



AGENDA

PARTNERSHIP AND PARTICIPATION STRATEGIC REFERENCE GROUP

Notice is hereby given that a meeting of the Partnership and Participation Strategic Reference Group will be via audio visual link on

WEDNESDAY 3 NOVEMBER 2021

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

Committee Members

Cr Sue Heins (Chair)	
Mayor Michael Regan	
Cr Kylie Ferguson	
Cr Penny Philpott	
Tony Hilliger	Surf Life Saving Sydney Northern Beaches Inc
Ina Vukic	Northside Enterprise
Antony Biasi	
John Buggy	Belrose Open Space Corridor Association
Denice Smith	
Craig Susans	
Caroline Glass-Pattison	First Nations
Myriam Conrie	
Chris Fulton	
David Hope	North Sydney District Council of P&C Associations
Jane Meccelli	

Council Officer Contacts

Melanie Gurney	Executive Manager Library Services
Claudia Brodtke	Governance Officer

Quorum

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

**Agenda for Partnership and Participation
Strategic Reference Group Meeting
to be held on Wednesday 3 November 2021
via audio visual link
Commencing at 6:00pm**

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NEXT MEETING

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 PARTNERSHIP AND PARTICIPATION STRATEGIC REFERENCE GROUP MEETING HELD 4 AUGUST 2021

RECOMMENDATION

That the minutes of the Partnership and Participation Strategic Reference Group meeting held 4 August 2021, 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	SRG SUMMARY OF TERM - CR HEINS - 10 MINS
REPORTING OFFICER	SENIOR ADVISOR - GOVERNANCE
TRIM FILE REF	2021/501952
ATTACHMENTS	NIL

EXECUTIVE SUMMARY

PURPOSE

To provide the Strategic Reference Group (SRG) with a summary of its engagement inputs since the beginning of term and provide an update on next steps following the Local Government elections on 4 December 2021.

SUMMARY

The SRGs were adopted as part of Council's broader engagement framework in September 2017, with community and stakeholder representatives appointed to the SRGs in February 2018.

The purpose of the SRGs is to help inform Council's decision making on key projects and strategic direction.

In view of the forthcoming Local Government elections in December, this report seeks to summarise the contributions of the SRG and discuss highlights from their term.

RECOMMENDATION OF SENIOR ADVISOR - GOVERNANCE

That the Partnership and Participation Strategic Reference Group note this report.

REPORT

BACKGROUND

The SRGs were established in November 2017 as part of Council's committee framework.

Each SRG is aligned to particular goals and outcomes of the Community Strategic Plan with the purpose of assisting Council in shaping plans, policies, and strategic outcomes by providing advice and feedback on projects aligned to each of the SRGs.



The Partnership and Participation SRG considers matters within the 'Civic Leadership' pillar of the CSP:

Civic Leadership	Community Outcome	Goal		Strategy	
	We aspire to care for everyone in the community, making sure that people feel safe, supported, included and have diverse opportunities for a rich cultural and social life	12	Our community is friendly and supportive	a	Support community groups and facilitate volunteer opportunities
				b	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
				c	Recognise and honour Aboriginal culture and heritage
				d	Value and celebrate our diverse heritage and cultural differences
	We aspire to achieve better outcomes for the community through genuine engagement and collaboration	21	Our community is actively engaged in decision making processes	a	Establish a fair and representative engagement structure that enables a diverse community to engage in local neighbourhood matters
				b	Enable community members to participate in decision-making by providing a broad range of engagement opportunities
				c	Undertake innovative and adaptive community engagement
				d	Improve community understanding of how decisions are made for the local area
		22	Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community	a	Develop partnerships to deliver facilities and targeted services and programs to meet community needs
				b	Facilitate collaboration between community groups, businesses, government and non-government organisations on projects and programs
				c	Advocate regionally and at NSW and Federal Government levels on behalf of the community

Since April 2018, the Partnership and Participation SRG has convened 15 times including: 14 ordinary meetings, and one extraordinary joint meeting. Some SRG members may also have participated in other engagement activities run by Council and in SRG combination joint sessions.

Breadth of Content

Goal 12 - Our community is friendly and supportive	Goal 21 - Our community is actively engaged in decision making processes	Goal 22 - Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community
Busking	Community Engagement Plan & Framework	Destination Management Plan
Volunteering Opportunities	Economic Development Plan	Rates Harmonisation
Arts & Creativity Strategy - Connected through Creativity	'Be Connected': Digital Literacy	Activation of Library Spaces at Night
		What does partnership with Council look like within COVID-19 situation
Broader Strategy Input		
Better Together: Social Sustainability Strategy	Local Housing Strategy	Local Environment Plan

Key Outcomes

Topic	Results
Busking	<p>SRG provided insights on busking in the community. As there is a significant representation of arts and cultural stakeholders on the panel, the Place & Economic development team had the opportunity to get a diverse understanding of busking and its role in the community.</p> <p>The SRG were fundamental in reviewing the current busking fees as well as the overarching busking approach for the LGA. Following feedback on the fees and guidelines from SRG, an updated busking approach and associated trial plan were developed, however due to COVID restrictions, this trial is now on hold.</p>
Volunteering Opportunities	<p>Feedback from SRG was instrumental to the development of the Volunteer Policy, particularly the purpose and benefits of volunteering for the individual, Council, and the community.</p> <p>Additionally, the feedback implied the need for a broader Volunteer Policy that encompasses volunteers across the Northern Beaches as a whole. This includes how Council can support community organizations with the recruitment and management of their volunteers.</p> <p>As Council's support for internal volunteers differs significantly to supporting community volunteers, the recommendation suggested the need for two volunteer policies.</p> <p>The first being an operational 'Volunteer Management Policy' which is currently in progress and focuses on the management of Council's internal volunteers. This will be supported by the Integrated Volunteer Management Framework currently being developed.</p>

	<p>The second would be a policy of Council, 'Community Volunteering Policy' that would guide Council's support for and involvement with volunteering on a broader scale across the community.</p> <p>These two separate policies have been drafted following SRG consultation, with community consultation expected to start soon.</p>
Arts & Creativity strategy	<p>Presenting the Arts & Creative Strategy to SRG provided an opportunity for the team to explain what cultural planning was and why it was important to Council and community.</p> <p>An opportunity was identified via SRG consultation that the panel members would be well positioned to add value to the grant application review process. Panel members have now joined the grant application review panel as a result.</p>
Community Engagement Plan	<p>SRG were presented information on the review of the community engagement framework. The group provided feedback on the challenges and opportunities they expected to see in the community engagement space in the future. SRG were instrumental in identifying gaps in the framework, which were subsequently incorporated into the draft plan. The group also identified how they could provide input onto current projects to add value.</p>
Economic Development Plan	<p>The SRG provided an opportunity to engage with and seek feedback from a very different audience, including representatives from the not-for-profit and community sectors. Feedback to date had only been given from local businesses. The overarching concepts of what the group felt would be the economic challenges for the community over the next 10 years, were incorporated into the strategic directions of the plan.</p>
Be Connected – Digital Literacy	<p>Library Services were given the opportunity to raise the profile of the library's work of supporting digital literacy in the community. As a result, attendance at digital literacy events were significantly increased due to Councilors and the Mayor promoting the events on their social media platforms.</p> <p>The SRG also highlighted the opportunity for cross-Council promotion and partnership, which has driven partnership synergies across several divisions.</p>
Destination Management Plan (DMP)	<p>SRG members were given an opportunity to provide input on preferred ways to engage the community on the development of the plan.</p> <p>The input was incorporated into the community engagement plan for the DMP.</p> <p>The DMP action plan was also workshopped with the group, to understand which actions they felt were the priority. These actions have been given priority in the DMP rollout.</p> <p>The DMP has been drafted and has been on public exhibition. Feedback from the community is now being incorporated into the final draft.</p>
Activation of Library spaces at night	<p>Presenting to SRG provided an opportunity to capture feedback from a diverse stakeholder group. The group provided insights into the style of activations that considered positive to the community, which were incorporated into the community consultation process.</p>
COVID 19 Council partnership	<p>The SRG platform provided an opportunity to understand the customer perspective based on the panel of representatives. Town Centre support and the 'shop local' campaigns were a positive result of SRG consultation.</p>

Better Together social sustainability strategy	SRG informed the framework that sits within the strategy by identifying the community aspirations. Suggestions were also made on actions that should be included in the strategy, which have been incorporated into the draft strategy.
Local Housing Strategy	The presentation to SRG was aimed at providing information as opposed to consultation. This was due to SRG meeting schedule constraints.
Local Environment Plan	SRG provided feedback that the discussion paper needed to be simplified as it was a highly complex document with complex messaging. The papers were amended to include a snapshot to better assist the community in digesting the content.
Way forward from COVID - 19	Feedback provided in a brainstorm session to understand partnerships Council could explore and secondly, how the community could participate in operating in the current and post COVID environment.
Australia Day Awards and Community Development Grants Program	Opportunities were provided for SRG members to volunteer on the two panels with two members nominating for the Australia Day Awards and four on the Community Development Grants Program.

NEXT STEPS

The Local Government Election will be held on 4 December 2021. This was postponed due to COVID-19.

Following the election, the elected council will undertake an extensive induction process.

The CSP will be reviewed during the 2021/22 financial year, with reviewed priorities reported to Council in June 2022. As part of this process, the elected council will determine their committee framework. Feedback provided during the SRG Review will help Council determine this.

An indicative timeline:



ITEM 6.2	LIBRARY STRATEGY WORKSHOP - MICHAEL SPIKMANS - 45 MINS
REPORTING OFFICER	DIGITAL SERVICES MANAGER
TRIM FILE REF	2021/725520
ATTACHMENTS	NIL

EXECUTIVE SUMMARY

PURPOSE

To seek strategic input for the Library Strategy currently being developed.

BACKGROUND

Council is developing a five-year Library Strategy to guide decision making and ensure library services continue to be enhanced in line with community needs and expectations.

The Library currently provides the following benefits to the community:

- free access to library collections in many formats, including eBooks and eAudio
- access to library equipment, including printers and scanners
- access to library spaces, including meeting rooms
- reference and information services, including database and online tutorials
- free access to and assistance with technology, including Wi-Fi and internet computers
- special collections including makerspace and book club kits
- a Home Library Service which delivers to those who are unable to come into the library
- early literacy and cross-generational programs and events for learning and entertainment
- preservation of and access to local history information, images and ephemera
- free access to and assistance with family history research, and
- opportunities to volunteer.

Library highlights for the past year are included at **Appendix A**.

Trends we are witnessing in our own community and around the world demonstrate an increasing role for public libraries as the cornerstone of community hubs where they:

- offer opportunities for social inclusion, particularly as our population ages and as single person households increase

- provide assistance with digital inclusion and enablement as government and other agencies continue to shift access to information and services online
- provide a third space, separate from work and home, for connection through learning, socialising, studying and events. How our community wants to use this third space is constantly evolving, for example, more people are now seeking alternative workspaces.

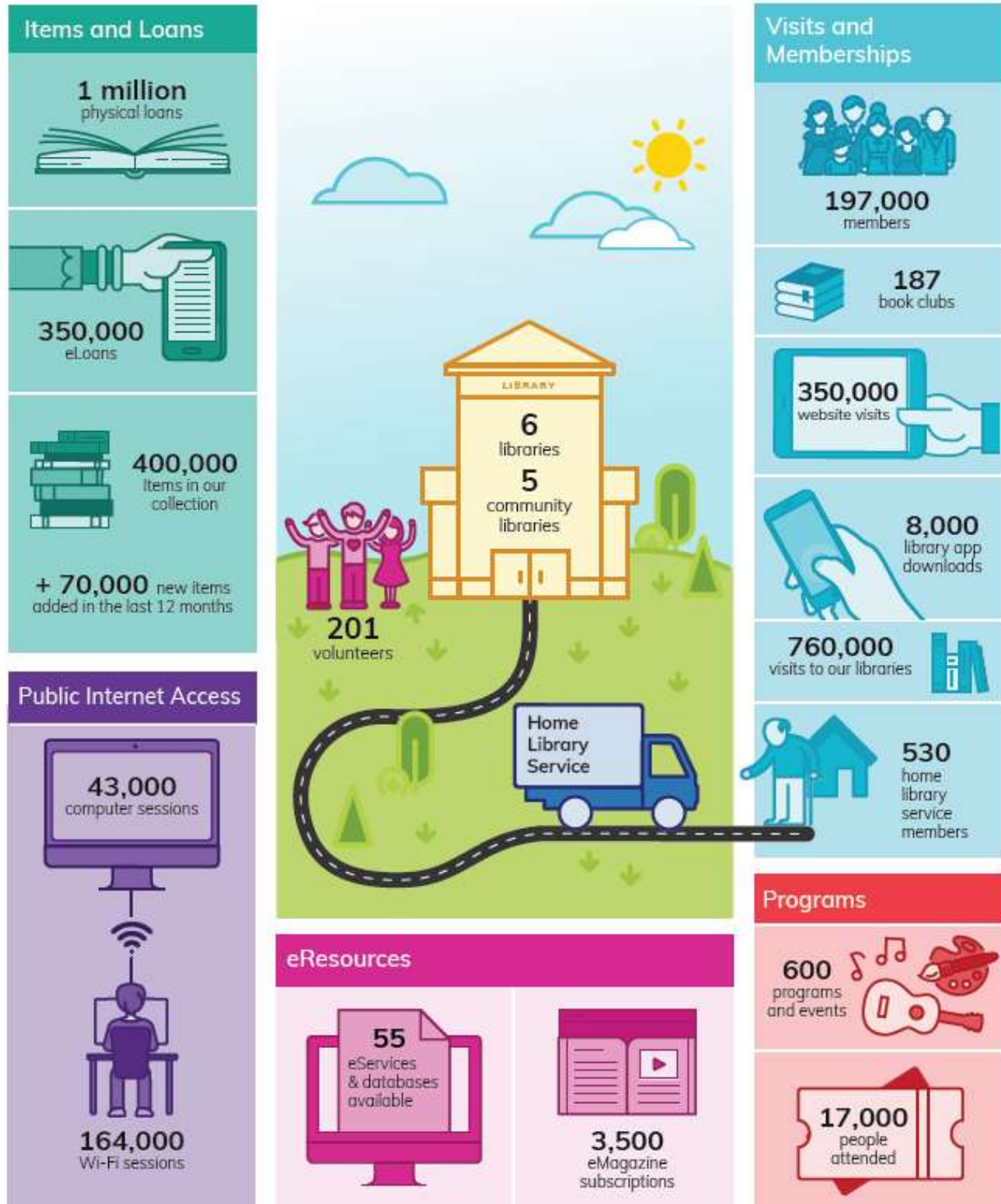
RECOMMENDATION OF DIGITAL SERVICES MANAGER

That the Strategic Reference Group provides strategic input for the Library Strategy.

APPENDIX A

The value of your library

Highlights 2020 - 2021



ITEM 6.3	GUIDE TO EVENTS ON THE NORTHERN BEACHES - LISA DOWSETT - 20 MINS
REPORTING OFFICER	HEAD, EVENTS & PARTNERSHIPS
TRIM FILE REF	2021/725529
ATTACHMENTS	1 Guide to Events on the Northern Beaches - 2021 2 Guide to Events on the Northern Beaches - Presentation

EXECUTIVE SUMMARY

PURPOSE

To inform the Partnership and Participation SRG of the Guide to Events on the Northern Beaches.

REPORT

The Guide to Events on the Northern Beaches (the Guide) was developed in response to a Council resolution regarding a review of the development application process for events.

The Guide will support third party operators along with community groups to deliver safe and successful events that not only meet their objectives but also those of the Northern Beaches Events Strategy 2018 – 2023.

The Guide covers the following aspects of organising an event including, but not limited to:

- Planning your event
 - how to make an application for different types of events, filming and photography protocols, fees and charges, and waste management
- Preparing your event plan
 - event briefs and run sheets, insurance and licenses, event accessibility and inclusivity, local resident considerations and noise management, site plans and infrastructure considerations, service of food and alcohol, risk management, security and crowd control, and COVID-Safety protocols
- Event Planning Guide, including lead times and checklist
- Sample documents and templates
- Useful contacts.

The Guide will support businesses and community groups to build capacity and resilience in delivering their events successfully.

The Guide was presented to Council at its meeting 26 October 2021, where Council resolved to adopt the Guide as per the recommendation.

RECOMMENDATION OF HEAD, EVENTS & PARTNERSHIPS

That the Partnership and Participation Strategic Reference Group note the Guide to Events on the Northern Beaches.

Guide to Events on the Northern Beaches

October 2021



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Northern Beaches Council's vision for events

'Events on the Northern Beaches will celebrate our unique vibe by connecting our people, places, businesses and culture. Our events will be dynamic, creative, innovative and inclusive; reflecting our personality and promoting the Northern Beaches as an extraordinary place to live, invest and play.'

The Northern Beaches Events Strategy 2018 - 2023 ensures Council will continue to meet the needs of our community now, and in the years to come through exploring and maximising opportunities and defining a clear pathway to identifying, attracting and supporting events.

The Strategy aspires to ensure events sustain and promote the Northern Beaches as an iconic and extraordinary place.

You can access the [Events Strategy 2018 - 2023](#) on Council's website.

Acknowledgement

'Acknowledgement of Country' shows respect for Aboriginal heritage and culture and is dedicated to the traditional custodians of the land or sea where an event takes place. At Northern Beaches Council organised events and functions, the following statement is read to acknowledge the traditional land owners, we encourage you to read this statement at your event:

"I wish to acknowledge the traditional custodians of these lands on which we gather and show my respect to the Elders past and present and other Aboriginal people here today."

Event Grants

The Northern Beaches Council has an Event Grants and Sponsorship Program. The Program looks for unique partnerships where Council seeks to support the delivery of new and innovative events as well as ensuring that existing events continue to expand and prosper on the Northern Beaches.

The Event Grants and Sponsorship Program aims to build the skills and resources of the community to deliver a diverse calendar of local events that promote community participation, and celebrate the social and cultural richness in our villages and town centres. The program aims to promote enhanced economic, social, environmental and/or cultural benefits to the Northern Beaches community. This support is through Cash and/or In Kind support.

You can find information on current [Event Grants programs](#) on Council's website.

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1. Introduction

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The Northern Beaches - A great place to stage your event!

Events bring people together. They help to connect a community, define a sense of place and enhance civil pride. They can also have a positive impact on the local economy and volunteerism.

This Events Guide has been designed to inform event organisers how Northern Beaches Council can assist you to plan a safe and successful event. It also includes information about the types of permits and approvals that may be required when staging your event at a Council venue or one of the many open spaces.

The Northern Beaches Council has hundreds of potential event venues.

They include parks and reserves, sports grounds, beaches, rock pools, community centres, aquatic centres and several creative spaces in various locations around the area, on the coast and in key village centres.

Not all events will have the same requirements as outlined in this guide. If your event has elements that are not identified in this guide, please contact us. We're happy to advise and help guide you so that your event meets all requirements and is run safely and successfully.



October 2021

2. Planning your event in the Northern Beaches

2.1. Events in Parks and Open Spaces

The Northern Beaches Council manages many beautiful venues where outdoor events can be held.

Any formal events held on land owned / controlled by Northern Beaches Council require an event permit, in some cases Development Consent may also be required. Event permits issued by Council are in line with relevant sections of s 68 Local Government Act and are guided by relevant plans of management and Council policies.

It should also be noted that in Council's assessment of event applications, Council takes into consideration the impact on neighbouring residents.

You can find a [list of locations](#) available to book on Council's website.

Event organisers need to apply for event approval.

Application process steps

1. Event application submitted. Check with Council if a Development Application (DA) is required as additional planning time will need to be factored in
2. Event application assessed and required timeframes for approval confirmed by Council's Open Space Booking team
3. Submission and review of event planning documentation
4. Payment of any fees and charges
5. Event permit approval

Depending on its purpose and scale, events are considered 'major' or 'small' and are subject to various approvals.

For more complex event enquiries where multiple application forms are required to be submitted, event organisers may have access to a concierge service to support their process.

2.1.1. Making an application for a small outdoor event

You may need to apply for a small event if your event involves over 60 people and is considered a lower risk activity. This may include weddings, christenings, birthday parties, social gatherings.

Depending on your type of event, you may need to provide the following supporting documents:

- Public Liability Insurance for a minimum of \$20 million (for organisations and third party contractors)
- Site Plan
- Risk Assessment

You can access the relevant application forms on Council's website:

- [Beaches and Rockpool Application Form](#)
- [Small Event Booking Application Form](#)
- [Sporting Events Booking Application Form](#)
- [Wedding and Commitment Ceremony Application Form](#)

2.1.2. Applying for a major event

You need to apply for a major event if your event involves but is not limited to:

- more than 1,000 people
- is a fair, fete, circus, concert, biathlon/triathlon, fun run/walkathon, Surf Life Saving related event, surfing competition or involves markets.

You can access the [Major Event Application Form](#) on Council's website.

Submit the major event booking form to Council's Open Space Bookings team at least 12 weeks prior to the proposed date of your event.



This will provide sufficient time to have your event assessed and receive approvals from Council and any other relevant authorities to stage the event.

Within 10 working days of submitting your event application, a member of the Open Space Bookings team will be in contact to discuss your proposal.

You may need to plan for other aspects of your event too. Find out more by contacting the Open Space Bookings team on 8495 5009 or openspacebookings@northernbeaches.nsw.gov.au.

Events that require a Development Application (DA) will need additional planning time. To determine if you need a DA for your event, please contact das@northernbeaches.nsw.gov.au.

What Consents Are Required?

Community events generally do not require development consent, subject to certain parameters relating to any required temporary structures.

Although development consent may not be required, approval under the Local Government Act will always be required for an event on public land, even for temporary structures.

These events are defined as a function or event open to the public or a section of the public, such as a ceremony, cultural celebration, exhibition, fete, fair, gathering, market or sporting event.

The parameters are outlined in the NSW [NSW State Environmental Planning Policy \(Exempt and Complying Development Codes\) 2008 \(Part 2 Division 3 - Temporary Uses\)](#).

If you require any further information about this policy, please contact Council's Development Advisory Services email das@northernbeaches.nsw.gov.au.

Assessment and timeframes required for approval

Council assesses that all appropriate standards are being met for the event's logistics, organisation, safety and accountability.

Important issues to be addressed before an event can proceed include traffic and public transport disruptions, residential amenity, noise, parking and crowd safety.

The representative will assess the event based on the following criteria:

- the event activity
- the suitability of the event location
- compliance with relevant legislation, planning regulations, Local Environmental Plans, s68 Local Government Act, Development Control Plans, Plans of Management and Policies.
- the relevant permits and timelines required to obtain approval, including but not limited to:
 - land owner's consent
 - temporary food vending permits
 - temporary structures and amusement devices approvals
 - temporary event liquor licences
 - road closure approvals
 - user pays police and emergency services

Provided below is an indication of time frames for the event application process. A member of the Open Space Bookings team will guide you, reviewing your event permit application details.

Item	Time Frame	Relevant Links
Event Application	<p>Major Event Application submitted a minimum 12 weeks pre event</p> <p>Please note events that require a DA will need additional time.</p> <p>Small Event Application submitted a minimum 2 weeks pre event</p>	<p>Major Event Booking Application Form</p> <p>Beaches and Rockpool Application Form</p> <p>Small Event Booking Application Form</p> <p>Sporting Events Booking Application Form</p> <p>Wedding and Commitment Ceremony Application Form</p>
Traffic/Road Closure Application	Minimum 8 weeks pre event	Application form
Food Requirements	<p>Food Event Registration Form submitted 2 weeks pre event</p> <ul style="list-style-type: none"> Temporary Food Stall Application - completed by food stall vendors at least 28 days pre event Mobile Food Business Operation Application - completed by mobile premises vendor at least 10 days pre event 	<p>Food Event Registration Form</p> <p>Temporary Food Stall Application</p> <p>Mobile Food Business Operation Application</p>
Waste Management Plan	Submitted a minimum 2 weeks pre event	This form is included in Council's event booking application forms
Payment of fees and charges	As per invoice requirements	
Event Permit approval	Upon completion of the above	

2.1.3. Filming and Photography at outdoor events

If you plan on including any filming and/or photography activities as part of an outdoor event please discuss this with the Open Space Bookings team. The team will advise if any additional applications/approvals are required and the relevant process.

2.2. Planning your event at a Council Community Centre

Community centres are a great, affordable option when planning an event. Across the Northern Beaches, there are 41 Council Community Centres that can be booked for suitable events.

There's a wide variety of [centres and venues](#) to choose from, suitable for functions, children's parties, meetings or exercise classes. Ensure that you [compare venues](#) to check capacities and layout of the different venues to find the best fit for your purposes. Some Community Centres are also suitable for hosting weddings such as Oxford Falls Peace Park.

Community centre hire fees are significantly below commercial costs to promote and encourage community events. If you are hiring a community centre, view the [hiring fees for individual venues](#) on Council's website. Please ensure you are familiar with the community centre terms and conditions before booking your preferred venue.

You can contact a Community Centre Officer on (02) 8495 5012 or email CommunityCentres@northernbeaches.nsw.gov.au for more information when planning your event.

2.3. Fees and Charges

Every year, Northern Beaches Council updates its annual Operational Plan (budget), as well as the schedule of [fees and charges](#) associated

with Council operations. The fees enable Council to maintain and care for the many venues, parks and reserves available for community events.

A range of fees and charges apply to approved events and activations staged at Council venues, these can include but are not limited to:

- venue hire fees
- power usage
- security bond
- beach safety (Council lifeguard and jet ski hire)
- sportsfield lighting
- waste management (bins)
- cleansing (additional cleaning and stocking of toilets)
- temporary road closures and traffic control
- temporary food stall inspections (invoiced by Council's Environmental Health department)
- development applications (invoiced by Council's DA Assessment Team)

The event permit holder/ event organisers are responsible for the cost of reinstatement and/or repair to Council property if damage has occurred due to the event or activity taking place.

There are circumstances where Council may waive fees under the [Event Grants and Sponsorship](#) application and approval process.

2.4. Waste Management Planning

Council is committed to sustainability, waste avoidance and resource recovery. To enable these practices in relation to outdoor events, Council developed [Event Waste Management Guidelines](#) for event organisers and participants, available on Council's website to download.

You will need to develop and implement a waste management plan if your event:

- is at an outdoor venue (e.g. a park, reserve or sports grounds)
- involves more than 100 people
- involves fewer than 100 people, but includes food and/or drinks or giveaways

The Waste Management Guidelines include several mandatory requirements to avoid waste at all events and provides a template for your Event Waste Management Plan. Event organisers need to familiarise themselves with these requirements.

For most events, additional rubbish and recycling bins will likely be required.

It is important to consider the type and location of litter bins and encourage the use of recycling options where appropriate.

It is not permitted to use plastic and polystyrene products and packaging, including drinking cups, food containers, drinking straws and stirrers, cutlery or plates at events held at Council venues. Balloons are not permitted to be used, given away or released at events. Balloons become litter that degrades the environment and can be deadly to marine and wildlife.

At the conclusion of the event, event organisers must remove all structures, signage, excess rubbish and other event-related equipment from the area, leaving it in a clean and tidy condition.

If Council determines there is the need for additional cleaning of the site because of the event, costs will be charged to the event organiser.

You can contact Council's Waste Education team for practical advice on event sustainability on 1300 434 434 or WasteEducation@northernbeaches.nsw.gov.au.



3. Preparing Your Event Plan

The guide highlights several key items to consider when organising an event. However, it is a guide only and does not cover every single scenario the event organiser might encounter. Your event plan may include but will not be limited to the following:

3.1. Event Brief

- Event name
- Event location/s
- Event times and dates (including bump-in and bump-out)
- Description of your event
- Event objectives
- Nature of attendance (public or private event)
- Target audience/ demographic
- Estimated attendance

3.2. Event Run Sheet

An Event Run Sheet details timings and sequence of your event and is an important document to share with all relevant stakeholders.

It will include all timings for producing the event including bump-in/ bump-out, event timings, locations, programming and key contact details.

An example template for an Event Run Sheet can be found in Appendices.

3.3. Public Liability Insurance and licenses

You will need to have relevant insurances in place to cover your event. Northern Beaches Council requires that you certify you have a minimum of \$20 million in Public Liability Insurance to stage a public event.

Additionally, other insurances will be required, which may cover staff and volunteers, equipment and facilities. Event organisers are required to obtain copies of current certificates of currency from sub-contractors providing event services (e.g. performers, infrastructure, and fireworks).

Special event licencing may also be required including aquatic events; triathlons, walkathons, fun runs, events with animals and animal rides; fireworks; circus or carnival; and amusement rides and attractions.

3.4. Accessible and Inclusive Events

Event organisers must consider access and inclusion as an important part of their planning to ensure the event is accessible and inclusive to the community. All arrangements made should take into consideration:

- physical, sensory and cognitive access and inclusion
- accessible venues and spaces
- opportunities for inclusive participation and experiences
- accessible materials and information
- staff awareness and attitudes

Council have developed a [Disability Inclusion Action Plan](#) to continue to improve the accessibility and inclusiveness of its facilities, services, and events. You can access the action plan and progress reports on Council's website.

You can also access a [Tool Kit for Accessible and Inclusive Events](#) on The Department of Premier and Cabinet (DPC) website.

3.5. Resident Notification Plan

For venues that have surrounding residents and/or businesses, remember to plan for effective and friendly communication with them prior to the event.

Flyers or letterbox drops providing simple information about the event, timings, security arrangements, possible noise, and traffic/parking arrangements go a long way towards ensuring that locals support your event. Consider inviting them along.

An example of a notice to residents and/or local business owners can be found in Appendices.

Council's Open Space Bookings team will advise you on the area surrounding the event that needs to be covered as part of the event approval process.

Council have several banner spaces across the Northern Beaches that are available to book to advertise your event. You can access the [Banner Booking Application Form](#) on Council's website.

You can also check whether your event may be eligible to be listed on [Council's online Event Calendar](#).

3.6. Site Plan

The site plan should be clear, drawn to scale and with a legend noted on the plan. The plan must show the location of all aspects of the event, such as:

- pedestrian and vehicle access routes
- emergency access routes
- crowd control barriers/ fencing
- car parking
- information desk/centre
- food and stallholder locations
- toilets
- water stations
- stage
- temporary and permanent structures

- amusement rides and attractions
- waste bins
- approved liquor consumption areas
- security and/or police locations
- first aid location/s
- emergency evacuation location/s
- shade and shelter if applicable
- storage areas
- parking

Please note, this is not an exhaustive list. Your site plan should be relevant to your event.

It's important to ensure that there is easy access for an ambulance or other emergency vehicles to your event and sufficient vehicle clearance between any structures such as stalls and stages.

As part of your application for a major event permit you must provide Council with a proposed site plan. Events held at community centres do not require a site plan to be submitted as part of the approval process.

3.7. Infrastructure and Facilities

Placement of infrastructure and facilities brought onsite for your event, including marquees, staging, amusement rides, stalls, fencing, barricades, toilets and water facilities need careful consideration to avoid crowd issues or damage to the site or Council assets.

For infrastructure on parks or reserves:

- any changes to the site plan submitted as part of the event application requires permission from Council.



- stages over 1000mm in height and any scaffolding must be erected by appropriately licensed operators and be certified as structurally stable by a practicing structural engineer. Evidence of the certificate is to be forwarded to the Open Space Bookings team prior to the event.
- depending on the structures additional compliance and engineer certificates may be required.
- ensure that no undue inconvenience or risk is caused to other users of the reserve, including the general public.

Entry and exits points inside marquees must be clearly identified in case of an emergency. All electrical leads and appliances must be tested and tagged in accordance with Australian standards (as a minimum).

All leads must be protected from earth leakage by the installation of Residual Current Devices (RCD) and must be laid in accordance with Australian standards. You must have a qualified electrician check the site and confirm you have complied with all relevant Australian standards (as a minimum).

The use of any onsite power requires Council approval and you may be required to contract a Council approved electrician to manage connections.

Please note that when planning for installation of structures like marquees or jumping castles, in most instances, they will not be permitted to be pegged into the ground but must be weighted.

Council must grant permission to allow any pegging to be used.

3.7.1. Toilet Facilities

The number of toilets you will need to provide at your event will depend on the following:

- anticipated crowd numbers
- event duration
- crowd demographic
- if alcohol will be available
- accessibility
- provisions for parents.

Toilet facilities should be well sign-posted, provided with soap and hand drying equipment and must be cleaned, re-stocked regularly and have adequate lighting for security and safety. Accessible toilets must be provided.

There is no uniform Australian standard for the number of toilets required at an event however, as a guide, [Safe and Healthy Mass Gatherings by the Australian Institute for Disaster Resilience](#) suggests the following.

Toilet facilities - No alcohol provided at event

Patrons	Female		Male		
	WCs	Hand Basins	WCs	Urinals	Hand Basins
Less than 500	6	2	1	2	2
More than 1000	9	9	2	4	4
More than 2000	12	6	4	6	6
More than 3000	18	10	6	15	10
More than 5000	30	17	8	25	17

Toilet facilities - Alcohol provided at event

Patrons	Female		Male		
	WCs	Hand Basins	WCs	Urinals	Hand Basins
Less than 500	13	2	3	8	2
More than 1000	16	4	5	10	4
More than 2000	18	7	9	15	7
More than 3000	22	14	10	20	14
More than 5000	40	20	12	30	20

You can search for permanent toilets at your outdoor event site using the [National Public Toilet Map](#), which can also be filtered to show accessible toilets.

3.7.2 Drinking Water

It is crucial that drinking water is available to everyone attending your event, including participants, staff, volunteers, contractors and performers.

Drinking water should be made freely available and the location of drinking water facilities should be clearly indicated via directional signage.

In line with Northern Beaches Council's [Event Waste Management Guidelines](#), plastic water bottles are not to be sold or given away during an event held at any Council venue. Seek alternate water sources.

There are simple, waste-free alternatives to providing bottled water at functions and events, with public drinking water stations available

at most popular event sites. Many events pre-advertise a "leave no trace" policy to event attendees, advising them to bring their own drink bottle for refilling.

Council's [Swap This for That](#) and [Water Fountains](#) programs are raising awareness of the availability of public drinking water and the benefits of carrying your own bottle.

Council own several portable water fountains that may be booked for use at community events at no cost to event organisers. To enquire, contact Council's Waste Education Team on 1300 434 434 or email WasteEducation@northernbeaches.nsw.gov.au.



3.8. Event Risks and Management

3.8.1. Risk Assessment

Event risk assessment and management is the careful assessment of all event activities to identify any potential hazards - therefore allowing control measures to be introduced to reduce risks.

Onsite safety at all events is vitally important and participants need to have an expectation of being able to enjoy events in a safe and secure environment.

It is the responsibility of the event organiser to identify and address any potential hazards.

For outdoor events, if your event is considered high risk you are required to develop a risk assessment and management plan and submit to the Council at least one week prior to your event.

A high risk event includes those events involving large numbers of people, alcohol, aquatic based activities, strenuous or risky activities, fireworks, amusement games and devices, animals and/or road crossings. Council may request a risk assessment for other types of events upon assessment of your application.

You can access further information on event risks and resources including a risk assessment template on the [SafeWork NSW website](#).

If your event is large or complex, a number of emergency services may need to be present. You may also need to develop an emergency response plan in consultation with NSW Police, Ambulance and Fire Brigade.

Your event may also require a COVID-19 Safety Plan to be completed. Visit [NSW Health website](#) to ensure you are up to date with current guidelines and requirements for Events.

3.8.2. First Aid

Regardless of the size of an event, it's necessary to provide a level of first aid. Whether you require a first aid station staffed by person/s with a qualified certificate and medical facilities will be determined by the type of event, the number of patrons expected to attend and any perceived risks.

It is advisable to consider the following:

- the location of the first aid station
- access to running water
- qualified people to staff the station
- the range and storage of first aid supplies that are required

Approach a recognised body that provides such services to determine the level of First Aid you will require at your event.

3.8.3. Evacuation plan

This plan is a map of the event area, with a clear indication of all evacuation points, emergency services' location and access points. The plan should also detail how event attendees will be notified of any evacuation need and the name of wardens who are responsible for communicating safety messaging.

3.8.4. Weather and Contingency

The impact of weather on your event will depend on the activities involved. Consider having arrangements and contingency plans in place to deal with a range of possible weather conditions including but not limited to severe winds, floods, large swells and extensive rainfall.

In the case of extreme weather you may be required to cancel or postpone your event to ensure the safety and security of the participants.

Potential weather impacts should be scoped and included in your risk assessment.

Before the event you should establish:

- conditions for cancellation/postponement and include these in your information to potential attendees
- who is responsible for deciding to cancel/postpone
- at what time do you need to decide about cancelling/postponing your event (you may have a cut-off time with suppliers to avoid cancellation costs)
- how will you advise all stakeholders if you have to cancel/postpone the event?
- plan if the event is still to go ahead in an alternate location

This information should be included in your pre-event briefings to staff, volunteers, suppliers and stakeholders.

3.8.5. Total Fire Ban

A Total Fire ban sets legal restrictions to prevent activities that may start a fire. In the event of a total fire ban, restrictions may apply to the discharging of fireworks, use of gas and/or solid fuel barbecues and open fires. Council may also close high-risk venues, such as Manly Dam, during Total Fire Bans to ensure public safety.

Keep up to date by checking the [Rural Fire Service website](#).

3.8.6. Safety and Security

The nature of your event and expected attendance numbers will determine the type of security you require.

When engaging a security provider, it is important to develop a security plan with specific roles and responsibilities related to event security. Some of the main responsibilities of security staff are likely to include crowd management, asset protection, managing lost children and in some instances enforcing Responsible Service of Alcohol (RSA) controls.

There may be specific requirements in relation to event security as part of event permit approvals, a representative from the Open Spaces Booking team will discuss this with you as part of the approval process.

3.9. Pedestrian and Crowd Management

3.9.1. Pedestrian Management Plan

From the early stages of planning, event organisers must consider strategies for managing pedestrian access and egress at the event site, and considering non-attendee pedestrians who may be affected by the event set-up.

A pedestrian management plan should include:

- location of barricades
- locations of diversion and closure signage
- time and date for installation of infrastructure
- locations of marshals
- timing of footway closures and openings
- public transport pick up and set down areas
- access for people with disabilities



3.9.2. Crowd Management Plan

As part of planning a safe event, it is important to develop a crowd management plan which outlines your crowd control strategy. The plan should consider such things as:

- The type of event e.g. sporting event, music/concert, fundraising activity
- The site capacity
- Expected size, demographic and nature of the crowd who will be attending
- Suitable access and egress points into and out of the venue?
- Is there emergency vehicle access?
- What crowd control measures you will be using e.g. barricades, signage
- Vehicle and pedestrian shared or separated spaces

- Specific roles and responsibilities of event operations team and the chain of command

3.10. Traffic Management Plan

Working with Council, you will need to assess what impact/s your event will have on local roads and traffic management. Depending on the nature of the event, you may require specific permissions and permits through the NSW Police and/or Transport for NSW, and it's Traffic Management Centre (TMC). For example any event impacting on a State or Regional Road or a traffic signal controlled intersection requires a [Road Occupancy Licence \(ROL\) to be obtained from Transport NSW](#).

Where temporary road closures are needed, event organisers will need to develop a Traffic Management Plan (TMP), prepared by a suitably qualified and experienced traffic consultant or appropriately certified traffic controller. The plan

will be assessed by Council, Police and Transport for NSW, depending on the extent and likely impacts of the closure/s.

For all events involving road closures or traffic stoppages, event organisers must develop a traffic management plan.

What goes in the Traffic Management Plan?

- Event details
- Contact details of event organiser
- Contact details of traffic management company
- Traffic management schedule including road closure and re-opening times
- Traffic diversion/ redirection - including details of road closures and detours
- Access - site map with access points for authorised vehicles
- Loading/unloading zones and parking areas
- Location of signs, barricades, traffic controllers, marshals and police where applicable
- Date and time for installation and dismantle of infrastructure within road closure
- Resident Notification - advertising road closures and special event clearways, resident/ business letterbox drop
- Locations of any proposed electronic Variable Message Signboards (VMS), when they will be installed and for how long they will be in place
- Changes to public transportation (e.g. buses, taxis and ride share/ food delivery operators) including details of any additional public transport that will be provided to and from the event
- Removal of on-street parking for re-directed buses during the event to facilitate safe two way

movement of buses traveling in the street and when turning to side streets

- Affected public transport routes and details of impact (e.g. service diversions, changes to bus stops, passenger notification)
- Details of any provisions made to cater for emergency services vehicles, heavy vehicles, cyclists and pedestrians
- Any other measures to ameliorate the impact of diverted traffic

A Traffic Control Plan is required when traffic will be managed by traffic controllers. The plan includes detail of each road closure point, use of accredited traffic controllers, user pays police, vehicle mitigation barriers/ measures and special event towing management.

To implement a traffic control plan/ traffic management plan a [Council permit](#) is required, an application form is available on Council's website.

For events involving a significant level of traffic impact e.g. for a major event such as a Fun Run or Music Festival, referral of the traffic management plan to the Northern Beaches Council Traffic Committee for approval may be required. Event organisers should endeavour to provide the traffic management plan to Council at least 8 weeks in advance of the event to ensure adequate time for consideration and approval.

Event organisers should also think about creating a travel plan for consideration of walking, cycling, parking, bus and other modes of transport to events.

Council's Transport Team can be contacted on 1300 434 434 or traffic@northernbeaches.nsw.gov.au if you need further guidance on the types of permits that may be required for your event.

3.11. Food

Mobile and temporary food vendors operating in the Northern Beaches need to comply with all aspects of the Food Act 2003 and the Food Standards Code.

All mobile food vans and temporary food stalls are required to be registered with Council and have their approval to operate displayed on the premises during trade.

All persons undertaking or supervising food handling operations must have the skills and knowledge needed to handle food safely.

[Requirements and guidelines](#) for temporary food premises operating at events can be found on Council's website.

Applications for registration of temporary food premises should be completed and

submitted at least four weeks prior to the event commencing. Please note that registration fees are applicable and urgency fees apply for late applications. [Temporary food stall applications](#) are listed on Council's website.

Applications for registration of a mobile food premises must also be completed and submitted at least four weeks prior to the event commencing. Please note that the registration process includes an inspection of the premises. Registration fees are applicable and urgency fees apply for late applications. [Mobile food premise applications](#) are listed on Council's website.

Council's Environmental Health Team can provide advice on food safety requirements and provide guidance on the types of permits that may be required for your event. Contact them on 1300 434 434 or EnvHealthRM@northernbeaches.nsw.gov.au





3.12. Service of Alcohol

Council encourages events that foster healthy lifestyles and are family-friendly. Consider whether it is appropriate to serve alcohol at your event.

A Licence issued by Liquor & Gaming NSW is required for the sale/service of alcohol at an event (see link to [Liquor licence types](#) through Liquor & Gaming NSW). Liquor licence applications also require consent from the Liquor Licencing unit within [Northern Beaches Police Area Command \(PAC\)](#). A site meeting is often required with Council and Police to discuss the inclusion of alcohol at your event and determine the appropriate safety and security requirements. Evidence of liquor licence for the event must be supplied to Council and displayed at the event.

You will also be required to submit an Alcohol Management Plan to Council. You will need to explain how the proposed licensed area will

be physically defined and how access will be controlled to prevent liquor being brought into or being taken away from the proposed licensed area. This will ensure responsible services practices are observed and prevent intoxication. Please note this is not a comprehensive list of issues that may affect the inclusion of alcohol at your event.

There are various [Alcohol Free Zones](#) and Alcohol Prohibited Areas in place across the Northern Beaches as listed on Council's website. Requests to temporarily suspend Alcohol Free Zones and Alcohol Prohibited Areas for an event requires Council and Police approval and would be assessed on a case by case basis.

It's also important to note for planning purposes that Council does not permit the use of glass on Council reserves.

3.13. Noise Management

Event organisers need to be considerate of noise from vehicles, event activities, music and patrons that can cause disturbance for the surrounding area. Event plans should include measures to address potential noise issues such as crowd control, positioning of loudspeakers and timing of events to improve control of noise.

The event permit issued by Council states that the sound generated by the event shall be controlled and activity must not result in the transmission of 'offensive noise' as defined in the [Protection of the Environment Operations Act 1997](#).

Stages, speakers and noise generating equipment should face away from residential properties and businesses where possible. Generators, if required, must be silenced.

Please note outdoor events will not generally be approved by Council to operate before 8am or after 10pm.

If you are playing music at your event, whether live or recorded, you will most certainly need a copyright licence from OneMusic to use music. This may not be applicable where the original artist is performing their music at the event.

Council is licenced through [OneMusic](#) for the use of music at Council facilities by means of background music, music videos at Council facilities and events, and certain musical events held within the Local Government Area (LGA).

Music used at events within the LGA is covered under the licence unless:

- free event with expenditure on performers over \$50,000
- ticketed event with a ticket price greater than \$40

- ticketed event with a ticket price less than \$40 but expenditure on performers over \$4000

It is the event organiser's responsibility to contact [OneMusic](#) to ensure the appropriate licences are in place prior to staging your event.

3.14. Covid-Safe Events

The COVID-19 pandemic has changed the way we plan and run events. Event organisers have a duty of care towards their attendees, staff and volunteers and must consider the risks associated with hosting an event and the transmission of COVID-19.

Events may be restricted in several ways including number of people allowed within a space, capacities for different types of events, hygiene, contract tracing and COVID-19 Safety Plans.

Keep up to date with current guidelines, requirements and restrictions for Events via the [NSW Health website](#).

4. Ten Quick Tips for a Successful Event

- | | |
|---|--|
|  | 1. Make sure that your event concept is achievable |
|  | 2. Give yourself plenty of time to plan |
|  | 3. Decide who is the target market/s for your event |
|  | 4. Set a realistic draft budget |
|  | 5. Ensure that you obtain all of the correct permits to hold your event |
|  | 6. Appoint event organiser/committee as soon as possible to achieve your goals |
|  | 7. Draft a marketing/advertising plan |
|  | 8. Organise the infrastructure required |
|  | 9. Set organisational guidelines for the day of the event |
|  | 10. Have sufficient staff/volunteers to help on the event day. |

5. Event Planning Guide (New Event)

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Task	Planning Lead/time	Complete
12 Months +		
Decide on event theme and the goal/s of the event - why are you having the event? What is the purpose?	12 months	Yes / No
Consider the cost of hosting your event - do you have funds? - if so, prepare a draft budget	12 months	Yes / No
Check event calendar to find out what other events are on at the same time	12 months	Yes / No
Meet with Council staff to discuss your event, availability of preferred location and if a Development Assessment (DA) is required	12 months	Yes / No
Complete Council's event application form for assessment by Council staff	12 months	Yes / No
Plan the event marketing and promotion including sponsorship packages	12 months	Yes / No
Form the event organising committee and allocate roles and responsibilities	12 months	Yes / No
Start conversations with other regulatory authorities for traffic closures/controls, liquor licences, food service notifications etc.	12 months	Yes / No
6 to 12 Months		
Prepare draft Site Plan including entry and exit points, emergency evacuation area/s, water taps, amenities etc.	6 to 12 months	Yes / No
Book hire equipment required - stages, toilets, stalls, marquees etc.	6 to 12 months	Yes / No
Book performers, entertainers, food and beverage providers, stallholders etc.	6 to 12 months	Yes / No
Consult with all event stakeholders - include neighbouring businesses and residents, emergency services, public transport providers, First Aid provider etc.	6 to 12 months	Yes / No

Task	Planning Lead/time	Complete
Consider the impact that your event may have on the environment and ways that you can reduce the impacts socially, environmentally and economically	6 to 12 months	Yes / No
Consider waste management guidelines, and products and substances not acceptable for use on Council premises, advise participants and stakeholders accordingly	6 to 12 months	Yes / No
Continually monitor expenditure and income against the event budget	6 to 12 months	Yes / No
If using music (recorded or live) during your event, apply to OneMusic Australia for a permit	6 to 12 months	Yes / No
6 Months		
Complete a risk assessment to identify any risks associated with your event	6 months	Yes / No
Send out any official invitations if applicable	6 months	Yes / No
3 Months		
Confirm essential services at the event if required, ie, security guards, first aid staff	3 months	Yes / No
Develop waste management plan including the provision and location of bins, and the provision and cleaning of toilets	3 months	Yes / No
Confirm event day staff/volunteers and responsibilities on the day	3 months	Yes / No
Develop draft stakeholder information pack	3 months	Yes / No
Commence event promotion	3 months	Yes / No

Task	Planning Lead/time	Complete
1 Month		
Reconfirm all bookings and arrangements for the event day	1 month	Yes / No
Develop event run sheet including contact numbers of all personnel involved in the event	1 month	Yes / No
Make sure that you conduct a site inspection and identify any changes or risks	1 month	Yes / No
Develop contingency plan and incident report for the event	1 month	Yes / No
Ensure surrounding locality notification has been undertaken including the provision of a mobile number of the event organiser who can be contacted on the day of the event	1 month	Yes / No
Send out stakeholder information kits including bump in/bump out details at least one week prior to the event	1 month	Yes / No
Conduct induction and incident management to all staff and volunteers involved in the event	1 month	Yes / No
Contact neighbouring residents and/or businesses to make sure they know about the event, timings, traffic arrangements etc. Consider a friendly flyer that can be dropped into letterboxes	1 month	Yes / No
Event Day		
Manage operations of event day		
Record any incidents that occur		
Post Event		
Conduct event debrief with staff/committee after the event		
Evaluation of the event		
Collect and evaluate survey results, if applicable		
Send thank you to stakeholders involved in the event		

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6. Appendices

Event Run Sheet - Sample

Name of Event				
Event Run Sheet				
Time	Activity	Area	Responsible	Notes
Date				
9.00am	Bin service scheduled to take place	Oval	Waste Services	
Date				
9.00am				
Key Activity e.g. Doors Open				
Date				
9.00am				
Contact List				

Event/Resident notification letter - Sample

Event Notification

(Insert Today's Date Here)

Re: (Insert Event Name Here)

Keep the content short, sharp and to the point outlining key times and activities. If there are specific activities planned that could prove disruptive such as excessive noise or fireworks be specific about times and locations of these activities. Remember, these notifications are not just about compliance, but are a great tool to attract more local support for your event. Include key event highlights to entice them to come along. It's a good idea to highlight in bold some of the key details of the event as shown in the following:

Event Dates: (Insert Dates Here)
Event Times: (Insert Times Here)
Event Location: (Insert Location Here)
Road Closures: (Insert Road Closures Here)

Where you are sending this letter to Emergency Services including Police, Ambulance, Fire Brigade and/or the SES it's a good idea to include a Site Plan of the event highlighting where Emergency Vehicle Access will be maintained, and also the Emergency Evacuation location/s.

Where there are proposed road closures, it's a good idea to include a Traffic Control Plan (TCP) which shows the measures that will be in place to minimise disruption to local residents, businesses and the non-event public.

For more information, please contact:

Event Contact: (Insert Name Here)
Phone: (Insert Phone Here)
Email: (Insert Email Here)
Address: (Insert Address Here)
Website: (Insert Web Address)

Incident Report - Sample

Incident Notification Form

(fill this in as soon as possible after the incident and any corrective action has taken place)

Date of Incident		Time of Incident (24 hour time)	
Date of Report		Time of Report (24 hour time)	
Person Completing Report			
Contact Number			
Event			
Site location where the incident occurred (please be specific, include address if possible)			

Nature of Incident

What happened?	
----------------	--

Cause of Incident

How did it happen?	
Activities being undertaken at the time	

Incident Type Details

Incident Type (tick the appropriate box)			
<input type="radio"/> Near Miss	<input type="radio"/> Environment Incident or Complaint	<input type="radio"/> Personal Injury/Illness	<input type="radio"/> Property Damage
Incident Involves (select all applicable)			
<input type="radio"/> No Treatment	<input type="radio"/> First Aid Injury	<input type="radio"/> Medical Treatment Injury - Doctors	<input type="radio"/> Medical Treatment Injury - Inpatient
<input type="radio"/> Medical Treatment Injury - Outpatient	<input type="radio"/> Lost Time Injury for staff member	<input type="radio"/> Vehicle Incident	<input type="radio"/> Police Involvement
<input type="radio"/> Other Emergency Services			

Worker/ Person Details

About The Involved Person (One form per involved person, tick the appropriate box)			
<input type="radio"/> Select here for NA	<input type="radio"/> Employee	<input type="radio"/> Contractor	<input type="radio"/> Other Worker
<input type="radio"/> Event Participant	<input type="radio"/> Member of the Public		
Name of Involved Person			
Contact number of Involved Person			

Immediate Actions Taken

--

Witnesses

Witness 1 (if applicable)		Contact Number	
Involvement	<input type="radio"/> Event staff member	<input type="radio"/> NA - Member of the Public	<input type="radio"/> Other
Witness 2 (if applicable)		Contact Number	
Involvement	<input type="radio"/> Event staff member	<input type="radio"/> NA - Member of the Public	<input type="radio"/> Other

Complete for Injury, Illness and Consider Potential of Near Miss

Nature of injury/illness (e.g. Cuts)			
Mechanism of injury/ illness (eg. Slip, trip or fall)			
Body Location (eg. Ankle)			
<input type="radio"/> Left Side	<input type="radio"/> Right Side	<input type="radio"/> Both	<input type="radio"/> Not Applicable
Could the person continue on at the event as a result of the injury? (tick the appropriate box)			
<input type="radio"/> No	<input type="radio"/> Yes	<input type="radio"/> Not Applicable	
Date		Time	

Complete for Property Damage/Theft/Loss

Type of equipment/ property (include ID number or registration)	
Description of damage (if applicable)	
Who owns the property?	

Complete for Environmental Event or Complaint

Substances involved			
Quantity			
Incident Subtype (tick the appropriate box)			
<input type="radio"/> Air Pollution	<input type="radio"/> Fauna & Flora	<input type="radio"/> Land Pollution	<input type="radio"/> Noise
<input type="radio"/> Breach of Permit, Consent, Legislation or Local Requirement	<input type="radio"/> Complaint	<input type="radio"/> Waste	<input type="radio"/> Water Pollution
<input type="radio"/> Environmental Protection Authority	<input type="radio"/> Fire and Rescue NSW (HAZMAT)	<input type="radio"/> National Parks and Wildlife Service	<input type="radio"/> Northern Beaches Council
<input type="radio"/> Other Agency (Please state)			

7. Useful Contacts

It takes the work of many organisations to facilitate great events for a community. Reach out to those listed for the relevant issues, advice and approvals.

Northern Beaches Council

Open Space Bookings Team

Phone (02) 8495 5009 or email

openspacebookings@northernbeaches.nsw.gov.au

Events Team

Phone 1300 434 434 or email

events@northernbeaches.nsw.gov.au

Environmental Health Team

Phone 1300 434 434 or email

EnvHealthRM@northernbeaches.nsw.gov.au

Waste Education Team

Phone 1300 434 434 or email

WasteEducation@northernbeaches.nsw.gov.au

Development Advisory Services

Phone 1300 434 434 or email

das@northernbeaches.nsw.gov.au

Transport Team

Phone 1300 434 434 or email

traffic@northernbeaches.nsw.gov.au

Ageing, Disability and Home Care

- Making your event accessible and Inclusive
- Encouraging people of all abilities to participate in your event
- Planning an event for a senior audience

Phone: 9377 6000

www.adhc.nsw.gov.au

See also Disability Council NSW

Ambulance Service of NSW

Contact to discuss:

- Emergency response plan (see also NSW Police Force, Fire and Rescue NSW/NSW Rural Fire Service below)
- Access for emergency vehicles
- Provision of care for sick and injured

Phone 9320 7777

www.ambulance.nsw.gov.au

In an emergency, dial 000 and ask for an ambulance

Bureau of Meteorology

- Weather forecasts for your event

Phone: 03 9669 4000

www.bom.gov.au

The Centre for Volunteering

- Recruiting and managing volunteers for your event
- Insurance for volunteers
- Volunteer and organisation rights and responsibilities
(See also SafeWork NSW below)

Phone: 9261 3600

www.volunteering.com.au

Email: info@volunteering.com.au

Disability Council NSW

- Making your event accessible for people with disability

Phone: 8879 9100

www.facs.nsw.gov.au/disability-Council

See also Ageing, Disability and Home Care.

Environment Protection Authority (EPA)

- Noise regulations
- Litter and waste management

Phone: 131 555

For noise related issues: www.epa.nsw.gov.au/your-environment/noise

For waste related issues: www.epa.nsw.gov.au/your-environment/litter-and-illegal-dumping

Fire and Rescue NSW or NSW Rural Fire Service (as applicable)

- Use of fire or other hazardous materials such as barbecues, bonfires, gas bottles and candles (note this is not a comprehensive list of possible hazards. You should carefully consider what other hazards may be associated with your event)
- Use of fireworks (see also NSW Police and SafeWork NSW below)
- Fire regulations if your event will be held indoors
- Emergency response plan (see also Ambulance Service of NSW and NSW Police Force)

For metropolitan areas, identify your local brigade by contacting:

Phone: 9265 2999

www.fire.nsw.gov.au

For regional areas, contact the Rural Fire Service:

Phone: 1800 679 737

www.rfs.nsw.gov.au

In an emergency, dial 000 and ask for the Fire Brigade.

Liquor & Gaming NSW

- Fundraising activities at your event
- Competitions
- The sale or supply of alcohol (see also NSW Police Force). A liquor licence is required for all events held in NSW where liquor is to be sold

Phone: 1300 024 720

www.liquorandgaming.nsw.gov.au

Metropolitan Local Aboriginal Land Council

- The Welcome to Country - where possible, this ceremony should be conducted by Elders, locally recognised Aboriginal community spokespersons or a locally recognised cultural service provider

Phone: 02 8394 9666

www.alc.org.au

National Parks and Wildlife Service

- Use of venues and sites within NSW national parks and other reserves, such as nature reserves, regional parks, and state conservation areas administered by the National Parks and Wildlife Service

For example, [North Head](#), located at Manly, provides spectacular panorama of the harbour and Sydney skyline and has proved to be one Sydney's most popular outdoor venues to host a variety of events. [Arabanoo Reserve](#), located at Dobroyd Head, is another good option, offering impressive views over North and South Heads and the Pacific Ocean.

Phone: 1300 072 7757 (1300 PARKS)

www.nationalparks.nsw.gov.au

NSW Food Authority

- Preparation and service of food and beverages at your event

Phone: 1300 552 406

www.foodauthority.nsw.gov.au

Guideline for Food businesses at Temporary Events:

www.foodauthority.nsw.gov.au/sites/default/files/2021-02/temp_events_guideline.pdf

Northern Beaches Police Area Command (PAC)

- Control of crowds
- Control of traffic
(See also Roads & Maritime Services)
- Use of fireworks
(See also NSW SafeWork NSW)
- Service of alcohol
(See also Liquor & Gaming NSW)
- Emergency response plan
(See also Ambulance NSW, Fire and Rescue NSW/NSW Rural Fire Service)

Phone: 02 9971 3399

www.police.nsw.gov.au/home

Phone: 131 444

www.police.nsw.gov.au

In an emergency, dial 000 and ask for Police.

See also Liquor & Gaming NSW

Phone: 1300 024 720

www.liquorandgaming.nsw.gov.au

NSW Taxi Council

- Requesting taxis to take people to and from your event
- Arranging special event taxi ranks and obtaining advice on their set up
- Road closures

Phone: 8339 4644

www.nswtaxi.org.au

OneMusic Australia

- Using music at your event, either live or pre-recorded, recording or music video (including from a film)

Phone: 162 162

Email: hello@onemusic.com.au

www.onemusic.com.au

Physical Disability Council of NSW (PDCN)

Contact to discuss:

- Making your event accessible to people with disability (see also Aging, Disability and Home Care, and Disability Council of NSW)

Phone: 1800 688 831 or 9552 1606

www.pdcnsw.org.au

SafeWork NSW

- Use of fireworks (see also Fire & Rescue NSW/ NSW Rural Fire Service and NSW Police Force)
- Occupational health and safety issues related to staff, volunteers and contractors

Phone: 13 10 50

Email: contact@safework.nsw.gov.au

www.safework.nsw.gov.au

Transport NSW

- Any disruption to road users (see also NSW Police Force)
- Application for a Road Occupancy Licence to secure event space where road closures or road access to a venue is required
- How to transport large numbers of people by public transport to and from your event, should you be anticipating a large event, including by bus, train or ferries
- Any planned changes to traffic management, road closures or public transport that could affect your event
- Aquatic events held on all NSW waterways, including Sydney Harbour



25/10/2021

Guide to Events on the Northern Beaches

Partnership & Participation SRG
3 November 2021



1

Supporting community and third-party run events

The Guide will support third party operators and community groups to deliver safe and successful events, covering key areas such as:

- planning for an event
- making an application
- factors to consider
- templates
- quick tips
- useful contacts
- Updates will continually be made eg COVID Safety Plans.



2



2

1

25/10/2021

Consultation

We collaborated with a number of teams across the organisation including:

- Strategic & Place Planning and Development Assessment
- Parks & Recreation
- Transport Network
- Waste Services
- Community Centres
- Work Health and Safety



3

Questions



4

2

ITEM 6.4	COMMUNITY ENGAGEMENT POLICY AND STRATEGY - ANDREW GROCOTT - 45 MINS
REPORTING OFFICER	MANAGER, COMMUNITY ENGAGEMENT
TRIM FILE REF	2021/739642
ATTACHMENTS	1 ↓ Draft Community Engagement Policy - October 2021 2 ↓ Draft Community Engagement Strategy - October 2021

EXECUTIVE SUMMARY

PURPOSE

To brief the SRG on the revised draft Community Engagement Policy and Strategy providing an opportunity for members to ask questions and provide comments.

SUMMARY

The Northern Beaches Community Engagement Policy and 'Matrix' were first adopted in February 2017 following the amalgamation of the three former Councils.

In line with the agreed review period, both documents have now been updated.

Changes have been made to the policy to strengthen Council's commitment to engagement including a revised purpose and statement, along with the inclusion of the updated Community Engagement Principles.

The former matrix document has been renamed a strategy, in line with Integrated Planning and Reporting terminology, and further reshaped to provide our community with a more concise description of Council's approach to community engagement.

RECOMMENDATION OF MANAGER, COMMUNITY ENGAGEMENT

That the Strategic Reference Group members review the documents, ask questions and provide any feedback.

REPORT

BACKGROUND

Community engagement helps Council improve the efficiency, legitimacy and transparency of our decision making. The Northern Beaches Council is committed to maintaining a high level of engagement to ensure that our community and stakeholders have opportunities to find out about Council projects and be involved in the decision making process.

The current Community Engagement Policy and Matrix were adopted in February 2017 and were scheduled to be reviewed as part of a four year review cycle.

In addition, a shift in the community engagement industry away from the reliance on more traditional-based approaches, along with the impacts of COVID-19, has reinforced the need to revise our approach to engagement to ensure we remain agile, adaptable and flexible.

Changes have been made to the policy to strengthen Council's commitment to engagement including a revised purpose and statement, along with the updated Community Engagement Principles.

The former Matrix document has been renamed the draft Northern Beaches Council Community Engagement Strategy, in line with Integrated Planning and Reporting terminology, and further reshaped to provide our community with a more concise description of Council's approach to community engagement.

The draft strategy is now directed to the community as the primary audience and not as a staff guideline. Separate internal business process maps and bespoke training will support the guideline function for staff.

A key focus of the draft strategy is to provide the community with more detail on how Council conducts engagement across the lifecycle of a project. A concerted effort has been made to strengthen the approach and measures used as part of the reporting and evaluation.

The draft strategy is consistent with good practice Councils across Australia, while providing a more user-friendly, focused, and relevant document to our community and stakeholders.

Community engagement on Development Application and planning matters is covered separately under the Community Participation Plan (Plan Making and Development Assessments).

CONSULTATION

The community and stakeholder engagement have been established around the public exhibition of the draft documents. Community and stakeholders are currently being asked to review the documents and provide feedback.

Community engagement includes a 'have your say' project page, an online submission form and survey.

All feedback received during the public exhibition will be reviewed and findings discussed in a Community Engagement Report.

TIMING

The public exhibition runs from 1 November to 15 December (over 6 weeks).

Northern Beaches Council - Community Engagement Policy (EXHIBITION DRAFT – October 2021)

Purpose of this policy

The purpose of this policy is to define our commitment to engaging with our community and stakeholders on Council-led projects. This involves actively communicating with, and listening to, our community prior to, during and following decision making.

Policy Statement

Engaging with our community is a vital part of local democracy.

We are committed to delivering best practice community engagement to support effective, robust and sustainable decision making which leads to better outcomes for both Council and the community.

We recognise that open, accessible and diverse engagement can help build social capital which in turn can also lead to deeper, stronger and more trusting relationships between Council and the community.

Objectives

Our key objectives are to:

- provide clear, accurate and easy to read information
- offer accessible and diverse ways for those impacted, or interested, to provide feedback
- transparently report back to our community to show how we considered the feedback received.

Scope

This policy applies to all Northern Beaches Council projects that require planning, implementation, reporting and evaluation of community and stakeholder engagement.

Projects for this purpose may include, but are not limited to:

- policies, frameworks, strategies, studies and plans including plans of management
- environmental assessments
- open space, streetscape, facility and other infrastructure improvements
- service and operational changes
- fees and charges.

Community engagement on planning matters is covered separately under the Community Participation Plan (Plan Making and Development Assessments).

Community Engagement Principles

Outlined below are the seven community engagement principles that underpin our engagement practices. The principles are of equal importance. A full description of each is available in the Northern Beaches Community Engagement Strategy.

Principle 1: Prioritise and champion best practice engagement

Principle 2: Plan thoroughly

Principle 3: Create open, accessible and diverse engagement opportunities

Principle 4: Communicate well

Principle 5: Build and maintain relationships

Principle 6: Listen and respond

Principle 7: Learn and improve

Considerations

- Community engagement does not necessarily mean achieving consensus.
- There are number of factors that contribute to decision making including social, economic, technological, legislative and environmental constraints.
- Statutory and/or other legislative engagement requirements are considered a minimum
- Engagement activities will be open for a minimum of 28 days with care taken to avoid key dates that may affect the ability of everyone to participate, e.g. school holidays, public and religious holidays, and other major social or community events.
- Engagement activities will be closed prior to the December holiday period and where this is not possible, extensions of time will be considered.
- Form letters and petitions will be treated separately to submissions and noted as such on community and stakeholder engagement reports.
- Conduct an Acknowledgement of Traditional Owners or Welcome to Country for both online and physical events.
- Community feedback received is regarded as public information and may be published on websites and in Council reports. The collection or holding of personal information is legislated in the Privacy and Personal Information Protection Act 1998 (PPIPA).
- Committees, advisory groups and panels also provide opportunities for the community to participate in strategic priority areas. The different types of committees and governance arrangements are covered in a separate document, Northern Beaches Council Committees Framework.
- When developing on Council owned and managed land, a community engagement process consistent with this policy and supporting strategy will be required in addition to any statutory requirements.
- In some circumstances, Council may encounter situations that impact community engagement timing and/or the ability to conduct certain activities including where:
 - Council is not leading the project (e.g. state government lead projects)
 - specific knowledge or expertise is required
 - work is commercial in confidence
 - work relates to critical operational matters

- there is an unacceptable safety risk posed to our community if we do not take immediate action.

Who is responsible for adhering to this policy?

All staff, contractors and consultants.

Document owner

Chief Executive Officer

Authorisation

To be confirmed

Related documents

Northern Beaches Community Engagement Strategy (formally Matrix)

Northern Beaches Community Participation Plan (Plan Making and Development Assessment)

Northern Beaches Council Committees Framework

Relevant legislation

Council will undertake engagement where prescribed under the relevant legislation or regulations.

The engagement approach for every project will meet our statutory obligations as well as meeting the commitments outlined in this policy.

- Local Government Act 1993.
- Environmental Planning and Assessment Act 1979.
- Privacy and Personal Information Protection Act 1998 (PPIPA).

Document History

Revision	Date	Change	HPE CM Ref
1	28 Feb 2017	Northern Beaches Council Community Engagement Policy	2017/012154
2 (exhibition draft)	Sept 2021	Northern Beaches Council Community Engagement Policy	2021/701113

NORTHERN BEACHES COUNCIL - COMMUNITY ENGAGEMENT STRATEGY

Our approach to engaging our community and stakeholders

(EXHIBITION DRAFT – October 2021)

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Acknowledgement of Country

We acknowledge the traditional custodians of the land and pay our respect to Elders past, present and emerging.

Purpose of this strategy

This strategy has been prepared to provide our community with a clear understanding of the ways you can expect us to talk with and listen to you, prior to making important decisions that affect you or the services and spaces you use.

It details our principles and approach to delivering effective and robust community and stakeholder engagement on Council-led projects and highlights why it is important to reach, and engage with, our whole community.

1 Introduction

Northern Beaches Council recognises our community's right to have input into the decisions that are important or of interest to them.

Engaging with our stakeholders and community allows us to gather feedback which may include views, needs, issues and aspirations and use this information to make effective, robust and sustainable decisions.

While engagement does not replace the final decision making of the elected Council, community engagement plays an important role, ensuring the final recommendations made by staff are equitable and well-informed.

Community engagement also provides opportunities for our community to hear each other's views and learn from their experiences.

2 Community Engagement Principles

Outlined below are the seven community engagement principles that underpin our engagement practices. The principles are of equal importance.

Principle 1: Prioritise and champion best practice engagement

We build and maintain a culture of best practice engagement providing our community with genuine opportunities to participate in, and contribute to, Council outcomes.

Principle 2: Plan thoroughly

We take time to plan thoroughly. We think about the time and resources needed and recommend a diverse and robust engagement approach. A bespoke Community and Stakeholder Engagement Plan is developed based on the nature, complexity, stakeholders and anticipated impacts of the project.

Principle 3: Create open, accessible and diverse engagement opportunities

We provide a diverse range of engagement activities to encourage participation from the whole community ensuring that we reach those that will be impacted or interested, including priority and other under-represented communities.

Principle 4: Communicate well

We promote and deliver open, honest, inclusive and engaging content. Information provided to the community is comprehensive, fit for purpose, objective, timely, in plain English and balanced to support the decisions we need to make.

Principle 5: Build and maintain relationships

We are committed to building effective relationships. We work to break down barriers to reach the diverse communities within our community.

Principle 6: Listen and respond

We actively encourage everyone to express their views in an open and respectful manner.

We are genuinely committed to listening to our community and considering their views, issues and aspirations when making, or recommending decisions.

We respond to participants to demonstrate how community input was considered in the decision-making process.

Principle 7: Learn and improve

We are always learning and continually look for ways to improve our engagement processes, systems, approaches and procedures.

3 Ways we engage our community and stakeholders

Successful engagement programs are underpinned by careful preparation and thorough planning.

Each project is unique, and how much engagement and activities are needed to support this will vary depending on the nature, potential impacts and complexity of the project.

We realise the different groups of people that make up our community and have established engagement processes to reflect the diversity of these, including priority populations.

When determining the best engagement approach for a project, consideration will be given to the level of community interest, potential impacts to our community and other stakeholders, political or social sensitivities, legislative requirements, environmental challenges, as well as any time and financial constraints.

We acknowledge the growing needs of our community to collaborate and partner on some of the more challenging issues we face. Government and industry groups are increasingly seeing the benefits of defining and delivering initiatives in collaboration and partnership with the community.

To ensure the best outcomes possible, we will identify who needs to be involved and undertake engagement in a variety of ways to ensure everyone who may be affected by, or interested in, a decision has the opportunity to:

- find out about the project including what we are asking and why
- indicate their sentiment including different levels of support
- suggest changes
- raise any issues, concerns, ideas and considerations relevant to them
- hear back on how we considered their feedback and information.

The following sections describe the methods and tools we use to engage our community.

3.1 How we prioritise and champion best practice engagement

We are committed to engagement practices that support effective, robust and sustainable decision making.

We prioritise engagement by:

- developing fit for purpose processes, procedures and systems
- taking a 'community-centric' approach to project planning
- adhering to the community engagement principles in all interactions with community members
- allocating sufficient time and effective resourcing to thoroughly plan, implement and report on engagement
- training and capacity building for staff
- ensuring consultants are following our processes and meeting our standards.


It is important that we prepare ourselves effectively to deliver best practice community engagement. As part of our preparation, we firstly assess the level of engagement needed. This is critical to choosing the most appropriate approach, activities and tools for both the project and the community.

We use the International Association of Public Participation (IAP2) spectrum as a general guide to assessing the anticipated level of engagement required.

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities 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.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

© IAPF International Federation 2016. All rights reserved. 2016/11/2, v1

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Figure 1: IAP2 Spectrum of Public Participation

The level categorisation is intended to guide the development of the most appropriate approach for that project. It is important to note that defining the level of engagement does not indicate that a particular project is of less significance to Council or the community than another.

It will be necessary to determine the community group/s and stakeholders that are affected by the project, issue, service or action as part of the engagement planning process (as described later in this document) to accurately understand the specific impacts and risks that will affect individual projects.

Note that the 'empower' level on the spectrum has limited application in local government as the elected Council is the decision making body. There may be occasions where non-financial empowerment may occur such as supporting community-led recovery in resilience.

Level of engagement needed	Nature and complexity indicators	Project types	What you can commonly expect from us
Level 1 – Inform and involve	<ul style="list-style-type: none"> Direct impacts identified to residents or stakeholders. Risk to the whole or large part of the Northern Beaches community if solutions or outcomes are not fit for purpose Potential impact to priority populations. Potential impact to natural environment or heritage (Aboriginal or European) Potential impact on the health and safety of the local or wider community High level of complexity including one or more technical documents Document size greater than 30 pages A wide range of divergent views is expected The potential or proposed loss of, or significant change to, any facility or service to the community The proposed loss of, or significant change to car parking Relationship with state or regional strategies or directions. 	<ul style="list-style-type: none"> Community Strategic Plan Polices Frameworks Strategies Plans (Action Plans) Plans of Management Major (LGA-wide) studies Masterplans Discussion/issue papers Major infrastructure project Land categorisation (e.g. change from community to operational land) Removal or major change of a facility or service Provision of a district or regional facility (e.g. skate park, indoor sports centre) Environmental Assessments (Review of Environmental Factors, Environmental Impact Statements or other changes that impact on natural bushland or waterways) Improvements LGA wide service (e.g. Emergency Services) Change to a district or regional facility (e.g. Aquatic Centres and Theatres) Removal or relocation of open space or a regional playground Changes to a major road or transport corridor. 	<p>We will:</p> <ul style="list-style-type: none"> start as early as practical in the project lifecycle allow for as much time as possible to plan, implement and report allocate sufficient resources to plan and conduct engagement review previous or similar engagement history implement a minimum two-staged approach: <ul style="list-style-type: none"> Stage 1 – ideation, explore opportunities, highlight issues, identify gaps Stage 2 – public exhibition of the draft plan - have we got it right? establish an online project page exhibit for 28 days at a minimum – consider six to eight weeks erect signage at physical sites use at least three data capture methods: <ul style="list-style-type: none"> online comment/submission form email postal. consider other tools such as idea boards, online forums, social/hotspot mapping. conduct at least one information session (physical or virtual) post on social media send email updates provide summarised information or a standalone summary document utilising info graphics, where possible consider developing video content: <ul style="list-style-type: none"> promotional descriptive/educational (pre-recorded or live webinar or slide presentations).

Effective date
TBC

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Northern Beaches Council Community Engagement Strategy

2021/701110

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Level 2 – Inform and consult	<ul style="list-style-type: none"> Expected impact to a local community (e.g. whole or most of a suburb or Strategic/Town/Village Centre) Some impact to the broader Northern Beaches community likely. Broader community interest in project The change to any facility or service to a local community Moderate degree of divergent views Potential for some controversy or conflict between community members Removal of street trees Changes to local infrastructure Moderate to minor level of environmental impact/risk Potential for some, although not significant impact on state or regional strategies or directions. 	<ul style="list-style-type: none"> General changes to a Council service Concept and landscape plans (open space and reserves) Removal or relocation of a local playground Significant upgrade regional or local playground Change to or loss of valued activity or program (e.g. local youth activity) Redevelopment of a sportsground including proposed lighting Local study Local trial Proposed removal or development of a local park New cycleway Local street road change or closure LGA-wide art project Change to a local event. 	<p>We will:</p> <ul style="list-style-type: none"> start as early as practical in the project lifecycle allow for as much time as possible to plan, implement and report allocate sufficient resources review previous or similar engagement history implement a minimum one-stage engagement approach (a two staged approach may be recommended depending on the information required) establish an online project page erect signs at physical sites letterbox drop notifications to neighbouring resident ensure concepts, design or maps are clear with technical language minimised uses at least two data capture methods (e.g. online comment form, ideas board, email, written survey etc) send email updates.
Level 3 - Inform and consult	<ul style="list-style-type: none"> Potential impacts to a localised section of community (part of a suburb, local neighbourhood or street) Moderate impact to a small community or user group/s of a specific facility or service (mostly mitigatable) General community support for proposal likely. 	<ul style="list-style-type: none"> Changes to fees and charges (unless deemed contentious) Minor upgrades to a local playground Development or renewal of a shared path Pedestrian crossing upgrades Local street or streetscape upgrade – no ongoing traffic changes or parking impacts Local art project Naming and nominations Leases and licences Changes to a local activity program 	<p>We will:</p> <ul style="list-style-type: none"> start as early as practical in the project lifecycle allow for as much time as possible to plan, implement and report allocate sufficient resources implement a one-stage engagement approach establish an online project page letterbox drop notifications to neighbouring residents ensure concepts, design or maps are clear with technical language minimised use at least one data capture method send email updates erect signs at physical sites.

Level 4 - Inform and provide enquiry channel	<ul style="list-style-type: none"> • Low or no risk of controversy or conflict at the local level (small neighbourhood or street) • Local area, small community or user group/s of a specific facility or service • Only a small change or improvement to a facility or service at the local level • Likely agreement by majority of community. 	<ul style="list-style-type: none"> • Footpath – new or renewal • Easement notice • Road Reserves • Playground repairs • Basic concept designs • Maintenance work. 	<p>An online project page is recommended, but not compulsory. We will:</p> <ul style="list-style-type: none"> • ensure concepts, design or maps are clear with technical language minimised • provide an email address and contact phone number for enquiries • erect signs at physical sites • notify close by residents by mail prior to construction. <p>Comment/enquiry forms are optional but may assist in collating enquiries.</p>
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Table 1: Levels of engagement

3.2 How we plan

Thorough and robust engagement planning is critical in delivering successful project outcomes and making effective and sustainable decisions.

Community and Stakeholder Engagement Plans are prepared for all projects, however, each will vary in detail depending on the nature and complexity of the project as identified in Table 1.

Tailored and innovative approaches will be identified where possible to encourage and enhance participation from the wider community including priority populations. At any time during a project, it may be necessary to reassess the level of engagement and vary the engagement approach accordingly, due to a change in the situation or recognition of further implications.

Engagement is aligned with Council's project planning methodologies to ensure engagement stages match project objectives, timeframes and milestones, and to identify engagement appropriate to the key decisions needed.

3.2.1 Developing a Community and Stakeholder Engagement Plan

The overall approach to engagement will be open, flexible and responsive. This engagement plan is a 'living' document and will be updated throughout the project as needed. The plan will:

- define the project scope, background, broad timelines, purpose and engagement objectives, and desired and/or expected outcomes
- identify any legal and/or policy requirements
- consider previous projects of a similar nature and any other historical context or relevance
- identify the resources, budget systems and time required to deliver the required level of engagement
- build an understanding of the community demographics, history, trends and local issues
- consider potential risks and mitigation tactics
- build a deeper understanding of the community by identifying all stakeholders, interested community members, and their anticipated level of interests and any potential impacts
- identify tactics, content and key messages guided by behavioural science principles
- select engagement methods and tools that provide people with a range of options for participation, taking into consideration the collection of both quantitative and qualitative information
- incorporate the communication approach to inform, update and close the loop with participants
- devise an action plan that highlights key milestones and deliverables
- identify reporting and evaluation measures.

3.3 How we communicate with you

It is important to us to share information with our community in a clear, transparent and consistent way.

In the context of this strategy, we are mainly referring to the sharing of information to support the engagement process.

We use a combination of online, print and physical (face to face) communication channels to provide the community with every reasonable opportunity to hear about a project and decide whether it is something that is important, or of interest, to them.

We aim to provide the community with balanced and objective information to assist in understanding the project context, challenges faced, alternatives, opportunities for improvement and/or solutions in a meaningful way.

We will describe the purpose and the steps of the engagement process and continue communicating and sharing information across the whole lifecycle of a project including prior to, during and following the engagement.

We prepare content and materials that are in plain-English and easy to read. We strive to use relatable narratives (stories) to describe what we are doing, how and when we are doing it, and why. We provide a clear call to action and layer information to allow you to read as little, or as much as the reader likes. Table 2 describes the common ways we share information with our community.

What we do	How we do it	Example/common tools
Share information with you	<p>We:</p> <ul style="list-style-type: none"> create cognitive ease through the use of clear, accessible and appropriate language, graphics and imagery. use simple and prominent calls to action (e.g. what we think you should focus on and do) provide summaries of complex documents or breakdown information into chunks, steering readers to relevant sections of a document or webpage define a simple and clear call to action to ensure community members understand what we need them to focus on and complete build layers of information that allows the reader to make an informed decision regardless of the amount of time or their abilities update the project page and send emails regularly provide open and close dates provide up to date comment and submission counts look for opportunities to provide information in alternative formats and in languages other than English when relevant. 	<ul style="list-style-type: none"> Emails Web (project) pages FAQs Factsheets Social media Print media Direct (mail) notification – letter, brochure, flyer, post card Information sessions Onsite signs and displays (including QR codes) Banners, posters and other static display material Video – information/educational based or promotional Artist impressions Social/hotspot mapping Images and info graphics Video content (You Tube or embedded etc.) Easy to read online flipbooks Pre-recorded webinars Telephone calls Physical/paper documents.

Table 2: Communication matrix

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3.4 How we create open, accessible and diverse engagement opportunities

Once we have the community's attention through the communication methods above, we need to make engaging with us as easy, accessible, interesting and diverse as possible. This is sometimes challenging, as our projects can often be complex and technical.

We will primarily use online methods to engage, however, will aim to hold physical (face to face sessions), where practical, dependent on audiences we are trying to engage and the information we are collecting. Acknowledgement of Traditional Owners or Welcome to Country will be provided for both online and physical events.

An online 'have your say' project page will be established for all projects identified as level three or higher allowing for opportunities for meaningful dialogue and input from the community and key stakeholders

We aim to:

- provide consistent and reliable engagement opportunities while looking for varying and innovative ways to make it interesting, without compromising ease of use
- gather feedback on analysis, alternatives and/or decisions
- listen to and acknowledge issues, concerns and opportunities for improvement
- understand community sentiment including varying levels of support.
- look for opportunities to partner with the community in each aspect of the decision including the development of alternatives and/or the identification of the preferred solution.

Table 3 below shows some of the common ways we engage and interact with our community and stakeholders.

What we do	How we do it	Example/common tools
Engage with you and listen to you	<p>We:</p> <ul style="list-style-type: none"> commence engagement with the community and stakeholders early and continue to keep them informed and involved throughout the process offer diverse, tailored and innovative online and physical activities to encourage wide participation provide multiple ways for the community to have their say on each project endeavour to go where our communities are already interacting – both in online and physical environments ensure both the online environment and physical venues and locations are accessible deliver engagement activities at days, times and locations that are convenient to the community, taking care to avoid holiday periods and cultural or religious celebrations, where possible provide materials in a culturally appropriate format and consider experienced and culturally sensitive facilitator and Auslan interpreters where there is significant cultural interest/participation. 	<ul style="list-style-type: none"> Online submission/comment forms Open (self-selected) online surveys Phone surveys Closed (pre-selected) online surveys Intercept surveys Interviews Q&A sessions Focus groups Meetings Workshops Live webinars Pop ups and drop ins Site tours Social pinpoint/hotspot mapping Ideas boards Interactive PDFs Story (narrative) collection Online discussion forums Public meetings Public hearings (plans of management) Hotline/phone Events - local and LGA-wide.

Table 3: Engagement matrix

3.5 How we build and maintain relationships

Actively working with our community and looking to partner with key stakeholders, helps establish relationships, builds trust, and leads to better outcomes for our community.

What we do	How we do it	Example/common tools
Work with you	<p>We:</p> <ul style="list-style-type: none"> Collaborate with the community on projects of high importance, complexity and value look for opportunities to partner with key stakeholders. 	<ul style="list-style-type: none"> Discussion forums and debates Project working groups Committees Deliberative polling Participatory budgeting Community summit Panels Citizen's Jury (modified)

Table 4: Collaboration matrix

Every community and stakeholder engagement plan will identify relevant stakeholders, along with their needs or potential interests and our proposed engagement activity for each. This 'stakeholder map' may be refined as a project progresses and any new information emerges. The following is a list of some of our more regularly engaged community and stakeholders.

Key stakeholders	
Advocacy groups	State and Federal Members of Parliament
Arts and culture groups	Mayor and Councillors
Carers	Media
Chambers of commerce/business associations	Neighbouring councils
Children (under 18)	Not-for-profit organisations and groups
Clubs and hotels	People with a disability
Community service providers	Ratepayers
Community groups	Residents
Commuters	Resident associations
Culturally and linguistically diverse backgrounds	Schools and educational facilities
Emergency services	Seniors/senior groups
Environmental groups	Service groups
Families	Sporting, leisure and recreational clubs and groups
First Nations People	Students
Government departments and agencies	Visitors/tourists
Homeless/unhoused/rough sleepers	Volunteers/volunteer organisations
LGBTQIA+ communities	Workers
Local business and industry	Young people (under 18-30)

Table 5: Indicative list of community and stakeholders

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3.6 How we listen and respond

We want to ensure that the feedback of those engaged are taken into account when decisions are made. Effective engagement is only as good as the information we receive and how it impacts the final outcomes and decisions.

We prepare a Community and Stakeholder Engagement Report for every project categorised level one to three (as identified in Table 1).

As part of the reporting process we will:

- read every response
- use robust and reliable information management systems to collect and store data
- analyse the data and information to identify sentiment, themes, issues and priorities
- use consistent data analysis methods, considering the appropriate balance of qualitative and quantitative information
- identify gaps in participation and information needs that are still to be addressed and identify further engagement opportunities, where needed
- identify feedback that is out of scope of the project and respond where possible. A response may include forwarding to relevant departments/teams for consideration
- identify any confirmation or political bias that may have influenced responses. If any are found, we will consider remedying actions.
- prioritise and action health and safety concerns raised as soon as possible
- note form letters and petitions responses
- work with our community to ensure that feedback is, where applicable, directly reflected in the solutions developed
- prepare the internal report in a clear and succinct format for decision-makers.

Once we have considered the feedback received, Council staff will make, or recommend, decisions.

We will then prepare a response (or a series of responses) to our community and stakeholders. As part of this response process we will:

- share the outcome with our community confirming how the engagement contributed to the decision
- update our project page with outcomes of the engagement including the Community Engagement Report and, where possible, provide next steps
- email everyone who provided feedback (and did not opt out from regular updates) or expressed an interest in the projects (+ Followed) and other key stakeholders showing findings and outcomes with links back to the project page for more information
- where relevant, continue to work with local community members to support delivery of project outcomes
- update the project page with links to final endorsed documents

- update the project page when project construction has started and completed (where relevant).

When the final decisions are being made by the elected Council, we will also email everyone who has provided feedback (and not opted out of receiving updates) or chooses to receive regular project updates by email (subscribers), that the item/report has been placed on the Council meeting agenda.

The email will contain links to the Council Agenda, Attachment Booklets, and information on how to attend and address the Council.

Once endorsed, we will send an additional email to this subscriber group to inform them of the outcomes and any next steps. In some cases, we may also promote the outcomes through traditional media and social media channels.

The project page will be updated in line with email updates.

3.7 How we learn and improve

To ensure we continually learn and improve, it is critical that the engagement process is evaluated. Our evaluation approach focuses on both the outcomes and process of community engagement.

We will review engagement processes at the end of each stage to identify outcomes and opportunities to improve practices for future stages. Following this, a reflective 'lessons learnt' report will be created and shared with relevant staff. We will look for ways to include the community in this discussion where appropriate.

The following techniques will assist in providing an indication as to the overarching effectiveness of the process and may highlight issues of equality or ineffectiveness of the communications channels and content delivery.

Not all evaluation techniques will be used for every engagement. The relevant tools will be identified in individual Community and Stakeholder Engagement Plan's dependent on the nature of the project and complexity of the project.

3.7.1 Qualitative assessments:

Timing

- Action plan delivered on time and/or adjusted accordingly based on project timing shifts.

Risk and issues management

- The use of and effectiveness of the risk mitigation and issues management tactics.

Outcomes/ depth of response

- A wide range of views collected across all/most stakeholder groups or identified impacted audiences.
- Feedback review – looking for indications that the participant/respondent read the material provided, raised valid concerns and made reasonably informed suggestions for improvement.

Ongoing impact

- Substantial improvement to community experiences, wellbeing, or to local environments.
- Increase or decrease in the use of a space or facility following construction (if applicable).
- Ongoing feedback including compliments and complaints received.

3.7.2 Quantitative assessments:

Visibility / Reach

- Review of email updates/electronic direct mail (eDM) reach, numbers of opens and clicks.
- Social media reach and number of clicks.
- Total visits to project page(s).
- Traditional media reach.

Number of participants

- Total submissions/comments received.
- Number of participants in other engagement activities, e.g. ideas generated, surveys completed (including number of dropouts) and pins dropped (on social map).
- Attendance numbers at online and physical sessions/events/webinars.

Conversions

- Assessment of the direct correlation between the number of visits to a page and activity/activities completed, e.g. submission/comment form, ideas board or forum comment.

Time on page

- Calculation of the average time participants spent actively reading or participating on the project page.

Demographics (usually collected by request, only used to gauge a broad understanding of whether the tools and techniques were effective in reaching certain segments of the community).

- Review of the spread of demographics across whole community (representative-based sample).
- Number and effectiveness of information distribution of identified priority population or other directly impacted groups were satisfactorily represented.

3.7.3 Combination assessments:

Evaluation forms

- Evaluation forms are commonly used for face to face activities (e.g. community meetings and workshops). These will commonly ask the participant to rate their overall experience and/or satisfaction levels and offer an opportunity to identify any improvements.

Satisfaction surveys/interviews

- A sample of respondents surveyed or interviewed to understand levels of satisfaction in the engagement process and to identify opportunities for improvements.
- Ongoing monitoring through an annual satisfaction survey and other research methods.

Glossary of common terms

Name/term	Description
Comment	A response from a community member or stakeholder that is not part of a formal public exhibition endorsed by Council.
Communications	The exchange of information from Council to the community.
Community	A group of people including people who live, work, study, own property, conduct private or government business, visit or use Council services, facilities and public spaces and places.
Community Engagement	A broad term that essentially means how we interact with our community. It is commonly considered as a two-way (or more) conversation where Council provides the community with information and asks the community to provide their feedback.
Community Participation Plan (CPP)	<p>The CPP is a requirement of the EP&A Act (division 2.6 and Schedule 1) designed to make participation in planning clearer for the community of the Northern Beaches.</p> <p>It also establishes our community participation objectives, which we use to guide our approach to community engagement in relation to Plan Making and Development Assessment functions.</p>
Consultation	Consultation is used by practitioners and in literature to broadly mean the same as community engagement. However, in this model of community engagement, consultation is one of the levels of engagement (as per the IAP2 spectrum).
Deliberation	An engagement process with a select group of community members that focusses on a defined issue, weighs up options and provides recommendations to decision-makers.
Deliberative engagement	A series of engagement practices that demonstrate influence, inclusion, participation and deliberation to open community dialogue and discussion as part of a movement towards a solution or in some cases consensus (e.g. Citizen Jury)
IAP2	International Association of Public Participation (www.iap2.org.au)
Level of Public Participation/Engagement	The degree to which a community is involved in decision making.
Priority populations	<p>Council's Better Together Social Sustainability Strategy 2040 identified emerging priority populations within the community who have a unique set of circumstances that need to be considered in planning for future social wellbeing and resilience on the Northern Beaches.</p> <ul style="list-style-type: none"> • Young people • Older people • People living with disability • Families • Culturally and linguistically diverse people • Essential workers.

	The term also commonly refers to LGBTQIA+ people, those experiencing homelessness, Aboriginal and Torres Strait Islander peoples, refugees and asylum seekers, and other low socio-economic and potentially vulnerable youth and adults.
Public Participation	An alternative term for community engagement more commonly used by industry professionals.
Quantitative assessment	A review that involves looking at or measuring the tangible outcomes (hard data) including actual numbers. In a community engagement setting this would include voting or response numbers, participant attendance at information sessions.
Qualitative assessment	A review of subjective characteristics and opinions – things that cannot be expressed as a number such as text, video, photographs or audio recordings.
Representative engagement	Describes actively seeking out and involving individuals or groups impacted by Council's activities, projects or decision making to ensure diversity of viewpoints and values are considered.
Stakeholder	Individuals, groups of individuals, organisations or political entities who are interested in or impacted by a Council outcome or decision.
Submission	A formal response to a public document (more commonly a policy, plan, strategy) generally made during the public exhibition period.