

MINUTES

ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP

held on

WEDNESDAY 19 AUGUST 2020

**Minutes of the Economic and Smart Communities
Strategic Reference Group
held on Wednesday 19 August 2020**

Commencing at 6:02pm

ATTENDANCE:

Committee Members

Mayor Michael Regan

Cr David Walton

Cr Sue Heins (Chair)

Saul Carroll

Andy West

Drew Johnson Manly Business Chamber

Peter Middleton Newport Residents Association

Ngaire Young Northern Beaches Campus, TAFE NSW

Geri Moorman

Gordon Lang

Alexander Coxon

Stephen Pirovic International College of Management

Matthew Adderton

Chris Wilcocks

Council Officer Contacts

Kath McKenzie Executive Manager, Community Engagement & Communications

Katie Kirwan Governance Officer

Sarah Dunstan Manager Governance

Andrew Grocott Manager Community Engagement

Kylie Walshe Executive Manager, Community, Art & Culture

Belinda Gibson Director Glen Street Theatre

Deb Kempe Team Leader Economic Development & Tourism

Note: Councillor Sue Heins assumed the role of Chair

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

Apologies were received from Councillor Stuart Sprott and Stuart White.

3.0 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of pecuniary or non-pecuniary conflicts of interest.

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 MINUTES OF ECONOMIC AND SMART COMMUNITIES STRATEGIC REFERENCE GROUP MEETING HELD 20 MAY 2020

G Lang / S Coxon

That the Minutes of the Economic and Smart Communities Strategic Reference Group meeting held 20 May 2020, copies of which were previously circulated to all Members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

CONFIRMED

5.0 UPDATE ON ACTIONS FROM LAST MEETING

5.1 ACTION LOG UPDATE - KATH MCKENZIE

Item	Action	Update
6.3 – Draft Delivery Program - 2020-24, Operation Plan and Budget 2020/21 and Financial Impact of COVID-19	Question on Notice taken from Jeff Smith - how much of councils working capital is not committed to other projects?	Response provided in business paper.
6.2 - Northern Beaches Business Support Plan - Overview and Feedback on implementation to date	Coordinate an additional meeting to discuss ideas for Councils' long-term strategic business sustainability.	To be discussed at this meeting (item 6.4)
7.1 - General Business - 'Where its At' city brand.	K McKenzie and M Adderton agreed to follow up discuss the concept further	Not at a point to progress at this stage.

5.2 RESPONSE TO QUESTION TAKEN ON NOTICE TO ITEM 6.3 - OVERVIEW OF THE DRAFT DELIVERY PROGRAM 2020-2024, OPERATIONAL PLAN AND BUDGET 2020/21 AND FORECAST FINANCIAL IMPACT OF COVID-19 PANDEMIC

DISCUSSION

A response was provided in the business paper.

6.0 AGENDA ITEMS

6.1 SUMMARY OF STRATEGIC REFERENCE GROUP MID-TERM REVIEW - SARAH DUNSTAN

DISCUSSION

Sarah Dunstan, Manager Governance provided members with an overview of the SRG mid-term review, highlighting the following themes:

- Key themes of survey
- Strategic challenges
- Improvements

S Dunstan presented members with the role of an SRG member as it was provided in the 2018 induction and the current membership mix of the SRG consisting of stakeholders, councillors, community representatives and experts. S Dunstan sought feedback from members based on their experience as the first cohort of SRGs which is intended to inform any future role description for the next term of SRGs. Questions included:

- Two years in to the SRG term, does the role of the SRG member still ring true?
- Is this appropriate for a future SRG?
- Is the mix of community and expert stakeholders appropriate in a single forum?
- How are members sharing the information provided in the SRG?

The following feedback was provided:

- Unsure if they are making a positive contribution as they are not informed how their feedback and advice is used or taken into consideration. Feel as though he is representing businesses across the local government area.
- General consensus is that the mix of representation is good however it was noted that there is a wider concern amongst Newport Residents Association that there is not enough resident and community representation across the other SRGs and would like a broader demographic represented overall.
- Members would like to see specific examples of how their feedback has resulted in a tangible outcome.
- Councillor David Walton noted that the advice provided by this SRG was used to challenge staffs' position on the outdoor dining policy

Kath McKenzie, Executive Manager Community Engagement and Communications noted that councillors will often reference advice from the SRG at councillor briefings and council meetings.

- There is not sufficient detail of discussion minuted.
- Councillor Sue Heins noted that the fact that there is no absolute topic for this SRG can be a challenge. It was noted that the two topics often get lost. Members queried if the SRG could be split to reflect this.
- Mayor Regan noted that he would like to see a report back on actions to demonstrate how advice is used.
- Councillor Walton noted that realistic expectations of the role of the SRG need to be clearly defined from the outset, as well as their role within the broader engagement and governance frameworks.
- Most of the community don't know what an SRG is or what they do. Could Council look at raising their profile through social media platforms in order to get a broader perspective.

K McKenzie noted that trying to engage with the broader community is challenging but we can take this feedback to look at other digital forms of engagement. Teams and the online meeting platforms may be a way of attracting a broader, previously untapped demographic.

Andrew Grocott, Manager Community Engagement asked members their perspective on how they feel their dynamic works given the split of topics, as well as their thoughts on the level the subject information is pitched; is it too simple or too detailed? He noted that from an engagement perspective SRGs are an unusual mix of experts and community representatives whereby an expert wants the finer detail, whereas a community representative usually casts an everyday lens over the subject matter. The following feedback was provided:

- Terminology in the charter is confusing as it focusses on business related matters whereas the group seem to focus on ideas, without asking local businesses what they want or need
- General consensus of the group is often too 'dumbed down'
- Dual positions do occur with some members – both community representative and expert given their career background.
- Members would like to see more future focused workshop items

The group's discussion steered away from the matters of this item where other comments raised were in relation to Smart Cities.

Mayor Regan requested a separate session to discuss Smart Cities.

ACTION

Arrange an extraordinary meeting specifically on the topic of Smart Cities.

Note: S Dunstan A Grocott left the meeting at 6:56pm

Note: Kylie Walshe and Belinda Gibson joined the meeting at 6:56pm

6.2 GLEN STREET THEATRE - FUTURE USE OF THE FORMER RESTAURANT SPACE - KYLIE WALSH

DISCUSSION

Kylie Walshe, Executive Manager Community, Art and Culture and Belinda Gibson, Director Glen Street Theatre presented the three proposed options for the former restaurant space at Glen Street Theatre. The following questions asked and points discussed:

- Is there any appetite from private operators at the moment?
- Would council consider a short term and a long term option given the current circumstances with COVID-19?
- Would the capital works disrupt the running of the theatre?
- Any option should not detract from the theatre itself
- A site visit would be helpful for interested members

Mayor Regan noted that the Belrose community have already provided their feedback on this matter, and they want a bar in the area. To further support this, the upgrades to Lionel Watts Reserve and the increased traffic to the precinct mean there is even more demand from operators to utilise the space. His preference is to proceed with option 3.

K Walshe noted that the purpose of this item was to provide members with all options and seek their advice. That advice and feedback will be reported to Council to make the final decision.

The general consensus was for option 3 however, some members noted that without seeing more in-depth financial information, it is difficult to provide an informed opinion.

B Gibson noted that if option 3 is the preferred option, it needs to be acknowledged that there will be a loss of space for use by community hirers of the Theatre.

ACTION

Arrange for site visit for interested members.

Note: G Lang left the meeting at 7:26pm

Note: Mayor Regan left the meeting at 7:36pm

Note: G Moorman left the meeting at 7:37pm

6.3 REVISITING THE EMPLOYMENT STUDY DATA - DEB KEMPE

DISCUSSION

This item was deferred.

6.4 ECONOMIC RECOVERY POST COVID-19 AND DEVELOPMENT PLAN FOR THE REGION - DEB KEMPE

DISCUSSION

Deb Kempe, Team Leader Economic Development and Tourism discussed the business recovery survey and proposed economic development plan framework. Members provided the following feedback:

- Good start but need to consider the breadth of industry on the beaches and ask questions specific for their industry to identify trends
- Council should seek feedback from local businesses to find out where there is too much red tape and look at how to reduce it. It should look at how Council interact with local business and how we can improve that service
- Tap into data held by the large banks and see where money is being spent and share this data with chambers of commerce so businesses can benchmark themselves
- 'Entrepreneurial' should be a focus of all four stages of the framework

D Kempe advised that Council has a subscription through Geografia (Spendmapp) to receive data for trend analysis.

ACTION

1. Arrange an extraordinary session to workshop the economic development plan (including the employment study re-visit).
2. Summarise Council's support to businesses to date including the media campaigns that support tourism.

7.0 GENERAL BUSINESS

Nil

SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
6.1	Arrange an extraordinary meeting specifically on the topic of Smart Cities.	K McKenzie & K Kirwan	ASAP
6.2	Arrange for site visit for interested members.	K Walshe & K Kirwan	ASAP
6.4	3. Arrange an extraordinary session to workshop the economic development plan (including the employment study re-visit).	K McKenzie, D Kempe & K Kirwan	ASAP
6.4	Summarise Council's support to businesses to date	K McKenzie	ASAP

including the media campaigns that support tourism.

The meeting concluded at 8:22pm

This is the final page of the Minutes comprising 8 pages
numbered 1 to 8 of the Economic and Smart Communities Strategic Reference Group meeting
held on Wednesday 19 August 2020 and confirmed on Wednesday 18 November 2020



Purpose of this session

- Share an overview of the SRG survey feedback
- Discuss improvements to respond to feedback
- **Discuss the role of a future SRG**

Mid term review



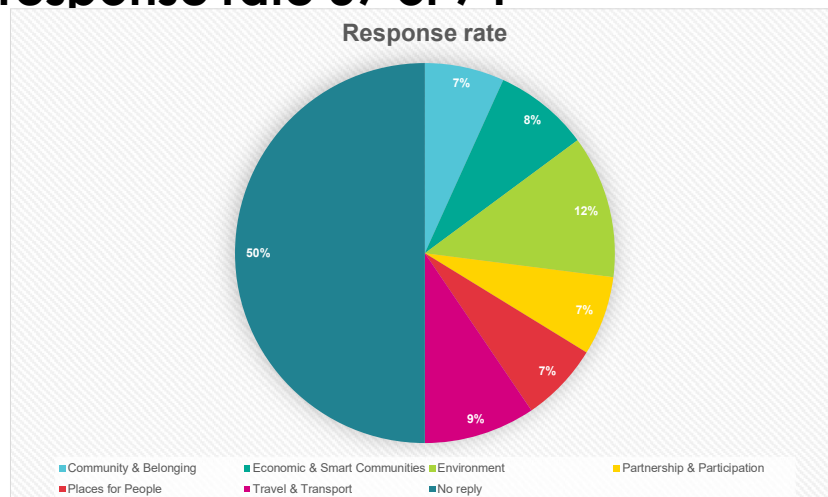
Two years in we wanted to identify what is working well and what can be improved

Our process has been

- ✓ Review memberships against the charter
- ✓ Recruit vacancies and create eligibility list
- ✓ Desktop review of papers against engagement matrix
- ✓ Survey of SRG members
- ✓ Survey of Executive Managers
- ✓ CET briefing and feedback
- ✓ Session with SRG Chairs and lead Executive Managers



Survey feedback: response rate 37 of 74



SRG member feedback was largely positive



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Positive v negative feedback

Positive responses	Overall satisfied or very satisfied with the SRG	Agree or strongly agree your opinions are being heard	Agree or strongly agree your contributions are making a difference	Satisfied or very satisfied with quality of business papers	Satisfied or very satisfied with your level of input
Partnership & Participation	40%	80%	60%	80%	60%
Economic & Smart Communities	66%	50%	16%	49%	33%
People & Places	80%	40%	60%	80%	60%
Transport & Assets	85%	71%	57%	99%	42%
Environment	88%	99%	99%	99%	77%
Community & Belonging	80%	80%	60%	80%	80%
Negative responses	Unsatisfied or very unsatisfied	Disagree or strongly disagree	Disagree or strongly disagree	Unsatisfied or very unsatisfied	Unsatisfied or very unsatisfied
Partnership & Participation	20%	20%	-	-	20%
Economic & Smart Communities	16%	50%	-	-	32%
People & Places	20%	-	20%	-	20%
Transport & Assets	-	14%	14%	-	14%
Environment	-	-	-	-	-
Community & Belonging	20%	-	-	20%	20%



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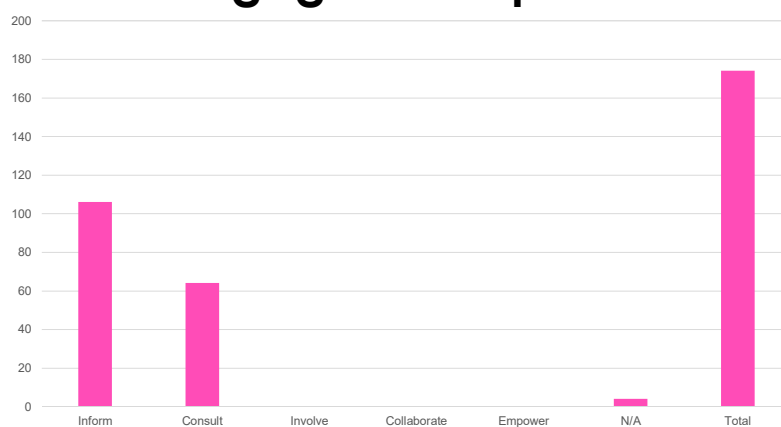
Some things that can be improved

- Policies, strategies are too far advanced to be able to influence
- No real input to strategic direction
- Lack of clarity around purpose and role of SRG
- No feedback on how SRG advice is used
- Administrative matters:
 - style of minutes
 - length of presentations and papers
 - length of meetings/discussion time
 - location of meetings



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Topics are inform followed by consult on IAP2 engagement spectrum



*A desktop review of a total of 174 SRG agenda papers and items (excluding standing items)



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Challenges to consider



Strategic

Major strategic pieces have now been largely been **completed**: CSP, LSPS, Climate Change Strategy, Transport Strategy, Children's Services Strategy etc

SRGs are a mixed forum / audience of councillors, experts, stakeholders and community members

Tactical

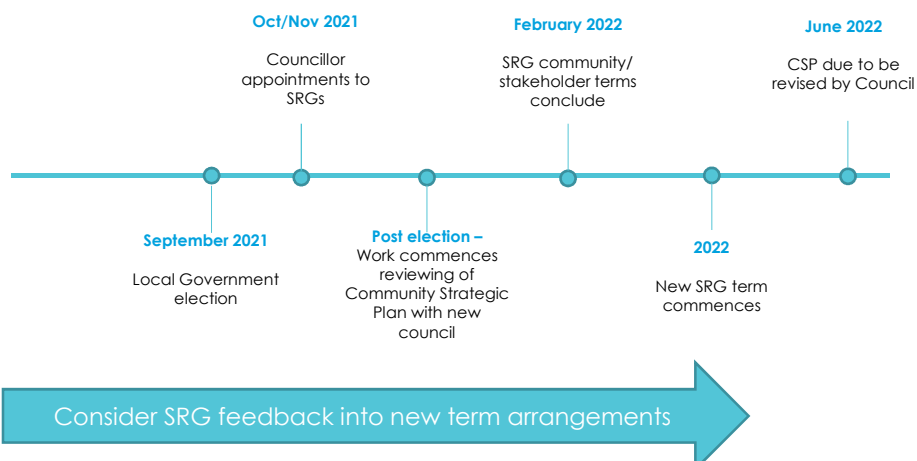
Timing – budgets and delivery plans are set well in advance and individual project timelines don't always correspond with the meeting schedule

Stakeholders are also already directly engaged as part of standard project engagement activities



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Key milestones



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Continual improvement.... we have

- ✓ Quarterly agenda planning sessions to coordinate content across the 6 SRGs
- ✓ Started a Teams Committees support community of practice page
- ✓ CET oversight of agendas
- ✓ Developed a Committees register and communicated internally
- ✓ Created minutes guidelines/standards and centralised review process for consistency
- ✓ Formalised the Operational Community Committee Framework into a stand alone policy and communicated internally
- ✓ Database actions tracking



Considering additional improvements

- Re-format of the agenda to enable more emphasis on consultation vs informing (eg: 2 x workshops and 1 x 'inform' each meeting)
- Greater information sharing with SRG members out of session
- Invite opportunity for submitting questions prior to the meeting
- 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
- 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.



DISCUSSION – role of members

2018 induction material states:

- objectively consider/actively participate in deliberations
- Represent views of all residents in unbiased way
- Abide by Council's values & other obligations that apply legally and ethically as advisors to Council
- Make an effort to attend as many meetings as possible
- Make positive contribution on behalf of the community and actively engage community members
- Be aware of obligations under Council's Code of Conduct and maintain confidentiality where appropriate.
- Don't have authority to make representations to media

Does this ring true?

Is it appropriate for a future SRG?



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DISCUSSION - membership

Membership requirements per Charter:

- **Councillors**
- **7 representatives of organisations or individuals** with expertise and experience in one or more of the following areas: Chamber of Commerce, tertiary education, economic development, tourism, large national tech business, small local business, strategic planning in Smart Cities and developing technologies.
- **5 Community members** or groups interested in representing a broad range of strategic views in this topic across the Northern Beaches including one youth representative (under 24) or delegate from Councils Youth Advisory Group (* **Ideally one member per ward**).'

Does the mix of membership (councillor, community, stakeholder, expert) work in a single forum?



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DISCUSSION

What would
make these
forums more
engaging and
successful?



Next steps

- Implement improvements
- Consider feedback in report to CET / Council for future SRG set up



Terms of Reference Purpose:

'Strategic Reference Groups (SRGs) are advisory groups that are aligned to the Community Strategic Plan (CSP) outcome areas.

The purpose of each SRG will be to consider and advise on projects aligned to their respective CSP goals and strategies. They contribute advice, feedback and other support to Council in relation to issues, initiatives and requirements outlined in their Charters. These groups provide an avenue for the local community and key stakeholders to play an active and meaningful role. They help shape Council plans, policies and strategic outcomes, with informed consideration of needs across the whole Northern Beaches area and the community as a whole.'

