number of our themes are largely advocacy, facilitation or embedded within other themes. As a result, the proposed budget does not reflect substantial operational costs incurred indirectly in delivering this theme.

Our measures:

- 15% increase in engagement at all innovation programs, events and meetups provided by the ecosystem throughout the city across a four-year horizon
- 10% growth in the number of enterprise scaling innovation for national and global markets across a four-year horizon
- Investment into innovative enterprise increases by 2% year-on-year
- Local SME's engaging with the innovation ecosystem increases by 2% year-on-year
- Maintain the economic values of grants provided by the Events Sponsorship Program
- Increase the number of visitors to visitnewcastle.com.au
- Increase number of visitors to Newcastle
- Maintain the number of major events held in Newcastle

CN's commitment to our community

Our supporting strategies and plans

Smart City Strategy 2017-2021

Economic Development Strategy 2021-2031

Newcastle Destination Management Plan 2021-2025

Events Plan 2016-2019

Newcastle Libraries Strategy 2019-2029

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
6.1.1 Recognise and strengthen Newcastle's role as a regional capital and hub for industry, education, health, business, personal, tourism, port and logistics services		
Embrace digital platforms to broaden audiences for culture	Utilise digital platforms to improve access to the Art Gallery and collection	Art Gallery
Support a strategic approach to Government Relations advocacy that demonstrates the case for investment at each step	Develop policy statements and business cases	Community, Strategy and Innovation
Promote the lifestyle and cultural values of Newcastle as a place to work, invest and live	Commence implementation of the Economic Development Strategy for Newcastle	Community, Strategy and Innovation
6.1.2 Attract new business and employment opportunities		
To deliver a training/skills program that supports the transition of skills in the Newcastle LGA. To deliver a campaign which highlights the breadth of economic opportunities available in Newcastle	Continued implementation of NewSkills program and New Move campaign	Community, Strategy and Innovation
Strengthen the existing commercial and activity centres; and service and employment centres	Continue to deliver the Local Centres Public Domain Program to foster new growth in local centres	Assets and Projects

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
6.2.1 Support and advocate for innovation in business, research activities, education and creative industries		
Increase support for and engagement with, local artists and cultural practitioners	Support development of local artists and cultural practitioners through collaborations and professional mentoring	Art Gallery
	Support the United Nations Sustainable Development Goals	Libraries and Learning
	Promote informed citizenship and foster safe digital practices	Libraries and Learning
Actively develop the local innovation ecosystem's capacity to nurture, retain and attract innovative entrepreneurs and enterprise to generate economic growth.	Deliver programming that supports the incubation and acceleration of scaling innovative enterprise	Community, Strategy and Innovation
	The Living Lab is established and CN is actively engaged with Partners and internal stakeholders	Community, Strategy and Innovation
Build capacity in understanding, engagement and interaction with innovation to enable communities and businesses at all levels to participate meaningfully in our future city and economy	Establish a community lab and innovation hub that provides and connects communities and business with the knowledge, tools and resources required to innovate	Community, Strategy and Innovation
Support the growth of the live music and creative industries sectors	Policy and planning to enable, enhance and support live music	Community, Strategy and Innovation
6.2.2 Support and advocate for the small business sector		
To deliver a small business register that enables effective communication with all local businesses; to enable and foster local business networks across all business precincts in Newcastle; to provide internal and external stakeholders with strategic information regarding economic, industry and business activity.	Establish and implement small business register; continue and strengthen role of Business Improvement Associations	Community, Strategy and Innovation

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
6.3.1 Facilitate events and festivals that attract visitors and support the local economy		
Maintain a diverse program of events to appeal to a broad audience that build on Newcastle's assets	Deliver the CN Event Sponsorship Program	Major Events and Corporate Affairs
	Deliver the Major Events Program	Major Events and Corporate Affairs
	Identify and attract major events	Major Events and Corporate Affairs
	Deliver and support CN Grants and Sponsorship Program	Community, Strategy and Innovation
	Build capacity within the community to write grant applications	Community, Strategy and Innovation
Create highest sustainable level of activation possible in all venues	Deliver events and activations at all venues	Civic Services
	Provide additional activation and support during large scale events	Civic Services
	Provide activation and support for tourism industry and local providers	Civic Services
Build cultural tourism by presenting events that celebrate the city and contribute to its identity	Develop ambitious exhibitions that attract local, regional, state and national audiences	Art Gallery
Increase promotion, awareness and attendance to events	Implement communications and marketing to increase visitation to our What's On website	Major Events and Corporate Affairs
6.3.2 Work with the tourism sector to further develop Newcastle as a visitor and event destination		
Implement the Destination Management Plan	CN to continue its leadership role in developing the visitor economy	Major Events and Corporate Affairs
	CN to continue its leadership role in developing and implementing key strategic plans and actions including the Destination Management Plan	Major Events and Corporate Affairs
	Continue to work with industry and state government to promote Newcastle as a leisure destination to out-of-region audiences through targeted research, campaigns and communications - intra and interstate to remain focus	Major Events and Corporate Affairs

Continue to work on researching and promoting sector infrastructure issues, including accommodation and conference facilities	Maintain digital consumer assets including Visit Newcastle website and Business Events website as well as print promotions such as City Guide, self guided itineraries and maps	Major Events and Corporate Affairs
Analysis of Fort Scratchley Visitation figures and CRM	Collect visitation statistics to Fort Scratchley to assist in Marketing as a distinct and significant cultural tourism destination	Museum
Work with our community, business sector and government to identify and facilitate key infrastructure projects	Continue to support the development of Newcastle Airport and expansion and national and international routes	Major Events and Corporate Affairs
Continue to identify signature events and experiences for the Newcastle community and our visitors	Promote Newcastle as a destination for business, association and professional conferences and events through dedicated business events promotional activities	Major Events and Corporate Affairs
	Develop Visitor Services Strategy	Civic Services
6.3.3 Work with businesses, planners and government at all levels to facilitate key infrastructure to support business growth		
A vibrant and growing local economy with increased diversification, employment opportunities and economic resilience; better-informed decision making within City of Newcastle and amongst external stakeholders	Establish and implement new datasets of relevant information related to economic activity and population profiles in Newcastle	Community, Strategy and Innovation
6.3.4 Foster a collaborative approach to continue City centre renewal		
Facilitating revitalisation projects which encourage improved facilities in our city and local centres	Deliver the East End and West End public domain plans including improvements at Foreshore and Pacific Park	Assets and Projects

Works Program

Information Technology

Digital Enablement

Consolidation & digitisation of systems & processes

Bookings, reservations & online store

Data integrations

Smart City technology

Digital Regulatory, Planning & Assessment initiatives

Digital Service Catalogue

Digitisation of forms (move paper based forms online)

Governance finance initiatives

Infrastructure & Property enquiries

Infrastructure & Property process & procedure review

Mobile Engagement Strategy

Timesheets

Transport & Compliance initiatives

Integrated Data & Systems

Business Analytics

Corporate Reporting & Community Dashboards

Digital forms & workflows

Strategic

CX Strategy

CX Strategy Implementation

Economic Development

City Analytics Program

City Digital Corridor

Digital Prospectus

Economic Development Strategy Implementation

Newcastle After Dark

Smart City

City Digital & Data Platforms

Electric Vehicle Trial - Pool Car replacement

Energy Savings Projects

Newcastle Living Lab

Smart City Infrastructure

Smart City Initiative

Smart Moves Newcastle

2020 Carbon & Water Management Action Plan review & update



Electric vehicle charging station



Open and Collaborative Leadership

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

Community Objective

- 7.1 Integrated, sustainable long-term planning for Newcastle and the Region
- 7.2 Considered decision-making based on collaborative, transparent and accountable leadership
- 7.3 Active community engagement in local planning and decision-making processes and a shared responsibility for achieving our goals
- 7.4 A local government organisation of excellence



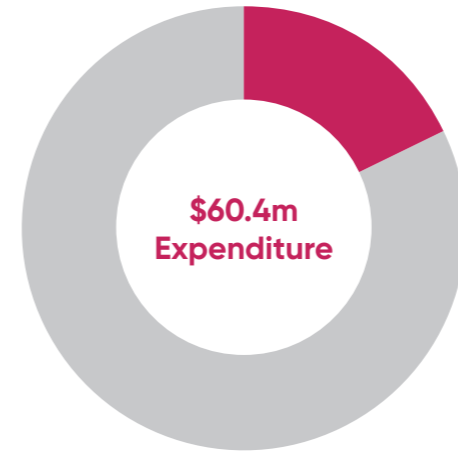
5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS 			

Open and Collaborative Leadership

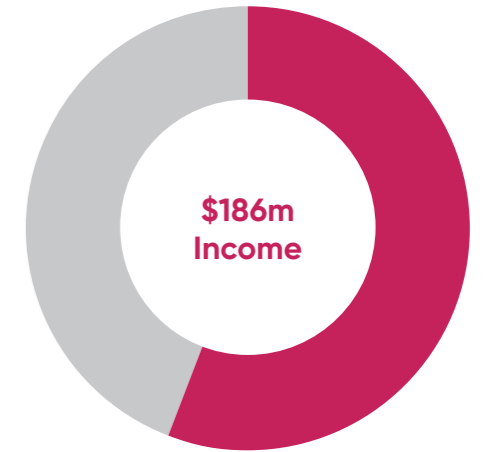
Over the timeframe of July 2020 to December 2020 we have had



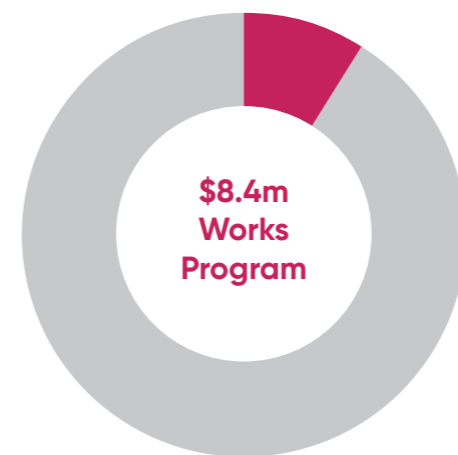
1 Civic Administration Centre



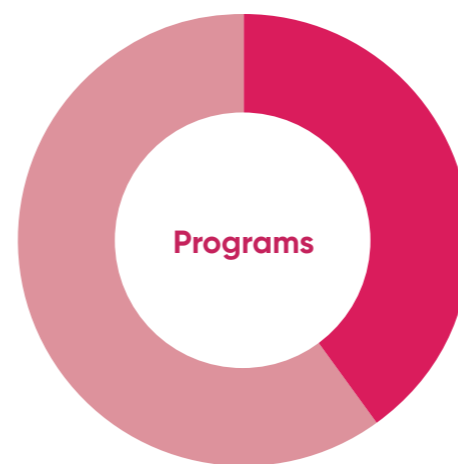
● Open and Collaborative Leadership
● Total Budget



● Open and Collaborative Leadership
● Total Budget



● Open and Collaborative Leadership
● Total Budget



● Fleet
● Core Systems Development & Maintenance

Our measures:

Community % satisfied with CNs performance

Increase community awareness of 'Our Budget' document

Maintain in-person contact survey rating of 74%

Increase social media followers

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

Community % of awareness for CNs regular newsletters

Community % who agree the CNs information is easy to access from our website

Improve awareness of CNs brand

CN's commitment to our community

Our supporting strategies and plans

Open and Transparent Governance Strategy 2017

Workforce Management Plan 2018–2022

Asset Management Strategy 2018–2027

Aboriginal Employment Strategy 2018–2021

Long Term Financial Plan 2018–2027

Information and Communication Technology Strategic Plan 2018–2020

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
7.1.1 Encourage and support long term planning for Newcastle, including implementation, resourcing, monitoring and reporting		
Implement the Integrated Planning and Reporting framework (IPR)	Provide extensive education and strategic framework related to the CSP to staff and newly elected councillors	Community, Strategy and Innovation
	Complete CN's IPR requirements including quarterly reporting against the Operational Plan 2021/22, development of the Operational Plan 2022/23 and the Annual Report 2020/21	Community, Strategy and Innovation
	Complete CN's IPR requirements to develop a new Workforce Management plan as required every four years	People and Culture
Ensure Strategy development is consistent across the organisation and is in-line with our CSP priorities	Build awareness and capabilities around IPR and strategic planning with a corporate online hub, and dashboard	Community, Strategy and Innovation

7.1.2 Ensure long-term financial sustainability through short-, medium- and long-term financial planning

Review and incorporate the financial strategies underpinning all short and medium-term plans into the (LTFP)	Ensure the management of CN's budget allocation and funding alternatives are compliant with our policy, relevant legislation and corporate strategies to ensure the long term financial sustainability of the organisation whilst delivering high quality services and assets to the community	Finance
	Ensure the management of CN's budget LTFP alternatives are compliant with our policy, relevant legislation and corporate strategies to ensure the long term financial sustainability of the organisation whilst delivering high quality services and assets to the community	Finance
	Ensure management of CN's Investment portfolio is prudent and compliant with our policy, relevant legislation and corporate strategies	Finance
Effectively and efficiently manage financial operations, systems and information	Ensure the rates and charges for the financial year are levied and collected in accordance with relevant legislation, whilst also incorporating rates assistance provisions	Finance
	Ensure timely and accurate management of accounts payable, logistics, purchasing and financial authorisations to provide both internal and external customers with a high level of service	Finance

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
7.2.1 Conduct CN business in an open, transparent and accountable manner		
CN's corporate governance, legislative compliance and policy framework is well understood and embedded into strategic objectives empowering staff and the elected Council to make evidence based decisions	Deliver a review of CN's governance framework	Legal
	Implement a delegations management system at CN	Legal
	Ensure staff understand their governance obligations	Legal
	Deliver a revised fraud and corruption prevention framework	Legal
	Implement a legislative compliance management tool	Legal
	Complete Council-term review of policies, and implement annual policy review program	Legal
	Ensure Councillors understand their obligations as elected representatives	Legal
Provide open and accessible government information as well as a commitment to the protection of privacy	Provide a clear line of communications between members of the public and Councillors	Legal
	Deliver a revised Privacy Management framework	Legal
7.2.2 Provide timely and effective advocacy and leadership on key community issues		
Improve reputation and trust	Protect and enhance corporate reputation through media releases	Major Events and Corporate Affairs
	Manage on-budget delivery of CN marketing programs including major event, project specific, facilities and corporate marketing	Major Events and Corporate Affairs
Provide accessible and inclusive communications	Use a range of methods and channels to ensure broad reach	Major Events and Corporate Affairs
	Develop dedicated team of marketing professionals including the internal graphic design service	Major Events and Corporate Affairs
	Implement guidelines for accessible, clear and easy to read graphic design and publishing	Major Events and Corporate Affairs

7.2.3 Establish collaborative relationships and advocate for local needs with all stakeholders

Develop partnerships and networking with community, government and business	Work with partners to further explore the United Nations Sustainable Development Goals and how they align to the Newcastle community	Community, Strategy and Innovation
---	--	------------------------------------

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility
7.3.1 Provide opportunities for genuine engagement with the community to inform CN's decision-making		
Increase opportunities for community input into CN's decision-making processes	Conduct genuine community engagement for project plans and strategy	Major Events and Corporate Affairs
	Develop targeted engagement strategies to ensure feedback from hard to reach groups is incorporated in CN decision-making	Major Events and Corporate Affairs
Increase profile of community engagement as an integrated function of CN	Expand CN engagement with the community through improved use of digital platforms and communication regarding CN projects	Major Events and Corporate Affairs
Increase engagement with hard to reach groups	Develop and implement communications campaigns using a range of channels and media to reach community and stakeholders with key information	Major Events and Corporate Affairs
	Deliver an expanded engagement program for CN including increasing Have Your Say panel membership, education and awareness of key initiatives, and providing a range of opportunities for people to provide feedback through digital and traditional methods	Major Events and Corporate Affairs

7.3.2 An informed community through clear and consistent communications

Increase CN's digital and social media profile and encourage information sharing online	Develop a Social Media Style Guide that aligns with Corporate Brand Strategy	Major Events and Corporate Affairs
	Develop and deliver CN's digital marketing strategy to increase CN's online profile and presence	Major Events and Corporate Affairs
	Advise, implement and deliver effective communication plans and products to promote activities and services	Major Events and Corporate Affairs
Enhance digital platforms	Oversee a website revamp project to improve customer service and access to CN information and news	Major Events and Corporate Affairs
	Implementation of marketing strategic projects including Smart Cities campaign, launch of internal graphic design as costed service, establishment of What's On webpage	Major Events and Corporate Affairs
Compliance with record-keeping standards and legislation providing open and accessible government information and a commitment to the protection of privacy and confidentiality	Continue to develop a strong information /records management culture	Legal
	Deliver a revised records management program	Legal
	Continue to deliver digitisation of hard copy records	Legal
	Providing advice on the proactive publication of information	Legal

7.4 A local government organisation of excellence

Delivery Program objective	Operational Plan action 2021/22	Responsibility
7.4.1 Continuous improvement in services delivery based on accountability, transparency and good governance		
Develop a culture of continuous improvement across CN	Develop and promote an organisational excellence framework to increase the efficiency and effectiveness of service delivery across the organisation	Community, Strategy and Innovation
	Undertake a comprehensive review of all CN advertising expenditure and placement to identify and outline a framework for cost savings and improved processes	Major Events and Corporate Affairs

Provide assurance to CN employees and the community that risks are identified and managed effectively to achieve organisational priorities and strategic objectives	Mature CN's Enterprise Risk Management framework and continue to embed into decision making	Legal
Provide assurance that risks are identified and managed effectively to achieve organisational priorities and strategic objectives	Continue to embed a risk aware culture integrated with CN strategy	Legal
	Implement and deliver an emerging risk program	Legal
	Implement CN's revised Business Continuity framework and deliver the annual test of CN's Business Continuity Plans	Legal
	Ensure CN's insurance coverage appropriately protects CN's risk exposures and claims are managed fairly and timely	Legal
Embed legal processes into CN strategy and decision making	Deliver an audit program aligned to strategic and key operational risks	Legal
	Provision of high quality and timely legal advice on high risk matters aligned to CN's strategy	Legal
	Provide high quality and timely procurement advice supporting the delivery of CN's capital works projects and value for money to CN	Legal
Embed tendering and contracts management processes into CN strategy and decision making	Provide high quality and timely procurement advice and reduce legal risks associated with contracts management	Legal
Ensure accountability for public money and high-level services	Ensure external audits of our financial reports are carried out in accordance with accounting standards	Finance
Effectively and efficiently manage Depot and Fleet operations, systems and information	Provide continued improvement, support and management of CN procedures required to manage the operational works depot and provide the facilities to support the services delivered to the community	Depot Operations
	Manage the operational fleet and plant to provide safe, fit for purpose and legislatively compliant assets	Depot Operations

Implement effective and efficient systems	Provide a Human Resource Information System (HRIS) that meets the business needs of the users by delivering comprehensive functionality, valuable reporting, increased efficiency, improved risk management, remaining relevant with a robust self-service function	People and Culture
Provide assurance regarding risk management, governance and controls to CN and the Audit and Risk Committee contributing to the achievement of strategic objectives	Deliver an audit program aligned to strategic and key operational risks	Legal
Accurate digital collection management data and locational information	Conduct monthly collection management record auditing	Museum
7.4.2 Provide services that deliver on sustainable community service expectations		
Ensure Asset Management Strategy and Plans capture community service expectations	Implement the Asset Management Planning	Community, Strategy and Innovation
7.4.3 Provide the Community with responsive customer service		
Provide our customers with simple and convenient ways to access and do business with CN	Continue to provide high quality customer service delivery to the community via phone and counter channels	Customer Experience
	Evaluate and realign the customer service team structure and resources to enable an outward looking customer experience culture/focus	Customer Experience
	Provide regular and meaningful communications around customer experience improvement initiatives and customer satisfaction/success indicators to both internal and external customers	Customer Experience
Focus our customer service around the quality of service	Create and maintain a high level of customer satisfaction through all services provided at the Museum	Museum

Transform the way we deliver services to flip the power from the organisation to the customer to build lifelong trust	Continue to provide accessible, high quality customer service delivery to the community via phone, counter and digital channels	Customer Experience
	Evaluate and re-align customer focused positions and resources to enable an outward, organisation wide focus on customer experience	Customer Experience
	Provide regular and meaningful communications around customer experience improvement initiatives and customer satisfaction/success indicators to both internal and external customers	Customer Experience
	Build a culture of empathy and understanding for our internal and external customers whilst growing our service delivery capabilities	Customer Experience
	7.4.4 Maintain a high-quality workforce that is responsive to the needs of CN and the community	
	Attract and retain a high quality, committed workforce	Review, analyse and recommend appropriate activities and strategies for Employee Value Proposition focusing on attraction and retention
	Complete salary system review which includes a progression framework, job evaluation tools and recognition of critical roles in collaboration with the parties to the City of Newcastle Enterprise Agreement (2019)	People and Culture
	Review, analyse and implement improved activities to build CN's reputation as an employer of choice	People and Culture
	Ensure cultural diversity in candidate and employee population	Implement Diversity and Inclusion Strategy by recommending appropriate activities and strategies for diversity and inclusion
	Design of Aboriginal Engagement Strategy (AES) 2021-2024	People and Culture
	Invest in the capabilities of our people	Strengthen the role and effectiveness of leaders in supporting injured workers through education, empowerment and accountability for the important role our leaders play
	Develop opportunities to enhance injured workers to recover in a sustainable way	People and Culture

Review leadership and cultural programs in line with Culture Strategy, emerging leader competency and capabilities requirements	Research, design, develop and recommend Leadership Capability framework that clearly defines key competencies and behaviours at CN	People and Culture
Establish an engaged workforce that delivers a unique employee experience, and makes people feel more connected to each other and to the vision and purpose of the organisation	Design an engagement and culture strategy that articulates the activities that will build engagement and culture aligned with CN's strategy and vision	People and Culture
Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing	Implement the Health and Wellbeing Strategy through amplifying and embedding existing wellbeing initiatives and identifying opportunities and partnerships to enhance the breadth and efficacy of the wellbeing offerings	People and Culture
	Develop opportunities for Work Health and Safety (WHS) system ease of user access. Enhance WHS reporting to inform key decisions in Safety and Wellbeing such as funding of wellbeing initiatives	People and Culture
	Continue to develop a culture underpinned by safety where our employees feel their wellbeing is valued and their safety is CN's first consideration	People and Culture
Develop an automated system for managers and employees to access, complete and manage centralised reporting of learning and professional development needs	Research, design, develop and recommend Performance and Development framework including integration with systems to automate processes and provide central online source of performance information	People and Culture

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

Deliver simple and intuitive local government services that are fit for the digital age via outstanding customer and employee digital experiences	Commence delivery of the digital transformation of CN services via the Customer Service Management Platform, targeted high-impact services first	Information Technology
	Establish a consistent and accessible CN User Experience across primary CN digital channels (website and mobile apps)	Information Technology
	Establish customer-focused digital government KPIs	Information Technology
	Replace high-impact manual and inefficient processes with redesigned digital processes	Information Technology
	Establish industry-standard development practices to provide governance and secure coding oversight to digital assets launched by CN	Information Technology
	Embed Change Management into the delivery of IT Projects	Information Technology
	Establishing a sustainable, high performing organisation that leverages technology to enable a modern and agile workforce and translates data into actionable insights to optimise business operations	Consolidate Geospatial Platform leveraging partners, managed services and hosting solutions
Deliver broader application of geospatial across CN, community and stakeholders		Information Technology
Enhance Digital Twin including Remotely Piloted Aerial System capabilities		Information Technology
Continue to be a geographic information systems leader through active participation in spatial communities		Information Technology

Transform CN by delivering on strategically aligned digital priorities within the IT Capital Works program by providing IT Product Management and IT Portfolio Management within an agile environment	Continue to deliver IT Product management across CN	Information Technology
	Continue to deliver IT portfolio management across CN	Information Technology
	Deliver agile capability across CN	Information Technology
Setting a strong foundation in information and communication technology governance, weaving into all areas of CN as a reliable business partner and facilitating new opportunities for technology transformation	Data ownership and governance model	Information Technology
	Review OneCouncil implementation	Information Technology
	Establish integration framework	Information Technology
	Deliver security and governance upliftment	Information Technology
	Continue ICT strategic vision and direction	Information Technology
	Deliver ICT architectural design and technology sustainability	Information Technology
	Continue to provide customers with end to end service delivery, end user computing and service desk support	Information Technology
Proactively identifying and exceeding customer expectations of the future through driving agility and connectivity, and ultimately supporting the evolution of Newcastle into one of the leading local governments nationally	Implement smart city technology foundation	Information Technology
	Define the enterprise Data Architecture framework and roll-out across CN	Information Technology
	Define and implement Data Governance, Ownership and Stewardship specific for CN. This will ensure our data assets are maintained at a high level of quality	Information Technology
	Build, maintain and enhance enterprise reporting, dashboards and analytics to allow for meaningful insights evidence based decision making	Information Technology
	Perform data analysis and provide recommendations to decisions makers	Information Technology
	Build and maintain the enterprise data platforms that support data management, reporting & dashboard	Information Technology
	Continue to lead and champion the value of data and promote the correct use of CN data assets	Information Technology

Works program

Fleet

Fleet Replacement

Fleet Replacement Program 2022

Information Technology

Core Systems Development & Maintenance

Asset Management

Core system legal initiatives & governance directorate support

System stability & infrastructure

IT infrastructure

Property management capability

People & Culture systems review & integration

Citywide Services core systems

Waste Services processes & systems

Financial Management



Financial estimates

Four-year Delivery Program (DP) financials

— DP exhibited budget (2021/22)
— DP adopted budget (2020/21)
— DP actuals (2018/19 to 2019/20)

Income Statement				
	Year 1	Year 2	Year 3	Year 4
	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000
Income from continuing operations				
Rates and annual charges	167,802	181,677	191,253	198,945
User charges and fees	76,520	89,366	84,876	89,817
Interest and investment revenue	9,132	10,210	6,244	5,843
Other revenues	10,642	12,015	9,462	11,432
Grants and contributions provided for operating purposes	15,573	15,977	16,257	16,317
Grants and contributions provided for capital purposes	11,782	13,837	24,302	13,745
Rental income	-	-	4,963	8,577
Total Income from continuing operations	291,451	323,083	337,358	344,676
Expenses from continuing operations				
Employee benefits and on-costs	103,336	111,942	116,047	117,162
Borrowing costs	3,874	4,761	4,566	3,556
Materials and contracts	72,118	67,646	90,499	80,878
Depreciation and amortisation	41,275	48,374	53,035	58,428
Other expenses	48,236	58,623	65,189	64,811
Net losses from the disposal of assets	4,350	5,948	5,926	4,328
Impairment of receivables	-	-	516	558
Total Expenses from continuing operations	273,189	297,294	335,778	329,721
Operating result from continuing operations	18,262	25,789	1,580	14,955
Net operating result for the year before grants and contributions provided for capital purposes	6,480	11,952	(22,722)	1,210



Lord Mayor Nuatali Nelmes officially opening inclusive playground at Stevenson Park, Mayfield West

Capital works program

Four-year Delivery Program (DP) capital funding

— DP exhibited budget (2021/22)
— DP adopted budget (2020/21)
— DP actuals (2018/19 to 2019/20)

	Year 1	Year 2	Year 3	Year 4
	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000
Capital Funding				
General fund contribution to capital	40,336	48,422	22,005	48,622
2012 Special Rate Variation	6,255	7,326	7,516	7,667
Stormwater Management Service Charge	1,972	1,990	2,000	2,029
Capital Grants and Contributions	9,084	12,830	15,838	8,547
Proceeds from the sale of assets	1,620	1,700	1,695	726
Net Loans Borrowings / (Repayments)	(3,580)	(3,868)	(4,234)	(4,677)
Funding Available for Capital Expenditure	55,687	68,400	44,821	62,914
Capital Expenditure				
Asset Renewal	32,168	18,102	36,554	30,726
New / Upgrade	32,691	38,998	25,124	23,842
Priority Projects	2,694	1,825	8,778	6,399
Total capital expenditure	67,553	58,925	70,456	60,968
Transfer to or (Draw down on) reserves	(11,866)	9,475	(25,635)	1,947

Works Program	2021/22
City Wide Services	24,220,000
Aquatic Centres	4,300,000
Art Gallery	3,275,000
Civic Venues / Civic Services	200,000
Libraries	700,000
Recreation Parks, Sporting Facilities and Open Spaces	4,770,000
Waste Management	10,975,000
Environment	10,520,000
Bushland and Watercourses	895,000
Coast, Estuary and Wetlands	8,550,000
Street and Park Trees	1,075,000

Fleet	5,000,000
Fleet replacement	5,000,000
Information Technology	6,345,000
Core Systems Development & Maintenance	3,365,000
Digital Enablement	2,580,000
Integrated Data & Systems	400,000
Infrastructure and Property	3,020,000
Buildings - Council Support Services	410,000
Caravan Parks and Commercial Properties	250,000
Community Buildings	670,000
Public Toilets	440,000
Retaining walls	1,250,000
Priority Projects	10,605,000
Blackbutt Reserve	195,000
City Centre Revitalisation	4,150,000
Coastal Revitalisation	2,290,000
Urban Centre Revitalisation	3,970,000
Roads	13,675,000
Bridges	1,400,000
Footpaths	2,146,000
Road Rehabilitation	3,949,000
Road Resurfacing	5,100,000
Roadside Furniture	1,080,000
Stormwater	7,684,500
Flood Planning	369,500
Stormwater System	7,315,000
Strategic	4,317,000
CX Strategy	1,117,000
Economic Development	600,000
Smart City	2,350,000
Strategic Plans	250,000
Transport	5,035,000
Cycleways	1,485,000
Local Area Traffic Management (LATM)	1,580,000
Parking Infrastructure	400,000
Pedestrian Access and Mobility Plan (PAMP)	1,570,000
Grand Total	90,421,500

Special Rate Variations

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 variation was granted for works of a capital nature for specific projects, these are outlined below.

The 2012 SRV has raised \$49.5 million in funds towards these special projects, with CN spending more than \$62 million since July 2012 (based on December 2020 figures).

Special projects

These priorities are set according to community support as follows:

City Centre Revitalising

Revitalising our coast

Upgrading Blackbutt Reserve

Providing new cycleways

Improving our swimming pools

Modernising our libraries

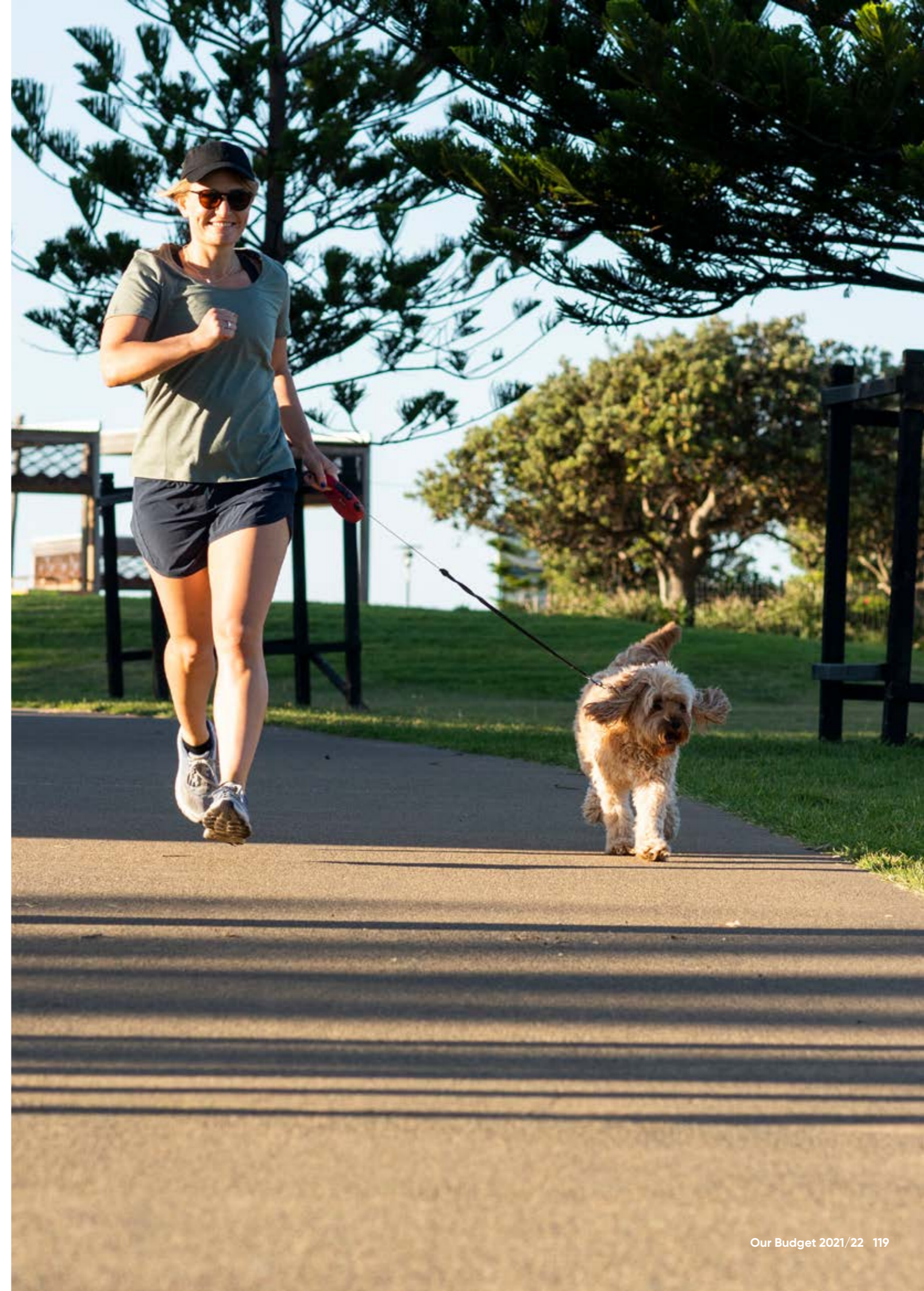
Expanding our Art Gallery

2015 Special Rate Variation

The 2015 SRV was approved by IPART (The Independent Pricing and Regulatory Tribunal of NSW) in May 2015 for a SRV over five years to 2019/20. The 2015 SRV has concluded and is not part of the 2021/22 budget.

The revenue raised by the 2015 SRV has been critical in ensuring we achieve financial sustainability. It has also allowed us to accelerate the completion of our priority projects and capital works program as well as fund critical infrastructure renewal projects.

CN will continue to report on the revenue raised from the 2015 SRV showing our commitment to financial sustainability.



Rate Information

This section of the report forms part of CN's Revenue Policy and includes information on the proposed rates and charges structure and general information about rates for the 2021/22 rating year.

Current year rate increase

The 2021/22 budget is based on total 2020/21 General Income from ordinary and special rates being increased by a total of 2.0%. This is the maximum increase as announced by the Independent Pricing and Regulatory Tribunal (IPART).

An estimated gross ordinary rate income of in excess of \$168.15 million is to be raised in 2021/22.

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

	Number of Properties	Gross rate yield 2021/22 \$(000s)
Ordinary rates		
Residential	66,466	107,338
Farmland	9	22
Business (including sub-categories)	4,945	60,787
Total Properties/Gross Ordinary Rate Income	71,420	\$168,147

For the 2021/22 rating year the base date land value to be used for rates calculation purposes is 1 July 2019. This is the same base date as that used for 2020/21 rates.

Rating structure

We continue to acknowledge the importance of rate income as a funding source however this must be balanced against community sensitivity to rate increases having regard to these two principles of equity:

The extent to which those who receive the benefits of CN's services also pay for those services, and;

The extent to which those who pay for CN's services have the ability to pay for those services.

Accordingly, CN proposes a rating structure containing the following:

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 a range of sub-categories. This will ensure that large-scale users and beneficiaries of CN's infrastructure continue to maintain rating contributions relative to the level of benefit these businesses receive.

Additionally, no changes are proposed to the structure of the Farmland category from that used in 2020/21.

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 2021/22 will be \$1,094.00 – this is the 2021/2022 minimum amount of \$1,072.60 extended by the total rate increase of 2.0%. However, the Mayfield West Storage Units sub-category will be based on a minimum of \$547.00 which reflects the limited available use of the site.

CN'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 based on 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 2021/22 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 CN's proposed rating structure inclusive of special rates, ad valorem, minimum rates and base amounts are shown below.

RATE	Minimum Rate	Ad Valorem Amount in Cents	Base Amount		Estimated gross rate yield - 2021/22
	\$		\$	% of Total Rates	\$
Ordinary Rates					
Residential	Nil	0.220991	807.45	50	107,338,298
Farmland	\$1,094.00	0.286429	Nil	Nil	22,492
Business	\$1,094.00	1.533000	Nil	Nil	44,276,184
Business Sub-Categories					
Major Commercial Shopping Centre - Kotara	\$1,094.00	3.589973	Nil	Nil	1,619,078
Major Commercial Shopping Centre - Jesmond	\$1,094.00	4.473606	Nil	Nil	635,252
Major Commercial Shopping Centre - Waratah	\$1,094.00	4.954575	Nil	Nil	446,903
Major Commercial Shopping Centre - Wallsend	\$1,094.00	5.626590	Nil	Nil	450,127
Major Commercial Shopping Centre - The Junction	\$1,094.00	3.852405	Nil	Nil	238,849
Major Commercial Shopping Centre - Inner City	\$1,094.00	1.066379	Nil	Nil	238,869
Major Commercial Shopping Centre (Inner City-East)	\$1,094.00	1.439666	Nil	Nil	90,411
Suburban Shopping Centre	\$1,094.00	3.202810	Nil	Nil	213,307
Suburban Shopping Centre - Inner City	\$1,094.00	2.149223	Nil	Nil	120,571
Suburban Shopping Centre - Mayfield	\$1,094.00	2.149223	Nil	Nil	190,206
Suburban Shopping Centre - Hamilton	\$1,094.00	1.887207	Nil	Nil	62,089
Kotara - Homemaker's Centre	\$1,094.00	1.354166	Nil	Nil	305,375
Kotara - Homemaker's Centre - South Zone	\$1,094.00	1.626144			331,733
Kooragang Industrial Coal Zone	\$1,094.00	1.873329	Nil	Nil	693,409
Kooragang North Industrial Coal Zone	\$1,094.00	2.553275	Nil	Nil	1,548,561
Kooragang Industrial Centre - Walsh Point	\$1,094.00	2.132945	Nil	Nil	2,143,028
Kooragang Industrial Centre	\$1,094.00	1.708865	Nil	Nil	1,097,413
Mayfield West Storage Units	\$547.00	2.790284	Nil	Nil	48,405

Mayfield North Heavy Industrial Centre	\$1,094.00	1.057252	Nil	Nil	659,144
Mayfield North Industrial Centre	\$1,094.00	1.672249	Nil	Nil	504,551
Mayfield North Industrial Centre - Future Development	\$1,094.00	1.800351	Nil	Nil	386,877
Carrington Industrial Port and Coal Zone	\$1,094.00	3.309761	Nil	Nil	1,565,517
Carrington Industrial Centre	\$1,094.00	2.376108	Nil	Nil	1,476,847
Carrington Industrial Port Operations Use	\$1,094.00	2.655545	Nil	Nil	283,028
Broadmeadow Industrial Centre	\$1,094.00	3.776156	Nil	Nil	169,927
Hexham Industrial Centre	\$1,094.00	2.470955	Nil	Nil	990,585
Total Ordinary Rates					\$168,147,037
Special Rates					
City Centre - City East	Nil	0.216442	Nil	Nil	182,092
City Centre - Darby Street	Nil	0.049833	Nil	Nil	34,248
City Centre - City West (Close Zone)	Nil	0.078350	Nil	Nil	250,685
City Centre - City West (Distant Zone)	Nil	0.039175	Nil	Nil	14,656
City Centre - Tower	Nil	0.216442	Nil	Nil	174,590
City Centre - Mall	Nil	0.216442	Nil	Nil	113,491
City Centre - Civic (Close Zone)	Nil	0.113536	Nil	Nil	106,066
City Centre - Civic (Distant Zone)	Nil	0.056768	Nil	Nil	6,348
Hunter Mall	Nil	0.166351	Nil	Nil	78,438
Mayfield Business District	Nil	0.093265	Nil	Nil	79,962
Hamilton Business District - Zone A	Nil	0.173403	Nil	Nil	91,794
Hamilton Business District - Zone B	Nil	0.086702	Nil	Nil	34,832
Hamilton Business District - Zone C	Nil	0.043351	Nil	Nil	14,466
Wallsend Business District - Zone A	Nil	0.362239	Nil	Nil	115,425
Wallsend Business District - Zone B	Nil	0.181119	Nil	Nil	16,190
Wallsend Business District - Zone C	Nil	0.271679	Nil	Nil	21,734
New Lambton Business District	Nil	0.096076	Nil	Nil	15,376
Total Special Rate					\$1,350,393

The following tables illustrate the proposed 2021/22 rates payable for residential and business ratepayers using a range of the new base date 1 July 2019 land values.

Estimated **Residential** Rates Payable

Land Value	2020/21 Rates Payable	2021/22 Rates Payable	Increase
\$50,000	\$902.70	\$917.95	\$15.25
\$100,000	\$1,010.35	\$1,028.44	\$18.59
\$150,000	\$1,117.99	\$1,138.94	\$21.13
\$175,000	\$1,171.81	\$1,194.18	\$22.40
\$200,000	\$1,225.64	\$1,249.43	\$23.68
\$250,000	\$1,333.28	\$1,359.93	\$26.22
\$300,000	\$1,440.92	\$1,470.42	\$28.76
\$350,000	\$1,548.57	\$1,580.92	\$31.31
**\$368,569	\$1,588.54	\$1,616.86	\$32.14
\$400,000	\$1,656.21	\$1,691.41	\$33.85
\$500,000	\$1,871.50	\$1,912.41	\$38.94
\$600,000	\$2,086.79	\$2,133.40	\$44.03
\$700,000	\$2,302.08	\$2,354.39	\$49.12
\$800,000	\$2,517.36	\$2,575.38	\$54.20
\$900,000	\$2,732.65	\$2,796.37	\$59.29
\$1,000,000	\$2,947.94	\$3,017.36	\$64.38

** Average residential land value

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

Estimated **Business** Rates Payable

Land Value	2020/21 Rates Payable	2021/22 Rates Payable	Increase
\$100,000	\$1,503.60	\$1,533.00	\$29.40
\$200,000	\$3,007.20	\$3,066.00	\$58.80
\$250,000	\$3,759.00	\$3,832.50	\$73.50
\$300,000	\$4,510.80	\$4,599.00	\$88.20
\$400,000	\$6,014.40	\$6,132.00	\$117.60
\$500,000	\$7,518.00	\$7,665.00	\$147.00
**\$598,019	\$8,991.81	\$9,198.00	\$176.40
\$600,000	\$9,021.60	\$9,380.43	\$179.90
\$700,000	\$10,525.20	\$10,731.00	\$205.80
\$800,000	\$12,028.80	\$12,264.00	\$235.20
\$900,000	\$13,532.40	\$13,797.00	\$264.60
\$1,000,000	\$15,036.00	\$15,330.00	\$294.00
\$2,000,000	\$30,072.00	\$30,660.00	\$588.00

** Average business land value

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

Waste Management Service Charges

CN 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 CN to make and levy an annual charge for the recovery of costs for providing domestic waste management services. The full year DWMS charges for the previous and remaining year of the Delivery Program are listed below.

Various other waste management annual charges for additional services and bin upgrades are also outlined within the Fees and Charges Register.

2020/21	2021/22 (estimate)
\$374.52	\$400.52

Business Waste Management Service Charge (BWMS)

Section 501(1) permits Council to make and levy an annual charge for the provision of waste management services (other than domestic waste management services). The full year BWMS charges for the previous and remaining year of the Delivery Program are:

2020/21	2021/22 (estimate)
\$241.41	\$267.41

Stormwater Management Service Charge

The proposed Stormwater Management Service Charge (SMSC) for 2021/22 will continue to fund an enhanced stormwater related works and services program. Income from the SMSC for the previous and remaining year of the Delivery Program are:

2020/21	2021/22 (estimate)
\$2,000,000	\$2,028,000

The proposed 2021/22 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 2020/21. 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 2021/22 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 storm water is not discharged to a storm water pipeline that is reliant on a downstream network that CN 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 retrospective granting of the statutory Pensioner reduction to eligible pensioners is limited to the current year and five previous years subject to the provision of proof of eligibility by the applicant. Additionally, where the pensioner leaves the property due to ill health or incapacitation, the rebate may still apply. However, this is on the condition that occupation of the property remains unchanged from when the pensioner left the property i.e. no additional person occupies the property after the eligible pensioner ceases occupation. In this case the reduction will apply for two years from the date the pensioner left the property.

Rates Assistance Provisions

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

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

Payment when due would cause them hardship.

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

The following rate assistance options are proposed to be available, for the 2021/22 rating year:

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

financial planning and counselling through our appointed welfare agencies

financial assistance through our appointed welfare agencies of \$65 per rate instalment

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

write-off of accrued interest

deferral of rates and charges against the estate

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

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

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

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

Details of where to go for support services are here:

www.moneysmart.gov.au/managing-your-money/managing-debts for Financial Advice,

www.legalaid.nsw.gov.au/get-legal-help/find-a-service for Legal Aid service (Legal Advisers),

<https://www.clcsw.org.au/> for Community Legal Centres.

Aggregation of Values

All storage lots and car spaces within a residential strata plan will be categorised as Residential land where the storage lots and car spaces are used in conjunction with a residential unit being located in the same or adjoining strata plan/scheme and, are used by the occupier of the unit.

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

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

all lots are within the same or adjoining strata plan, or strata scheme, or the occupiable unit is within reasonable proximity to the storage lot and car-space; and

the lots are not leased out separately.

The onus is on the ratepayer to make a written request to CN for aggregation of strata lots.

Use of land values on newly created property

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

Date of effect of a category change or rate exemption

Categorisation changes – All requests for review must be in writing. Where CN reviews a category in accordance with Section 523 of Act and as a result of the review a category change occurs, any adjustment to the ratepayer's assessment will be effected from the date of receipt of the request to review the rate category. Where the request is received by a purchaser prior to transfer of the title – the date of effect will be the date of transfer. However, where a ratepayer receives their annual rates and charges notice and requests a review of their rate category prior to the first installment due date – the date of effect of the category change will be the start of the rating year as indicated on the rates and charges notice. In all cases an explanatory letter will be forwarded to the ratepayer.

Exemption Application – Ratepayers may apply for exemption from Rates and/or Charges in accordance with Sections 554 – 556 of the Act. While Section 574 of the Act states that any appeal against a Rate must be made within 30 days of the service of the notice, CN will allow an application for exemption to be considered at any time. All applications must be in writing. Should CN agree with the application, the commencement date of the application will be from the date of receipt of the application. However, consideration as to the commencement of the exemption may, in extenuating circumstances, be based on:

CN's knowledge of the commencement of the approved use of the property, or

if an owner can prove that the use of the property commenced prior to the application date (via documentary evidence) CN may consider back dating the exemption approval.



Revenue Policy

Statement of business activities

CN manages the following Category One businesses defined as having income in excess of \$2 million.

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

Statement of fees and charges

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

Services for which CN may charge a fee include:

supply of services and products;

giving information;

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

allowing admission to buildings.

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

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

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

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

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

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

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

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

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

All fees and charges not included in the Division 81 GST free schedule will attract GST at the current rate of 10%. CN's 2021/22 Fees and Charges document is bound as a separate report.

Established categories for reduction or waiving of fees

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

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

Category one - financial hardship	<p>CN may reduce or waive fees in cases where the applicant provides evidence that the payment of the fee will impose significant financial hardship.</p> <p>In determining eligibility on the basis of significant hardship, CN will:</p> <ol style="list-style-type: none"> 1. Apply the criteria used by the Department of Human Services (Centrelink); and 2. Require the applicant to provide reasonable proof of financial hardship which may include details of assets, income and living expenses, and such other information required to make a valid assessment.
Category two - charity	<p>CN may reduce or waive fees in where the applicant is a registered charity and the fee is for a service that will enable the provision of charitable services to CN's community.</p>
Category three - illness or death (library overdue charges and pool season passes/tickets only)	<p>CN may reduce or waive fees in cases where the applicant provides evidence that the charge was incurred because of:</p> <ol style="list-style-type: none"> 1. Serious illness of a customer or the customer's immediate family member; 2. Serious accident involving the customer or the customer's immediate family member; 3. Death of a customer or the customer's immediate family member; and in determining eligibility on the basis of illness or death, CN will require the customer to present: <ol style="list-style-type: none"> 1. Medical certificate; or 2. Statutory declaration.
Category four - Large Commercial Waste Operators	<p>CN may reduce fees for Commercial Customers that have committed to dispose (at SWMC) either:</p> <ul style="list-style-type: none"> • > 5,000 tonnes per annum of soil classified as General Solid Waste; or • > 15,000 tonnes per annum of mixed General Solid Waste

Application and assessment

For the waiving or reduction of fees, applicants must apply to CN in writing (using CN's standard form). CN Officers with delegated authority will assess and make determinations on requests for the waiver or reduction of fees in accordance with the following principles:

Compliance with relevant legislation;

Fairness, consistency and equity;

Transparency.

Equitable pricing methodology

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

Charges for work on private land

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

Asset rationalisation and property asset disposal

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

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

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

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

Restricted Cash Policy

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

Purpose of Restricted Cash

CN maintains cash restrictions to:

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

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

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

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

Ensure CN retains financial flexibility to respond to external shocks.

Application and assessment

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

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

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

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

Restricted cash categories

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

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

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

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

CN Restrictions

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

External Restrictions

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

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

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

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

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

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

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

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

Internal Restrictions

Works Program - New and Upgrade: Maintain a cash provision set aside to make contributions toward future new and upgrade projects aligned to the strategic objectives of CN.

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

Works Program - Infrastructure Agreed Level of Service: Maintain a cash provision to fund the combined capital and operational expenditure required to bring CN's assets up to an agreed level of service.

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

Employee Leave Entitlements: Maintain a cash provision to fund a proportion of leave obligations equal to employee benefits provisions deemed as current but not expected to be settled within the next 12 months.

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

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

Self Insurance claims: Value equal to the security provided to the State Insurance Regulatory Agency (SIRA). Security is subject to redemption at short notice and resultantly a specific purpose reserve is prudent to maintain. Only applicable in the event that security provided by CN is non cash.

Local committees and childcare: Equal to the consolidated funds attributable to each of the respective bodies.

Community Facilities Fund: Equal to the surplus funds returned to CN (in accordance with conditions outlined in Community Facility management agreements). To be used for the completion of significant upgrade projects to eligible Community Facilities within the Local Government Area.

Unrestricted

Maintain a balance of no less than one months' worth of CN's payments from cash flow for operating and financing activities.

Internal loans

An internal loan from a restriction is a funding option that can be considered by CN to finance projects instead of borrowing externally. This funding option is not considered as borrowings for the purposes of Audited Financial Statements or financial covenant reporting.

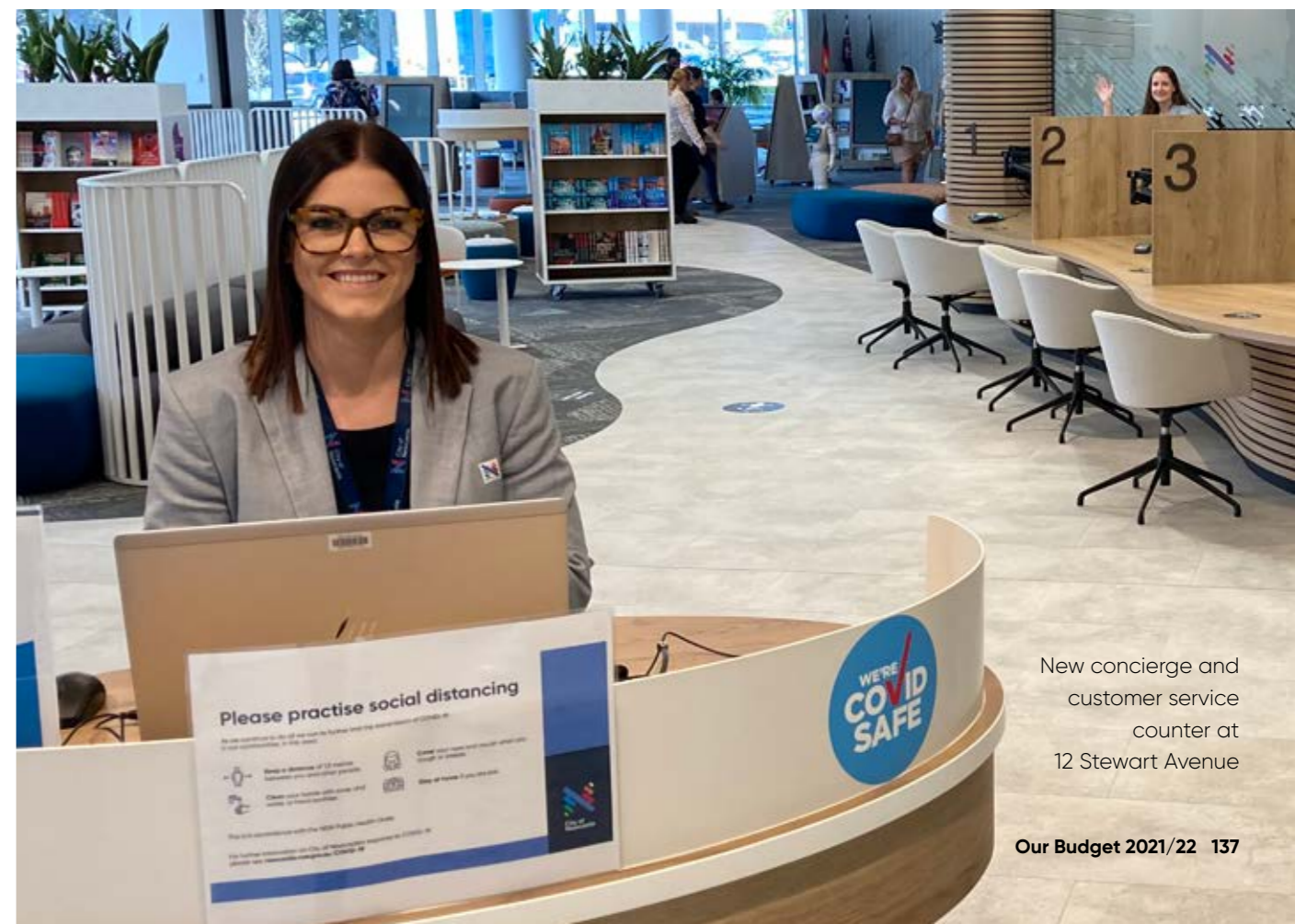
An Internal loan can only be considered where:

The restriction borrowed from is classified as Internal.

The cash funds in the restrictions are not required over the period of the loan.

A rate of interest of at least equal to that as detailed within the Measurement section of the prevailing Investment and Borrowing Policy. Being that the minimum rate of interest is equal to a KPI of 0.50% above a relevant benchmark rate that considers duration of the proposed loan.

A disciplined repayment plan is established with agreed repayment schedule.



New concierge and customer service counter at 12 Stewart Avenue

Supporting our plans



Long Term Financial Plan

Our Vision and Values

CN has a strong focus on its strategic direction to be a "Smart, Liveable and Sustainable Global City by 2030"

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

Purpose

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

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

The LTFP must provide a minimum of 3 scenarios which includes forecasting based on a planned financial forecast, an optimistic financial forecast and a conservative financial forecast. Additionally, the LTFP must also encompass sensitivity analysis highlighting the factors and assumptions most likely to impact on the planned financial outcomes as well as quantifying the methods of monitoring financial performance.

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

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

Council spending should be responsible and sustainable, aligning revenue and expenses.

Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.

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

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

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

Financial Objectives

Maintain a net operating surplus	Each financial year, the budget has a net operating result before capital grants and contributions. This should be controlled through strong financial governance and budget management.
Renew and maintain assets within a sustainable range	The funding allocated to the annual asset renewal program will be programmed to be aligned to the equivalent level of depreciation per asset class. Funding will also be applied to asset maintenance programs to the levels required in the asset management strategy and asset service plans.
Maintain a strong cash and liquidity position	CN guarantee its financial stability by maintaining a strong cash position and maintaining reserves in-line with internal policies. This assists with generating revenue and ensures we have sufficient assets to cover our liabilities.
Financial legacy	Ensure that every financial decision that is made, by both the Council and CN management, creates and safeguards the financial legacy of the City of Newcastle. A legacy of being prudent and responsible.

CN's Long Term Financial Plan

The LTFP is an integral document in the IP&R Framework and demonstrates the financial impacts of providing service levels and assets to the community. The service levels and assets to be provided are identified through "Our Budget" as part of the annual budget process incorporating key objectives and commitments made in our suite of corporate planning documents including the Community Strategic Plan (CSP), Asset Management Strategy (AMS) and Service Asset Plans and the Workforce Management Plan (WMP). The LTFP has been updated through the 2021/2022 annual budget process.

Income Statement

- Current year adopted budget (2020/21)
- Next year budget (2021/22)
- 4 year budget (2021/22 to 2024/25 inclusive)
- 10 year budget (2021/22 to 2030/31 inclusive)

Income Statement	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from continuing operations											
Rates and annual charges	191,253	198,945	203,863	208,620	212,375	216,198	220,089	224,051	228,084	232,190	236,369
User charges and fees	84,876	89,817	89,817	91,434	93,080	94,755	96,461	98,197	99,965	101,764	103,596
Interest and investment revenue	6,244	5,843	5,948	6,055	6,164	6,275	6,388	6,503	6,620	6,739	6,861
Other revenues	9,462	11,432	11,638	11,847	12,060	12,277	12,498	12,723	12,952	13,186	13,423
Grants and contributions provided for operating purposes	16,257	16,317	16,611	16,910	17,214	17,524	17,839	18,161	18,487	18,820	19,159
Grants and contributions provided for capital purposes	24,302	13,745	13,992	14,244	14,501	14,762	15,027	15,298	15,573	15,854	16,139
Rental Income	4,963	8,577	8,405	9,175	9,340	9,508	9,679	9,854	10,031	10,211	10,395
Total Income from continuing operations	337,358	344,676	350,274	358,285	364,735	371,300	377,983	384,787	391,713	398,764	405,942
Expenses from continuing operations											
Employee benefits and on-costs	116,047	117,162	119,806	122,697	125,659	128,695	131,213	133,782	136,402	139,075	141,801
Borrowing costs	4,566	3,556	3,212	3,406	3,121	2,845	2,614	2,299	2,010	1,689	1,465
Materials and contracts	90,499	80,878	79,282	80,286	81,307	83,447	83,425	84,503	85,601	87,818	87,875
Depreciation and amortisation	53,035	58,427	59,275	60,916	62,573	64,226	65,904	67,617	67,060	67,726	69,440
Impairment of receivables	516	558	558	558	558	558	558	558	558	558	558
Other expenses	65,189	64,811	66,611	67,810	69,030	70,273	71,538	72,825	74,136	75,471	76,829
Net losses from the disposal of assets	5,926	4,328	4,402	4,402	4,402	4,402	4,402	4,402	4,402	4,402	4,402
Total Expenses from continuing operations	335,778	329,721	333,146	340,075	346,651	354,446	359,654	365,987	370,169	376,739	382,371
Operating result from continuing operations	1,580	14,955	17,128	18,210	18,084	16,853	18,329	18,800	21,544	22,025	23,571
Net operating result for the year before grants and contributions provided for capital purposes	(22,722)	1,210	3,136	3,966	3,583	2,092	3,302	3,502	5,970	6,171	7,432

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

- Current year adopted budget (2020/21)
- Next year budget (2021/22)
- 4 year budget (2021/22 to 2024/25 inclusive)
- 10 year budget (2021/22 to 2030/31 inclusive)

Cash, investments and profit before capital grants	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net operating result for the year before grants and contributions provided for capital purposes	(22,722)	1,210	3,136	3,966	3,583	2,092	3,302	3,502	5,970	6,171	7,432
Net increase/(decrease) in cash and cash equivalents	(21,575)	8,902	11,751	13,216	14,180	14,089	16,030	17,632	19,523	19,935	25,868
Total cash, cash equivalents and investments	331,560	354,234	370,354	387,999	406,768	425,642	446,829	469,732	494,780	520,504	552,400

With the commitment of CN and the vision of transforming Newcastle into a smart, liveable, sustainable and global city supported by a smart, innovative organisation, CN's capital works program is forecast to continue at a rate of \$85m and will allow for a balance between new projects and the ongoing commitment to renewing the city's assets.

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

Statement of Financial Position

■	Current year adopted budget (2020/21)
■	Next year budget (2021/22)
■	4 year budget (2021/22 to 2024/25 inclusive)
■	10 year budget (2021/22 to 2030/31 inclusive)

Statement of Financial Position	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS											
Current assets											
Cash and cash equivalents	26,421	35,323	47,074	60,290	74,470	88,559	104,590	122,222	141,745	161,679	187,547
Investments	68,569	69,529	70,482	71,447	72,448	73,491	74,615	75,764	76,969	78,231	79,546
Receivables	29,077	29,600	30,133	30,676	31,228	31,790	32,362	32,945	33,538	34,141	34,756
Inventories	1,121	1,141	1,162	1,183	1,204	1,226	1,248	1,270	1,293	1,316	1,340
Other	7,796	7,936	8,079	8,224	8,373	8,523	8,677	8,833	8,992	9,154	9,318
Non-current assets classified as 'held for sale'	9,500	-	-	-	-	-	-	-	-	-	-
Total current assets	142,484	143,530	156,930	171,820	187,722	203,589	221,492	241,034	262,536	284,522	312,507
Non-current assets											
Investments	236,570	249,382	252,798	256,262	259,849	263,591	267,624	271,746	276,066	280,594	285,308
Receivables	1,660	1,690	1,720	1,751	1,782	1,815	1,847	1,880	1,914	1,949	1,984
Infrastructure, property, plant and equipment	1,544,955	1,548,422	1,548,654	1,547,396	1,544,648	1,540,408	1,534,679	1,527,459	1,521,041	1,514,226	1,505,994
Right of use asset	33,010	29,365	48,943	45,212	41,482	38,294	36,303	32,608	29,434	25,738	22,042
Investments accounted for using the equity method	914	931	947	964	982	999	1,017	1,036	1,054	1,073	1,093
Investment property	16,213	17,024	17,875	18,769	19,707	20,693	21,727	22,814	23,954	25,152	26,410
Intangible assets	5,469	5,469	5,469	5,469	5,469	5,469	5,469	5,469	5,469	5,469	5,469
Other	562	572	582	593	604	614	626	637	648	660	672
Total non-current assets	1,839,353	1,852,853	1,876,989	1,876,416	1,874,523	1,871,883	1,869,293	1,863,648	1,859,581	1,854,861	1,848,971
TOTAL ASSETS	1,981,837	1,996,383	2,033,919	2,048,236	2,062,245	2,075,472	2,090,784	2,104,681	2,122,117	2,139,383	2,161,478
LIABILITIES											
Current liabilities											
Payables	32,870	33,451	34,044	34,648	35,264	35,892	36,508	37,136	37,776	38,427	39,091
Contract liabilities	6,583	6,689	6,796	6,904	7,015	7,127	7,241	7,357	7,475	7,594	7,716
Lease liabilities	4,171	2,213	3,759	3,969	3,963	4,202	4,305	4,431	4,652	4,849	4,760
Borrowings	4,677	4,875	3,736	3,792	3,834	3,984	3,929	3,425	3,570	2,953	1,399
Provisions	41,052	42,037	43,045	44,079	45,138	46,223	47,125	48,046	48,985	49,942	50,919
Total current liabilities	89,353	89,265	91,379	93,392	95,214	97,428	99,109	100,396	102,457	103,766	103,884
Non-current liabilities											
Payables	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280
Contract liabilities	728	728	728	728	728	728	728	728	728	728	728
Lease liabilities	31,524	29,311	43,080	39,110	35,147	31,345	28,943	24,512	20,212	15,364	12,506
Borrowings	60,682	60,806	63,521	59,729	55,894	51,910	47,981	44,556	40,986	38,033	37,528
Provisions	72,163	73,930	75,740	77,595	79,495	81,442	83,076	84,742	86,441	88,175	89,943
Total non-current liabilities	168,375	168,054	186,347	180,441	174,544	168,704	164,007	157,816	151,647	145,579	143,984
TOTAL LIABILITIES	257,728	257,319	277,727	273,833	269,758	266,132	263,115	258,212	254,104	249,344	247,868
Net assets	1,724,109	1,739,064	1,756,192	1,774,403	1,792,487	1,809,340	1,827,669	1,846,469	1,868,013	1,890,038	1,913,609
EQUITY											
Accumulated surplus	1,493,385	1,508,340	1,525,468	1,543,679	1,561,763	1,578,616	1,596,945	1,615,745	1,637,289	1,659,314	1,682,885
Revaluation reserves	230,724	230,724	230,724	230,724	230,724	230,724	230,724	230,724	230,724	230,724	230,724
Total equity	1,724,109	1,739,064	1,756,192	1,774,403	1,792,487	1,809,340	1,827,669	1,846,469	1,868,013	1,890,038	1,913,609

The opening balance of cash and investments for the 2021/22 projections are formulated on the projected closing balances contained with the 2020/21 budget. All other balance sheet items in this plan have an opening balance relative to the 2020/21 financial year.

Cash and investments

CN is forecasting to record a growth in Cash, cash equivalents and investments over the ten year period of \$221m.

forecasts from the Corporate System Project Portfolio Management and contain more certainty with regards to costing estimates based on a refined scope of works, market quotations and engineering estimates. Programs are subject to annual change depending on new priorities, emerging works, emergency works, Councillor priorities and new funding sources like grants.

Receivables

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

Inventories and other assets

CN expects no changes in the inventories held at its works depot and cultural facilities and has forecasted an increase in line with CPI between 1.5% to 1.8%.

Payables and borrowings

The LTFP assumes that there will be no new CN borrowings over the life of the plan, this is excluding the drawdowns for the Airport. Principle and Interest repayments are assumed to continue in accordance with existing loan terms. Any opportunities to accelerate principle repayments will be separately assessed and any acceleration will result in a change to assumed outcomes. The Airport has an approved borrowing facility which is consolidated into the balances of CN accounts and assumed to be progressively drawn down in accordance with their projections. On a consolidated basis CN has a moderate level of borrowings which are due to reduce over the long term with interest expense subsequently reducing over the life of the plan.

Infrastructure, property, plant and equipment

CN has \$1.55 billion worth of infrastructure, property plant and equipment. The financial management of these assets are guided by the Asset Management Strategy (AMS), Service Asset Plans. The asset renewals and upgrades that have been identified in these plans have been funded in this plan.

Asset renewal

Accurately forecasting the value of CN's Agreed Level of Service is complex and requires large amounts of high-quality data to accurately calculate. In addition to these costs CN has budgeted for renewal expenditure on non-infrastructure assets such as fleet, which does not contribute to the management of the ALS.

The level of asset renewals and upgrade works in addition to new asset work has been funded in the LTFP. Work schedules and programming are based on conditional audits undertaken annually by Asset Management staff and have been prepared taking into account the most relevant information currently available. The forecasting of this work is therefore an indication only until it is annually quantified as part of CN's Annual Financial Statements. Works programs for years 2021/22 and 2022/23 have been prepared in accordance with long term project management

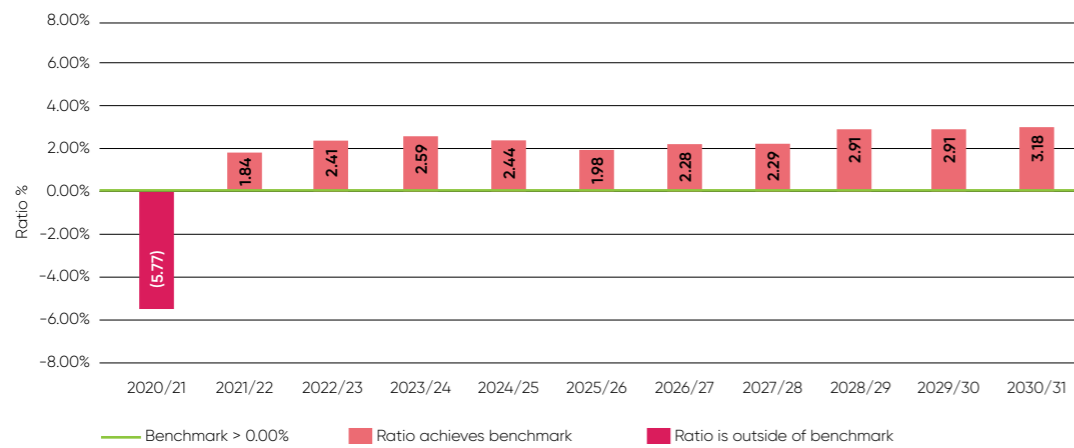
Provisions

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

Performance Indicators

CN utilises the following key performance ratio benchmarks set by the Office of Local Government for the LTFP. This is a strengthening position for CN which will ensure CN's financial sustainability.

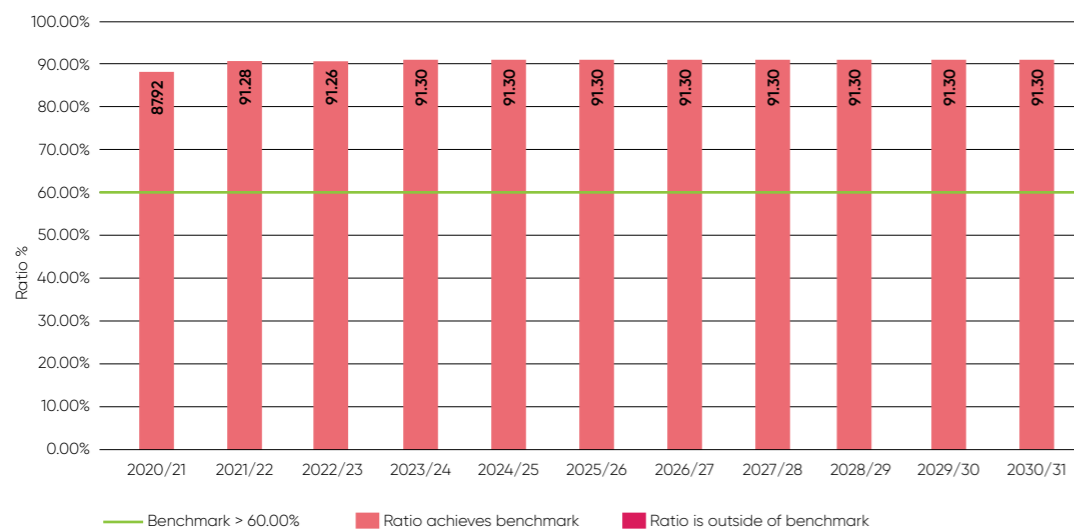
Operating performance ratio



Purpose of the operating performance ratio

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

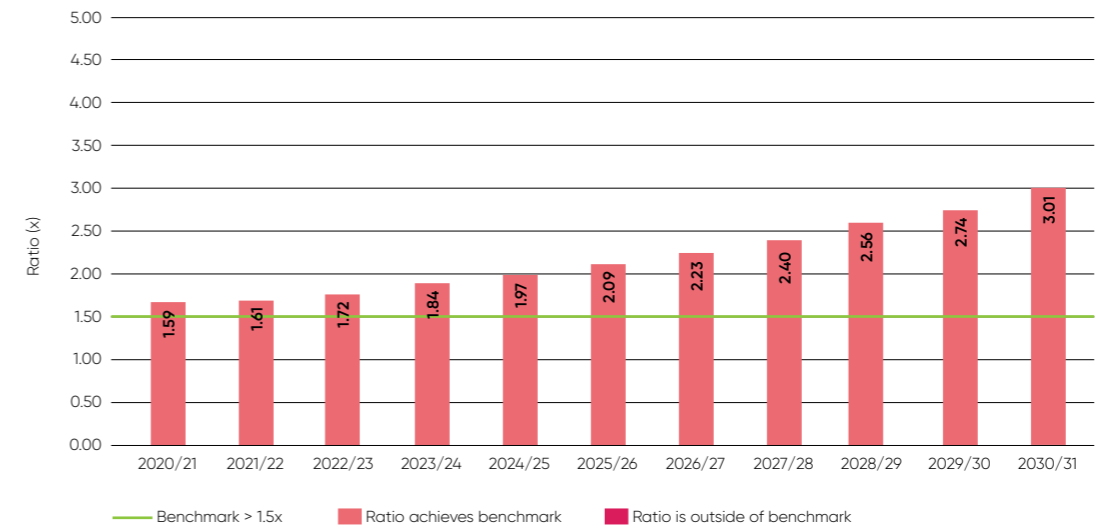
Own source operating revenue ratio



Own source operating revenue ratio

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

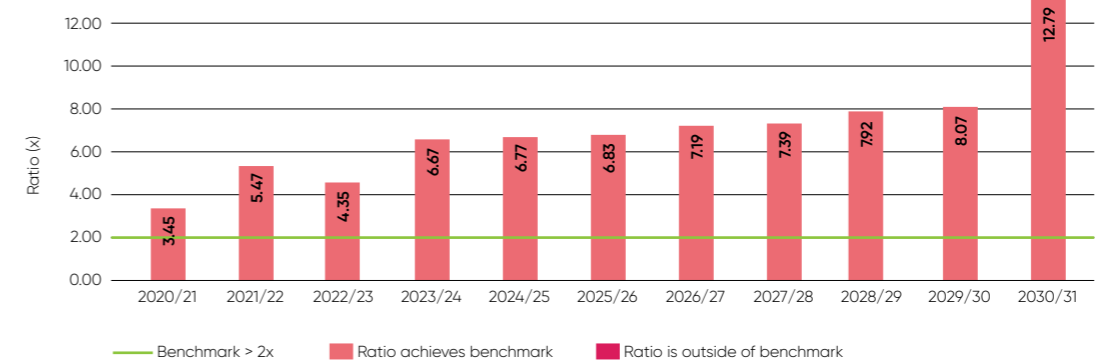
Unrestricted current ratio



Unrestricted current ratio

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

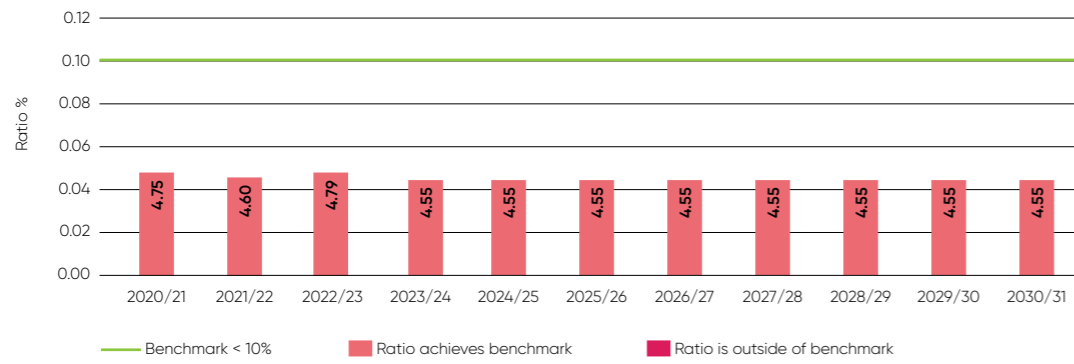
Debt service cover ratio



Debt service cover ratio

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

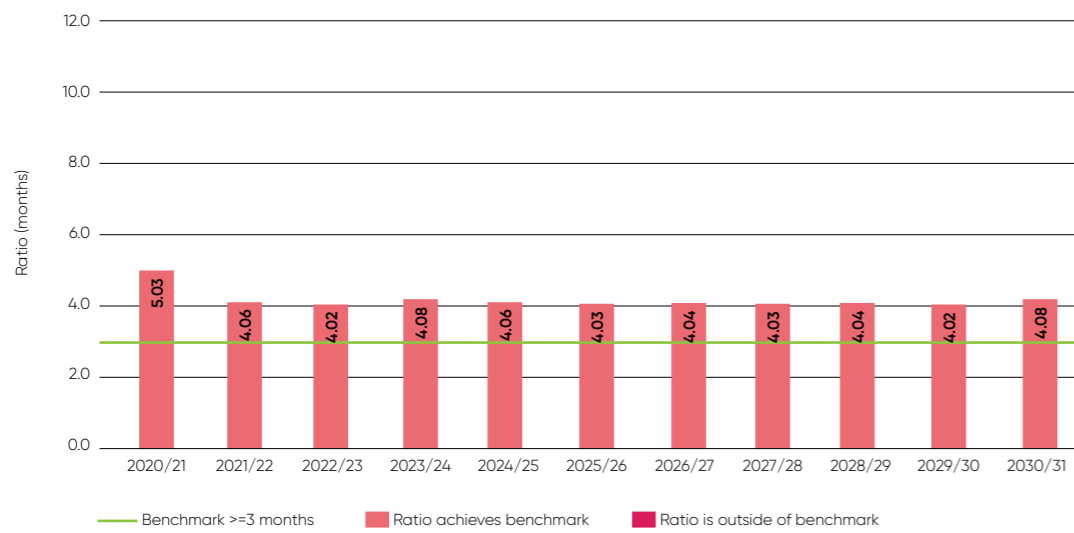
Rates, annual charges outstanding ratio



Rates and annual charges outstanding ratio

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

Cash expense cover ratio



Cash expense cover ratio

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



Asset Management Planning

Asset management planning accounts for the management of our assets through systematic and coordinated activities and practices with a service delivery focus. This ensures assets and their associated performance meet community needs through sustainable, cost effective lifecycle management. The asset management planning framework consists of our Policy, Strategy and Service Asset Plans.

Asset Management Policy

The Asset Management Policy was adopted by CN in August 2020 and supports CN's commitment to:

Accountability and transparency

Sustainability

Continuous Improvement

Providing a selection of appropriate levels of service to meet community demand

Risk Management

Compliance with state and federal legislation relating to asset management

Alignment with Council strategies and plans.

Asset Management Strategy

The Asset Management Strategy* (AMS) is based on service planning. Service planning is the process of determining the services needed by a community and delivering them in a sustainable manner.

The CSP drives the AMS to:

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

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

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

To guide CN forward, there are twelve key Service based Asset Management Strategies:

Service delivery expectations will be aligned with available funding so that the sustainable management of all required supporting assets is achieved

Identify the levels of funding required to achieve a sustainable Works Program and assess the implications of different funding levels on levels of service

A community consultation process consisting of service outputs, service levels, and sustainable service costs will be developed and implemented

Service Asset Plans will forecast demand and its effects on service delivery

Adjust resources and invest in building capacity to deliver works programs

Future organisational structures should focus on services provided rather than traditional approaches of grouping similar Service Units

Maintenance required to minimise life cycle cost is fully funded and reportable by service

Renewal required to reduce and maintain infrastructure backlog is fully funded and reportable by service

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

Assets will be disposed if they are not required to support service delivery

Asset data and service information will be captured and improved

Planning for future delivery of services will incorporate environmental sustainability.

* The AMS is currently being reviewed in conjunction with the updating of the Newcastle Community Strategic Plan 2040.

Service Asset Plans

Service Asset Plans (SAPs) provide detailed asset information prescribing how CN delivers its services, and the actions required to ensure sustainable community service expectations are met.

In summary each Service Asset Plan:

Identifies the needs of the community and is clear about the services provided by CN to its present and future customers

Demonstrates the actions to deliver on the long-term aspirations for Newcastle outlined in the Community Strategic Plan

Recognises that the management of the asset is directed at providing services to the community

Defines measurable levels of service using a 1-5 star rating system

Promotes and demonstrates financial sustainability and good management practice

Defines clear responsibilities for all elements of the assets within the plan including accountability and reporting

Forecasts a ten year capital works and improvement program (including renewal, upgrade, new, disposal and maintenance planning).

Levels of Service

In an asset management context, levels of service refer to a defined rating against which service performance can be measured. Levels of service generally relate to quality, quantity, functionality, capacity, utilisation, location, accessibility, and environmental factors. They provide the link between higher level corporate objectives, asset management objectives and more detailed technical and operational objectives.

Service levels articulate the link between providing the outcomes the community desires and the way in which the organisation provides the service. A higher level of service may cost more to deliver than a lower level of service. CN's current average levels of service are represented using a general 1-5 star rating system.

To deliver our 28 core asset-based services, CN manages an asset portfolio of approximately \$2 billion.

Service	Current Level of Service (1-5 star rating)	Current Asset Replacement Value
Art Gallery	★★★★	84,159,736
Bushlands, Watercourses and Public Trees	★★★	3,012,002
Caravan Park	★★★★	6,830,731
Cemeteries	★★★	123,142
City Innovation and Sustainability *	★★★	4,975,214
Civic Venues	★★★	85,851,108
Coast, Estuary and Wetlands	★★★	30,980,171
Community Buildings	★★★	24,092,073
Information Technology	★★★	3,211,197
Libraries and Learning	★★★	54,401,470
Museum	★★★★	38,638,566
Property	★★★	46,832,777
Public Amenity	★★★	7,609,587
Public Art, Monuments and Memorials	★★	13,365,508
Recreation - Lifeguard Services and Ocean Baths	★★★	46,348,538
Recreation - Inland Swim Centres	★★	22,569,687
Recreation - Parks	★★★	66,414,360
Recreation - Playgrounds	★★★	11,871,429
Recreation - Sporting Facilities	★★★	64,602,396
Stormwater Drainage, Water Quality and Flood Planning	★★	266,122,802
Support Services - Depot Operations	★★★	15,949,152
Support Services - Fleet and Plant	★★★	40,473,204
Transport - Bridges and Structures	★★★★	71,114,509
Transport - Car Parking	★★★	15,429,693
Transport - Pathways	★★★	172,314,561
Transport - Public Domain Elements	★★★	42,586,012
Transport - Roads	★★★	654,583,700
Waste Management	★★★	82,857,737
Total**		1,977,321,064

* The service is moving towards a 5-star service delivery rating that will accurately reflect the quality and leading-edge nature of the City's new embedded technology and data platforms. Current rating reflects the progressive development of digital and technology assets. 3 stars represents current average across sites.

** Includes Heritage & Library collections, Plant and Equipment, Waste Management asset. Excludes land, Airport, WIP, Minor Plant & Equipment and Intangible Assets.



Graeme Park Playground, Carrington

Workforce Management Plan

Our people are our greatest asset

Workforce Planning is a resourcing strategy that:

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

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

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

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

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

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

Our Workforce Profile

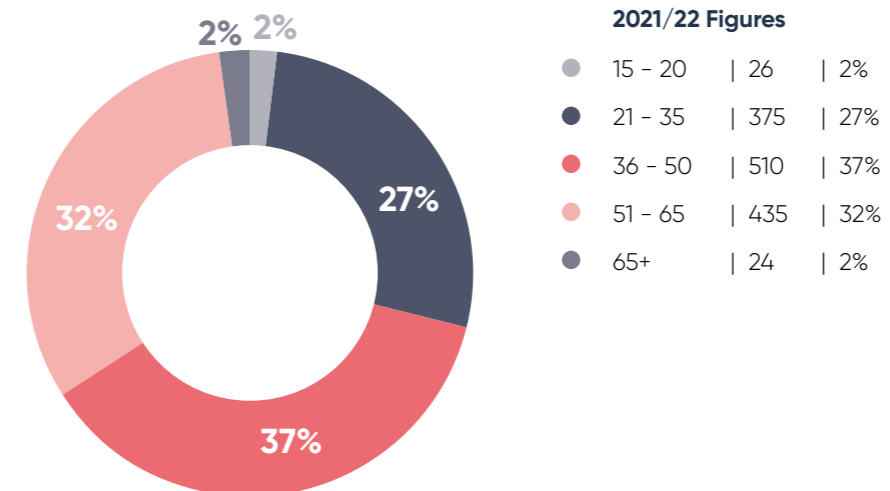
CN's workforce is large and diverse with a range of occupations across the organisation. Our employees work in construction, waste facilities, libraries, art galleries and museums, childcare centres, heritage and recreation facilities, and administration offices. Our workforce comprises of 1,360 employees 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.

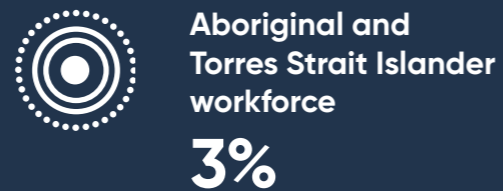
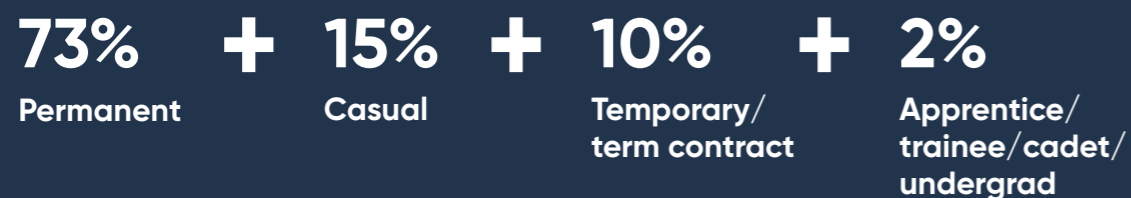
Our employee base is also supplemented by external labour hire which fluctuates in accordance with short term demands. Accompanying this, is our strong volunteer network (>350) that work across a range of sites and services such as environmental, community and cultural facilities.

Age

Australia is experiencing a rapidly aging population, and this is even more distinct within the Local Government Sector workforce. The percentage of CN's workforce approaching retirement age (51 years and over) has decreased slightly from 38% in 2020 to 34% in 2021. This still represents over 450 individual workers being eligible for or contemplating retirement over the coming decade and continues to be a key consideration of the resourcing strategies presented in this plan.



1,360 Employees



Diversity

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

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

Our Future

Over the next four years, CN will transform into a smart, people centric organisation as we deliver improved services 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.

Workforce Management Strategies and Actions

This workforce plan builds on our previous plans with a number of initiatives planned to address each of the following strategies:

1. Attract and retain a high quality, committed workforce
2. Invest in the capabilities of our people
3. Facilitate a culture of Cooperation, Respect, Excellence and Wellbeing
4. Plan for our future workforce needs

1. Attract and 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 workplaces to a new high-performance building (completed)
- 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 and Wellbeing

Actions:

- 3.1 Continued investment in activities to enhance our **organisational culture** and build courage, trust and pride
- 3.2 Implement of 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** FTE requirements and critical roles **annually** as part of the business planning process
- 4.3 Develop and implement **transition to retirement** arrangements to facilitate knowledge transfer
- 4.4 Review true vacancies regularly to offer opportunities and flexible options for **critical emerging and development roles**

