



AGENDA

ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP

Notice is hereby given that a meeting of the Economic and Smart Communities Strategic Reference Group will be held in the Council Chambers, Manly on

WEDNESDAY 28 AUGUST 2019

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

Committee Members

Mayor Michael Regan (Chair)

Cr David Walton

Cr Sue Heins

Cr Stuart Sprott

Saul Carroll Small local business

Andy West

Stuart White Microsoft Australia

Drew Johnson Manly Business Chamber

Peter Middleton Newport Residents Association

Ngaire Young Northern Beaches Campus, TAFE NSW

Vacant

Geri Moorman

Gordon Lang

Vacant

Alexander Coxon

Council Officer Contacts

Kath McKenzie Executive Manager, Community Engagement & Communications

Nathan Rogers Chief Information Officer

Katie Kirwan Governance Officer

Quorum

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

**Agenda for Economic and Smart Communities
Strategic Reference Group Meeting
to be held on Wednesday 28 August 2019
in the Council Chambers, Manly
Commencing at 6:00pm**

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	Nil	
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NEXT MEETING Wednesday 6 November 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 ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP MEETING HELD 29 MAY 2019

RECOMMENDATION

That the Minutes of the Economic and Smart Communities Strategic Reference Group meeting held 29 May 2019, copies of which were previously circulated to all Members, be confirmed as a true and correct record of the proceedings of that meeting.

5.0 AGENDA ITEMS

ITEM 5.1	UPDATE ON ACTIVATION PLANS - 15 MINS
REPORTING OFFICER	MANAGER, PLACE AND ECONOMIC DEVELOPMENT
TRIM FILE REF	2019/471400
ATTACHMENTS	NIL

ISSUE

To provide an update on Activation Plans and event activations delivered and underway by the Place & Economic Development Team that respond to PlaceScore survey and Activation Plan data.

BACKGROUND

Northern Beaches Council and consultants PlaceScore undertook a survey between May and July 2018 which received over 4,000 responses from members of our community and identified priority actions for 14 of our town and village centres. This survey measured what our community valued in their “ideal” town centre against how that area was actually performing in “real time”. Together they helped us identify what is important, how the place is performing and what the focus of change should be.

The Place & Economic Development team developed an action plan of temporary and short-term trial activations. The trials aimed to test community support and identify potential longer-term placemaking projects.

Activation Plans have been undertaken in Seaforth and Newport Villages, considering the needs, wants and priorities of the community which have been gathered by a variety of methods before and during the assessment process. These Activation Plans will build on the identified principles, drivers and issues which have emerged during the assessment phase and outline key priorities for activation in the villages as well as establishing a framework for the testing, development and formalisation of initiatives.

DISCUSSION

The Place & Economic Development Team has been delivering activations and “quick wins” that are supported from the data collected from priorities gleaned from the PlaceScore Surveys and Activation Plans. To date, Seaforth is the only village to have an Activation Plan completed. Newport Village workshops with businesses and community members are complete and the finalised plan being presented to Council in the next week.

To support the data collected from the PlaceScore surveys, a program of activation plans is being planned for key town and village centres that will provide a framework for partnerships and activation of public space in these locations. Areas that are scheduled for place plans and/or structure plans will not be included in the activation plan programming.

RECOMMENDATION OF MANAGER, PLACE AND ECONOMIC DEVELOPMENT

That the Economic and Smart Communities Strategic Reference Group members note the activations that have been delivered by the Place & Economic Development Team to date and the future programming of activations.

ITEM 5.2	UPDATE ON DESTINATION MANAGEMENT PLAN - DEB KEMPE - 10 MINS
REPORTING OFFICER	TEAM LEADER, ECONOMIC DEVELOPMENT AND TOURISM
TRIM FILE REF	2019/426970
ATTACHMENTS	NIL

EXECUTIVE SUMMARY

PURPOSE

To update the Economic & Smart Communities Strategic Reference Group on progress and timelines for the Northern Beaches Destination Management Plan.

SUMMARY

The Northern Beaches Destination Management Plan (DMP) is progressing. A draft DMP is due to go to Council on 24 September 2019 for public exhibition.

This follows community consultation on the Key Directions Paper which set out the themes and purpose that will shape the draft DMP. Specifically, the community were asked to comment on the Key Directions Paper including:

- Destination statement
- Draft visitor experience themes
- Draft experience offerings.

The consultation period documented was from 16 June to 8 July 2019.

Whilst there has been substantial consultation with the local tourism industry and government stakeholders in stage one and two engagement (through stakeholder interviews and an industry summit), this was the first consultation with the wider community.

The online project page received 642 unique visits, with an average time on-site of 3.1 minutes and a bounce rate of 87%. The data reveals a good attention level from project page visitors.

The Key Directions Paper was downloaded 23 times, and the interactive online document received 27 suggestions and seven questions. In total, there were 34 responses from community members and one group submission (from the Palm Beach and Whale Beach Association). The majority of responses were positive.

The key themes and community feedback that emerged from qualitative analysis included:

- Accessibility (transport and parking)
 - introduction of a tourist bus and day visitor parking passes
 - implementation of a tourist tax on visitors added to ferry, bus fares, accommodation, retail revenue, tour operators, etc.
 - extension of the B-Line
- Promotion i.e. improved marketing of tourism activities
 - additional services for mountain biking
 - small scale theatre space

- recognition and upkeep of a lookout at Beacon Hill
- more connections to Aboriginal heritage
- recommendations on how to promote the area
- Visitation management i.e. visitor numbers, balance and tourism impact
 - protection of Dee Why Lagoon
 - loss of lifestyle in Manly for residents at peak periods
 - Council's focus should be on the provision of services to residents.

The community consultation feedback has been considered in the development of the draft DMP, where there will be further opportunity for community engagement.

RECOMMENDATION OF TEAM LEADER, ECONOMIC DEVELOPMENT AND TOURISM

That the Economic & Smart Communities Strategic Reference Group note the feedback from the Key Directions paper community engagement and the Destination Management Plan.

ITEM 5.3	UPDATE ON EMPLOYMENT STUDY - DEB KEMPE - 60 MINS
REPORTING OFFICER	TEAM LEADER, ECONOMIC DEVELOPMENT AND TOURISM
TRIM FILE REF	2019/426979
ATTACHMENTS	1 ↓ Behavioural Architects Resident Worker and Businesses Insights

EXECUTIVE SUMMARY

PURPOSE

To share with the Economic and Smart Communities SRG insights from resident workers and businesses focus groups on barriers and triggers to working or running a business locally.

REPORT

BACKGROUND

As part of development of a new Economic Development Plan and Local Environmental Plan for the Northern Beaches, Council is undertaking a comprehensive Employment Study. SGS Economics & Planning were engaged in March 2019 to develop this study and are undertaking significant quantitative analysis on current job and working patterns, as well as envisaging how this will change over the next 20 years and consequent demand for office, retail and industrial space to meet future workforce and business needs.

As an input into this Employment Study, Council has engaged consultants Behavioural Architects, to provide more qualitative insights into what motivates where people work or locate a business. The objective of this part of the Employment Study was to understand how to change behaviour and perceptions across the following elements:

- Reduce the number of residents who commute out of the local area on a daily basis (to either work at home, work from shared spaces within the Northern Beaches or work at offices based in the Northern Beaches)
- Understand why businesses choose to be based within the Northern Beaches
- Improve the profile more generally of businesses based in and working in the Northern Beaches.

In doing so, the focus groups uncovered many common barriers to working locally, as well as the triggers/interventions to improve the appeal of the Northern Beaches as a place to work or run a business.

These insights were gathered through three 90-minute group discussions exploring perceptions and the behaviour of residents and business owners:

- 6-8 Business owners (a mixture based in Northern Beaches and central Sydney)
- 6-8 Residents living on the Northern Beaches who commute out on a daily basis for work
- 6-8 Residents who live and work on the Northern Beaches.

Resident workers and business owners were recruited through an independent database.

Through the focus groups, five recurring themes/insights were raised by resident workers and businesses.

- **Awareness:** There is a lack of awareness of the Northern Beaches as a credible business place, with perceptions anchored to the beaches as a place to relax.
- **Perceptions:** Subsequently employees and businesses based on the Northern Beaches are perceived to be less serious.
- **Anchored to benefits:** Residents working outside of the Northern Beaches post rationalise their decisions and see significant benefits to working outside the Northern Beaches which they do not want to give up.
- **Framing of commute:** The commute is framed as an opportunity for more “me-time” for all, however the possibilities within that time extend beyond admin and listening to podcasts for those who work within Northern Beaches.
- **Habits:** Habits are embedded for residents and businesses alike who are simply acting automatically when it comes to work. Life stage, such as having children, can act as an opportunity to change behaviour, however outside of this there is little reason to change behaviour.

A lot of the insights provided by participants were based on perceptions about what it would be like to work locally, compared to working in the City, Chatswood or Macquarie Park. Some of these perceptions were captured by participants’ drawings of a typical worker or business owner in each of these locations. These images provide valuable insights about stereotypes and community attitudes towards working or running a business locally.

There were a range of perceived barriers identified to working locally, including availability of jobs, lower wages and lack of career progression. For business owners, some of the perceived barriers to running a business on the Northern Beaches related to lack of available spaces, increasing rent costs and scope for business expansion/progression. Issues such as access to qualified staff and clients/suppliers, high rents, parking availability and perceptions of “not- serious” or “less professional”, were also raised by business owners.

Based on the insights from the focus group, and a following debrief with Council staff, a series of interventions or strategies were identified to influence the behaviour of workers and business owners. These are grouped under three strategic pillars:

1. **Encourage commuters to work locally (at least once a month)**

- Remind people of the various places they can work from when working on the Northern Beaches
 - Promote co-worker spaces, libraries, cafes etc
- Reframe the commute time as an opportunity to do something else if working from home once a month or more
 - B-line campaign for surf/yoga class with extra morning time
 - Promote mental health and better live/work balance.

2. **Encourage businesses to stay and grow on the Northern Beaches**

- Give salience to the benefits of continuing to grow a business in the Northern Beaches
 - Communicate ongoing commitment to economic development
 - Promote that there is a mix of business sizes and stages locally
- Create a sense of community for businesses based on the Northern Beaches
 - Industry networks and trade fairs
 - Council business support for small businesses – newsletter

- Mentoring and peer support.

3. Encourage businesses to move to the Northern Beaches

- Reframe Northern Beaches as a credible place to do business
 - Create a campaign around businesses based on the Northern Beaches, highlighting scale of innovation and new lead businesses
 - Challenge the social norms of CEOs and CFOs about basing a business here and shift away from the traditional norm of having to be based in the CBD
 - Leverage Northern Beaches' relaxed vibe as driver for creativity and innovation
 - Communicate the level of investment in infrastructure locally (roads, hospital etc.)
 - Highlight significant and growing number of professional businesses on the Northern Beaches (i.e. second highest number of registered businesses in NSW, after City of Sydney)
- Give salience to the Northern Beaches as a credible place to work and do business
 - Compare cost of office space on the Northern Beaches with other commercial centres
 - Address parking availability barriers through investigating parking rates for businesses/employees and opportunities to increase parking provision in key business areas
 - Consider Council incentives to local workers (reduced Council rates/gym membership)

At the Economic and Smart Communities SRG meeting on 28 August, Behavioural Architects will run through the findings of the focus groups. We will be seeking feedback from SRG members on the barriers to working/running a business on the Northern Beaches, as well as the interventions and strategies identified to address these barriers.

Attached is a copy of the debrief report from the three focus groups prepared by Behavioural Architects, for consideration.

RECOMMENDATION OF TEAM LEADER, ECONOMIC DEVELOPMENT AND TOURISM

That the Economic & Smart Communities Strategic Reference Group:

- A. Notes the attached debrief paper from the resident worker and business focus groups.
 - B. Participates in a workshop with Behavioural Architects, to provide feedback on insights and interventions to increase opportunities to work locally.
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Agenda

1. Background
2. Behavioural Objectives
3. Key Findings
4. Barriers and Triggers
5. Strategic Foundations and interventions
(workshop)

Background

01

Background and objectives

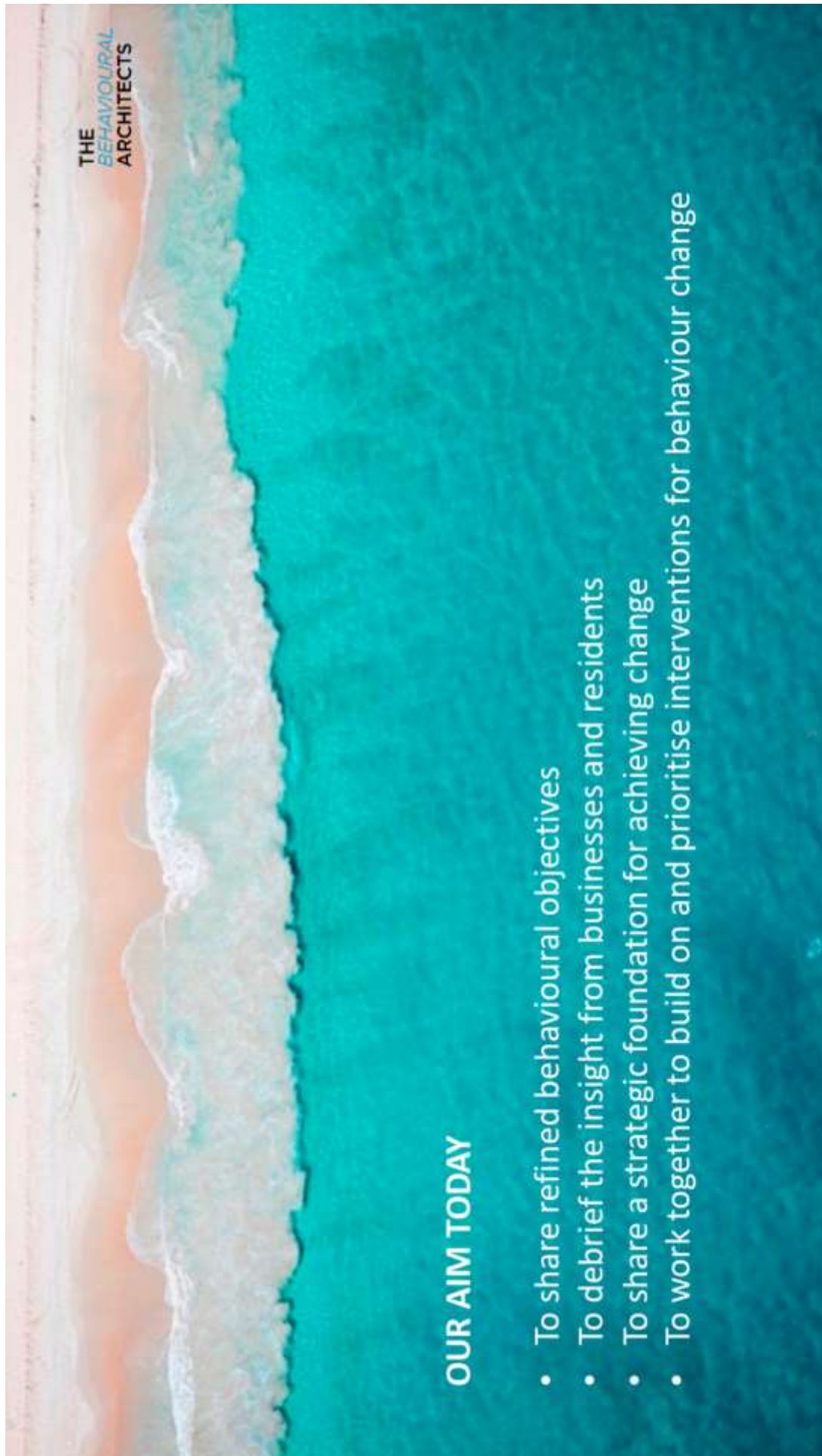
Northern Beaches Council want to explore the appetite for working in the Northern Beaches and how they can replicate some of the elements the city may have which may be acting as barriers.

What was in scope?

- Understanding what the appetite is for Northern Beaches **residents** to work in the Northern Beaches. (even if it's just 1 or 2 days a week)
- Understanding what the appetite is for **businesses** to base themselves in the Northern Beaches? What is their decision making process?
- **Defining the barriers** and **generating ideas** to overcome them

What was out of scope?

- Site specific – e.g French's Forest under utilised business park
- Long term Future (Impacts 3 years +)



THE
BEHAVIOURAL
ARCHITECTS

OUR AIM TODAY

- To share refined behavioural objectives
- To debrief the insight from businesses and residents
- To share a strategic foundation for achieving change
- To work together to build on and prioritise interventions for behaviour change

A phased approach to economic development

TODAY'S FOCUS

Phase 1: Hypotheses Development	Phase 2: Primary Research	Phase 3: Strategic foundations debrief and workshop
<ul style="list-style-type: none"> Review of: <ul style="list-style-type: none"> Northern Beaches Community Strategic Plan SGS Northern Beaches Employment Study Warringah Council business survey Hypotheses Workshop Define Phase 2 recruitment 	<ul style="list-style-type: none"> x 3 Focus groups <ul style="list-style-type: none"> Business owners. A mix of those based in and those based outside Northern Beaches Residents commuting out of Northern Beaches to work Residents working within Northern Beaches. 	<ul style="list-style-type: none"> Debrief of findings from Phase 2 Provide Northern Beaches Council with ideas for achieving the behavioural objectives NB to prioritise ideas in the context of structural plans and investment already planned.

Executive Summary

Insight

There are five key insights based on conversations with residents and businesses:

- **Awareness:** There is a lack of awareness of Northern Beaches as a credible business place, with perceptions anchored to the beaches as a place to relax.
- **Perceptions:** Subsequently employees and businesses based in Northern Beaches are perceived to be less serious.
- **Anchored to benefits:** Residents working outside of Northern Beaches post rationalise their decisions and see significant benefits to working outside the Northern Beaches which they don't want to give up.
- **Framing of commute:** The commute is framed as an opportunity for more me-time for all, however the possibilities within that time extend beyond admin and listening to podcasts for those who work within Northern Beaches.
- **Habits:** Habits are embedded for residents and businesses alike who are simply acting automatically when it comes to work. Life stage, such as having children, can act as an opportunity to change behavior however outside of this there is little reason to change behavior.

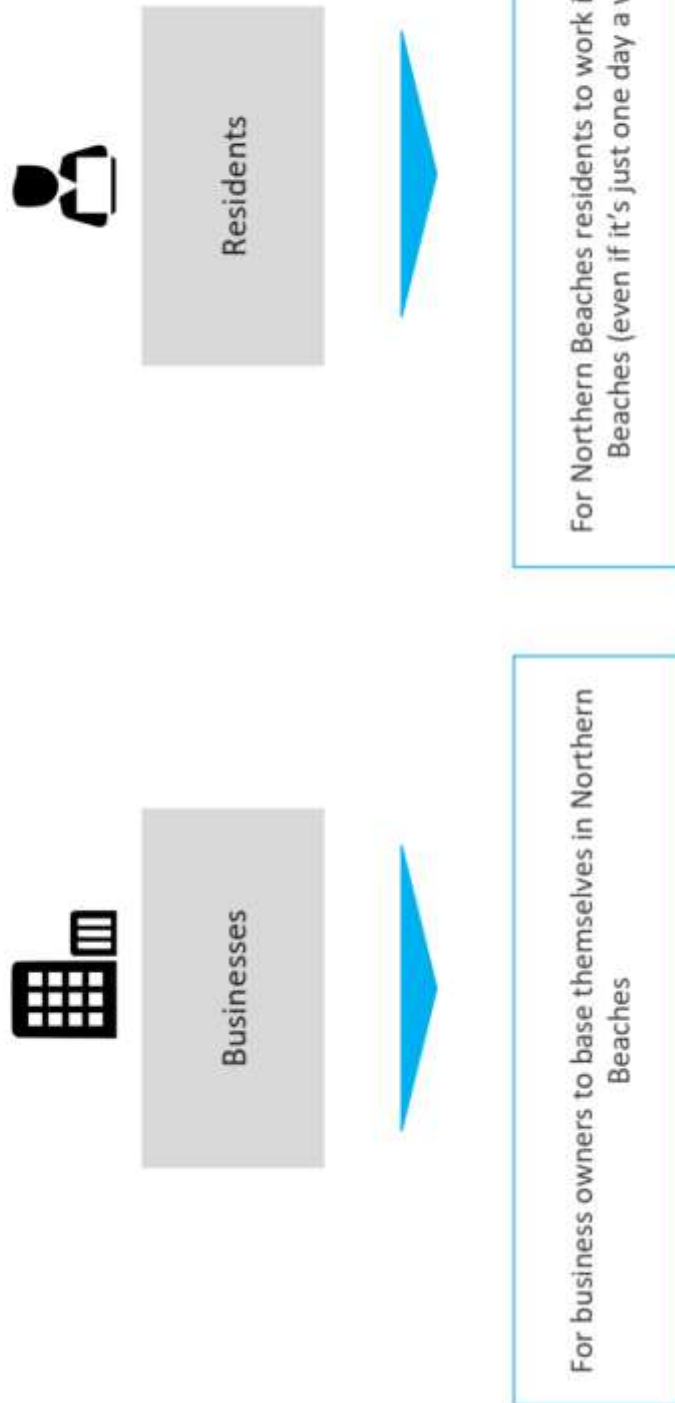
Recommendations – 3 strategic pillars

1. Encourage residents to work from home once a month by anchoring people to the benefits of working from home beyond current practical reasons.
2. Target current businesses and create a sense of community and network to enable business growth within Northern Beaches – framing as a customer retention strategy.
3. Raise awareness of the businesses and workforce based in Northern Beaches to change perceptions and attitudes. Targeting CFO's and CEO's with responsibility for planning office locations is key to changing behavior.

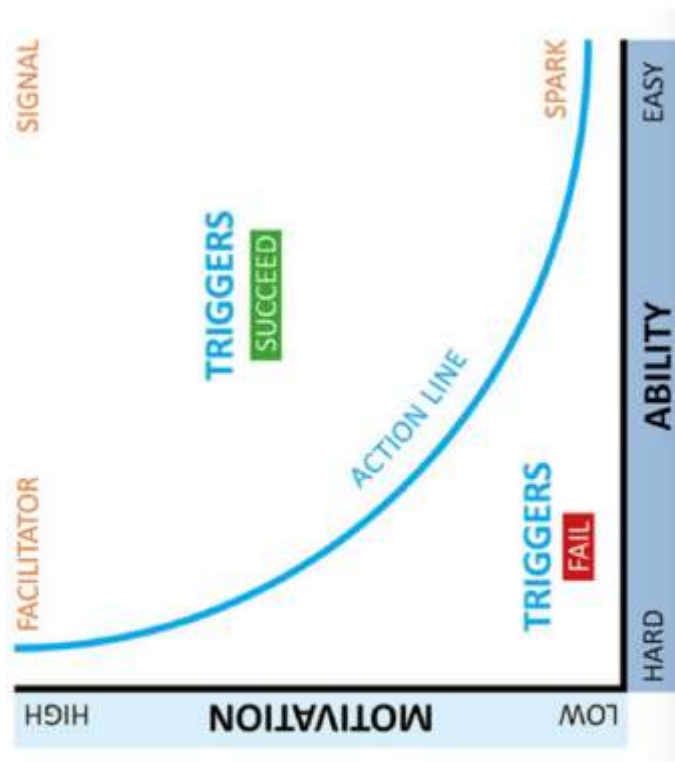
Behavioural Objectives

02

In phase one of the project we defined two key Behavioural Objectives for Economic Development



BJ Fogg's behavior model highlights that ease and motivation are paramount to change.



Whilst motivation to work closer to home is generally high, there are significant barriers in available jobs and wages.

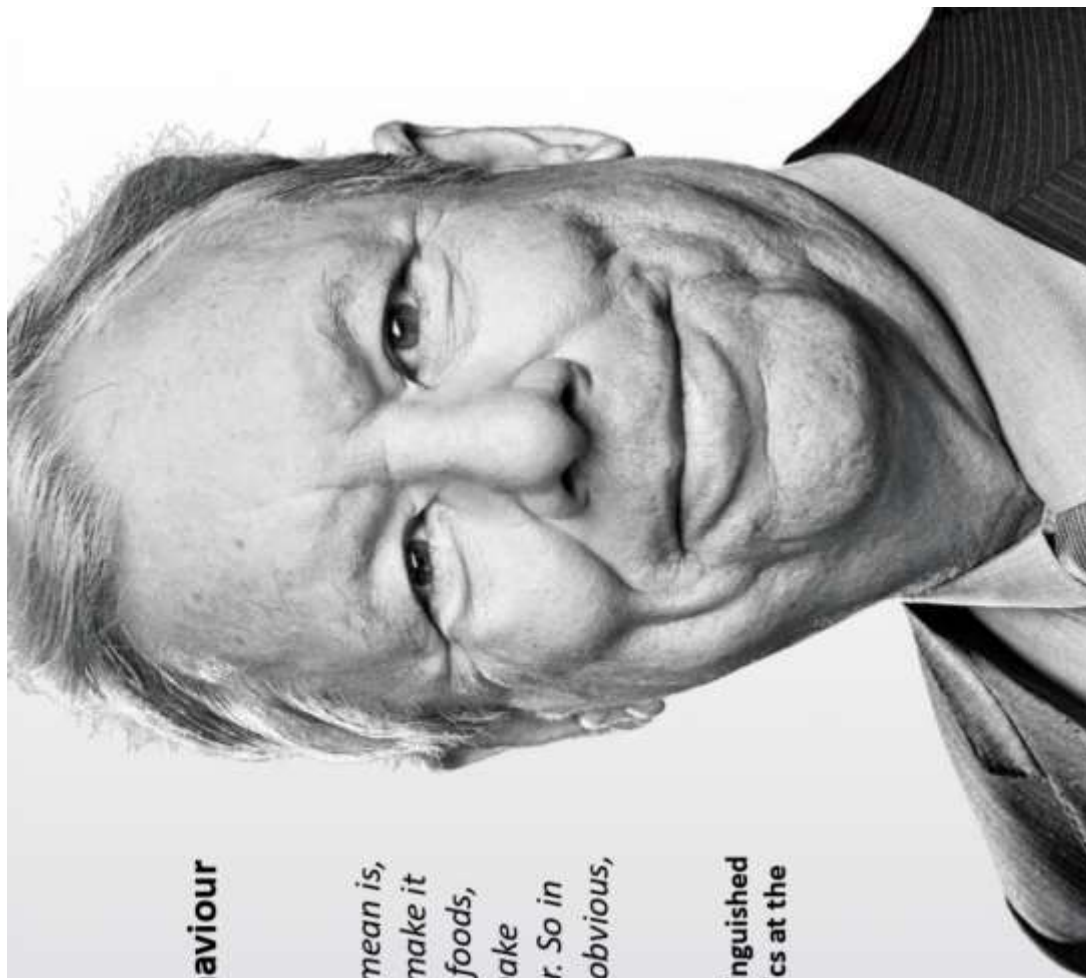
By focusing on behavioural triggers and creating footholds, we can ensure we shift behavior and not just attitudes.

Source: Fogg, B.J. 'A Behavior Model for Persuasive Design', Stanford Behavior Design Lab, Stanford University, www.bjfogg.com

The importance of making the desired behaviour easy to do

"Make it easy. When I say make it easy, what I mean is, if you want to get somebody to do something, make it easy. If you want to get people to eat healthier foods, then put healthier foods in the cafeteria, and make them easier to find, and make them taste better. So in every meeting I say, "Make it easy". It's kind of obvious, but it's also easy to miss."

Richard Thaler, recipient of the Nobel Prize 2017, Distinguished Service Professor of Behavioural Science and Economics at the University of Chicago Booth School of Business.



The Behavioural Objectives for Economic Development can therefore be further refined based on how easy they are to do and subsequently achieve.



Key Findings

03

There are five key findings

1. Residents and businesses are simply not aware of the businesses, workforce and professional environment on Northern Beaches, anchoring largely to the perceptions of relaxation and downtime.
2. There are specific perceptions associated with working on Northern Beaches which mean businesses are not considered as serious as those outside.
3. Residents and businesses are endowed to their current lives and adjust their attitudes to fit their choices. For those working outside, they don't want to give up their current wages and benefits.
4. The commute is framed positively but very differently for those who work within and those who work outside the Northern Beaches.
5. Currently, there are few reasons to break existing habits outside of life stage. Changing behaviour requires breaking existing habits beyond life stage.

Residents and businesses are simply not aware of the businesses, workforce and professional environment on Northern Beaches, anchoring largely to relaxation and downtime.

Saliency

Saliency is the state or condition of being prominent. The saliency of an item is what makes it stand out relative to its neighbours.

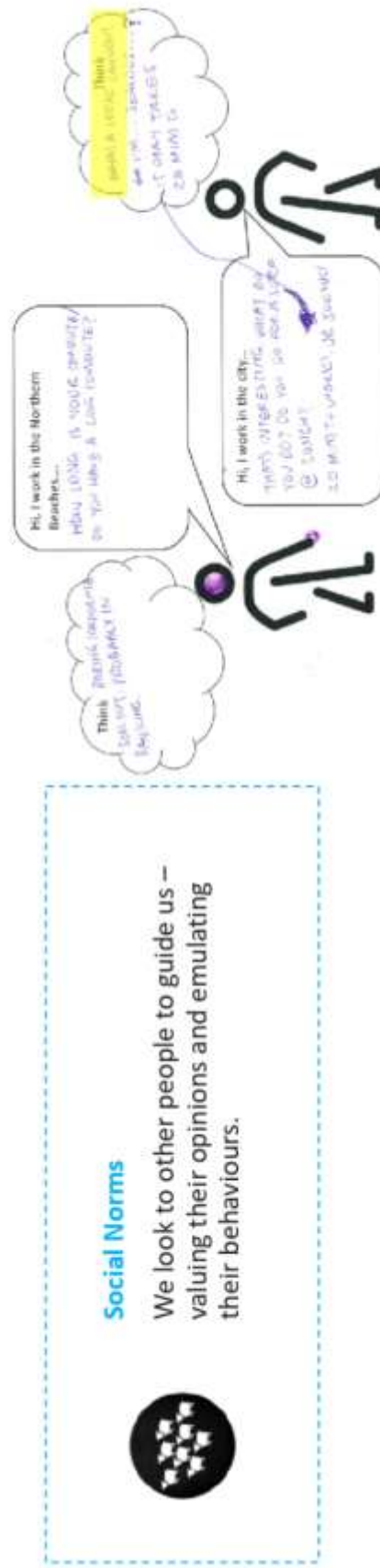
WYSIATI

What you see is all there is. We normally make our judgements and impressions according to the information we have available



There is a need to give saliency to the workforce and businesses already based in Northern Beaches

There are specific perceptions associated with working on Northern Beaches which mean many businesses are not considered as serious as those outside.



There is a need to change perceptions of working life and businesses based in Northern Beaches

Residents and businesses are endowed to their current lives and adjust their attitudes to fit their choices.

Endowment Effect/Loss Aversion

Ownership creates satisfaction: people place a higher value on an item they own than they do an identical item they do not own.



Loss Aversion

We overvalue and hate losing what we already have. Typically a loss hurts twice as much as a gain feels good. This bias explains the power of a free trial. People may also take huge, sometimes irrational risks in order to keep something.



'I can surf at lunch'

Resident, working in Northern Beaches

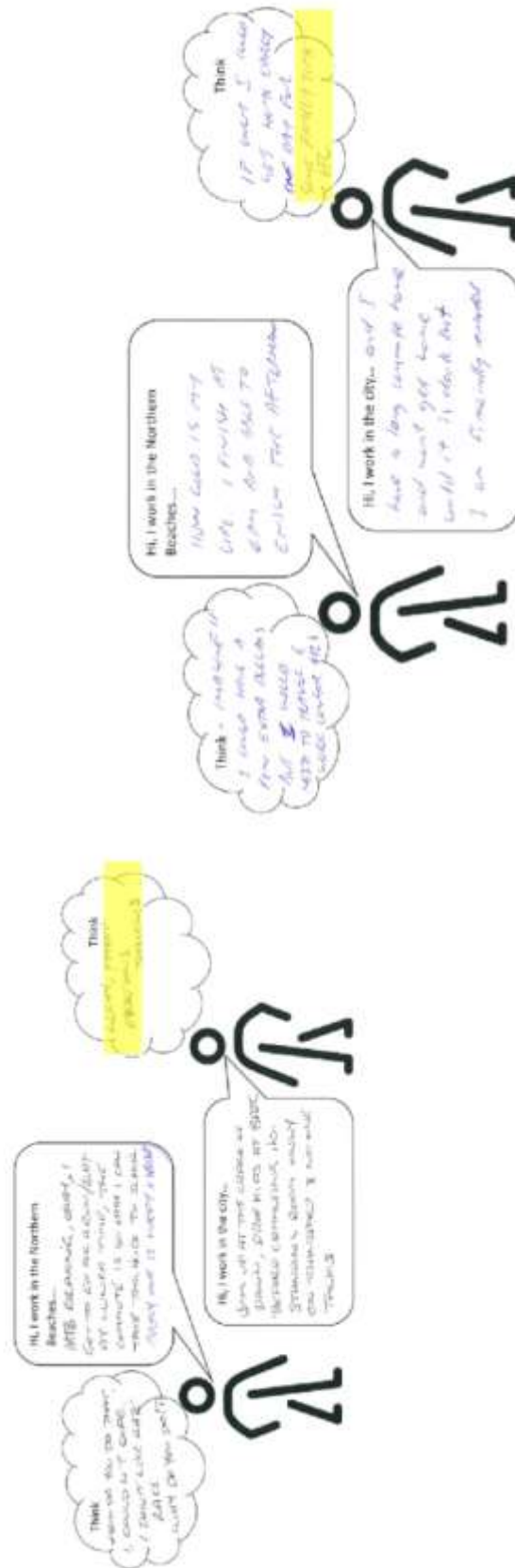
'The money I make means I can afford a nice holiday.'

Resident, working in CBD



There is a need to give salience and anchor people to the benefits of staying on the northern beaches

However residents also recognise they are losing valuable time when they commute out and see benefits in being closer to home



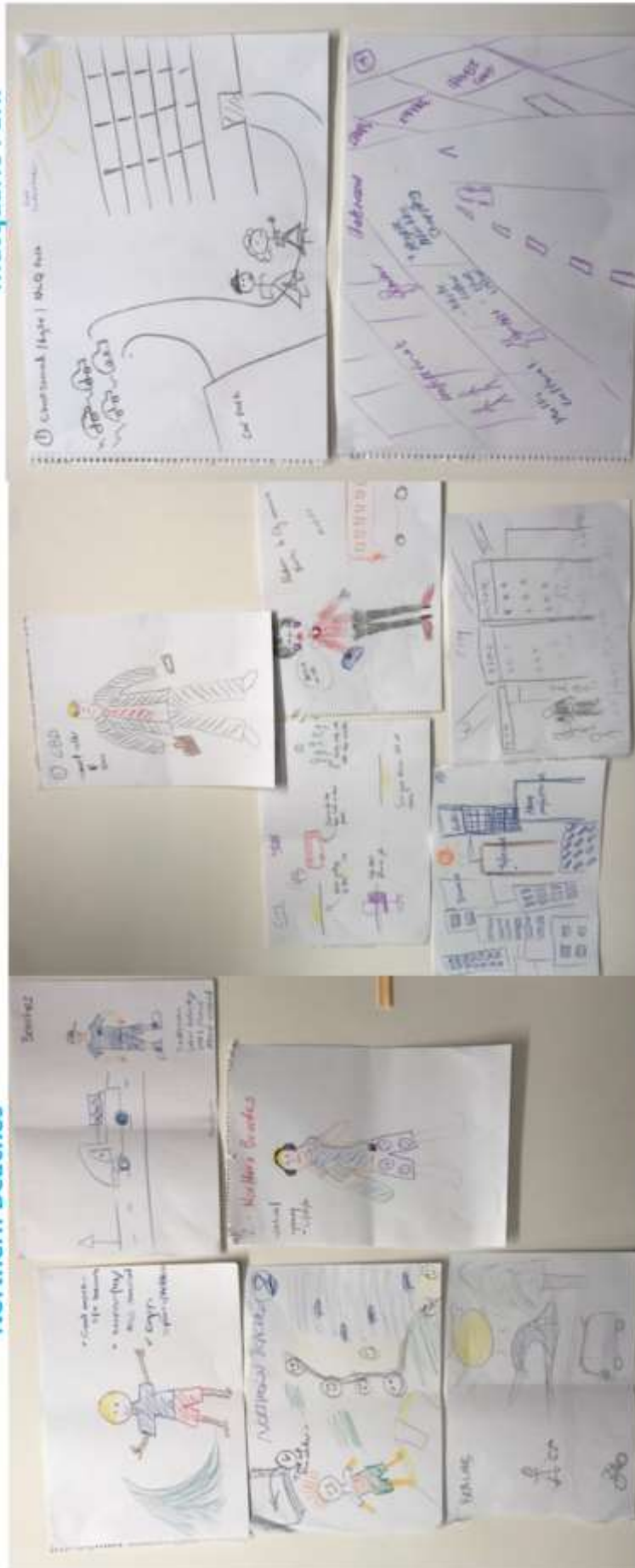
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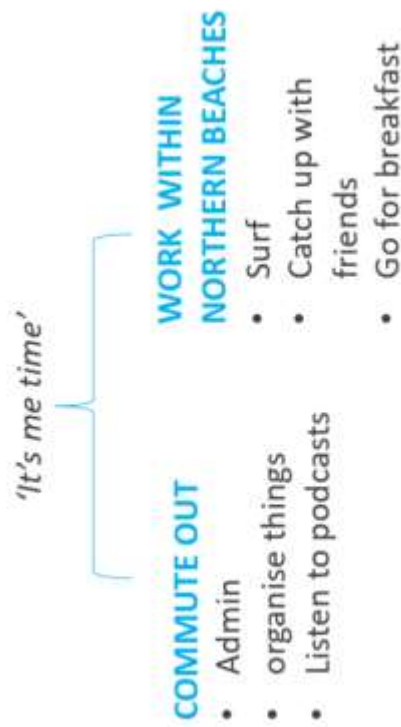
Working from Northern Beaches

Working from CBD

Working from Chatswood/ Macquarie Park



The commute is framed positively but very differently for those who work within and those who work outside the Northern Beaches.



There is a need to frame the commute time as an opportunity for personal activities beyond admin

There is currently little reason to change behavior outside of life stage

Habits



Much of our behaviour is habitual and automatic. Habits are routines and behaviours or learned sequences of acts that have become automatic, unconscious responses to specific cues or triggers.

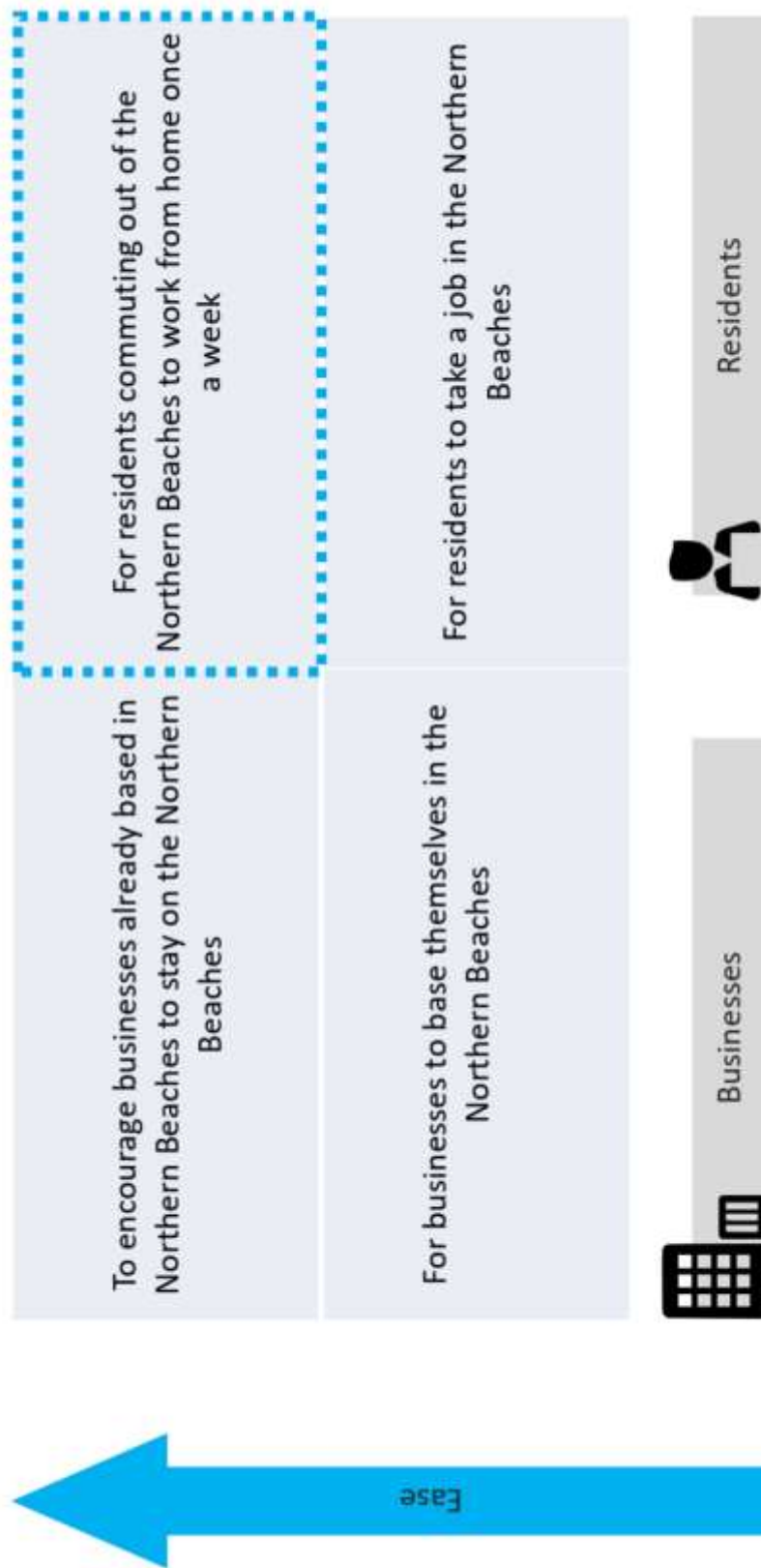
'When I had kids, it made sense to work closer to home'
Resident, works in Northern Beaches

There is a need to break existing and embed new habits around working from the Northern Beaches

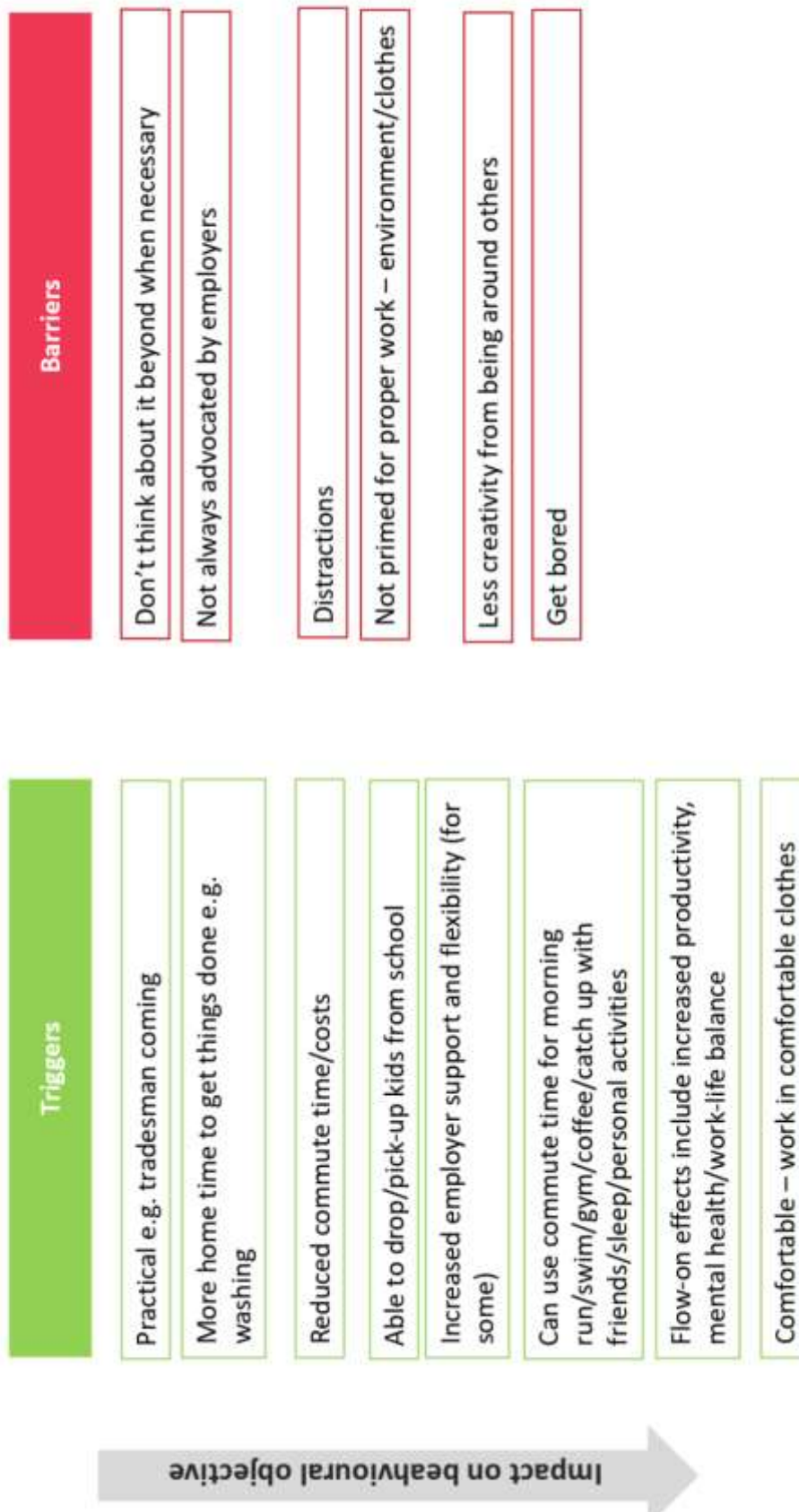
Barriers and Triggers to the Behavioural Objectives

04

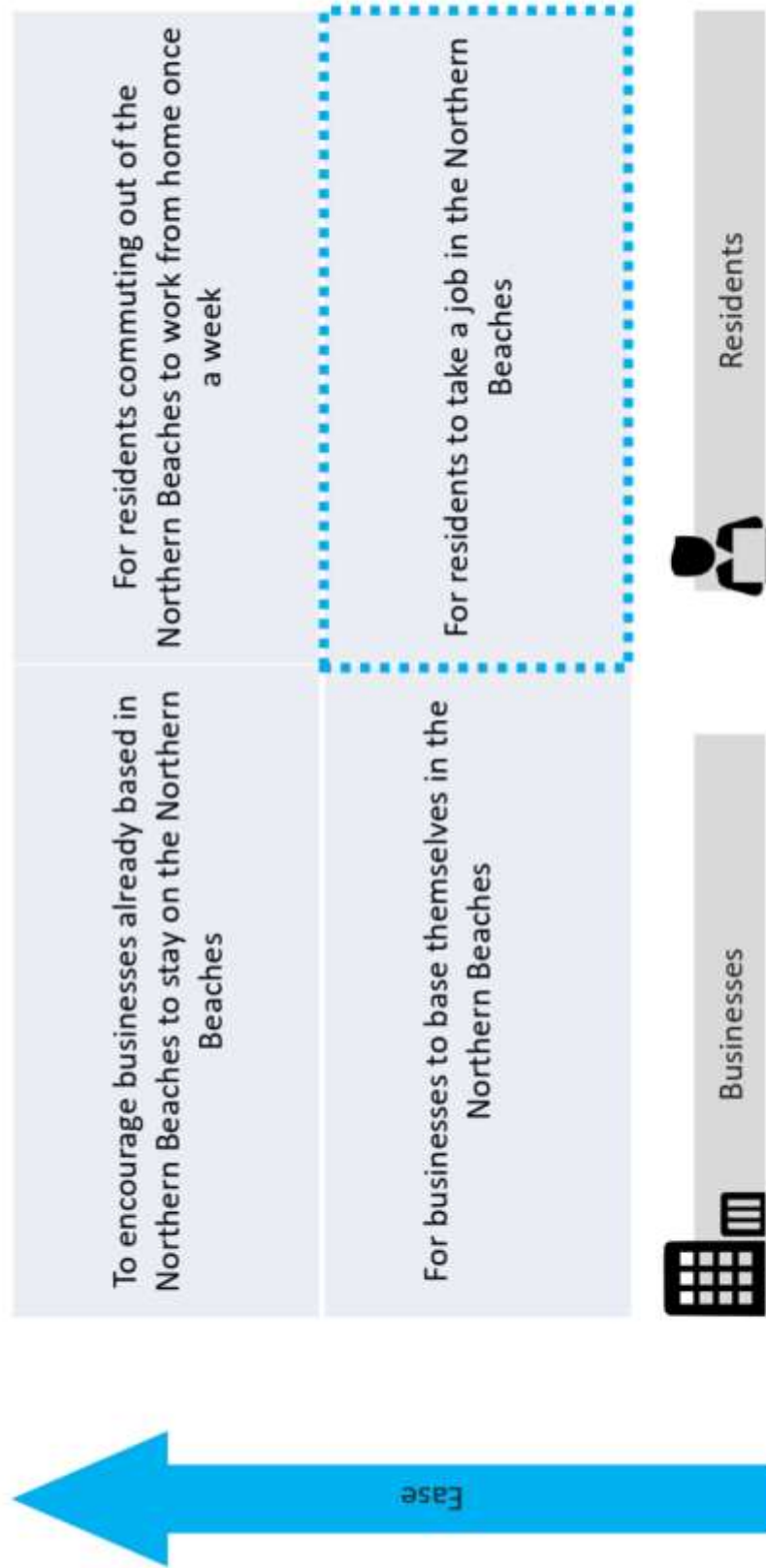
For residents commuting out of the Northern Beaches to work from home once a week



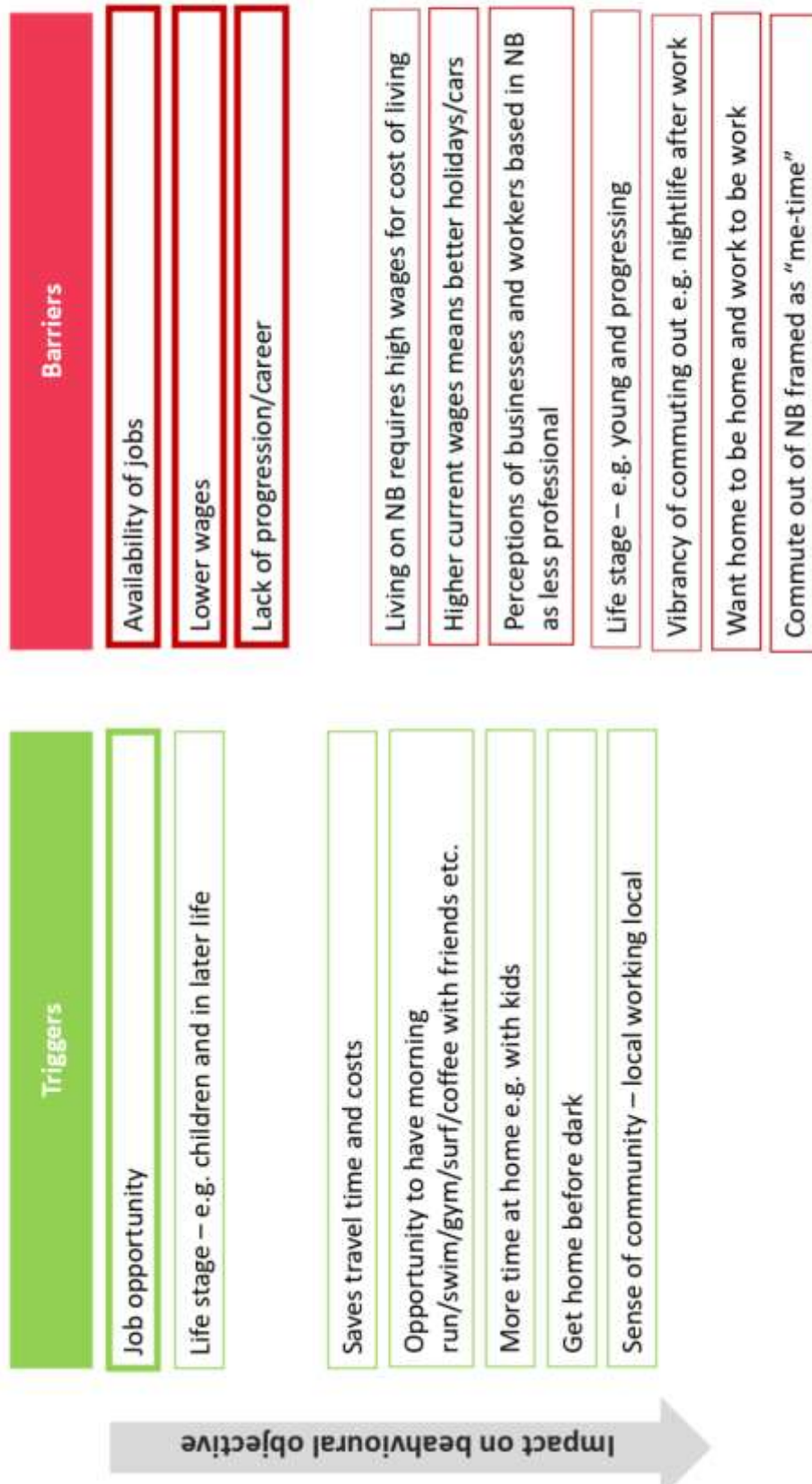
Residents currently work from home for largely practical reasons, giving little thought to greater benefits



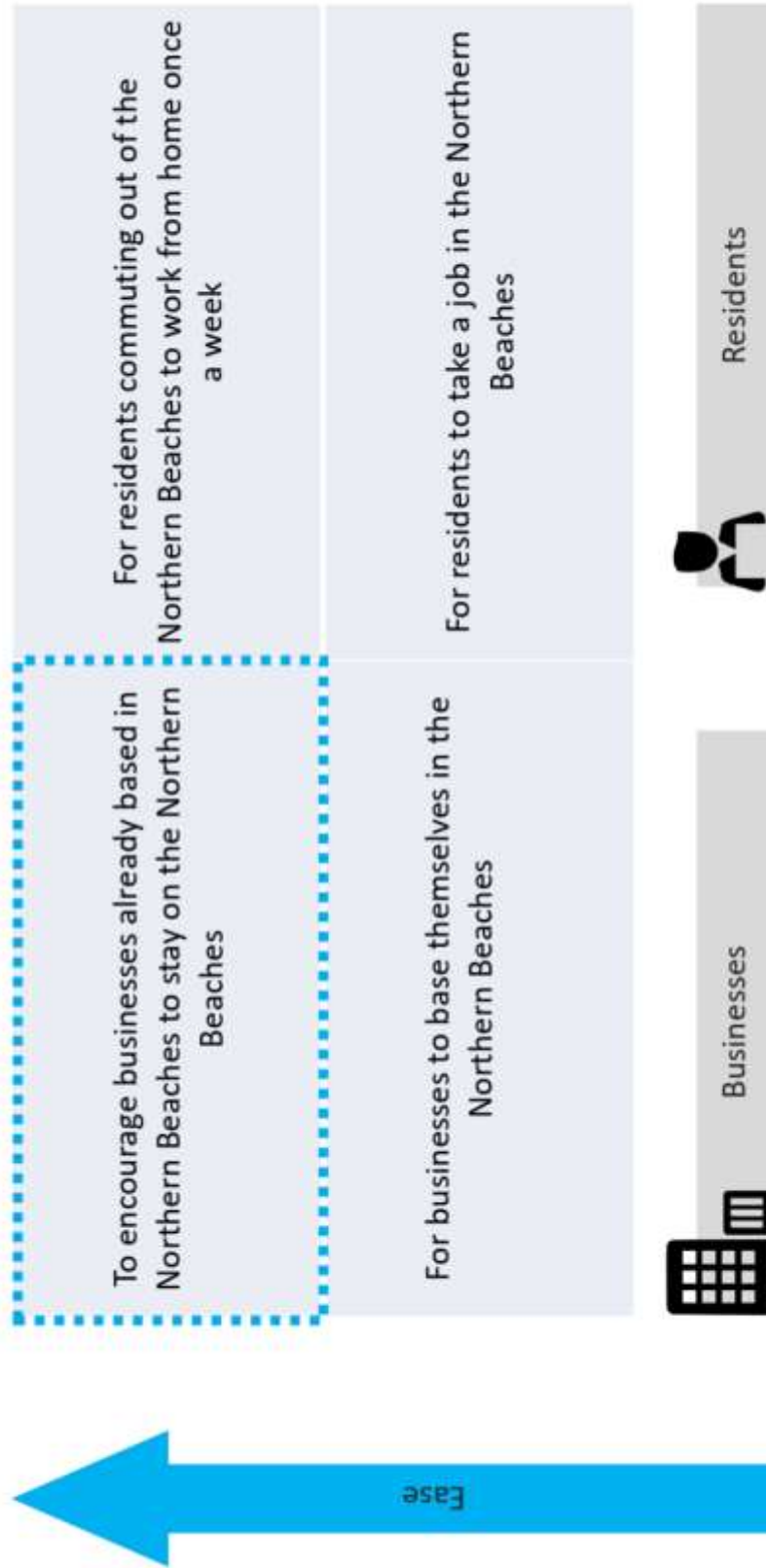
For residents to take a job in the Northern Beaches



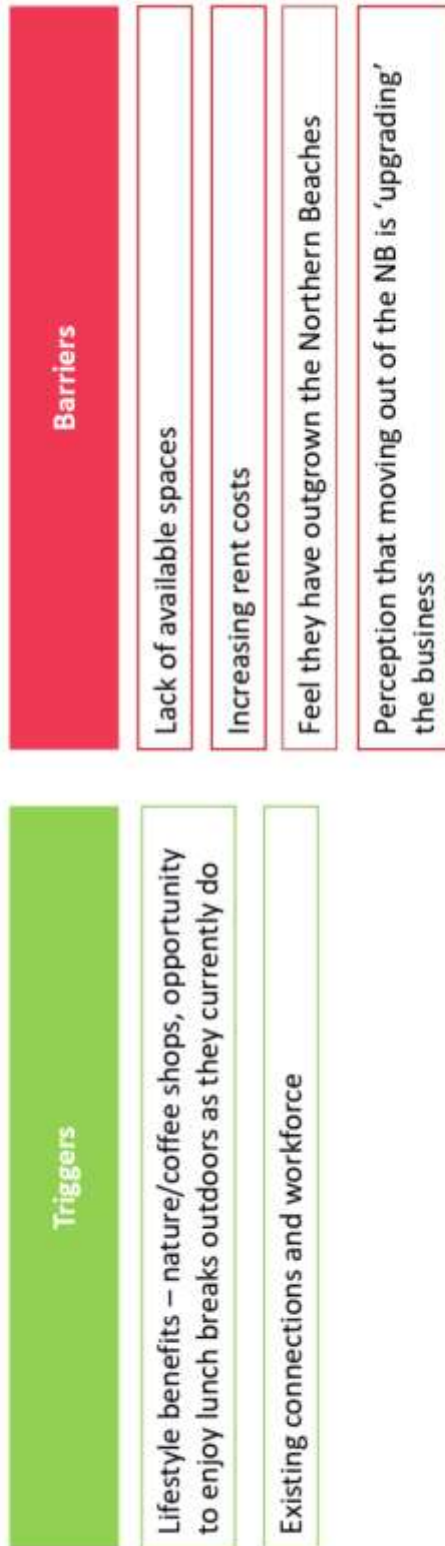
For residents to take a job in the Northern Beaches the greatest trigger and barrier is availability of jobs which is driven by businesses being based in Northern Beaches



For businesses already based in Northern Beaches to stay on the Northern Beaches

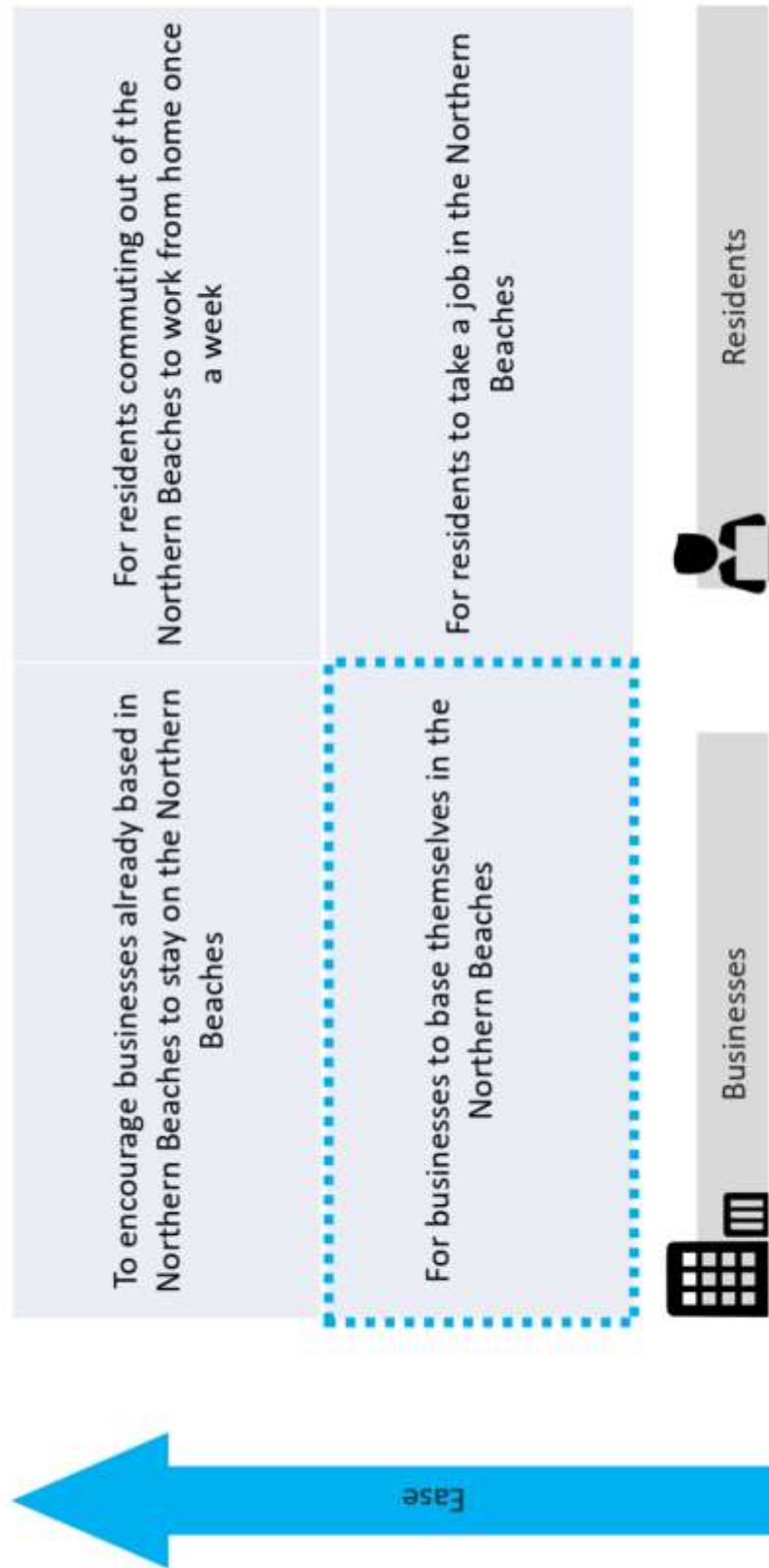


To retain businesses currently based in Northern Beaches to stay, they need to feel there is room to grow as a business within Northern Beaches

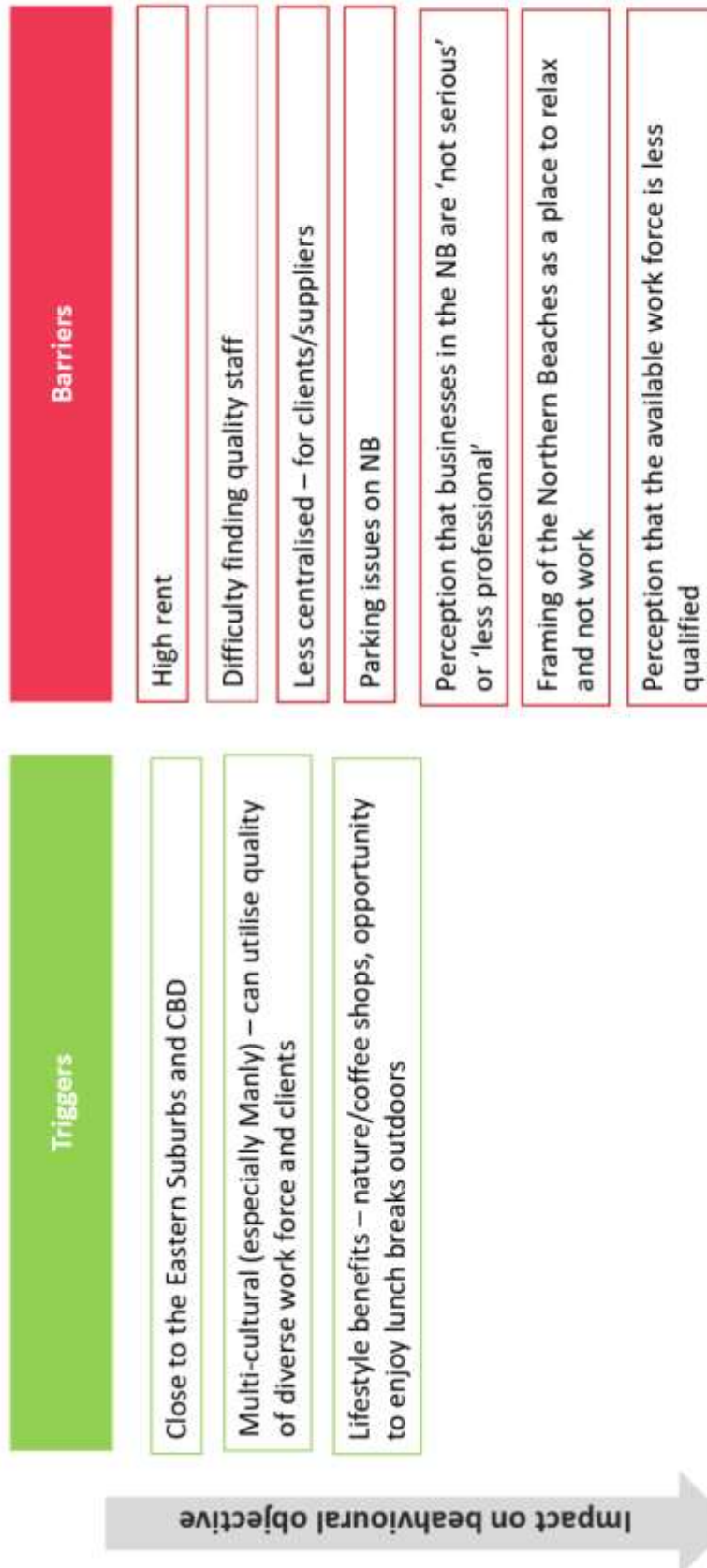


Impact on behavioural objective

For businesses to base themselves in the Northern Beaches



For businesses to base themselves in Northern Beaches there is a greater issue around the ability to do business in Northern Beaches



Strategic Foundations and interventions (workshop)

05

The following nudges and interventions have been developed based on an understanding of resident and business behaviour through the **research** and applied **behavioural science**.

We recommend carrying out a **cost/impact analysis** to model the return on investment and prioritise nudges

The strategic opportunities can be summarised and prioritised into 3 strategic pillars and work streams based on immediate to longer term impact.

Economic Development – Strategic Opportunities



1. Increase working from home

- Campaign to increase working from Northern Beaches at least one day a month
- Provide more spaces to enable this



2. Create a sense of community for local businesses

- Targeted communication and collaboration with current businesses to retain businesses



3. Change social norms around working on Northern Beaches

- Communicate number of businesses based in LGA, future plans and opportunities for working life

Nb. Modelling is recommended to explore greatest return on investment .

The foundation for Economic Development can be focussed on three key areas



This subsequently impacts Northern Beaches residents to take jobs on Northern Beaches, with availability of jobs the greatest barrier.

Residents working from home once a week



There are three key areas in which interventions can be used to increase working from home



Give salience to working from home

- Remind people of the option to work from home
- Remind people of the various places they can work from within Northern Beaches



Reframe the commute time as an opportunity to do something else

- Reinforce the benefits of reducing the commute time



Get people to stick to it

- Encourage a one day a month commitment to embed an ongoing habit

Nudge: Remind people of the various places they can work from when working from Northern Beaches

BARRIER: There are distractions at home and it's boring not being around others.

NUDGE: Increase salience of co-working spaces, cafes, libraries etc.

For example:

- Clearer signage – 'free wifi' at local cafes with working space
- 'Book a meeting room' at local libraries

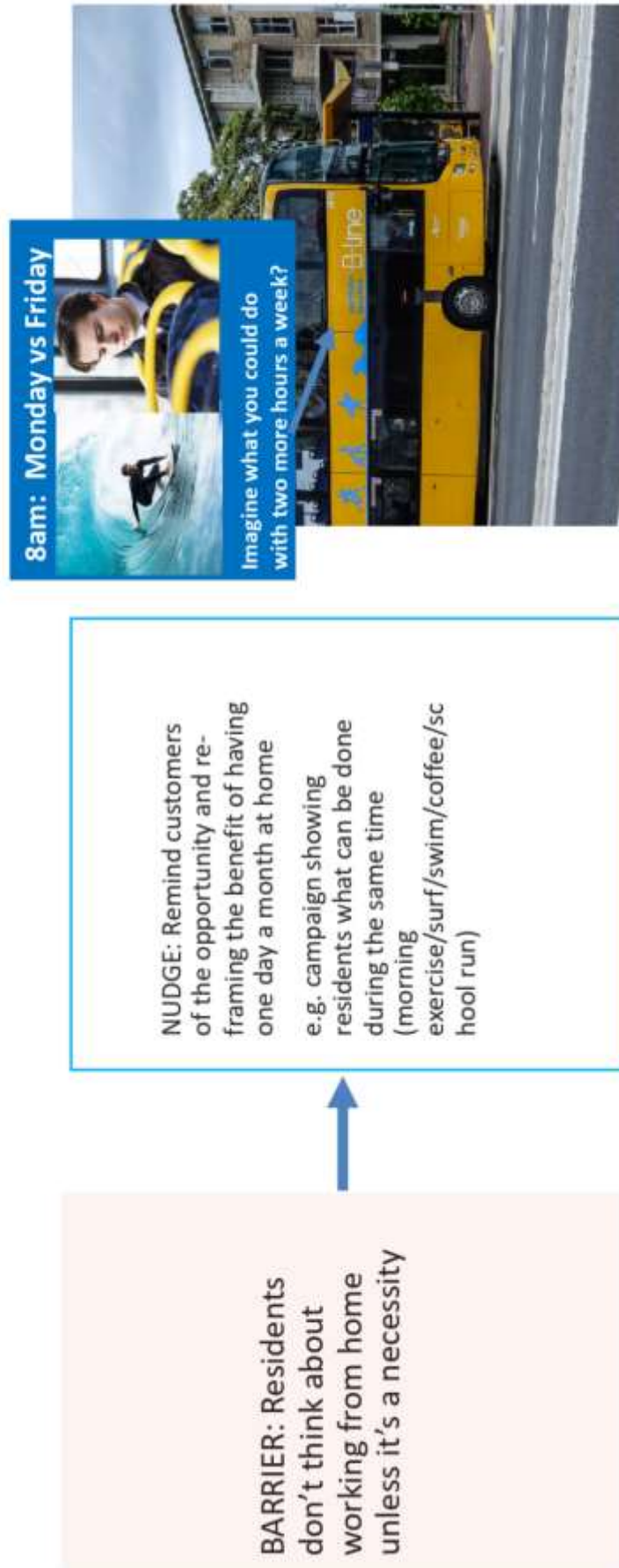


Nudge: Remind people of the various places they can work from when working from Northern Beaches

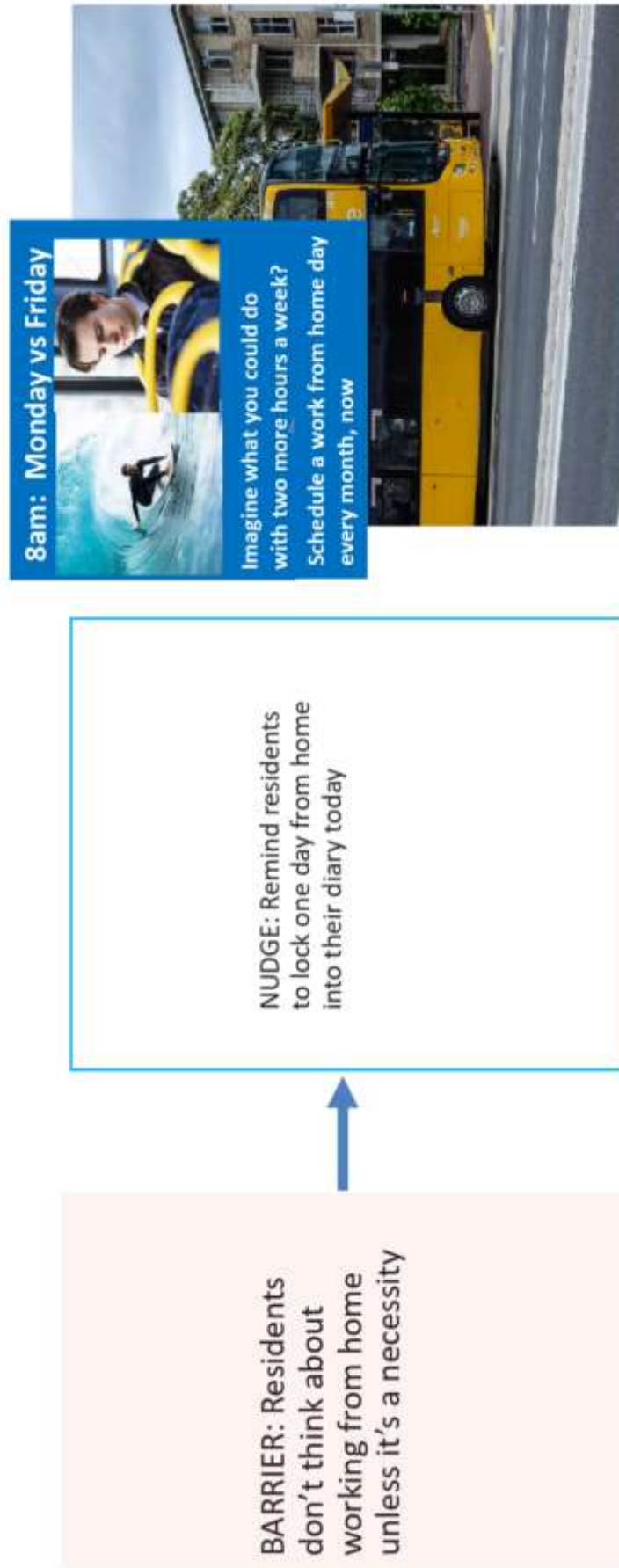
BARRIER: There are distractions at home and it's boring not being around others.

NUDGE: Give salience to co working spaces based in Northern Beaches.
Consider new spaces for working from Northern Beaches

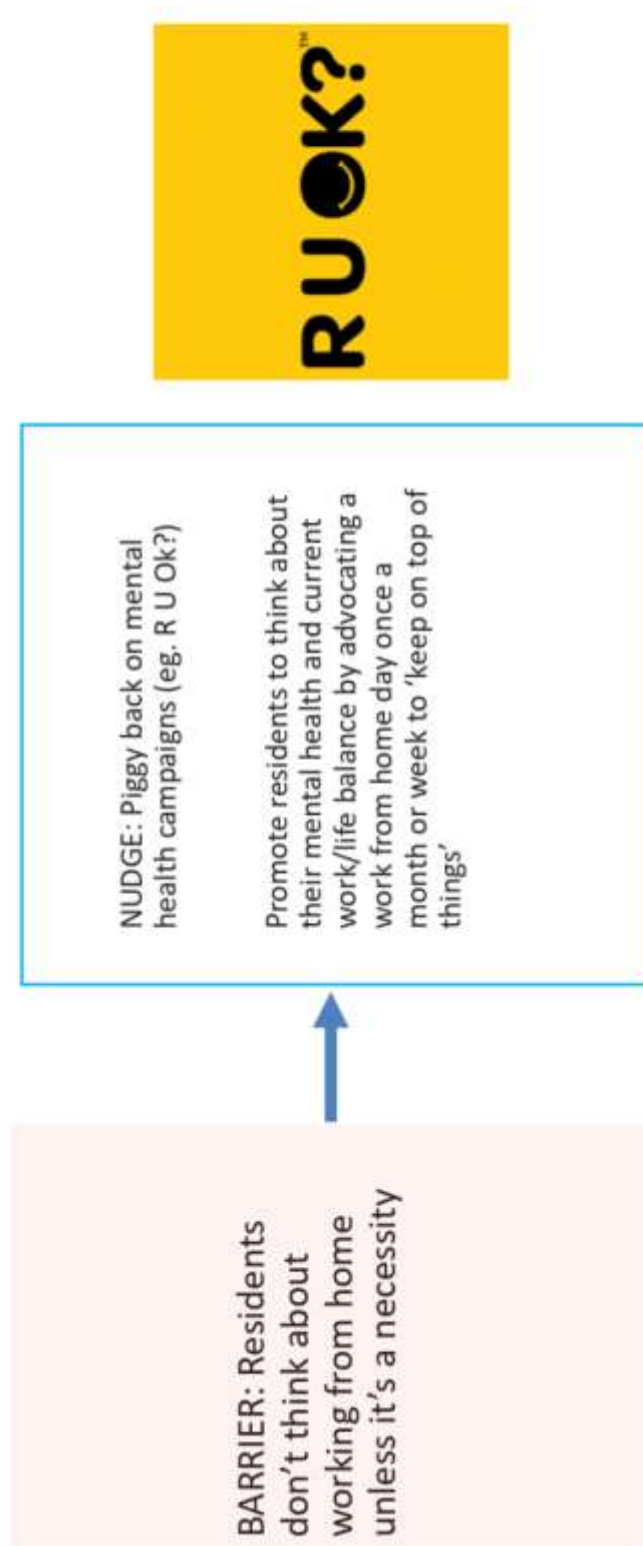
Nudge: Reframe the commute time as an opportunity to do something else



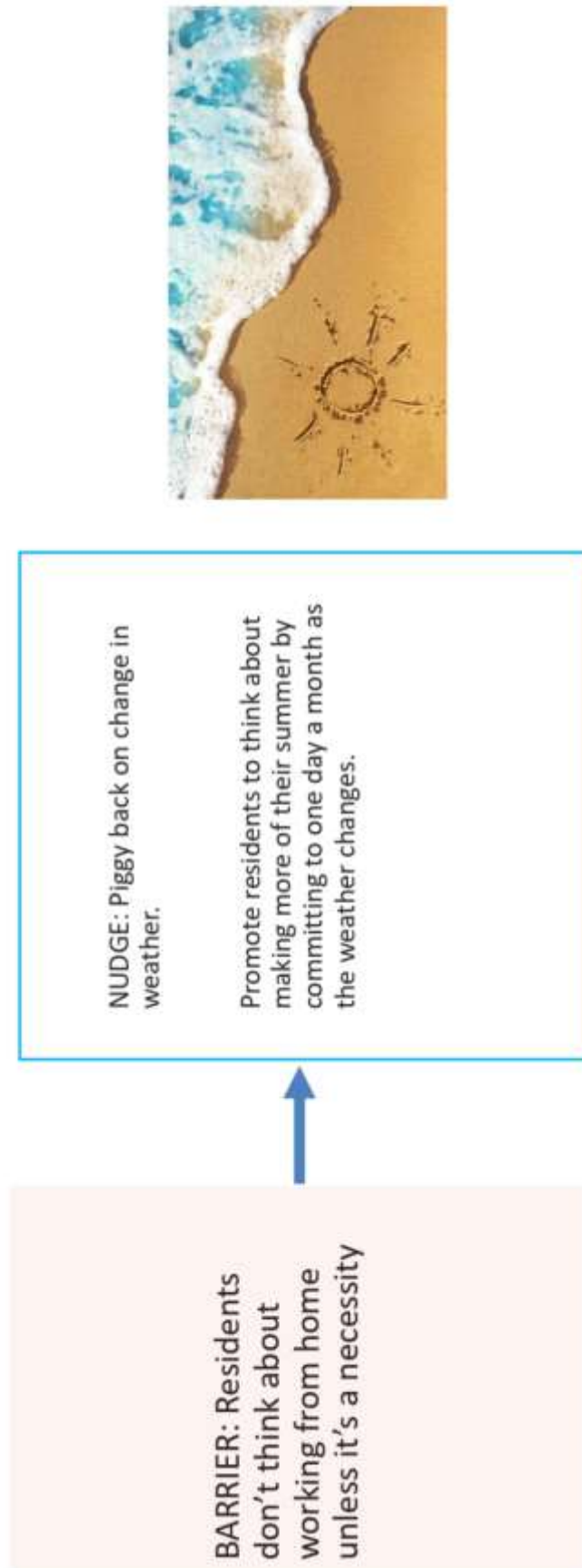
Nudge: Get people to stick to it



Nudge: Get people to stick to it



Nudge: Get people to stick to it





Additional builds and thoughts

- Using TV screens on Ferry
- Radio for car drivers
- Big out of home spaces i.e. above bridges
- Rubber desk and access to spaces that are not being used in the day i.e cafe's
- RMS investment from eased congestion
- How does this feed into wider transport strategy and objectives

For current businesses to stay in the Northern Beaches



This subsequently impacts Northern Beaches residents to take jobs on Northern Beaches, with availability of jobs the greatest barrier.

There are two key areas in which interventions can be used to ensure businesses stay on the Northern Beaches instead of 'outgrowing' the beaches



**Give salience to the benefits
continuing to grow a business
in Northern Beaches**

- Give salience to investment and future plans



**Create a sense of community
of businesses based in
Northern Beaches**

- Create networking opportunities
- Remind businesses of the other businesses also based in Northern Beaches

Nudge: Give salience to the benefits

BARRIER: Perception that once a business gets to a certain size it has outgrown Northern Beaches

NUDGE: Communicate with local businesses about the ongoing commitment to economic development and the businesses already based there and the scale of larger businesses as well as small.

Nudge: Create a sense of community for businesses based in Northern Beaches

BARRIER: Perception that once a business gets to a certain size it has outgrown Northern Beaches

NUDGE: Encourage local businesses to work together

- Hold Trade Fairs and Networking events for specific industries
 - E.g. Creative, finance, IT

Nudge: Create a sense of community for businesses based in Northern Beaches



NUDGE: Target small businesses to create an ongoing dialogue about how the council can support them in growing their business within the Northern Beaches.

Nudge: Create a sense of community for businesses based in Northern Beaches



Set targets for businesses to meet by the end of each financial year (e.g., increase profits by xx %), and provide incentives for those that do (e.g., bonus for office equipment the following year etc.)



Additional builds and thoughts

- Mentoring opportunities
- Ensure this feed into wider objective of economic development not just mentoring for the sake of it
- How can AICD and Chambers of commerce be leveraged to support?
- Potential for specific professions e.g. accountants to support in identifying and acting as a source of authority
- Newsletter contacting all ABN's

For businesses to base themselves in Northern Beaches



This subsequently impacts Northern Beaches residents to take jobs on Northern Beaches, with availability of jobs the greatest barrier.

There are two key areas in which interventions can be used to get businesses to move to Northern Beaches



Reframe Northern Beaches as a credible place to do business

- Change the social norms around surf and relaxing to include a credible business culture



Give salience to the benefits of basing a business in Northern Beaches

- Give salience to the businesses currently based in Northern Beaches
- Highlight the spaces available and the potential cost savings

Nudge: Reframe Northern Beaches as a credible place to work and do business

BARRIER: Perception businesses based in Northern Beaches are not serious

NUDGE: Create a campaign around businesses based in Northern Beaches highlighting the scale of innovative, new leading businesses and workforce based here.



Nudge: Give salience to the benefits of basing a business in Northern Beaches

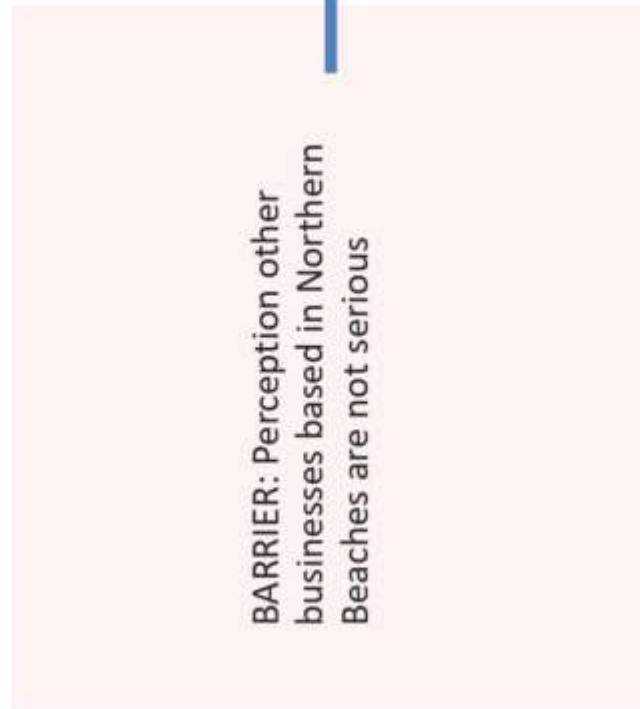


NUDGE:
Communicate with
CEO's and CFO's
Re-frame the cost
of rent against cost
of space elsewhere



Why have 100Sq ft when you could have 400 sq ft? Imagine the increase in productivity.

Nudge: Reframe Northern Beaches as a credible place to do business



NUDGE: Communicate with CEO's and CFO's
Generate social norms around basing a business in Northern Beaches

There are over 10 thousand businesses based Northern Beaches – that's xx more than Surry Hills!
Join us today.

Nudge: Reframe Northern Beaches as a credible place to work and do business

BARRIER: Perception businesses based in Northern Beaches are not serious

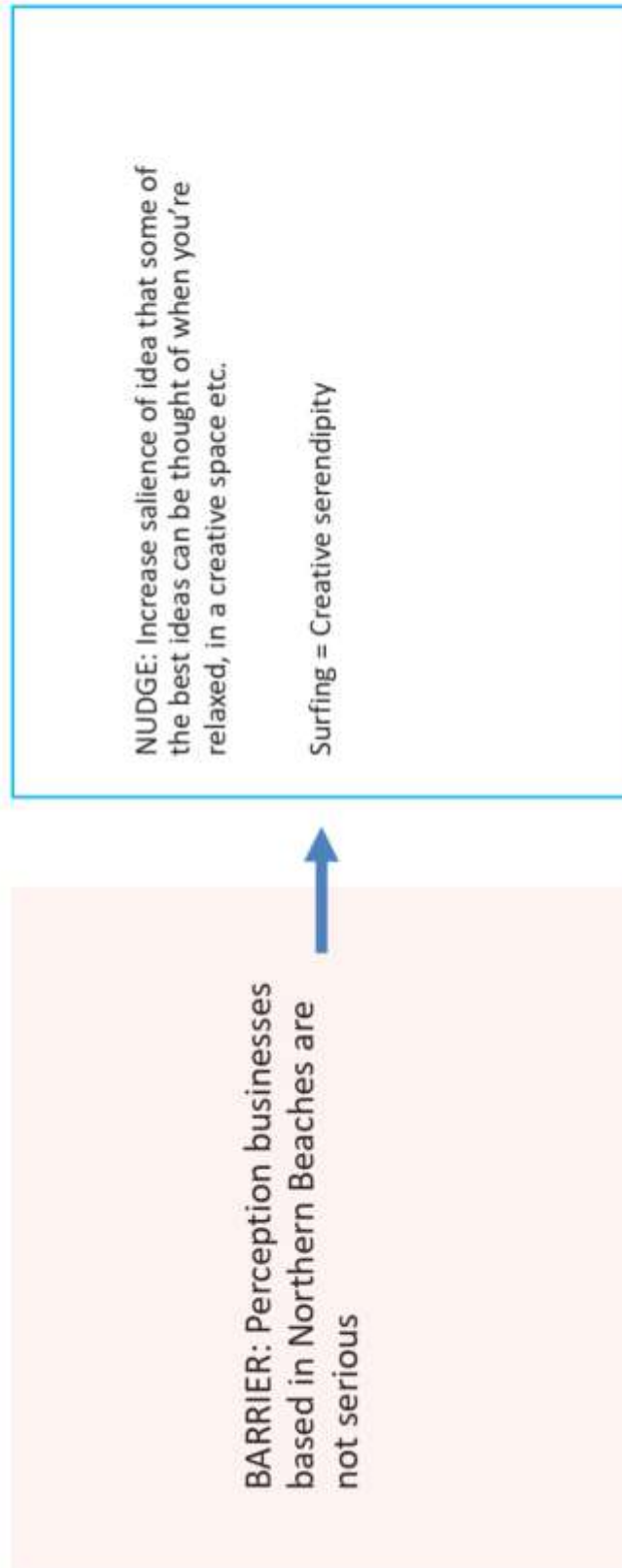


NUDGE: Increase salience of modern business trends through campaigns/ads etc. highlighting the shift away from traditional norm of having to work in a CBD.

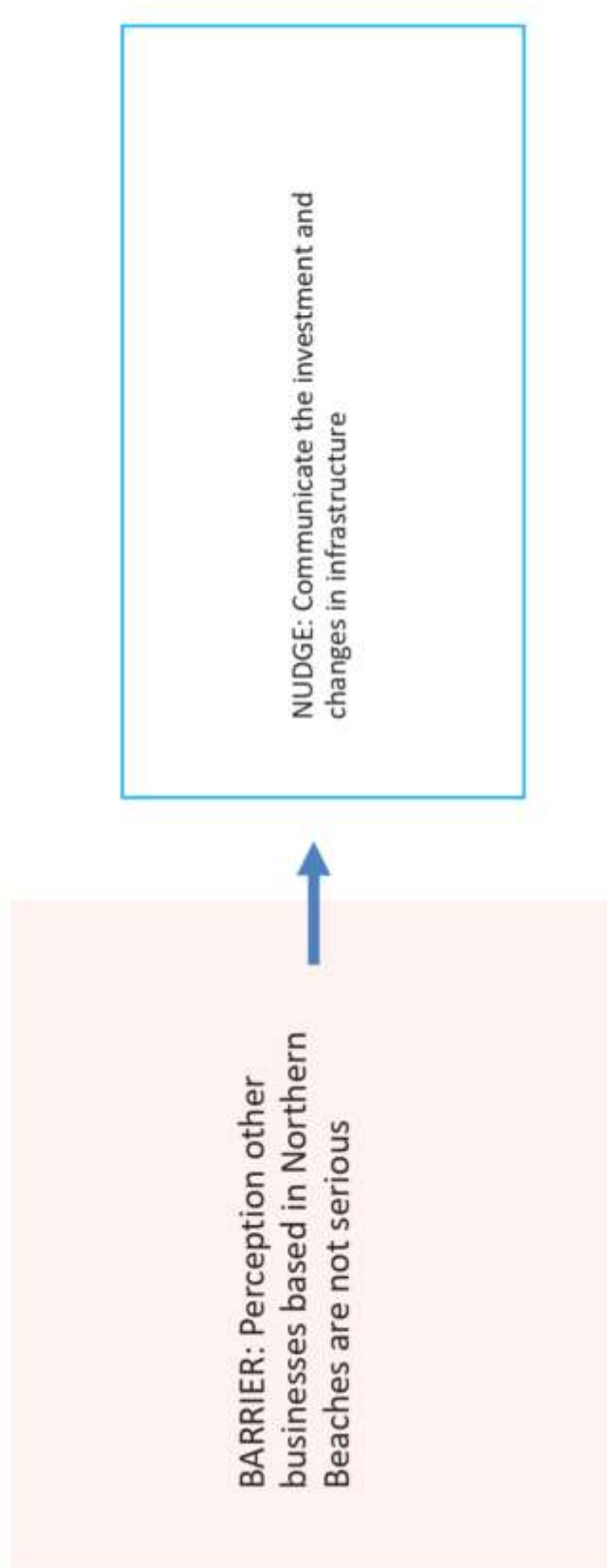
e.g., forward-thinking businesses, innovators, creatives etc. prefer to work in a less restrictive, more colourful/spacious environment

- Fuels creativity
- Increases productivity
- Encourage businesses to 'ride the wave'

Nudge: Reframe Northern Beaches as a credible place to work and do business



Nudge: Reframe Northern Beaches as a credible place to do business



Nudge: Reframe Northern Beaches as a credible place to work and do business

BARRIER: Perception businesses
based in Northern Beaches are
not serious



NUDGE: Increase salience of the wide (and
growing) number of professional businesses on the
Northern Beaches
– targeting job site searches amongst locals.

Nudge: Give salience to Northern Beaches as a credible place to work and do business

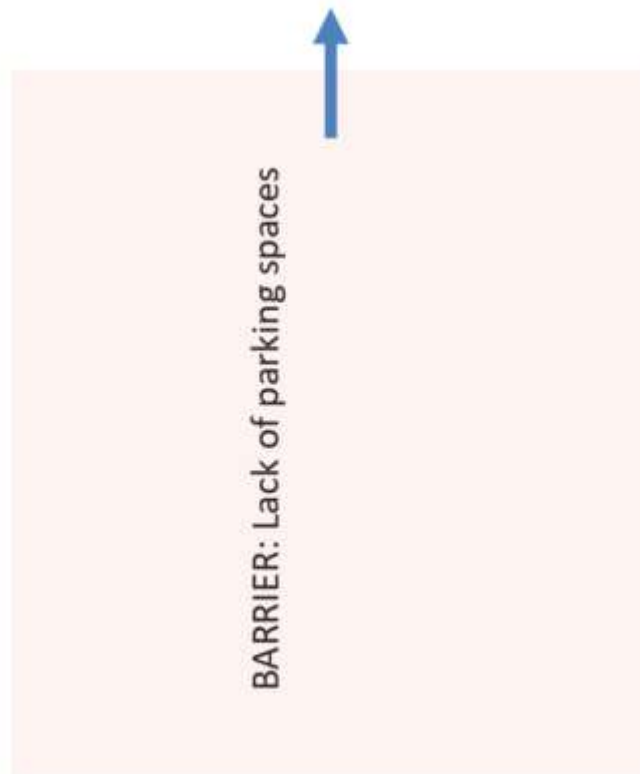
BARRIER: Lack of parking



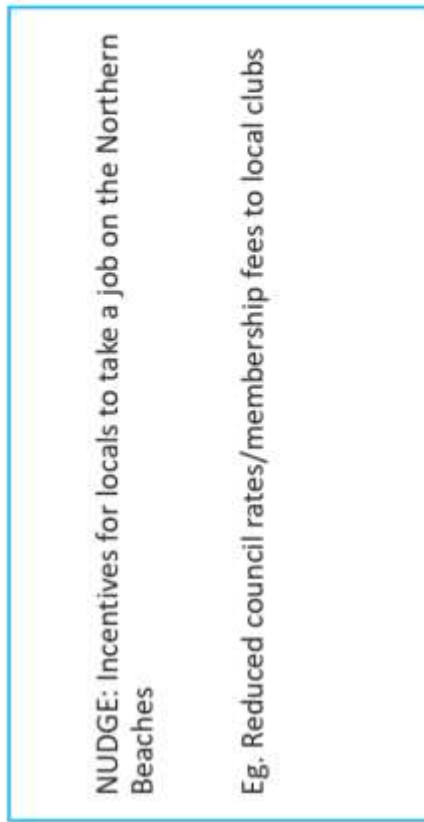
NUDGE: Reduce parking rates for local business owners and employees



Nudge: Give salience to Northern Beaches as a credible place to work and do business



Nudge: Give salience to the benefits of basing a business and working in Northern Beaches





Additional builds and thoughts

- Disruptive statements – e.g. Northern Beaches has second largest number of businesses in NSW, second only to the city!

The strategic opportunities can be summarised and prioritised into 3 strategic pillars and work streams based on immediate to longer term impact.

Economic Development – Strategic Opportunities



1. Increase working from home

- Campaign to increase working from LGA at least one day a month
- Provide more spaces to enable this



2. Create a sense of community for local businesses

- Through targeted communication and collaboration to retain businesses



3. Change social norms around working on Northern Beaches to increase appetite

- Communicate number of businesses based in Northern Beaches, future plans and opportunities for working life

Nb. Modelling is recommended to explore greatest return on investment .

Next steps...

- Model potential impact on economic development across each work stream to prioritise focus on working from home vs new businesses
- Additional research:
 - Creative briefing and testing for working from home and business campaigns
 - Site specific focused. E.g. French's Forest
- Consider longer term impact on Northern Beaches environment and appeal



