



AGENDA

COMMUNITY AND BELONGING STRATEGIC REFERENCE GROUP

Notice is hereby given that a meeting of the Community and Belonging Strategic Reference Group will be held in the Guringai Room, Dee Why on

WEDNESDAY 22 MAY 2019

Beginning at 6:00pm for the purpose of considering matters included in this agenda.

Committee Members

Cr Candy Bingham (Chair)	
Cr Penny Philpott	
Cr Kylie Ferguson	
Cr Sarah Grattan	
Tamzin Lee	Community representative, arts, culture & youth
Roslyn Marsh	Avalon Preservation Association, arts & culture
Simon Moriarty	Community representative, Curl Curl Ward
Michelle Povah	Northern Beaches Child & Family Interagency
Diane Robbins	Lifeline representative
Jennifer Wharton	Community representative - Narrabeen Ward
Samuel Wilkins	Community representative - Forest Ward, youth, arts & culture
Maria-Elena Chidzey	Community Northern Beaches Inc. (CNB), multi-cultural
Cathy Hockey	Community representative, disability
Lorrie Morgan	Community representative - Pittwater Ward, arts & culture
Margaret Shonk	Community representative - Manly Ward, mental health
Susan Watson	Easylink Community Transport, seniors & disability

Council Officer Contacts

Kylie Walshe	Executive Manager Community, Arts & Culture
Annie Laing	Governance Officer

Quorum

A majority of members including the Chair or one of the elected Councillors.

**Agenda for Community and Belonging
Strategic Reference Group Meeting
to be held on Wednesday 22 May 2019
in the Councillors Room, Manly
Commencing at 6:00pm**

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NEXT MEETING Wednesday 21 August 2019

1.0 APOLOGIES

All members are expected to attend the meetings or otherwise tender their apologies to the Chair and Governance at councilmeetings@northernbeaches.nsw.gov.au.

2.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

Members are advised of the following definitions of a "pecuniary" or "conflict" of interest for their assistance:

Section 4 of the Model Code of Conduct for Local Councils in NSW 2018 states that a pecuniary interest is as follows:

"A pecuniary interest is an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to you or a person referred to in clause 4.3.

You will not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision you might make in relation to the matter, or if the interest is of a kind specified in clause 4.6.

For the purposes of this Part, you will have a pecuniary interest in a matter if the pecuniary interest is: a) your interest, or b) the interest of your spouse or de facto partner, your relative, or your partner or employer, or c) a company or other body of which you, or your nominee, partner or employer, is a shareholder or member."

Council's Code of Conduct states that a "conflict of interest" exists when you could be influenced, or a reasonable person would perceive that you could be influenced by a personal interest when carrying out your public duty.

3.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

3.1 MINUTES OF COMMUNITY AND BELONGING STRATEGIC REFERENCE GROUP MEETING HELD 20 FEBRUARY 2019

RECOMMENDATION

That the Minutes of the Community and Belonging Strategic Reference Group meeting held 20 February 2019, copies of which were previously circulated to all Members, be confirmed as a true and correct record of the proceedings of that meeting.

4.0 UPDATE ON ACTIONS FROM LAST MEETING

Nil.

5.0 AGENDA ITEMS

ITEM 5.1	COMMUNITY CENTRES STRATEGY - UPDATE
REPORTING OFFICER	MANAGER, COMMUNITY CENTRES
TRIM FILE REF	2019/253054
ATTACHMENTS	NIL

EXECUTIVE SUMMARY

PURPOSE

To provide an update to the Community and Belonging Strategic Reference Group (SRG) on the progress of the Community Centre Strategy.

BACKGROUND

In June 2018, Northern Beaches Council commenced a study to prepare a Community Centre Strategy for the management of Council's community centres to ensure current and future needs of the community are met.

Baseline data was gathered, a range of consultations were held with internal stakeholders, community centre hirers, target groups and the wider community, resulting in a draft report being prepared by the consultant.

In December 2018 a 'verification workshop' was held with the Community & Belonging SRG to present the findings so far and to gather more information for the strategy from the representatives.

DISCUSSION

Council staff received the Draft Community Centre Strategy report late in 2018. Since then staff have been working with the consultant, reviewing and amending the report in preparation for the final report to be presented to Council later in the year.

There have been some delays with the finalisation of the report in consideration of revised planning areas and demographic data.

Council's Strategic Planning Department are currently developing the Social Infrastructure Plan. This plan will have new planning catchment areas based on projected demographic data collected from the NSW Department of Planning and Transport.

In order to have consistency across the organisation, the social planning areas for the Social Infrastructure plan are to be used for the Community Centre Strategy along with the demographic data that forms the basis of these areas. The consultant received the new planning areas and demographic data in April and will incorporate this information into the strategy.

RECOMMENDATION OF MANAGER, COMMUNITY CENTRES

That the Strategic Reference Group note the report and progress of the Community Centre Strategy.

ITEM 5.2	COMMUNITY SERVICES HUB MODELS
REPORTING OFFICER	MANAGER, SOCIAL PLANNING AND COMMUNITY DEVELOPMENT
TRIM FILE REF	2019/221253
ATTACHMENTS	1 ↓ Community Services Hubs - Research & Background Paper 2 ↓ Community Services Hubs - Presentation for SRG

EXECUTIVE SUMMARY

PURPOSE

To present and discuss options and ideas around Community Services Hub Models with the Community and Belonging Strategic Reference Group (SRG).

SUMMARY

At the Council meeting of 26 February 2019, the draft Community Development & Services Policy was endorsed to go on public exhibition.

Council also endorsed in principle the concept of community services hubs in Council owned and managed facilities, focusing on the concept of providing multi-service, 'one-stop-shop' locations where the community can access numerous community services in one location, which is central and accessible. The '*Community Services Hubs – Research & Background Paper*' was tabled (Attachment 1).

The first opportunity for a community services hub has arisen with the vacant ground floor of the old Soldier's Club in Raglan Street Manly, also known as the Rugby Club or 'The Fishos' due to alternate operators since the Soldier's Club ceased operations.

Council needs to determine the appropriate governance model for the first community services hub, and subsequent hubs identified in the future.

Adoption of the draft Community Development & Services Policy and a recommendation regarding the appropriate governance model for community services hubs is due to be presented to Council on 26 June 2019.

RECOMMENDATION OF MANAGER, SOCIAL PLANNING AND COMMUNITY DEVELOPMENT

That the Community and Belonging Strategic Reference Group give feedback to inform the selection of an appropriate Community Services Hub governance model.

REPORT

BACKGROUND

At the meeting on 26 February 2019 Council resolved:

That:

- A. *Council endorse the draft Community Development & Services Policy to be placed on public exhibition for at least 28 days.*
- B. *Council endorse in principle the introduction of community service hubs in central locations across the Northern Beaches, within Council owned and managed facilities.*
- C. *Council authorise the Chief Executive Officer to commence discussions with community groups to progress the first community service hub in Manly.*

Attached to the report was a 'Community Services Hubs – Research & Background Paper' focusing on the concept of providing multi-service, 'one-stop-shop' locations where the community can access numerous community services in one location, which is central and accessible. (Attachment 1)

The cost of rental on the Northern Beaches has seen numerous services relocating away from town centres to highly dispersed, inaccessible industrial areas. This is a significant issue for community access and reducing community outcomes from well-located services. Council proposes to locate Community Services Hubs in several key town centres, such as Manly, Dee Why, Frenchs Forest and Mona Vale, which will give improved access for community members to a range of services. With co-location, shared roles and resources and subsidised rental, services will also be able to free up funds and resources to direct to their direct services, instead of on expensive rental. Co-location has also shown to greatly improve community outcomes.

The first opportunity for a community services hub has arisen with the vacant ground floor of the old Soldier's Club in Raglan Street Manly, also known as the Rugby Club or 'The Fishos' due to alternate operators since the Soldier's Club ceased operations. The Raglan Street premises is owned by the Crown and under the control of Council, with the upper floor currently being used as Council office space.

CONSULTATION

The draft Community Development & Services Policy was presented and endorsed to go on public exhibition for a period of 28 days at the 26 February 2019 Council Meeting.

A summary of a range of community services hub governance models will be presented to the Community and Belonging SRG for feedback on the appropriate model for implementation.

The models to be discussed include:

- Lead Agency
- Co-Governance
- Co-operative
- Amalgamation

These models have been researched and site visits undertaken to consider the governance model that will meet the needs of potential not for profit community groups and Council requirements.

TIMING

Adoption of the draft Community Development & Services Policy and a recommendation regarding the appropriate governance model for community services hubs will be presented to Council on 26 June 2019.

The governance framework will be implemented in the first instance at the proposed community services hub at Raglan Street, Manly, with a view to be operational by December 2019.

Community Service Hubs

Research & Background Paper

Purpose

To research alternate models that will support not-for-profit organisations and community groups to provide improved services to the Northern Beaches community, including consideration of community service hubs, co-work models to support the centralisation of non-council community service providers.

Summary

Direct community services are provided through a range of non-government organisations and charities across the peninsula, with a range of accommodation arrangements. While most services would be positive about co-locating and collaborating with other similar services to get better community outcomes, there is a lack of suitable and affordable space to do so, especially in town centres, where there is the best access for community members, but also the highest rental costs.

Research indicates improved outcomes using a community service hub model that focuses on integration and collaboration. The principal reasons to consider a community service hub type model are:

- Improved accessibility – when located in, or close to, a town centre with good access, visibility, foot access and close to public transport
- Improved outcomes for the community, with enhanced services and referral mechanisms.

Background

Community service provision involves a broad array of stakeholders including Local, State and Federal Government and Non-Government Organisations (NGOs). The State and Federal Governments fund the majority of community, education, health and welfare services in Australia. Local Government, as the level of government closest to the community, has a pivotal role of enabler for local groups and organisations, as well as providing services and facilities addressing the social and cultural wellbeing of its local communities.

Current provision of direct community services is through a range of government and non-government organisations and charities etc. These are historically located across the peninsula, in a range of accommodation arrangements, including subsidised or full commercial rent. High rental costs on the Northern Beaches means services are either spending a high proportion of their budget on rent, which could be used for community benefit, or locating in not so suitable locations, such as industrial areas, due to lower costs. These locations often lack visibility, passing and foot traffic access, convenience, public transport access and collaborative opportunities with other like services. Despite good intentions, this diversity of locations can lead to a lack of service co-ordination, particularly for highly vulnerable members of the community who may require a multitude of services across numerous practices (e.g. housing, mental health, disability, drug and alcohol use). Community service hubs are fit-for-purpose, multi-use, multi-tenant community spaces that aim to increase the quality and efficiency of community services.

There are many terms used to describe Community service hubs, such as service cluster, service hub, one-stop-shop and a multi-tenant service centre. This report aims to provide a

summary of the available research on community service hubs, and put forward a case for the strategic co-location and service integration opportunities.

Rossiter (2007) defines a community service hub as:

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'A conveniently located public place that is recognised and valued in the local community as a gathering place for people and an access point for a wide range of community activities, programs, services and events.' (Rossiter 2007, p2)

By co-locating activities, programs and services, community service hubs present an opportunity to work in partnership and integrate services to provide more responsive and holistic care. Subsidised rental (based on a percentage of commercial rate), co-use of administration and office infrastructure (meeting rooms, computers, photocopiers etc) also mean that in many cases funds that would have been spent on high commercial rental and equipment duplication can now be redirected to assist community members.

Benefits of Community service hubs

The primary benefits of community service hubs are to increase accessibility, to improve service delivery through effective integration and to reduce capital requirements and operating costs for community service organisations. According to Fine (1997), the benefits of community service hubs are:

'Improved access for consumers; increased efficiency, achieving more from the use of limited resources; and enhanced effectiveness, resulting in enhanced outcomes for consumers and funders.' (Fine 1997)

The Multi-Tenant Service Centre (MTSC) Pilots Project prepared for the Department of Communities, Queensland Government (2008) found the following benefits of community service hubs:

- Better accommodation and space.
- Improved financial savings and 'economies of scale'.
- Access to more funding and capacity to take on larger projects.
- Organisational and governance improvements.
- Development of a 'seamless' referral process.
- Improved service delivery and client access to services.
- Increased skills and capacity building of staff and committee members.
- New or shared knowledge, understanding and learning.
- Broader perspectives and attitudes.
- Building strong relationships and linkages and improved support.
- Stronger capacity to advocate for clients and negotiate with government.
- Building relationships and cooperation between the various parties involved.
- The active involvement and support of key departmental staff and agencies.
- Energy, flexibility and ability to embrace the new.

- Planning at the regional/consortium level, and use of fair decision-making processes.
- Providing resources and training to support the consortiums.

In a study by Barbee and Antle (2011) the benefits from integrated services for workers, government and the community included:

- Workers – reduced stress, higher knowledge levels and higher collaboration
- Government – reduced turn-over rate by 31%, saving \$320,000 per year (in 2011)
- Community – improved access and more efficient intake and assessment.

The above research is part of a growing body of evidence showing community service hubs to be an effective strategic planning model for consideration by all levels of Government.

Models of shared and collaborative service delivery

The co-location model involves a number of agencies sharing common premises and common resources and facilities. Co-location models or community service hubs have been successfully adopted by a number of organisations around Australia. Well-known examples of this model include:

Service NSW – where a range of NSW Government Services can be accessed in one location

- Child Care and Family Support Hubs established by the Department of Families in Queensland
- Child & Family Centres (CFCs) funded by the Department of Education in Tasmania
- The National Community Hubs Program funded by the Federal Government
- City of Ryde Community Centres
- Brookvale Community Health Centre – co-location of government health services
- Numerous Neighbourhood Centres in rural and regional areas which operate on community development principles.

Co-location can take on many different management models, such as; co-governance, co-operative, lead agency management and the amalgamation model. Each of these models involve a number of risks, challenges and benefits that need to be taken into account. The management model adopted needs to be assessed for each individual identified location and situation.

Initial thoughts, given the extensive population and geographic size of the area, indicate that a series of community service hubs could be established at key town centres throughout the Northern Beaches Local Government Area. Possible sites including Manly, Dee Why, Frenchs Forest and Mona Vale, as these are spread throughout the region and have many of the characteristics of successful Hub locations, including; population centre, good access, public transport and high visibility. However, final locations may also depend on opportunity, as council controlled space becomes available. This might include council buildings made vacant through staff relocation, or new future developments, such as the Frenchs Forest Town Centre project.

Case Study: City of Ryde Council
[www.ryde.nsw.gov.au]

The City of Ryde Council have three examples of community service hubs including:

- West Ryde Community Centre
 - Includes a large hall for public use, a village square where the community can relax or gather for special events, and public arts based on the history of the area.
 - Created to co-locate eight complimentary services dedicated to the wellbeing of local children and families.
- Brush Farm House
 - A premier historical property with several multipurpose rooms, a small community hall and large gardens.
 - Co-locates four services dedicated to learning and development.
 - Council worked closely with the tenants to establish a shared vision, partnership projects, and processes to facilitate the maximum use of the building for the community.
- Integrated Youth Service Hub
 - Co-locates three complimentary services, dedicated to the wellbeing of local young people and will also have space for sessional services.
 - Integrated service intake and intra-referral process.

Consultation

Indications are that local community organisations would be receptive to this idea. The local service sector has strong links in local interagencies and would be very interested to explore options for increased collaboration. Community Northern Beaches (CNB) have indicated interest in collaborating in a community service hub on several occasions and been part of local feedback to representatives of the Department of Family and Community Services (FaCS) and through the community engagement process for the draft Community Centre Strategy (currently under development). Were the concept to be approved, further consultation will take place in researching the most appropriate service model.

Community Northern Beaches (CNB) is an example of a local service already operating within a community service hub model, with several other services utilising space and resources from their centre in Manly. Another local example is the Avalon Youth Hub. This was set up in 2018 in response to the lack of full time services for young people at the northern end of the peninsula. This is a consortium of existing local youth services, contributing time and resources, working from a council owned space. Council has also provided two years of seed funding for the project.

Timing

As indicated, the establishment of a community service hub may depend on opportunity when council facilities become available, or new facilities are built. However, research indicates that sufficient lead time is required (6 months plus) to establish; management modelling, procurement processes, recruiting member organisations, establishing service policies, building relationships, remodelling, fit out and promotion.

9/05/2019



Community Services Hubs

**Community & Belonging
Strategic Reference Group**
Wed 22 May, 6:00 – 8:00pm

The slide features a large, stylized graphic of a bird in flight, composed of a white silhouette and a blue, textured shape. The background is an aerial photograph of a coastal area with houses, trees, and a beach. The Northern Beaches Council logo is in the top right corner.

Background

- Draft Community Development & Services Policy to Council in February 2019 with recommendations that:
 - Council endorse the draft Community Development & Services Policy to be placed on public exhibition for at least 28 days.
 - Council endorse in principle the introduction of community service hubs in central locations across the Northern Beaches, within Council owned and managed facilities.
 - Council authorise the Chief Executive Officer to commence discussions with community groups to progress the first community service hub in Manly.

9/05/2019

Background

- Community Service Hubs Research & Background Paper attached to the draft Policy
- Council has commenced discussions with Community Northern Beaches regarding relocation due to vacating their current property in Wentworth St in December 2019



Key Objectives

- Preparation of Raglan Street for Community Services Hub
- Confirmation of the most suitable community services hub model and the development of a governance framework
- Expressions of Interest created for local organisations interested in the community services hub
- Assessment of Expressions of Interest to determine local organisations working out of the site



9/05/2019

Raglan St Community Services Hub

- Floorplan 450-500m² (approx.)
- Site visit on 29 April 2019
- Refit requirements include:
 - Compliance with relevant Australian Building Standards
 - Accessible bathroom
 - Accessible entry
 - Recognition of heritage value
 - New office layout with; counselling rooms, office spaces, kitchen area, meeting rooms – requirements and feasibility TBA



9/05/2019

Review of Hub Management Models

- **Lead Agency**
- **Co-Governance**
- **Co-operative**
- **Amalgamation**



Review of Models

Lead Agency Model

- One large organisation manages the centre and holds the lease for the building in which all the agencies are co-located.
- Supported by the management committees of the smaller organisations which sub-lease the building from the larger organisation.



9/05/2019

Review of Models

Co-Governance Model

- A sub-committee based on an agreed number of representatives from each partnering agency provides the management and governance structure under the strategic oversight of one of the organisations acting as the auspicing body.



Review of Models

Co-operative Model

- Formal non-trading cooperative is established which is managed by a board, made up of members from each organisation.
- Each organisation is an incorporated association but operates collectively with the others.



9/05/2019

Review of Models

The Amalgamation Model

- Number of agencies with a common focus and philosophy merge to create a new organisation which is managed by a committee made up of one representative from the agencies involved.



Examples

Avalon Youth Hub

- Collaborative Model/Lead Agent
- Co-locates several complimentary services dedicated to the wellbeing of young people

Community Northern Beaches (CNB)

- Lead Agency Model
- Co-locates a varied range of services, with CNB being the lead tenant



9/05/2019

Ryde City Council

Brush Farm House

- Co-location Model with four services dedicated to learning and development
- Contains a number of multipurpose rooms, small hall and gardens

West Ryde Community Centre

- Collaboration Model with eight complimentary services dedicated to the wellbeing of children and families
- Services work collaboratively to identify gaps and needs analysis
- Partnership projects and advocacy
- Streamlined referral pathways



Discussion



9/05/2019



ITEM 5.3	DRAFT ARTS AND CREATIVITY STRATEGY UPDATE
REPORTING OFFICER	TEAM LEADER, ARTS AND CULTURAL DEVELOPMENT
TRIM FILE REF	2019/237484
ATTACHMENTS	1 ↓ Arts and Creativity Strategy and Cultural Policy Presentation - May 2019

ISSUE

To update the Community and Belonging Strategic Reference Group on the draft Arts and Creativity Strategy and the development of a Cultural Policy.

To provide an opportunity for the group to workshop ideas related to the challenges and opportunities that present in delivering these two documents.

BACKGROUND

At the Council Meeting in December 2018 the Draft Arts and Creativity Strategy (Draft Strategy) was endorsed for public exhibition, the exhibition period closed on 17 February 2019. The Arts and Creativity Strategy seeks to shape the future of arts and creativity across the region and has been developed as a high-level document to guide future programming and decision-making. This will ensure Council continues to deliver and enable arts cultural initiatives, programs and services that will lead to greater creative, social, health, environmental and economic benefits for Northern Beaches' residents, businesses and visitors.

Council will be also developing a Cultural Policy to sit alongside the Strategy.

DISCUSSION

Community Engagement

A comprehensive engagement program was undertaken to ensure the community's voices were heard throughout the development of the draft Strategy. This engagement was implemented over two stages, reflecting different phases of the project plan:

- | | |
|---------|--|
| Stage 1 | A broad research process and a series of community engagement sessions to identify community priorities, outcomes and future directions. |
| Stage 2 | Focused on seeking community feedback on the draft strategy and validating the proposed priorities, outcomes and future directions shaped from the Stage 1 engagement. Public exhibition for the draft strategy ran from 28 November 2018 to 17 February 2019. |

During both stages of engagement, the community overwhelmingly indicated that arts, culture and creativity have a strong positive impact – helping to create vibrant, connected and inclusive communities as well as contributing to health and wellbeing, community capacity building, the local economy and tourism.

Over 100 community submissions were received during Stage 2 engagement. This feedback has been collated and the key themes raised have been established.

Feedback from the community

Key findings:

- Desire for an Aboriginal Art & Cultural Space, and Aboriginal and Torres Strait Islander recognition and perspectives.

- Increased awareness of existing Council initiatives, programs and services.
- Desire for more and diverse spaces for creative activity (e.g. writers centre, artist studios, music rehearsal and performance spaces).
- Increased awareness of funding opportunities.
- Greater acknowledgement of young children.
- Increased creative opportunities/spaces for young people.

Following the community consultation process for the Draft Strategy, and the subsequent feedback, it became clear that it would be important to develop a Cultural Policy.

The Cultural Policy will provide the overarching framework by which Council acknowledges the intrinsic value of cultural and creative endeavor, as well as its social and economic benefits. The policy will articulate Council's role in supporting arts and cultural development by fostering and promoting creative expression across the Northern Beaches. Together with the Strategy, the two documents will outline Council's vision for arts and culture, its key principals, what Council is currently doing to encourage a vibrant cultural life, and a series of actions for delivering on the aims into the future.

In addition, an Action Plan will be guided by the proposed principles and draws on key themes identified through the community consultation process, as well as opportunities identified through internal Council Business Unit consultation. Actions will aim to adhere to best practice, taking into consideration the prevailing cultural landscape and existing resources. The Action Plan will set out clear timeframes for delivery and the responsible stakeholders.

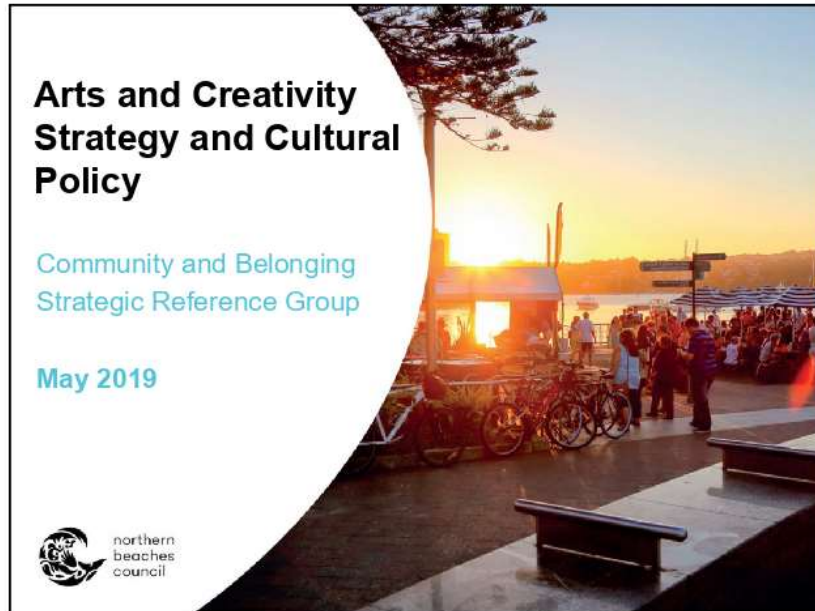
Internal Collaboration

Arts and Cultural Development staff are currently engaging with key Council Business Units to enable the development of a relevant, achievable Action Plan for the Strategy. Each unit is being encouraged to consider arts and creativity in their policies or initiatives, and additionally, how creativity could be incorporated into their future projects.

Internal collaboration will optimise Council's capabilities to deliver on the Strategy. By working together across Business Units, outcomes can be achieved above and beyond what can be realised working in isolation. Building and strengthening internal partnerships and encouraging ongoing conversations will create a consistent and cohesive approach.

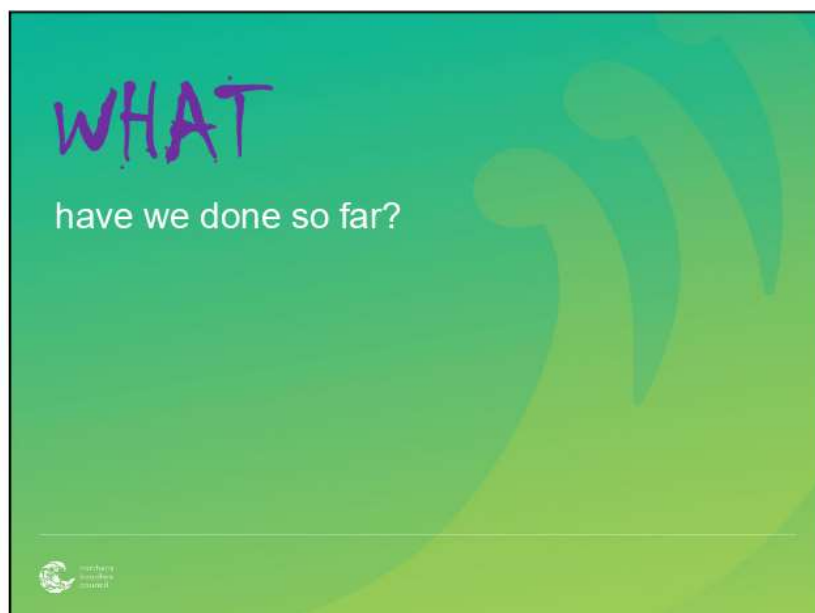
RECOMMENDATION OF TEAM LEADER, ARTS AND CULTURAL DEVELOPMENT

That the Community and Belonging Strategic Reference Group note the information presented and provide further suggestions for consideration.



Purpose

1. To provide an update on the Arts and Creativity Strategy development
2. To share and discuss key findings from the public exhibition of the draft strategy
3. To gain input into the prioritisation of Principles for the Cultural Policy



Community Engagement

Information and Networking Evening

120 participants
Building networks, providing information

Futuring Workshop

20 arts and creative stakeholders
Working towards a vision

Phone Survey

404 participants
Testing the value and impact

Creative Mixer

60 creatives and community members
Clarifying the vision, setting aspirations

Youth Focus Group

10 members of the
Youth Advisory Group
Building a more creative future

Online Survey

254 participants
Testing the value and impact

Draft Strategy Presentation

100 community members
Sharing the vision, seeking input

Public Exhibition

106 online submissions
Confirming objectives, seeking validation



Outcome Areas: The Creative Ecosystem

Outcome one

BETTER PLACES AND SPACES

To enliven our urban landscapes and provide spaces for creative pursuits through innovative planning and bold design

Outcome two

DIVERSE PROGRAMS AND ACTIVATIONS

To enable a diverse and inclusive range of arts and creativity programs and activations

Outcome three

ACTIVE PARTICIPATION AND ENGAGEMENT

To create greater awareness of the importance of the arts and inspire active participation and engagement



WHERE

are we heading now?



Currently underway

- Reviewing feedback of draft Strategy
- Developing an Action Plan
- Engaging internally across the organisation



Embedding the Arts

Working with passionate and dedicated internal stakeholders and policy



Key Findings

- Over 100 online submissions
- Generally positive
- 93% of feedback supporting a more strategic approach
- 1% did not support the strategy



Key Themes

- Diversity
- Capacity Building
- Access
- Cultural Planning
- Communication



Key Challenges

- Greater ATSI actions, voices and perspectives
- Clearer Action Plan and Timeframes
- Increased awareness of funding opportunities
- Improved strategies for supporting and promoting existing Council Arts and Cultural Services, programs and initiatives
- Clearer links to other Council strategic documents
- Definition of term 'culture' and 'cultural planning'
- More support for specific spaces (i.e. Aboriginal-led cultural space, writers, music, artist studios, youth, children)



Activity one

In small groups discuss opportunities for addressing one of the key challenges below:

- **Improved strategies for supporting and promoting existing Council Arts and Cultural Services, programs and initiatives.**
- **More support for specific spaces**
- **Definition of term 'culture' and 'cultural planning'**
 - Discussion (15 min)
 - Feedback to group (5 min)



Cultural Policy

Developing a Vision



Draft Principles

- Creativity and Wellbeing
- Active Inclusion
- Sense of Place
- Involvement and participation
- Enhance and Enrich
- Access and Equity
- Creative Experimentation and Innovation
- Aboriginal Arts and Culture



Activity two

- What principles do you feel best articulate Council's vision for strengthening cultural capital on the Northern Beaches?

1. Prioritisation exercise (10 min)
2. Discussion (10 min)



#creativenorthernbeaches

