

ATTACHMENTS DISTRIBUTED UNDER SEPARATE COVER

**CCL 23/11/2021 – SEPTEMBER QUARTERLY PERFORMANCE
REPORT ON THE 2018-2022 DELIVERY PROGRAM**

PAGE 3 **ITEM-120** **Attachment A:** September Quarterly Performance
Report on the 2018-2022 Delivery
Program (2021/22 Our Budget)

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September 2021

Performance Report



Acknowledgement of Country

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.

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

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Enquiries

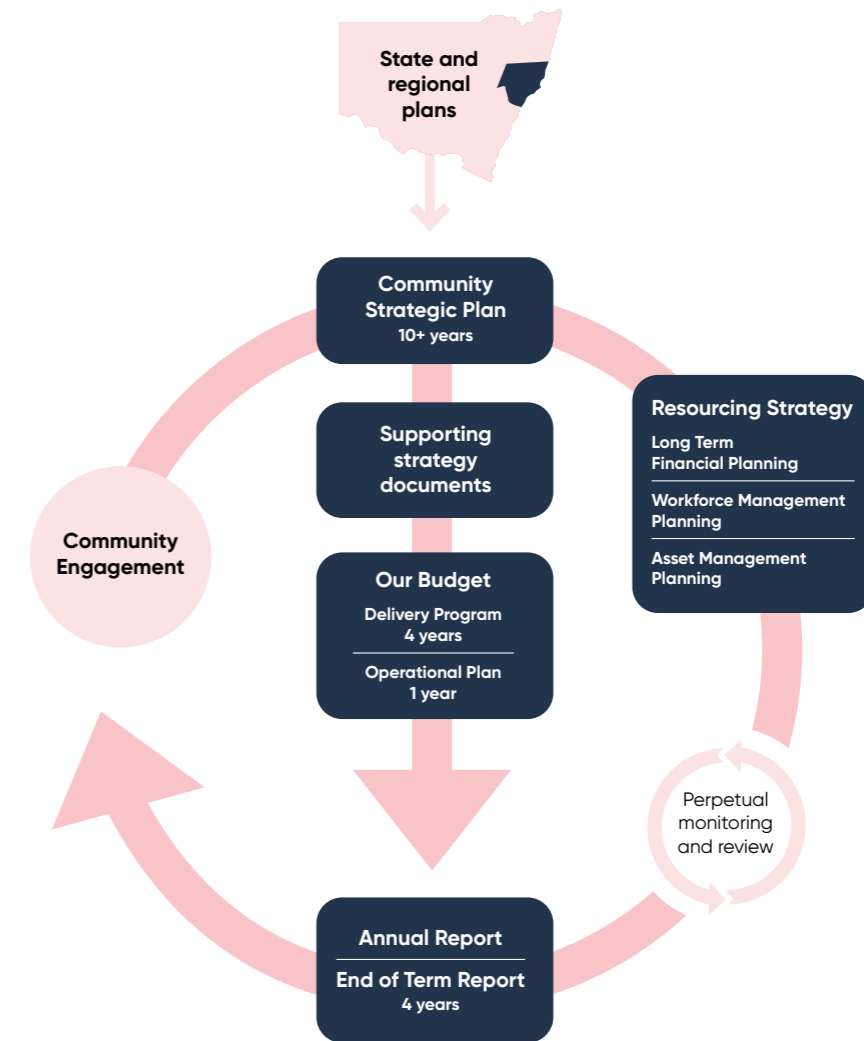
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Why we do the quarterly performance report

It is a report to our community on our performance against our Delivery Program strategies.

City of Newcastle (CN) is required under the Local Government Act s404(5) to provide progress reports on the Delivery Program and Operational Plan at least every six months. Our quarterly performance report details CN's progress on the principal activities detailed in the Delivery Program.



Reporting on our performance

The quarterly performance reports, along with the six-monthly performance report and annual report are the key points of accountability between CN and our community.

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

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

Highlights

July to September 2021



42,411
Calls to our customer service teams



426
DAs determined



3,626
Bulk waste collections



29,892
Customers to Summerhill Waste Management Centre



Positive feedback by **92%** of visitors to our new Customer Service Centre and Digital Library in July (prior to COVID-19 related closures)



Value of DAs determined **\$198 million**



4,035 MWH
Energy generated from landfill gas generators



39%
Waste diversion rate for municipal collections



151,074
Library loans



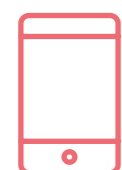
19,629
(total numbers)
Art Gallery e-News subscribers



6,542 tonnes
waste recycled



16,737 tonnes
waste collected



141,904
Smart Parking app transactions



231
Number of digital inclusion help sessions

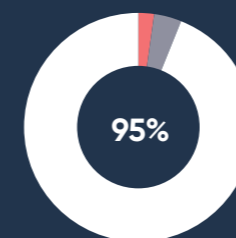


47
Compliments received at CN



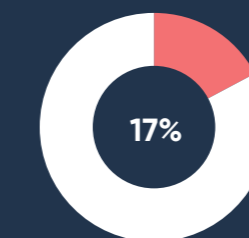
18
Complaints received at CN

Total initiatives 241
Initiatives completed or on track



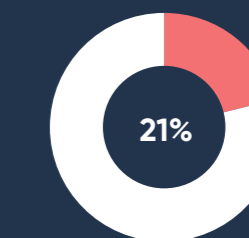
● On target ● Off track ● Monitor

Works program \$15.2 million
Year To Date (YTD) Actual



● Full year budget ● September actual

Total expenditure \$70.1 million
YTD Actual



● Full year budget ● September actual

What we did

Community and Economic Resilience Program

When the COVID-19 pandemic was declared in early 2020, CN was quick to respond to the needs of our community, with a \$5.5M Community and Economic Resilience Program.

With the current Delta outbreak placing added strain on community members and the services that support them, CN has expanded its CERP program into 2021/22. The latest response includes providing rapid financial support to frontline services, business development programs and staying connected with our community online.

Grants to support jobs and growth

A transition to clean energy, developing solutions to grow a circular economy and connecting refugees to career pathways are just some of the projects that have received funding under CN's Community Support Grants Program.

Our community is recovering from the recent lockdown and CN's annual Community Support Grants Program, along with the Infrastructure Grant Program, has injected over \$450,000 directly into the local economy including targeted support to create more jobs and build business opportunities.

We've proudly supported the Hunter Jobs Alliance's clean energy engagement initiative, the Global Table Collective's refugee women's inclusion and employment program and Go Circular's Hunter 100: Circular Economy Youth Leadership Project which harnesses young people's passion to protect our climate, amongst many other wonderful community programs and initiatives.

Rapid response funding supports COVID-driven demand for community services

CN has provided \$110,000 towards the purchase of food packages and toiletries, as well as crisis accommodation, counselling and web connectivity to community groups responding to the current lockdown.

NewSkills program

NewSkills provides broad and diverse training and mentoring opportunities for local Newcastle businesses. From assisting businesses to become more inclusive, to building resilience to market disruptions (including COVID-19), the training programs seek to close skills gaps in the local workforce.

The NewSkills program continues CN's dual approach to economic development of providing new opportunities for local people as they recover from lockdown and attracting highly skilled people to Newcastle.

Newcastle welcomes 150 new citizens online

CN welcomed 150 new citizens from 39 countries online in a COVID-19 first.

Following advice from the Department of Home Affairs permitting group ceremonies to be held virtually, and due to statewide stay-at-home orders, CN pivoted its plans for a face-to-face citizenship ceremony to allow our newest citizens to take the pledge online.

Lord Mayor Nuatali Nelmes and Deputy Lord Mayor Declan Clausen presided over two ceremonies via Zoom, meeting people from all cultural backgrounds and walks of life.

\$800,000 available to support innovative local business projects in the CBD

Projects designed to draw people into the City Centre and Darby Street shared in around \$800,000 as part of a funding program driving visitation and vibrancy across Newcastle.

CN's Special Business Rate (SBR) program uses levies paid by business owners for the promotion, beautification and development of precincts in the City Centre/Darby Street, Hamilton, Mayfield, New Lambton and Wallsend.

More than \$1.6 million was distributed through the SBR program in 2021/22 to 19 projects successful under the funding rounds, as well as funding and support services for Business Improvements Associations in the precincts.

CN creates career opportunities for Newcastle youth

CN is continuing its commitment to creating career opportunities for Newcastle's youth in response to high unemployment rates caused by COVID-19.

The COVID-19 economic crisis has disproportionately impacted 18-to-25-year-olds, driving the Hunter's youth unemployment rate to more than 20 per cent last year, significantly higher than the state's average.

Eighteen new trainees, apprentices and university graduates have joined CN, while a 12-month partnership with Career Links to provide employment and workplace learning opportunities for young people has helped fulfil a pledge made as part of the COVID-19 City Taskforce's Youth Employment Charter.

James Street Plaza, Hamilton makeover complete

CN's transformation of James Street Plaza Hamilton, is complete after four months of construction.

During the final stages of the upgrade, finishing touches were made to street furniture, artworks installed and landscaping and tree planting finalised.

The community was asked to vote on their favourite of three lighting designs put forward by the University of Newcastle's Future Art Science & Technology Lab (FASTLab), each celebrating a different aspect of Hamilton's history and character.

The rich history of Hamilton is reflected in artworks in the renewed plaza, informed by the research of local historian Ruth Cotton, author of Hidden Hamilton and through collaboration with the Newcastle Museum.

Another cycleway link completed

Newcastle's cycleway network has received a boost with works finalised on a 1.1km shared path along Watkins Street, Merewether, linking Glebe Road, The Junction, with Merewether Beach.

The 2.5m-wide shared path is the first stage of the City Centre to Merewether Cycleway project and features new and upgraded crossings making it safer for pedestrians and cyclists, and upgrades to drainage.

The \$3.1 million project was brought forward last year after receiving a funding boost under Newcastle's COVID-19 stimulus capital works budget. The NSW Government also committed \$600,000 to the project under the 2021/22 Walking and Cycling Program.



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

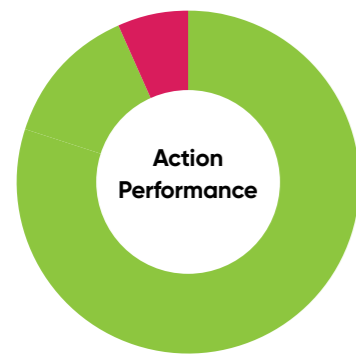
- 1.1 Effective and integrated public transport
- 1.2 Linked networks of cycle and pedestrian paths
- 1.3 A transport network that encourages energy and resource efficiency



How we performed

Total Initiatives 92%

Initiatives completed or on track



Monitor	0	0%
On Track	10	92%
Off Track	1	8%
No Targets Set	0	0%

Total Key Performance Indicators 100%

KPIs completed or on track



Monitor	0	0%
On Track	2	100%
Off Track	0	0%
No Targets Set	0	0%

1. Effective and integrated public transport

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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	✓
1.1.3 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	Status
1.2.1 Continue to upgrade and extend cycle and pedestrian networks			
Connect and improve the network	Undertake the investigation, design and construction projects listed in the 2021/22 Cycleways Program	Transport and Compliance	✓

1.3 Safe, reliable and efficient road and parking networks

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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	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	Increase use of EasyPark mobile app	Transport and Compliance	✓
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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>	

How we performed

Total Initiatives

100%

Initiatives completed or on track



Total Key Performance Indicators

100%

KPIs completed or on track



Monitor 0 | 0%
 On Track 26 | 100%
 Off Track 0 | 0%
 No Targets Set 0 | 0%

Monitor 0 | 0%
 On Track 3 | 100%
 Off Track 0 | 0%
 No Targets Set 0 | 0%

2.1 Greater efficiency in the use of resources

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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 Services to review and prioritise key business improvement initiatives	Waste Services	✓
Improve public place waste and recycling services that both raise 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

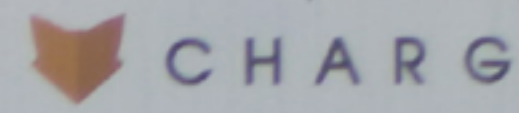
Develop projects to implement renewable energy and smart grid technologies	Utilise 100% renewable energy supply for CN operations	Community, Strategy and Innovation	✓
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2.1.3 Encourage energy and resource efficiency initiatives

Encourage energy and resource efficiency	Develop and implement an organics facility	Waste Services	✓
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2.2 Our unique natural environment is maintained, enhanced and connected

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
2.2.1 Provide 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	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	Waste Services	✓
	Deliver an Environmental Improvement Program to address audit and environmental risks	Waste Services	✓



City of
Newcas

2.2.1 Provide and advocate for protection and rehabilitation of natural areas

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	Status
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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	Asset and Projects	✓
Deliver the Climate Action Plan	Ensure best practice use of resources across CN facilities and operations	Community, Strategy and Innovation	✓
	Identify and implement actions to reduce emissions in products and procedures across CN operations	Community, Strategy and Innovation	✓
	To create a resilient city that reduces its share of emissions	Community, Strategy and Innovation	✓
	Supporting the transition to clean, efficient, emissions-free plant and fleet across CN operations	Community, Strategy and Innovation	✓

2.3.2 Support individuals and communities to prepare, respond and recover from emergency events

Support individuals to prepare, respond and recover from emergency events	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	✓
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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



How we performed

Total Initiatives
94%

Initiatives completed or on track



Total Key Performance Indicators
100%

KPIs completed or on track



- Monitor 1 | 3%
- On Track 31 | 94%
- Off Track 1 | 3%
- No Targets Set 0 | 0%

- Monitor 0 | 0%
- On Track 11 | 100%
- Off Track 0 | 0%
- No Targets Set 0 | 0%

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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	✓
Liaise with community and sporting clubs for open space bookings and events	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	✓

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 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	Continue to work towards a fully resourced virtual library and seamless online membership experience	Libraries and Learning	✓
	Deliver informed and connected citizen programs whose primary purpose is to connect participants to their community and/or build the capacity of the community to participate in community discussions, access government services, and participate in political processes	Libraries and Learning	○*
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	✓
	Attract exhibitions at Newcastle Museum including travelling exhibitions and community exhibitions	Museum	✓
	Develop ambitious exhibition projects that attract local, regional, state and national audiences	Art Gallery	✓
	Provide a range of public and educational programming in partnership with others, to meet community objectives	Civic Services	✓
	Work proactively to achieve balanced programming - a mix of genres, tell local stories, reflect the city's identity	Civic Services	✓

*These actions have been affected by COVID-19

3.1.3 Plan, co-ordinate and deliver cultural and community infrastructure and programs

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	✓
	Deliver opportunities to provide members with a modern and intuitive borrowing experience	Civic Services	✓
	Investigate opportunities for multi-modal online and self-service library hubs	Libraries and Learning	✓
	Provide diversified offerings to meet community and commercial needs. Provide quality of offerings, flexibility and service levels, value for money	Civic Services	✓
	Deliver opportunities to provide members with a modern and intuitive borrowing experience	Libraries and Learning	✓

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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	Develop innovative solutions to preserve and protect Newcastle's local history and heritage collection	Libraries and Learning	✓
	Present Art Gallery exhibitions and programs that feature local artists and their stories	Art Gallery	✓
	Deliver programs that create stronger and more creative communities whose primary purpose is to support expressions of culture, identity and community pride	Libraries and Learning	✓
3.2.2 Increase collaboration with artists and practitioners in the cultural sector			
Promote the Newcastle Library's Local History and Heritage Collections through a range of exhibitions, partnerships and programs	Present nationally recognised work, build local reputation nationally	Civic Services	✓
	Tell the stories of Newcastle through a variety of mediums and technologies in collaboration with the community	Museum	✓
Expose local stories, both historic and contemporary, through cultural programming and build Newcastle's cultural identity	Present Art Gallery exhibition projects 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	Status
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	✓
	Support projects to increase and enhance venue diversity, support public space activation and plan for future initiatives	Community, Strategy and Innovation	✓

*These actions have been affected by COVID-19.



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



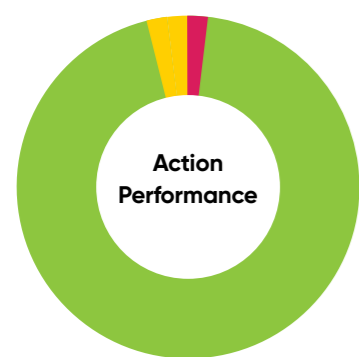
<p>1 NO POVERTY</p>	<p>2 ZERO HUNGER</p>	<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>4 QUALITY EDUCATION</p>
<p>10 REDUCED INEQUALITIES</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>

How we performed

Total Initiatives

91%

Initiatives completed or on track



Monitor 2 | 7%
 On Track 29 | 91%
 Off Track 1 | 2%
 No Targets Set 0 | 0%

Total Key Performance Indicators

100%

KPIs completed or on track



Monitor 0 | 0%
 On Track 10 | 100%
 Off Track 0 | 0%
 No Targets Set 0 | 0%

4.1 A welcoming community that cares and looks after each other

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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	Community, Strategy and Innovation	○
Increase engagement with local Aboriginal community	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	Collaborate with community groups and events management staff to facilitate bookings of sports fields and facilities	Parks and Recreation	✓
	Advocate and liaise with groups in relation to community building bookings and events	Property and Facilities	✓
	Continue the rewards and recognition program for CN volunteers	Civic Services	✓
	Develop a Social Infrastructure Strategy	Community, Strategy and Innovation	✓
	Facilitate the Youth Employment and Support Initiative under the Newcastle Youth Charter	Community, Strategy and Innovation	✓
	Develop Local Social Strategy	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 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	✓
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	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	✓
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	✓

4.1.3 Improve, promote and facilitate equitable access to services and facilities			
Deliver the Disability Inclusion Action Plan	Prepare and endorse the Disability Inclusion Action Plan 2021-2025	Community, Strategy and Innovation	✓

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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	✓
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	✓

4.2.2 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	Civic Services	✓
Develop and deliver community programs, partnerships, information and learning programs designed to create wide opportunities for all	Deliver Lifelong Learning Programs whose primary purpose relates to adult or intergenerational literacies and learning	Libraries and Learning	✓
	Deliver quality early education services that meet the National Quality Framework	Libraries and Learning	✓
	Deliver economic and workforce development programs whose primary purpose is to improve employment and productivity outcomes	Libraries and Learning	○*
	Deliver digital inclusion programs whose primary purpose is to increase participants' confidence using digital technology and navigate the online environment	Libraries and Learning	✓
	Actively develop public programs targeted to a breadth of audience demographics	Art Gallery	✓
	Actively invest in education and exhibitions programs within the Museum, engaging with identified groups	Museum	✓
	Enhance relationships within and external to CN to promote the Museum	Museum	✓
	Facilitate the 2021 Community Academy for clubs, groups, voluntary organisations	Community, Strategy and Innovation	○*
	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	✓

4.2.3 Promote recreation, health and wellbeing programs			
Support and encourage use of recreation and leisure opportunities	Raise public awareness of water safety issues through a targeted education program	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	✓

*These actions have been affected by COVID-19.



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>	

How we performed

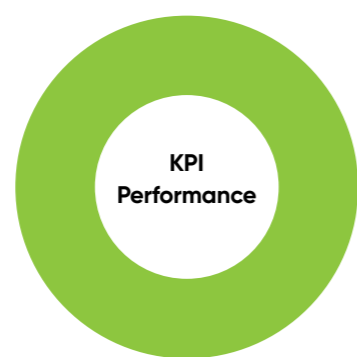
Total Initiatives 94%

Initiatives completed or on track



Total Key Performance Indicators 100%

KPIs completed or on track



- Monitor 0 | 0%
- On Track 19 | 94%
- Off Track 1 | 6%
- No Targets Set 0 | 0%

- Monitor 0 | 0%
- On Track 12 | 100%
- Off Track 0 | 0%
- No Targets Set 0 | 0%

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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	✓
Ensure we protect and maintain our unique built and cultural heritage infrastructure	Deliver Capital Works Program, forward planning, maintenance program, and asset management for our Civic Assets	Civic Services	✓
	Provide community access to our Civic venues through tours and open days	Civic Services	✓
	Implement the actions identified for 2021/22 in the Heritage Strategy	Regulatory, Planning and Assessment	✓
	Operate selected CN venues as venue hire, balancing community access and revenue generation to offset venue operational costs	Civic Services	✓

5.1.2 Ensure our suburbs are preserved, enhanced and promoted, while also creating opportunities for growth

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
The land use pattern will reinforce mixed use centres, educational nodes, opportunities for technology-based businesses, supported by integrated transport	Implement the actions identified for 2021/22 in the Local Strategic Planning Statement	Regulatory, Planning and Assessment	✓

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
Protect and enhance heritage buildings, streetscapes, views and key features, as well as, encouraging building innovation	Ensure development applications are assessed in accordance with CN's LEP and DCP 2012. These documents have been developed to protect and enhance Newcastle's unique character	Regulatory, Planning and Assessment	✓

5.2 Mixed-use urban villages supported by integrated transport networks

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
5.2.1 Plan for concentrated growth around transport and activity nodes			
Implement the recommendations of CN's Parking Study and Parking Management Action Plan	Initiate and support events that encourage bike riding, such as National Ride2Work Day, NSW Bike Week, Biketober, local discovery rides	Transport and Compliance	✓
	Provide information about our cycling infrastructure, through website updates, publication of project information and hardcopy and online publication of cycling maps	Transport and Compliance	○
	Advocate to the NSW Government for lower speed limits	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	✓

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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	✓
	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	✓
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	✓
	Implement the actions identified for 2021/22 in the Local Housing Strategy	Regulatory, Planning and Assessment	✓

5.4 Sustainable infrastructure to support a liveable environment

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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	✓
	Installation of smart city infrastructure to support future city needs	Community, Strategy and Innovation	✓
	Continue to deliver the Local Centres Public Domain Program to foster new growth in local centres	Assets and Projects	✓



James Street Plaza, Hamilton



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



<p>4 QUALITY EDUCATION</p>	<p>6 CLEAN WATER AND SANITATION</p>	<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>
<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>10 REDUCED INEQUALITIES</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>

How we performed

Total Initiatives
97%

Initiatives completed or on track



Monitor 1 | 3%
On Track 30 | 97%
Off Track 0 | 0%
No Targets Set 0 | 0%

Total Key Performance Indicators
100%

KPIs completed or on track



Monitor 0 | 0%
On Track 6 | 100%
Off Track 0 | 0%
No Targets Set 0 | 0%

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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	✓
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	✓
	Develop policy statements and business cases	Community, Strategy and Innovation	✓
6.1.2 Attract new business and employment opportunities			
Promote the benefits of Newcastle to potential businesses	Continued implementation of NewSkills Program and New Move campaign	Community, Strategy and Innovation	✓

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
6.2.1 Support and advocate for innovation in business, research activities, education and creative industries			
Increase support for and engagement with, local artists, innovative thinkers, academic creatives and cultural practitioners	Support development of local artists and cultural practitioners through collaborations and professional mentoring	Art Gallery	✓
	Update existing libraries and technologies in accordance with the Libraries Infrastructure Plan	Libraries and Learning	✓
	Establish a fully resourced virtual library and seamless online membership experience	Libraries and Learning	✓
	Policy and planning to enable, enhance and support live music	Community, Strategy and Innovation	✓
	Deliver programming that supports the incubation and acceleration of scaling innovative enterprise	Community, Strategy and Innovation	✓
Continue to facilitate innovative ecosystem development projects	The Living Lab is established and CN is actively engaged with Partners and internal stakeholders	Community, Strategy and Innovation	✓
	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	✓
6.2.2 Support and advocate for the small business sector			
Continue to build on and promote Newcastle's advantages in education, health, energy research and smart city initiatives	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	Status
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	✓
	Deliver events and activations at all venues	Civic Services	✓
	Deliver CN Grants and Sponsorship Program	Community, Strategy and Innovation	✓
	Build capacity within the community to write grant applications	Community, Strategy and Innovation	✓
	Provide additional activation and support during large scale events	Civic Services	✓
Build cultural tourism by presenting events that celebrate the city and contribute to its identity	Develop ambitious exhibitions, programming and events that attract local, regional, state and national audiences	Art Gallery	✓
	Identify and attract major events	Major Events and Corporate Affairs	✓
	Provide activation and support for tourism industry and local providers	Civic Services	✓
	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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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	Promote Newcastle as a destination for business, association and professional conferences and events through dedicated business events promotional activities	Major Events and Corporate Affairs	✓
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	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	✓
Utilise economic and business information to track city and key industry trends	Collect visitation statistics to Fort Scratchley to assist in Marketing as a distinct and significant cultural tourism destination	Museum	○

6.3.3 Work with businesses, planners and government at all levels to facilitate key infrastructure to support business growth

Work with our community, business sector and government to identify and facilitate key infrastructure projects	Establish and implement new datasets of relevant information related to economic activity and population profiles in Newcastle	Community, Strategy and Innovation	✓
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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	✓
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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



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

How we performed

Total Initiatives
95%

Initiatives completed or on track



Monitor 1 | 1%
On Track 93 | 95%
Off Track 4 | 4%
No Targets Set 0 | 0%

Total Key Performance Indicators
100%

KPIs completed or on track



Monitor 0 | 0%
On Track 1 | 100%
Off Track 0 | 0%
No Targets Set 0 | 0%

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

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
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)	Complete CN's IPR requirements to develop a new Workforce Management plan as required every four years Include in CN's Resourcing Strategy for the provision of resources required to implement the CSP s403(2) act	People and Culture	✓
	Build awareness across staff and councillors, and facilitate implementation of strategic framework for Newcastle 2040	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 2021/22	Community, Strategy and Innovation	✓
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	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 Long-Term Financial Plan	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	Status
7.2.1 Conduct CN business in an open, transparent and accountable manner			
Provide open and accessible government information as well as a commitment to the protection of privacy	Deliver a revised Privacy Management Framework	Legal	✓
	Proactively publish more information on CN's website than is legally required and improve efficient release of information	Legal	✓

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	✓
	Ensure Councillors understand their obligations as elected representatives	Legal	✓
	Provide a clear line of communications between members of the public and Councillors	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	✓
7.2.2 Provide timely and effective advocacy and leadership on key community issues			
Improve recognition and build trust	Enhance and build trust with effective communications and genuine community engagement	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	✓
	Our graphic designers receive accessibility training and the Vision Australia Guidelines are embedded in our corporate style guide to ensure accessibility across materials	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	Status
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	✓
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			
Compliance with record-keeping standards and legislation providing open and accessible government information and a commitment to the protection of privacy and confidentiality	Providing advice on the proactive publication of information	Legal	✓
	Deliver a revised records management program	Legal	✓
	Continue to deliver digitisation of hard copy records	Legal	✓
	Continue to develop a strong information /records management culture	Legal	✓
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	✓

7.4 A local government organisation of excellence

Delivery Program objective	Operational Plan action 2021/22	Responsibility	Status
7.4.1 Continuous improvement in services delivery based on accountability, transparency and good governance			
Develop a culture of continuous improvement across CN	Plan and develop an organisational excellence framework	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	✓
Accurate digital collection management data and locational information	Conduct monthly collection management record auditing	Museum	✓
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	✓
	Ensure compliance with record-keeping standards and legislation, providing for timely and accurate access to information to support evidence based decision-making	Legal	✓
	Adopt and maintain an audit committee in accordance with statutory obligations and recognised best practice	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	✓
	Deliver an audit program aligned to strategic and key operational risks	Legal	✓
Embed legal processes into CN strategy and decision making	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	✓
7.4.2 Provide services that deliver on sustainable community service expectations			
Ensure Asset Management Strategy and Plans capture community service expectations	Integrate business practices with service reporting and review of Service Asset Plans	Community, Strategy and Innovation	✓
	Implement the Asset Management Planning component of the IPR Framework	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	✓
	Build a culture of empathy and understanding for our internal and external customers whilst growing our service delivery capabilities	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	✓
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	People and Culture	✓
	Complete salary system review which includes a progression framework, job evaluation tools and recognition of critical roles in collaboration with the parties to the CN's 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	✓
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	✓
Ensure cultural diversity in candidate and employee population	Implement Diversity and Inclusion Strategy by recommending appropriate activities and strategies for diversity and inclusion	People and Culture	✓
	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	People and Culture	○
	Develop opportunities to enhance injured workers to recover in a sustainable way	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	✓
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	✓
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	✓

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	Continue delivery of the digital transformation of CN services via the Corporate Website and Customer Service Management Platform, targeting high-impact services first	Information Technology	✓
	Continue to create a more accessible and user friendly customer experience across primary digital channels	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 development oversight to our digital assets	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 and enhance the geospatial platform	Information Technology	✓
	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	✓
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	✓
	Deliver security and governance upliftment	Information Technology	✓
	Define IT strategic vision & direction	Information Technology	○
	Define CN architecture principles and governance processes to drive 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	Continue to lead and champion the value of data and promote the correct use of CN data assets	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	Support innovation and implementation of smart city technology and initiatives	Information Technology	✓
	Define the enterprise Data Architecture Framework and roll-out across IT	Information Technology	✓
	Define and implement data governance, ownership and stewardship for in scope data assets. This will ensure these data assets are maintained at a high level of quality	Information Technology	✓
	Support build, and maintenance of targeted high value 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	✓

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