

## 4.0 STRATEGIC PLAN

This table reorganises Section 3 under Council's Five Strategic Priorities. For more detail behind the issues and strategies the discussion papers are named in column 3. The responsible sections in Council for implementing the strategies have been identified, as have some of the potential action stakeholders. This section will be used primarily by Council Officers to report against and develop its annual management plans.

### COUNCIL'S STRATEGIC PRIORITY: ESD LEADERSHIP

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<b>An efficient use of available transport resources</b>	<ul style="list-style-type: none"> <li>Advocate for the introduction of an integrated fare and ticketing model for all modes of public transport.</li> <li>Explore innovative models for car pooling and car sharing that could be implemented across the LGA.</li> <li>Investigate the viability of establishing a 'walking school bus' program.</li> <li>Encourage the provision of frequent, direct transport services between centres of activity.</li> <li>Identify and promote park and ride initiatives.</li> </ul>	PT, U, Y, CS, BGH.	Ministry of Transport Schools Employers	Urban Planning and Partnerships City Strategy Community Partnerships	<ul style="list-style-type: none"> <li>Improved access to a diverse range of affordable and accessible transport options, which will enable people to participate in the workforce, recreational activities and access services.</li> <li>Decreased reliance on the car.</li> </ul>

PAS - Potential Action Stakeholders

**Council's Strategic Priority: ESD Leadership**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<p><b>Promotion of Aboriginal heritage</b></p>	<ul style="list-style-type: none"> <li>Develop and implement the Aboriginal Heritage Study.</li> <li>Consider the preservation of local Aboriginal community heritage in the Stockton Beach Coastal Processes Study and Management Plan.</li> <li>Continue to increase Council and community awareness of Aboriginal culture and local Aboriginal history, reconciliation, and Native Title Claims.</li> </ul>	<p>A.</p>	<p>Worimi Land Council Awabakal Land Council Aboriginal Cultural training providers</p>	<p>Development Policy and Planning Coastal Management Guraki Committee</p>	<ul style="list-style-type: none"> <li>Increased awareness of local Aboriginal culture in the local community.</li> </ul>
<p><b>Improved management and utilisation of natural resources</b></p>	<ul style="list-style-type: none"> <li>Continue to seek to develop a community awareness campaign re: efficient use of energy and water and ways to save on cost and to engage the community to use resources more effectively.</li> <li>Implement the DESD framework to support development of a sustainable community.</li> <li>Facilitate programs that will reconnect neighbourhoods with the natural fabric of their local creeks, rivers and estuaries.</li> <li>Explore the implementation of the urban forest project.</li> </ul>	<p>BGH, B, C, Cl.</p>	<p>BGH Community Planning Advisory Panel Energy Australia</p>	<p>Natural Resources Strategy AMIEF Community Partnerships Cultural Development Social Planning Parks and Recreation</p>	<ul style="list-style-type: none"> <li>Decreased use of natural resources.</li> </ul>

PAS - Potential Action Stakeholders

**COUNCIL'S STRATEGIC PRIORITY: CITY WIDE REVITALISATION**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<b>Employment opportunities</b>	<ul style="list-style-type: none"> <li>• Advocate for and promote the implementation of the Mayfield Employment Program.</li> <li>• Encourage the development of innovative employment and learning models that will have positive outcomes for the local workforce.</li> <li>• Encourage local businesses to be effective learning organisations.</li> <li>• Continue to provide a Business Attraction First Stop Shop service.</li> <li>• Promote programs that assist women to become more financially secure.</li> <li>• Advocate and support strategies that facilitate economic and employment opportunities for skilled migrants, refugees and international students.</li> </ul>	M&IN, U, W, H, IC.	Mainstreet Programs Maycare Lifelong Learning Network Ednet Hunter Business Chamber Hunter Women's Centre Migrant Resource Centre University of Newcastle Lower Hunter Councils RYDON & JPET	Economic Development Social Planning Urban Planning and Partnerships Cultural Development Libraries, Museum, Art Gallery Lord Mayors Reference Group (Enriching Newcastle's Diversity)	<ul style="list-style-type: none"> <li>• Improved employment opportunities for local community.</li> <li>• Learning providers better able to respond to skill training demand.</li> <li>• Newcastle seen as an attractive destination for both employers and employees.</li> <li>• Improved access to employment centres in the Lower Hunter.</li> </ul>

PAS - Potential Action Stakeholders

**Council's Strategic Priority: City Wide Revitalisation**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<p><b>Employment opportunities (cont'd)</b></p>	<ul style="list-style-type: none"> <li>• Advocate for the development of a regional transport strategy to provide an integrated transport system with direct and feeder services to central hubs in the Lower Hunter.</li> <li>• Generation of high quality cultural tourism services.</li> <li>• Continue to support the local music, theatre, and visual arts industry.</li> </ul>		<p>Ministry of Transport Department of Planning</p>		
<p><b>Lack of childcare</b></p>	<ul style="list-style-type: none"> <li>• Advocate for and support provision of flexible childcare models, which can respond to contract and shift work requirements.</li> <li>• Encourage exploration of feasibility of mobile childcare model.</li> <li>• Advocate for and facilitate the provision of more childcare centres.</li> </ul>	<p>C&amp;F, A, U, W, CF, IC.</p>	<p>DOCS Childcare services</p>	<p>Human Services</p>	<ul style="list-style-type: none"> <li>• Decreased waiting lists for childcare.</li> <li>• Increased opportunity for people to participate in the workforce.</li> </ul>

PAS - Potential Action Stakeholders

## Council's Strategic Priority: City Wide Revitalisation

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<b>24 Hour function of the Inner City vs residential amenity</b>	<ul style="list-style-type: none"> <li>Continue to support a coordinated response of marketing and project management to regenerate the Inner City.</li> <li>Review the Inner City Crime Prevention Plan.</li> <li>Provide support and resourcing for the Nightlink bus service and associated initiatives.</li> <li>Support the Liquor Accord.</li> <li>Encourage greater use of public transport to the Inner City.</li> <li>Facilitate improved pedestrian amenity.</li> <li>Encourage the development of innovative means of managing parking pressures.</li> </ul>	CS, IC.	City Alliance Ministry of Transport Church groups Australian Hotels Association	Community Partnerships Economic Development Urban Planning and Partnerships Facilities Management	<ul style="list-style-type: none"> <li>Reduced negative impact of activities associated with the nightclubs on residential amenity.</li> <li>More people visiting the Inner City as a recreational/ shopping destination.</li> </ul>
<b>Access to Information Communication Technology</b>	<ul style="list-style-type: none"> <li>Use Council's website as a means of community building as well as providing information.</li> <li>Support the implementation of the NCC ICT Action Plan.</li> <li>Explore options for libraries to increase access to ICT after hours.</li> </ul>	B, ICT.	Schools Mainstreet programs Learning providers Department of Commerce	Communications IT Area Social Planning Libraries	<ul style="list-style-type: none"> <li>More people able to use ICT to access services and information.</li> <li>Increased opportunities for people to connect with others.</li> </ul>

PAS - Potential Action Stakeholders

**Council's Strategic Priority: City Wide Revitalisation**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<b>Access to Information Communication Technology (cont'd)</b>	<ul style="list-style-type: none"> <li>• Continue to develop and provide innovative ICT learning opportunities in the libraries.</li> <li>• Communicate unmet user infrastructure needs to relevant peak regional bodies.</li> </ul>		HEDC		
<b>Viability and amenity of suburban commercial areas</b>	<ul style="list-style-type: none"> <li>• Investigate the development of urban design guidelines for suburban commercial areas.</li> <li>• Continue to support initiatives to strengthen mainstreets.</li> </ul>	J, B, H.	Mainstreet programs	Urban Planning and Partnerships Economic Development Community Partnerships	<ul style="list-style-type: none"> <li>• People able to access shops and services locally.</li> </ul>
<b>Events coordination and promotion</b>	<ul style="list-style-type: none"> <li>• Facilitate training for event organisers.</li> <li>• Prepare an events brokerage package.</li> <li>• Provide a web hotline/discussion panel.</li> <li>• Develop a venue selection process/criteria for events.</li> </ul>	E.		Community Partnerships	<ul style="list-style-type: none"> <li>• Increased community participation in events, which will enhance community connectivity.</li> </ul>

PAS - Potential Action Stakeholders

**COUNCIL STRATEGIC PRIORITY: HEALTHY LIFESTYLE**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<p><b>Participation in recreation</b></p>	<ul style="list-style-type: none"> <li>• Support and complete a Recreation Plan. It will determine current and future demand; identify requirements of special needs groups; identify the appropriate function of recreation facilities and open space including multi-use, integrated or shared spaces; identify potential partnerships and funding sources.</li> <li>• Encourage greater safety awareness of scooters and mobility aids.</li> <li>• Promote and coordinate programs across the LGA to optimise use of its open space and community facilities.</li> <li>• Provide support for the PCYC activity van.</li> <li>• Youth facilities to promote programs which target equity groups and the broader community.</li> </ul>	<p>A, BGH, B, J, R, W, SN, Y, G&amp;L, M&amp;IN, SC, C&amp;F, CF.</p>	<p>Community and commercial recreational providers  Department of Sports and Recreation  DADHC  Youth services</p>	<p>Facilities Management Parks and Recreation Community Partnerships Human Services Youth Venue Social Planning</p>	<ul style="list-style-type: none"> <li>• Increased community participation in recreational activities, which will contribute to improved individual / community wellbeing (physical and emotional).</li> <li>• Realising value for investment in community infrastructure.</li> </ul>

PAS - Potential Action Stakeholders

**Council Strategic Priority: Healthy Lifestyle**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<b>Participation in recreation (cont'd)</b>	<ul style="list-style-type: none"> <li>Explore the development of a 'sponsorship/support' model to increase participation of people who can't afford to participate in organised sports.</li> </ul>				
<b>Loneliness/Mobility</b>	<ul style="list-style-type: none"> <li>Develop an information delivery hub service to help improve access to local information and facilitate participation.</li> <li>Support initiatives to enhance access to meeting rooms and community facilities.</li> <li>Support innovative programs that facilitate people connecting with others.</li> <li>Support intergenerational initiatives that reduce social isolation.</li> <li>Facilitate street parties.</li> <li>Encourage initiatives to develop the Men's Shed concept.</li> </ul>	G&L, J, M&IN, A, M, PT, R, SC, CALD, B, ICT, BGH, CI.	Schools Mainstreet Programs Community Facilities Neighbourhood Centres Community Services	Libraries Cultural Development Communications Social Planning Community Partnerships	<ul style="list-style-type: none"> <li>Newcastle residents able to access information about 'what's on' and services in a timely manner.</li> <li>Increased capacity to attract visitors and new residents to the area.</li> <li>More people contributing to community activities.</li> </ul>

PAS - Potential Action Stakeholders

**Council Strategic Priority: Healthy Lifestyle**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<p><b>Use of Public Domain</b></p>	<ul style="list-style-type: none"> <li>• Develop a public toilet strategy.</li> <li>• Encourage more use by improving physical access and amenity.</li> <li>• Facilitate safety audits as required.</li> <li>• Review the priorities and implementation of the PAMP and the Cycleway Plan.</li> <li>• Encourage and facilitate family-friendly events/activities.</li> <li>• Implementation of the NCC Position Statement on Public Space and review to address potential for commercial opportunities.</li> <li>• Implementation of Council's Crime Safety Policy and Crime Prevention Plans.</li> <li>• Develop a Graffiti Art Policy.</li> <li>• Monitor and address street prostitution issues proactively at regular meeting of the Lord Mayor's group.</li> <li>• Develop a range of interpretation strategies for public spaces.</li> </ul>	<p>CS, J, M&amp;IN, PD, C&amp;F, Y, IC, CI.</p>	<p>Police Commercial interests Youth Services ACON Department of Health</p>	<p>Community Partnerships Parks and Recreation Social Planning Infrastructure Development Youth Venue Lord Mayor's Office</p>	<ul style="list-style-type: none"> <li>• Public domain will be used by a diverse range of people for a variety of uses.</li> <li>• Public domain will feel safe and be used appropriately.</li> </ul>

PAS - Potential Action Stakeholders

**Council Strategic Priority: Healthy Lifestyle**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<p><b>Access to Housing</b></p> <ul style="list-style-type: none"> <li>• <b>Adaptable</b></li> <li>• <b>Accessible</b></li> <li>• <b>Affordable</b></li> <li>• <b>Liveable</b></li> <li>• <b>Sustainable</b></li> </ul>	<ul style="list-style-type: none"> <li>• Monitor trends and factors influencing housing provision and inform the community and building industry.</li> <li>• Advocate for programs, policy and resources to meet local housing needs.</li> <li>• Develop a housing framework identifying the role of Council in facilitating a range of housing outcomes.</li> <li>• Develop and encourage development of pilot or demonstration projects to encourage innovation in design and diversity of housing choice.</li> <li>• Develop strategies to encourage more adaptable housing features in new buildings and to convert existing structures where appropriate.</li> <li>• Encourage greater regional cooperation and coordination of housing strategies between Lower Hunter LGAs.</li> </ul>	<p>C&amp;F, J, M, H, A.</p>	<p>DOH NHHIN Centre for Affordable Housing DIPNR</p>	<p>Social Planning Development, Policy and Planning</p>	<ul style="list-style-type: none"> <li>• A diverse range of housing types are available to meet the needs of the Newcastle Community.</li> <li>• Access to secure housing enables people to be involved in their community and contribute to their community's economy.</li> </ul>

PAS - Potential Action Stakeholders

**Council Strategic Priority: Healthy Lifestyle**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<p><b>Access to learning opportunities</b></p>	<ul style="list-style-type: none"> <li>• Advocate for the development of a Lifelong Learning Framework by both the Federal and State Governments.</li> <li>• Advocate the importance of providing a diverse range of both formal and informal learning opportunities that meets the needs of each target group.</li> <li>• Further develop the One Stop Learning Shop model.</li> <li>• Support closer working relationships between schools, vocational education providers, career advisors/counsellors and employers.</li> <li>• Support the facilitation of forums between people involved in providing learning opportunities.</li> <li>• Work with the Department of Education to understand the decreasing public school retention rates, planning for population growth and opportunities for sharing facilities.</li> </ul>	<p>LL, U, A, C&amp;F, CS, F, Y.</p>	<p>Lifelong Learning Network Department of Education WEA TAFE University of Newcastle HEDC</p>	<p>Social Planning Libraries Community Partnerships Museum Art Gallery AMEIF</p>	<ul style="list-style-type: none"> <li>• Provides opportunities for communities to develop economic resilience, social cohesion, active citizenship and environmental sustainability.</li> </ul>

**PAS - Potential Action Stakeholders**

**Council Strategic Priority: Healthy Lifestyle**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<p><b>Access to learning opportunities (cont'd)</b></p>	<ul style="list-style-type: none"> <li>• Support programs that improve financial literacy of the broader community.</li> <li>• Support the provision of parenting support programs.</li> <li>• Continue to provide lifelong learning opportunities in Council facilities.</li> </ul>				
<p><b>Future service planning considerations for Council</b></p>	<ul style="list-style-type: none"> <li>• Review Council's role in providing affordable childcare services in the longer term.</li> <li>• Monitor the need for daycare services and determine Council's role.</li> <li>• Conduct a community facilities review.</li> <li>• Encourage the provision of community services and facilities in or near mainstreets and parks</li> <li>• Encourage Hunter Council's to consider how future demand for cemeteries and crematoriums can be met.</li> <li>• Explore the appropriateness of engaging an Aboriginal Cultural Officer.</li> </ul>	<p>C&amp;F, SN, CF, CI.</p>	<p>DOCS DADHC Hunter Council of Social Services</p>	<p>Human Services Parks and Recreation Social Planning Facilities Management</p>	<ul style="list-style-type: none"> <li>• Council uses its resources to deliver priority services.</li> <li>• Council identifies new income streams, which will increase its capacity to deliver services.</li> </ul>

PAS - Potential Action Stakeholders

**COUNCIL STRATEGIC PRIORITY: COMPASSIONATE COMMUNITY**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<b>Need for improved access to a range of services</b>	<ul style="list-style-type: none"> <li>• Advocate for and support provision of respite care services.</li> <li>• Advocate for and support provision of complex needs services.</li> <li>• Advocate for and support provision of family violence services.</li> <li>• Advocate for and support provision of coordinated independent living packages.</li> <li>• Advocate for and support provision of programs that are sensitive to men's needs.</li> <li>• Advocate for and support provision of wider choice of detoxification services that better accommodate needs of families</li> </ul>	<p>A, C&amp;F, CN, J, W, SN, Y.</p> <p>A, CN, Y.</p> <p>A, W.</p> <p>SN, D, CS.</p> <p>C&amp;F, J, M.</p> <p>A, CN.</p>	<p>Hunter Council of Social Services</p>	<p>Human Services Social Planning</p>	<ul style="list-style-type: none"> <li>• People are able to access resources that enable them to live safely and independently and continue to contribute to their community positively.</li> </ul>

**PAS - Potential Action Stakeholders**

**Council Strategic Priority:                      Compassionate Community**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<b>Need for improved access to a range of services (cont'd)</b>	<ul style="list-style-type: none"> <li>Advocate for and support provision of policies/services that are sensitive to GLBTIQ needs particularly ageing and crime prevention.</li> </ul>	G&L.			
<b>Accessible &amp; affordable transport</b>	<ul style="list-style-type: none"> <li>Advocate for and support provision of accessible and affordable transport.</li> <li>Advocate for public transport concessions for International students.</li> </ul>	A, B, BGH, SN, CALD, CN, D, IC, J, M&IN, Y.	Ministry of Transport Community Transport Services.	Social Planning Urban Planning and Partnerships Community Partnerships	<ul style="list-style-type: none"> <li>People on low incomes and/or have mobility problems are able to access services and participate in/contribute to community life.</li> </ul>
<b>Capacity building of Community Sector</b>	<ul style="list-style-type: none"> <li>Continue to facilitate the Newcastle Interagency Network.</li> <li>Continue to support the Newcastle Hunter Homelessness Interagency Network.</li> <li>Encourage development and implementation of protocols between agencies.</li> <li>Encourage case coordination.</li> <li>Encourage and support establishment of service hubs.</li> <li>Promote the need for coordinated outreach services.</li> </ul>	CN, H, SC, CF, BGH, B, CALD, F, Y.	Community Services DOCS Department of Health DADHC Maitland City Council Premiers Department. Community Relations Commission.	Social Planning Libraries Cultural Development Human Services	<ul style="list-style-type: none"> <li>Community agencies are able to utilise limited resources effectively to respond to local problems in a collaborative manner.</li> </ul>

PAS - Potential Action Stakeholders

Council Strategic Priority: **Compassionate Community**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<b>Capacity building of Community Sector (cont'd)</b>	<ul style="list-style-type: none"> <li>Develop a comprehensive joint library service delivery model for the Berotarwood area with Maitland City Council and increasing service hours of Beresfield Library.</li> <li>Promote the need for ongoing development of a coordinated community approach to refugee resettlement.</li> </ul>		CYDP		
<b>Acceptance of diversity and difference</b>	<ul style="list-style-type: none"> <li>Facilitate ongoing implementation and review of the Commitment to Aboriginal People and Torres Strait Islander Peoples of the City of Newcastle, NCC Ethnic Affairs Policy, and the Commitment to Youth.</li> <li>Facilitate the development and implementation of a Senior Novocastrian Policy.</li> <li>Encourage the incorporation of Aboriginal heritage in the design of new Council facilities and structures.</li> <li>Ongoing implementation of welcome signage and dual signage.</li> </ul>	A, G&L, SC, CALD, Y, SN.	Migrant Resource Centre Community Relations Commission	Social Planning Human Services Libraries Cultural Development Community Partnerships	<ul style="list-style-type: none"> <li>People will be attracted to living in Newcastle because it is seen as 'cosmopolitan'.</li> <li>Newcastle community will be more sustainable as it will be more conducive to innovation, risk taking, and the formation of new businesses.</li> </ul>

PAS - Potential Action Stakeholders

**Council Strategic Priority:                      Compassionate Community**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<b>Acceptance of diversity and difference (cont'd)</b>	<ul style="list-style-type: none"> <li>Facilitate and encourage community initiatives/campaigns that promote acceptance of difference and diversity within the business and broader community.</li> </ul>				
<b>Learning opportunities for children and youth</b>	<p>Advocate and support programs which:</p> <ul style="list-style-type: none"> <li>Enable children to be school ready;</li> <li>Provide alternative education and training opportunities;</li> <li>Encourage improved provision of career counselling programs; and</li> <li>Encourage development of ways to engage young people who haven't completed school.</li> </ul>	J, LL, Y, U, A, B.	Lifelong Learning Network  Learning providers  Department of Education	Social Planning Human Services  Libraries	<ul style="list-style-type: none"> <li>Children who have engaged in learning will be more able to contribute to their community and their economy as they grow older.</li> </ul>
<b>Community service access to funding for program/operational costs/capital costs</b>	<ul style="list-style-type: none"> <li>Advocate for longer funding windows.</li> <li>Work with the Hunter Council of Social Services to establish and promote affordable insurance cover models.</li> <li>Monitor location of community services.</li> </ul>	B, J, SC, F, M&IN, CI.	Hunter Council of Social Services  Newcastle Interagency Network  NHHIN CYDP	Social Planning Human Services	<ul style="list-style-type: none"> <li>The Newcastle community will continue to be able to access services locally.</li> </ul>

PAS - Potential Action Stakeholders

Council Strategic Priority: **Compassionate Community**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<b>Community service access to funding for program/operational costs/capital costs (cont'd)</b>	<ul style="list-style-type: none"> <li>• Provide support to providers of potential new community services to develop consultation strategies, and to provide information about need and barriers.</li> <li>• Continue to support the 'Council Community Fund'.</li> </ul>				
<b>Equity employment initiatives</b>	<ul style="list-style-type: none"> <li>• Monitor, review and promote the implementation of the Aboriginal Employment Strategy.</li> <li>• Implement and promote Council's Ageing Workforce Strategy.</li> </ul>	A, U, M, SN.		Human Resources Guraki Committee	<ul style="list-style-type: none"> <li>• Increased employment opportunities for local people.</li> </ul>
<b>Fewer people volunteering</b>	<ul style="list-style-type: none"> <li>• Advocate Federal Govt to provide structural support for volunteer organisations that participate in work for the dole programs.</li> <li>• Promote the valuable contribution of volunteers in the community.</li> <li>• Implement Council's Volunteer Protocol.</li> <li>• Encourage the development of databases promoting the availability of skilled people to assist volunteer organisations.</li> <li>• Facilitate the provision of resources on Council's website which volunteer management committees can use.</li> </ul>	U, SC, F, SN.	Hunter Volunteer Centre  University of Newcastle	Social Planning Community Partnerships Human Resources	<ul style="list-style-type: none"> <li>• Sustainability of the community sector to deliver community services cost effectively.</li> </ul>

PAS - Potential Action Stakeholders

**COUNCIL STRATEGIC PRIORITY: EFFECTIVE AND EFFICIENT GOVERNANCE**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<p><b>Service delivery model focus</b></p>	<ul style="list-style-type: none"> <li>Facilities to house a range of services and be adaptive over time.</li> <li>Explore service delivery models which improve service outcomes and are more cost effective.</li> <li>Better understand the real cost of delivering services and processes to determine whether/how they will be self funding/subsidised.</li> <li>Explore opportunities to diversify the revenue base for Newcastle City Council.</li> <li>Explore opportunities to reduce Council costs.</li> <li>Bundle services to more effectively market services and obtain external funding.</li> <li>Develop public/private partnerships where appropriate.</li> <li>Ongoing monitoring of need for services eg community facilities, childcare, daycare.</li> </ul>	<p>SN, M&amp;IN, PD, R, SC, CF, C&amp;F, B, F.</p>		<p>Corporate services Business Development Unit Social Planning Asset Operators</p>	<ul style="list-style-type: none"> <li>More services may be delivered by increasing usage of existing facilities and through partnerships with the public and private sectors.</li> </ul>

PAS - Potential Action Stakeholders

**Council Strategic Priority:                      Effective and Efficient Governance**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<b>Role of s355 Management Committees</b>	<ul style="list-style-type: none"> <li>Review long term viability given lower volunteer participation.</li> <li>Clarify roles and expectations pertaining to asset management.</li> <li>Identify training needs and how they should be delivered.</li> </ul>	U, SC, J, R, F.		Human Services Parks and Recreation Urban Planning and Partnerships Asset Management Social Planning Human Resources	<ul style="list-style-type: none"> <li>Council facilities continue to be maintained and managed effectively.</li> </ul>
<b>Effective engagement/consultation strategies</b>	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal Community Consultation Protocol.</li> <li>Promote greater awareness and implementation of Council's consultation policy.</li> <li>Provide new and innovative means of citizen participation.</li> </ul>	A, Y, CI.		Guraki Committee Communications Community Partnerships	<ul style="list-style-type: none"> <li>Council is able to collate and analyse information about community concerns effectively and provide/facilitate appropriate action.</li> </ul>
<b>Working collaboratively with Maitland City Council</b>	<ul style="list-style-type: none"> <li>Develop a Memorandum of Understanding, to progress the initiatives identified in the Berotarwood Paper.</li> </ul>	B.	Maitland City Council	Social Planning	<ul style="list-style-type: none"> <li>Improved access to services for the Beresfield, Tarro and Woodberry Community.</li> </ul>
<b>Preparation and review of annual work plans that will influence the preparation of the annual Management Plan</b>	<ul style="list-style-type: none"> <li>Establish the Community Plan Advisory Committee.</li> <li>Community Quadruple Bottom Line Team will be responsible for overseeing the implementation of the Community Plan (see page 6).</li> </ul>			Social Planning	<ul style="list-style-type: none"> <li>Community Plan is delivered in a transparent and accountable manner.</li> </ul>

PAS - Potential Action Stakeholders

**Council Strategic Priority:                      Effective and Efficient Governance**

ISSUE	STRATEGY	D/PAPER	PAS	NCC RESPONSIBILITY	COMMUNITY BENEFIT
<p><b>Networking to ensure ongoing collection of intelligence that will determine priorities and coordination and commitment to implementing the plan</b></p>	<ul style="list-style-type: none"> <li>• Convene regular staff discussion forums to formulate appropriate actions, support implementation, and acquire intelligence that may influence priorities (see page 6).</li> <li>• Regular meetings between NCC and MCC staff.</li> </ul>	<p>ALL</p>		<p>Social Planning</p>	<ul style="list-style-type: none"> <li>• Ongoing community input to determine priority needs and identifying new issues to be addressed.</li> </ul>

PAS - Potential Action Stakeholders