

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 Councillors Room, Manly Town Hall on

WEDNESDAY 12 FEBRUARY 2020

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

Committee Members

Cr Kylie Ferguson (Chair)	
Cr Candy Bingham	
Cr Penny Philpott	
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
Vacant	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
Vacant	Community representative - Pittwater Ward, Arts & Culture
Margaret Shonk	Community representative - Manly Ward, Mental Health
Vacant	Seniors & Disability

Council Officer Contacts

Kylie Walshe	Executive Manager Community, Arts & Culture
Ximena Von Oven	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 12 February 2020
in the Councillors Room, Manly Town Hall
Commencing at 6:00pm**

1.0	ACKNOWLEDGEMENT OF COUNTRY.....	4
2.0	APOLOGIES	4
3.0	DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST	4
4.0	CONFIRMATION OF MINUTES OF PREVIOUS MEETING	
4.1	Minutes of Community and Belonging Strategic Reference Group meeting held 30 October 2019.....	4
5.0	UPDATE ON ACTIONS FROM LAST MEETING	
6.0	AGENDA ITEMS	5
6.1	Children's Services Strategy	5
6.2	Open Space and Recreation Strategy - Overview.....	42
6.3	Volunteer Policy	46
6.4	Big Ideas Forum	53
6.5	Community Safety Plan - Results from Surveys.....	58
7.0	GENERAL BUSINESS	

NEXT MEETING Wednesday 13 May 2020

1.0 ACKNOWLEDGEMENT OF COUNTRY

As a sign of respect, Northern Beaches Council acknowledges the traditional custodians of these lands on which we gather and pays respect to Elders past and present.

2.0 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.

3.0 DISCLOSURES OF INTEREST

Members should disclose any "**pecuniary**" or "**non-pecuniary**" interests in matters included in the agenda. The [Northern Beaches Council Code of Conduct](#) (the Code) provides guidance on managing conflicts of interests.

A **pecuniary interest** is defined in Section 4 of the Code as:

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.

A **non-pecuniary conflict of interest** is defined in Section 5 of the Code as:

A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter.

If you required further information or guidance about disclosing an interest please contact Governance at councilmeetings@northernbeaches.nsw.gov.au.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

4.1 MINUTES OF COMMUNITY AND BELONGING STRATEGIC REFERENCE GROUP MEETING HELD 30 OCTOBER 2019

RECOMMENDATION

That the Minutes of the Community and Belonging Strategic Reference Group meeting held 30 October 2019, copies of which were previously circulated to all Members, be confirmed as a true and correct record of the proceedings of that meeting.

6.0 AGENDA ITEMS

ITEM 6.1 CHILDREN'S SERVICES STRATEGY

REPORTING OFFICER BUSINESS SUPPORT COORDINATOR

TRIM FILE REF 2020/022872

ATTACHMENTS

- 1 [Download Draft Children's Services Strategy](#)
- 2 [Download Children's Services Strategy - Community and Belonging Strategic Reference Group Presentation](#)

REPORT

PURPOSE

To inform the Community and Belonging Strategic Reference Group (SRG) of the development of the draft Children's Services Strategy.

BACKGROUND

Council is committed to providing quality affordable childcare services which support families and children. Council has recognised the role local government childcare has to play in meeting the needs of children with additional needs, as well as playing a key role in supporting low income, disadvantaged or vulnerable families in our community.

The current Children's Services delivered by Council reflect a range of different approaches inherited from the former Councils. It was identified that a Children's Services Strategy was required in order to plan for the future needs of the growing community.

CONSULTATION

Community engagement was undertaken as part of the development of the draft Strategy, including:

- A focus group with community members, held at the Manly Vale Community Centre
- Intercept surveys undertaken with families which do not use Council's Children's Services. This was undertaken at Story Time at the Mona Vale Library and a school holiday event at the Glen Street Theatre in Belrose
- Telephone interviews with a private children's services provider
- Telephone interview with a service run by another council
- Telephone interview with an organisation supporting children with additional needs
- Inclusion of questions in Children's Services Customer Satisfaction Surveys

Findings from this engagement are provided in The Evidence section of the draft Strategy. The outcomes were used as the basis of many aspects of the document, including the vision, focus areas and strategic actions.

TIMING

The Strategy is a four year strategy, with many actions requiring time to implement. The draft Strategy includes Focus areas with specific Strategic actions to achieve over the time period.

EXHIBITION

The draft Children's Services Strategy was on exhibition from 29 November 2019 to 19 January 2020. The following activities were carried out to inform the community that the draft strategy was on exhibition and to encourage submissions:

- A Your Say page was created
- Two notifications were sent directly to 4000 families that either currently use our services or have waitlisted to use our services as well as other relevant stakeholders
- Children's Services staff attended Lionel Watts picnic in the park, Manly Choral Concert and Christmas by the Beach in Dee Why to distribute Your Say postcards
- Posters and postcards distributed to Council libraries, community centres and customer services centre
- Targeted social media advertising
- Manly Daily ads

RECOMMENDATION

That the Community and Belonging Strategic Reference Group note the presentation of the draft Children's Services Strategy.



Draft November 2019
Children's Services Strategy

Contents

Introduction	4
A new strategy	5
What are the social benefits of children's services?	6
What are the economic benefits of children's services?	7
What services does Council currently provide?	8
How was this strategy prepared?	9
The Strategy	10
Strategy elements	11
Vision	12
Integrated services	14
Accessible services	15
Engaged workforce	16
Valued learning approach	17
The Evidence	19
Population size, structure and growth	20
Household structure, work trends and employment	21
Developmental vulnerability	22
Pre-school attendance, disability and cultural diversity	23
Service concentration	24
Service standards	25
Community-reported strengths of children's services	26
Community-reported challenges	27
Factors influencing choice	28
Community-reported gaps, needs and priorities	29
References and data sources	30



Introduction

A new strategy for delivery of Council's children's services

Background

Northern Beaches Council is based on Sydney's Northern Beaches, and administers a 254 square kilometre region for over 252,000 residents. The Council was formed in 2016 with the amalgamation of the former Manly, Pittwater and Warringah Councils. The organisation partners with the community to enhance quality of life, promote sustainable development and protect the environment.

A key focus area for Council is the provision of high quality and affordable child care services. In particular, Council seeks to support children with special needs, as well as families on low income or who are living with disadvantage.

The current children's services delivered by Council reflect a range of different approaches inherited from the former councils.

This combined, streamlined Children's Services Strategy is designed to ensure Council's services best meet the needs of the community. It contains three sections:

- Introduction
- The Strategy
- The Evidence.

Why is a strategy needed?

As a newly formed Council, it is important that investments and efforts made in relation to any public services are suited for the Council's vision and resources.

There are also a number of other current and emerging local factors which the Strategy has been prepared to address. These include:

- changing populations
- need for accessible services
- changes in the early child care sector and workforce
- a need to define the role of Council in children's services.

Why is a strategy needed?

In this Strategy, the term 'children's services' refers to a wide range of childhood education and care services. These include:

- **Long day care:** a centre based form of service which provides all-day or part-time care for children aged birth to six who attend on a regular basis.
- **Pre-schools:** a service that provides an early childhood education program, delivered by a qualified teacher, often but not necessarily on a sessional basis in a dedicated service.
- **Outside school hours care:** a service that provides care for primary school aged children (typically 5 to 12 years) before and after school and can also operate during school holidays (vacation care) and on pupil free days.
- **Family day care:** home based early childhood education and care for children aged from six weeks to 12 years.
- **Occasional care:** care offered on an ad hoc basis from one hour to a whole day for children aged 6 weeks to 6 years.
- **Vacation care:** services providing education and care during school holidays.

What are the social benefits of children's services?

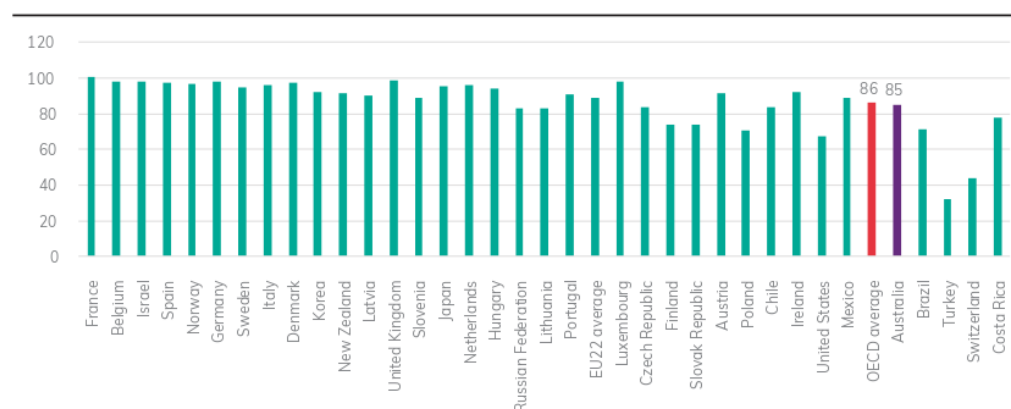
Overview

International and Australian research over many years has demonstrated the positive social and economic impacts of early education and care.

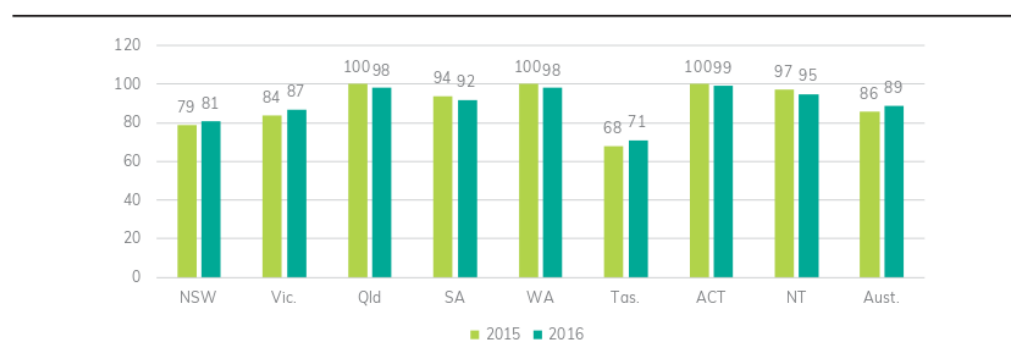
The Australian Institute of Health and Welfare has prepared a Literature review of the impact of early childhood education and care on learning and development (2017). Key findings of the wide range of research reviewed are:

- Children from disadvantaged backgrounds show the greatest gains from attending high-quality child care
- The number of months of attendance at pre-school is related to better intellectual development and improved independence, concentration and sociability
- Longitudinal studies have demonstrated the effectiveness of high-quality, focused pre-school programs in reducing the effects of social disadvantage, developing children's social competency and emotional health, and preparing children for a successful transition to school
- Benefits were optimised when children from different social backgrounds attended the same pre-school program

OECD enrolments at four years of age (2014)



Australian enrolments at four years of age



What are the economic benefits of children's services?

Overview

Research into the economic costs of high-intensity and crisis services has identified a range of positive economic impacts of early education and care.

Australian governments spend \$15.2 billion per year delivering 'late intervention' services to deliver acute or statutory support to children and young people in crisis. This includes spending associated with out-of-home care, the youth justice system, and social security benefits for unemployed young people.

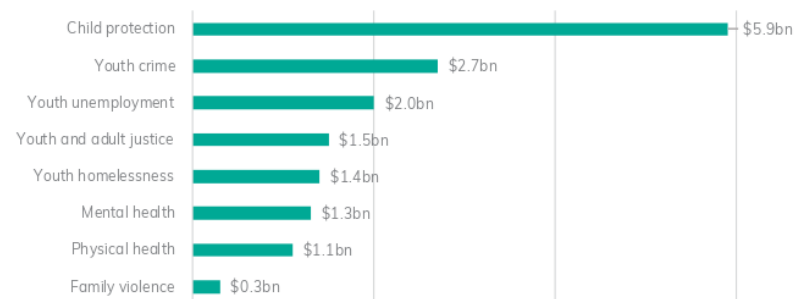
Often, children, young people and their families can avoid crisis if they have earlier access to appropriate or targeted support. This can significantly reduce the demand for late intervention services over time.

Early intervention strategies can provide opportunities to:

- Improve the lives of children and young people, and strengthen communities
- Reduce pressure on government budgets and drive future savings
- Boost workforce skills and capabilities, and build the economy.

High-quality early childhood education are an effective early intervention approach. A PwC report has demonstrated that Australian universal early childhood education programs produce a 1:2 return on investment.

Annual cost of late intervention in Australia (2018-2019) prices



Some issues which can be better addressed by early intervention



Youth unemployment



Youth hospitalisation for mental health issues, including suicide



Physical health, including child and youth obesity



Youth crime

Source: William Teagler, Stacey Fox and Neil Stafford. How Australia can invest early and return more: A new look at the \$15b lost and opportunity. Early Intervention Foundation, The Front Project and Colab at the Telethon Kids Institute, Australia, 2019.

What services does Council currently provide?

Overview

There are 16 Council-owned child care services on the Northern Beaches LGA, providing 959 approved places. Manly Community Pre-School and Beacon Hill Vacation Care are temporarily closed for renovations and are scheduled to re-open in 2020.

Council provides at least one centre offering each service type:

- seven long day care services
- three pre-school services
- five vacation care services
- one occasional care service
- family day care

Council recruits and provides professional development to 60 family day care educators. It also provides information and support to 350 families using this service.

These services support:

- 374 children from an English as a second language background
- 170 children from low income families
- 58 children with a disability.

Suburb	Name	Centre type	Places per day
Balgowlah	North Harbour Children's Centre	Pre-school	40
Beacon Hill	Beacon Hill Vacation Care	Vacation Care	60 (closed for renovation)
Belrose	Belrose Community and Children's Centre	Long day care	78
Brookvale	Brookvale Children's Centre	Long day care	56
Brookvale	Brookvale Occasional Care	Occasional & Long day care	29
Cromer	Cromer Vacation Care	Vacation Care	60
Curl Curl	Harbord Vacation Care	Vacation Care	60
Dee Why	Dee Why Children's Centre	Long day care	70
Fairlight	The Roundhouse Children's Centre	Long day care	79
Forestville	Forestville Vacation Care	Vacation Care	60
Manly	Ivanhoe Park Pre-School	Pre-school	39
Manly	Manly Community Pre-school	Pre-school	40 (closed for renovation)
Manly Vale	Manly Vale Vacation Care	Vacation Care	45
Narrabeen	Narrabeen Children's Centre	Long day care	56
Seaforth	Harbour View Children's Centre	Long day care	52
	Northern Beaches Council Family Day Care	Family Day Care	135
Total			959

How was this strategy prepared?

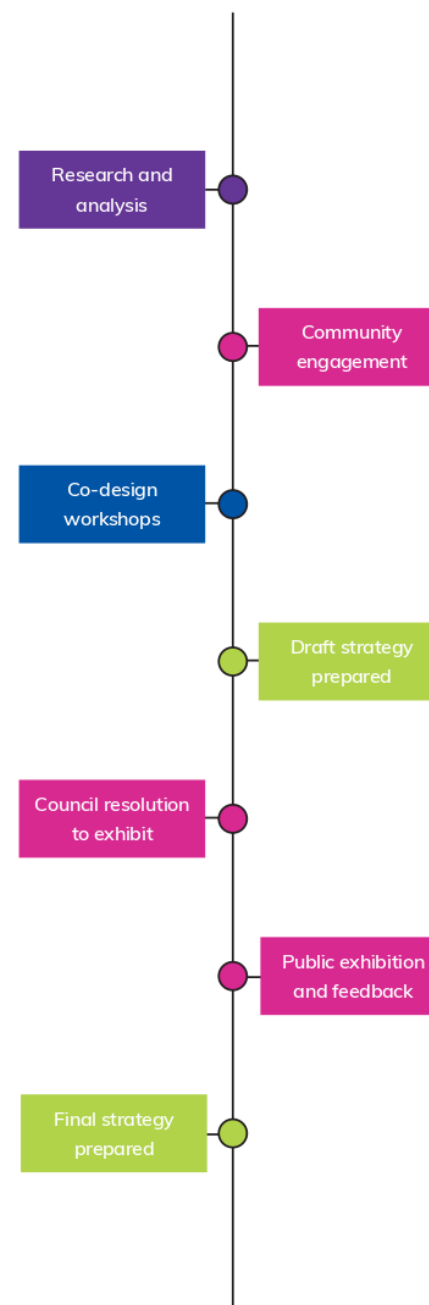
The process for preparing this strategy is shown in this diagram. It commenced with research and analysis, the findings of which are provided in the Introduction section, as well as The Evidence section.

Community engagement included:

- **Telephone interviews** with a private children's services provider, a service run by another council, and an organisation supporting children with additional needs
- A **focus group** with community members, held at the Manly Vale Community Centre
- **Intercept surveys** undertaken with families which do not use Council's Children's Services, at Story Time at the Mona Vale Library and a school holiday event at the Glen Street Theatre in Belrose, with 29 surveys completed
- Inclusion of questions in **Children's Services Customer Satisfaction Surveys**, with 315 responses.

Findings from this engagement are provided in The Evidence section. The outcomes were used as the basis of many aspects of the document, including the vision, focus areas and strategic actions contained in The Strategy section.

Following the collation of an evidence base, two **co-design workshops** were held with the Council Children's Services Team to guide the design of the strategy vision, focus areas and strategic actions. Outputs from the co-design workshop formed the basis of the **draft Strategy**, which will undergo **public exhibition** and feedback. After the exhibition period, the **final Children's Services Strategy** will be prepared.



The Strategy

Strategy elements

Overview

This Strategy contains three main elements:

- vision
- focus areas
- strategic actions.

The relationship between these elements is shown in the diagram opposite.

The **vision** for Children's Services is the centre of the strategy. It was prepared based on the outcomes of engagement with families and Council's Children's Services team. The vision is shown on the following page.

The **focus areas** are the four key areas which Council will prioritise over the next four years to achieve the vision. The focus areas are intended to work together to deliver on the vision and are not provided in any particular order.

The **strategic actions** are a series of high level activities in each of the focus areas for Council to complete over the next four years. The strategic actions are provided with the relevant focus areas on pages 14-17.

A **roadmap** showing the interrelationships between the strategic actions and their timing is on page 18.

Relationship between strategy elements



Vision

Children's Services are **valued as an essential** part of Council's commitment to a healthy and engaged community.

Our **integrated learning services** and play-based approach **sets the benchmark** for early childhood learning across the Northern Beaches.

Council's Children's Services are **accessible, equitable, and flexible**. They enable community connections and support community values.



01 Integrated services



Council manages a portfolio of integrated and multi modal services that provide flexibility for families.

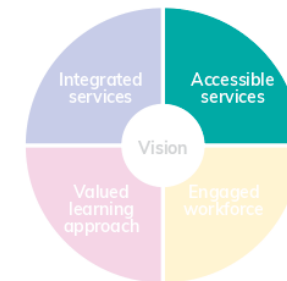
This focus area responds to feedback that families are seeking greater flexibility in children's services.

The strategic actions are on developing an innovative 'multi modal model' approach which sees many services provided from one location. Dependent on the needs of local families, services in a multi modal model may include long day care, occasional care, pre-schools and outside school hours care.

The strategic actions also looks at ways in which Children's Services can collaborate with other services, such as schools and elder care services, to improve community connections.

No	Strategic action	Year
1.1	Develop a business plan to operate a permanent facility at North Harbour offering pre-school and vacation care services aligned to community need.	2020
1.2	Trial the integrated delivery of multiple service types at Dee Why and Harbour View Children's Centres and report on the learning, customer satisfaction, professional development and financial outcomes.	2020
1.3	Deliver a program collaboratively with one school and one elder care service and report on the outcomes for community connections.	2020
1.4	Develop a cost-neutral operating model for multi modal service delivery that provides flexibility for families and increases service efficiency.	2021
1.5	Introduce an integrated customer management system for Children's Services to better track family needs, preferences and service satisfaction.	2021
1.6	Develop and implement a prioritised program for appropriate existing centres to operate as multi-modal services.	2022

02 Accessible services



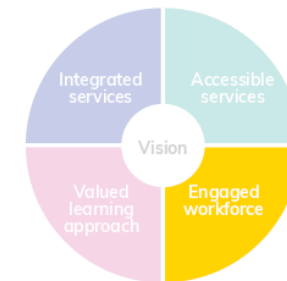
Council provides children's services to give families choices which cater for their diverse needs, are conveniently located, and are affordable.

Accessibility means different things to different families. For some families it is the ability to afford services at all, for others it means services located close to home, school or work. Some families seek services without long waiting lists and others need services which meet the particular support or programming needs of their child.

All families desire choice. Strategic actions in this focus area allow Council's services to help provide choice for the families of the Northern Beaches and help meet wider community needs.

No	Strategic action	Year
2.1	Review operational policies and procedures to increase flexibility, maintain affordability and support service cost neutrality.	2020
2.2	Undertake detailed research and engage with the community to determine how Children's Services can respond to community need and provide a benchmark for service quality in the upper Northern Beaches and/or Frenchs Forest.	2020
2.3	Develop a business case for a new Council-run centre in the upper Northern Beaches and/or Frenchs Forest, with clear prioritisation and staging if more than one new centre is proposed.	2021
2.4	Engage the community on the design of a new Council-run centre in the upper Northern Beaches or Frenchs Forest and its potential integration with other Council and non Council services.	2021
2.5	Undertake detailed land use and operational planning for a new Children's Services centre.	2022
2.6	Begin construction of a new Children's Service centre to meet community need.	2023
2.7	Begin engagement and forward planning for any additional new centres.	2023

03 Engaged workforce



Our team is engaged and committed to fostering children's wellbeing and education by providing consistent and quality care.

Our staff are the most important asset of the Children's Services team. The programming and activities run by staff, as well as the close relationships they have with families and children, are critical to Council achieving and maintaining its high quality ratings. Engaged and committed staff are critical to realising the long term social and economic outcomes from early childhood education and care.

The strategic actions in this focus area are targeted at recruiting, rewarding and recognising great staff, as well as supporting them to develop long term careers with Council.

No	Strategic action	Year
3.1	Conduct a staff satisfaction and engagement survey, including exit surveys, to identify drivers of staff engagement, satisfaction with employment benefits, and career development expectations.	2020
3.2	Review and refine recruitment processes to decrease the time to employ new staff and increase flexibility to engage casual staff.	2020
3.3	Review and refine staffing policies related to benefits, conditions, and facility operations to strengthen staff engagement and enable the delivery of accessible and integrated services for families.	2021
3.4	Create and implement a career development program which responds to staff expectations, encourages consistency in service delivery, and supports the delivery of accessible and integrated services for families.	2021

04 Valued learning approach



Council communicates its leading educational approach to service delivery so it is understood all by stakeholders.

The evidence is clear: Council provides high quality Children's Services which are valued by families and provide a benchmark for private and non government service providers.

However, the educational philosophy behind Council's approach is not always understood by families, other service providers and the broader community.

Strategic actions in this focus area aim to increase understanding of Council's approach, to help improve early learning for all children on the Northern Beaches.

No	Strategic action	Year
4.1	Develop and implement a communications plan which educates and informs families, partners, other service providers, and the broader community about Council's leading approach to Children's Services.	2020
4.2	Develop and implement a community engagement and outreach program that showcases how Council's approach to its delivery of Children's Services helps to grow the future leaders of the Northern Beaches community.	2021
4.3	Evaluate the extent to which the community and stakeholders understand the educational approach of Council's Children's Services.	2022

Roadmap to a city-leading multi modal approach



This roadmap shows how the 20 strategic actions will be staged over the four years of the Children's Services Strategy.

The strategic actions delivered in the first two years of the Engaged Workforce and Valued Learning Approach focus areas will set a foundation for ongoing improvements to service delivery.

Early actions in these focus areas will enable innovations in the Integrated Services and Accessible Services focus areas, in particular the delivery of the multi modal service model. This will provide the accessibility and flexibility sought by families, help future proof Council's services and establish the Northern Beaches as a leader in Children's Services.

Focus Area	2020			2021		2022	2023	
Integrated Services	1.1	1.2	1.3	1.4	1.5	1.6		
Accessible Services	2.1		2.2	2.3	2.4	2.5	2.6	2.7
Engaged Workforce	3.1		3.2	3.3	3.4			
Valued Learning Approach	4.1			4.2		4.3		

The Evidence

3,000 more children aged 0-9 will live in the area by 2036

Population size and structure

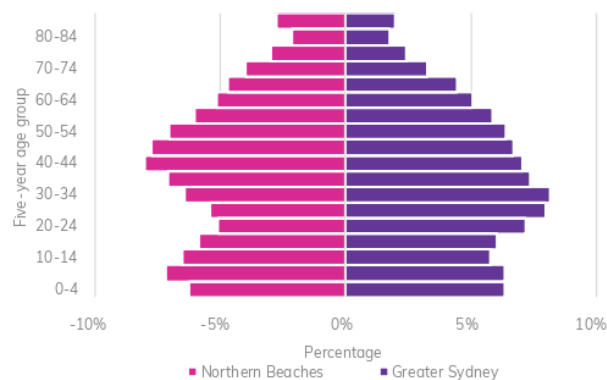
The Northern Beaches is home to **252,876 people**, representing 5.2% of the Greater Sydney population. Over the next 20 years, the population of the LGA is expected to increase by 16.1% to **309,333 people**.

Compared to Greater Sydney, the Northern Beaches has an **older population** with a median age of **40 years** compared to the median of 36 years in Greater Sydney.

Children aged **0-9 years** on the Northern Beaches account for **13.5%** of the population. This proportion is not expected to increase significantly between 2016 and 2036, however the number of children aged 0-9 years is expected to increase by 8.5% to **38,895**. In particular, the number of children aged 0-4 is expected to increase by 14.5%.

Australian Bureau of Statistics, 2016

Population pyramid 2016

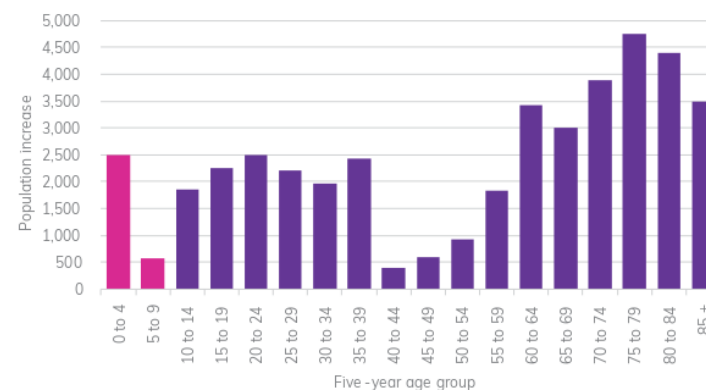


Expected population growth

The populations of **Frenchs Forest** and **Manly Town Centre** are also expected to increase significantly (+42.8% and +37.7% respectively), with medium density apartment buildings predominantly driving population growth in these areas².

² Forecast i.d. 2017

Projected population growth 2016-2036



Many families with high levels of advantage

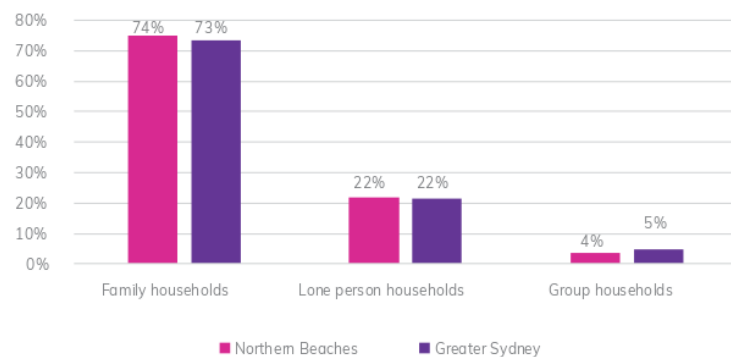
Household structure and work trends

The Northern Beaches has a high proportion of family households (including couples without children, as well as parents living with their children). By 2036, the highest increase in families with children will be in the areas of Frenchs Forest and Manly Town Centre.

Half of the Northern Beaches population work within the LGA, with the City of Sydney the second most common destination for work. More Northern Beaches residents work from home (7.1%) compared to Greater Sydney (4.4%). These trends suggest most people stay within the LGA during the working week.

The majority of residents travel to work by car (60.3%).

Household structure 2016



Household income and unemployment

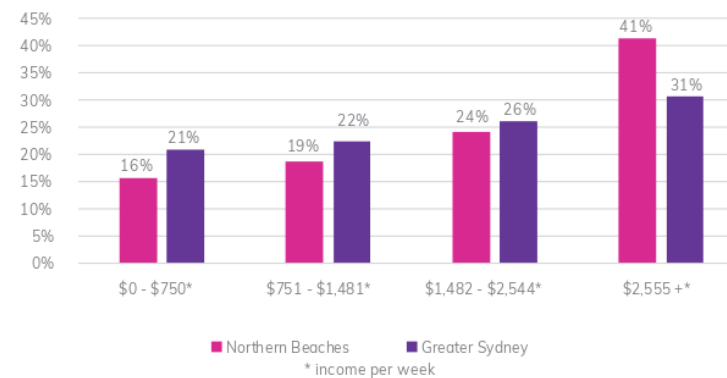
The Northern Beaches has relatively high socio-economic advantage. According to the Index of Relative Socio-economic Advantage and Disadvantage (IRSAD), the Northern Beaches is in the top 10% of LGAs in NSW.

The median weekly household income on the Northern Beaches is \$2,178, which is higher compared to the Greater Sydney average (\$1,750). Furthermore, the Northern Beaches has a greater proportion of households in the highest income quartile and lesser proportion in the lowest income quartile compared to Greater Sydney.

Unemployment on the Northern Beaches is significantly lower compared to Greater Sydney (3.5% and 6.0% respectively).

Australian Bureau of Statistics, 2016

Household income quartiles 2016



Some children in the area are developmentally vulnerable

Overview

The Australian Early Development Census (AEDC) sees the nationwide collection of data on early childhood development at the time children commence their first year of full time school.

The AEDC is held every three years. The census involves teachers completing a research tool, which collects information about five key areas of early childhood development. These areas are referred to as 'domains'.

The table opposite shows the five Northern Beaches suburbs with the highest proportion of children who are vulnerable on one or more of the domains. All five suburbs are higher than the NSW average.

Two of these suburbs are located in the north of the LGA on the coast, and three are located inland towards the middle of the LGA.

Area	Domains						
	Physical health and wellbeing	Social competence	Emotional maturity	Language + cognitive skills (school-based)	Comm. skills + general knowledge	Vulnerable on 1+ domains	Vulnerable on 2+ domains
Warriewood	6.0	20.7	5.2	6.9	4.3	31.0	6.0
North Narrabeen	7.2	22.9	12.0	8.4	3.6	28.9	13.3
Narraweena	11.5	7.7	10.3	1.3	9	24.4	11.5
Brookvale	17.2	17.2	13.8	6.9	10.3	24.1	20.7
Beacon Hill	10.2	8.2	7.2	3.1	9.2	20.6	9.3
Australian average	9.6	9.8	8.4	6.6	8.2	21.7	11.0
NSW average	8.5	9.2	6.8	5.2	8.0	19.9	9.6

Pre-school attendance and diversity

Pre-school attendance

There are currently 5,263 children attending pre-school on the Northern Beaches which is 2% of the total population. This is slightly higher than the Greater Sydney average (1.7%).

There were 6,587 children aged 3-4 years on the Northern Beaches in 2016 and therefore a 79% participation rate in pre-school. This is lower than the OECD average of 86% in 2014 and similar to the NSW average of 79% - 81% in 2015 - 2016.

The increasing number of children aged 0-4 years between 2016 and 2036 will result in a greater demand for children's services. There is also an opportunity to increase enrolment rates of children aged 3-4 years old in pre-school to meet or exceed the OECD average.

Children with disability

400 children aged 0-9 years on the Northern Beaches currently require assistance due to disability, representing 1.3% of all children in this age group.

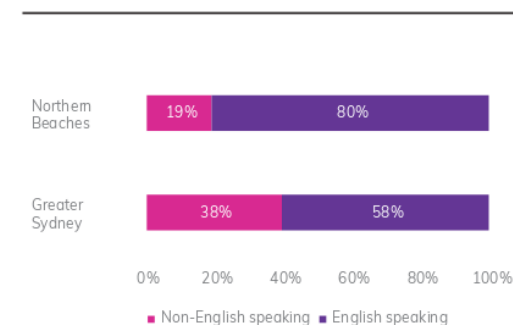
Cultural diversity

The Northern Beaches has a lower level of cultural diversity compared to Greater Sydney. 0.6% of the Northern Beaches population are Aboriginal and/or Torres Strait Islander, compared to 1.5% in Greater Sydney.

There are fewer people born overseas on the Northern Beaches compared to Greater Sydney (28.8% and 36.7% respectively). The top three overseas countries of birth were the United Kingdom (9.1%), New Zealand (2.4%) and China (1.4%).

On the Northern Beaches, 1 in 5 people speak a language other than English at home, compared to 1 in 3 in Greater Sydney. The top three languages other than English spoken in the area are Italian (1.3%), Mandarin (1.3%) and Portuguese (1.0%).

Language spoken at home 2016



Existing services are concentrated in the south

Number of places

There is a total of 14,027 approved places at all existing children's services on the Northern Beaches.

For some facilities, the approved number of places provide multiple services (i.e. long day care and before and after school care).

The table opposite shows the suburbs with the largest number of approved places. This shows that Brookvale, Frenchs Forest, Freshwater, Dee Why and Warriewood have 33% of the total number of places available on the Northern Beaches.

Brookvale and Frenchs Forest have the most centres and approved places for long day care, pre-school, before and after school care, and vacation care.

Freshwater only has seven facilities, however has 780 places available. This is due to Harbord OOSH Centre which provides 350 approved places for before and after school and vacation care.

Suburbs with the highest number of approved places

Suburb	Number of centres	Number of places
Brookvale	16	1,361
Frenchs Forest	12	1,018
Freshwater	7	780
Dee Why	10	779
Warriewood	9	716

Suburbs with the lowest number of approved places

Suburb	Number of centres	Number of places
Palm Beach – Whale Beach	1	29
Wheeler Heights	1	48
North Manly	2	47
Avalon Beach - Clareville	3	92
Bilgola – B. Plateau	2	116

Council's Children's Services set a high standard

Measuring quality

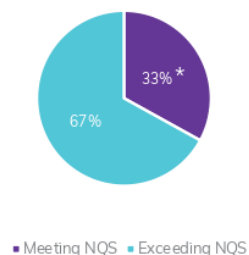
The Education and Care Services National Regulations sets out the operational requirements and quality assessment and rating process of child care services in Australia. Part of this involves the National Quality Standards (NQS), which establishes a benchmark for the quality of education and care services.

Services are rated in:

- education practice
- children's health and safety
- physical environment
- staffing arrangements
- relationships with children
- collaboration with families and communities
- governance and leadership.

The following charts show current performance against the NQS by Council and non-Council services.

Quality of Council services

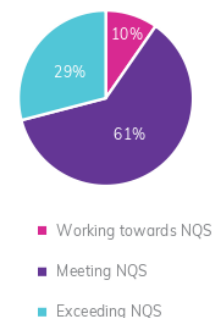


* Four services due for assessment in 2020

Council's child care services are either meeting or exceeding the National Quality Standard (NQS). Ten out of 16 services assessed against the NQS are exceeding the Standard.

Services that have not yet been assessed against the NQS have not been included in the analysis. This includes Council's Manly Vale Vacation Care service.

Quality of non-Council services



Over half of non-Council child care services are meeting the NQS. One in five non-Council service are working towards meeting the NQS.

Of the 34 non-Council services working towards meeting the NQS, most are located in Frenchs Forest (5), Belrose (4) and Balgowlah (3).

Non-Council services most in need of improvement are OOSH services, with 31% of services working towards meeting the NQS.

There are many strengths on which to build

Community and key informant stakeholders participated in interviews, focus groups and surveys to provide their perspectives on the existing strengths of all children's services on the Northern Beaches – including Council, private and not-for profit. The identified strengths are shown below.






"The ability (for Council educators) to identify specific children's needs is so much more superior"

- Stakeholder

"Good quality educators are not swayed by money or the parent body and they are able to stay strong with their planned programming."

- Focus group participant

Community-reported strengths of children's services on the Northern Beaches

	Affordable and high quality	Majority of the stakeholders and the community reflected on the importance of Council offering affordable services that do not compromise on quality of programs or staff. It was also noted that Council educators have a superior ability to cater for children with special needs.
	Achieving quality standards	Some stakeholders noted that most children's services (Council, private and not-for-profit) are achieving or above achieving on the NQS ratings.
	Staff engagement	Majority of the stakeholders and the community noted that a major strength of Council operated Children's Services is the availability of well trained staff who are highly engaged with children in their care which is considered highly important for parents.
	Accessible locations	Majority of the community reflected that the main strength of all children's services on the Northern Beaches is that they have close proximity to home.
	Community values	Some of the community reflected that a key strength of Council operated children's services is the embedding of community values in the everyday learning experience for children accessing the services.

Some gaps, needs and priorities to be addressed

Community and key informant stakeholders were asked to reflect on the challenges relating to all children's services on the Northern Beaches LGA. The following key themes were identified.

"One of the biggest challenges is for children in the community who have needs and are in long-day care centres who need therapy support".

- Stakeholder

The big centres offer no say, no philosophy and no autonomy"

- Focus group participant

Community-reported challenges of children's services on the Northern Beaches



Undersupply

Some of the community felt that there is an undersupply of Council operated children's services across the Northern Beaches. One stakeholder felt as though there was an oversupply of all children's services in the Northern Beaches. With the exception of the upper northern suburbs.



Waitlist barriers

Some community members reflected that there are extensive waiting lists for each of Council's children's services, with no ability to be placed on a combined list. Mid-year allocations were noted as more difficult at Council operated services which presents a challenge for parents to plan when they go back to work.



Complex role of council

One stakeholder and some community members reflected that Council has three key and complex roles – providers of children's services, approvers of new children's services and leaders in the sector development space to increase quality and professional development for all children's services.



Affordability

The affordability of private sector children's services is a major challenge noted by most of the community and stakeholders. In many cases, this is an influencing factor in choosing a Council run service, especially for families with lower socio-economic status and/or children with special needs.



Lack of council control

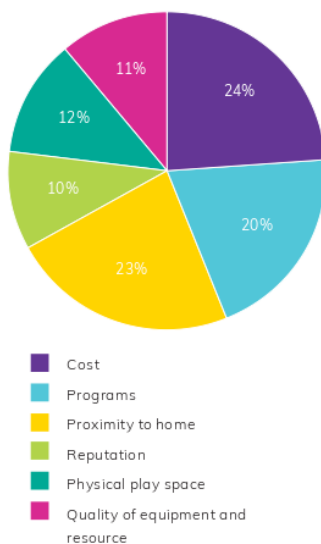
One stakeholder reflected that due to changes to the SEPP for Educational Establishments and Child Care Facilities, councils have less control over approvals for private children's services. This can result in oversupply in some locations and undersupply in others, creating uneven distribution across the LGA.

Costs, proximity to home and programs influence choice

Community and key informant stakeholders were asked to provide their perspectives on what factors they consider when choosing a children's service. The following key factors were identified.

Responses to survey question - What factors did you consider when choosing a provider?

In percent:



Community-reported factors influencing choice

Cost	Majority of the community and stakeholders strongly believe that cost is an influencing factor when choosing any children's service.
Proximity to home	Majority of the community and stakeholders reflected on the need for all children's services to be located in very close proximity to home or on the direct transport route to place of work or primary school drop-off for older children in the family.
No frills child care	Some community members perceived Council-run children's services as providing a 'no frills' approach. In contrast, some private sector children's services are perceived as looking 'too perfect' creating an impression that children would be limited to play and learn in an organic environment.
Flexibility	Some community members placed emphasis on the importance of flexibility offered at children's services. E.g. flexibility in hours, days of the week that parents need care, and options to vary days during school holidays are important factors when choosing any children's service.
Community focused	Community and stakeholders reflected on the importance for children's services to cater for the needs of families in the community such as accommodating CALD communities and children with special needs. They noted that many parents chose Council's services because of the holistic community feel and approach.

"We (parents) are having too much say on programs that are academic rather than organic, natural play... (new child care services) are 'Instagram kindies'... too clean, neat and shiny."

- Focus group participant

Some challenges to be addressed

Community and key informant stakeholders were asked to provide their perspectives on the current gaps, needs and future priorities for children's services on the Northern Beaches. The following key gaps, needs and priorities were identified.

Community-reported gaps, needs and priorities for children's services

More vacation care and long day care	Some of the community reported that there is a need for more vacation care and long day care services on the Northern Beaches. It was also noted that there is greater need for services that cater for children aged 0 – 2 years.
More services in the upper Northern Beaches	Majority of the community and stakeholders have identified the need for more children's services in Balgowlah and Manly and the upper Northern Beaches.
Flexible service delivery	Majority of the community and stakeholders reflected on the need to provide more flexible options at all children's services to cater for families with different needs which can vary throughout the year.
Sector improvement	Some of the community and stakeholders expect Council to be a leader in delivering best-practice approaches to children's services. Council could consider working with private and not-for-profit operators to facilitate continual sector improvements.
Innovative programs	A small portion of the community and stakeholders identified opportunities for innovation in the delivery of Council children's services such as combined child-care and aged care programs, co-locating pre-schools with primary schools and including a therapy specialist for children with special needs.

Community surveys identified service gaps in **Balgowlah** and **Manly** and in the upper Northern Beaches – particularly **Mona Vale**, **Palm Beach** and **Church Point**.

References and data sources

References

- Australian Bureau of Statistics (2016)
- Australian Children's Education & Care Quality Authority (ACECQA), The Guide to the National Quality Framework: Section 7 – Glossary, Australia, 2018.
- Australian Government, National report: National Partnership Agreement on Universal Access to Early Childhood Education – 2013-2013, 2017(a).
- Australian Government, National report: National Partnership Agreement on Universal Access to Early Childhood Education – 2015, 2017(b).
- Australian Institute of Health and Welfare Literature review of the impact of early childhood education and care on learning and development , 2017.
- Forecast i.d., Northern Beaches Council (webpage), retrieved from <https://forecast.id.com.au/northern-beaches>, 2017.
- Northern Beaches Council, Child care (webpage), retrieved from <https://www.northernbeaches.nsw.gov.au/services/children/child-care>.
- Organisation for Economic Co-operation and Development (OECD), Education at a glance 2016, France, 2016.
- William Teager, Stacey Fox and Neil Stafford, How Australia can invest early and return more: A new look at the \$15b cost and opportunity. Early Intervention Foundation, The Front Project and CoLab at the Telethon Kids Institute, Australia, 2019.

Community engagement

- Children's Services Customer Satisfaction Survey (n=315)
- Focus groups with community members (n=8)
- Intercept surveys with families not using Council Children's Services (n=29)
- Telephone interview with a private children's services provider (n=1)
- Telephone interview with a children's service run by another council (n=1)
- Telephone interview with an organisation supporting children with additional needs (n=1)

21/01/2020



A CHILDREN'S SERVICES STRATEGY FOR NORTHERN BEACHES COUNCIL

Background

Council is committed to providing quality affordable child care services which support families and children. Council has recognised the role local government child care has to play in meeting the needs of children with additional needs, as well as playing a key role in supporting low income, disadvantaged or vulnerable families in our community.

Children's Services provides education and care services for children aged 0-12 years across the northern beaches. These choices include seven long day care centres, three pre-schools, five vacation care services, occasional care and family day care.

21/01/2020

Purpose

The current Children's Services delivered by Council reflect a range of different approaches inherited from the former Councils.

It was identified that a Children's Services Strategy was required in order to plan for the future needs of the growing community.

Council has developed a draft Children's Services Strategy to guide the delivery of education and care services for children and families in our community.



Developing the Draft Children's Services Strategy

Urbis Pty Ltd was engaged by Northern Beaches Council to support the design of a Children's Services Strategy.

As part of this project, Urbis engaged with a range of stakeholders to hear their views about children's services in the region and embed these ideas into the strategy design. Engagement activities included:

- a Councillor workshop
- a focus group with community members, held at Manly Vale Community Centre
- intercept surveys undertaken at Mona Vale Library and Glen Street Theatre
- phone interviews with a private children's service provider, a service run by another council and an organisation supporting children with additional needs
- surveys sent to all existing Children's Services customers
- strategy design workshops with Children's Services management group



21/01/2020

Engagement Informed the Strategy

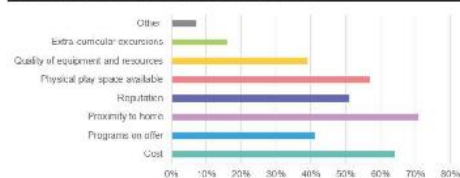
FOCUS AREAS IDENTIFIED

- More vacation care and long day care
- More services in upper Northern Beaches
- More flexible service delivery
- Supporting sector improvement
- Innovative programming

KEY FACTORS DRIVING PARENT CHOICE



STRENGTHS OF CHILDREN'S SERVICES IN THE NORTHERN BEACHES



Proposed Vision

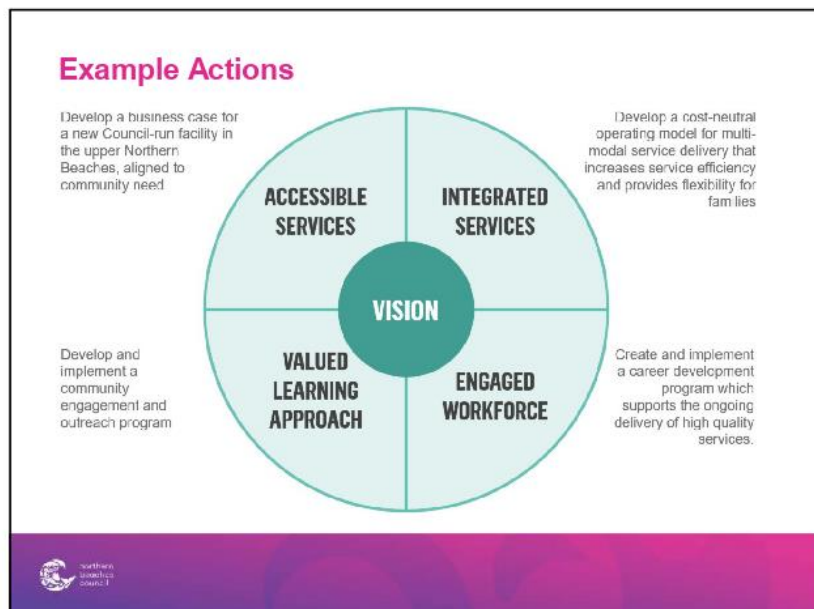
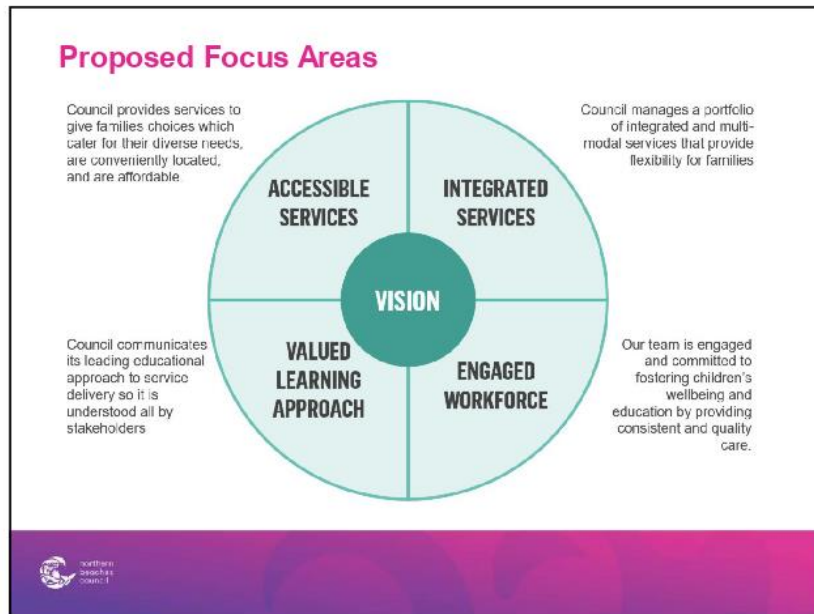
Children's Services are **valued as an essential** part of Council's commitment to a healthy and engaged community.

Our **integrated learning services** and play-based approach **sets the benchmark** for early childhood learning across the Northern Beaches.

Council's Children's Services are **accessible, equitable, and flexible**. They enable community connections and support community values.



21/01/2020



21/01/2020

Draft Strategy on Exhibition

- 29 November 2019 to 19 January 2020
- Your Say page created
- Two notifications sent directly to 4000 families that either currently use our services or have waitlisted to use our services as well as other relevant stakeholders
- Children's Services staff attended Lionel Watts picnic in the park, Manly Choral Concert and Christmas by the Beach in Dee Why to distribute postcards and encourage families to look at the Your Say page and make a submission
- Posters and postcards distributed to Council libraries, community centres and customer service centres
- Targeted social media advertising
- Manly Daily ads



Next Steps

- Review submissions
- Review and update strategy
- Children's Services Strategy to be presented to Council for adoption



ITEM 6.2	OPEN SPACE AND RECREATION STRATEGY - OVERVIEW
REPORTING OFFICER	MANAGER, OPEN SPACE & RECREATION PLANNING
TRIM FILE REF	2020/065502
ATTACHMENTS	1 Open Space and Recreation Strategy

EXECUTIVE SUMMARY

PURPOSE

To provide the Community and Belonging Strategic Reference Group with an overview of Council's Open Space and Recreation Strategy project.

REPORT

In December 2019 Council commenced the Open Space and Recreation Strategy project (the Strategy). This Strategy will guide the development and management of the Northern Beaches open spaces and outdoor recreation facilities for the next 15 years. A range of action plans including for playgrounds and off-road cycling (such as mountain bike riding) will also be prepared. Some key themes for the Strategy are our; parks, playgrounds, beaches, tracks and trails and recreational use of our bushland areas.

The Strategy will integrate with Council's strategies and plans such as the; Community Strategic Plan, Arts and Creativity Strategy, Destination Management Plan, Environment and Climate Change Strategy, Local Strategic Planning Statement and State Government plans such as the Greater Sydney Region Plan. A Demographic Analysis and draft Social Infrastructure Study, recently prepared as part of the draft Local Strategic Planning Statement, will underpin the Strategy. This research identifies, amongst other things, how our local population is changing, the current supply of and demand for social infrastructure and what this means for open space and recreation needs. The timeline for developing the Strategy, at this time, is as follows:

- December 2019 - Research commenced (including an analysis of recreation trends, facility audits and a review of Council's strategies and plans and recent community feedback). Community engagement also commenced through Social Pinpoint on-line ideas mapping and an off-road cycling survey.
- 16 February 2020 - The Social Pinpoint and off-road cycling survey close for submissions.
- February to April 2020 - Community engagement will be undertaken with specific communities of interest such as; beach user groups, recreation groups using open space, youth groups, the community services sector, environment groups. In this period a community phone survey and targeted internal and external stakeholder engagement will also be completed.
- April to July 2020 - A recreation needs analysis and the draft Strategy and Action Plan will be developed.

When approved, the draft Strategy and Action Plan will be placed on public exhibition for community feedback. Community feedback received will inform the final Strategy and Action Plan which will be presented to Council for adoption.

Regular project updates will be provided to the Community and Belonging and the Places for People Strategic Reference Groups. Also, at key milestones members will be invited to provide feedback and advice.

RECOMMENDATION

That the Community and Belonging Strategic Reference Group note the status of the Open Space and Recreation Strategy project and participate in a discussion on the key themes

5/02/2020

Open Space and Recreation Strategy

Community and Belonging SRG 12 February 2020



Open Space and Recreation Strategy and Action Plan

- Strategy
 - High level strategic directions for development & management of Council's open spaces & outdoor recreation facilities
 - 15 year timeframe
- Action Plan
 - Specific commitments
 - Reviewed at least every five years



5/02/2020

Overview

- A single Northern Beaches Strategy
- Broad community engagement
- Actions will be informed by Council's strategies & plans, community feedback, current & future needs & resources
- Focus on
 - Benefits particularly community & individual well-being
 - Guiding principles i.e. fun, access, inclusion, connections, sustainability etc..



Key themes

- Parks
- Playgrounds
- Beaches
- Tracks and Trails
- Recreational use of bushland areas
- Recreation *facilities*, e.g. skate parks, fitness equipment, outdoor courts, bike trails, family picnic settings etc....



ITEM 6.3

VOLUNTEER POLICY

REPORTING OFFICER

MANAGER SOCIAL PLANNING AND SERVICES

TRIM FILE REF

2020/053438

ATTACHMENTS

1 [↓ Volunteer Policy Development Presentation](#)

PURPOSE

To provide an overview of the Integrated Volunteer Management Project and obtain key insights from the Community & Belonging Strategic Reference Group for inclusion in the development of the Volunteer Policy.

The Volunteer Policy intends to outline Council's philosophy and roles and responsibilities regarding volunteer involvement and the principles it will embody in its management of volunteers.

BACKGROUND

Current state of volunteering within Council

Council has over 900 volunteers working in 12 Council services across the Northern Beaches community.

Environmental / Outdoors	
Bushcare (53 sites)	260
Aboriginal Heritage Office (various sites)	50
Friends of Cabbage Tree Bay	45
Community Nursery (2 sites)	20
Cemetery Gardening (2 sites)	25
Creative Space Gardening	10
Manly Environment Centre	5
Sub-total	415
Cultural / Visitor services	
Events (more than 6 per year)	150
Visitor Information Centre	30
Manly Art Gallery & Museum	20
Sub-total	200
Community Services	
Library (six libraries and Home Library Service)	230
Meals on Wheels	125
Sub-total	355
Grand total	970

Prior to 2019 all teams were using their own unique recruitment, induction, management and record keeping system, with no Volunteer Policy or overarching Framework or management.

Integrated Volunteer Management Framework

Council is developing an Integrated Volunteer Management Framework to ensure that Council volunteers are managed effectively and consistently across Council operations. The framework will align with best practice standards as outlined by Volunteering Australia in the *National Standards for Volunteer Involvement*.

The Integrated Volunteer Management Framework is scheduled for completion in 2020. It will consist of three key components:

1. Volunteer Policy

A Volunteer Policy is planned as a guiding document for the project. The *National Standards* identify a Volunteer Policy as an important feature to publicly declare the importance and purpose of volunteers across the organisation.

Consultation will include discussion with volunteer supervisors working party; Community & Belonging Strategic Reference Group; Partnerships & Participation Strategic Reference Group; public consultation and then proceed to Council for adoption.

2. Procedures for Recruiting, Inducting, Managing and Exiting Volunteers

The procedures will be developed according to the *National Standards for Volunteer Involvement*, and in consultation with a working party consisting of staff volunteer supervisors. The procedures will be implemented by staff and are made up of four stages, each supported with tools to assist implementation and to ensure consistency.

1. Recruitment & Registration: role matching; position descriptions; forms; eligibility checks
2. Induction: volunteer handbook; onsite induction and checklist; role specific training and information
3. Ongoing Management and Retention: training; newsletters and information sessions; performance management; opportunities for feedback; surveys; grievance procedure; recognition and reward
4. Exiting volunteers: Exit feedback and surveys; referral to other roles if appropriate; exit letter.

3. Volunteer Database Software System

A centralised volunteer database will be implemented to improve data management, reporting, and access to information for effective recruitment, training and screening.

CONSULTATION

Council has formed a working group of volunteer supervisors across Council services to assist in informing the framework and Volunteer Policy. Further advice is sought from the Community & Belonging Strategic Reference Group to inform the direction of Volunteer Policy.

RECOMMENDATION

That the Community and Belonging Strategic Reference Group note the information provided and provide advice on key themes and inclusions for the Volunteer Policy.

6/02/2020



Volunteers within Council

Council currently has over 900 registered volunteers across 12 teams:

Service Type	No. of Volunteers
Environmental / Outdoors	415
Community Services	355
Cultural / Visitor Services	200
Total	970



Prior to 2019 all teams were using their own unique recruitment, induction, management and record keeping system, with no Volunteer Policy or overarching Framework or management.



6/02/2020

Integrated Volunteer Management Framework – key components

An Integrated Volunteer Management Framework is under development:

1. Volunteer Policy
2. Procedures for recruiting, inducting, managing and exiting volunteers
3. Volunteer database software system



Integrated Volunteer Management Framework - Procedures

Procedures will be developed in accordance with the *National Standards for Volunteer Involvement* and in consultation with internal staff volunteer supervisors and staff. Procedures include 4 components:

1. Recruitment & Registration
2. Induction
3. Ongoing Management and Retention
4. Exiting volunteers



6/02/2020

Drafting the Volunteer Policy

Policy Purpose:

The Volunteer Policy intends to outline Council's **philosophy** and **roles and responsibilities** regarding volunteer involvement and the **principles** it will embody in its management of volunteers.

What does the CSP say?

The Community Strategic Plan (Shape 2028) identifies volunteers as a key partner with council.

The vision of the Community Strategic Plan:

'A safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.'



Group brainstorm activity (10 minutes)

Philosophy on volunteering

Discussion Point:

What are the benefits of volunteering for the individual, Council and Northern Beaches community?



6/02/2020

Group discussion (3 minutes)

Roles and responsibilities

- To utilise volunteers to enhance the services delivered to the community
- To act as an advocate for volunteering in the broader community
- To ensure all volunteer relationships are inclusive and fulfilling
- To ensure volunteers are managed consistently across different teams

**Group discussion (3 minutes)**

Principles embodied in the management of volunteers

- Volunteers should be involved in decision making
- Volunteers should be asked for feedback and given opportunities to suggest improvements related to their role
- Volunteers should receive rewards and recognition
- Volunteer behaviour should be managed similarly to staff



6/02/2020

Next steps for the Volunteer Policy?

- 1 • Consultation with SRGs Feb 2020
- 2 • Consultation with Volunteer staff supervisor working party Feb 2020
- 3 • Volunteer Policy is drafted March 2020
- 4 • Policy presented at Councillor briefing March/April 2020
- 5 • Policy put on public exhibition for comment April 2020
- 6 • Final policy with amendments presented to SRG's May 2020
- 7 • Final policy presented to Council for adoption

ITEM 6.4	BIG IDEAS FORUM
REPORTING OFFICER	TEAM LEADER, COMMUNITY DEVELOPMENT
TRIM FILE REF	2019/552424
ATTACHMENTS	1 ↓ Big Ideas Forum Presentation

PURPOSE

To inform the Community and Belonging Strategic Reference Group regarding the new quarterly Big Ideas Forum and seek their input for future forums.

REPORT

The Big Ideas Forum is a quarterly forum run by the Community Development team and held at Glen Street Theatre. The Forum was established in March 2019 and has attracted significant community enthusiasm, with attendance of between 240 to 320 participants at each forum. This has exceed all expectations, with initial targets set at 100 to 200 participants.

The Community Development staff work closely with local groups and services to identify social issues to address at each forum. They are also provided with opportunities to promote their services and provide information and resources. Staff also receive input from Community, Arts & Culture management and/or Councillors. Residents are also encouraged to make suggestions for future topics via Council's website and in person via event feedback.

Community Development staff will present at the Community and Belonging Strategic Reference Group, providing an opportunity for further feedback and advice, aiming to continue to build upon its initial success.

RECOMMENDATION

That the Community and Belonging Strategic Reference Group receive and note the information and provide input regarding future forums and opportunities.

4/02/2020



Community Strategic Plan

- Goal 10** **Our community is stimulated through a diverse range of cultural and creative activities and events**
- Goal 11** **Our community feels safe and supported**
- Goal 12** **Our community is friendly and supportive**



Strategy 12b. Build an inclusive community and break down institutional and social barriers to enable all people, irrespective of age, gender and identity, to participate in community life.

4/02/2020

Performance Art / Local Partnerships

- Partnering with local services and performance artists
- Webpage including podcasts



Process

1. Identify social issue
2. Identify speakers; keynote and local
3. Work with groups and services



4/02/2020

2019 Forums

Mar	<i>Why Neighbourhoods Matter</i> with Hugh Mackay AO
Jun	<i>Mental Health: Conversations We're Not Having</i>
Aug	<i>Riding the Fourth Wave: Gender Politics</i> Jane Caro AM, Eva Cox AO
Nov	<i>The Ageing Revolution</i> Susan Ryan AO, Wendy Harmer



2020 Forums (5 min)

Mar	<i>Why Art Matters: How Creativity Makes a Difference</i>
May	Environment & Sustainability
Aug	TBC
Nov	TBC



4/02/2020

Growing Participation (5 min)

At event:

- Interactive elements

Outside the event:

- Big Ideas Home Groups
- Workshop



Thank You

ITEM 6.5	COMMUNITY SAFETY PLAN - RESULTS FROM SURVEYS
REPORTING OFFICER	TEAM LEADER, COMMUNITY DEVELOPMENT
TRIM FILE REF	2020/013923
ATTACHMENTS	1 Community Safety Plan Presentation

EXECUTIVE SUMMARY

PURPOSE

To update the Community and Belonging Strategic Reference Group on the results of the community and stakeholder engagement outcomes conducted as part of the Northern Beaches Community Safety Plan 2020-2025.

REPORT

Council is developing a five-year Community Safety Plan 2020-2025 to help realise the Northern Beaches vision of *'a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment'* (Community Strategic Plan 2018-2028).

The Community Safety Plan will provide the strategic direction for safety related issues across the Northern Beaches and provide focus areas for the Community Safety Committee.

The intended outcomes of the Plan are:

- Increased community awareness of Council's role in community safety.
- Improved actual and perceived safety in public spaces.
- Reduced local crime by collaborating on the social issues that contribute to these problems.
- Support of initiatives that strengthen and sustain safety for our most vulnerable citizens.
- A resilient and safe community to live, work and visit.

The Plan also seeks to address perceptions of safety and focus on emerging issues of concern, including crime types and issues that emerge through research, statistics, stakeholder interviews and community engagement, such as; suicide prevention, elder abuse and community resilience.

The purpose of community engagement was to:

- Ensures decision making considers community sentiment and feedback
- Increases community awareness about the project and its impact(s)
- Creates social license to operate
- Facilitates a connection and integration between people and organisations
- Generates innovative ideas and action
- Creates a community of interested stakeholders for community safety on the Northern Beaches.

Specific project based engagement purpose and objectives included:

- Assess the communities sense of safety living on the Northern Beaches and establish some benchmark measures
- Identify the communities level of importance and satisfaction with community safety and crime prevention

- Measure perceptions of crime and safety compared with crime statistics
- Identify specific scenarios where residents do not feel safe on the Northern Beaches
- Validate results through multiple survey mediums including an open online survey where people consciously chose to participate compared to a randomised telephone survey (400pax)
- Provide community data to inform preparation of the draft Community Safety Plan for formal public exhibition

This report represents what Council has heard as accurately, comprehensively and transparently as possible by using consistent quantitative and qualitative analysis techniques.

Community and stakeholder engagement for the Community Safety Plan was conducted over a 12 week period, from 20 September to 16 December 2019, and consisted of a series of activities that provided opportunities and platforms for community and stakeholders to participate.

- Stage 1: 'Your Say Northern Beaches' online survey
- Stage 2: Twelve Stakeholder focus groups and consultations
- Stage 3: Randomised telephone survey

This report reflects the insights of 1,162 participating community members and stakeholders, including; a 'Your Say Northern Beaches' online survey to all residents of the Northern Beaches (n=661), a randomised telephone survey (n=401) and twelve stakeholder focus groups (n=100).

In total, 1,162 people engaged during the consultation period and every effort was made to gather feedback from across a broad spectrum of our community, and ensure as balanced a sample as possible across the demographic range.

The themes drawn from these responses provide Council with an emerging picture of community sentiment on the project. By cross-referencing these themes with demographic information, for example age group, postcode and gender, a clearer picture is formed of who in our community may be impacted by the project.

The majority were between 35-69 years old, with 28% of respondents below the age of 35. Two separate focus groups were held to address this engagement gap.

Overall, gender was evenly distributed, with slightly more females (55%) than males (45%) involved.

The engagement process gave consistent and accessible information and asked a uniform set of questions of all participants across activities. Results provide responses across a spectrum of demographics, expertise, experience and understanding of our local government area.

Lack of access to information or activities is a key barrier in engaging our 'hard to reach' communities. This projects approach took engagement to the people, rather than expecting people to come to us.

Working closely with Council liaisons for these groups provided the opportunity to engage with key community members and utilise their networks to share information, and increase project exposure and awareness.

Survey Promotion

Promotion of the online survey was in two ads and media releases to the Manly Daily, Pittwater Life and Peninsula Living providing large distribution scope to raise project awareness and community interest. The Plan was included in the Northern Beaches Community Engagement Newsletters with a distribution list of over 22,000; this activity increased awareness and drove

traffic to the project landing-page, essential documentation and engagement tools. Council also sent 15 direct emails to approximately 120 community members and a variety of Community development related interagencies and committees groups. It was also included in the email newsletter of Northern Beaches Surf Lifesaving that goes to more than 9,000 recipients.

Survey Results

Results from all forms of community engagement show that the Northern Beaches is a very safe place to live and that community perceptions of safety are high. The survey results generally correlate with consultation and research.

There was high feedback on lighting, clean streets/facilities and CCTV which support the proposal for 'Safe Design'. There was also a strong response to 'Good sense of community', which supports a focus on social connections, wellbeing and resilience initiatives in the Plan. Safety related to public transport matches consultation feedback. The high response rate to drug & alcohol related concerns (39%) reinforce stakeholder feedback and crime statistics. There was also a response rate to harassment (10%) for factors that make people feel unsafe reinforces what young women said in consultations.

Several themes emerged from both research, data, consultations, qualitative and quantitative feedback including:

- Safe futures for young people, and people experiencing issues with alcohol & other drugs, domestic & family violence, and homelessness
- Seniors safety including elder abuse, frauds and scams
- Safe spaces including developing a stronger night time economy
- Safe design including crime prevention through environmental design (CPTED) e.g. lighting
- Build resilient and connected communities to increase safety
- Emergency response management including community preparedness and vehicle mitigation

The results of the engagement process indicated that the results of surveying and consultations broadly correlated with data and crime statistics. This will strengthen the Plan and support a variety of themes and actions that will be developed further.

The attached presentation provides a concise summary of the online survey and randomized telephone survey and brief analysis of these results.

The next steps for the Plan include:

1. Draft the Community Safety Plan with actions across Council business units and stakeholders
2. Submit draft Plan to Council in May 2020 to approve for public exhibition
3. Review the submissions from the public exhibition period
4. Submit final draft Plan for adoption by Council in August 2020

RECOMMENDATION

That the Community and Belonging Strategic Reference Group receive and note the information.

6/02/2020



Strategic Framework

- Community Strategic Plan 2018 – 2028 vision:
*'... a safe, inclusive and connected community
that lives in balance with our extraordinary
coastal and bushland environment.'*
- Five year plan 2020-2025
- Identify relevant community safety issues
- Develop a range of strategies to direct Council,
community and other stakeholder efforts

6/02/2020

Work to date

- Crime Data Analysis (Jul – Aug 2019)
- Extensive Consultation (Sep – October 2019):
 - Community Safety Committee
 - Police
 - Council staff (Seniors, Youth, Emergency management, Rangers)
 - Domestic violence interagency, drug and alcohol services, homelessness forum
 - Youth service providers, Youth Advisory Group



3

Community Surveys

1. Online Survey
 - 20 Sep – 27 Oct 2019 (Self Select)
 - **661** participants (518 completed)
2. Telephone Survey - Dec 2019 (Random)
 - Landline & mobile to **401** households
 - 122 acquired through number harvesting
 - 5 point scale (1 = not at all satisfied, 5 = very satisfied)



4

6/02/2020

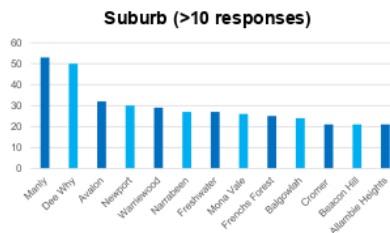
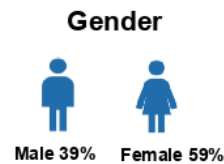
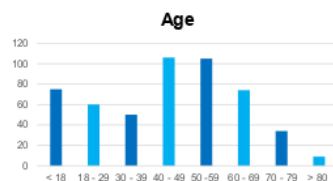
Purpose

1. Assess the communities sense of safety living on the Northern Beaches and establish some benchmark measures
2. Identify the communities level of importance and satisfaction with community safety and crime prevention
3. Measure perceptions of crime and safety compared with crime statistics
4. Identify specific scenarios where residents do not feel safe on the Northern Beaches
5. Validate results of an online survey where people consciously chose to participate compared to a random telephone survey

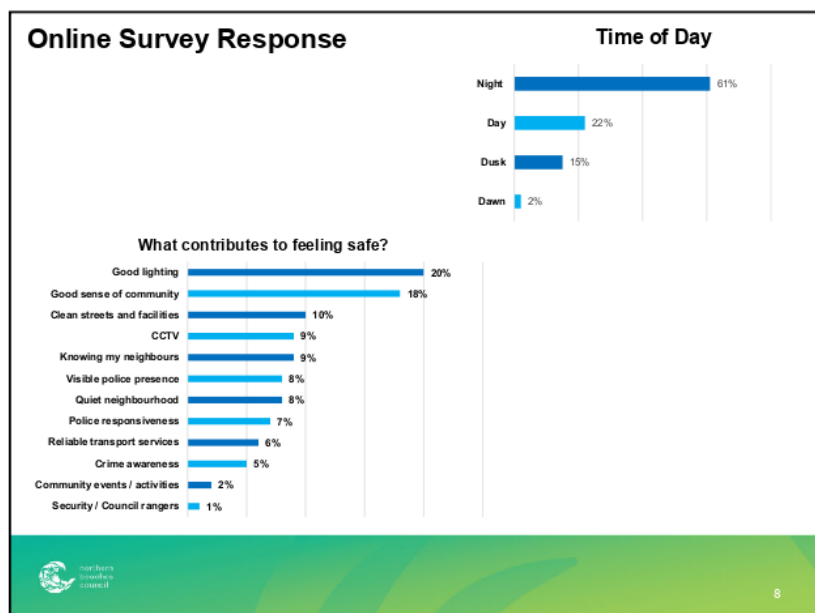
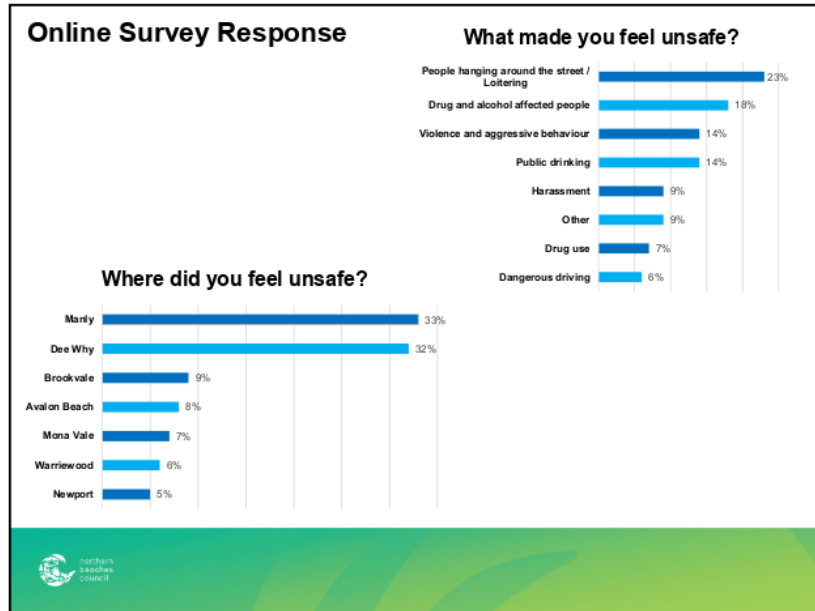


5

Online Survey

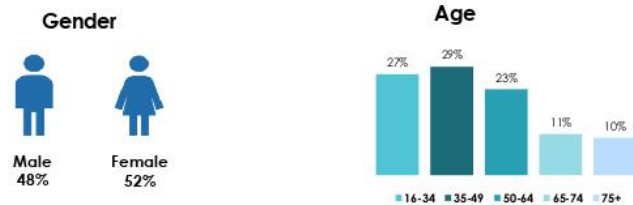


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Telephone Survey - Random



Spread of responses across all 5 Wards
Weighted by age and gender to reflect the 2016 ABS profile of
Northern Beaches Council



9

Telephone Survey – Key Findings

The results of this research have demonstrated that residents on the Northern Beaches feel safe in their area.



Of residents agree with the statement 'I feel safe at home'



Of those that felt unsafe (16%), the most common reasons for feeling unsafe were 'violence and aggressive behaviour' (31%), and 'drug and alcohol affected people' (21%)



97% of residents are at least somewhat satisfied with community safety/crime prevention in the Northern Beaches area



Dangerous driving was the area of highest concern for residents in the Northern Beaches area



10

6/02/2020

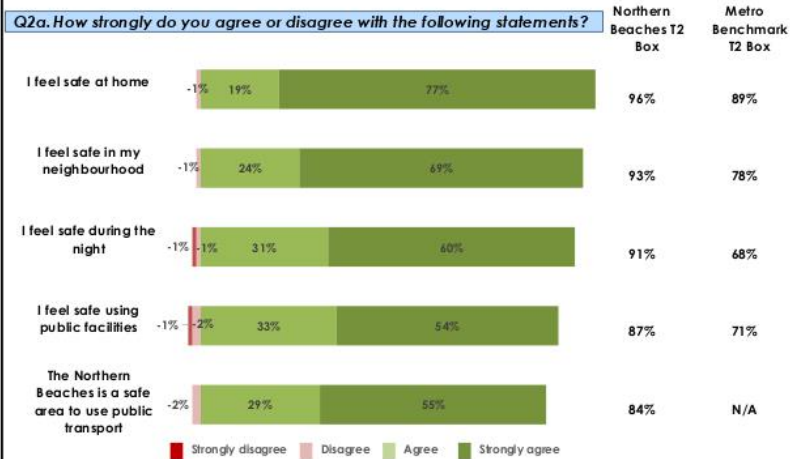
Telephone Survey – Key Findings

- Top 2 agreement scores for all 4 comparable statements were higher than the Micromex Metropolitan Benchmark norms
- Only 16% of residents had felt unsafe in the last 12 months
- Of those that felt unsafe, almost half (48%) of residents suggested the incident occurred at night
- Concerns for community safety in the Northern Beaches area are low, which is a positive result



11

Telephone Survey – Key Findings

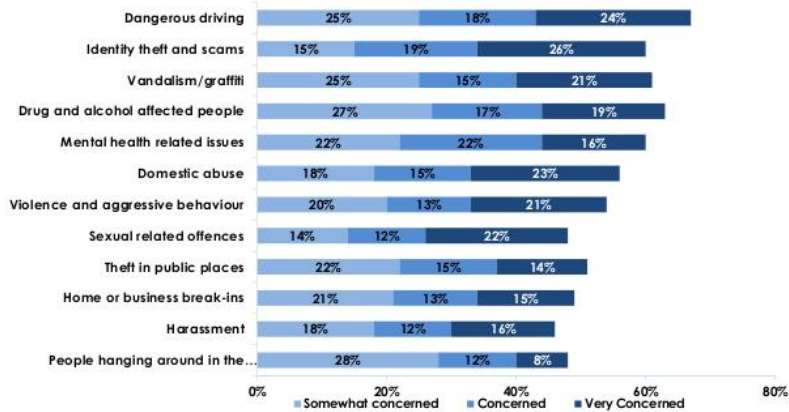


12

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Telephone Survey – Key Findings

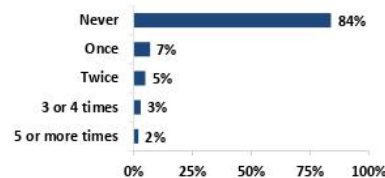
Q4a. Thinking about community safety in your local area, how concerned are you with your experiences of the following?



13

Telephone Survey – Key Findings

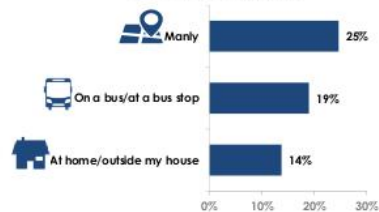
Have you felt unsafe or at risk in the past 12 months -



Of those who felt unsafe
49% of incidence
occurred at night.

Incident Type -	Count
Violence and aggressive behaviour	19
Drug and alcohol affected people	13
Dangerous driving	6

Location of incident -



14

6/02/2020

Summary

- Survey results generally correlate with consultation and research
- High feedback on lighting, clean streets/facilities and CCTV support the proposal for 'Safe Design'
- 'Good sense of community' response supports focus on social connections, wellbeing and resilience initiatives
- Safety related to public transport matches consultation feedback
- High response rate to drug & alcohol related concerns (39%) reinforce stakeholder feedback and crime statistics
- Response rate to harassment (10%) for factors that make people feel unsafe reinforces what young women said in consultations.



15

Priority Areas

1. Safe Futures

- Young people
- Alcohol & other drugs
- Domestic & Family Violence
- Homelessness

2. Senior Safety

- Elder Abuse
- Frauds & Scams

3. Safe Spaces

- Night Time Economy
- Emergency response inc. community preparedness, vehicle mitigation

4. Safe Choices/Design

- CPTED - Reduce the opportunities for crime to occur, e.g. lighting
- Build resilient and connected communities to increase safety



16

6/02/2020

Timeline

- | | |
|--------------------|--------------------------------|
| May 2020 | Draft Plan to Council |
| June 2020 | Public exhibition |
| August 2020 | Plan adopted by Council |



Questions?

