

# COUNCIL STRATEGY & INNOVATION ADVISORY COMMITTEE

## CONFIRMED MEETING MINUTES

Meeting held 6 August 2019 at 5.30 – 7.00 pm  
Newcastle Room, City Hall

Meeting No. 1



### 1. MEETING OPEN

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Chairperson, Cr Declan Clausen opened the meeting at 5.35 pm and welcomed attendees.

The Chairperson acknowledged the Awabakal people as the traditional custodians of the land on which the committee was meeting, and paid respect to elder past, present and future.

The meeting attendance was noted as:

#### Committee Members present:

Cr Declan Clausen	Chairperson
Cr Nuatali Nelmes	Lord Mayor
Cr Matthew Byrne	Deputy Chairperson
Mr Bob Hawes	CEO, Hunter Business Chamber
Mr Stephen Wills	Director, Department of Premier and Cabinet
Mr Joe James	CEO, Hunter Joint Organisation
Mr Rhett Morson	Community Representative
Mr Brett Smith	Committee Facilitator
Ms Natalie Peattie	Committee Secretary

#### Apologies received:

Prof Kevin Hall	Deputy Vice Chancellor, Research and Innovation
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#### Committee Members absent:

Cr Brad Luke	Councillor
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#### Guests

Mrs Ashlee Abbott	Manager, Corporate and Community Planning
Mr Nathaniel Bavinton	Smart City Coordinator
Mrs Alison Murphy	Director, City Wide Services
Ms Keri Neveltsen	Governance Coordinator

### 2. COMMITTEE INDUCTION

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The Chairperson provided an overview of the Strategic Advisory Committees.

Attendees introduced themselves.

#### 2.1. Committee Terms of Reference

Provided to members with meeting agenda and available on City of Newcastle's (CN) website.

#### 2.2. Governance Briefing

CN Governance Coordinator (K Neveltsen) provided an overview of guidelines and procedures for Council committees including Code of Conduct and Pecuniary Interest. Information will be emailed to members (Refer to Attachment A).

**ACTION:**

- a) Governance information to be distributed to members by email.

**2.3. Volunteer Induction**

Covered under 2.1

**3. STRATEGIC CONTENT**

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The Manager, Corporate and Community Planning (A Abbott) provided an overview (see Attachment B) of the strategic context and process for the development of corporate strategies.

Key points presented were:

- CN's strategic planning is mandated by the NSW Integrated Planning and Reporting framework that requires local government to develop the following plans:
  - a) *Community Strategy Plan (CSP)* is the highest level of strategic planning undertaken by a council and should identify the main priorities and aspirations of the community, providing a clear set of strategies to achieve this vision of the future.
  - b) *The Delivery Program (DP)* turns the strategic goals in the CSP into actions; where council makes a commitment to the issues in the CSP that are within its area of responsibility. The DP identifies the key activities the council has committed to undertake over its four-year term. All plans, projects, activities and funding allocations of the council must be directly linked to the DP.
  - c) *Resourcing Strategy (RS)* makes clear what elements of the CSP the council will take responsibility for and is the critical link to translate strategic objectives into actions based on three inter-related elements: Long Term Financial Plan; Asset Management Planning; and Workforce Planning.
  - d) *The Operational Plan (OP)* spells out the detail of the DP, identifying the individual projects and activities that will be undertaken in a specific year to achieve the commitments made in the DP. The OP must include the council's detailed annual budget, along with the council's Statement of Revenue Policy, which includes the proposed rates, fees and charges for that financial year.
- CN also develops strategies and plans to drive specific initiatives contained in the CSP and DP. There are over 30 strategies and plans often developed in isolation leading to duplication, and inefficient and ineffective resource allocation.
- CN has no guidelines for prioritising the urgency of any given strategy. To this end, a Strategic Planning Framework is being developed to assist with prioritisation and resource allocation and also to identify opportunities for integrating plans.
- The following plans currently in development or due for renewal may be of particular interest to the committee:
  - Economic Development Strategy
  - Destination Management Plan
- Currently CN has some mixed messaging in the community that we are looking at improving. CN is looking to utilise resources more effectively, synergistically and with feedback from the community.

*Cr Nuatali Nelmes, Lord Mayor arrived*  
*Mr Joe James arrived*

#### 4. OVERVIEW OF CURRENT SITUATION

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CN's Smart City Coordinator (N. Bavinton) provided a presentation (Attachment C) of CN's approach and outcomes in the delivery of its smart city objectives.

Key points presented were:

- Newcastle has undergone significant revitalisation and renovation over the past 10 years.
- CN needs to ensure that "smart" is key to the Newcastle 2030 CSP.
- CN needs to ensure the region is "getting smarter" and investing intentionally in the growth of the region.
- The Newcastle After Dark Strategy and the Live Music Strategy are key to attracting people/business to the region.
- CN will continue to build strong partnerships with universities.
- The Committee's approach will be holistic.

Cr N Nelmes outlined the need for a collaborative approach to improve the region.

#### 5. COMMITTEE THEME AREAS

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The committee discussed and agreed that the following were integral to CN being innovative:

- Clearly define priorities with appropriate resource allocation including co-opting support from stakeholders
- Build relationships with universities, TAFE, other councils etc and capitalise on synergies including opportunities to share facilities, assets and resources
- Work with other councils to benefit the entire region (economic benefit does not recognise local government area boundaries)
- Identify what can be done best at regional scale
- Ensure projects also provide where possible, assistance for low socio-economic areas as technology overwhelmingly benefits the wealthy
- Economic Development Strategy identified as a priority
- Smart Technology continues to be a priority
- Maximise opportunities linked to the region's competitive advantages and unique economic assets
- Need to facilitate collaboration and partnerships between local business and industry to "hunt like a pack" in national and international markets
- Investigate what the future of manufacturing looks like in the region (smart specialisation)
- Ensure new strategies/projects/initiatives are resourced through to change management process/completion
- Ensure that CN/Committee build connections to improve communication
- Build trust with the community and highlight that changes are being made
- Investigate knowledge sharing versus trade advantage for community benefit
- Capitalise on quick wins
- Innovation needs to be considered in a regional context
- Investigate successful initiatives in other cities/councils

- Identify barriers to overcome
- Embed and institutionalise ideas to ensure they are transferrable

**ACTION:**

- Provide report to Disability and Guraki Committees on committee's interests and outcomes; and seek input of issues for consideration*
- Forward committee agenda to be based on priorities discussed, including integrated Economic Development Strategy and Destination Management approach.*

## 6. INFORMATION AND PRESENTATION

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The committee discussed opportunities for presentations to be made on new innovations and initiatives such as clustering. It was discussed that Department of Premier and Cabinet recently hosted economic development workshops that would be of interest to the group.

**ACTION:**

- Facilitator to investigate guest speakers/workshops on topics such as clustering, global investment and attraction opportunities, ecosystem mapping.*
- S Wills to investigate opportunity to invite presenters of economic development workshop to future meeting*

## 7. GENERAL BUSINESS

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There were no general business matters raised.

**ACTION**

- Identify convenient date for next meeting.*
- Agenda Item for next meeting - current situation (N Bavinton)*
- Distribute presentations and posters to Committee.*

## 8. MEETING SUMMARY AND ACTIONS

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### 8.1. Next Meeting:

A date for the next meeting is to be proposed and circulated to committee members

### 8.2. Meeting closed:

The meeting closed at 7.15pm