



northern  
beaches  
council

# 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 online via TEAMS on:

**WEDNESDAY 12 AUGUST 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

Roslyn Marsh

Simon Moriarty

Michelle Povah

Diane Robbins

Julie Williams

Samuel Wilkins

Community Representative, Arts, Culture & Youth

Avalon Preservation Association, Arts & Culture

Community Representative, Curl Curl Ward

Northern Beaches Child & Family Interagency

Lifeline Representative

Community Representative - Narrabeen Ward

Community Representative - Forest Ward, Youth, Arts & Culture

Maria-Elena Chidzey

Community Northern Beaches Inc. (CNB), Multi-Cultural

Cathy Hockey

Community Representative, Disability

Dan Giles

Easylink

Margaret Shonk

Community representative - Manly Ward, Mental Health

Justene Gordon

Burdekin Association

## **Council Officer Contacts**

Melissa Messina

Acting Director Community and Belonging

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 online via Teams on Wednesday 12 August 2020  
Commencing at 6:00pm**

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<b>4.0</b>	<b>CONFIRMATION OF MINUTES OF PREVIOUS MEETING</b>	
4.1	Minutes of Community and Belonging Strategic Reference Group meeting held 13 May 2020.....	4
<b>5.0</b>	<b>UPDATE ON ACTIONS FROM LAST MEETING</b>	
	Nil	
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**NEXT MEETING Wednesday 11 November 2020**

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## 1.0 ACKNOWLEDGEMENT OF COUNTRY

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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.

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## 2.0 APOLOGIES

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

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## 3.0 DISCLOSURES OF INTEREST

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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](mailto:councilmeetings@northernbeaches.nsw.gov.au).

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## 4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

### 4.1 MINUTES OF COMMUNITY AND BELONGING STRATEGIC REFERENCE GROUP MEETING HELD 13 MAY 2020

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#### RECOMMENDATION

That the Minutes of the Community and Belonging Strategic Reference Group meeting held 13 May 2020, copies of which were previously circulated to all Members, be confirmed as a true and correct record of the proceedings of that meeting.

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## 6.0 AGENDA ITEMS

<b>ITEM 6.1</b>	<b>ACTIONS UPDATE FROM PREVIOUS MEETINGS</b>
<b>REPORTING OFFICER</b>	<b>EXECUTIVE MANAGER COMMUNITY, ARTS AND CULTURE</b>
<b>TRIM FILE REF</b>	<b>2020/439489</b>
<b>ATTACHMENTS</b>	<b>NIL</b>

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### REPORT

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#### PURPOSE

To provide an update on actions from previous Strategic Reference Group meetings.

#### REPORT

Meeting Date	Action	Update
13 May 2020	Creative Space in Avalon and Mona Vale	The Avalon Workshop has undergone a tender process, with the builder soon to be announced and construction commence. The construction is due to be complete by the end of 2020.  Planning for the Mona Vale Creative Space is to be undertaken in 2020/21.
13 May 2020	Volunteering Program	The Volunteer Policy being developed is an internal operational policy for Council volunteers.  Community volunteering will be included in a future project.
13 May 2020	That The Community and Belonging Strategic Reference Group provide feedback and identify other opportunities for partnerships and collaborations for the post-pandemic recovery and rebuilding phases.	Ongoing.  To be considered at a future SRG meeting.

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#### RECOMMENDATION OF EXECUTIVE MANAGER COMMUNITY, ARTS AND CULTURE

That the Community and Belonging Strategic Reference Group note the action updates.

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<b>ITEM 6.2</b>	<b>SOCIAL SUSTAINABILITY STRATEGY REPORT</b>
<b>REPORTING OFFICER</b>	<b>SOCIAL PLANNING &amp; STRATEGY COORDINATOR</b>
<b>TRIM FILE REF</b>	<b>2020/407734</b>
<b>ATTACHMENTS</b>	<b>1 <a href="#">↓ Social Sustainability Strategy Update</a></b>

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## EXECUTIVE SUMMARY

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### PURPOSE

To provide an update on the progress of the Northern Beaches Council Social Sustainability Strategy (formerly referred to as the Social Plan) and seek feedback on:

1. Key strengths in the areas of wellbeing, resilience and capacity building existing within the Northern Beaches community,
2. Areas of opportunity for each pillar (Safety, Inclusion and Connection) of the Social Sustainability Strategy,
3. Proposed consultation process for the Community and Belonging and other Strategic Reference Groups (SRG).

### SUMMARY

In late March 2020 a comprehensive review of the work done to date on the Social Sustainability Strategy was undertaken, including reviewing the proposed approach to development, timeframe for delivery and a review of engagement activities undertaken, including the presentation to the Community and Belonging SRG in August 2019.

A subtle but important change is renaming the document the Social Sustainability Strategy (formerly "Social Plan"). The change from the word "Plan" to "Strategy" strengthens and aligns the naming of the Strategy within the Council planning framework and ensures it is correctly viewed as a long-term strategic document.

Social Sustainability was chosen as the concept best placed to encapsulate the overall objective of the Strategy. The definition of Social Sustainability used is drawn from the OECD "*Blending traditional social policy areas and principles, such as equity and health, with emerging issues concerning participation, needs, social capital, the economy, the environment, and more recently, with the notions of happiness, wellbeing and quality of life.*"

An updated project approach has subsequently been curated that provides clear and concise articulation of the purpose of the Social Sustainability Strategy and describes how it will provide key guidance to Council and the community on social planning issues throughout the life of the strategy.

This approach includes a detailed stakeholder engagement plan that seeks to maximise opportunities to incorporate collaboration and build partnerships with key stakeholders inside and outside of Council. This collaboration and partnerships is a critical delivery objective of the Social Sustainability Strategy and is integral to its long-term success.

The project team have also taken into consideration the impacts of the Covid19 Pandemic response, and the unique engagement and social challenges this will present to the community in coming months/years.

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**RECOMMENDATION OF SOCIAL PLANNING & STRATEGY COORDINATOR**

That the Community and Belonging Strategic Reference Group

1. Note the Social Sustainability Strategy update presentation
  2. Provide feedback and identify:
    - A. Current strengths in the areas of safety, inclusion and connection for the community
    - B. Identify opportunities that exist to support achieving safety, inclusion and connection for priority groups.
  3. Provide feedback on the consultation approach with the SRG through the life of the project.
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**REPORT**

**ARTICULATION OF PURPOSE AND DIRECTION OF A SOCIAL SUSTAINABILITY STRATEGY**

A Social Sustainability Strategy (the Strategy) will be a key mechanism for Northern Beaches Council to achieve its commitment to the community in delivering the *Shape 2028* community vision “**A safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.**” The Strategy identify opportunities to enhance and support every member of the community to experience a safe, inclusive and connected community.

Consideration has been given as to how this Strategy is placed within the broader suite of Council strategies and the interaction with other key documents sitting above, beside and flowing from the Strategy. A visual depiction of this work is shown in Figure 1.



The Strategy will provide social planning direction to other key council strategies and plans to ensure a holistic and whole of Council approach to delivering the community vision.

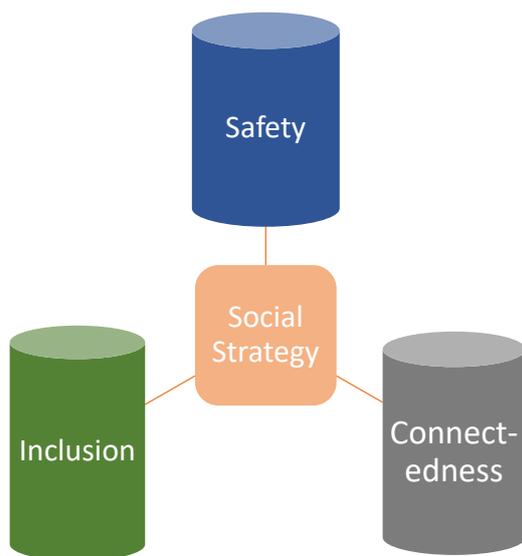
The proposed approach to developing the Social Sustainability Strategy will provide the council and the community with:

- **Long term social direction** through to 2040, in line with the Long-Term Strategic Planning Statement - *Towards 2040*, that builds upon existing positive social attributes as the community continues to grow; and
- A framework for **building the capacity of the community** to respond to social challenges through strong partnerships with government and community organisations.

## THEORETICAL FOUNDATIONS

The Strategy will draw upon a strength's perspective, systems theories, theory of collective action, anti-oppressive practice and the values of social justice and empowerment.

This theoretical foundation will ensure that the social planning process incorporates best practice design and consultation, delivering a Social Sustainability Strategy that can provide guidance on key issues with confidence that the Strategy reflects the needs and aspirations of all parts of the community.



## THE THREE PILLARS

The approach to develop the Strategy proposes to use the three key components identified in the *Shape 2028* Community Vision as pillars of the Social Sustainability Strategy. The Strategy will explore what the pillars mean for all groups within the community and identify opportunities to build capacity, resilience and wellbeing.

The initial workshop findings relating to vision for the Social Plan undertaken in August 2019 with the Community Arts and Culture (CAC) Team and the Community and Belonging SRG support the use of these pillars, shown below in Table 1.

Top 3 ranked keywords Community, Arts and Culture team	Top 3 ranked keywords Community and Belonging Strategic Reference Group
1. Inclusive	1. Safety/Trust
2. Connected Communities	2. Accessible
3. Diversity/Equity/Innovative	3. Connected

Table 1 – Social Plan Vision Engagement, August 2019

## STAKEHOLDER ENGAGEMENT

In reviewing previous activities and developing a Stakeholder Engagement approach, the following key objectives were identified:

- An educative piece for internal and external sector stakeholders around the benefits of the Social Sustainability Strategy and how it is relevant to them; including other Council strategies (internal) and helping build community capacity by supporting the sector (external);
- A community endorsed vision of the three key pillars - safety, inclusion and connectedness and the areas of strength relating to wellbeing, resilience and capacity building in the community which will inform the Action Plans (Figure 1) flowing from the Social Sustainability Strategy;
- Targeted feedback on key community issues and the emergence of priority groups; and
- Leverage the rapport built in genuine engagement to achieve buy-in from key stakeholders for the ongoing delivery and collaboration with Council to address each priority area over the life of the strategy.

To achieve these objectives a four-phased approach to engagement is proposed.

Figure 2 shows the proposed high-level stakeholder engagement for each phase, which will draw on detailed stakeholder identification undertaken with the Community and Belonging SRG and the Community, Arts and Culture Team. The detailed list will provide the basis of a strengths and gaps analysis of supports available to different groups within the Northern Beaches and gaps in representation across the LGA.

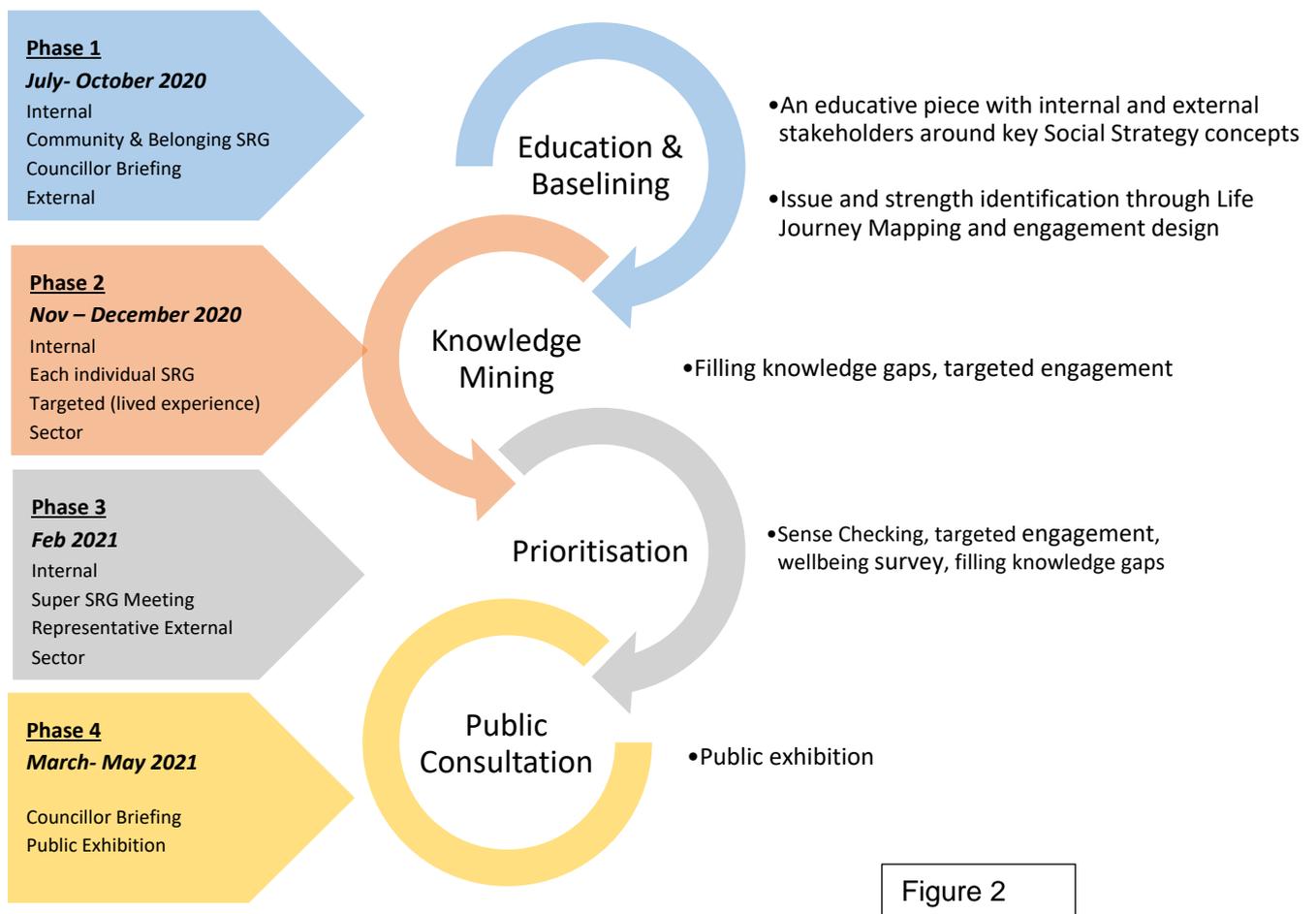


Figure 2

## CONSULTATION WITH THE STRATEGIC REFERENCE GROUPS

The Project team considered the best way in which to create meaningful opportunities for the SRG to contribute to the direction and content of the Strategy.

To achieve this the Stakeholder Engagement plan proposes key consultation for the SRG's throughout Phases 1 to 3. Figure 2 shows the relationship between engagement activities and highlights how each consultation piece builds on the understanding and knowledge needed to produce an authentic and representative approach to social planning for the Northern Beaches LGA.

### TIMING

The timeframe for delivery of a Social Sustainability Strategy is June 2021.

### COVID19 PANDEMIC RESPONSE

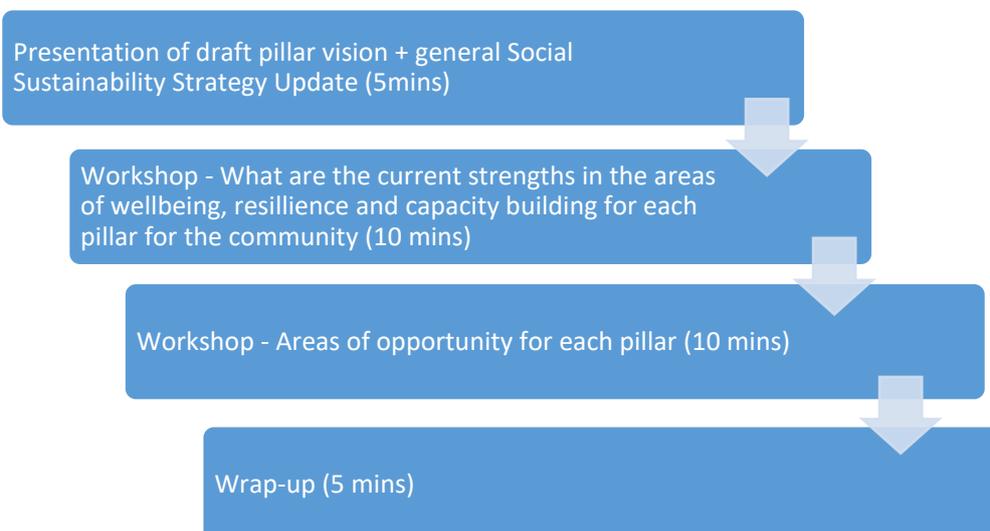
Consideration has been given to the impact of Covid19 on both the ability to meaningfully engage, and the context of any medium to long-term impacts of the pandemic on the community.

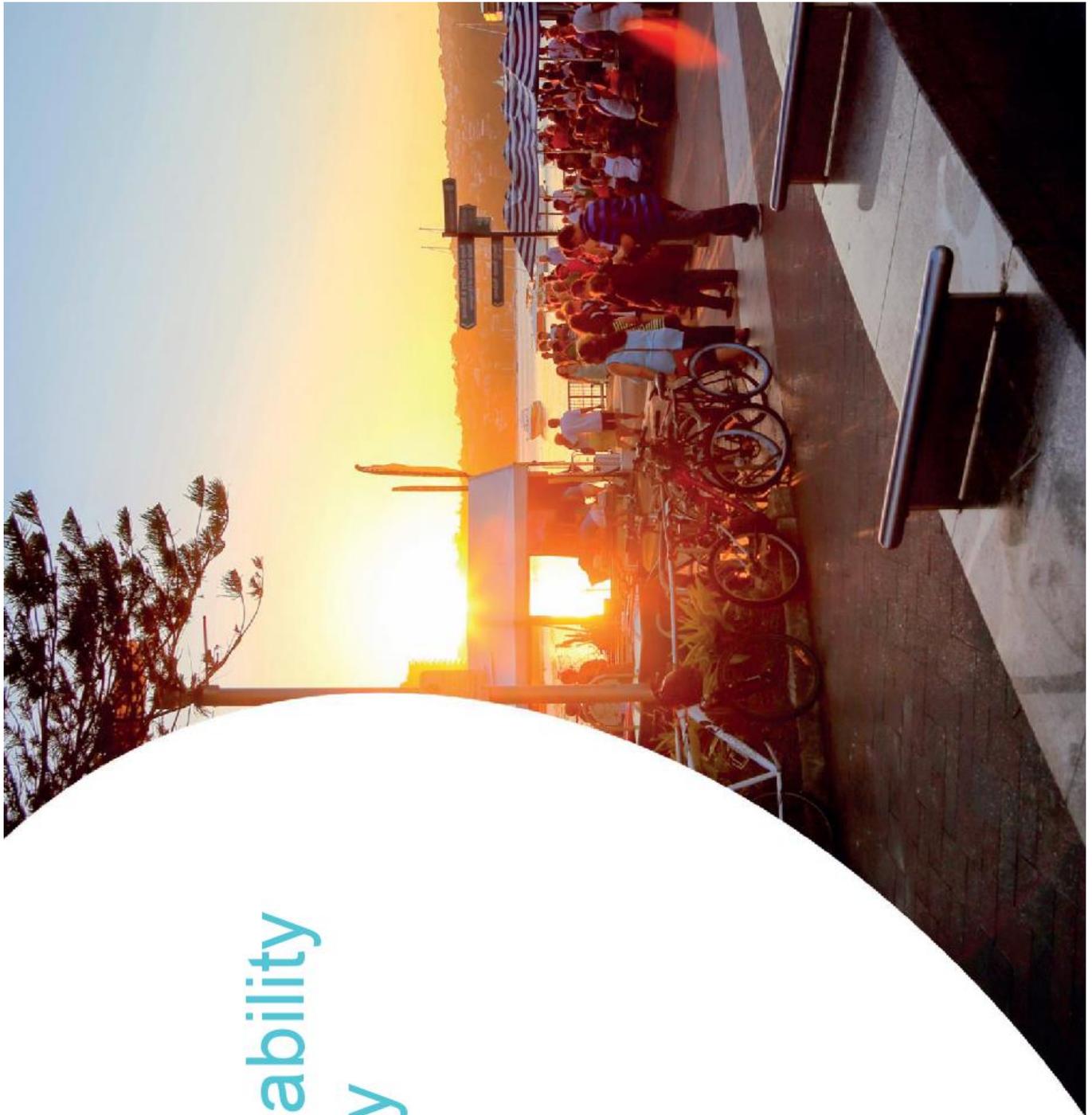
As we are still very much in the grips of the pandemic response, it makes it difficult to fully comprehend or forecast what the primary and lasting impact of the pandemic will be on the community. To date the data and analysis coming from the research sector about the evolving impact on the community indicate it is primarily exacerbating existing social issues. Examples include an increase in domestic violence, household financial stress and an increase in mental health concerns.

Within the context of the Social Sustainability Strategy, this indicates that we can move forward with a long-term outlook and be confident that these issues will be captured within the proposed engagement process. More consideration will be made as the project progresses around the prioritisation of issues, as this is likely to be where we see changes in community need rather than the creation of new areas of focus. For example, the reduction and loss of income and employment experienced disproportionately by women and younger workers may affect the prioritisation of this priority group higher now than pre covid19.

### WORKSHOP

Review of the draft vision of each of the Pillars.





# Social Sustainability Strategy Update

# Social Planning & Strategy Team

Russell Peake



Manager  
Social  
Planning  
and  
Services

Briana Davis



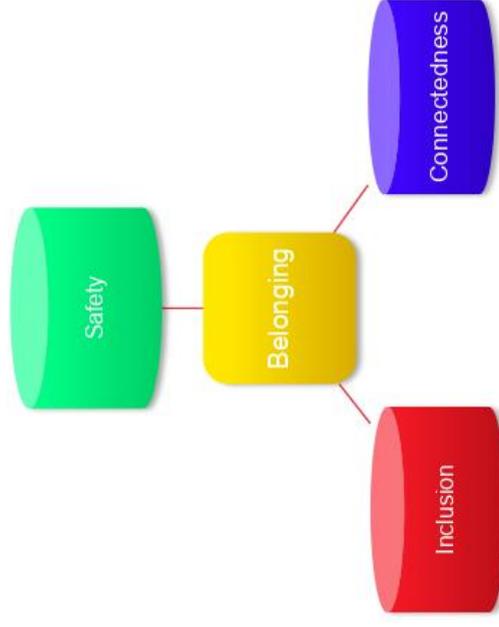
Social  
Planning  
and Strategy  
Coordinator

# Where are we heading

A Social Sustainability Strategy that provides Council and the community with:

- Long term social direction
- A framework for building the capacity of the community

Three key pillars of the strategy



Building on existing community strengths

# Draft Pillar Vision



# How we want to work with you

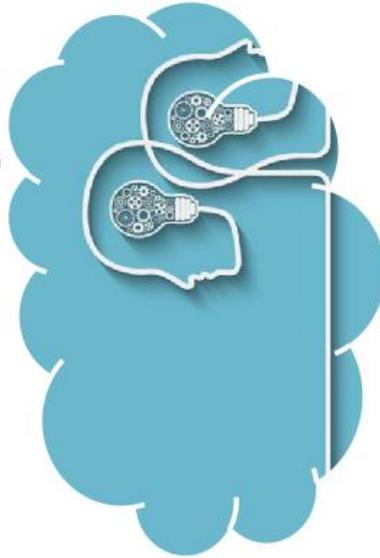
Collaboration



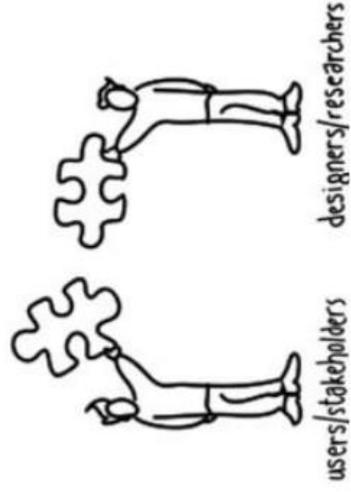
Representation



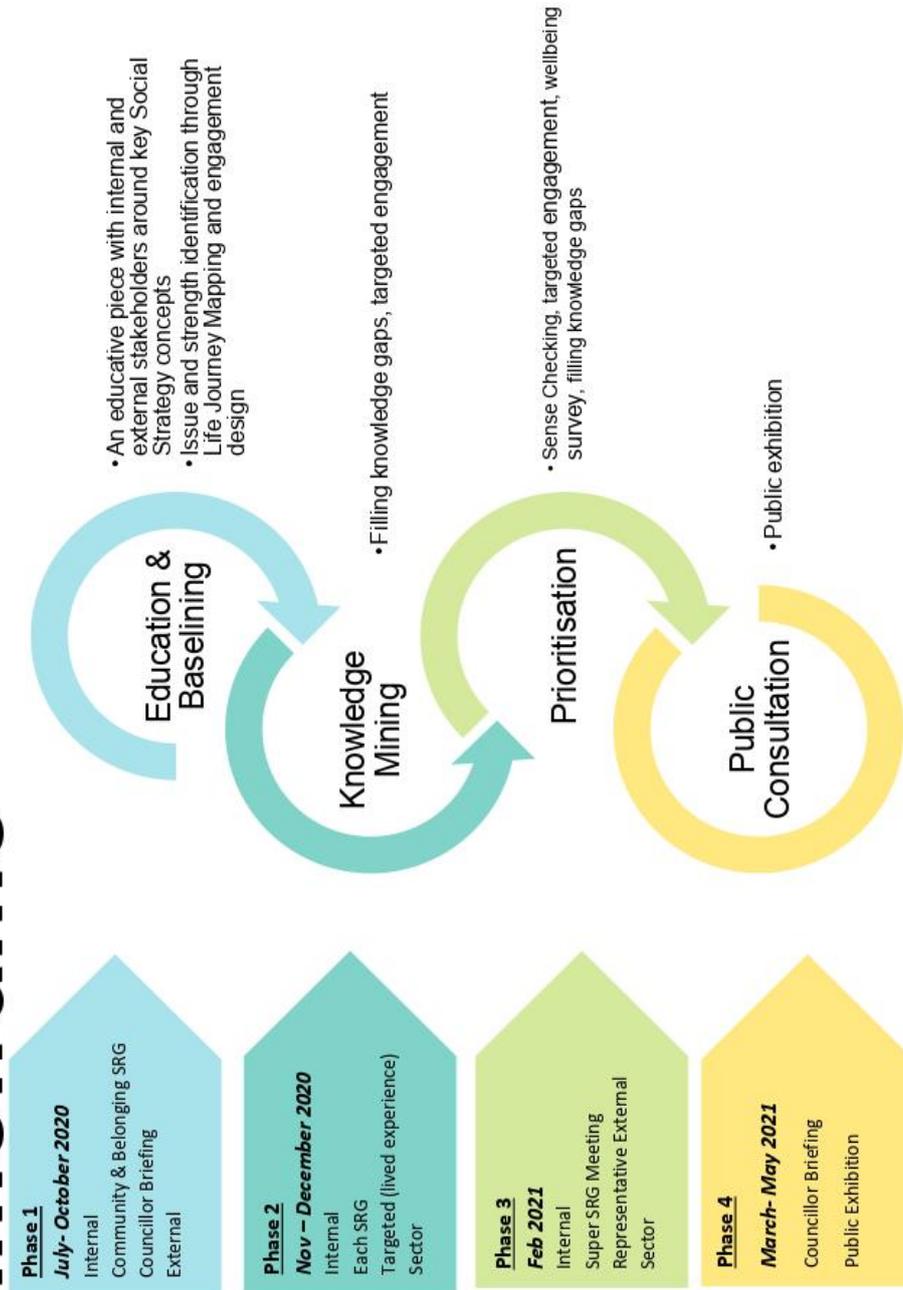
Shared Learning



Co-Design



# Timeframe



# Workshop

Presentation of draft pillar vision +  
general Social Sustainability Strategy  
Update (5mins)

Workshop - What are the current strengths in the areas of wellbeing, resilience and capacity building for each pillar for the community (10 mins)

# Workshop - Areas of opportunity for each pillar (10 mins)

# Wrap-up (5 mins)

# Thankyou

<b>ITEM 6.3</b>	<b>COMMUNITY SAFETY PLAN</b>
<b>REPORTING OFFICER</b>	<b>TEAM LEADER, COMMUNITY DEVELOPMENT</b>
<b>TRIM FILE REF</b>	<b>2020/408040</b>
<b>ATTACHMENTS</b>	<b>1 <a href="#">Community Safety Plan - Progress Update</a></b>

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## BRIEF REPORT

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### PURPOSE

To brief the Community and Belonging Strategic Reference Group on the progress of the draft Community Safety Plan.

### REPORT

Council is developing a five-year Community Safety Plan 2020-2025 (draft Plan) 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 direction for safety related issues across the Northern Beaches and provide focus areas for the Community Safety Committee and key stakeholders.

The intended outcomes of the Plan are:

- Improved actual and perceived safety in public spaces.
- Reduced local crime by collaborating on 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.

A summary of the community and stakeholder engagement for the development of the draft Plan was presented to the Community and Belonging Strategic Reference Group on 12 February 2020. This indicated that the Northern Beaches is a very safe place, with community perceptions of safety at a high level and that the survey results generally correlate with consultation and research.

Arising from the analysis of crime statistics and community and stakeholder engagement are key themes and priority areas that will provide focus for the development of actions for the draft Plan.

The identified themes are:

- Alcohol and other drugs
- Transport safety
- Domestic and family violence
- Young people, safety and wellbeing
- Homelessness
- Scams and other fraud
- Elder abuse and exploitation

These themes sit within and across six priority areas:

- Safe Futures
- Safe Travels
- Safe Families
- Safe Seniors

- Safe Spaces
- Safe Nights Out

These themes and priority areas are the topic of discussion for the Community and Belonging Strategic Reference Group.

Following feedback on the themes and priority areas, the next stage of engagement will commence, focusing on workshops with key stakeholders to develop the draft Actions. This collaborative approach will ensure that the draft Actions are aligned with the data collected and are supported by the stakeholders that are critical to the implementation of these Actions, such as Northern Beaches Police, State agencies (Health and Transport), service providers, community organisations and a range of Council business units.

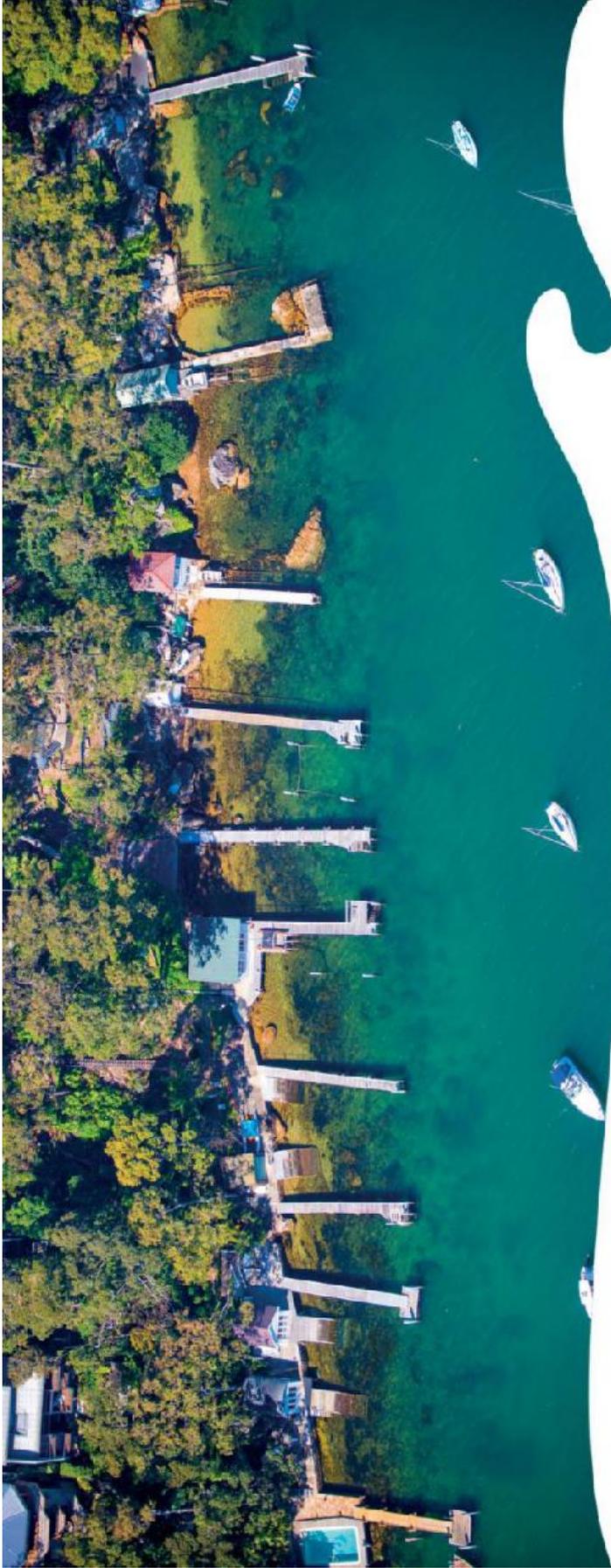
The timetable for development of the draft Plan is summarised below:

August 2020	Engagement on themes and priority areas with the Community Safety Committee and Community and Belonging Strategic Reference Group
August/September 2020	Collaborative engagement with key stakeholders to develop draft Actions
October 2020 -	Submit draft Plan to Council to approve for public exhibition
November 2020	Review submissions from the public exhibition period, making amendments if required.
December 2020	Submit final draft Plan for adoption by Council

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#### **RECOMMENDATION OF TEAM LEADER, COMMUNITY DEVELOPMENT**

That the Community and Belonging Strategic Reference Group provide feedback around key objectives, and identify service provider partners that will contribute to actions within the Draft Community Safety Plan.



# Community Safety Plan

Community & Belonging  
Strategic Reference Group  
12 August 2020

# Action Plan & Purpose

- Five-year Community Safety Plan 2020-2025 in support of Northern Beaches vision:
  - *‘a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment’* (Community Strategic Plan 2018-2028)
- Strategic vision and direction for safety related priority areas across the Northern Beaches
- Identified objectives and actions

# Background

- Data analysis – Northern Beaches Police and BOCSTAR data (NSW Bureau of Crime Statistics and Research)
- Community and stakeholder engagement, including online survey and randomised phone surveys.

## Key Results;

- Northern Beaches is a very safe place
- Community perceptions of safety are high
- Results correlate with consultation with key focus groups and services
- The Plan identifies emerging themes & includes draft objectives under 6 Priority Areas.

# Emerging Themes & Priority Action Areas

## Priority Areas

	Safe Futures	Safe Travels	Safe Families	Safe Seniors	Safe Spaces	Safe Nights Out
Alcohol & other drugs	✓		✓		✓	✓
Transport Safety		✓		✓	✓	✓
Domestic & Family Violence	✓		✓			
Young people, safety & wellbeing	✓	✓	✓		✓	✓
Homelessness	✓				✓	
Scams & other fraud				✓		
Elder abuse & exploitation				✓		

## Emerging Themes

Priority Action Area	Description
1. Safe Futures	To increase safety for peoples' futures
2. Safe Travels	To improve safety on transport and at transport hubs
3. Safe Families	To increase safety of families
4. Safe Seniors	To increase safety of older people
5. Safe Spaces	To increase safety of public spaces
6. Safe Nights Out	To increase safety at night

## Activity (10 min)

Review each of the six Priority Areas to:

1. Provide feedback on the objectives
2. Identify potential partners and stakeholders

# 1. Safe Futures

## Objectives

1. Improve safety for young women
2. Increase access to safe recreation opportunities for young people
3. Reduce harms associated with young people consuming alcohol
4. Reduce barriers young people face accessing mental health supports
5. Increase access to housing for people experiencing homelessness

## 2. Safe Travels

### Objectives

1. Improve design of transport hubs to enhance actual and perceived safety
2. Reduce violent and difficult behaviour and increase reporting of inappropriate behaviour on transport
3. Improve actual and perceived safety for women and other community members using public transport at night

## 3. Safe Families

### Objectives

1. Reduce risks of families living in and leaving violence
2. Reduce adolescent family violence perpetrators
3. Improve service coordination to foster holistic support for families impacted by violence
4. Increase opportunities for pro-social connections between parents and young people
5. Address normalisation and access of alcohol and other drug use by parents
6. Improve child safety, particularly online safety

## 4. Safe Seniors

### Objectives

1. Reduce susceptibility to identity theft and scams
2. Reduce vulnerability to victimisation

# 5. Safe Spaces

## Objectives

1. Promote actual and perceived safety for the community through design and development in public spaces
2. Support effective management of alcohol provision across licensed premises and businesses
3. Improve response to identified locations of crime and safety concerns
4. Improve safety and wellbeing for homeless people and rough sleepers

# 6. Safe Nights Out

## Objectives

1. Increase access of diverse and accessible entertainment
2. Increase safe night-time opportunities in key growth centres

## Next Steps

1. October 2020 - Submit draft Plan to Council to approve for public exhibition
2. November 2020 - Review submissions from the public exhibition period, making variations where required
3. December 2020 - Submit final draft Plan for adoption by Council

<b>ITEM 6.4</b>	<b>GLEN STREET THEATRE - FUTURE USE OF THE FORMER RESTAURANT SPACE</b>
<b>REPORTING OFFICER</b>	<b>EXECUTIVE MANAGER COMMUNITY, ARTS AND CULTURE</b>
<b>TRIM FILE REF</b>	<b>2020/426818</b>
<b>ATTACHMENTS</b>	<b>1 <a href="#">↓</a> Glen Street Theatre use of Former Restaurant Space</b>

## PURPOSE

To consider and provide feedback to Council on the options presented for the future use of the former restaurant space at Glen Street Theatre, Belrose.

## EXECUTIVE SUMMARY

Council manages Glen Street Theatre (the Theatre), a performing arts centre in Belrose. The Theatre consists of a 400 seat theatre, a space that was formerly used as a restaurant with a capacity of 100 and a large foyer with bar and box office facilities.

On 18 December 2018 Council resolved to consider options regarding the future use of the former restaurant space at the Theatre. The Council Resolution stated that community consultation be undertaken followed by a Benchmark and Feasibility study and report. This report presents the feasibility report and asks for comments from Strategic Reference Group members.

As resolved by Council, the first step in this project was to undertake community engagement to understand community views on the future use of the space. A community survey was undertaken in June 2019 and the survey identified the community preference, by 81%, for a *flexible space offering live performances and food and beverages*.

Based on the community engagement, Randall Arts Management Ltd (RAM) were contracted in October 2019 to provide Council with a minimum of three feasibility options for activating the former restaurant space in line with the community preference.

The Council Brief to the consultant requested that options for the future use of the space be evaluated against:

- Ability to meet the preferred use as identified by the community
- Enhancing audience development for Glen Street Theatre
- Enabling financial sustainability of Glen Street Theatre
- Connecting all members of the community
- Assisting to activate the entire cultural hub
- Generate income

Evaluation against the above identified three options for analysis:

**Option 1: Improve the Current Condition.** Refresh and improve the capability of the current space to act as a multi-purpose facility that offers the community a low cost small performance, rehearsal, events and hire space with limited food and beverage offering.

**Option 2: Balanced Performance and Hospitality.** Convert the current facilities to operate as a fully operational performance focused space with hospitality options, address some existing capability shortcomings but without any structural changes or audience capacity increase.

**Option 3: Hospitality Venue.** Offer the facilities to the market as a hospitality focused venue with a secondary entertainment function on a commercial basis with the expectation that the commercial operator pays for refurbishment of the space.

The findings and recommendation of Randall Arts Management are:

*“Option 1 – Improve Current Conditions, would provide some improvements to Glen Street Theatre’s ability to continue to contribute to the Outcomes whilst longer term facility and precinct development strategy was being developed.*

*Option 2 – Balanced Approach, requires a more significant public investment for limited benefits and high risk.*

*Option 3 – Hospitality Venue, might help encourage access to the Precinct. Any further alignment with the Outcomes would be dependent on specific proposals from the market.*

*The Consultant’s Report recommends Option 1, ‘Improve the Current State’. This Option lifts the space to a ‘fit for purpose’ standard and strengthens performance, food and beverage capability and capacity in the space for a relatively small cost and low risk.”*

*(page 11, Glen St Theatre – Use of former restaurant space, Final Report)*

Taking the age of the primary theatre asset into consideration and the need for extensive maintenance and refurbishment within the next 3 to 5 years, the Consultants deemed Options 2 and 3 to be high risk. The financial impact on Council ranges from \$160,000 capital upwards depending on the option selected.

Council will be considering the next step to implement this project at an upcoming Council meeting.

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## RECOMMENDATION OF EXECUTIVE MANAGER COMMUNITY, ARTS AND CULTURE

That the Community and Belonging Strategic Reference Group provide comment and advice on the three options under consideration.

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## REPORT

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### BACKGROUND

Council has been working towards the delivery of a cultural hub at Glen Street Belrose since 2013, building upon the success of Glen Street Theatre. With this objective in mind, on 25 November 2014 Council resolved to progress the following:

- Construction of a 650m<sup>2</sup> library located at the front of the Glen Street Theatre (completed 2017)
- Tendering out the lease (including fit-out) of the dining and kitchen area in their existing form to food and beverage operators (former restaurant space)

The former restaurant space is located on the eastern side of the Theatre complex, which is situated on the corner of Glen Street and Blackbutts Road, Belrose. The space was purpose designed in the early 1980s as a restaurant that would service the needs of patrons of the Theatre, primarily for pre-show dining. It is a single floor design that occupies approximately 300sqm and has a (generally unused) entrance at the back of the theatre facing the now upgraded sports fields. The space is accessed via the Theatre foyer. (see Attachment 1 for location map and photographs)

Between 1985 and 2014, various restaurant management and catering models were used by Council, ranging from in-house management to outsourcing. Small performances or events were also held sporadically. In 2014 the restaurant ceased operating due to losses incurred from changes in catering providers, reductions in theatre attendances and dining numbers, plus difficulty in sourcing appropriate programming appropriate for the space.

In 2015, Council undertook an open market tender for the lease of the space. By 2016, after lengthy discussions, the preferred tenderer signed a 20-year lease to operate in this space including taking over all bar sales for this space and the theatre. Two years later, however, this operator withdrew from the lease agreement citing license difficulties, thus requiring Council to rethink the best approach for this space.

As the commitment to transform the Glen Street precinct into a vibrant cultural hub remained, it was recommended that Council investigate the feasibility of developing an invigorated, activated space that offers live performances and music, in conjunction with a food and beverage service in the former restaurant space. At the Council Meeting of 18 December 2018, it was resolved:

*'That:*

- A. Council undertake a feasibility study and business case for the operation of a performance/entertainment space, with a food and beverage offering, in the former restaurant space at Glen Street Theatre.*
- B. Council endorse the use of the former restaurant site at Glen Street Theatre as a pop-up performance and hire space during the development of the feasibility study and business case.*
- C. Community consultation be undertaken prior to commencement of any feasibility study.'*

The results from the feasibility study are the subject of this report.

### Current Usage of the former restaurant space

Pre COVID19, the former restaurant space was used 45% of the year. It has evolved to incorporate different uses that include:

- rehearsal space
- meeting room and corporate hire space
- dressing room area to support performance activity in the main auditorium
- storage space to support performance activity in the main auditorium
- performance activity that requires a more intimate format than is available in the main auditorium.

Performances such as Speigelesque Cabaret, Marian Street Theatre for Young People, Library Christmas Pantomime and NIDA performance skills workshops for young people were the most recent shows prior to the COVID19 shutdown in March 2020.

This space also provides a critical support function for large scale performance activity held in the main auditorium. A lack of backstage facilities requires the former restaurant space to be used as dressing room area, greenroom space and equipment storage when the large dance ensembles and community groups hire the Theatre. These groups are regular community users. If the Theatre becomes unable to meet their event needs the loss of these hires would have a significant direct impact on community utilisation and venue income. Based on 2019 calendar year bookings the potential loss of these clients could represent a loss to the Theatre of 39% of total annual tickets sold (27,027 of 68,758) and 72% venue hire income (\$400,753 of \$558,310). It should be noted that Sydney North Dance Festival have already advised that should this space not be available for their use Glen Street Theatre would no longer meet their event needs and they will relocate to another venue. The impact of this is that if Council were to consider repurposing this space for a hospitality space additional storage and rehearsal space should be considered for inclusion in any capital improvements to the building.

In addition to this use, during the COVID19 crisis this space has been transformed into a broadcast recording studio. It has been already been used for Council managed webinars, including the 'Safe and Sound' webinar series, the Big Ideas Forum and Northern Composure Unplugged program. Planning is currently underway for a series of Library events and enquiries are now being made by community groups to access this service under a venue hire model. The success of these online programs and activities have identified a demand for this format by the community, with the information reaching a far broader and larger audience than the traditional face-to-face programs. Whilst Council will return to 'live' programs when it is safe to do so, this format is being considered as an important service addition to Council's support of the community. The opportunity to use the space in this manner was not considered in the consultant's report but should now be considered in any decision about the future use of the space.

### Feasibility and Future Consideration

This project aims to identify the best operational model for the former restaurant space that meets the community consultation preference for a *flexible space offering live performances and food and beverages*, and is financial viable for Council.

Council engaged the consultancy firm 'Randall Arts Management Pty Ltd' to undertake an independent analysis of the former restaurant space and provide options for future usage.

The options identified and assessed are:

- **Option 1 'Improve the Current Condition'** – Refresh and improve the capability of the current space to act as a multi-purpose facility that offers the community a low cost small performance, rehearsal, events and hire space with food and beverage offering.

- **Option 2 ‘Balanced Performance and Hospitality’** - Convert the current facilities to operate as a fully operational performance focussed space with hospitality options, address some existing capability shortcomings but without any structural changes or audience capacity increase.
- **Option 3 ‘Hospitality Venue’**- Offer the facilities to the market as a hospitality focussed venue with a secondary entertainment function on a commercial basis with the expectation that the commercial operator pays for refurbishment of the space.

More detail on each option is detailed in Table 1, below.

Table 1.	<b>Option 1</b> <b>Improve Current State</b>	<b>Option 2</b> <b>Balanced Performance + Hospitality</b>	<b>Option 3</b> <b>Hospitality Venue</b>
<b>Description</b>	<p>Improve the current space to act as a small but flexible performance space with food and beverage offering.</p> <p>Refurbish, refresh and make fit for purpose as a secondary performance, events, rehearsal and hire space.</p> <p>Reinstate the bar and limited kitchen refurbishment for casual catering</p>	<p>Increased improvements from Option 1 to broaden the range of programming options.</p> <p>Capability for special events, hire, workshops and utility space.</p> <p>Fully refit kitchen and either reinstate the bar or move bar to kitchen area to increase floor space</p>	<p>A new hospitality venue with the major focus around sale of food and beverage.</p> <p>Small scale performances form a supporting part of the offer</p>
<b>Capital Outlay (estimate)</b>	\$160,000	\$570,000 (full kitchen update)	Commercial operator bares the cost
<b>Feasibility</b>	Feasible	Not Feasible within current footprint	May be Feasible
<b>Benefit</b>	<ul style="list-style-type: none"> <li>• Enable Glen Street Theatre to expand its programming to encompass a more diverse range of activities</li> <li>• Improved functionality</li> <li>• Upgraded equipment, technical and production infrastructure</li> <li>• Attractive secondary entry point</li> <li>• Increased utilisation per annum</li> <li>• Continues storage and rehearsal space</li> </ul>	<ul style="list-style-type: none"> <li>• Improve community connection</li> <li>• Expand impact through a broader, more diverse, participation, and learning range of programming options than is currently possible.</li> <li>• increase development of local artists and works</li> </ul>	<ul style="list-style-type: none"> <li>• Meets local day and evening market</li> <li>• Small scale music and spoken word performances</li> <li>• No capital cost to Council for the hospitality offering.</li> <li>• Receive commercial rent after any negotiated rent free period</li> </ul>

Table 1.	Option 1 Improve Current State	Option 2 Balanced Performance + Hospitality	Option 3 Hospitality Venue
	<ul style="list-style-type: none"> <li>Opportunity to understand growth following 4 years of construction</li> <li>Marketing can grow the current service model</li> </ul>		
<b>Risk</b>	<p>Limited risk due to:</p> <ul style="list-style-type: none"> <li>Low financial liability</li> <li>Meets community expectation</li> <li>No large hospitality service/modelling requirements</li> </ul> <p>Medium risk to:</p> <ul style="list-style-type: none"> <li>Resourcing capability</li> </ul>	<p>High risk due to:</p> <ul style="list-style-type: none"> <li>Lacks height and staging options</li> <li>Capacity restrictions</li> <li>Low supply of suitable programming</li> <li>Considerable expansion and costs required</li> <li>\$87k net losses</li> <li>Increased resourcing required</li> <li>Unknown and unlikely market demand for commercial partners or caterers willing to take risk</li> </ul>	<p>High risk due to:</p> <ul style="list-style-type: none"> <li>Negative impact to theatre bar and community hire business</li> <li>Unknown if "Primary Service" licence will be approved</li> <li>Unknown market interest</li> <li>Reputation to Council if fails</li> <li>Theatre loses valuable performance, storage and rehearsal space, that could require significant capital cost to replace</li> <li>Significant refurbishment</li> <li>Competes with service providers in the area</li> </ul>

**Other considerations:**

During this analysis, it was identified that when assessing the smaller restaurant space consideration must also be given to the primary theatre asset and full complex. The considerations include:

- Significant renewal funds of approximately \$2.5 million are required in the next 3 years for essential maintenance. Specifically an immediate \$740,000 for critical replacement of failing air-conditioning infrastructure with a forecast estimate of \$1,740,1200 for base asset maintenance lifecycle costs for 20/21 to 22/23. This expenditure is required to maintain the facility to current base standard and does not account for any major improvements.
- It is difficult to provide certainty to a long term commercial investor/operator, especially considering the significant economic impact of the Covid-19 crisis on the hospitality and arts industries.
- There is opportunity to improve overall venue utilisation through the provision of a secondary space at the Theatre. The 2019 PAC Australia Economic Activity Report states that 67.6% of venues around Australia run two or more performance spaces and venues with more than

one space have shown overall improved utilisation rates, particularly in performance space two (11% increase)

Also for consideration by Council is the risk of the suburban location of the Theatre. As detailed in the Consultant's report the location does not demonstrate characteristics that improve the success of hospitality offerings in a theatre complex, which include:

- Have a prime suburban retail/ office hub location
- Operate a daily cinema business
- Incorporate a meeting/ conference business
- An attractive setting, a destination in its own right

According to the consultants' report, the lack of these attributes limits the financial feasibility of a hospitality offering at the site, with Option 3 identified as possible but a high risk to Council.

The findings and recommendation of Randall Arts Management is to recommend Option 1 due to the following:

- It meets the community consultation preference as the return of the kitchen to a basic service space and reinstating the bar will allow for performance plus food and beverage
- A range of recommended functional and aesthetic improvements will improve the attractiveness and ability to increase utilisation per annum
- Limited financial outlay and risk to Council
- Building on the success of the last 2 years
- Ensures the necessary current usage to supplement main theatre back of house space is maintained (i.e. dressing room, greenroom and storage use)
- Ensures the necessary current usage for rehearsal and intimate performances ( e.g. youth and cabaret) is maintained

## CONSULTATION

Community engagement was undertaken in accordance with the Council resolution of 18 December, 2018. Consultancy firm Micromex was contracted to undertake a phone and online survey to ascertain community views on the following:

- Understand the community's current behaviours e.g. participation in arts and cultural activities more broadly, level of awareness with the precinct, and current visitation
- Identify the community's level of interest in arts and cultural offerings in the Cultural Hub
- Measure preferences and levels of support for several proposed options for the Glen Street Theatre former restaurant space.

Council specifically asked the community what their preferences were for the former restaurant space in Glen Street Theatre and Glen Street Cultural Hub in terms of performance, art and culture.

The telephone survey (landline and mobile) was undertaken from 27 June to 4 July 2019 to 303 households. Following on from the telephone survey, an online version of the telephone survey was promoted by Council from 28 June to 25 July 2019 in order to allow greater participation from the community. The on-line survey obtained 812 responses and was distributed through:

- Your Say (entire Northern Beaches)
- Random telephone survey (303 households)
- Theatre subscriber survey (to 39K subscribers)
- iPads with survey at theatre shows (Theatre attendees)
- Letter box drop with survey link (to 601 households)
- Signage + postcards with survey link (predominately at Libraries + Glen St).

A total of 1,115 surveys were completed in total from the two survey methods. Survey participants stated that more food, beverage, as well as entertainment options would attract more people to the Glen Street Theatre area. They also said that an increased amount of festivals and events, as well as small bars and new restaurants, would enhance the area as a cultural hub.

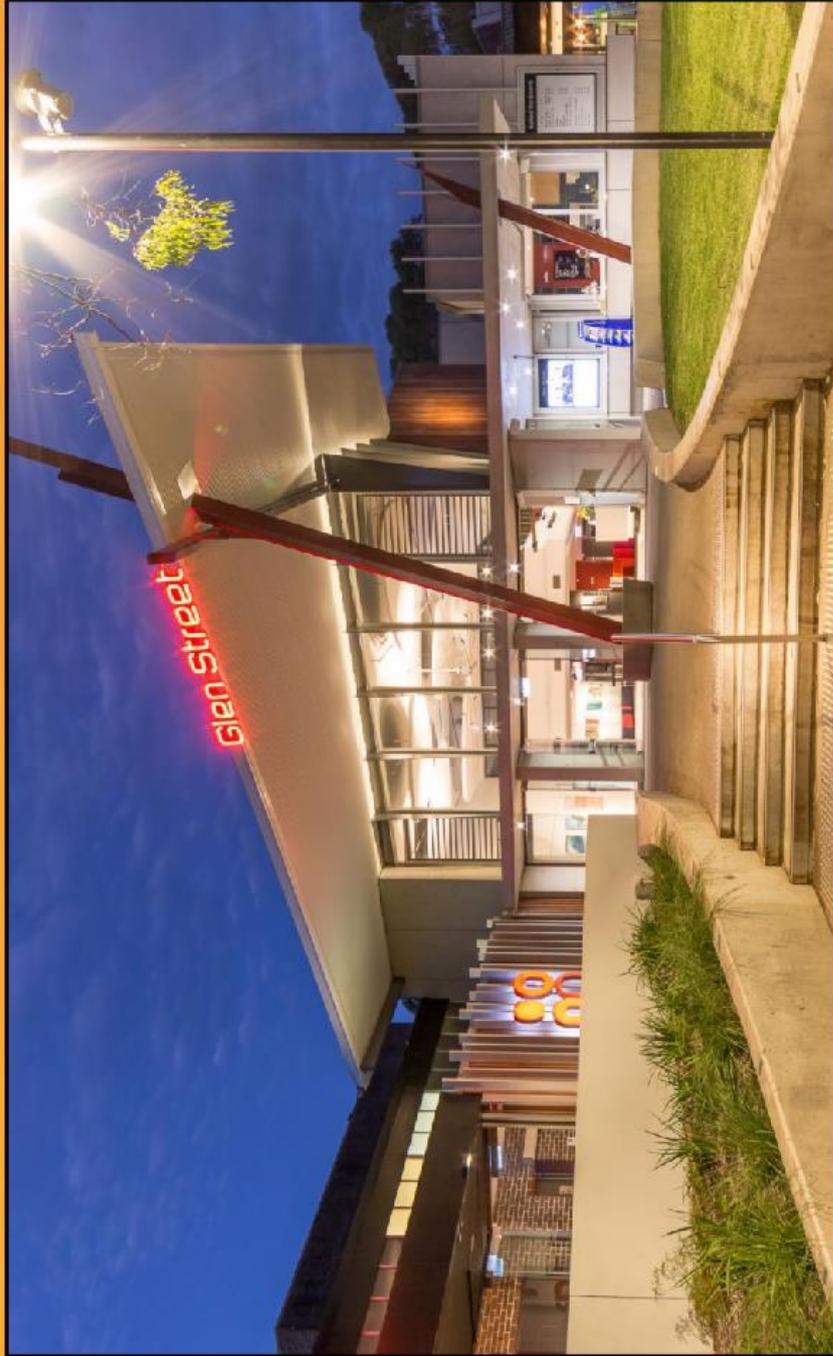
The strongest preference gained 81% agreement from the community was that *'a flexible space offering live performances and food & beverages'* would best suit the former restaurant space.

#### **TIMING**

A report presenting these options will be considered by Council at an upcoming meeting, which will include comments from the Strategic Reference Group.

# Glen Street Theatre

Former Restaurant Space – Options for future use



# Location

Former restaurant space (also formerly known as Sorlies) within  
Glen Street Theatre, Belrose



*Site location*

# Cultural Hub

Working towards the delivery of a Cultural Hub at Glen St, Belrose, Council has:

- 2016 Completed a tender process for a food and beverage operator in the former restaurant site within Glen Street Theatre
- 2017 Construction of the new library adjacent to Glen Street Theatre
- 2018 The successful tenderer withdrew from the lease for the former restaurant site, prior to occupation

# Activities to date

As per 18 December Council resolution:

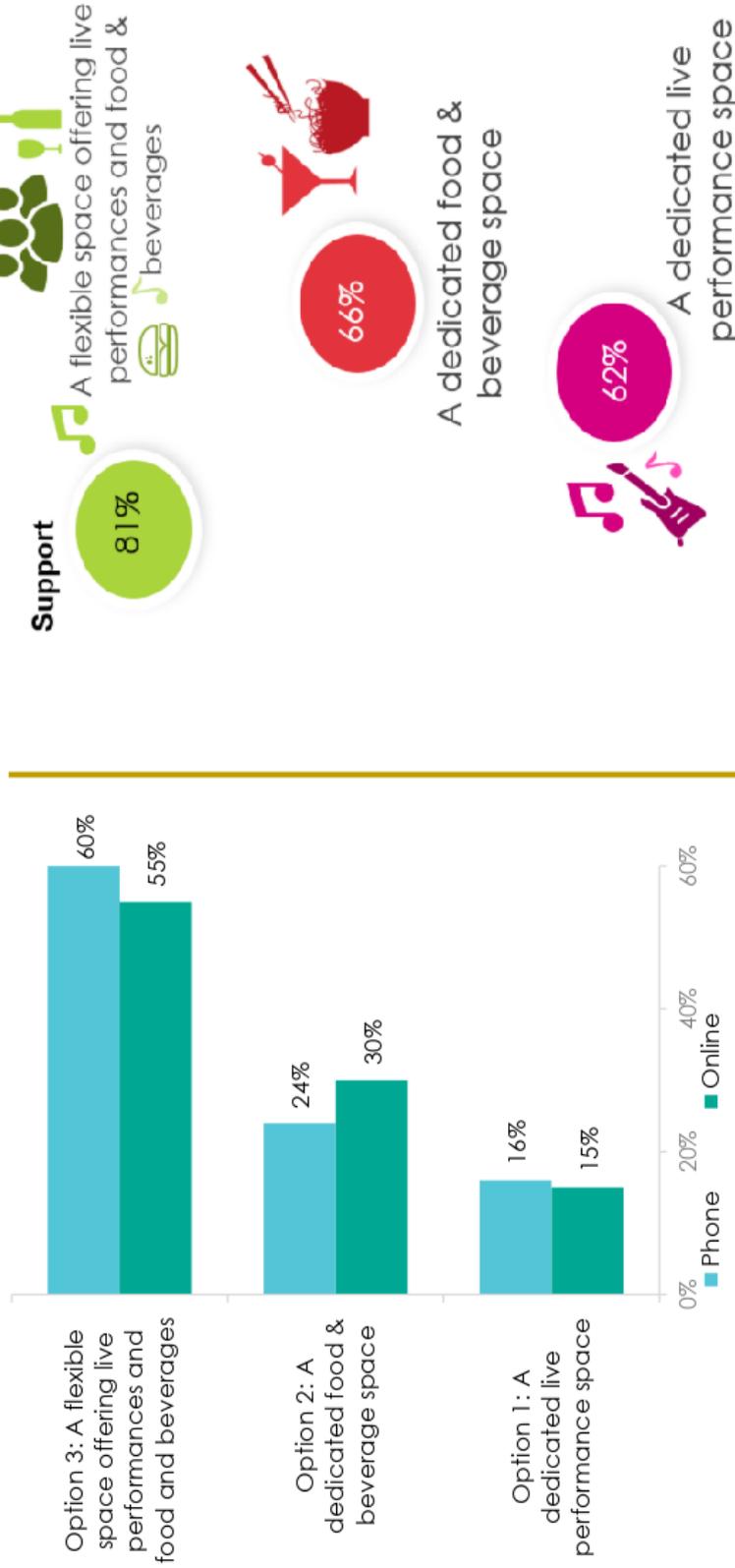
- March to June 2019 - Community Consultation undertaken
- October 2019 to February 2020 – consultant undertakes research and provide a Feasibility Report
- Ongoing – Utilisation of the space for rehearsals, pop-up performances, hiring and storage
- Feasibility Report findings– subject of engagement with Strategic Reference Groups, then to be reported to Council



Current state 2019

# Community Consultation Results

## Total responses – 1,115



**Preference - “a flexible space offering live performances and food & beverages”**

# Feasibility Brief

## Objectives

- Develop options for the provision of “a flexible space offering live performances and food & beverages”
- Enhance audience development
- Enable financial sustainability
- Connect all members of the community
- Assist to activate the entire cultural hub
- Generate income

# Feasibility Report - Options

Option 1 Improve Current Conditions	Option 2 Balanced Performance and Hospitality Offer	Option 3 Hospitality Venue
<b>Feasible</b>	Not Feasible	May be Feasible



Current



Future



Future

# Options - Capital Costs + Benefits

Option 1 Improve Current Conditions	Option 2 Balanced Performance and Hospitality Offer	Option 3 Hospitality Venue
<p><b>\$160,000 est.</b></p> <ul style="list-style-type: none"> <li>Improved functionality</li> <li>Upgraded equipment, technical and production infrastructure</li> <li>Attractive secondary entry point at back</li> <li>Increased utilisation per annum</li> <li>Continues storage and rehearsal space</li> <li>Opportunity to understand growth following 4 years of construction</li> <li>Marketing can grow the current service model</li> </ul>	<p><b>\$570,000 est.</b></p> <ul style="list-style-type: none"> <li>Meet the community consultation results of a <i>flexible performance space with food &amp; beverage</i> BUT needs additional footprint</li> </ul>	<p><b>Commercial operator</b></p> <ul style="list-style-type: none"> <li>Meets local day and evening market</li> <li>Small scale music and spoken word performances</li> <li>No capital cost to Council for hospitality offering</li> <li>Receive commercial rent after rent free period is complete</li> </ul>

# Options - Risks

Option 1 Improve Current Conditions	Option 2 Balanced Performance and Hospitality Offer	Option 3 Hospitality Venue
<p>Limited risk due to:</p> <ul style="list-style-type: none"> <li>• Low financial liability</li> <li>• Meets community expectation</li> <li>• No large hospitality service/modelling requirements</li> </ul> <p>Medium risk due to:</p> <ul style="list-style-type: none"> <li>• Resourcing capacity</li> </ul>	<p>High risk due to:</p> <ul style="list-style-type: none"> <li>• Lacks height and staging options</li> <li>• Capacity restrictions</li> <li>• Low supply of suitable programming</li> <li>• Considerable expansion and costs</li> <li>• \$87k net losses</li> <li>• Increased resourcing required</li> <li>• Unknown and unlikely market demand for commercial partners or caterers willing to take risk</li> </ul>	<p>High risk due to:</p> <ul style="list-style-type: none"> <li>• Negative impact to theatre bar business and viability and community hire levels</li> <li>• Unknown if "Primary Service" licence will be approved</li> <li>• Unknown market interest</li> <li>• Reputational risk if fails</li> <li>• Theatre loses valuable performance, storage and rehearsal space</li> <li>• Significant refurbishment</li> <li>• Competes with service providers in the area</li> </ul>

# For consideration

- Significant capital investment is required for the building, with \$2.5m required in next 3 to 5 years
- It would be difficult to provide certainty to a long term commercial investor/operator on this basis
- Any investment in the short to medium term has to take these points into consideration, and the impact of Covid-19 on the hospitality and arts sectors
- Option 1 offers the lowest risk to Council

# Comments from Strategic Reference Group members:

- Issues for consideration by Council?

<b>ITEM 6.5</b>	<b>SUMMARY OF STRATEGIC REFERENCE GROUP MID-TERM REVIEW</b>
<b>REPORTING OFFICER</b>	<b>GOVERNANCE OFFICER</b>
<b>TRIM FILE REF</b>	<b>2020/442455</b>
<b>ATTACHMENTS</b>	<b>1 <a href="#">Survey Results</a></b>

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### EXECUTIVE SUMMARY

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#### PURPOSE

The purpose of this item is to:

- Share the findings from the survey of Strategic Reference Group (SRG) members early this year
- Update the SRG on the proposed interim improvements
- Workshop role definitions for future SRGs.

#### SUMMARY

Two years into the term of SRGs, a mid-term review was conducted to identify what is working well and what could be improved. Overall survey feedback from members was largely positive however, some key areas for improvement were identified, notably more strategic input and clarity around role and purpose.

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#### RECOMMENDATION OF GOVERNANCE OFFICER

That the Community and Belonging Strategic Reference Group:

1. Note the survey results.
  2. Provide feedback on the proposed interim improvements.
  3. Participate in a workshop: 'what is the role of the Strategic Reference Group (from the perspective of an SRG member)?'
-

## REPORT

### BACKGROUND

Strategic Reference Groups (SRGs) are an important part of Council's community engagement framework. They comprise of a mix of subject matter experts in a field relevant to the SRG, community members with an interest in a range of relevant topics and Northern Beaches councillors. They provide input at various stages of projects and strategies to ensure alignment to the Community Strategic Plan (CSP).

Council's community engagement approach is informed by the principles of the International Association for Public Participation (IAP2). This framework is used to determine the level of engagement sought by the SRGs, as well as the wider community. SRGs can be used as a part of a general engagement tool, as well as part of a coordinated community engagement process for a specific project.

#### IAP2 Spectrum:

INCREASING LEVEL OF PUBLIC IMPACT				
INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.

*Note: 'Empower' is not a stage used for community engagement as the elected Council is the final decision maker.*

### MID-TERM REVIEW

Two years into the SRG term we wanted to identify what was working well and what could be improved. A review of the SRGs was undertaken. Activities undertaken as part of the review:

- Review of membership against charters and recruitment of vacant positions
- Formalised the community committee framework into a policy
- Desktop review of agenda items mapped to the IAP2 Spectrum
- Survey of members

### Satisfaction Survey

The survey results revealed an overall high satisfaction with the SRGs however, the breakdown of comments identified the following key areas for improvement:

- Clarity around role of SRG
- Strategic input – earlier input into policy and strategy
- Fewer agenda items – more time for workshop and discussion

The full survey results for the Community and Belonging SRG are attached.

### **Workshop Session: Executive Managers and Chairs**

On 3 June 2020 an online workshop with the six lead executive managers and chairs and Manger Community Engagement was conducted. The group provided valuable insight into how they perceived the role of the SRG from their unique perspectives as a councillor (SRG member) and staff member.

### **Interim Enhancements**

Following the survey feedback, some interim enhancements will be progressively implemented:

- Greater information sharing with SRG members out of session
- Consideration of opportunities for cross-SRG consultation
- Annual forward planning workshops with the Chief Executive Team, executive managers and chairs to provide more strategic oversight to agenda topics
- Re-format of the agenda to enable more emphasis on consultation vs informing (eg: 2 x workshops and 1 x 'inform' each meeting)
- Report templates will be clear on the level of engagement sought
- Use a 'Parking Lot' for off topic discussions
- Database for recording and reporting back on actions
- Continuous improvement: pulse surveys post every meeting.

### **NEXT STEPS**

The current SRGs have played an important role in shaping the direction of the Northern Beaches Council and are aligned to the pillars of Council's Community Strategic Plan (CSP). Key milestones are approaching being, the:

- Local government election in September 2021 requiring the CSP to be reconsidered by the newly elected Council
- SRG members' terms concluding in February 2022.

Given these milestones, Council is very keen to understand the experiences of our first cohort of SRG members since the first local government elections following amalgamation, with a view to using these experiences in how Council sets up the next term within Council's broader model for engagement.

A report to the Chief Executive Team will be provided incorporating this feedback for its consideration of the next SRG term.

29/07/2020



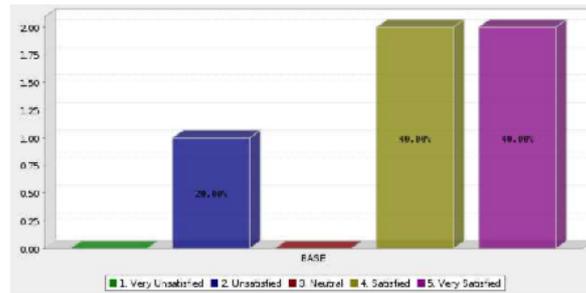
## SRG Mid-term Review Survey Results

Community and Belonging SRG

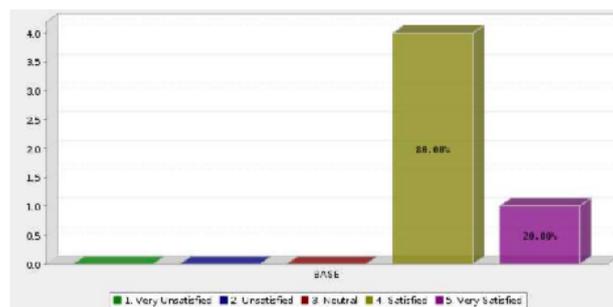



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How satisfied are you with the level of input you have in shaping the strategic input of the agenda topics?

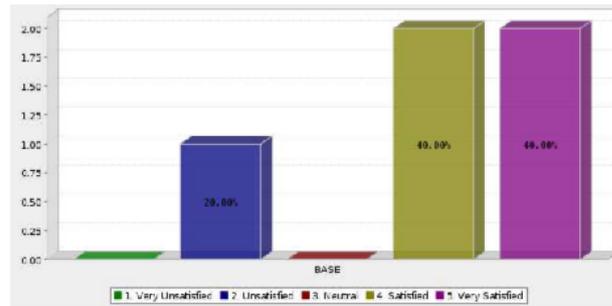


How satisfied are you with the relevance of agenda topics for your SRG?

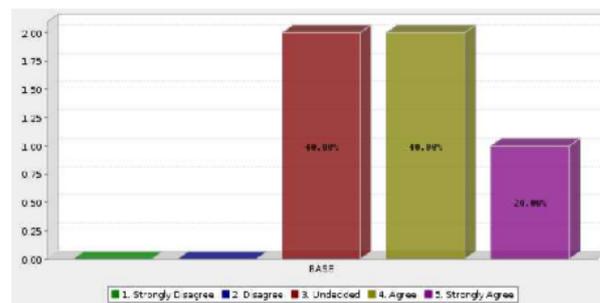


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How satisfied are you with the quality of the business papers?

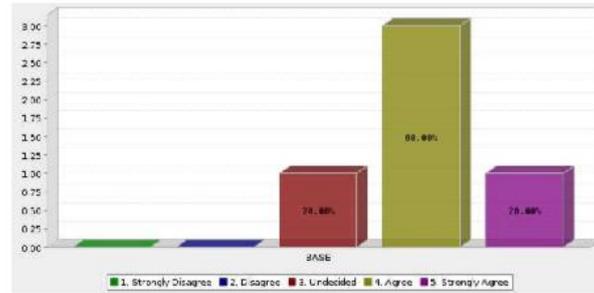


My contributions to the SRG are making a difference.

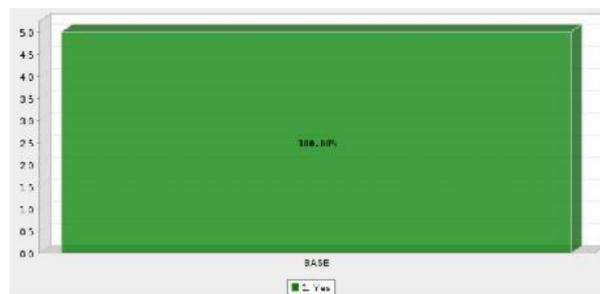


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My opinions are being heard.

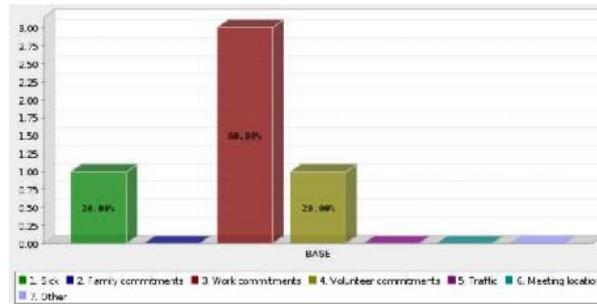


Have you missed any of the SRG meetings?



29/07/2020

### What was the reason for missing the meeting(s)?



### What's working well ?

- *'Good direction from the Chair, great support from the staff on all aspects presented to the committee.'*
- *'It has been great to be on the committee and other opportunities to offer support to council programs by being on the committee and seeking the views of the community.'*
- *'Attendee involvement.'*

29/07/2020

### What can be improved?

- *'Often find meetings are spent going thru power points of agenda docs with little time for discussion or input and meetings are tightly structured. Would be more useful if had longer lead time to pre read agenda docs and spend more meeting time on discussion.'*
- *'Sometimes we have a lot to get through and not enough time.'*
- *'More agenda items aimed at each member.'*