

# ATTACHMENT BOOKLET 1

**ORDINARY COUNCIL MEETING**

**TUESDAY 25 JULY 2017**

**ITEMS 6.1 – 7.2**

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Mr Dick Persson  
Administrator  
Northern Beaches Council  
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By email (per): [Alison.osborne@northernbeaches.nsw.gov.au](mailto:Alison.osborne@northernbeaches.nsw.gov.au)

18 July 2017

Dear Dick

### **PROBITY REPORT – STRONGER COMMUNITIES FUND**

Procure Group Pty Ltd (**Procure**) has been engaged by Northern Beaches Council (**Council**), to provide independent probity advisory services in relation to the evaluation of submissions received for community grants available under the Stronger Communities Fund (**SCF**).

The SCF has been established by the NSW Government as part of the Fit for the Future reform program and is designed to provide councils with funding for projects that improve community infrastructure and services. The SCF comprises \$15 million and falls into two categories, that being \$1 million in community grants and \$14 million for major projects.

This probity report addresses the evaluation process for the Round 2 community grants submissions, within the context of the framework provided by the NSW Independent Commission Against Corruption's (**ICAC**) probity fundamentals.

We note that the Community Grants Program (**Program**) Round 2 was advertised to community organisations on 3 April 2017 with submissions closing on 12 May 2017.

The Council's Stronger Communities Grants Guidelines (**Guidelines**) are consistent with the requirements established by the NSW Government. The Council Guidelines outline an assessment process that include an initial review by two internal panels including a Council staff committee and an Implementation Advisory Group (**IAG**) consisting of former members of Council. In line with the NSW Government SCF Guidelines a final review and recommendation to the Council Administrator is to be undertaken by the SCF Assessment Panel which includes local State Members of Parliament (**MPs**) and a representative of the Department of Premier and Cabinet.

Procure's scope of work involved advisory services for the internal Council staff assessment panel and the SCF Assessment Panel.

The initial assessment of community grants was an online process for the two internal panels and the SCF Assessment Panel, with one face to face meeting held for the Council Staff committee and one meeting for the SCF Assessment Panel. The committees have completed their evaluation and a report has been prepared with recommendations to be referred for final decision to the Administrator of the Council. The process has been administered by the Council Grants Coordinator.

This report has been completed to assist Council in its decision-making relating to the submissions received. The report cannot be relied upon by any other party or for any other purpose. While the Probity Advisor may provide input into the processes followed, Council retains overall responsibility for the probity of its personnel and processes.

Vicki Klum has represented Procure at all stages of this process and has prepared this report.

## **Probity Fundamentals**

In undertaking the probity advisory role, Procure has had regard to the "probity fundamentals" described in the ICAC publication "Probity and Probity Advising (November 2005)". These probity fundamentals are:

- + Maintaining impartiality
- + Managing conflicts of interest
- + Maintaining accountability and transparency
- + Maintaining confidentiality
- + Obtaining value for money

Our work performed to review the application of each of these probity fundamentals during the assessment process is documented below.

## **Work Performed**

In completing this engagement, Procure has completed the following tasks:

- + Reviewed Council Guidelines for the SCF program and noted that they included:
  - o Objectives of the Program
  - o Establishment of the internal Council staff assessment panel and an IAG comprising former members of Council
  - o Assessment criteria and outline of the assessment process
  - o Statement of Community Priorities and ineligible activities
  - o Details of the project completion requirements and the funding agreements to be established;
- + Reviewed the online assessment process established by the Council Grants Coordinator which included a requirement that for each submission the assessor records if any conflict of interest arose. The online process was utilised by all assessors. Where conflicts were declared, they related to prior involvement with the organisations and were not of a measure that required assessors to withdraw from the assessment process;
- + Noted that during Round 1 the members of the three assessment panels were required to sign a confidentiality undertaking. Noted advice from the Council Grants Coordinator that the same assessors were engaged for Round 1 and 2;
- + Attended the meeting of the Council staff committee held on 9 June 2017. Noted that the staff committee members had undertaken an individual assessment of the submissions and had completed their scoring for each submission prior to attending the assessment meeting;
- + Noted that at this meeting the combined final scoring of each submission was considered. Noted that in accordance with the Guidelines, the committee considered and agreed on recommendations as to whether the application should be supported and the level of funding;
- + Noted that at this meeting, potential conflicts of interest not previously declared were declared to the panel. In only one case was it necessary for a panel member to excuse himself from the discussion due to his membership of the Board of the organisation. Procure confirmed that the panel member has not had any role in the preparation of the submission;
- + Noted that on 13 June 2017 the SCF Assessment Panel members were provided with assessment reports from both the Council staff committee and the IAG. Noted that individual comments and scores were presented in the IAG report;
- + Attended the meeting of the SCF Assessment Panel (in some cases they sent representatives) held on 30 June 2017 at which the SCF Assessment Panel reviewed the recommendations provided by the staff committee and the IAG and agreed on recommendations for funding. Noted that each member had undertaken their individual review of the submissions prior to attendance at the meeting;
- + Noted that at the meeting held on 30 June 2017, potential conflicts of interest not previously declared were declared to the SCF Assessment Panel. Further noted that no matters declared were of such a nature that they prevented the participation of the SCF Assessment Panel members from participating in the assessment of the relevant submission;

- + Reviewed the Report to Council on the outcome of the assessment process dated 25 July 2017 and noted that the Administrator accepted the majority of the SCF Assessment Panel recommendations;
- + Noted that after additional review the Administrator made a small number of alterations to the list of recommended projects;
- + Noted through review of responses and advice received from the Council Grants Coordinator that the SCF Assessment Panel members reviewed and agreed the changes.

### Conclusion

Based upon our work performed and detailed in this report, no issues of a probity nature have come to our attention that would lead us to conclude that the process followed by Council in the conduct of the evaluation process for submissions from community organisations for funds available under Round 2 of the Stronger Communities Fund has not been conducted in a fair and equitable manner with due regard to probity, and in a manner consistent with the approved Stronger Communities Fund Guidelines.

Yours sincerely



Daniel McPhee  
Director  
Procure Group Pty Ltd

Attachment 2: Brief Project Descriptions

**Autism Spectrum Australia ASPECT**

**Project Title: Bikes for kids with autism in Vern Barnett School**

*This project received partial funding.*

Bike play is vital in supporting the sensory needs of children with autism. Our project will provide safety bike play activities for children with autism in the Northern Beaches. Buying Go-Karts & balance bicycles for the students to use during their outdoor recess time and PDHPE lessons that include Personal Health Choices and Road Safety Rules. We need go karts that take the weight of our secondary students as well as balance bikes for our junior students. We currently have an array of broken bikes that the students are not able to access safely. Bikes allow us to teach a variety of skills beyond just riding them; learning to take turns, learning to wait, learning the safety rules, understanding how the bike works.

**Avalon Beach Historical Society Incorporated**

**Project Title: 9th Great Historic Photographic Exhibition**

The project is an event which will be open to residents and visitors for the four days of the June long weekend in 2018. There will be 25 large display stands featuring 900 historic photographs illustrating many eras and aspects of the northern beaches. A monitor will show continuously moving footage of early eras of our history such as an edition of Brian Henderson's "Bandstand" shot on Avalon Beach in 1965 and a documentary produced by the Society on the history of Barrenjoey Headland. There will also be examples taken from our extensive oral history audio cassette tapes played as a background during the exhibition and some early residents will be available to share their memories and recollections of the area with visitors. An excellent 1/12 scale model (standing 600mm high) of one of the early lighthouses known as Stewart Towers which predated the present stone lighthouse on Barrenjoey Headland by 13 years will be on display also. There will be reproduced early photos, historic panoramic bookmarks, calendars featuring historic photos and several publications available for sale at the exhibition. With the assistance of a grant the Society would be able to extend the opening hours of the exhibition to enable school students during school hours access to an unprecedented extensive local history lesson.

**Change Creators Inc.**

**Project Title: One Million Coffee Cups**

*This project received partial funding.*

One million coffee cups are thrown away every minute in Australia.

The One Million Coffee Cups project is a three-phase community education and behaviour change campaign to stop one million disposable coffee cups from going to landfill.

**Phase 1: Responsible Coffee Shop Program**

A membership-style program will engage coffee shop support to reduce takeaway cups. Participating coffee shops in hubs along the Northern Beaches will display a program logo, reduce the price of coffee for customers who bring a cup and provide monthly data on the number of cups brought in. These cafes will receive marketing collateral, support through traditional and social media, promotion via the One Million Coffee Cups website, recognition of their achievements through the awards program and increased media exposure.

**Phase 2: Consumer Coffee Cup Challenge**

The Northern Beaches community (clubs, groups, local businesses and individuals) will be targeted to accept a 'coffee cup challenge'. Participants are challenged to take their own cup for a day, week or month to a participating responsible coffee shop (or give up coffee), uploading photos on social media as evidence (also promoting these cafes).

**Phase 3: Community Event**

Attachment 2: Brief Project Descriptions

The "Coffee Run" is an event run simultaneously across the whole of the Northern Beaches. Registered participants bring their own cup from 9am-11am, take a photo in front of their favourite responsible coffee shop and receive a free coffee. All cups 'saved' in the three phases of the project will be tallied on a central website, the main landing page for the campaign.

**Curly Community Garden**

**Project Title: Curly Community Garden Food Forest Project**

Food Forests are mini ecosystems comprised of up to 7 layers of different edible species. Every plant within the food forest enhances other plants' production in varying ways. The seven layers are canopy (large fruit and nut trees), low tree layer (dwarf fruit trees), shrub layer (currants and berries), herbaceous layer, rhizosphere (root crops), soil surface (ground cover crops) and vertical layer (climbers, vines). The plants in food forests are carefully selected to provide delicious food for humans, while creating a mini ecosystem that requires little maintenance and functions independently, where different plants support each other (for example, nitrogen fixing beans are vines that might use sunflower plants as a structure to grow on). The proposed forest will have approximate dimensions of 20m x 5m, comprised of taller trees in the back and smaller trees in the front, all placed in a zigzag arrangement, with multiple layers of undergrowth (including native bush tucker plants). A path will wind through the forest. A mini food forest (a banana circle) will be established in the northwest corner of the site. Guttering and a down pipe will be attached to the existing shed and connected to a small rainwater tank that will be installed beside it. A simple irrigation system will be set up. The forest will be raised with edging constructed from second-hand materials such as bricks. Products such as hay, soil and mulch will be purchased to create healthy soil. Trees, shrubs and seedlings will be purchased."

**Disabled Surfers Association of Australia (Sydney branch)**

**Project Title: Beach Access Matting & Trailer**

Purchase beach access matting & an enclosed trailer for storage. The access matting would provide accessibility for any person to negotiate the sand & get to the water/ocean easily & safely.

**Fighting Chance Australia**

**Project Title: Stronger employment pathways for people with disability on the Northern Beaches**

Fighting Chance is a local, grass roots not-for-profit disability service provider that has grown up on the Northern Beaches. From humble beginnings supporting eight clients in our tiny Brookvale office (opened in 2011), we now support over 170 people with disability from the Northern Beaches to access vocational participation and employment opportunities through two innovative social enterprises located in Frenchs Forest. One of these enterprises, Jigsaw, is an information management and digitisation business. Jigsaw works with public and private sector clients to help them go paperless, increase efficiencies and save on costs. As a result of performing this commercial work, Jigsaw is able to provide training and learning opportunities, and create jobs at Award wage for people with disability in our community. Since January this year, Jigsaw has relocated and doubled in size and capacity to support young adults with disability on their pathway to employment. This, coupled with winning the contract for providing digitisation services to Northern Beaches Council has meant a period of rapid growth which now needs to be consolidated. We are seeking support to scale up our scanning infrastructure to meet the growing demands of our clients, including NBC, which will in turn create more jobs at Award wage for people with disability. We are also seeking support to fund our growing Work Experience Program for young adults with disability, which we provide free of

Attachment 2: Brief Project Descriptions

charge to participants, and is a vital stepping stone to employment for some of the most marginalised in our community.

**Fisher Rd School P&C Association** (auspicing Fisher Rd School)

**Project Title: Explore for all**

*This project received partial funding*

Fisher Road School is working towards designing and creating a functional, interactive, outdoor learning space to cater for diverse abilities of students with disabilities and our visitors. Fisher Road envisions an all inclusive playground which enables all students to play side by side. It would meet the needs of all students meeting their physical and sensory needs. The installation of this playground equipment will support an environment that is inclusive of all abilities and is accessible for students with high support needs, additional needs and for students with behavioural difficulties who have trouble accessing playgrounds in the local community. Students learning and play needs will be met by this newly designed structure. It will be safe, accessible, interactive and fun utilised by the school and the community. Fisher Road school has enrolled pre-school aged to high school aged students and therefore this project will support a larger age demographic.

**Lifeline Northern Beaches**

**Project Title: Northern Beaches Suicide Call Back Service**

The Call-back Program provides short-term support of between one to three phone calls from the Lifeline Northern Beaches Coordinator to clients who have called for help, to assess their current risk and situation, their potential for ongoing phone support and they are provided referrals and links to appropriate resources that exist within their communities. Last year our centre answered 62,066 calls for help. Crisis supporters checked the safety of all help seekers to enable them to discuss the taboo subject of suicide. The callers presenting crisis include domestic violence, self-harm and children at risk with suicide the main issue of calls. The shift supervisors worked with the crisis supporters to facilitate a safe outcome for these callers. One of the highest indicators of risk of suicide is a past attempt – with a number of callers indicating they had previously attempted suicide.

**Manly Warringah Women's Resource Centre** (auspicing Northern Beaches Domestic Violence Network)

**Project Title: Northern Beaches White Ribbon Walk.**

The NBDV Network held it first White Ribbon on 23/11/2016, this event was highly successful and the committee plans to hold this event annually. The walk commenced at Queenscliff Surf club ended at the Corso Manly where the Lions Club of Manly provided breakfast for all participants. This event was attended by approximately 300 walkers. The committee set up an information tent for all community members to have access to information on Domestic and family violence and relevant service providers. The committee would like to be able to purchase a branded gazebo to use for this event and other community events. The committee would like to order a reprint of the resource 'Charmed and Dangerous' this booklet provides extensive information on domestic and family violence, this resource will be shared among local service providers. We would also like to purchase branded merchandise like canvas bags, pens, cards, key rings etc these will also be used at local community events. The committee aims to participate in more community events like holding markets stalls and being present at other community events.

Attachment 2: Brief Project Descriptions

**Manly Women's Shelter**

**Project Title: MWS - Internal Bedroom upgrade**

The MWS opened our doors in 2010 with 13 beds. Since that time 7 years ago, we have had over 300 women stay with us. Originally the beds were donations from the community and were second hand at the time we received them. They are now showing wear and tear and the mattresses are worn and becoming uncomfortable. We are looking to replace the existing old beds and bases with new ones. This grant would enable the purchase of 13 x new single beds and bases.

**Mona Vale Golf Club**

**Project Title: Wetland Rehabilitation**

*This project received partial funding*

Mona Vale Golf Course gathers storm water runoff from a catchment area of 142 hectares. Apart from gross debris, litter and nutrients, an estimated 26 tonnes of sediment enters the course annually. Gross pollution traps have been installed to improve capture at source, but existing ponds and waterways are heavily silted and require rehabilitation to improve water quality and biodiversity. It should be pointed out that our ponds and waterways constitute one of only five freshwater wetlands in the LGA. Over the past 12 months we have created an environmental management plan for the entire course in conjunction with Ecological Consultants Australia. This plan encompasses all the various actions required to protect, restore and preserve these fragile areas on behalf of the community. These areas contain a rich variety of flora, fauna and some threatened species. The Club is totally committed to the progressive implementation of the plan as funds become available. For example, last year we received a grant to rehabilitate an existing pond and associated creek line that had been heavily compromised. The completed project has delivered a wetland of high quality. If successful with this application it is intended to work on a major creek line on the 9th hole and the adjoining sediment capture pond, both of which require considerable remedial work. Our course biodiversity plan includes site-specific, detailed drawings and specifications which will direct the project's execution.

**Northern Beaches Indoor Sports Centre**

**Project Title: NBISC Lighting Upgrade**

*This project received partial funding.*

NBISC is a major user of electricity, primarily for lighting, cooling and hot water. In 2012 the business was spending \$36.9k on power and gas. NBISC invested \$48k in replacing all incandescent bulb lighting with a fluoro tube system. In 2016 it replaced all gas hot water heating with electrical. It also installed \$30k worth of solar panels on the roof. These two projects have worked well. Electricity usage and costs are both below 2012 levels despite a 50% increase in the size of the facility. In order to continue saving electricity while improving the facility NBISC plans a \$15k upgrade to its lighting systems. This will involve replacing all 5 year old fluoro bulbs with new, lower energy intensity equipment and painting the dark walls at the end of each court white. We believe this will give us an additional 7-10 years of above standard lighting levels while further reducing power use.

**NSW Justices Association Inc. (Auspicing the Northern Beaches Branch NSWJA)**

**Project Title: I need a JP**

Northern Beaches Council area is expanding and the NSW Justices Association (Northern Beaches Branch) wants to ensure the ongoing convenient access to our Community JP Desks across our Council area. To ensure this we need more volunteer JPs to be encouraged join the Association for free training, insurance and support, all ensured as members. We intend, as in other areas of NSW to hold 'Open Days' where training and demonstrations are held to encourage JPs and members of

Attachment 2: Brief Project Descriptions

the public to become JPs becoming benchmark trained and supported Desk Volunteers.

**NSW State Emergency Services (Warringah/Pittwater Unit)**

**Project Title: Upgrade of AV Facilities**

This project will replace the ageing and out of date Audio Visual system at the Warringah Pittwater Headquarters building. The old system will be removed and new equipment will be professionally installed by qualified AV installers. The AV system provides a platform for a range of functions including:

- training courses for our volunteers
- webinars both inbound and outbound
- In Emergency Operational mode the screens display information about job queues, weather reports and TV news
- videoconferencing to SES HQ and other NSW Government emergency service locations.

Our current AV system is sadly lacking, this grant will bring it into the 21st century and enable high quality training and communications. Our volunteers will receive better quality training and be better equipped to deal with emergency situations in the Northern Beaches Council area once the new AV system is installed.

**Peninsula Community Gardens Inc.**

**Project Title: Community Garden Expansion**

Peninsula Community Gardens Inc. will use this grant to build a vibrant community hub. This hub will be a space in which we aim to promote sustainable practices and ecological awareness. We want to build upon our existing community garden by improving infrastructure and implementing systems to become more sustainable these include:

- Installing an irrigation system and timer which would allow us to conserve water through strategic watering, as well as other water saving practices such as mulching.
- purchase all the necessary tools and equipment which will enable all members to participate safely and productively - eg Watering cans, hand tools, rakes, spades, gardening gloves, first aid kit, secateurs etc.
- purchase consumables and ancillary items to be used to care for our worm farms, compost, soil, seedlings and plants - eg. mulch, dolomite, plant labels, stakes etc.
- build a website which promotes and educates our local community about sustainability and encourages community connection and participation.

**Permaculture Northern Beaches**

**Project Title: The Green Home**

*This project received partial funding.*

The Green Home project aims to enable Northern Beaches residents to reduce the ecological footprint and running costs of their homes. This would be achieved using a combination of behaviour change strategies, skills transfer workshops and promotion of sustainable technologies and innovations targeting the following key areas:

1. Sustainable Building - retrofitting buildings, new builds, eco-friendly materials and zero waste including discarded waste material and materials to avoid.
2. Technology and Innovation - renewable energy and energy storage (batteries) options in your home for electricity and water heating; energy efficient design principles and water efficiency and irrigation.
3. Organic Living - growing your own food, soil health, composting, maintaining biodiversity including native plants, native bees and habitat.

Attachment 2: Brief Project Descriptions

4. Non-toxic homes - plastic free, chemical free garden, non-toxic products and materials in your home.

The project would be delivered via:

- provision of educational and hands-on workshops
- community outreach at local markets and events
- production and dissemination of educational materials
- a month long focus of activities during Sustainable House month in September 2017 and 2018
- open gardens and homes as examples of sustainable living

The issue of "How to create a sustainable home?" has been identified as a key area of interest within our membership and the wider community. We are frequently asked for information and workshops on this topic. The Green Home project would meet this community need, deliver environmental benefits and help unlock clear economic advantages to residents such as energy and water savings, reusing materials and avoiding re-processing and landfill costs.

**Pioneer Clubhouse**

**Project Title: The Hub**

To address a gap in employment by people suffering mental health Pioneer Clubhouse is expanding its transitional employment program over 2018 and 2019 with the provision of a computer and technology driven-equipment training hub and the development of Transitional and Supported Employment Network (TSEN). The project will be undertaken in 3 stages and funding is required to assist with 2 components of the program. The 3 stages will consist of:

1. Competency audit of members and the identification of skills gap and employment opportunities.
2. Provision of training courses to upskill members for preparation to re-enter the workforce. Courses will be delivered through a combination of face-to-face and online courses to ensure effective and focused delivery. Courses will be provided in a dedicated training hub. Equipping the Hub will require funding for technology driven equipment: 5 new dedicated desk top; computers and software; 3 ipads; a Smart Till.
3. Development of a Transitional and Supported Employment Network (TSEN). The development of a transitional and supported employment network (TSEN) will be dependent upon identifying local businesses within the local area willing to provide transitional or supported employment positions for skilled members.

Funding is required to engage a contractor to work alongside members to:

- Identify and engage with local businesses, which match members skill base;
- Encourage and assist these businesses to form a collaborative employment arrangement;
- Initially assist members to placements.

**Rainbow Club**

**Project Title: Swim the Warringah Rainbow 2017**

Helping children with a disability to learn to swim and be safe in the water. We will do this by providing individualised lessons at an affordable price so that children with a disability get access to qualified teachers to help them develop a life skill.

**Rotary Club of Dee Why Warringah Inc.**

**Project Title: Community Welfare - Mental Health First Aid Courses (MHFAC)**

*This project received partial funding*

Attachment 2: Brief Project Descriptions

To provide professionally organised Mental Health First Aid courses for the local community on the Northern Beaches. It will be relevant for community workers, community volunteers as well as family members who come into contact with people with mental health issues or have psychotic episodes. Topics include suicidal behaviour, acute stress reaction, panic attacks, depression, acute psychotic behavior and substance abuse. The course will also teach skills how to deal with bullies. Each course will run for 4 consecutive evenings for 3 hours. A fully qualified & accredited trainer will conduct the course and a certificate will be presented upon completion. The project will result in improved community awareness, skills and better all-round community health.

**Scotland Island Residents Association**

**Project Title: SIRA Water Booking Automation**

Residents of Scotland Island are dependent on a piped water supply from the mainland whenever their collected rainwater runs dry or if they do not have a water collection facility. At present, there is a very labour-intensive manual system of timed water bookings, meter readings, billing and payments. This project seeks to automate and improve many of the booking, recording, billing and payment functions.

**Special Olympics Australia (Sydney Northern Beaches Region)**

**Project Title Special Olympics Festival of Sport**

The event is a bi-annual activity held on the Northern Beaches organised by the Special Olympics Sydney Northern Beaches Regional Committee. The venue is the Lakeside Caravan Park North Narrabeen which has been selected for its most suitable accommodation and location with good nearby facilities for the planned activities. The opportunity for people with intellectual disabilities to participate will be extended to 150 including carers on a 1 to 4 ratio. The target participants will be a mix of lower functioning people who do not generally have the opportunity to be part of a travelling team or attend major events plus a number of higher ability levels from our Athlete Leadership Program as mentors and in support roles. Activities are designed to encourage camaraderie through team building and sportsmanship. Activities will be modified to suit the ability levels of participants specifically in the sports of cricket, T ball, Volley ball and Bocce. Water activities will include swimming in the ocean pool, kayaking on the lake and paddle boarding. Volunteers support will be provided by the local sports high school students, local surf club and law enforcement officers cooking BBQ lunch. Social activities will also be conducted in the evening where again the emphasis will be on working together to achieve an outcome. The week-end concludes with presentations and athletes and support people providing their thoughts on the week-end so that continual improvement is achieved thus ensuring the needs and expectations are met.

**StreetWork Incorporated**

**Project Title: PRIDE Empowerment Program**

*This project received partial funding*

PRIDE is a crime prevention strategy that pairs young people that have had contact with the criminal justice system or are 'at risk' of becoming involved in crime, with a positive adult role model. The objective is to reduce offending/re-offending behaviour by promoting protective factors in young people's lives through social bonding; community involvement; and skills development. The 8-week program is specifically designed to empower 'at risk' young people and will be delivered in partnership with StreetWork mentors, professional psychologists (like Headspace) and qualified fitness instructors. Each participant will be engaged in a trusted one-on-one relationship-building environment, with the aim of developing the following empowerment skills:

- Building Rapport

Attachment 2: Brief Project Descriptions

- Ownership, Accountability, and Responsibility
- Positive Thinking; Positive People
- Overcoming Fear; Encouraging Failures
- Self-Actualisation; Reward

PRIDE intends to address crime and community safety, with ABS statistics showing that 104,835 offences were committed by young people aged 10-19 in Australia in 2011. Since young people are neither fully developed, nor entrenched within the criminal justice system, Juvenile Justice interventions can help foster desistance from crime. PRIDE will enable each young person to gain confidence and acquire cognitive/physical skills to turn their lives around. PwC has validated StreetWork's social case for assisting 'at risk' young people who interact with juvenile justice (PwC 2013-2017). Whilst StreetWork's KickStart Mentoring Program and advocacy services support young people to break their cycle of involvement with Juvenile Justice, the organisation recognises the need for a program focused specifically on crime prevention.

**Sydney Metropolitan Wildlife Services Inc.**

**Project Title: Waratah Park Wildlife Monitoring Project**

The Northern Beaches Branch of Sydney Wildlife runs and maintains a wildlife rehabilitation facility within Waratah Park, Duffys Forest. The Park is used for the final stage of care for a wide variety of animals that have been nursed back to health, or raised from babies, by our volunteers in their own homes. At any given time the Park will house kangaroos, wallabies, possums, kookaburras, gliders, lizards, turtles, and more. Our project aims to provide 24 hour/7 day a week monitoring of these animals using 3G camera surveillance which can send images and small videos of the animals behaviour directly to our dedicated team. The cameras will be invaluable in monitoring those animals that are most active at night, and our raptors, which may sit motionless for hours if they know someone is watching them. The animals are brought to the Park for a final assessment of their readiness for release. Unobtrusive monitoring is also essential for the dehumanising process.

**The Burdekin Association**

**Project Title: Youth Support and Intervention Project**

It is recognised that the suburbs within the northern section of the northern beaches are under resourced in respect to support services for young people and their families. The vision is to provide a permanently based youth support/referral hub in this area, designed with community consultation to ensure it best meets the need of the community and to be staffed by the multiple agencies that already support the Northern Beaches community, a collaboration of community services.

**The Cottage Counselling Centre**

**Project Title: Teen Anxiety Workshop**

This project will include the creation of an education and support program targeted to 13 - 18 age group who identify with anxiety. This program will look broadly at causes, symptoms and managing anxiety with a special focus on youth who are struggling to cope with the pressure of HSC exams. In addition to gaining an understanding of the physiology of anxiety, the 6 week program (Total of 12 hours) will provide:

- strategies to identify escalating anxiety
- ways to cope and manage anxiety
- connect with peers in a supportive environment
- open the discussion about the risk of suicide at times of high anxiety and stress

Attachment 2: Brief Project Descriptions

One key benefit is that once this program has been created, it can be run on repeated occasions across multiple locations, i.e. this is not a single use program, but one that may be rolled out across the Northern Beaches.

**The Link Church Incorporated**

**Project Title: Events by the Lake**

*This project received partial funding.*

Events by the Lake will be held centrally on the Northern Beaches at Lakeside Park in North Narrabeen. These events would be held initially at Easter & Christmas with 1 other event for youth held throughout the year. The funding requested would assist in replacing and renewing equipment used to co-ordinate the significant community events and enabling us to co-ordinate a major youth focused event.

**Tibetan Friendship Group Australia Incorporated**

**Project Title: Pray for World Peace Event**

The Pray for World Peace event is held annually by the Tibetan Friendship Group (TFG) in celebration of World Peace Day. Last year the event was held at St David's Uniting Church in Dee Why, with attendees paying a ticket cost and proceeds covering the costs of event, and remaining proceeds going towards TFG projects for Tibetan refugees. This year, the TFG wants to showcase the talent in the community and different cultures, in addition to different faiths, by having performances from groups in the community, particularly from youth. In the past, performances have only been Tibetan and have not showcased the array of cultures and people in the community and have not been a prominent part of the event. The TFG also wants to extend the reach of the event by having even more people in the community attend which has in the past been restricted due to the venue and ticket cost. By expanding the venue and forgoing ticket costs the event will have a much greater impact in the community. The purpose of the event is to unite the community through prayers, performances, food, speeches, and more. During the event, attendees have the chance to meet one another, celebrate each other's cultures and faith and the diversity that is present within the community. The event will bring together different people, cultures and faiths in the community to celebrate our harmony and talents.

**Wheelchair Rugby League Australia Inc**

**Project Title: Northern Beaches Wheelchair Rugby League**

To establish an organised sport on the Northern Beaches that caters for people with disability and promotes equality and inclusiveness in the Northern Beach community. This funding application is for the acquisition of 10 wheelchairs, to establish a player base and manage the ongoing costs of the competition for one year. The proposed NRL Wheelchair Northern Beaches competition will encourage local participation and provide local players with the ability to graduate to representative sport, including the State of Origin and representative competitions for Australia (including the wheelchair Rugby League World Cup). The sport is inclusive because it allows athletes with disability to compete with/and against able-bodied players. The Northern Beaches competition will be established with the support of Sargood on Collaroy, the Manly Warringah Sea Eagles, and the National Rugby League (NRL). Games will be played at the Northern Beaches Indoor Sports Centre, or a similar venue with suitable facilities. The competition will involve the recruitment of players of all ages, genders and ability. The project will provide the necessary social team environment to encourage general physical health, well-being, and confidence. NRL Wheelchair has been played in Australia since 2004 and the organisation runs all-ages competitions in several local Government areas across Sydney. During that time, we have seen the positive impact that the sport has on local communities, along with the physical and mental well-being of those with disability and their associated carers.

Attachment 2: Brief Project Descriptions

and families. We welcome the opportunity to bring our inclusive sport to the Northern Beaches community.

## **Council Policy**

### **Affordable Housing**

#### **Purpose of Policy**

Council is committed to increasing the range and supply of affordable housing in the Northern Beaches to meet the growing and changing needs of its community and particularly, key workers. The purpose of this policy is to outline Council's position and approach to the provision of affordable housing in the Northern Beaches.

The policy comprises principles and policy statements that together will guide Council's actions to support affordable housing.

#### **Principles**

- a) Establishing clear targets for the provision of affordable housing in the Northern Beaches.
- b) Leading change by example.
- c) Embedding affordable housing in Council's strategies, plans and policies.
- d) Partnering with the State and Commonwealth Government, other local councils, industry experts, the private sector, stakeholders and community housing providers to deliver affordable rental housing.
- e) Advocating for change to support affordable housing in the Northern Beaches.

#### **Policy Statements**

- a) Council is committed to a 10% affordable rental housing target for all strategic plans and planning proposals for urban renewal or greenfield development. Higher rates of provision will be sought where feasible.
- b) Targets for the provision affordable rental housing in other parts of the Council area will be established through feasibility analysis as part of Council's new local housing strategy.
- c) Mechanisms to deliver more affordable market-based or private housing will be investigated and implemented through Council's new local housing strategy.
- d) Council will enter into relationships with community housing providers to manage and deliver affordable rental housing in the Northern Beaches.
- e) Council will undertake an expression of interest to determine the best model for relationships with community housing providers to deliver affordable rental housing
- f) Council will use the expression of interest process to determine whether to transfer title of affordable rental housing delivered to Council through the planning approval process to community housing providers.
- g) When selecting tenants, Council will give priority to persons who are employed in identified key worker occupations in the Northern Beaches Council area, persons with a disability, long term local residents, and persons with a social or economic association with the Council area.

#### **Responsible Officers**

Executive Manager Community Services and Executive Manager Strategic Land-Use Planning

#### **Related Council Policies**

- a) Property Acquisition Reserve Fund – P100 (Former Manly Council)
- b) Property Management Policy – No 200 (Former Pittwater Council)

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- c) Allocation of funds obtained from the Sale of Council Real Property Policy – GOV PL 915 (Former Warringah Council)
- d) Asset Management Policy – PL 550 (Former Warringah Council)
- e) Voluntary Planning Agreements – PL 600 VPA (Former Warringah Council)

**Legislation and references**

- a) Environmental Planning and Assessment Act 1979
- b) Local Government Act 1993
- c) State Environmental Planning Policy No 70 – Affordable Housing (Revised Schemes)
- d) State Environmental Planning Policy (Affordable Rental Housing) 2009

**Definitions**

*Affordable housing:* Is defined by the *Environmental Planning and Assessment Act 1979* as: “affordable housing means housing for very low income households, low income households or moderate income households, being such households as are prescribed by the regulations or as are provided for in an environmental planning instrument”

*Affordable rental housing:* Affordable housing managed by a community housing provider and rented to very low, low, or moderate income level households

*Community housing provider:* A not-for-profit organisation which provides affordable rental and social housing for very low, low, to moderate income and is registered under the National Regulatory System for Community Housing.

*Housing affordability:* Relates to the general affordability of both rental and purchase housing on the open market, and is not limited to those on low to moderate incomes. A common benchmark of affordability is housing that does not absorb more than 30% of the gross income of very low, low, or moderate income households.

*Key worker occupations:* Workers on very low to moderate incomes critical to the economic and social development of the Northern Beaches, including but not limited to occupations such as school teachers, carers, midwifery and nursing professionals, hospitality and retail workers, personal carers and assistants, child carers, fire fighters, police, carers and aides, automobile, bus and rail drivers, cleaners and laundry workers.

**Review Date**

1 June 2018

**Revision History**

Revision	Date	Change	HPE CM Ref
1	28/3/2017	Draft Affordable Housing Policy	2017/054781
2	5/6/2017	Affordable Housing Policy authorised by CEO, under delegation as per Council resolution 110/17 on 30/5/2017, incorporating formatting changes.	2017/176253

## Affordable Housing Policy Action Plan

### Purpose

To increase the range and supply of affordable housing in the Northern Beaches to meet the growing and changing needs of our community.

### Principles and Actions

Principle	Action	Timing
Establishing clear targets for the provision of affordable housing in the Northern Beaches	<b>A1</b> Lobby the NSW Government to mandate the provision of a 10% affordable rental housing target for all new development in the Northern Beaches. Require targets greater than 10% where feasible.	2017-2018
	<b>A2</b> As part of Council's local housing strategy, establish an affordable rental housing target for all other parts of the Northern Beaches local government area.	2017-2019
	<b>A3</b> Monitor the changing housing needs of residents and workers and the availability of housing stock which is affordable to very low to moderate income households.	Ongoing
Leading change by example	<b>A4</b> Assess the feasibility of providing affordable rental housing on Council-owned land prior to planning for development, redevelopment, lease or sale of that land.	Ongoing
	<b>A5</b> Investigate financial incentives for the provision of affordable rental housing provided in perpetuity including development application fees reduction and rate rebates.	2017-2018
	<b>A6</b> Waive section 94A development contributions for that part of any development proposal comprising affordable rental housing.	Ongoing
	<b>A7</b> Investigate waiving S94 Fees for the provision of affordable rental housing (e.g. secondary dwellings or boarding houses).	2017-2018
Embedding affordable housing in Council's strategies, plans and policies	<b>A8</b> Recognise that affordable rental housing is essential social and economic infrastructure for the Northern Beaches in Council's land-use planning strategies, plans and policies.	Ongoing
	<b>A9</b> Incorporate affordable rental housing targets in Council's land-use planning strategies, plans and policies, supported by effective statutory controls and incentives to achieve those targets.	Ongoing
	<b>A10</b> Amend Council's Voluntary Planning Agreements (VPA) policy to reference Council's Affordable Housing Policy as a public benefit contribution consideration in conjunction with planning proposals and development applications.	2017-2018
	<b>A11</b> As part of Council's local housing strategy, investigate and promote planning mechanisms to maintain existing affordable housing and encourage the provision of new affordable housing with the public and private sector.	2017-2019

<b>Principle</b>	<b>Action</b>	<b>Timing</b>
Partnering with the State and Commonwealth Government, other local councils, industry experts, the private sector, stakeholders and community housing providers to deliver affordable rental housing.	<b>A12</b> Develop relationships with State and Commonwealth Government departments, the Greater Sydney Commission, Planning Panels, industry experts and other local councils to understand wider affordable housing needs and opportunities.	Ongoing
	<b>A13</b> Collaborate with industry experts and develop a framework to ensure developer's site viability assessments are expertly reviewed and assessed.	2017-2018
	<b>A14</b> Develop and undertake an Expression of Interest process to inform the tender for a preferred community housing providers to manage and deliver affordable rental housing in the Northern Beaches.	2017-2018
	<b>A15</b> Identify priority key worker occupations for tenants of affordable rental housing in the Northern Beaches.	2017-2018
	<b>A16</b> Develop management agreements with community housing providers for affordable rental housing delivered to Council through land rezoning or development consent.	2017-2018
	<b>A17</b> Actively seek involvement of the private sector through public private partnerships to develop affordable rental housing.	2018
	<b>A18</b> Advocate for the inclusion of the remainder of the Northern Beaches local government area in State Environmental Planning Policy No. 70 (SEPP 70) in conjunction with the preparation of Council's local housing strategy.	2017-2019
	<b>A19</b> Promote the benefits of, and need for, affordable housing in the Northern Beaches.	Ongoing
	<b>A20</b> Work with the NSW government to identify and prioritise the suitability of surplus Government land for affordable rental housing in the Northern Beaches.	Ongoing
	<b>A21</b> Seek amendments to the Local Government Act 1993 and/or the Environmental Planning and Assessment Act 1979 to remove legal impediments to the transfer of ownership of affordable rental housing dedicated to Council to a community housing provider.	2017
	<b>A22</b> Advocate for the NSW government to investigate shared home ownership and equity arrangements.	Ongoing
	<b>A23</b> Lobby the State and Commonwealth government for tax reform to assist in the provision of affordable housing	Ongoing
	<b>A24</b> Advocate to amend the Affordable Rental Housing State Environmental Planning Policy to enable the provision of affordable rental housing in perpetuity to obtain development bonuses (currently 10 years).	Ongoing

## Draft Waste Strategy Framework - TOWARDS ZERO WASTE

### Waste and Recovery Strategic Reference Group – June 2017

#### Purpose of this paper

Northern Beaches Council is a new entity created by the merging of three former local government areas: Manly, Warringah and Pittwater. The former councils each had relevant strategies and policies relating to waste management. This paper outlines possible directions and ideas in waste management for the new Council, capturing the deliberations and aspirations of the Waste and Recovery Strategic Reference Group.

#### Waste and Recovery Strategic Reference Group

Following the formation of the new Northern Beaches Council in May 2016, eleven Strategic Reference Groups (SRGs) were formed across key areas of council's operation. The role of the SRGs is to provide a valuable contribution to the directions of the new Council, including input into the development of the Community Strategic Plan (CSP) and future plans and strategies. SRG members were recruited via EOI, represent a cross-section of the community, and bring expertise to their area of appointment. Each group also includes two-three former Councilors as Chair and Deputy Chair. The Waste and Recovery SRG consists of 18 members, listed in Appendix 1. This paper has been prepared to capture the efforts and aspirations of this SRG over a 10 month period from 2016-17.

#### Waste Strategy Framework

##### Vision

Smart Green Clean  
Northern Beaches leading Australia  
in waste-free living

##### Mission

To avoid waste and maximise recycling by implementing best practice solutions with an informed and responsible community

### Guiding Principles

- Avoid, reduce and recycle
- Best practice
- Social change
- Easy access to waste management solutions
- Everybody has a role to play

### Community Strategic Plan – Shape 2028

“Shape 2028” is an extensive community engagement program in 2016-17 to develop the first Community Strategic Plan (CSP) for the Northern Beaches. This will be the new Council’s 10-year plan, which captures the community’s needs and aspirations, and provides directions for Council in planning its services. Some 2,500 community members have provided feedback in Stages One and Two, including all the SRGs, with valuable SRG input being used to help prepare this Waste Framework. The draft CSP will be exhibited and then finalised by the new Council in late 2017.

The strategic directions of this Waste Strategy Framework align with several of the CSP’s draft outcomes and goals:

- **Outcome 1 – Protection of the environment**
  - Goal 3 – our community is well supported in protecting the environment
- **Outcome 2 – Environmental sustainability: growth is sustainable and well balanced**
  - Goal 4 – our Council is recognised as a community leader in environmental sustainability
  - Goal 5 – our built environment is developed in line with best practice sustainability principles
  - Goal 6 – our community will continue to work towards sustainable use of resources
- **Outcome 8 – Participation and partnerships: we have a say in what happens in our local area**
  - 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

### Strategic Directions

Seven strategic directions have been identified that if addressed would collective work toward achieving the vision and mission of the framework:

1. Clean public spaces and a natural environment that is litter free
2. Policy and advocacy for waste avoidance
3. Enforcement of policies and regulations
4. Education and social change
5. Problem waste and illegal dumping
6. Best practice solutions
7. Targets and measures

The below table contains the identified strategic directions alongside focus areas for each and ideas put forward by the SRG that could deliver against the strategic directions in each focus area.

Strategic Direction	Focus Areas	SRG ideas to address strategic direction
<b>1. Clean public spaces and a natural environment that is litter free</b>	Marine ecosystems and waterways, creeks, foreshores, beaches	<ul style="list-style-type: none"> <li>• Develop environmental workplace standards and systems for Northern Beaches Council employees</li> <li>• Encourage recycling in public areas in key locations by providing bin infrastructure</li> <li>• Clear labelling of waste and recycling bins</li> <li>• More 'soft' plastic collection points</li> <li>• Encourage responsible pet ownership</li> <li>• Street cleansing programs that actively prevent litter and debris from entering drains and waterways</li> </ul>
	Parks & Reserves	<ul style="list-style-type: none"> <li>• Standardised bin infrastructure to encourage optimum recycling, clearly sign posted</li> </ul>
	Streets and public places	<ul style="list-style-type: none"> <li>• Standardised bin infrastructure to encourage optimum recycling, clearly sign posted</li> <li>• Public place waste collection frequencies that meet demand</li> </ul>

Strategic Direction	Focus Areas	SRG ideas to address strategic direction
<p><b>2. Policy and advocacy for waste avoidance</b></p>	<p>No single use plastics</p>	<ul style="list-style-type: none"> <li>• Collaborate with State and Federal Governments to ban single use plastic bags, bottled water, styrofoam cups, polystyrene and straws</li> <li>• Northern Beaches Council's Plastic Policy adopted by Council</li> <li>• Advocate for better solutions for disposable coffee cups</li> <li>• Advocate for best public Container Deposit Scheme and integration process</li> </ul>
	<p>Plastic free events</p>	<ul style="list-style-type: none"> <li>• Council's Event Waste Management Policy and Guidelines to ensure all public events are responsibly managed.</li> <li>• Public events are required to adhere to Councils Policy, maximising recycling, avoiding waste and prohibiting single use items such as plastic bags, straws, polystyrene, sachets and balloons etc.</li> </ul>
	<p>Waste free</p>	<ul style="list-style-type: none"> <li>• Encourage sustainable living practices through education and activities e.g. Waste free lunchbox promotion and other events</li> </ul>
	<p>Marine impacts</p>	<ul style="list-style-type: none"> <li>• Collaborate with Federal and State governments to ban micro plastics.</li> <li>• Encourage the business community to take the lead and provide more sustainable solutions to services, packaging etc.</li> <li>• Improved education and enforcement for the proper management of smoke free zones and disposal of cigarette butts.</li> </ul>
	<p>Working with stakeholders (collaboration/partnerships with waste industry, businesses, charities, community organisations, etc.)</p>	<ul style="list-style-type: none"> <li>• Support the establishment of co-operatives</li> <li>• Support community group litter reduction initiatives</li> <li>• Actively support national and international litter reducing initiatives</li> <li>• Provide support to businesses to increase recycling and reduce waste</li> <li>• Encourage corporate social responsibility through targeted initiatives</li> <li>• Advocate for Extended Producer Responsibility</li> <li>• Ensure adherence to Waste Management DCP</li> <li>• Work with business to reduce packaging through cost effective alternate solutions to plastics.</li> <li>• Engage with charitable organisations (Vinnies, Salvos, etc.) to better manage waste and community expectation</li> </ul>

Strategic Direction	Focus Areas	SRG ideas to address strategic direction
3. Enforcement of policies and regulations	Enforcement of policies and regulations	<ul style="list-style-type: none"> <li>Identify litter and illegal dumping hotspots</li> <li>Enforce fines for littering</li> <li>Targeted education and enforcement to address illegal waste dumping</li> </ul>
4. Education and social change	Planning controls	<ul style="list-style-type: none"> <li>Northern Beaches Waste Management DCP</li> <li>All commercial, residential and industrial buildings to be assessed and comply with the provisions of the Waste Management DCP</li> <li>Waste Management DCP to be reviewed to reflect best practice waste management.</li> </ul>
	Educate & collaborate (Engage community in sustainable living)	<ul style="list-style-type: none"> <li>Collaborate with environmental community groups to drive waste education initiatives</li> <li>Targeted education programs that engage and effect social change. Key areas include cigarette butts, littering, hazardous waste etc.</li> <li>Build and foster pride of place within our communities</li> <li>Encourage sustainable living by educating the community to take responsibility and enabling them to live without single use plastics</li> <li>Develop waste free toolkits</li> </ul>
	Encourage composting	<ul style="list-style-type: none"> <li>Support community level composting with community gardens</li> <li>Increase / encourage home composting: supply residents with compost kits including plant based compost bags</li> <li>Encourage composting within schools</li> </ul>
5. Problem waste and illegal dumping	Problem waste	<ul style="list-style-type: none"> <li>Identify solutions and provide easy access the management of problem wastes e.g. Styrofoam, batteries, radioactive, heavy metals, light bulbs and e-waste</li> </ul>
	Illegal dumping	<ul style="list-style-type: none"> <li>Education and enforcement</li> </ul>
6. Best practice solutions	Public infrastructure	<ul style="list-style-type: none"> <li>Provide more water fountains in key locations such as parks, sporting fields, beaches</li> <li>Standardised well designed bin infrastructure with clear signage for optimum recycling</li> </ul>
	Domestic waste collection	<ul style="list-style-type: none"> <li>Review Council clean-up service and deliver services that reduce waste to landfill</li> <li>Provide easy access to local recycling and reuse centres (examples: Bower, Junktion)</li> <li>Recommend the new standard domestic waste service be 80 litres per household based on the principles of waste avoidance</li> </ul>
7. Targets and Measures	Measurement framework	<ul style="list-style-type: none"> <li>Define clear goals for Council and business – investigate Scope 1,2,3 emission targets</li> <li>Identify baseline and measure against this through regular reporting and waste audits</li> </ul>
	Reporting	<ul style="list-style-type: none"> <li>Annual report card measuring the community and Council's performance with regard to waste</li> <li>Mandatory reporting – State of Environment, NSW EPA Annual Return</li> </ul>

**Appendix 1: Waste and Recovery Strategic Reference Group - Committee Members**

Cathy Griffin (Chair)	Implementation Advisory Group
Barbara Aird	Local Representative Committee - Environment
Pat Daley	Local Representative Committee - Environment
Billy Bragg	Resident – Pittwater Ward
Camila Cantoli	Resident – Pittwater Ward
Richard Cox	Resident – Frenchs Forest Ward
Kerry Euers	Resident – Pittwater Ward
Emily Fewster	Resident – Manly Ward
Jude Furniss	Bommie Australia
Rowan Hanley	Surfrider Foundation Northern Beaches
Conny Harris	Resident – Frenchs Forest Ward
Ian Lang	Manly Community Forum, formerly Little Manly Precinct
Alicia Lloyd	Sustainable Organisations of Manly (SO Manly)
Cathy Natoli	Resident – Narrabeen Ward
Anthony Petrolo	Resident – Curl Curl Ward
Stacey Randell	NSW Business Chamber
Natalie Warren	Resident – Curl Curl Ward
Louise Williams	Resident – Manly Ward

**Art, Culture and Heritage  
Strategic Reference Group  
Directions Paper**

July 2017

NORTHERN BEACHES  
COUNCIL

2017/220220

## Executive Summary

Arts, Culture and Heritage contribute and impact on our lives every day. In recent times the Northern Beaches community has been vocalising a desire for greater access to a variety of arts and cultural activities and a stronger connection to the heritage of our area.

With the formation of one Northern Beaches local government area, it is important to reassess previous priorities and develop new strategic directions for a holistic approach to the development and management of Arts, Culture and Heritage on the Northern Beaches.

We are fortunate to have such a popular and attractive tourist destination of Manly in our community but there are many beautiful places in our area and great potential to increase cultural activities across the entire peninsula for locals and visitors to enjoy. There is great opportunity to create and develop new possibilities for our community, to inspire and encourage the whole community to engage and participate in the Arts and Heritage of our local area.

## Purpose of this paper

This document provides a summary of the Arts, Culture and Heritage Strategic Reference Group's workshop findings from 28 September 2016 to 29 June 2017.

Issues and opportunities are listed with a view to providing the incoming elected Councillors insight from this important stakeholder group.

SRG members participated in: mapping existing cultural and heritage assets; identifying issues/priority areas; and workshopping goals and strategic opportunities. These activities were underpinned by a desktop review of the former Manly, Warringah and Pittwater's art, culture and heritage policy documents.

## Arts Culture and Heritage Strategic Reference Group - Northern Beaches Council

Following the formation of the new Northern Beaches Council in May 2016, eleven Strategic Reference Groups (SRGs) were formed across key areas of Council's operation. The role of the SRGs is to provide a valuable contribution to the directions of the new Council, including input into the development of the Community Strategic Plan (CSP). SRG members were recruited via EOI, represent a cross-section of the community, and bring expertise to their area of appointment. Each group also includes two-three former Councillors as Chair and Deputy Chair.

The Art, Culture and Heritage SRG consists of 17 members, listed in Appendix 1. The terms of reference of the SRG are to:

- Provide input to the Vision, Priorities and Objectives for the Northern Beaches Draft Community Strategic Plan
- Recommend a broad range of opportunities via galleries, museums, creative art spaces as well as community and third party activities.

- Explore educational opportunities e.g. Artists in residence
- Support historical societies and local studies services
- Advise Council on the heritage register to ensure identification of assets
- Ensure that we value multicultural assets

This paper has been prepared to capture the efforts and aspirations of this SRG over a 10 month period from 2016-17.

## Background

### Arts, Culture and Heritage in the region

Prior to formation of the Northern Beaches Council, the three former councils have valued arts, culture and heritage as an important inclusion to a healthy, vibrant and connected community. In recent years they actively engaged the communities across the Northern Beaches – the outcomes have then guided strategic directions and overarching goals in these documents:

- **Creative Warringah** strategy (adopted by Warringah council in 2014) was developed over a period of 12 months and was produced in response to the Community Strategic Plan outcomes. Created to motivate and enable opportunities for ‘creatives’ and contribute to the wellbeing of our communities through arts and culture.
- **Emerging issues paper: Arts**, Pittwater Social Plan 2012- 2016.
- **Emerging issues paper: Youth and Families**, Pittwater Council 2012- 2016
- **Community Strategic Plan 2025**, Manly Council (2015)
- **Manly Council – Cultural Plan: Arts and Culture Policy**

These documents were developed with significant community consultation. They reflect a commitment to support and nurture arts, culture and heritage for the Northern Beaches area.

Our community continues to have an interest in arts, culture and heritage across the Northern Beaches. Figure 1 shows the spread of places, activities and events which continue to grow in interest, attendance and ideas for enriching our community.

### Community Strategic Plan – Northern Beaches Council

Extensive community engagement in 2016-17 has involved over one thousand community members, including the SRGs, in developing the first Community Strategic Plan (CSP) for the Northern Beaches. While the CSP is not yet finalised, key community feedback has been used to help prepare this SRG Directions Paper.

Below are some of the draft goals and underlying strategies for the draft CSP. These have arisen from the issues and considerations raised by community members during the first stage of CSP engagement, and are a basis for second stage engagement. They outline possible outcomes for supporting Arts, Culture and Heritage which are relevant to this SRG Directions Paper:

#### CSP – draft Social Goals

##### **Northern Beaches culture is stimulated through the arts and a variety of cultural and creative events:**

- a) Support local artists and creative groups to access facilities and networks and meet cultural and artistic needs of the community
- b) Expand cultural activities, events and creative opportunities, including safe nightlife opportunities across the area
- c) Provide more events and opportunities for young people to socialise in formal and informal ways

##### **Our well-designed public spaces inspire social interaction and inclusion and support health and wellbeing:**

- a) Develop urban design requirements that support the health, wellbeing, safety and inclusion
- b) Collaborate with the community to design public open spaces and neighbourhoods that cater for a wide range of uses and social interaction
- c) Encourage the community to be creatively involved in designing our public spaces and neighbourhoods

##### **Our community is healthy, active and engaged with the Northern Beaches lifestyle and various recreational opportunities:**

- a) Provide well maintained and safe public spaces that equitably support the active and passive recreational activities of the community
- b) Encourage and promote healthy, active living through collaborative partnerships with government agencies, community and sporting groups
- c) Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their life

**CSP – draft Goals on Vibrant Local Economy**

**Our businesses are well-connected and thrive in an environment that supports innovation and economic growth:**

Facilitate innovative environments where start-up businesses, entrepreneurs and innovators are supported and connected

**Our local economy provides a range of employment and education opportunities to match the skills and needs of the population:**

Facilitate new higher education and vocational training opportunities on the Northern Beaches

**Our local businesses create a diverse range of opportunities for work, education, leisure, and social life:**

- a) Enhance and extend opportunities for a sustainable tourist economy throughout the area
- b) Promote Northern Beaches as an attractive place to establish a business

**CSP – draft Environment Protection Goals**

**Our bushland, coasts and waterway assets are protected and managed for their natural values for future generations, allowing for appropriate and safe use and enjoyment:**

Protect the natural and cultural values of Council-managed lands while ensuring that access and use is sustainable

## STRUCTURE

This Directions Paper outlines the SRG's Vision that will help shape the future for arts, culture and heritage on the Northern Beaches. SRG member feedback generated in workshops in February and April 2017 has been drawn into six themes, with attached strategic opportunities. The language of the draft Community Strategic Plan and strategy documents from the former Councils has informed the "strategic opportunities". Workshop processes are detailed in the appendices.

The six key goals for Arts, Culture and Heritage on the Northern Beaches provide a foundation for the strategic directions outlined in the following pages.

- 1. Celebration and activation**  
To create a sense of life and vibrancy in our communities through cultural events, celebrations and 'happenings'
- 2. Creative spaces**  
To foster the development of artistic practice across all art forms by enabling access to suitable spaces
- 3. Creative places**  
To create environments which are welcoming, surprising and that connect people
- 4. Public art and creative expressions**  
To integrate public art and creative expressions into our places, projects and programs
- 5. Valuing our history**  
To respect, protect and preserve our history and heritage of the Northern Beaches, in the built and natural environment, indigenous and non-indigenous
- 6. Collaboration and capacity building**  
Promote cultural development by empowering our community to be adventurous and open to new ideas and perspectives  
– whilst strengthening the skills and collaboration of creatives, historians, the local business community and other stakeholders.

In the Arts, Culture and Heritage meeting 28 June 2017, SRG members noted that the directions paper must include the following issues/opportunities:

- The Northern Beaches has the potential to be identified as Sydney's arts heartland, and that dedicated visioning and branding are essential to achieve this
- The Administrator's Minute adopted on 26 June 2017 identifies significant arts and cultural outcomes that will be funded through the merger savings fund. Council must ensure that it has the requisite staff and expertise to deliver these projects to their full potential.

**Figure 1 Mapping of Arts Culture and Heritage**

SRG members assisted with mapping the known activities, programs and spaces relating to arts, culture and heritage. See Appendix 2 for the full listing.



## Goal 1: Celebration and activation

*To create a sense of life and vibrancy in our communities through cultural events, celebrations and 'happenings'*

### Issues

- Risk of social isolation particularly affecting older people and people with a disability in the community. Isolation can also affect artists and other self-employed creative industry workers. Shared studio space and creative hubs can help encourage interaction between these individuals
- Developing a sense of community and social cohesion in new and growing communities
- Cultural events run are irregularly (outside of Manly CBD)- we need a more coordinated program of arts activities with greater variety across the northern beaches
- Limited access to arts and cultural activities across the northern beaches outside of the Manly CBD
- Desire for more festivals especially music festivals
- Need for music, dancing , theatre and events and activities that combine several types of creative expression

### Strategic Opportunities

- 1) Facilitate a public space activation program that actively involves and engages the local community across the northern beaches, with particular attention to non- urban areas or areas outside of CBD areas.
- 2) Encourage and promote neighbourhood managed creative and social events
- 3) Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their life
- 4) Facilitate and promote lively community 'happenings' in our public places drawing on a combination of elements and activities
- 5) Encourage and promote music and performance art in public and private places
- 6) Work with the community to deliver creative and cultural services and events- with particular attention to multicultural celebrations
- 7) Extend the promotion of council and community run activities, infrastructure and services

## Goal 2: Creative spaces

To foster the development of artistic practice across all art forms by enabling access to suitable spaces

### Issues

- Limited availability of spaces including: exhibition and performance spaces, shared studio and rehearsal spaces
- Limited access to affordable studios for development of work
- Location – there are not enough arts activities available locally (especially in the North) transport limitations, time constraints and cost are also barriers

### Strategic Opportunities

- 1) Develop hubs for creatives and artists to use as spaces for workshops, seminars or creative get-togethers
- 2) Collaborate with the local business community to activate unused spaces
- 3) Facilitate, promote, and support the creative industries, local galleries, exhibition spaces, music and performance spaces
- 4) Review the usage of existing Council and community assets with a view to expanding or diversifying their usage for creative/cultural outcomes

## Goal 3: Creative places

To create environments which are welcoming, surprising and that connect people

### Issues

- Location – there are not enough arts activities available locally (especially in the North) transport limitations, time constraints and cost are also barriers
- The need to include art on the agenda for planning, development and building processes
- Desire for a more colourful and ambient 'village style' communal areas
- More outdoor space for creative activities or events needed

### Strategic Opportunities

- 1) Improve the quality of the built environment and enhance the relationship between the community and their landscapes through an increased sense of belonging and place distinctiveness
- 2) Identify, encourage and promote localised villages- local, welcoming places where people can socialise and connect building on existing character
- 3) Incorporate an element of surprise and humour into our built environment; promote the use of colour , light green design and music to enliven our buildings and public places
- 4) Facilitate and promote unusual use of our public domain.
- 5) Ensure that public places and community buildings cater for a diverse range of needs and purposes. That they are accessible, and appealing to people from different age groups and cultural backgrounds.
- 6) Encourage facilitate and support community members and local businesses to be actively involved in the design, development and care of our public spaces
- 7) Facilitate, promote, and support the creative industries, local galleries, exhibition spaces, music and performance spaces
- 8) Review the usage of existing Council and community assets with a view to expanding or diversifying their usage for creative/cultural outcomes.

## Goal 4: Public art and creative expressions

To integrate public art and creative expressions into our places, projects and programs

### Issues

- Unsignificantly laneways in many urban areas
- Lack of art in many of our public spaces and places
- Desire for live music within the community where people of all ages can access
- Call for art to be more accessible in our urban landscapes as these are 'dominated by too much concrete'

### Strategic Opportunities

- 1) Promote a broad understanding of public art that is inclusive, diverse and accessible
- 2) Encourage and support the development of a diverse range of permanent, temporary and ephemeral creative outcomes in public spaces
- 3) Support the integration of public art at planning phase of Council's capital works program to create high quality, innovative, distinctive and relevant public places
- 4) Improve access to funding opportunities for public art, including incorporation into capital works projects and encourage inclusion in private developments.
- 5) Embed creative design in council-led works programs to enhance the public domain
- 6) Establish a cultural hub to attract visitors and unite community

## Goal 5: Valuing our history

To respect, protect and preserve our heritage and history of the Northern Beaches, in the built and natural environment, Indigenous and non-Indigenous

### Issues

- Ensuring the protection of heritage assets - Indigenous and non- Indigenous, built and natural
- Need to preserve the local natural environment
- Need for sharing with the community the value of heritage as a celebration of the Northern Beaches' history and identity
- Lack of coordinated strategic approach to heritage across the Northern Beaches LGA.

### Strategic Opportunities

- 1) Create an organisation wide heritage policy and procedure which prescribes how heritage issues are managed and communicated.
- 2) Develop a program for the identification, assessment, management and promotion of heritage places throughout the LGA.
- 3) Lead by example through the best practice management of Council owned heritage places.
- 4) Engage with the community on heritage issues and encourage a collaborative approach to heritage conservation.
- 5) Recognising, protecting and preserving Aboriginal heritage and history
- 6) Collaborate with the local Aboriginal community to celebrate the northern beaches' Aboriginal cultural heritage and contemporary art
- 7) Maintain and build access to Council's existing collection of 'moveable' heritage items

## Goal 6: Collaboration and capacity building

With Council as a leader, promote cultural development by empowering our community to be adventurous and open to new ideas and perspectives – whilst strengthening the skills and collaboration of creatives, historians, the local business community and other stakeholders.

### Issues

- Lack of local tertiary education options for fine arts with the closure of the arts department Northern Beaches Institute, TAFE.
- Lack of support for local artists
- Need for expansion of creative opportunities
- Limited options for artists and aspiring artists to explore and grow their skills
- Limited opportunities for young people to showcase their talents and skills and connect with their peers in the arts
- Growing interest on the northern beaches for locally based opportunities to participate in art making across all ages and backgrounds
- Limited opportunities to socialise and meet up with other creative people
- Need of support to local artists and creative groups to access facilities and networks, meeting cultural needs of the community
- Need to grow Council's staff to ensure that there is the expertise and resources to deliver desired projects/outcomes

### Strategic Opportunities

- 1) Through visionary leadership, stimulate an organisational culture within Council that embraces change, innovation and collaboration
- 2) Encourage, facilitate and support community members to take leadership on creative initiatives, programs and projects
- 3) Facilitate and support community forums, workshops, partnerships and networks for cross collaboration and knowledge-sharing with Council, local businesses & community
- 4) Ensure that Council's policies and protocols are supportive to, and do not unduly hinder, creative processes and initiatives
- 5) Collaborate with community members on projects - from early in concept and design stages to implementation and evaluation
- 6) Facilitate the establishment of partnerships and networks between and within creatives and the creative industry
- 7) Support local artists, creatives, historians, and heritage groups - to access facilities and networks to meet the needs of the community
- 8) Leverage Council's varied cultural infrastructure to ensure that everyone has the opportunity to access arts and culture on the Northern Beaches (including through libraries, Glen St Theatre and Manly Art Gallery & Museum)

- 9) Link in with national or Sydney-wide events for satellite offerings on Northern Beaches
- 10) Investigate opportunities to grow Council's cultural resourcing, particularly staffing

**Appendix 1 - Art, Culture and Heritage SRG members**

- Michael Regan (Chair) – Implementation Advisory Group
- Julie Hegarty – Local Representation Committee – Environment
- Hugh Burns – Local Representation Committee – Environment
  
- Jim Boyce – Manly, Warringah and Pittwater Historical Society
- Sharon Cartwright – Resident – Frenchs Forest Ward
- Julia Davernport – Resident – Manly Ward
- Neil Evers – Budawa Aboriginal Signage Group
- Laura Greaves – Resident- Manly Ward
- Caroline Glass-Pattison – Resident – Curl Curl Ward
- Martin Hardy – Resident – Narrabeen Ward
- Richard Magee – Resident – Narrabeen Ward
- Martin McCallum – Resident – Pittwater Ward
- Lorrie Morgan – Resident – Pittwater Ward
- John Pearson – Resident – Pittwater Ward
- Penny Philpott – Resident – Frenchs Forest Ward
- Stefanie Schoeninger – Resident – Manly Ward
- Stewart Wauchop – Resident – Curl Curl Ward

## Appendix 2 Vision and Values

### Northern Beaches – a safe, inclusive and connected community that values its natural and built environment (Draft vision CSP)

Key values that are relevant to this Directions Paper have been drawn from the Creative Warringah Strategy, Pittwater Emerging Issues paper and some formative work on Heritage:

**Collaborate** with the community, creative industry and local businesses to inject places and projects with qualities such as imagination, creativity, humanity and heart

**Value** our history, heritage and the artistic and cultural life of our communities

**Celebrate** the diversity of creative and cultural expression across the Northern Beaches

**Build** on unique strengths, characteristic, heritage and traditions of our communities

**Explore** new and imaginative ways of doing things

**Empower** community members to drive creative, cultural and heritage projects, programs and 'happenings'

**Recognise** the varying levels of knowledge, creative confidence and opportunity in the community and aim to ensure equality in access to programs and initiatives.

**Integrate** public art, creative expressions, cultural and heritage experiences into projects to create high quality, innovative, distinctive and welcoming places

Appendix 3

## Art, Culture and Heritage

### Strategic Reference Group Ideas and Concepts

Contributions from SRG meeting – 23 February 2017

(\*'Other Ideas' have been sourced from previous Council documents that have undergone extensive community engagement e.g. Creative Warringah Strategy)

## Goal 1: Celebration and activation

To create a sense of life and vibrancy in our communities through cultural events, celebrations and 'happenings'

Strategic directions	Facilitate a public space activation program that actively involves and engages the local community across the northern beaches	Encourage and promote neighbourhood managed creative and social events	Facilitate and promote unusual use of our public domain	Facilitate and promote lively community 'happenings' in our public places drawing on a combination of elements and activities	Encourage and promote music and performance art in public and private places	Work with the community to deliver creative and cultural services and events	Encourage a broad range of creative activities that enable social interaction, stimulate wellbeing and support people at each stage of their life	Extend the promotion of council and community run activities
<b>SRG IDEAS</b>								
Festival of voice (choirs / independent singers) open to local and external singers				•	•	•	•	
Writers' Festival			•	•		•	•	
\$50,000 to fund a Bi-Annual Garden Festival providing awards to residences, apartment blocks, schools & commercial institutions				•		•	•	
Creative Arts and Heritage awards- Recognise our people								
Annual Sculpture walk/ festival	•		•	•		•	•	
<b>OTHER IDEAS*</b>								

<p><b>Strategic directions</b></p>	<p>Facilitate a public space activation program that actively involves and engages the local community across the northern beaches</p>	<p>Encourage and promote neighbourhood managed creative and social events</p>	<p>Facilitate and promote unusual use of our public domain</p>	<p>Facilitate and promote lively community 'happenings' in our public places drawing on a combination of elements and activities</p>	<p>Encourage and promote music and performance art in public and private places</p>	<p>Work with the community to deliver creative and cultural services and events</p>	<p>Encourage a broad range of creative activities that enable social interaction, stimulate wellbeing and support people at each stage of their life</p>	<p>Extend the promotion of council and community run activities</p>
<p>Unusual activities in public domain e.g. public reserves, street parties, chalk drawing, painting, street art, rollerblading, yoga, hula hooping, juggling etc.</p>	<p>●</p>			<p>●</p>				
<p>Lively 'happenings' e.g. day or night markets, festivals and fringe festivals, vintage clothing, food and music etc.</p>				<p>●</p>				
<p>Work with local businesses to promote local talent; encouraging busking</p>					<p>●</p>			
<p>Promote the community's use of council's online events calendar</p>								<p>●</p>

## Goal 2: Creative spaces and places

To create environments which are welcoming, surprising and good for people

Strategic directions	Improve the quality of the built environment and enhance the relationship between the community and their landscapes through an increased sense of belonging and place distinctiveness	Identify, encourage and promote local, welcoming places where people can socialise and connect	Incorporate an element of surprise and fun into our built environment; promote the use of colour, light, green design and music to enliven our buildings and public places	Ensure that public places and community buildings cater for a diverse range of needs and purposes and are accessible and appealing to people from different age groups and cultural backgrounds	Develop hubs for creatives and artists to use as spaces for workshops, seminars or creative get-togethers	Collaborate with the local business community to activate unused spaces	Facilitate, promote, and support the creative industries, local galleries, studios, music spaces, music and performance spaces	Extend and promote the use of council facilities and spaces for community purposes	Encourage, facilitate and support community members and local businesses to be actively involved in the design, development and care of our public spaces
<b>SRG IDEAS</b>									
Creative Industry Areas/ Precinct. i.e. Manly Military Barracks sites		•		•	•		•		•
Two new permanent creative spaces (art designated)				•	•		•		•
Art Galleries x 2 - Art Facilities workshops & studios etc. - Sculpture Gardens x 3			•		•		•		•
Pop-up studios for writers / artists in vacant spaces	•	•	•		•	•		•	
Expansion strategy for Manly Art Gallery and Museum including storage spaces				•	•		•		
Masterplan for Development of Manly Art Gallery				•	•		•		
Art Precinct North Area designated for: Art - Theatre - Dance - Music - Art Class area.		•		•	•		•		

Strategic directions	Improve the quality of the built environment and enhance the relationship between the community and their landscapes through an increased sense of belonging and place distinctiveness	Identify, encourage and promote localised villages – local welcoming places where people can socialise and connect	Incorporate an element of surprise and humour into our built environment; promote the use of colour, light, green design and music to enliven our buildings and public places	Ensure that public places and community buildings cater for a diverse range of needs and are accessible and appealing to people from different age groups and cultural backgrounds	Develop hubs for creatives and artists to use as spaces for workshops, seminars or creative get-togethers	Collaborate with the local business community to activate unused spaces	Facilitate, promote, and support the creative industries, local galleries, exhibition spaces, music and performance spaces	Extend and promote the use of council facilities and spaces for community purposes	Encourage facilitate and support community members and local businesses to be actively involved in the design, development and care of our public spaces
Able to address all ages; become a tourist destination; and run on a sound financial basis	•								
Before decisions re disposal of assets are made, assess suitability of repurposing for creative needs	•			•	•		•		
Multipurpose large rehearsal & performance space with storage for users	•			•	•		•		
A performing venue (indoor) that seats approx. 1000 people with smaller rehearsal spaces around the outside of venue. Venues stage needs to accommodate a large symphony orchestra.	•			•			•		
Flexible performance space in former Pittwater							•		
Permanent outdoor performance venue as part of an art precinct	•		•	•	•		•		
<b>OTHER IDEAS*</b>									

Strategic directions	Improve the quality of the built environment and enhance the relationship between the community and their landscapes through an increased sense of belonging and place distinctiveness	Identify, encourage and promote localised villages – local welcoming places where people can socialise and connect	Incorporate an element of surprise and humour into our built environment; promote the use of colour, light, green design and music to enliven our buildings and public places	Ensure that public places and community buildings cater for a diverse range of needs and are accessible and appealing to people from different age groups and cultural backgrounds	Develop hubs for creatives and artists to use as spaces for workshops, seminars or creative get-togethers	Collaborate with the local business community to activate unused spaces	Facilitate, promote, and support the creative industries, local galleries, exhibition spaces, music and performance spaces	Extend and promote the use of council facilities and spaces for community purposes	Encourage facilitate and support community members and local businesses to be actively involved in the design, development and care of our public spaces
Use cultural mapping techniques, partnerships with the business community, social activation initiatives		•							
Street art in urban spaces; co-design and activate our laneways									•
Pop-up shops, temporary music, venues and exhibition spaces							•		
Promote the use of libraries, Council Chambers etc. for community purposes								•	

### Goal 3: Public art and creative expressions

To integrate public art and creative expressions into our places, projects and programs

Strategic directions	Promote a broad understanding of public art that is inclusive, diverse and accessible	Encourage and support the development of a diverse range of permanent, temporary and ephemeral artworks in public spaces	Support the integration of public art in Council's capital works program to create high quality, innovative, distinctive and relevant public places	Improve access to funding opportunities for public art, including incorporation into capital works projects and encourage inclusion in private developments.	Support the arts in all its forms in the public realm
<b>SRG IDEAS</b>					
Public art budget per year to be decided by a committee	•	•	•	•	•
Sculpture in Dee Why Town Centre	•	•	•	•	
<b>OTHER IDEAS*</b>					
Temporary and ephemeral artworks e.g. busking, short term installations, music and dancing		•			
Grants programs, establishment of networks; facilitation of workshops				•	
Artwork on hoardings to add visual appeal when construction etc. is occurring					•

### Goal 4: Valuing our history

To respect, protect and preserve our heritage of the Northern Beaches, in the built and natural environment, indigenous and non-indigenous

Strategic directions	Creation of an organisation wide heritage policy and procedure which prescribes how heritage issues are managed and communicated	Develop a program for the identification, assessment, management and promotion of heritage places throughout the LGA	Lead by example through the best practice management of Council owned heritage places and items	Engage with the community on heritage issues and encourage a collaborative approach to heritage conservation.	Include heritage as a consideration in the development of programs and cultural activities	Collaborate with the local Aboriginal community to promote the northern beaches' Aboriginal cultural heritage and contemporary art	Recognise, protect and preserve Aboriginal heritage and history
<b>SRG IDEAS</b>							
Regional Museum accessible to tourists			•		•	•	•
\$50,000 to finance a consultant to undertake a report to the establishment of a Museum / Heritage Centre			•			•	•
Expansion strategy for space for Manly Local Studies Collection			•				
Consolidated heritage listing & approach plan across NB	•	•	•	•			
\$40,000 to fund the removal of moveable (sic) heritage items from the MAG&M assisting this facility to be dedicated Art Gallery							
\$50,000 to consolidate all moveable heritage presently held by the previous 3 Councils			•				

Strategic directions	Creation of an organisation wide heritage policy and procedure which prescribes how heritage issues are managed and communicated	Develop a program for the identification, assessment, management and promotion of heritage places throughout the LGA	Lead by example through the best practice management of Council owned heritage places and items	Engage with the community on heritage issues and encourage a collaborative approach to heritage conservation.	Include heritage as a consideration in the development of programs and cultural activities	Collaborate with the local Aboriginal community to promote the northern beaches' Aboriginal cultural heritage and contemporary art	Recognise, protect and preserve Aboriginal heritage and history
\$30,000 to fund the more detailed clarification of Heritage Item sites in the old Manly LGA			•				
Enforcement of compliance e.g. Steyne Hotel & DA's	•			•			
Aboriginal Cultural Heritage walks update information		•		•		•	•
Record keeping update - e.g., Manly	•	•	•				
Cultural definition clause 'Aboriginal' - Indigenous. A statement clarifying use of terminology up front						•	•
<b>OTHER IDEAS*</b>							
Arts and heritage projects e.g. exhibitions, activations etc.				•	•	•	

### Goal 5: Collaboration and capacity building

Promote cultural development by empowering our community to be adventurous and open to new ideas and perspectives – whilst strengthening the skills and collaboration of creatives, historians, the local business community and other stakeholders

Strategic directions	Through visionary leadership, stimulate an organisational culture within Council that embraces change, innovation and collaboration	Encourage, facilitate and support community members to take leadership on creative initiatives, programs and projects	Promote and facilitate events and opportunities for community members, businesses and Council staff to learn new techniques and tools for creative thinking and collaboration	Facilitate and support community forums and get-togethers for exchange of wild ideas, creative skills, stories and knowledge	Ensure that Council's policies and protocols are supportive to, and do not unduly hinder, creative processes and initiatives	Collaborate with community members on projects from early in concept and design stages to implementation and evaluation	Facilitate the establishment of partnerships and networks between and within creative and creative industry	Support local artists, historians, creative and heritage groups - to access facilities and networks to meet the needs of the community
<b>SRG IDEAS</b>								
Trust fund for discretion of committee e.g. scholarship art		•					•	
Writer / artist-in-residence programs (potentially in heritage sites?)			•					
Connected Arts Program	•		•	•				
Workshops - Film - Screen writing - Storytelling		•						
Programs for all ages K-12. Young adults familiar by age group		•						
Partner with Community organisations to provide varied facilities		•					•	•
Cultural and Arts Directory							•	•

Strategic directions	Through visionary leadership, stimulate an organisational culture within Council that embraces change, innovation and collaboration	Encourage, facilitate and support community members to take leadership on creative initiatives, programs and projects	Promote and facilitate events, and opportunities for community members, businesses and Council staff to learn new techniques and tools for creative thinking and collaboration	Facilitate and support community forums and get-togethers for exchange of wild ideas, creative skills, stories and knowledge	Ensure that Council's policies and protocols are supportive to, and do not unduly hinder, creative processes and initiatives	Collaborate with community members on projects - from early in concept and design stages to implementation and evaluation	Facilitate the establishment of partnerships and networks between and within creative and creative industry	Support local artists, historians, creative and heritage groups - to access facilities and networks to meet the needs of the community
40,000 to fund a monthly or bi-monthly that focuses on The Arts this would be similar to the presently produced 'Coore'. Such a publication would highlight the activities of practitioners and audiences on the Northern Beaches			•	•			•	
<b>OTHER IDEAS*</b>								
New techniques and tools for creative thinking and collaboration e.g. place-making, design thinking			•					
Cross council / community collaboration through project forums, working groups, think tanks						•		
Creative business hub for start-up businesses focusing on creative industries							•	

Appendix 4 - CULTURAL DEVELOPMENT AND HERITAGE SPACES AND GROUPS

Category	Former Manly	Former Warringah	Former Pittwater
<b>VISUAL ARTS SPACES</b>	<ul style="list-style-type: none"> <li>Manly Art Gallery &amp; Museum</li> <li>Painters Gallery</li> <li>Several commercial galleries</li> <li>Pop up spaces</li> <li>Artists' markets</li> </ul>	<ul style="list-style-type: none"> <li>Eramboo Artists' Environment</li> <li>Warringah Creative Space</li> <li>Several commercial galleries</li> <li>Pop up spaces</li> <li>Artists' markets</li> <li>B- Side Creative</li> </ul>	<ul style="list-style-type: none"> <li>Catalina Gallery - Avalon</li> <li>Beachwood - Mona Vale</li> <li>Art Glass Australia Studio &amp; Gallery - North Narrabeen</li> <li>Art Space - Mona Vale</li> <li>Pop up spaces</li> <li>Colour trap - Avalon</li> <li>Avalon Art Gallery</li> <li>Libby Watkins gallery and retail</li> </ul>
<b>PUBLIC ART</b>	<ul style="list-style-type: none"> <li>Federation busts - Steve Glassborow</li> <li>Oceanides - Helen Leele</li> <li>Manly Visions - Warren Langley</li> <li>Bend the truth - Michael Snape</li> <li>Market Lane mural - Ruth Downes</li> <li>Crawl - Loui Fraser</li> <li>Tide - Marilyn Fairskye</li> <li>Shell - Urban Art Projects</li> <li>Queenscliff Lagoon Park Sculpture Walk - Ishi Buki and Renee Monique</li> <li>Cabbage Tree Bay Eco-Sculpture Walk - Tim Johnman</li> <li>Sandstone sea themed boulder - Ishi Buki</li> <li>Inspiration - Francis William Sargent</li> <li>Governor Arthur Phillip Statue - Rayner Hoff</li> <li>Wind and wave - Lenton Parr</li> <li>Stone kangaroo - Charles Percy Pickering</li> <li>Shell and wave - Cliff Axelsen</li> <li>Sir Roden Cutler statue - Alan Somerville</li> </ul>	<ul style="list-style-type: none"> <li>Le Mano - Penny Philpott, Warringah Creative Space</li> <li>PCYC flooring project - Dee Why</li> <li>The Duke - Harbord</li> <li>Mosaic seats and walls, Narrabeen and Cromer</li> </ul>	<ul style="list-style-type: none"> <li>Mona Vale Skate Park</li> <li>Newport playground (in development)</li> <li>Modus Operandi mural, Kayapa Creative Studios</li> <li>Emma Anna, IMAG, NE, Mona Vale</li> <li>Peter and the Bullock, 1667 Pittwater Road, Mona Vale</li> <li>War memorial, Village Park, Mona Vale</li> <li>Street art in Avalon including Henry Curchod</li> <li>Sandstone sculptures by Ishi Buki, including Billarong Reserve, North Narrabeen, Newport Community Centre sculpture garden</li> <li>Beautifully the bollards - community public art project Avalon</li> <li>Coastal Environment Centre</li> </ul>
<b>MUSIC and PERFORMANCE VENUES</b>	<ul style="list-style-type: none"> <li>Cerutti Chapel</li> <li>The Boatshed</li> <li>Stella Maris College</li> <li>Manly Art Gallery &amp; Museum</li> </ul>	<ul style="list-style-type: none"> <li>Glen Street Theatre - Belrose</li> <li>Moonlight Recording &amp; Rehearsal Studios - Brookvale</li> <li>St Augustine's College - Brookvale</li> <li>Pittwater House</li> </ul>	<ul style="list-style-type: none"> <li>Loquat Valley School, Bayview</li> <li>Mvm Recording Studio - Mona Vale</li> <li>Pittwater High School</li> </ul>

Category	Former Manly	Former Warringah	Former Pittwater
<b>MUSIC PERFORMANCES</b>	<ul style="list-style-type: none"> <li>Manly Musical Society</li> <li>Manly Music Club (Music @ Manly)</li> <li>Manly - Warringah Choir</li> <li>Sydney Chamber Music Festival</li> <li>Christmas Choral Concert</li> <li>Manly Arts Festival concerts</li> </ul>	<ul style="list-style-type: none"> <li>Northern Beaches Youth Orchestra</li> <li>Northern Beaches Symphony Orchestra</li> <li>Warringah Eisteddfod</li> <li>Northern Beaches Children's Orchestra</li> <li>Warringah Brass Band</li> <li>Warringah Junior Brass Band</li> <li>Huming's song choirs x3</li> <li>Young North side Big Band</li> <li>Manly Brass Band</li> </ul>	<ul style="list-style-type: none"> <li>Pittwater Music Club</li> <li>Elanora Players</li> <li>Northern Beaches Symphonic Wind Ensemble</li> <li>Northern Beaches Concert Band</li> <li>Village Big Band</li> </ul>
<b>FESTIVALS</b>	<ul style="list-style-type: none"> <li>Manly Arts Festival</li> <li>Manly Jazz Festival</li> <li>Manly Food and Wine Festival</li> <li>Australian Open of Surfing</li> <li>Guringal Festival</li> <li>Sydney Chamber Music Festival</li> <li>Ocean Care Day</li> <li>New Year's Eve</li> </ul>	<ul style="list-style-type: none"> <li>Australia Day</li> <li>The Brookie Show</li> <li>Eurofest and Multicultural Festival</li> <li>Pasifika Community Festival</li> <li>Guringal Festival</li> </ul>	<ul style="list-style-type: none"> <li>Art in the Park, a component of the biennial Children's ArtFest</li> <li>Lego at the Mona Vale Library</li> <li>Newport Artisan Markets and sculpture trail</li> <li>Mona Vale Artisan Markets</li> <li>Guringal Festival</li> <li>Pittwater Artist Trail</li> <li>Scotland Island open studio day</li> <li>Latin American Festival – Avalon</li> <li>Northern Beaches Instrumental Festival</li> </ul>
<b>HISTORIC SITES</b>	<ul style="list-style-type: none"> <li>Manly Anzac Memorial – Burcham Clamp</li> <li>North Head</li> <li>Q Station</li> <li>Walkway of Olympians</li> </ul>		<ul style="list-style-type: none"> <li>Barrenjoey Lighthouse, Palm Beach</li> <li>Governor Phillip Park, Palm Beach</li> <li>War memorial, Village Park, Mona Vale</li> <li>Currawong</li> <li>Former station, Palm Beach</li> </ul>
<b>NETWORKS</b>	<ul style="list-style-type: none"> <li>Arts Tree</li> <li>Arts Connect</li> <li>Artspot collective</li> <li>Art and Soul collective</li> <li>Numerous community groups listed in Northern Beaches Community Centres' Course and Activity Brochure 2017</li> </ul>		

## References

- SHAPE 2028 - A discussion paper to develop the first Community Strategic Plan for the Northern Beaches - Northern Beaches Council 2017  
<http://yoursay.northernbeaches.nsw.gov.au/communitystrategicplan2>
- Issues Paper - Community Strategic Plan - Northern Beaches Council 2016  
<http://yoursay.northernbeaches.nsw.gov.au/communitystrategicplan2>
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<https://www.warringah.nsw.gov.au/sites/default/files/documents/general-information/creative-warringah-strategy/2014-269206-adopted-creative-warringah-strategy26-august-2014.pdf>
- Emerging issues paper: Arts - Pittwater Council 2012  
<http://www.pittwater.nsw.gov.au/lifestyle/artandculture/artspaper>
- Emerging Issues Paper- Youth and Families - Pittwater Council 2012  
[http://www.pittwater.nsw.gov.au/council/documents/social\\_plan](http://www.pittwater.nsw.gov.au/council/documents/social_plan)
- Manly Council – Cultural Plan; Arts and Culture Policy; Community Strategic Plan 2025
- Cultural Development Network  
<http://www.culturaldevelopment.net.au/>

# Community Safety

## Strategic Reference Group Directions Paper

version 2.0  
Draft 29 June 2017

NORTHERN BEACHES  
COUNCIL

2017/222288

## Executive Summary

### Purpose of this paper

Northern Beaches Council is a new entity created by the merging of three former local government areas: Manly, Warringah and Pittwater.

The former councils each had relevant strategies and policies relating to the crime prevention and community safety. Under the Northern Beaches Council, the emerging Community Strategic Plan also sets out strategic directions to ensure streets and neighbourhoods are safe.

This paper identifies key issues and goals outlined in these documents that will help inform directions for new ideas and outcomes relating to community safety across the Northern Beaches.

## Background

### 1. Importance of Council role in community safety

It is widely accepted that local government plays a significant role in community safety and crime prevention. Research into the most effective forms of local community partnerships suggests that groups such as local authorities are generally best placed to coordinate and facilitate by helping to mobilise local resources; facilitating participation and access to informal networks; helping to establish flexible structures and procedures; providing a closer understanding and emotional commitment to community issues and concerns; and promoting a community-based self-help attitude (Edgar et al. 2006).

Crime prevention is essentially about being able to anticipate emerging problems and being prepared to take action to prevent those problems developing and becoming entrenched. Too often, considering the need for developing and implementing a crime prevention strategy is the result of community concern about existing crime problems. If appropriate preventive action had been taken beforehand, these problems may have been prevented from emerging. This is another argument for local government authorities taking the lead in developing a comprehensive crime prevention strategic plan for their communities as a part of their normal social planning processes. These plans should be regularly updated to reflect changes in the social, demographic, economic and crime characteristics of their communities as well as to accommodate developments in state and national crime prevention priorities.

This is consistent with the finding that the most common and probably the most significant function that local government areas fulfil in their crime prevention and community safety role is to coordinate and facilitate, although it is clear that many also have a significant role in direct service delivery. The coordination and facilitation role is critically important as it provides a focus for local leadership on issues concerning the community, something that has been identified internationally as a vital function for effective and sustainable crime prevention action.

## 2. Former Council Community Safety Committees and Plans

The former Manly Council Community Safety and Place Management Committee underpins much of the work done in relation to community safety/crime prevention in Manly since it was established in 1993. It has always been chaired by the Mayor of the day. It was originally formed to help tackle late night alcohol related problems in the area. This remained the primary focus but extended to other community safety related issues such as drugs, graffiti, homelessness, public space conflicts, backpackers, cycling safety, suicide etc. The development and implementation of two (3 year) Crime Prevention Plans attracted full project funding from State Government.

Broad and high level Representation was key to this committee's successful operation. It included the Mayor plus five other Councillors, Local Area Police Commander, Local MP, representatives from NSW Health, Corrections NSW, Sydney Buses Brookvale depot, Chamber of Commerce, NGOs including local drug and alcohol service and community centre, Liquor Accord, Late Night Food traders, three community (precinct) representatives and Youth council. Staff included the Community Safety co-ordinator and Compliance Manager.

In analysing the official crime statistics it is clear why Manly has vested, long term, active and operational interest in crime prevention and community safety with 70% of crime on the Northern Beaches occurring in Manly, with approximately 70% of that being alcohol related. The last Manly Crime Prevention Plan was adopted by Council in 2011: <http://www.manly.nsw.gov.au/community-services/community-safety/crime-prevention-plan/>. It primarily addressed Alcohol Related Assaults and Anti-Social Behaviour in Manly CBD.

Both Warringah and Pittwater Council previously adopted Crime Prevention Plans which were endorsed and were successful in gaining NSW Attorney General's Grant funding for key crime prevention initiatives. Community safety initiatives were subsequently incorporated into the Community Strategic Plans for both Councils. SHOROC was previously successful in becoming accredited as a World Health Organisation (WHO) Safe Community.

## Community Safety Strategic Reference Group - Northern Beaches Council

Following the formation of the new Northern Beaches Council in May 2016, eleven Strategic Reference Groups (SRGs) were formed across key areas of council's operation. The role of the SRGs is to provide a valuable contribution to the directions of the new Council, including input into the development of the Community Strategic Plan (CSP) and future plans and strategies. SRG members were recruited via EOI, represent a cross-section of the community, and bring expertise to their area of appointment. Each group also includes two-three former Councillors as Chair and Deputy Chair.

The Community Safety SRG consists of 19 members, listed in Appendix 1.

The terms of reference of the SRG are to:

- Provide input to the Vision, Priorities and Objectives for the Northern Beaches Draft Community Strategic Plan
- Work in partnership with key agencies, stakeholders and community representatives to ensure community safety representation.
- Lobby and advocate on behalf of the community to support prevention awareness.
- Advise Council on community safety awareness and education.
- Advise Council on infrastructure for safer communities eg. lighting, footpaths, CCTV and Safety by Design frameworks.
- Support night time activation of places and laneways for safer communities linked to a night time economy.

This paper has been prepared to capture the efforts and aspirations of this SRG over a 10 month period from 2016-17.

### Community Strategic Plan – Northern Beaches Council

Extensive community engagement in 2016-17 has involved over one thousand community members, including the SRGs, in developing the first Community Strategic Plan (CSP) for the Northern Beaches. While the CSP is not yet finalised, key community feedback has been used to help prepare this SRG Directions Paper.

Below are some of the draft goals and underlying strategies that relate to community safety in the draft CSP which was approved for public exhibition on 27 June 2016. These have arisen from the issues and considerations raised by community members during the first stage of CSP engagement, and are a basis for second stage engagement. The Community Safety SRG meeting of 15 June were presented with the previous goals and strategies from the draft CSP as at that date. The goals and strategies below outline possible outcomes for safer communities, and those which are most relevant to the SRG Directions Paper:

#### CSP – draft Goals on:

##### Social: "Places for People"

#### Goal 8) Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing

- a) Create welcoming villages and neighbourhood centres that are vibrant, accessible and support our quality of life
- b) Develop urban design controls that support the health and wellbeing of our community, particularly seniors and people with a disability
- c) Collaborate with the community in the design of vibrant open spaces and neighbourhoods

#### Goal 9) Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities

- a) Provide well-maintained and safe spaces that equitably support active and passive recreation

##### "Community and Belonging"

#### Goal 10) Our community is stimulated through a diverse range of cultural and creative activities and events

- b) Expand cultural events and creative opportunities, including safe nightlife opportunities
- c) Provide more events and opportunities for young people to socialise

#### Goal 11) Our community feels safe and supported

- a) Promote social inclusion through neighbourhood programs and quality services
- b) Build stronger communities where neighbours know and support each other
- c) Promote health and wellbeing through fair access to information, health and support services

**"Vibrant Local Economy"**

**Goal 15) Our economy provides a range of employment and education opportunities to match the skills and needs of the population**

- c) Facilitate active and safe urban environments through increased economic activity, in keeping with local character

**"Transport, Infrastructure and Connectivity"**

**Goal 16) Our integrated transport networks meet the needs of our community**

- a) Advocate for improved transport options and networks
- c) Facilitate and promote safe transport options that reduce car-based commuter travel

**Goal 17) Our community can safely and efficiently travel within and beyond Northern Beaches**

- a) Improve public transport options and connectivity to better meet our community's travel needs

**Goal 18) Our community can easily connect and communicate through reliable communication technologies**

- a) Provide public spaces that are connected through communications and technologies

**"Partnerships and Participation"**

**Goal 21) Our community is actively engaged in decision making processes**

- b) Enable community members to participate in decision-making by providing a broad range of engagement

**Goal 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

## STRUCTURE OF THE SRG Directions Paper

This Directions Paper firstly outlines a Vision that will ensure safer communities on the Northern Beaches. It then outlines a range of goals and related strategic directions to support them:

- The **Vision** is a generic one drawn from the draft CSP for the Northern Beaches Council
- The **Goals** and **Issues** are drawn from the key themes of community safety, from the SRG's deliberations to date, from previous community safety plans, and from consultation with key stakeholders (e.g. NSW Police) and comprise of key themes.
- The **Ideas** in this document are drawn from the Community Safety SRG to meet the goals and strategies identified from the draft CSP
- The **Priority Issues** as identified by a workshop conducted at the final Community Safety SRG meeting are presented in Appendix 2.

### Vision

**Northern Beaches – a safe, inclusive and connected community that values its natural and built environment**  
(Draft vision CSP)

### Goals

The three key themes for Community Safety on the Northern Beaches provide a foundation for the goals and issues outlined in the following pages:

- 1. Public spaces**  
To create safe public spaces which contribute to social inclusion
- 2. Late night safety**  
To actively manage vibrant entertainment precincts which encourage safe, social interactions
- 3. Community wellbeing and safety**  
To support the health and wellbeing of community through collaborative partnerships

### Goal 1: Public spaces

To create safe public spaces which contribute to social inclusion

#### Issues

- Ongoing management of late night alcohol related assaults and anti-social behaviour
- Safe youth facilities
- Rough sleepers in public places
- Aggressive begging
- Vehicle mitigation
- Identify hotspots requiring improvements following safety audits
- Clearer regulatory signage and way finding initiatives
- Managing the ever increasing use of our public space – and how to keep them safe
- Management of AFZ and APA's
- Activation of laneway spaces
- Beach safety and security

### Goal 2: Late night safety

To actively manage vibrant entertainment precincts which encourage safe, social interactions

#### Issues

- Ongoing management of late night alcohol related assaults and anti-social behaviour
- Addressing the increase of 'party houses'
- Integrated late night transport options including adequate bus coverage and secure taxi ranks
- Problems emanating from late night drinking culture

- Activation of laneway spaces
- Active management of late night entertainment precincts
- Development of consistent policy on alcohol/ liquor licensing
- High drink driving rates
- Road safety concerns (eg. McCarrs Creek Road)
- CCTV

### Goal 3: Community safety and wellbeing

To support the health and wellbeing of community through collaborative partnerships

#### Issues

- Ongoing management of late night alcohol related assaults and anti-social behaviour
- Underage drinking
- Homelessness
- Limited crisis and short-term housing options to accommodate people in need of housing and shelter
- Increased prevalence of mental health issues among young people
- Drug supply on commercial premises
- Prevalence and hidden nature of domestic violence
- Impacts of drug and alcohol intake on public health and wellbeing, including safety risks in public places
- Need for active collaboration with key stakeholders to address safety issues
- Community education and promotion of preventative and protective behaviours

### Community Safety SRG member Ideas to meet Goals and Strategies

The table below summarises 'ideas' from the Community Safety SRG's members for implementing the strategic directions and goals in the draft CSP relating to Community Safety. They are derived from discussions held at the SRG meetings and from key stakeholders (e.g. Police).

CSP – PLACES FOR PEOPLE		CS SRG IDEAS TO SUPPORT STRATEGIES
<b>Goal 8) Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing</b>		
a) Create welcoming villages and neighbourhood centres that are vibrant, accessible and support our quality of life		<ul style="list-style-type: none"> <li>• CPTED (Safety by Design) reviews of major new developments and public spaces</li> <li>• Development of Standard Conditions for licensed premises</li> <li>• Clear and consistent regulatory and wayfinding signage</li> <li>• Consideration of vehicle mitigation strategies at identified locations</li> </ul>
b) Develop urban design controls that support the health and wellbeing of our community, particularly seniors and people with a disability		<ul style="list-style-type: none"> <li>• Bi-annual late night community safety audits of hotspot locations</li> <li>• Regular update and review of AFZ and APA's across NB</li> <li>• Develop lighting expertise in Council</li> <li>•</li> </ul>
c) Collaborate with the community in the design of vibrant open spaces and neighbourhoods		<ul style="list-style-type: none"> <li>• Laneway revitalisation through Safer Communities Grant</li> <li>• Engage local artists and youth in laneway mural development</li> </ul>
<b>Goal 9) Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities</b>		
a) Provide well-maintained and safe spaces that equitably support active and passive recreation		<ul style="list-style-type: none"> <li>• Identify crime hotspots and undertake CPTED audits to improve safety</li> <li>• CPTED reviews of new or renovated public space developments</li> <li>• Syringe disposal protocols and support for community drug education programs</li> <li>• Continuous monitoring and improvement of lighting, signage, public toilets etc.</li> <li>• Maintain public space management tools eg. Alcohol Free Zones</li> <li>• Develop programs to address drug and alcohol, homelessness and other issues as needed and identified through local partnerships eg. CDAT/LDAT</li> <li>• Address alcohol related crime and anti-social behaviour</li> </ul>

CSP – COMMUNITY & BELONGING	CS SRG IDEAS TO SUPPORT STRATEGIES
<b>Goal 10) Our community is stimulated through a diverse range of cultural and creative activities and events</b>	
a) Expand cultural events and creative opportunities, including safe nightlife opportunities	<ul style="list-style-type: none"> <li>• Laneway revitalisation through Safer Communities Grant</li> <li>• Engage local artists in mural development</li> <li>• Support graffiti management policy</li> <li>• Active management of safety initiatives in late night entertainment precincts eg. late night radio network, CCTV, secure taxi ranks, liquor accord, late night food traders, night rangers, public toilets, carparking, community education etc.</li> <li>• Investigate party house issues</li> <li>• Diversifying the demographics of the night time economy</li> </ul>
c) Provide more events and opportunities for young people to socialise	<ul style="list-style-type: none"> <li>• Develop community education programs to educate young people on late night safety</li> <li>• Shifting the drinking culture by supporting socialising opportunities that do not focus on alcohol</li> </ul>
<b>Goal 11) Our community feels safe and supported</b>	
a) Promote social inclusion through neighbourhood programs and quality services	<ul style="list-style-type: none"> <li>• Consider beach lockers</li> <li>• Investigate car hoon behaviour/remediation at McCarrs Creek Road</li> <li>• Efficient response to direct community complaints or concerns</li> <li>• Support for Council Homelessness Protocol</li> <li>• Development of a 'Party House' Action Plan</li> </ul>
b) Build stronger communities where neighbours know and support each other	<ul style="list-style-type: none"> <li>• Respond to community concerns as they occur</li> <li>• Ongoing liaison with MCC Homeless Outreach Worker</li> <li>• Attend Homeless interagency meetings to assist with case management of rough sleepers</li> <li>• Encourage 'Meet your Street' programme</li> </ul>
c) Promote health and wellbeing through fair access to information, health and support services	<ul style="list-style-type: none"> <li>• Community education to reduce break and enters and Other theft</li> <li>• Advocate for crisis and transition accommodation for males at Manly Hospital site</li> <li>• Provision of safety awareness programs for English Language Students</li> <li>• Support for local initiatives to support Domestic Violence prevention and awareness</li> <li>• Support for mental health initiatives</li> </ul>

CSP – VIBRANT LOCAL ECONOMY	CS SRG IDEAS TO SUPPORT STRATEGIES
<p><b>Goal 15) Our economy provides a range of employment and education opportunities to match the skills and needs of the population</b></p> <p>c) Facilitate active and safe urban environments through increased economic activity, in keeping with local character</p>	<ul style="list-style-type: none"> <li>• Establish Liquor Licensing Review group</li> <li>• Develop a Northern Beaches liquor licensing/alcohol policy</li> <li>• Mapping of the existing night economy</li> <li>• Review of night time planning controls</li> </ul>
CSP – TRANSPORT, INFRASTRUCTURE AND CONNECTIVITY	CS SRG IDEAS TO SUPPORT STRATEGIES
<p><b>Goal 16) Our integrated transport networks meet the needs of our community</b></p>	<p>Goal 16) Our integrated transport networks meet the needs of our community</p>
<p>a) Advocate for improved transport options and networks</p>	<ul style="list-style-type: none"> <li>• Promote integrated late night transport initiatives including safe taxi ranks and late night bus routes</li> </ul>
<p>c) Facilitate and promote safe transport options that reduce car-based commuter travel</p>	<ul style="list-style-type: none"> <li>• Collaborate on initiatives to reduce drink driving rates</li> <li>• Continue to maintain safe late night taxi ranks</li> </ul>
<p><b>Goal 17) Our community can safely and efficiently travel within and beyond Northern Beaches</b></p>	<p>Goal 17) Our community can safely and efficiently travel within and beyond Northern Beaches</p>
<p>a) Improve public transport options and connectivity to better meet our community's travel needs</p>	<ul style="list-style-type: none"> <li>• Advocate for improved after hours bus service throughout the area</li> </ul>
<p><b>Goal 18) Our community can easily connect and communicate through reliable communication technologies</b></p>	<p>Goal 18) Our community can easily connect and communicate through reliable communication technologies</p>
<p>a) Provide public spaces that are connected through communications and technologies</p>	<ul style="list-style-type: none"> <li>• Manage appropriate placement and operations of CCTV system</li> <li>• Active management of safety initiatives in late night entertainment precincts eg. late night radio network, CCTV, secure taxi ranks, liquor accord, late night food traders, night rangers, public toilets, carparking, community education etc.</li> </ul>

CSP – PARTNERSHIPS AND PARTICIPATION	CS SRG IDEAS TO SUPPORT STRATEGIES
<b>Goal 21) Our community is actively engaged in decision making processes</b>	
b) Enable community members to participate in decision-making by providing a broad range of engagement	<ul style="list-style-type: none"> <li>• Continue to engage the community and key stakeholders through Community Safety Committee, relevant working groups and NB CDAT</li> </ul>
<b>Goal 22) Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community</b>	
a) Develop partnerships to deliver facilities and targeted services and programs to meet community needs	<ul style="list-style-type: none"> <li>• Development of a Northern Beaches Community Safety Plan</li> <li>• Representation on Liquor Accord, Homelessness Interagencies, Community Drug Action Team, Mantly Needle and Syringe Program and NB Domestic Violence Committee</li> </ul>
b) Facilitate collaboration between community groups, businesses, government and non-government organisations on projects and programs	<ul style="list-style-type: none"> <li>• Monthly police/council staff meeting to discuss operational issues</li> </ul>
c) Advocate regionally and at NSW and Federal Government levels on behalf of the community	<ul style="list-style-type: none"> <li>• Advocate regarding liquor licensing applications/ procedure</li> <li>• Advocate to increase crisis accommodation</li> <li>• Advocate to raise awareness of the prevalence and hidden nature of domestic violence</li> </ul>

### Appendix 1 - Community Safety SRG members

Jean Hay (Chair)	Implementation Advisory Group
Steve Pickering	Local Representative Committee - Social
Sharon Austin	Resident – Narrabeen Ward
Lance Burrow	NSW Liquor Accord
David Darcy	NSW Police - NB LAC
Sidar Demirbag	Late Night Food Traders
Shannon Job	Surf Life Saving Sydney Northern Beaches
Thomas Loomes	The Office of The Hon Mike Baird MP
Raymond Mathieson	Manly Community Forum
Simon Moriarty	Resident – Curl Curl Ward
Michael Olofinsky	Resident – Frenchs Forest Ward
Melissa Palermo	Health Promotion, Northern Sydney Local Health District (Northern Beaches)
Malcolm Pearse	Community Corrections
Jacquilen Smith	Manly community Centre & Services
Robert Tarabay	State Transit Authority
Sarah Turner	Manly Chamber of Commerce
Susan Watson	Sydney Drug Education & Counselling Centre
Margaret White	Zonta Club of Northern Beaches Inc

<b>Appendix 2 - Priority Issues: Workshop outcomes from Community Safety SRG held on 15 June 2017</b>			
<b>Goal 1: Public spaces: To create safe public spaces which contribute to social inclusion</b>			
		Low priority	High priority
Issues	Ongoing management of late night alcohol related assaults and anti-social behaviour	2	6
	Safe youth facilities	7	1
	Rough sleepers in public places	6	1
	Aggressive begging	6	1
	Vehicle mitigation	3	4
	Identify hotspots requiring improvements following safety audits	5	5
	Clearer regulatory signage and way finding initiatives	4	5
	Managing the ever increasing use of our public space – and how to keep them safe	4	3
	Management of AFZ and APA's	5	3
	Activation of laneway spaces	4	5
	Beach safety & security	8	1
<b>Goal 2: Late night safety: To actively manage vibrant entertainment precincts which encourage safe, social interactions</b>			
Issues	Ongoing management of late night alcohol related assaults and anti-social behaviour	1	8
	Addressing the increase of 'party houses'	6	
	Integrated late night transport options including adequate bus coverage & secure taxi ranks	3	6
	Problems emanating from late night drinking culture	5	2
	Activation of laneway spaces	1	5
	Active management of late night entertainment precincts	4	4
	Development of consistent policy on alcohol/ liquor licensing	3	3
	High drink driving rates	2	7
	Road safety concerns (e.g. McCarrs Creek Road)	2	7
	CCTV	6	1
<b>Goal 3: Community safety &amp; wellbeing: To support the health &amp; wellbeing of community through collaborative partnerships</b>			
Issues	Ongoing management of late night alcohol related assaults and anti-social behaviour	1	8
	Underage drinking	5	3
	Homelessness	3	5
	Limited crisis and short-term housing options to accommodate people in need of housing and shelter	3	3
	Increased prevalence of mental health issues among young people	1	5
	Drug supply on commercial premises	5	4
	Prevalence and hidden nature of domestic violence	4	5
	Impacts of drug and alcohol intake on public health and wellbeing, including safety risks in public places	8	1
	Need for active collaboration and key stakeholders to address safety issues	3	6
	Community education and promotion of preventative and protective behaviours	5	2

# Economic Development and Tourism

## Strategic Reference Group Directions Paper

Final July 2017

NORTHERN BEACHES  
COUNCIL

TRIM 2017/222962

## **Executive Summary**

Northern Beaches Council recognises the essential role the region's business community play in creating a vibrant and sustainable economy. The Economic Development & Tourism SRG brings together a range of business representative groups, local businesses, education providers and tourism operators (see Appendix 1), to discuss key challenges and opportunities to creating a robust economy and job opportunities to meet the changing needs of our community (including residents, workers and visitors).

## **Purpose of this paper**

Northern Beaches Council is a new entity created by the merging of three former local government areas: Manly, Warringah and Pittwater.

The former councils each had relevant strategies and policies relating to the economic development (including tourism) of the region. Under the Northern Beaches Council, the emerging Community Strategic Plan also sets out strategic directions to support business and job growth of the region.

This paper identifies key issues and goals outlined in these documents that will help inform directions for new ideas and outcomes relating to economic development across the Northern Beaches. It highlights ideas that have been formed by the Strategic Reference Group (SRG) of Economic Development & Tourism, their deliberations and aspirations.

## **Background**

### **Economic Development & Tourism in the Region**

The Northern Beaches has a diverse and robust economy. Local industry was estimated to generate \$14.5 billion for the region's economy in 2015/16. The region contains major concentrations of economic activity, including the largest zoned industrial precinct (Brookvale) in the wider North District, as well as an emerging Strategic Centre around the Northern Beaches Hospital precinct. With over 95,000 jobs and 30,000 businesses located in the area, it caters for a broad spectrum of vital services and products for residents, workers and visitors.

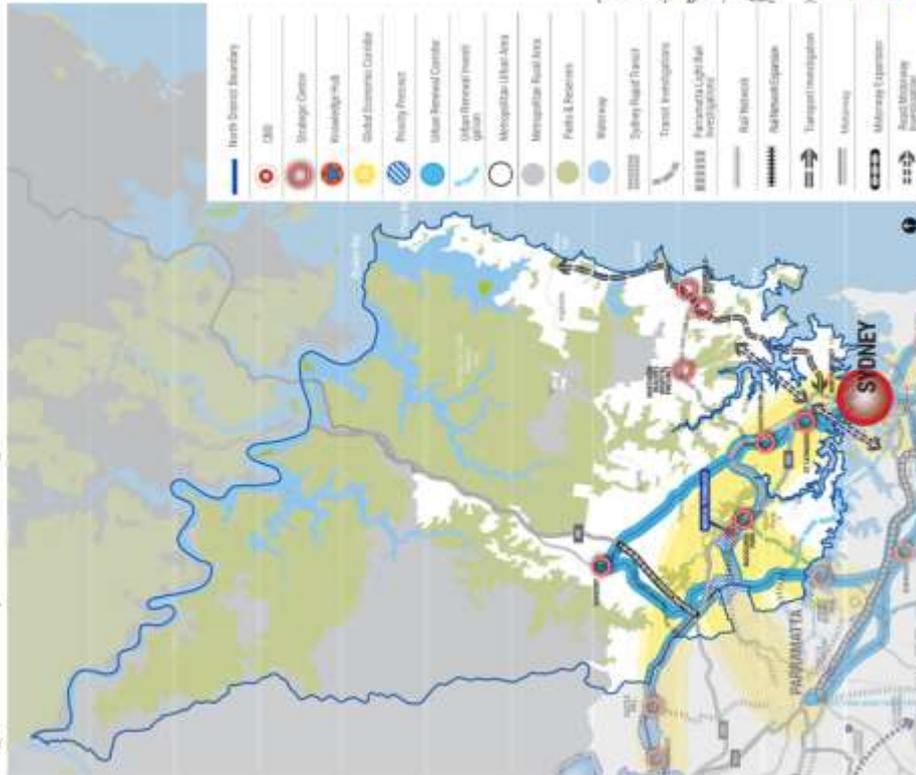
However, jobs available are not keeping pace with the skills and aspirations of resident workers, which are increasingly commuting out of the region daily for work, while rising housing costs is putting pressure on the ability of some local industries to retain and attract their workforce. Below are some headline statistics about the region's economic geography, business activity, jobs and residential workforce. These were presented to the Economic Local Representation Committee (LRC) in August 2016.

**Table 1: Headline Statistics for the Northern Beaches Economy**

Geography	Jobs
<p>1 x Strategic Centre:</p> <ul style="list-style-type: none"> <li>Northern Beaches Hospital Precinct</li> </ul> <p>3 x District Centres:</p> <ul style="list-style-type: none"> <li>Brookvale-Dee Why</li> <li>Mona Vale</li> <li>Manly</li> </ul> <p>185 ha of zoned Industrial Land</p> <p>Largest industrial precincts, include:</p> <ul style="list-style-type: none"> <li>Brookvale (86ha)</li> <li>Cromer (42ha)</li> <li>Mona Vale (23ha)</li> <li>Warriewood (16ha)</li> </ul> <p>Business Parks:</p> <ul style="list-style-type: none"> <li>Frenchs Forest (57ha)</li> <li>Austlink (40ha)</li> <li>Warriewood (18ha)</li> </ul> <p>5 Major Retail Centres:</p> <ul style="list-style-type: none"> <li>Warringah Mall</li> <li>Centro Warriewood</li> <li>Balgowlah Stocklands</li> <li>Belrose Supacentre</li> <li>Glenrose Shopping Centre</li> </ul> <p><i>Source: Draft North District Plan (2016)/DP&amp;E Employment Lands Development Program (2016)</i></p>	<p>95,000 Local Jobs</p> <ul style="list-style-type: none"> <li>0.67 Jobs per Employment Resident</li> </ul> <p>Largest share of jobs in</p> <ul style="list-style-type: none"> <li>Retail trade (14%)</li> <li>Health Care (12%)</li> <li>Professional, Scientific &amp; Technical (10%)</li> </ul> <p>Lower paid jobs:</p> <ul style="list-style-type: none"> <li>Only 29% of jobs paid over \$1,250 per week (36% Sydney average)</li> </ul> <p>Higher share of part-time jobs:</p> <ul style="list-style-type: none"> <li>40% of all jobs part-time (32% Sydney average)</li> </ul> <p>Shortfall of higher skilled/paid jobs:</p> <ul style="list-style-type: none"> <li>For example, there is only 1 local job for every 5 employed resident in the Finance and Insurance sector</li> </ul> <p>Tourism and hospitality:</p> <ul style="list-style-type: none"> <li>5,500 jobs (6% of workforce)</li> <li>51% part-time</li> <li>54% earn less than \$600 per week</li> </ul> <p>24,000 new jobs forecast 2011-2031</p> <p>Fastest forecast job growth by industry 2011-2031:</p> <ul style="list-style-type: none"> <li>Health (5,800 jobs – 53%)</li> <li>Retail (3,900 jobs – 31%)</li> <li>Education (2,700 jobs –35%)</li> <li>Accommodation &amp; Food (1,900 jobs – 26%)</li> </ul> <p><i>Source: 2011 ABS Census Population and Housing /BTS Small Area Employment Forecasts, 2014</i></p>

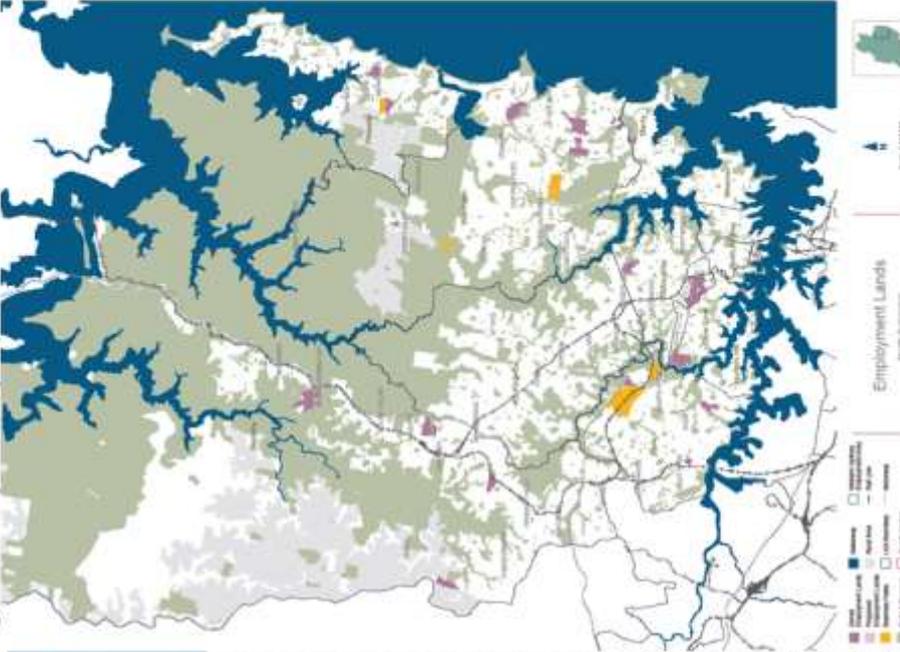
Businesses	Resident Workforce
<p>30,816 registered businesses</p> <ul style="list-style-type: none"> <li>• Manly 5,486</li> <li>• Warringah 16,573</li> <li>• Pittwater 8,783</li> </ul> <p>Dominated (98%) by Small Businesses (&lt;20 employees)</p> <ul style="list-style-type: none"> <li>• 59% non-employing</li> <li>• 31% micro-businesses (1-5 employees)</li> </ul> <p>Concentrated in select industries</p> <ul style="list-style-type: none"> <li>• Professional services 20%</li> <li>• Construction 16%</li> <li>• Real Estate 12%</li> <li>• Finance 11%</li> </ul> <p>Nearly 600 businesses employed over 20 staff</p> <ul style="list-style-type: none"> <li>• Primarily in Food &amp; Accommodation, Education, Wholesale and Manufacturing sectors</li> </ul> <p>Source: ABS Australian Business Register 2015</p>	<p>141,000 Employed Residents</p> <p>Professional resident workforce</p> <ul style="list-style-type: none"> <li>• 45% of residents are 'Managers' or 'Professionals'</li> <li>• Sydney average 39%</li> </ul> <p>Educated population:</p> <ul style="list-style-type: none"> <li>• 28% bachelor or higher degree</li> <li>• 28% certificate, diploma or advanced diploma</li> </ul> <p>49% of employed residents commute out of region:</p> <ul style="list-style-type: none"> <li>• 17% to Sydney CBD</li> <li>• 18% rest of the North District</li> </ul> <p>60% stated Car as main mode of travel to work</p> <p>6% of residents Worked from Home</p> <p>3.5% unemployment rate</p> <p>Source: ABS 2011 Census Housing &amp; Population</p>

Figure 1 Map of Strategic Centres North District



Source: GSC Draft North District Plan, 2016

Figure 2 Map of Employment Lands North District



Source: DP&E, Employment Lands Development Program, 2016

### Former Council Economic Development & Tourism Plans and Studies

Prior to formation of the Northern Beaches Council, the three former councils have prepared policies and plans to support the local economies and promote sustainable tourism. In recent years they actively engaged the communities across the northern beaches – the outcomes have then guided strategic directions and overarching goals in these documents:

- **Warringah Economic Development Plan (adopted by Warringah council in 2011)**

For former Warringah, an EDP was released in 2011 <http://www.warringah.nsw.gov.au/sites/default/files/documents/general-information/economic-development/economicdevplan2011web.pdf>. This identified 4 Overarching Themes

Growing Employment Opportunities

- Developing a strong local economy which promotes enterprise and innovation, builds a skilled and educated workforce and contributes to a high quality of life for the community

Council providing Information, Support & Advice

- Council will provide support to increase business engagement and awareness of the contribution of business, build business capability and promote, strengthen and profile the area's competitiveness

Advocacy for local and regional initiatives

- Recognising the importance of the local and regional economies associated with decisions and projects such as transport, jobs and infrastructure, which support sustainable economic development

Connectivity, engagement and communication

- Initiating and fostering business networks, partnerships and other mechanisms to connect, promote and grow business

Section 8 – Implementation of the EDP identified 15 Priority Actions for 2011-2016. Underneath these priority actions were 40 more specific tasks/actions. A review of key achievements to date against each of these tasks/actions, was presented to the Economic Development & Tourism SRG at the April 2017 meeting.

- **Pittwater Economic Development Plan (2012-2016) Working Locally-Connecting Globally.**

For former Pittwater, the EDP comprised of a series of discussion papers addressing several topics relating to the area's local economy and challenges and opportunities for economic development and business growth. [http://www.pittwater.nsw.gov.au/places/business/economic\\_development\\_plan/discussionpapers](http://www.pittwater.nsw.gov.au/places/business/economic_development_plan/discussionpapers)

These included:

1. Council economic role and function analysis;
2. Towns and villages;
3. The importance of business infrastructure and networks;
4. The Pittwater Economy and Infrastructure;
5. Strengthening the Local Economy
6. Pittwater in the Broader Economic and Geographical Context; and
7. Emerging Business Issues and Opportunities

Each discussion paper identified opportunities areas which have informed economic development actions within the subsequent Pittwater Operational Plans.

- **SHOROC Visitor Economy Opportunity Paper**

The SHOROC Visitor Economy Opportunity Paper was prepared by The Stafford Group for SHOROC and was overseen by the SHOROC Economic Development Working Group, comprising of council officers from former Pittwater, Warringah, Manly and Mosman. The paper explored opportunities to expand the visitor economy in the Northern Beaches region and to also highlight any challenges.

It identifies the visitor economy as an important component of the broader economy of the Northern Beaches; with visitor spend actively supporting a number of local businesses and events. The focus of the study was on developing products to grow visitor yield (i.e. spend) rather than grow visitor numbers.

- **Emerging issues paper: Tourism**

This issues paper was written in addition to the Pittwater Economic Development Plan 2012- 2016. It included a survey of tourist-related businesses and stakeholders to identify current challenges and opportunities to sustainably grow the tourism sector in Pittwater.

- **Community Strategic Plan 2025, Manly Council (2015)**

While former Manly does not have an Economic Development Plan, it does contain a number of relevant economic development and tourism actions in its Community Strategic Plan. This includes:

- o *Facilitate a diversified Manly economy that caters for locals and visitors alike* including progressing revitalisation works and activation of lane ways and streetscapes
- o *Promote tourism as an important part of the local economy* including developing a Manly tourism management strategy to review the impact of tourism on Manly

- **Manly Council – Tourism Policy**

This policy aims to effectively promote tourism and the management of impacts of tourism on residents and the natural environment, including: facilitating a diverse range of quality accommodation; promoting Manly as a unique year-round holiday destination; encouraging a higher economic yield from visitors; developing a 'brand' to sell Manly; seeking funding from Federal and State Governments; and strengthening strategic partnerships with local businesses.

### **Economic Development & Tourism Strategic Reference Group - Northern Beaches Council**

Following the formation of the new Northern Beaches Council in May 2016, eleven Strategic Reference Groups (SRGs) were formed across key areas of council's operation. The role of the SRGs is to provide a valuable contribution to the directions of the new Council, including input into the development of the Community Strategic Plan (CSP) and future plans and strategies. SRG members were recruited via EOI, represent a cross-section of the community, and bring expertise to their area of appointment. Each group also includes two-three former Councillors as Chair and Deputy Chair.

The Economic Development & Tourism SRG consists of 18 members, listed in Appendix 1. The terms of reference of the SRG are to:

- Provide input to the Vision, Priorities and Objectives for the Northern Beaches Draft Community Strategic Plan.
- Take an active role in the formation of advice to Council on policy and strategies to promote sustainable economic development and tourism.
- Advise the Council on effective management of the mix of long-stay and day visitors to bring sustainable economic benefit and ensure conservation and enhancement of the environment for visitors and residents.
- Identify opportunities and ideas to work in partnership with the Northern Beaches business community.
- Refer to existing economic development and tourism destination plans.
- Focus on:
  - Business community, employment and communication links
  - Tourism and economic development
  - Infrastructure and transport
  - Local procurement to give the local community and Council the opportunity to work with local businesses.

This paper has been prepared to capture the efforts and aspirations of this SRG over a 10 month period from 2016-17.

**Community Strategic Plan – Northern Beaches Council**

Extensive community engagement in 2016-17 has involved over one thousand community members, including the SRGs, in developing the first Community Strategic Plan (CSP) for the Northern Beaches. While the CSP is not yet finalised, key community feedback has been used to help prepare this SRG Directions Paper.

Below are some of the draft goals and underlying strategies for the draft CSP that was presented to Council in June 2017. These have arisen from the issues and considerations raised by community members during the first and second stage of CSP engagement. A number relate to economic development, with the most relevant of which to this SRG Directions Paper, are shown below.

**CSP Outcome – Vibrant Local Economy**

**Goal 13 - Our businesses are well-connected and thrive in an environment that supports innovation and economic growth**

Strategies:

- 13a. Ensure that employment lands are retained and cater for a diverse range of businesses and industry
- 13b. Improve access for businesses to information, incentive programs, enterprise support
- 13c. Facilitate innovative environments and hubs where start-up businesses, entrepreneurs and innovators are supported and connect
- 13d. Support business and professional networks that are responsive to the evolving needs of the business community

**Goal 14 - Our economy provides opportunities that match the skills and needs of the population**

Strategies:

- 14a. Facilitate local education and vocational training opportunities
- 14b. Facilitate and promote flexible work options to reduce commuting (e.g. telecommuting)
- 14c. Attract knowledge-based industries to meet the skills and aspirations of residents and support a thriving business environment
- 14d. Expand and promote employment and training opportunities for all residents, especially young people and people experiencing social disadvantage

**Goal 15 - Our economy provides a range of employment and education opportunities to match the skills and needs of the population**

Strategies:

- 15a. Promote Northern Beaches as an attractive place to establish a business
- 15b. Provide diversified job growth and create industry clusters in our villages, strategic and district centres
- 15c. Facilitate active and safe urban environments through increased economic activity, in keeping with local character
- 15d. Enhance and extend opportunities for sustainable tourist economy throughout the area

**CSP Outcome - Transport and Connectivity**

**Goal 16 - Our integrated transport networks meet the needs of our community**

Strategies:

- 16a. Advocate for improved transport options and networks

- 16b. Ensure transport planning is integrated with land use planning and takes account of emerging technologies
- 16c. Facilitate and promote safe transport options that reduce car-based commuter travel
- 16d. Maintain and enhance roads and road-related infrastructure

**Goal 17 - Our community can safely and efficiently travel within and beyond Northern Beaches**

Strategies:

- 17a. Improve public transport options and connectivity to better meet our community's travel needs
- 17b. Facilitate and promote safe cycling and walking networks as convenient transport options
- 17c. Improve parking options in centres, villages and places

**Goal 18 - Our community can easily connect and communicate through reliable communication technologies**

Strategies:

- 18a. Provide public spaces that are connected through communications and technologies
- 18b. Facilitate environments that are supported by digital and physical communications infrastructure

**CSP Outcome – Good Governance**

**Goal 22 - Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community**

Strategies:

- 22a. Develop partnerships to deliver facilities and targeted services and programs to meet community needs
- 22b. Facilitate collaboration between community groups, businesses, government and non-government organisations on projects and programs
- 22c. Advocate regionally and at NSW and Federal Government levels on behalf of the community

## STRUCTURE OF THE SRG Directions Paper

This Directions Paper firstly outlines a Vision and Values that will help shape economic development on the Northern Beaches. It then outlines a range of goals and related strategic directions to support them:

- The **Vision** is a generic one drawn from the draft CSP for the Northern Beaches Council
- The **Values** have been drawn from existing strategies of the former councils and the work of this SRG
- The **Goals** are drawn from the Vibrant Local Economy Goal set out in the draft CSP, which is supported by **Strategic Directions**.
- The **SRG's Ideas** for implementing the strategic directions are derived from discussions held at the SRG meetings (February 'Understanding Business Needs at Different Stages of Growth' and April 'Workshop on Economic Development & Tourism SRG Directions Paper'). SRG members were also invited to provide additional ideas against the goals and strategies and these have been captured.

## Vision

**Northern Beaches – a safe, inclusive and connected community that lives in balance with the extraordinary coastal and bushland environment**

(Draft Vision CSP)

## Values

Key values that are relevant to this Directions Paper have been drawn from the Warringah and Pittwater Economic Development Plans:

**Recognise** the contribution of the business sector to the health of the region

**Engage** and collaborate with the business community

**Innovate** to create the conditions for business excellence

**Promote** the unique strengths, assets and attribute of region's economy

**Foster** new and emerging business activity

## Goals

The 3 key goals for Economic Development & Tourism on the Northern Beaches, are extracted from the Vibrant Local Economy outcome in the draft CSP, and provide a framework for the ideas outlined in the following pages:

### Goal 1: Our businesses are well-connected and thrive in an environment that supports innovation and economic growth

#### Issues

- Pressure to rezone employment lands
- Lack of business start-up space
- Inadequate internet speed and capacity
- Poor transport connections into and within the region (for customers, workers and suppliers)
- Lack of awareness of business support networks
- Limited access to finance and business knowledge
- Unsure how to work with Council or how Council can help

### Goal 2: Our local economy provides a range of opportunities to match the skills and needs of the population

#### Issues

- High commuting out of the region for work, especially higher-order jobs
- High level of car dependency (60%) to get to work
- Skills shortages in some sectors due to cost of living in region
- Limited range of tertiary education facilities (from apprenticeships to graduate degrees)

**Goal 3: Our economy provides a range of employment and education opportunities to match the skills and needs of the population**

**Issues**

- Lack of clear identity and understanding of the economic role/strengths of the region
- No coordinated promotion of the region for investment and visitors
- Constrained infrastructure capacity, especially public transport, to grow key centres
- Limited tourism accommodation and facilities to attract higher yield (spend) visitors
- Limited evening and weekend economy in some centres

**Ideas**

During the course of Economic Development & Tourism SRG meetings, a series of 'ideas' from the SRG members have been generated. This has delved into more detail on how Council could implement the strategic directions and goals in the draft CSP relating to Vibrant Local Economy. They are derived from discussions held at the SRG meetings (February 'Understanding Business Needs at Different Stages of Growth' and April 'Workshop on Economic Development & Tourism SRG Directions Paper'). SRG members were also invited to provide additional ideas against the goals and strategies and these have been captured.

In total 39 'ideas' were identified which are set out in the Ideas Table below. All of the ideas had merit and would inform future economic development planning for the region. In several cases, ideas could be combined or couched under one another.

At the final meeting of the SRG on 22 June, members were asked to review the ideas and to select their top ideas to be elevated in the Directions Paper. In prioritising the ideas members were asked to consider them against the following criteria:

- will this idea deliver significant benefits to existing/future businesses?;
- does Council have a direct role in delivering this idea?; and
- is this idea likely to be delivered in the short term (1-5 years)?

There were six ideas that were prioritised by SRG members for noting by Council:

1. Development of a marketing program for the region targeting inward investment (i.e. attracting new business, especially in select industries). This includes building upon the branding work currently being undertaken by Council.
2. Complete Structure Planning for strategic employment areas (namely Brookvale and Frenchs Forest).
3. Prepare a tourism strategy/DMP for the region, again building upon the branding, with a focus on tourism-related businesses and visitors.

4. Identify interest to establish a supplementary university campus on the Northern Beaches, in discussion with existing universities in Sydney (including ICMS), inter State and overseas.
5. Assign a business own planner within Council, to provide advice to businesses on council services and regulation, as part of a one-stop-shop approach to business.
6. Provide support to local chambers of commerce, including promoting events through a shared calendar of business events.

**Table 2: Ideas from Economic Development & Tourism SRG members to meet Goals and Strategies**

This table encapsulates all of the ideas generated by the Economic Development & Tourism SRG members to support a Vibrant Local Economy during each of the SRG meetings.

CSP – VIBRANT LOCAL ECONOMY	ED&T SRG IDEAS TO SUPPORT STRATEGIES
<p><b>Goal 1: Our businesses are well-connected and thrive in an environment that supports innovation and economic growth</b></p> <p>Ensure that employment lands are retained and cater for a diverse range of businesses and industry</p>	<ul style="list-style-type: none"> <li>• Prepare an Employment Land/Industrial Land policy for Northern Beaches identifying the strategic value of these lands and their changing needs/characteristics</li> <li>• Undertake an audit of existing Employment Lands including available land, servicing infrastructure and business uses</li> <li>• Prepare a prospectus to promote vacant and available employment lands in the region</li> <li>• Finalise strategic planning for key employment lands i.e. Frenchs Forest Business Park and Brookvale employment lands</li> <li>• Plan for effective internet and phone lines to employment areas</li> </ul>
<p>Improve access for businesses to information, incentive programs, enterprise support</p>	<ul style="list-style-type: none"> <li>• Assign a business town planner within council to provide advice to new and expanding businesses on council services and regulations</li> <li>• Create an online one-stop-shop for business support with a specific business facing brand</li> <li>• Reduce Council red tape for small business, such as participating in the Service NSW "Easy to do Business Program"</li> <li>• Implement programs, such as VendorPanel Marketplace, to make it easier for local businesses to provide goods and services to Council</li> <li>• Signposting local businesses to leverage federal / state / industry programs and grants, such as to help local manufacturing businesses to transition towards "advanced manufacturing" technologies</li> </ul>

<p>Facilitate innovative environments and hubs where start-up businesses, entrepreneurs and innovators are supported and connected</p>	<ul style="list-style-type: none"> <li>Investigate use of Council property portfolio to provide affordable spaces for start-up businesses, such as co-worker office space</li> <li>Advocate for faster rollout on NBN to business hubs across the region and support businesses to utilise new technology and digital marketing opportunities</li> <li>Partner with businesses to support new patented products</li> <li>Provide administrative support to local chambers of commerce and encourage collaboration between local chambers to grow membership base</li> <li>Create a business event calendar for council and business organisations across the region</li> <li>Establish business networks to share expertise and promote best practice, such as Council's Sustainable Business Network.</li> </ul>
<p>Support business and professional networks that are responsive to the evolving needs of the business community</p>	<ul style="list-style-type: none"> <li>Provide administrative support to local chambers of commerce and encourage collaboration between local chambers to grow membership base</li> <li>Create a business event calendar for council and business organisations across the region</li> <li>Establish business networks to share expertise and promote best practice, such as Council's Sustainable Business Network.</li> </ul>
<p><b>Goal 2: Our local economy provides a range of opportunities to match the skills and needs of the population</b></p>	
<p>Facilitate local education and vocational training opportunities on the Northern Beaches</p>	<ul style="list-style-type: none"> <li>Work with existing Sydney based (including ICMS), or interstate or international Universities, to identify interest in establishing a supplementary campus on the Northern Beaches</li> <li>Investigate potential for health-related courses, that can leverage a potential health cluster around Northern Beaches Hospital</li> </ul>
<p>Facilitate and promote flexible work options to reduce commuting (e.g. telecommuting)</p>	<ul style="list-style-type: none"> <li>Utilise Council libraries and explore potential for Smart Work Hubs (co-worker office space) to reduce daily commuting into the City</li> <li>Support home-based working through advocating for faster rollout on NBN and/or Google LOOP, across the region</li> </ul>
<p>Attract knowledge-based industries to meet the skills and aspirations of residents and support a thriving business environment</p>	<ul style="list-style-type: none"> <li>Advocate for improved public transport options to support job growth at key employment hubs</li> <li>Identify key industry sectors, based on evidence and robust forecasting, to attract and grow as 'Business Centres of Excellence' e.g. Higher Education; Tourism; Health (Aged Care &amp; Research); IT and Web-Design; Maritime; and Professional Services</li> <li>Work with NSW Government to consider measurable incentives to attract target sectors e.g. rental assistance; discounted rate; employee benefits related to lifestyle; and joint promotion</li> <li>Support locally based industry specific networks, including holding industry specific events (e.g. hospitality)</li> </ul>
<p>Expand and promote employment and training opportunities for all residents, especially young</p>	<ul style="list-style-type: none"> <li>Establish a small business mentor register utilising the knowledge of older/experienced business owners/leaders to mentor start-up businesses</li> <li>Undertake analysis of demand for apprenticeships and training in key sectors (e.g.</li> </ul>

<p>people and people experiencing social disadvantage</p>	<p>hospitality and construction) and work with State/Federal Govt programs to support uptake of these.</p>
<p><b>Goal 3: Our economy provides a range of employment and education opportunities to match the skills and needs of the population</b></p>	
<p>Promote Northern Beaches as an attractive place to establish a business</p>	<ul style="list-style-type: none"> <li>• Build upon the new region's brand as "The Northern Beaches" – extraordinary opportunity to market new LGA identity</li> <li>• Identify what is the region's Unique Selling Position (USP)</li> <li>• Develop a marketing campaign to attract inward investment into the region (such as 'Choose Brisbane')</li> <li>• Work with State and Federal Government to provide a one to shop for business licences and approvals (i.e. Easy to do Business)</li> </ul>
<p>Provide diversified job growth and create industry clusters in our villages, strategic and district centres</p>	<ul style="list-style-type: none"> <li>• Work with existing businesses/landlords to plan for continued job growth and commercial viability of key centres, including use of partnership funding models to fast-track public domain enhancements</li> <li>• Explore innovative ways to reduce local traffic, such as drones to deliver local freight</li> </ul>
<p>Facilitate active and safe urban environments through increased economic activity, in keeping with local character</p>	<ul style="list-style-type: none"> <li>• Help local kids-related businesses to setup and grow around local schools, such as tuition classes, art and drama, through using underutilized space in local commercial centres or community centres</li> <li>• Consideration of late-night/24 hour economy in strategic economic work – look at City of Sydney's OPEN strategy approach to recognise business needs outside of core "9-5" hours</li> <li>• Plan for innovate housing forms (such as Tiny Houses) to support vibrant centres</li> </ul>
<p>Enhance and extend opportunities for a sustainable tourist economy throughout the area</p>	<ul style="list-style-type: none"> <li>• Prepare a tourism strategy/Destination Management Plan for the region</li> <li>• Explore niche (high yield) tourism sectors, such as eco-tourism</li> <li>• Identify potential synergies between health, 'well-being' and tourism/hospitality segments e.g. medical tourism and rehabilitation centres</li> <li>• Improve transport links into the region to support sustainable tourism</li> </ul>

### Appendix 1 - Economic Development & Tourism SRG members

Jose Meriano-Pires (Chair)	- Implementation Advisory Group/Local Representation Committee - Economic
Michael Regan	- Implementation Advisory Group/ Local Representation Committee – Economic
Sue Heins	- Local Representation Committee – Economic
Samantha King	- Warringah Chamber of Commerce/Business Education Network
Nikki Doble	- Peninsular Business Community
James Ferguson	- Novotel Manly Pacific
Owen Coughlan	- NSW Business Chambers
Dominic Szambowski	- International College of Management
Matthew Hindman	- The Efficiency Group and Associated Family Entities
Huw Adler	- Resident – Curl Curl Ward
John Dwyer	- Resident – Narrabeen Ward
Gordon Lang	- Resident – Pittwater Ward
Peter Middleton	- Resident – Pittwater Ward
Andrea Tattam	- Resident – Pittwater Ward
Adam Johnston	- Resident – Frenchs Forest Ward
Vladimir Balandin	- Resident – Frenchs Forest Ward
Ross Manford	- Resident – Manly Ward
Louise Lye	- Resident – Manly Ward

## SUSTAINABLE TRANSPORT STRATEGIC REFERENCE GROUP DIRECTIONS PAPER

### Towards a draft transport and active travel strategy - July 2017

Our approach to walking, cycling, public transport, parking, safety and network management

Walking | Cycling | Public Transport | Parking | Network Management | Safety | Accountability | Partner  
Integration | Promote | Innovation

#### 1. PURPOSE

This document seeks to provide a solid framework to enable Council to partner with stakeholders to deliver key infrastructure projects across our transport network. By working towards this approach, our organisation can ensure that the northern beaches is delivered a road network for our community which addresses our transport issues, and which will encourage people to make more trips by walking, cycling and public transport, as well as providing innovative parking experience.

We recognise the importance to be connected, no matter who you are or where you live, so having access to a variety of destinations results in greater liveability and local area vitality.

The development of a Transport Strategy will help us to challenge our current transport and network issues, and best meet the changing demands of the future. Issues include traffic congestion, lack of reliable and convenient public transport, parking demand management, road safety, and difficulty walking and cycling due to topography and lack of connected footpaths and off-road cycle networks.

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## 2. INTRODUCTION

Following the formation of the new Northern Beaches Council in May 2016, eleven Strategic Reference Groups (SRGs) were formed across key areas of Council's operation. The role of the SRGs is to provide a valuable contribution to the directions of the new Council, including input into the development of the Community Strategic Plan (CSP) and future plans and strategies. SRG members were recruited via EOI, represent a cross-section of the community, and bring expertise to their area of appointment. Each group also includes two-three former Councillors as Chair and Deputy Chair.

The Sustainable Transport SRG consists of 18 members. The terms of reference of the SRG are to:

- Provide input to the Vision, Priorities and Objectives for the Northern Beaches Draft Community Strategic Plan
- Promote and advocate for enhanced provisions of all forms of sustainable transport including public transport, carpooling, car share, cyclists and pedestrians
- Consider integrated active transport network, such as: transport hubs, mode changes and facilities, hop skip jump, cycle ways, and bike racks
- Promote and educate for active transport options and benefits to reduce reliance on private vehicles
- Provide advice and input to improve the east - west transport corridor

The actions detailed in this document have been prepared in partnership with the Sustainable Transport SRG over a 10 month period over 2016-17 and captures their enthusiasm and aspirations for an active and connected northern beaches community. A full list of the SRG members is included in Appendix 1.

### 3. OUR TRANSPORT VISION

To enable a culture which supports people to choose active travel choices that benefit their health, enhance community lifestyle and create village atmosphere in a well-connected and efficient transport network, while providing for an innovative parking system.

- **Access and Linkages**  
Footpath and cycling networks
- **Public Transport**  
Reliable and efficient transport linking to B-Line hubs and key destinations
- **Healthy and Connected Communities**  
Walking and cycling networks to support an active and social lifestyle
- **Smart Growth**  
Designing places for people
- **Village Atmosphere**  
Travel that is characterised by local lifestyle
- **Road Network**  
Deliver a network for the northern beaches community which addresses local transport issues and improves road and public transport connections across the Sydney Region
- **Innovative Parking**  
Innovative parking technology, management, customer service and promotion

#### 4. OUR PRIORITIES

The road user hierarchy assigns priority, in design and management of a corridor, to pedestrians first followed by consideration of other user modes in order to ensure that all modes that may be present are served in a balanced way. The view is that all users are important and the vulnerability of pedestrians and cyclists requires that their needs be considered early in any design or management decision. This is not to imply that all modes be catered for in all corridor sections and does not mean that pedestrians will always have a higher priority than other modes. Council will work towards making transport and parking decisions that are consistent with transport modes in the following order:

- Walking
- Cycling
- Public Transport
- Freight
- Multiple-Occupancy Vehicles
- Single-Occupancy Vehicles

#### 5. WHAT IS ACTIVE TRAVEL

Active travel involves a degree of physical activity through either walking or cycling or a combination of both. Active travel can be combined with other transport modes for example walking to the bus stop to catch a bus.

Active travel can bring a number of benefits:

- Promote better public health and well-being by increasing levels of physical activity
- Increase accessibility and reduce congestion
- Improve air quality and reduce carbon emissions
- Support local economy

Active travel can also bring economic benefits – a healthier, more active workforce means reduced absenteeism and increased productivity, and reduced congestion means better journey time reliability (Department of Infrastructure and Transport 2011). The Heart Foundation "Good for Business" Discussion Paper asserts that a well-designed, quality street environment that promotes walking, cycling and public transport is

good for business. Shopping streets that hinder pedestrians and cyclists, along with poor public transport, risk losing business, productivity and employees. Improvements in the walking and cycling environment have the potential to increase the value of residential and retail properties.

Active travel is therefore a significant component of an integrated transport network and it is vital that, as we plan, we address walking and cycling, whether as stand-alone transport modes or combined with other modes such as public transport.

## 6. LOCAL POLICY CONTEXT

### Shape 2028

"Shape 2028" is an extensive community engagement program by the Council, that was undertaken in 2016-17, to develop the first Community Strategic Plan (CSP) for the Northern Beaches. The CSP will be the new Council's 10-year plan, which captures the community's needs and aspirations, and provides directions for Council in planning its services. Some 2,500 community members have provided feedback in Stages One and Two, including all the SRGs. While the draft CSP is not yet finalised, key feedback to date has been used to help prepare this Framework.

The draft Community Strategic Plan was endorsed for public exhibition at the Council Meeting held on Tuesday 27 June 2017 and will be reported back for adoption by the newly elected Council.

Transport, infrastructure and connectivity are key elements in creating a safe, inclusive and connected community. The draft goals and strategies detailed below have been developed in direct response to the issues and considerations raised by community members during the Shape 2028 engagement:

#### Goal 16 - Our integrated transport networks meet the needs of our community

##### Strategies:

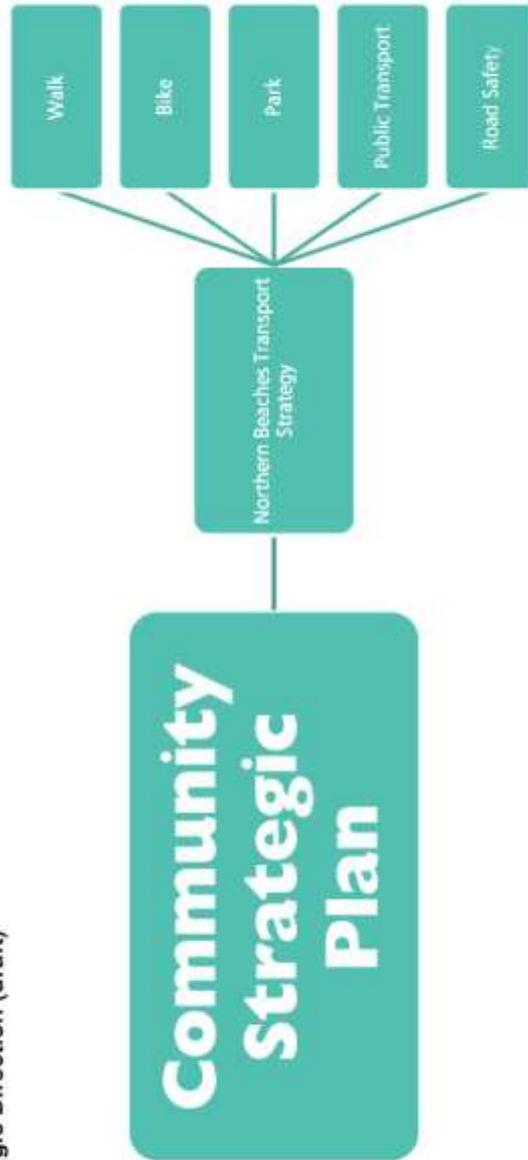
- 16a. Advocate for improved transport options and networks
- 16b. Ensure transport planning is integrated with land use planning and takes account of emerging technologies
- 16c. Facilitate and promote safe transport options that reduce car-based commuter travel
- 16d. Maintain and enhance roads and road-related infrastructure

#### Goal 17 - Our community can safely and efficiently travel within and beyond Northern Beaches

##### Strategies:

- 17a. Improve public transport options and connectivity to better meet our community's travel needs
- 17b. Facilitate and promote safe cycling and walking networks as convenient transport options
- 17c. Improve parking options in centres, villages and places

7. Strategic Direction (draft)



**Related council documents:**

- Disability Inclusion Plan
- Community Events Strategy (under development)
- Open Space and Recreational Strategy (under development)
- Footpath priority schedule (under development)
- Bike Plan
- Parking Plan

## 8. ACTIONS

### WALKING

We will continue expand the footpath network to improve connectivity throughout our community

#### Walk Northern Beaches

- Develop a walking plan for the Northern Beaches through integration of existing strategy documents
- Ensure that we are connected by identifying missing links in the footpath network
- Establish criteria to use when determining our footpath priority schedule
- Locate where we need new or upgraded pedestrian crossings, pedestrian refuges, traffic signals and kerb ramps
- Improve walking connections through upgrading and promoting our many pathways
- Ensure good and safe access for everyone through footpath renewals program

#### Health, social and wellbeing

- Create places for people through place planning methods
- Promote the benefits of walking – great views, less traffic, better for the environment, fitness and social

#### Wayfinder signs

- Disability Inclusion Plan sign requirements for vision impaired mobility aid users.
- Identify most used routes and destinations
- Connect people to our pathways through way finder signage
- Provide direction for tourists from public transport to coastal walkway

#### Active Travel to School

- Partner with schools to support initiatives to travel actively to school
- Develop a Northern Beaches walking schedule for footpaths and pedestrian infrastructure considerations
- Partner with schools and attend P&C meetings to discuss council initiatives and opportunities to work together

## CYCLING

We will continue to deliver cycling initiatives throughout our community and to provide a connected network

### Bike Northern Beaches

- Develop a bike plan for the Northern Beaches through integration of existing bike plans
- Expand on the shared path network
- Provide separated cycle ways
- Ensure connections to playgrounds and sporting facilities
- Increase cycling participation of women, families and older riders
- Continue Bicycle Network Super Tuesday and Super Sunday bike counts

### Bicycle parking and end of trip facilities

- Allow the community tell us where they need bicycle parking
- Work with Transport for NSW (TfNSW) to ensure bicycle parking is in place for commuters
- Implement commuter parking stations
- Pump stations and bicycle tool kit kiosks at key commuter and recreational hubs
- Work place end of trip – be a leader
- Push for bike racks on B-Line services

### Bike share and E Bikes

- Implement trial of bike share scheme in Manly
- Provide power charging areas for E-bikes
- Council initiatives – what we are doing for end of trip and E-Bike

### Cyclist's way finder network and resources

- Continue to improve cyclist way finder network through signage
- Produce cycle network maps

## PUBLIC TRANSPORT

We will work in an advocacy and lobbying role for improved public transport to, from and around the northern beaches

### Bus and Ferry Network

- Feeder routes to transport hubs
- Frequent and efficient service
- Increase CBD destinations for ferries departing Manly
- Inexpensive travel to encourage use
- Effective East/West Public Transport routes (e.g. between Dee Why and Chatswood)
- Scheduling changes to provide for connections to private and public ferries
- Low emission transport options

### Technology

- Partner with NSW Government to implement Future Transport Technology Roadmap strategies.
- Encourage use of apps for bus scheduling information
- Ensure interactive network and local information is provided at B-Line transport hubs

### Improved connections

- East west network to Chatswood, Macquarie Park
- Ensure bus and ferry time schedules link to ensure efficient mode transfer
- Connector buses to move people to ferry and bus transport hubs
- Implement actions from Northern Beaches Council Disability Inclusion Plan relating to public transport

### Increase use of public transport

- Promote benefits of public transport usage
- Raise the profile of public transport
- Target youth 17+ to continue using public transport
- Easy access to Opal Card for senior members of our community
- Encourage Opal Card use for faster travel time
- Innovative payment methods for public transport travel

### **PARKING**

Council will apply a balanced and fair approach to parking across the northern beaches through the development of a parking strategy which will provide direction to how we manage parking

- Improved parking accessibility of disabled spaces
- Reducing the demand for parking through active and public travel
- Implement innovative parking technology through digital solutions, enforcement, parking over stay detection devices and smart poles
- Increased car sharing spaces throughout the northern beaches
- Provide electric charging spaces for e cars and e bikes in council car parking stations
- Parking demand management strategies
- Connect parking with the 'last mile' active travel options

### **NETWORK MANAGEMENT**

#### **Road network priority**

- Accept only high quality infrastructure which address the transport issues for the northern beaches community
- Deliver improvements to network efficiency through clear ways, bus lanes and bus only lanes
- Advocate for future infrastructure upgrades to provide dedicated bus lanes for travel time reduction; Northern Beaches Hospital, Beaches Tunnel Link, Mona Vale Road, Warringah Road, Wakehurst Parkway etc.
- Innovative road design in commercial areas and transport hubs
- Ensure intersections are designed for pedestrian and cyclists
- Ensure local knowledge is considered in network planning and delivery
- Ensure infrastructure supports local deliveries and freight to provide economic activity

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## **SAFETY**

We will ensure road user safety remains a priority through the development of a road safety strategy and partnership with the Roads and Maritime Services (RMS) to ensure that we can achieve Vision Zero through the Safe Systems approach of safer people, safer roads, safer speeds and safer vehicles

### **Walking**

- Lighting on our walking network
- Explore initiative lighting technology, such as Smart Poles
- Education and enforcement around schools to create a safe road environment.
- Continue partnership between Council and RMS through Local Government Road Safety Program and targeted pedestrian safety campaigns, senior road safety talks, awareness to drivers and road rule changes
- Advocate for speed limit reductions through 40km High Pedestrian Activity Areas, 10km Shared Zones and traffic calming
- Ensure road signs are easy to read and graffiti free
- Analyse RMS crash data to determine pedestrian crash hot spots to assist with project prioritisation

### **Cyclists**

- Priorities separated cycle ways
- Through Learner Driver workshops, educate parents and supervisors of learner drivers cycling road rules and how to share the road with cyclists
- Through fleet management, educate council staff on cycling road rules and how to share the road with cyclists
- Ensure Council waste contractors are provided education on cycling road rules and how to share the road with cyclist
- Participate in NSW Bike Week each year
- Run workshops to improve the skills and confidence of our riders, including build confidence and practice of young bike users through bike tracks in parks (Winnerreremy Bay and Apex Park)
- Identify cycle routes through Super Tuesday and Super Sunday bike counts
- Analyse RMS crash data to determine cyclist crash hot spots to assist with project prioritisation
- Promotion of rider and driver road rules
- Increase awareness of shared path etiquette

**Parking**

- Ensure traffic calming provide a safe pedestrian environment
- Security measures implemented in car parks

**Public Transport**

- Ensure B-Line car parks and transport hubs are well lit.
- Ensure safe night travel through increased security and CCTV on buses and transport hubs
- Passive surveillance to support transport safety

**Speed Limits**

- Investigate 40km High Pedestrian Activity Areas in shopping areas
- Lobby for reduction of speed limits on Regional Roads
- Ensure Police enforcement in areas of concern
- Analysis RMS crash data to determine speed related crashes and contributing factors and use this information in project prioritisation

**ACCOUNTABILITY**

We will keep the community informed of our progress

- Report to Council annually on status updates from Northern Beaches Transport Strategy
- Designs and plans to relevant standards and legislation with a technical review through the Traffic Committee
- Create an active transport hub on the Northern Beaches Council website to provide updates on Active Travel projects and events
- Evaluation of projects to see whether they achieve intended outcomes
- Reduction in traffic congestion and traffic volumes
- Reduction in crashes in the road network for all road users

**PARTNER**

We will partner with our internal and external stakeholders to ensure that we deliver a quality product and service to the community

- Build on partnerships with Sustainable Transport Reference Group members to lobby State Government for transport improvements for the northern beaches community
- RMS, TINSW and Centre for Road Safety
- NSW Police and Highway Patrol
- Northern Sydney Councils
- Premiers Council for Active Living
- State Transit and Sydney Ferries
- Department of Planning
- Easy Link Community Services Limited
- Community associations and business chambers
- Bicycle Network to promote active travel to schools
- BUGs (Bicycle User Groups)
- Pedestrian Council of Australia
- Local schools to encourage active and public travel to school and events; grandparents day, school fetes, open days.
- Northern Sydney Area Health
- Work with the Heart Foundation to establish walking groups in the community
- Link with universities for expertise in future planning best practice and research
- Northern Beaches Council customer service team to provide transport network information to customers; parking, active transport, public transport and road network

**INTEGRATION**

We will work with commercial and neighbourhood centres to address transport and parking needs and to integrate active travel through walking, cycling and public transport routes that are efficient and direct

**Place Planning**

- Pedestrian-friendly shopping areas
- Improved street design that supports on-street activity
- Ensure transport hubs are well located
- Provide car free days
- Use of bollards to pedestrianise areas for events and night time activities

**Development**

- Ensure zoning supports mixed land use to reduce trip frequency
- Consideration of draft Northern Sydney District Plan
- Ensure Section 94 walking and cycling infrastructure continued to be delivered in Warriewood Valley
- Work to create an active and connected Ingleside community
- Ensure that end of trip facilities are included in developments

**PROMOTE**

We will strive to raise the profile of the Transport Network and Parking Operations, highlighting the services and benefits that are provided

- Work with local businesses to promote economic benefits of walking and cycling
- Use of print media and social media to encourage active travel and public transport mode of travel
- Publicise projects supporting active travel
- Place up to date interactive route finders on Council's website
- Publicise active and public travel for events and areas where parking operates at capacity: such as Taste of Manly, Manly Jazz Festival, Sporting events, Market Days, School Fetes

- Expand on the Pittwater Walkway app and include the connection to Manly
- Promotion of parking availability through the development of a communications plan to incorporate social media, web based platforms, and print media
- Promotion of Travel Training program through Easy Link Community Services
- Promote parking across the northern beaches to internal and external stakeholders

### INNOVATION

The electric transport space is moving in a fast paced environment and Council welcomes the opportunity to explore emerging trends and to implement change to our travel behaviour

- Remote working and working from home
- Co working and creative spaces in local neighbourhoods located close to transport hubs
- E-business
- Car sharing
- Electric Scooter
- Electric Monowheel
- Electric Bicycles
- Electric motorcycles
- Neighbour Electric Vehicles (NEVs) - a new EV format coming out of the US between a small car and a golf buggy for use only in your local neighbourhood
- Autonomous Vehicles
- Ride sourcing, such as Uber

**APPENDIX 1 – SUSTAINABLE TRANSPORT STRATEGIC REFERENCE GROUP**

**Sustainable Transport**

Cathy Griffin (Chair)  
Selena Griffith  
Barbara Bice  
Rebecca Bourcier  
Megan Bridge  
Scott Brown  
Angela Doolan  
Anne Grunseit  
Matthew Jessup  
Gareth Jones  
Bradley Martin  
David Morrisey  
Michael Moulds  
David Owen  
Frank Peylaire  
Francie Rigg  
Michelle Washington

Implementation Advisory Group  
Local Representative Committee - Economic  
Ability Links - Settlement Services International  
Resident - Narrabeen Ward  
Transport for NSW  
Resident - Curl Curl Ward  
Easylink Community Services Limited (Easy Transport)  
Resident – Curl Curl Ward  
Resident – Frenchs Forest Ward  
Avalon Palm Beach Business Chamber  
Resident – Frenchs Forest Ward  
Resident – Curl Curl Ward  
Resident – Frenchs Forest Ward  
CABPRA  
Resident – Manly Ward  
Manly Community Forum  
Resident – Manly Ward

## APPENDIX 2 – TRANSPORT CONTEXT

### 1. Regional Policy Context

#### 1.1 A Plan for Growing Sydney (2014)

The NSW Government's "A Plan for Growing Sydney" has identified the Northern Beaches Hospital Precinct as one of Sydney's Strategic Centres. Removing transport "pinch points" in access to strategic centres and transport gateways improves access to jobs and services. The public transport network connecting these centres provides many people with direct access to a range of job locations, as well as access to education facilities, health centres and hospitals, and sporting, cultural and entertainment facilities. Delivering more housing through targeted urban renewal around centres on the transport network will provide more homes closer to jobs and boost the productivity of the city.

Benefits of connecting centres with a networked transport system are:

- The public transport network connects people to centres. In doing this, it connects people to jobs, education facilities, health centres and hospitals, and sporting, cultural and entertainment facilities.
- Centres rely on efficient transport to serve their customers, support their growing business and freight functions, and to connect to the global economy.
- Efficient links within centres improves convenience for customers, and efficient links into centres and between centres helps people to get to jobs, schools, universities, shops and leisure activities.
- Making it easy to get to centres and offering a range of services at centres makes them a focal point for the community and increases prospects for economic growth and job creation.

#### 1.2 Long Term Transport Master Plan (2012)

The "Long Term Transport Master Plan" will guide the NSW Government's transport funding priorities over the next 20 years, providing the overall framework for how our transport system develops, whether it is the services that are delivered or the infrastructure that underpins them.

Actions outlined in the plan will deliver improvements for northern beaches customers of the NSW transport system through:

- A fully integrated transport system, where customers move seamlessly across modes and between services, supported by the Opal ticketing system

- A modern bus system that meets changing needs, particularly in growth areas, and complements the heavy and light rail networks
- A connected motorway network in Sydney, beginning with WestConnex, which will provide a step change in Sydney's connectivity, then the F3(M1)/M2 link, and then the F6(M1), alongside significant investments in arterial roads throughout regional NSW
- Unlogging the Sydney CBD to create a new level of amenity, by removing the monorail, building the Wynyard Walk, introducing more light rail, undertaking a major redesign of the bus network, increasing ferry use, providing more capacity on the rail system and better walking and cycling infrastructure
- Supporting the growth of new economic centres through investments in the North West Rail Link and the South West Rail Link, new roads in growth corridors, and new bus infrastructure
- Boost walking and cycling and support its integration with public transport, including extensions and improvements to the State's walking and cycling networks, better storage facilities and signs, and new interchanges that are attractive activity hubs for local communities
- Preserve future transport corridors to ensure that as demand increases the transport networks can be expanded, covering 19 corridors in Greater Sydney

### 1.3 Draft Sydney North District Plan (2016)

The draft District Plan proposes a 20-year vision for the North District, which includes the Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Northern Beaches, Mosman, North Sydney, Ryde and Willoughby local government areas. This plan is prepared by the Greater Sydney Commission.

Brookvale-Dee Why Proposed priorities:

- Maintain the mix of uses so that Brookvale-Dee Why continues to perform strongly as a well-balanced, self-sustaining combined centre
- Encourage and support improvements to Warringah Mall and better integrate it with the fabric and life of Brookvale-Dee Why
- Encourage provision of affordable housing to attract and retain key workers in local industries, particularly in Brookvale
- Recognise and enhance the economic and employment opportunities along Pittwater Road and encourage revitalisation along this commercial strip
- Promote walking, cycling and public transport to Warringah Mall, the Brookvale industrial area and Dee Why to alleviate traffic congestion on Pittwater Road and to reduce car dependency
- Encourage the establishment of new, innovative and creative industries in the Brookvale industrial area
- Encourage new lifestyle or entertainment uses to activate local streets in Brookvale-Dee Why
- Improve connections between Brookvale-Dee Why and Northern Beaches Hospital and beyond

Manly Proposed priorities:

- Further develop Manly as a cultural, tourist, retail and entertainment precinct
- Improve transport connections to Manly Wharf from other lower Northern Beaches suburbs
- Provide faster public transport to Chatswood, Frenchs Forest, St Leonards, Macquarie Park and Macquarie University
- Encourage diversified commercial activity to improve economic resilience
- Encourage eco-tourism around North Head and the Cabbage Tree Bay Aquatic Reserve

Mona Vale Proposed priorities:

- Protect and enhance the commercial and retail function of the centre to provide employment growth and maintain high job containment
- Ensure sufficient retail and commercial floor space is provided to meet future demand
- Leverage the Mona Vale b-line stop to facilitate intensification of uses in the centre, with an emphasis on the provision of housing affordability to retain 18 to 35 year olds
- Explore opportunities to increase residential diversification around the centre
- Improve access and linkages to local destinations, such as Mona Vale hospital, through priority pedestrian networks
- Promote walking and cycling to the centre and within it
- Retain and protect the industrial precinct to the north of the centre to serve the growing population
- Investigate feasibility of existing planning provisions and controls as they relate to mixed-use and residential development within the centre
- Prioritise place making initiatives to promote mixed-use activities, urban activation and more diverse housing, and improve connectivity and integration with existing networks

## Placemaking SRG Directions Paper Draft Placemaking Framework – June 2017

### Purpose of this paper

Northern Beaches Council is a new entity created by the merging of three former local government areas: Manly, Warringah and Pittwater. While the former councils have had different initiatives in place making, there has not been one unified or 'right' approach. This paper outlines possible directions and ideas in place making for the new Council, capturing the deliberations and aspirations of the Place Making Strategic Reference Group.

### Placemaking Strategic Reference Group

Following the formation of the new Northern Beaches Council in May 2016, eleven Strategic Reference Groups (SRGs) were formed across key areas of council's operation. The role of the SRGs is to provide a valuable contribution to the directions of the new Council, including input into the development of the Community Strategic Plan (CSP) and future plans and strategies. SRG members were recruited via EOI, represent a cross-section of the community, and bring expertise to their area of appointment. Each group also includes two or three former Councilors as Chair and Deputy Chair.

The Placemaking SRG consists of 18 members, listed in Appendix 1. This paper has been prepared to capture the efforts and aspirations of this SRG over a 10 month period from 2016-17. Its Terms of Reference included:

- Provide input to the Vision, Priorities and Objectives for the Northern Beaches Draft Community Strategic Plan.
- Advise Council on the strategic approach for place making across the Northern Beaches as part of the CSP.
- Identify opportunities for place making that create safe, vibrant economically sustainable urban centres and villages to reflect community values and future vision.

### Placemaking Framework

Placemaking is a shift from a 'consult and deliver' approach to one that seeks to enable – getting the community and stakeholders involved from the start.

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This framework will provide a platform for us to work together with the people of the Northern Beaches in an appropriate and sustainable manner to provide our communities with a sense of place and belonging.

Placemaking by its very nature is dynamic and iterative and this paper will inform the development of a Placemaking Strategy that will support Council's Strategic Plan.

### Structure of the SRG Directions Paper

The following outlines some of the ideas for this paper, which influences its scope in placemaking and the overall strategic context provided by the Community Strategic Plan which is currently under development.

### Defining Placemaking for Northern Beaches Council

Placemaking is defined as **creating great places that work for the community** (Placemaking SRG meeting 10.11.16).

### The Benefits of Placemaking

- Community ownership – meets the needs of the wider community
- Builds capacity, capability and resilience
- It is a sustainable approach
- Fosters frequent and meaningful social interaction
- Engages and collaborates with stakeholders and community
- Puts people at the heart of placemaking
- Builds goodwill and supports the local economy
- Provides a sense of comfort and safety
- Creates places designed for people
- Attracts the right uses to the right places

### **Guiding Principles**

- Connecting people and places
- Providing human-centric places with diverse audiences
- Make places that are comfortable, safe, active and healthy
- Be sustainable; socially, economically and environmentally
- Respond to the local context in all areas of Council

### **What is Placemaking**

Place-making takes a 'hands on', tactical approach to strengthening the relationship between people and places. Place-makers typically work on the ground at a rapid pace and in collaboration with a variety of stakeholders.

### **What is Place Management**

Place Management is a management approach for the wide range of issues, challenges and opportunities that face an activity centre every day. It enables co-ordination of competing and conflicting priorities. It provides a holistic approach integrating economic, social, cultural, infrastructure and environmental programs, priorities and goals.

### **What is Place Planning**

Place planning is the tactical and action-oriented approach that is focused on the community's connection to place. It establishes a vision and path forward for an area, allowing incremental change that is aligned with the current and future needs of the community.

### Community Strategic Plan – Shape 2028

“Shape 2028” is an extensive community engagement program in 2016-17 to develop the first Community Strategic Plan (CSP) for the Northern Beaches. This will be the new Council’s 10-year plan, which captures the community’s needs and aspirations, and provides directions for Council in planning its services. Some 2,500 community members have provided feedback in Stages One and Two, including all the SRGs, and key feedback has been used to help prepare this Framework. The draft CSP will be exhibited and then finalised by the new Council in late 2017.

The strategic directions of this Place Making Framework align with several of the draft goals and strategies of the draft CSP:

#### Outcome – Places for People

**Goal 7 - Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community**

##### Strategies:

- 7a. Effectively plan for future growth by balancing regional priorities with local values
- 7b. Provide a mix of high-quality diverse and inclusive housing options supported by sustainable infrastructure
- 7c. Advocate for improved housing affordability

**Goal 8 - Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing**

##### Strategies:

- 8a. Create welcoming villages and neighbourhood centres that are vibrant, accessible and support our quality of life
- 8b. Develop urban design controls that support the health and wellbeing of our community, particularly seniors and people with a disability
- 8c. Collaborate with the community in the design of vibrant open spaces and neighbourhoods

**Goal 9 - Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities**

##### Strategies:

- 9a. Provide well-maintained and safe spaces that equitably support active and passive recreation
- 9b. Foster partnerships with government agencies, community and sporting groups to facilitate and promote healthy and active living

9c. Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their lives

**Outcome – Community and Belonging**

**Goal 10 - Our community is stimulated through a diverse range of cultural and creative activities and events**

**Strategies:**

- 10a. Support the arts and creative communities
- 10b. Expand cultural events and creative opportunities, including safe nightlife opportunities
- 10c. Provide more events and opportunities for young people to socialise

**Goal 11 - Our community feels safe and supported**

**Strategies:**

- 11a. Promote social inclusion through neighbourhood programs and quality services
- 11b. Build stronger communities where neighbours know and support each other
- 11c. Promote health and wellbeing through fair access to information, health and support services

**Outcome – Partnership and Participation**

**Goal 22 - Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community**

**Strategies:**

- 22a. Develop partnerships to deliver facilities and targeted services and programs to meet community needs
- 22b. Facilitate collaboration between community groups, businesses, government and non-government organisations on projects and programs
- 22c. Advocate regionally and at NSW and Federal Government levels on behalf of the community

**SRG Objectives**

Five SRG objectives have been identified that if addressed would collectively work toward achieving the vision and mission of the framework:-

- Create a network of places that provide social interaction, ease of access, and a sense of community
- Activate spaces to create places, encourage a culture of experimentation and community acceptance
- Encourage stronger communities where neighbours know each other
- Support the economic sustainability of key destinations and self sustaining activation of shared spaces
- Create unique experiences that are inclusive

The table below contains the identified strategic directions alongside actions for each and ideas put forward by the SRG (meeting of 22<sup>nd</sup> February 2017) that could deliver against the strategic directions.

SRG Objectives	SRG Actions	SRG ideas to address objectives
<p><b>Create a network of places that provide social interaction, ease of access and a sense of community</b></p>	<ul style="list-style-type: none"> <li>• Create a network of places</li> <li>• Connectivity between centres and ease of access to the place</li> <li>• Connecting people through informal and formal means</li> <li>• Connections to culture and art</li> <li>• Social interaction and a sense of community</li> <li>• Accessibility for all people</li> <li>• Increased physical activity</li> </ul>	<ul style="list-style-type: none"> <li>• Connect to destinations beyond CBD</li> <li>• Improved path networks</li> <li>• Street closures that bring people together</li> <li>• Film tests – especially multicultural</li> <li>• Encourage street art</li> <li>• Continue to establish public realm improvements that encourage place making through seating, landscape, paving and public art.</li> <li>• Playgrounds, walking/bike infrastructure etc.</li> <li>• Shuttle buses especially on weekends and major shopping centres</li> </ul>
<p><b>Activate spaces to create places; encourage a culture of experimentation and community acceptance</b></p>	<ul style="list-style-type: none"> <li>• Enhance an already popular place by providing relevant amenities</li> <li>• Making people want to be in a place – to encourage a lifestyle</li> <li>• Activate spaces</li> <li>• Provide a social environment – vibrancy and activity of people interacting</li> <li>• Test and learn – allow council to fail</li> <li>• Encourage a culture of experimentation/testing/community acceptance e.g. Trial pedestrianisation of town centres and measure ie. Close streets to traffic on Sundays etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage activation of the public domain</li> <li>• Support creative industry</li> <li>• Encourage partnerships to deliver events</li> <li>• Identify areas that require some attention</li> <li>• Engage with people in place e.g. mobile polling and ideas booth</li> <li>• Multicultural engagement</li> </ul>

SRG Objectives	SRG Actions	SRG ideas to address objectives
<p><b>Encourage stronger communities where neighbours know each other</b></p>	<ul style="list-style-type: none"> <li>• Pop ups/seasonal trials etc.</li> <li>• Create opportunities for people to engage</li> <li>• Activate already existing places by improving basic conditions</li> <li>• CPTED principles: crime prevention through environmental design to create safe places</li> <li>• Night time lighting at ground level to increase visibility of faces</li> <li>• Pedestrian friendly places</li> <li>• Active transport infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage stronger communities where neighbours know each other</li> <li>• Create connectivity between spaces that is safe i.e. improve lighting, encourage activity</li> <li>• Increased tree coverage and weather protection that doesn't obscure site lines and views</li> <li>• Trial closure of streets (to cars)</li> <li>• Improved night time activation through lighting</li> </ul>
<p><b>Support the economic sustainability of key community destinations and self sustaining activation of shared spaces</b></p>	<ul style="list-style-type: none"> <li>• Incentivising or encouraging the sustainable use of an area is essential to longevity</li> <li>• Using places temporarily or long term to enhance social cohesion and local economy</li> <li>• Convenience – ease of living</li> <li>• Increase dwell time in town centres</li> <li>• Utilise remote, un-used park areas for special interest groups, such as dog walkers</li> <li>• Community led approach</li> <li>• Good planning and good design</li> <li>• Ownership of places by the community</li> <li>• Traffic management especially sports and major centres – actively encourage other things</li> </ul>	<ul style="list-style-type: none"> <li>• Improve (rethink) links to public transport and community transport</li> <li>• Encourage cycling / walking</li> <li>• Ensure there is an availability of bins, adequate lighting and access to parking for cars, bikes, scooters, skateboards, mobility scooters etc.</li> </ul>
<p><b>Create unique experiences that are inclusive</b></p>	<ul style="list-style-type: none"> <li>• Integrating housing, retail businesses, free space at a human scale that makes people feel a sense of community</li> <li>• Good considered design</li> <li>• Define the individual character of places</li> <li>• Allow places to grow organically</li> <li>• Consider visual impact</li> <li>• Beautify the streets e.g. attractive street lights / more trees</li> <li>• Understand first the place</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the look and feel of our public spaces.</li> <li>• Improved signage</li> </ul>

**Appendix 1 – members of Placemaking SRG**

Kylie Ferguson (Chair)	Implementation Advisory Group
Candy Bingham	Local Representative Committee - Economic
Alan Le Surf	Local Representative Committee - Economic
Dale Cohen	Resident – Pittwater Ward
Simon Dunn	Mona Vale Chamber of Commerce
Louise Hislop	Resident – Curl Curl Ward
Tanja Janosevici	Resident – Manly Ward
Les Irwig	Resident – Frenchs Forest Ward
Paul Klarenaar	Northern Sydney Local Health District (NSLHD)
Luisa Manfredini	Resident – Manly Ward
Emma Marshall	Resident – Pittwater Ward
Alan Mason	Mona Vale Surf Lifesaving Club
Evelyn Shervington	Resident – Manly Ward
Greg Stonehouse	Eramboo artist environment
Louise Sureda	Resident – Manly Ward
Bryn Vanderfield	Resident – Frenchs Forest Ward
DA Wear	Resident – Narrabeen Ward
Helen Wilkins	Resident – Manly Ward



# INCLUSIVE COMMUNITIES

## SRG ISSUES PAPER 2017

NORTHERN BEACHES  
COUNCIL

2017/223860

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## BACKGROUND

### THE INCLUSIVE COMMUNITIES STRATEGIC REFERENCE GROUP

11 strategic reference groups were established to assist Northern Beaches Council in the development of the Draft Community Strategic Plan (CSP). In addition to providing input to the draft Vision, Priorities and Objectives for the CSP, the Inclusive Communities Strategic Reference Group (SRG) was also tasked to:

- Acknowledge and support the diversity of our community and enhance their participation in community life;
- Advise Council on community infrastructure programs that remove barriers and are inclusive and accessible;
- Review, consider and recommend "Inclusion" objectives in the CSP;
- Advise Council on ways to increase awareness, education and enhance participation for CSP objectives.

The Inclusive Communities Strategic Reference Group met five times between September 2016 and June 2017 to consider a range of issues relevant to 'Inclusive Communities'. This work informed the development of the goals and strategies for the Draft CSP 2017.

### THE PURPOSE OF THIS PAPER

The aim of this Key Issues Paper is to provide detail to some of the high-level goals and strategies outlined in the Draft CSP. Further to this, the work undertaken by the SRG and the key themes that emerged from a workshop undertaken on April 20 will assist the new Council and the staff to better understand the key priorities for 'Inclusive Communities' and how these might be addressed in future planning processes.

## MEMBERSHIP

The Inclusive Communities SRG comprised the following members:

Alex McTaggart (Chair)	Implementation Advisory Group
Kay Millar	Local Representative Committee - Social
Vanessa Moskal	Local Representative Committee – Social
Susan Alexander	Mona Vale Chamber of Commerce
Maria-Elena Chidzey	Manly Community Centre & Services Inc.
Mark Daly	Resident – Frenchs Forest Ward
Amanda Farrar	Resident - Curl Curl Ward
Bill Gye	Scotland Island Residents' Association
Julia Hornsby	Warriewood Residents Association
Tania Johnson	Uniting - Ability Links
Greg Jones	Resident – Narrabeen Ward
Elaine Kent	Resident – Manly Ward
Carolyn McKay	NBI (Northern Beaches Interchange)
Yvonne Parsons	Mona Vale Hospital Auxiliary
Kathryn Pritchard	Resident – Curl Curl Ward
Susan Watson	Manly Drug Education & Counselling Centre
Sandie Wong	Resident – Frenchs Forest Ward
Lindsay Godfrey	Northern Beaches Council – Executive Manager Community Services

## WHAT IS AN INCLUSIVE COMMUNITY?

There is no universally accepted definition of social inclusion. *The UNESCO definition highlights the value of human rights in a socially inclusive society. Such a society is based on fundamental values of equity, equality, social justice, and human rights and freedoms, as well as on the principles of tolerance and embracing diversity.*<sup>1</sup>

Essentially, social inclusion is about people being able to participate in society and creating conditions that enable equal opportunities for all. Social inclusion requires that all individuals are able to 'secure a job; access services; connect with family, friends, work, personal interests and local community; deal with personal crisis; and have their voices heard.'<sup>2</sup>

An inclusive community is one in which all members feel valued and have the opportunity to fully participate in the life of that community – be it in sport, culture, work or learning. Inclusion is dependent on the extent to which a community supports or impedes the social, economic and cultural participation of the individual.

## OVERVIEW OF KEY ISSUES DISCUSSED

The Inclusive Communities SRG had a number of opportunities to consider the key issues and priorities for 'Inclusive Communities' and provide input into the development of the Draft CSP.

In addition, members of the SRG extended their knowledge on issues intrinsic to 'Inclusive Communities' through a series of detailed presentations and discussions.

These included the disability reform agenda and the rollout of the National Disability Insurance Scheme (NDIS), the Aged Care reforms, the development of Northern Beaches Draft Disability Inclusion Action Plan (DIAP) and challenges facing CALD communities on the Northern Beaches.

### The Draft Community Strategic Plan

On September 28, members of the 11 Northern Beaches Council Strategic Reference Groups participated in a combined workshop to provide input to the development of the Northern Beaches Draft CSP. Individual members were invited to identify their priorities to be addressed across the key themes: Social, Economic and Environment as well as give feedback on the draft Vision and the Issues Paper. As part of this exercise any missing key issues or opportunities were identified and captured. For further details please see *Appendix 1*.

<sup>1</sup> UNESCO. *Consultations of the Director-General with Member States. Social Inclusion, Social Transformations, Social Innovation: What role for UNESCO in 2014-2021?* 23 November 2012.

<sup>2</sup> Social Inclusion Unit. *A Social Inclusion Strategy for Tasmania: A consultation paper 2008*, Department of Premier and Cabinet 2008

Information from the combined workshop was then presented back to the Inclusive Communities SRG at the meeting held on November 3. Further feedback was sought to identify key priorities for 'Inclusive Communities'.

These included:

- Maintaining programs and facilities that build social capital, for example, Libraries, Community Centres and facilities
- Diversity: Supporting people from CALD backgrounds; lack of representation of diversity in the document (Draft Vision and Issues Paper); recognising and celebrating diversity through events and significant sites
- Lack of community knowledge and awareness on how to support the inclusion of people with disability and other vulnerable population groups in community life
- Need for more affordable and diverse housing: for key workers, young people, older people, people with disability and future generations
- Need for inclusion of LGBTIQ+ community
- Increased opportunities for people with disability to experience social/community events
- Maintaining community safety to reduce assaults and violence
- Lack of investment in alternative modes of transport

For full details of this exercise please see *Appendix 2*.

### National Disability Insurance Scheme

The National Disability Insurance Scheme (NDIS) is a new, nation-wide scheme that will provide lifetime support to people affected by disability based on their individual needs.

The NDIS aims to ensure that people with disability enjoy far greater choice and control over all necessary services and supports. Funding for disability services and supports is allocated to eligible people with disabilities themselves with the introduction of individualised funding packages. To be eligible for the NDIS, a person must be aged between 0-65 years with disabilities that impact on their functional capacity to communicate, socially interact, mobilise and manage their own personal care and affairs.

The reform incorporates:

- A national framework for the delivery of disability care and support
- A change from block funding of disability service provider organisations by governments, to individualised funding for people with disabilities, that is needs driven rather than rationed funding
- Replacing Australia's old welfare and charity model of disability funding with a legislatively guaranteed "insurance" approach for more stable long term costs and better outcomes
- Choice and control for people with disability
- An interface with mainstream and community sectors.

The NDIS provides eligible people with a flexible, whole of life approach to the services they need to participate in daily life and achieve their individual goals and aspirations.

Discussion: In discussing the NDIS, SRG members drew on several case studies from their personal experiences. The following points were raised:

- The NDIS will not replace the supports and services provided by other mainstream systems such as health, education and transport. Council will continue to have a role to advocate to State and Federal authorities for improved services locally.
- Given that only a limited number of people with disability will have access to funded support through the NDIS there is an increased emphasis on mainstream services and community participation. Council has a role in supporting people and organisations that are not supported through the NDIS. This includes bringing people together, and celebrating abilities and contributions.
- There are a range of challenges associated with access in the public domain and retail areas. Urban design needs to support safety and inclusion, particularly for people with disability and seniors.
- Affordable housing is a particular issue for people with disability in the Northern Beaches.

### Aged Care Reforms

Significant changes in aged care are being implemented in three phases progressively over ten years between 2012 -2022. The objective of the reforms is to better enable older people to choose their own care services through a market based system that drives quality and choice and is sustainable and affordable.

The key changes in aged care from the 1 July 2015 include:

- Single gateway based information, needs assessment and service connection point model to help people navigate the system
- The development of the Commonwealth Home Support program, the Home Care Package program and changes to residential aged care
- Government recognition that most people would prefer to remain living at home, supported with appropriate care. The adoption of a consumer directed care model (CDC) means that people will have greater choice, and care will be based on need.

From the 27 February 2017 home care packages changed in the following ways:

- Funding for a home care package will follow the individual, allowing them to direct package funding to the provider that best meets their needs. Previously, home care packages were allocated to approved aged care providers
- A national prioritisation system has been introduced to manage the allocation of home care packages. Individuals will be prioritised based on their relative needs and circumstances and the length of time they have been waiting for care.

Discussion:

The Aged Care Reforms are intended to provide greater flexibility, choice and control for older people in the care and support they need to remain living at home.

The SRG identified a number of challenges and opportunities including:

- The specific needs of older people from diverse backgrounds, including access to information and how to access the system and the availability of culturally appropriate workers
- The principle of "User Pays"- there is an expectation that individuals contribute to the cost of care. This includes a basic care fee and an income tested fee. In the Northern Beaches there are households that are asset rich but income poor. The cost of care may act as a deterrent to some older people accepting support. Likewise, older people on the aged pension and paying for public or private rental may also find the fees a deterrent to accepting care and support
- Concerns that a number of smaller, local providers maybe financially unsustainable in the current climate of competition across the sector.

### Disability Inclusion Action Plan

Local government has a significant role to play in supporting people with disability to live meaningful and fulfilling lives.

The NSW *Disability Inclusion Act 2014* requires all public authorities to have a Disability Inclusion Action Plan (DIAP) by 1 July 2017.

The DIAP has four key focus areas for action to improve access and inclusion across the community:

- Developing positive community attitudes and behaviours
- Creating liveable communities
- Supporting access to meaningful employment and
- Improving access to mainstream services through better systems and processes.

The Northern Beaches Draft DIAP has been developed in consultation with a range of community members, including people with disability and carers, service providers, and other stakeholders. The vision for the future and the action plan for each of the four key areas respond to the feedback and suggestions collected during this consultation.

The actions identified in this plan will be integrated within Council's Operational Plan and Delivery Program.

Discussion:

SRG members were invited to review the Northern Beaches Draft DIAP during the public exhibition and provide comment.

### Multiculturalism on the Northern Beaches

With 27.7% of residents being born overseas, the Northern Beaches is home to many culturally and linguistically diverse (CALD) communities which each make a significant contribution to our area. They enrich the broader community, both socially and culturally.

However, with increasing cultural diversity, certain challenges arise, and so a Strategy was developed in 2015, by the former Warringah Council to acknowledge the challenges our CALD population faces.

More than 800 people from various cultural backgrounds were consulted as part of the strategy. As a result, six key strategic directions were identified:

1. Housing
2. Employment, Education and Training
3. Access to Information and Services
4. Identity and Belonging
5. Celebrations and Events
6. Health and Safety

As the Strategy focussed on the former Warringah local government area, there was an opportunity for the SRG to review this strategy and discuss its relevance to the broader Northern Beaches. The SRG members concluded that the Strategy was indeed relevant to the broader Northern Beaches, with the statistical populations being very similar.

The group recommended that Council:

- Consider the inclusion and promotion of a multicultural event/activity as part of either Australia Day, Harmony Day or Social Inclusion Day
- Communicate and showcase CALD communities through local publications
- Encourage and empower multicultural communities to have their own voice.

## THE WORKSHOP PROCESS

On April 20 a workshop was held with the Inclusive Communities SRG to build upon the body of work that had been undertaken and to deliver an Inclusive Communities Key Issues Paper as a reference for the incoming Council in September 2017.

The aim of the workshop was to revisit the draft Goals and Strategies identified in the Draft CSP that were most relevant to inclusive communities to provide a further detail and understanding. Members divided into three groups. Each group was allocated a number of goals and strategies to explore and identify any particular 'barriers' and 'opportunities' relevant to these. The notes from the workshop were then circulated to committee members for their review and comment. For further details on the workshop notes please see *Appendix 3*.

### Emerging Key Themes

The following key themes for inclusive communities emerged from a review of the workshop notes:

1. Social isolation and community connectedness
2. Access to public spaces and community facilities
3. Access and inclusion
4. Building the capacity of the community.

The themes are explored in detail below.

#### 1. Social isolation and community connectedness

Social isolation was a strong theme that emerged from the workshop, with the SRG identifying that particular groups, including older people, those from culturally and Linguistically Diverse (CALD) backgrounds and people with disability in our community are particularly vulnerable to becoming socially isolated and 'silent'. There were several key issues that contributed to this sense of social isolation and a lack of a sense of connectedness in the community. Not having a strong 'voice' and being 'invisible' within the community can leave people feeling isolated, disempowered and disconnected from others.

The loss of the local 'neighbourhood' was also considered to be a barrier. Members of the SRG cited a number of issues associated with modern life that can have a negative impact, including: lower levels of engagement with neighbours, the increase in the number and design of new housing developments and issues amplified by 'transient populations' that for a variety of reasons may not create connections with their neighbours.

The SRG felt that these factors significantly contributed to a lack of connection between neighbours.

The geography of the Northern Beaches was also mentioned as contributing to social isolation as the Northern Beaches is a large geographical area, which can be difficult to navigate without sufficient public transport. Within such a large geographical area, issues around the clustering of suburbs and communities, which can create a sense of segregation rather than connectedness, may also arise.

The SRG identified that community facilities and public places have a role to play in creating opportunities for people to come together. Sustaining and creating vibrant public spaces that encourage social connection and enable people to participate in public life was raised by the SRG as being a significant opportunity to overcoming social isolation in the community. Creating public places that facilitate informal, spontaneous connections, is likely to increase feelings of connection and belonging to the local community.

Another suggestion was for Council to further develop relationships with community transport providers to help meet the transport needs of the community and reduce levels of social isolation caused by limited access to transport on the Northern Beaches.

Exploring options such as the current Hop, Skip and Jump service which is currently only available in Manly, was also suggested.

Encouraging better social interaction in a neighbourhood setting through technology was also suggested by the SRG. Online tools were suggested as a means of encouraging better social interaction amongst neighbours. For example social media could be utilised to promote social events and activities to a neighbourhood. Council could potentially assist new residents to establish connections within their communities through activities such as neighbourhood programs.

Please see below a detailed list of all the 'barriers' and 'opportunities' identified by the group in relation to this theme:

<b>BARRIERS</b>
<p><b>Invisibility:</b></p> <ul style="list-style-type: none"> <li>▶ People in the community are 'invisible'- particularly older people, people with disability, people from CALD backgrounds and Aboriginal people.</li> <li>▶ Some people in the community are not being 'heard'.</li> <li>▶ Equity, access and visibility of some members of the community.</li> </ul>
<p><b>Loss of the 'Neighbourhood':</b></p> <ul style="list-style-type: none"> <li>▶ People don't know their neighbours.</li> <li>▶ Those in new developments are often disconnected.</li> <li>▶ Lack of resources for neighbourhood programs.</li> <li>▶ Transient populations may have less of an opportunity to make connections within their community.</li> </ul>
<p><b>Geography of the Northern Beaches:</b></p> <ul style="list-style-type: none"> <li>▶ Topography of the area can make it difficult for people to 'connect'.</li> <li>▶ Clusters of communities develop over the area which can create segregation on the peninsula.</li> </ul>

▶ Limited transport options exacerbate these issues.
▶ Busy lifestyles, people are time poor.
▶ Lack of community knowledge about what programs/ services/ opportunities already exist.

OPPORTUNITIES
Shared spaces that create connection: <ul style="list-style-type: none"> <li>▶ Spaces that bring us together (need to be affordable).</li> <li>▶ Places where people can meet and celebrate.</li> <li>▶ Community gardens.</li> <li>▶ Games in public spaces, e.g. Chess.</li> <li>▶ Exercise equipment for older people to use in parks.</li> <li>▶ Maintain the community infrastructure that already exists.</li> </ul>
Neighbourhood programs: <ul style="list-style-type: none"> <li>▶ Use online tools to facilitate better connections between neighbours.</li> </ul>
Transport <ul style="list-style-type: none"> <li>▶ Council could partner with community transport services to meet transport needs.</li> <li>▶ Potential to extend scope of current Hop, Skip, Jump service.</li> </ul>

## 2. Access to public spaces and community facilities

As mentioned previously, great community facilities and spaces foster opportunities for people to come together and connect. In addition they are ideal places for holding celebrations, recreation and sport, music and art events/exhibitions and a variety of other activities. The SRG felt that the Northern Beaches was fortunate to already possess many great public places and facilities with an extensive program of activities on offer. However they felt that there were some barriers that inhibited these places from being inclusive and accessible to the whole community.

One of these barriers includes the limited opportunity for engagement during the planning phase of building new or the upgrade of existing public infrastructure. It was expressed that the engagement process itself can be overly complicated and the timeframe too tight; limiting the input of many community members. Other barriers discussed related to accessing public places and community facilities. These included: lack of transport to public places, the limited capacity of these spaces to be multi-purpose, the cost to hire community facilities and complicated booking processes.

To ensure that our public spaces are accessible to all members of the community these barriers need to be addressed. One of the solutions offered by the SRG was to improve engagement with the community during the design phase for new and upgraded public spaces. This could be achieved by simplifying the process and by offering extended engagement periods. In particular, creating and making documents available in a variety of accessible formats, including easy read documents. This would enable people with disability and others to easily access the documents. These measures would encourage a greater cross-section of people to become involved in these processes, resulting in more robust community engagement and broader consultation.

The SRG also focused on the opportunities that would be created through the development of new infrastructure and better utilisation of current facilities. Suggestions for future infrastructure included: the availability of gazebos, market stalls, shade shelters and similar items that would allow the community to run their own events with greater ease and lower up-front costs. The SRG felt strongly that any markets would need to complement the environment in which they were situated and have a community development, rather than an economic development focus, ensuring that the markets did not detract from surrounding local businesses. The group also expressed a need for more creative spaces, including: art galleries, outdoor amphitheatres or public places that incorporated an art element. These creative spaces could be built near well-utilised sporting and community facilities, making the arts more accessible. In addition to new infrastructure a number of solutions were offered by the group to increase the utilisation of current community facilities. Such suggestions included: utilising existing sporting clubs and similar facilities for alternative activities, better promotion of current facilities already available, affordable hire rates and the use of simple booking systems.

Please see below a detailed list of all the 'barriers' and 'opportunities' identified by the group in relation to this theme:

#### **BARRIERS**

- ▶ Limited engagement with community during the planning stages of public spaces.
- ▶ Some existing places have limited capacity to become multi-purpose.
- ▶ Lack of transport to public places of interest.
- ▶ Cost to hire community spaces and complicated booking processes.

#### **OPPORTUNITIES**

- ▶ Ensure that the engagement process is accessible to the broader community.
- Build new infrastructure:
- ▶ Permanent infrastructure such as: gazebos, umbrellas, stages, shade shelters and amphitheatres that make it easier for community run events, markets and festival to occur.
  - ▶ Creative spaces: galleries and public places that incorporate arts and culture. Art spaces could be built in close proximity to sporting facilities which could make them

arts more accessible, harness foot traffic and attract a different clientele to these spaces.
Utilise existing infrastructure:
▶ Utilise existing sporting clubs and scout halls for community events and activities.
▶ Better signage/ promotion of existing facilities.
▶ Activate under-utilised spaces.
▶ Ensure that spaces for hire are affordable and easy to book to facilitate increased usage by the community.

### 3. Access and Inclusion

Universal inclusion and access has been a key focus area for the SRG and a central component of the meetings. A series of presentations and discussions on key policy changes in the disability sector were undertaken and updates on the development of Northern Beaches Council's Draft Disability Inclusion Action Plan were given. This emphasis on access and inclusion was also reflected during the workshop process. It was discussed that people within our community, particularly people with disability and those from a CALD background often face significant barriers to inclusion and participation. The barriers identified by the SRG can largely be grouped into three categories: physical barriers, social exclusion and community education. These themes are also inherent in the Draft Disability Inclusion Action Plan as key focus areas for improvement.

Lack of access to our built environment was seen as a barrier for many people in the community, as many of our public places, community and recreation facilities are not universally accessible. Access to sufficient public transport was also raised as a significant issue that affects the Northern Beaches community. This is an issue that is exacerbated by the isolating geography of the Northern Beaches and the subsequent design of transport routes; most bus services are located on trunk routes and main roads, with limited feeder services available. People with disability, older people and those who may not have easy access to private modes of transport are even more disadvantaged by this as they tend to be more reliant on public transport than others.

Social exclusion is often a barrier in the community that was once again more commonly experienced by those from a CALD background and people with disability. It was suggested that people from CALD backgrounds might sometimes experience pressures to conform to perceived 'social norms' and practices in order to be 'accepted' in the community. One example of this could be the reluctance of some people to display and celebrate their cultural heritage in an attempt to assimilate and 'fit in' with the rest of the community. Exclusion from social and community life is also a barrier that many people with disability encounter. Inclusion in the community is about more than physical access, it includes the opportunity to connect, engage and participate in every facet of community life. The misconceptions, community attitudes and lack of knowledge about disability inhibit the potential for people with disability to be fully included in society. Further, community education and awareness on what constitutes an inclusive society is needed.

The key opportunities identified by the SRG for building an inclusive and accessible community can be categorised into the following: physical access improvements, community education, system improvements and celebrating diversity. Access upgrades to many of our community facilities and public places would ensure greater access and inclusion for people with disability, older people, parents with prams and more. Improvements to Council facilities to ensure improved access will be addressed through Council's Draft DIAP and Capital Improvements Plan. The use of Universal Design Principles was also mentioned as an opportunity for Council to ensure that places can be used by anyone, regardless of their age or ability.

Changing current community attitudes and perceptions of disability and diversity in general is a much greater challenge than altering our physical environments. These embedded attitudes and behaviours will need to be challenged through community education around inclusion and diversity. Education was cited as a key opportunity to assist the community to better understand the barriers that some people in our community may face. Once the community has a better understanding of these barriers and attitudes we can redirect the focus towards building a society that values diversity and difference. Council has a key role to play as a leader and role model in supporting inclusion and access in all aspects of its business.

Recognising and celebrating diversity through community events and celebrations was also cited as an opportunity. During the workshop and the discussion held about multi-cultural communities on the Northern Beaches the SRG expressed that community events were a great way to showcase different cultures and demonstrate the diversity within our community. This could include particular cultural events, like Harmony Day or the inclusion of cultural elements within our current annual events, such as Australia Day.

Please see below a detailed list of all the 'barriers' and 'opportunities' identified by the group in relation to this theme:

BARRIERS
<p>Physical access:</p> <ul style="list-style-type: none"> <li>▶ Access to community places and facilities can be difficult for people with a disability.</li> <li>▶ Lack of effective and well-connected transport can make access across the Northern Beaches difficult. This issue is exacerbated for people with a disability, older persons, and young people and potentially those who do not have access to private transport modes.</li> </ul>
<p>Social exclusion:</p> <ul style="list-style-type: none"> <li>▶ Those from CALD backgrounds may feel that they have to conform to 'social norms' in order to be 'accepted'.</li> <li>▶ Persons with a disability that includes persons with an intellectual disability and people with mental health condition can often experience social exclusion from everyday community activities and events.</li> </ul>
<ul style="list-style-type: none"> <li>▶ Lack of community education.</li> </ul>
<ul style="list-style-type: none"> <li>▶ Language, for those from CALD backgrounds can be a barrier.</li> </ul>

- ▶ Lack of awareness in the community of issues specific to multicultural communities.

#### OPPORTUNITIES

##### Physical access improvements:

- ▶ Wider walkways, accessible paths and bike paths.
- ▶ Accessible community facilities.
- ▶ Use of Universal Design Principles by Council when designing public places so that everyone is included in the design process.
- ▶ Universal design principles implemented in public places, for example picnic tables designed in a way so that people in wheelchairs can also utilise the tables.

##### Community Education:

- ▶ Educate the community on inclusion.
- ▶ Raise awareness in the community of the issues that people in the community may face.
- ▶ Inclusive communication: provide information in a variety of formats on different platforms.
- ▶ Celebrating diversity- using events to celebrate diversity, particularly the different cultures in the community.
- ▶ Council could endorse a statement that is inclusive of all people.

#### 4. Community Participation and Leadership

The fourth theme that emerged from the workshop was the concept of community participation and leadership. There was a sense that more could be done to drive community participation and encourage more people to become active members of their community. Similarly, the feedback from the workshop suggested that greater opportunities to build community capacity and foster the community leadership were needed. The SRG acknowledged the limitations of Council funding and resources and their inability to meet every need in the community. However through capacity building some of these gaps could be met by the community. Key areas where we could facilitate greater participation and leadership include: volunteering, providing support to meet community needs, community events, programs and activities.

There are some existing barriers that limit community participation and leadership. The Northern Beaches community has a high level of volunteer participation with the volunteer rate at 20.1%<sup>3</sup>. Volunteering presents an opportunity for individual development, skill building and involvement within the local community as well as supporting many community organisations that are reliant on volunteers. It is important that we continue to provide and promote volunteering opportunities on the Northern Beaches.

<sup>3</sup> Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id , the population experts.

One of the barriers to recruiting volunteers is the lack of promotion and the limited information available online about current opportunities. People from CALD backgrounds face even greater challenges when attempting to obtain a volunteer position. Volunteer positions are particularly valuable for those who have recently migrated to Australia as they offer an opportunity to build skills and experience in the workforce which can assist them in gaining future employment. Some of these challenges are linked to proficiency in English and the ability to produce references.

Unmet needs in the community and lack of knowledge about current supports and services available to meet these needs were identified as barriers to participation. While there are a number of support services on the Northern Beaches such as: disability support services, aged care services, domestic and family violence services, children and youth services, it seems there are still gaps in the services on offer and more could be done to meet this need. Equally, the community can experience difficulty obtaining information about the services, programs and facilities currently available and how to access them as needed. When individuals face barriers to accessing support services, whether due to lack of knowledge or gaps in services, it affects their capacity and ability to fully participate in their community.

Community events are a great way for people to come together and celebrate. The Northern Beaches boasts a wide variety of annual events and regular community activities such as: markets, food and wine events, music events, art and craft events and more. The majority of these events are organised by Council, local schools, community groups and sporting clubs. Some of these organisations can experience obstacles when trying to organise local community events. The SRG raised that Council systems and processes can be prohibitive when organising a community event. Depending on the nature of the event, this can include: permission requests, booking sites or facilities, purchasing public liability insurance, risk assessments, traffic management plans, development applications, licensing applications and more. These requirements are in place to minimise risk and ensure public safety, however for some smaller events, community organisations can be overwhelmed by the process and therefore not go ahead with the event.

Although there are some existing barriers to building the capacity of the community there are a number of opportunities that would enable greater community participation and the development of community leaders. Volunteering is an important part of community life on the Northern Beaches not only because it supports various local volunteer organisations but it also provides an avenue for community members to build their skills and contribute to their community. To maintain the high level of volunteer participation on the Northern Beaches a more streamlined and coordinated approach to promoting volunteer opportunities could be developed. This could include online promotion, partnering with other volunteer organisations to promote opportunities or sourcing funding to provide dedicated resources, such as a volunteer coordinator. In the past Council has harnessed the opportunity to promote volunteer organisations at existing Council community events and activities, for example the Pittwater Food and Wine Fair- Volunteer Expo. This activity has proved successful for both volunteer organisations in terms of promotion and recruitment as well as for individuals looking for opportunities.

There are further opportunities that could be explored to address the barriers associated with individuals accessing appropriate support services. Better promotion and awareness of available services and how to access them is needed to educate members of the community and encourage them to seek support when needed. This could be achieved through community information sessions, better online information and promotion of the services available on the Northern Beaches. To better address service gaps Council has an opportunity to advocate on behalf of the community for increased support services on the Northern Beaches. There are however limits to Council's ability to address every need in the community and therefore there is an opportunity for the community, with the support of Council and other organisations to address these gaps. For example, Council recently hosted an NDIS Expo in conjunction with local community organisations and groups.

Community events and celebrations support people to participate and connect. It is therefore important to remove any barriers, where possible, to enable community members and organisations to continue to run local events and activities. One way to ensure that a variety of community-led events continue to be held is to simplify the approval process. This could be achieved by Council minimising 'red tape' where possible and by improving some of our current booking processes. There could also be opportunities for the community to take part in some existing Council events, where appropriate; this would add value to the events and remove some of the barriers associated with costs, public liability and promotion. Alternatively, there could be an opportunity for Council to lend some of its event equipment to community groups and organisations, reducing their costs. Council could also assist community groups by building their skills and capacity to run events; this could be achieved through information kits.

Please see below a detailed list of all the 'barriers' and 'opportunities' identified by the group in relation to this theme:

#### BARRIERS

##### Volunteering opportunities:

- ▶ Not widely promoted, lack of information in the community.
- ▶ Can be difficult to obtain if you have recently migrated to Australia and come from a non-English speaking background.

##### Community service system:

- ▶ Gaps in services.
- ▶ Lack of understanding around service system- community does not know what is available.

##### Community events:

- ▶ Prohibitive nature of the systems and processes needed to go through to run a community event.
- ▶ Lack of knowledge around what already exists- current opportunities.

#### OPPORTUNITIES

##### Volunteering:

- ▶ Promote current volunteer opportunities, for e.g. on Council's website.
- ▶ Work with volunteer organisations to deliver better outcomes for volunteering on the

<p>Northern Beaches:</p> <ul style="list-style-type: none"><li>▶ Volunteer expos provide a great opportunity to promote organisations and current opportunities. This could be coupled with current Council community events to capture a wider section of the community, e.g. Pittwater Food &amp; Wine Fair.</li><li>▶ Funding for a volunteer coordinator at Council.</li></ul>
<p>Capacity building:</p> <ul style="list-style-type: none"><li>▶ Build the community's knowledge of service system.</li><li>▶ Build the community's capacity to meet service gaps, where appropriate.</li><li>▶ Council could assist the community to build skills which would enable them to run their own programs/activities.</li></ul>
<p>Community events:</p> <ul style="list-style-type: none"><li>▶ Community led events, that way the community has 'ownership' and buy-in to the event.</li><li>▶ Value-add to existing events, for example inviting community groups to take part in a larger Council event.</li><li>▶ Council could lend equipment to community groups to run their own events.</li></ul>

## CLOSING COMMENTS

The intent of this Key Issues Paper was to summarise the work of the Inclusive Communities SRG in identifying the key priorities for Inclusive Communities on the Northern Beaches. Further this has resulted in a resource to inform the incoming Council.

The following emerging issues for inclusive communities have been explored in this paper:

1. Social isolation and community connectedness
2. Access to public spaces and community facilities
3. Access and inclusion
4. Community participation and leadership

The SRG identified a number of opportunities for Council's consideration to address the barriers identified in each of these emerging issues.

## Appendix 1 - Notes from Joint Meeting held on 28 September 2016

[http://www.northernbeaches.nsw.gov.au/sites/default/files/Joint\\_Strategic\\_Reference\\_Group\\_Meeting\\_-\\_Vision\\_Session\\_Notes\\_-\\_workshop\\_results.pdf](http://www.northernbeaches.nsw.gov.au/sites/default/files/Joint_Strategic_Reference_Group_Meeting_-_Vision_Session_Notes_-_workshop_results.pdf)

Appendix 2 - Notes from Meeting held on 3 November 2016

NORTHERN BEACHES  
COUNCIL

## NOTES

### **INCLUSIVE COMMUNITIES STRATEGIC REFERENCE GROUP MEETING**

held in the Manly Chambers, Belgrave St, Manly on

**THURSDAY 3 NOVEMBER 2016**

[northernbeaches.nsw.gov.au](http://northernbeaches.nsw.gov.au)

**Notes of the Inclusive Communities Strategic Reference Group Meeting**  
**held on Thursday 3 November 2016**  
**in the Manly Chambers, Belgrave St, Manly**  
**Commencing at 5.00pm**

**ATTENDANCE**

**Members**

Alex McTaggart (Chair)	Implementation Advisory Group
Kay Millar	Local Representation Committee - Social
Vanessa Moskal	Local Representation Committee - Social
Susan Alexander	Mona Vale Chamber of Commerce
Maria-Elena Chidzey	Manly Community Centre & Services Inc.
Mark Daly	Resident – Frenchs Forest Ward
Amanda Farrar	Resident – Curl Curl Ward
Bill Gye	Scotland Island Residents' Association
Julia Hornsby	Warriewood Residents Association
Tania Johnson	Uniting
Greg Jones	Resident – Narrabeen Ward
Elaine Kent	Resident – Manly Ward
Carolyn McKay	NBI (Northern Beaches Interchange)
Amanda Parkinson	Sydney North Health Network
Yvonne Parsons	Mona Vale Hospital Auxiliary
Kathryn Pritchard	Resident – Curl Curl Ward
Susan Watson	Manly Drug Education & Counselling Centre
Sandra Wong	President – Frenchs Forest Ward

**Council Officers**

Beth Lawsen	Deputy General Manager Public Affairs
Lindsay Godfrey	Executive Manager Community Services
Lynne Jess	Secretariat

**Visitors**

Alison Kellett	Research Officer
Louise Hardy	Research Officer
Fiona Winter	Senior Social Policy Researcher

## **1.0 ACKNOWLEDGEMENT OF COUNTRY**

**DISCUSSION**

Alex McTaggart gave an acknowledgement of Country.

## **2.0 APOLOGIES**

**DISCUSSION**

That apologies from Bill Gye be received and noted.

## **3.0 DECLARATIONS OF PECUNIARY AND CONFLICTS OF INTEREST**

**DISCUSSION**

Alex McTaggart gave an overview of the effects of the Pecuniary Interest and Conflict of Interest and the importance of declaring.

## **4.0 WELCOME AND INTRODUCTIONS**

### **4.1 INTRODUCTIONS AND ROLE OF STRATEGIC REFERENCE GROUP – ALISON KELLETT**

**DISCUSSION**

A McTaggart introduced staff and former Councillors Kay Millar and Vanessa Moskal to members and gave a brief overview of the proposed structure of elected Council come September 2017. He noted the importance of strategic planning and inclusiveness into the Community Strategic Plan.

Louise Hardy, Research Officer introduced herself and advised members of fire exits, facilities and details of parking availability.

#### 4.2 PROFILE OF NORTHERN BEACHES – ALISON KELLETT

##### DISCUSSION

Alison Kellett, Research Officer gave a presentation (*Attachment 1*) and highlighted the following points:

- Strategic Reference Group Protocols and Guidelines
- Local demographic
- Context within the Greater Sydney Commission  
<http://www.greatersydneycommission.nsw.gov.au/>
- LGA (Local Government Area) population
- Housing Implementation

Lindsay Godfrey, Executive Manager Community Services introduced himself to members and gave a brief overview of his professional experience.

Members briefly discussed growth in the local area and noted the Northern Beaches was not experiencing the speed of growth of other areas such as Western Sydney.

**ACTION:** Clarify Greater Sydney region boundaries.

<http://www.greatersydneycommission.nsw.gov.au/What-We-Do/Greater-Sydney-District-Plans/District-Planning-Overview>

**ACTION:** Clarify the definition of the community profile for employment and how it is defined.

<http://profile.id.com.au/northern-beaches>

## 5.0 COUNCIL UPDATES

### 5.1 OVERVIEW OF CORPORATE STRATEGIC PLAN AND PLANNING PROCESS – LOUISE HARDY

##### DISCUSSION

L Hardy discussed the Community Strategic Plan (CSP) and the priorities that have been identified, and noted the following points: (*Attachment 1*)

- CSP will be prepared in readiness for election of the new Council
- Council will begin work on the delivery program in July 2017
- Followed by the operational plan in 2018

L Hardy noted that all three former councils are still working on their previous delivery programs, which will continue to be the case until the new Council is elected in September 2017.

A McTaggart noted that the three former councils CSP's can be viewed online at the following links:

<http://www.warringah.nsw.gov.au/your-council/plans-and-reports/community-strategic-plan>

[http://www.pittwater.nsw.gov.au/council/documents/Strategic\\_Documents/community\\_strategic\\_plan](http://www.pittwater.nsw.gov.au/council/documents/Strategic_Documents/community_strategic_plan)

<http://www.manly.nsw.gov.au/council/publications/publications-archive/>

## 5.2 REVIEW OF ISSUES PAPER – LOUISE HARDY

### DISCUSSION

SRG members participated in a workshop to identify their priority issues that need to be addressed across the key themes: Social, Economic and Environment..

A summary of the workshop is attached (*Attachment 2*)

L Hardy reiterated to members that they need to focus on strategic issues, and not operational matters.

## 5.3 NATIONAL DISABILITY INSURANCE SCHEME – FIONA WINTERS

Fiona Winter, Senior Social Policy Researcher provided members with some background on the National Disability Insurance Scheme (NDIS). She gave a presentation (*Attachment 3*) and highlighted the following points: (*Attachment 3*)

- What is the NDIS
- How is NDIS funded
- NDIS Framework – three key pillars underpin the NDIS design (ask the people what they want)
- Reasonable and Necessary Supports
- Individual Budget –
- My Plan
- Local Area Co-ordinators
- Early Childhood Intervention Support – did not want to be identified
- Funds Management

K Millar raised several points and discussed the need for Council to support people and organisations that are not supported under the NDIS. K Millar gave several examples of case studies.

NOTE: Members unanimously agreed to extend the meeting by ten minutes.

## 6.0 GENERAL BUSINESS

Nil

## 7.0 PARKING LOT

- Does the new playground at Newport Beach have a 'security' fence to keep children off main road?;
- Re-instate Braille on Shelly Beach walkway signs to silver sculptures;
- Sister Cities programs – school exchange (overseas and local); and

## NEXT MEETING

The next meeting will be held in February 2017. Details will be circulated shortly.

## SUMMARY OF ACTIONS

ITEM	ACTION	RESPONSIBLE OFFICER
4.1	Clarify Greater Sydney region boundaries.	Research Officers
4.1	Clarify the definition of the community profile for employment and how it is defined.	Research Officers

*The meeting concluded at 7.15pm*

*This is the final page of the Notes comprising of 6 pages  
numbered 1 to 6 of the Inclusive Communities Strategic Reference Group  
meeting held on 3 November 2016.*

Appendix 3 - Notes from Workshop held 20 April 2017

## Places for People

**Goal 7: Our well –designed public spaces inspire social interaction and inclusion and support health and wellbeing.**

**Strategy 7a: Develop urban design requirements that support the health, wellbeing, safety and inclusion particularly for seniors and people who live with a disability.**

**Note: This group was facilitate by Janine Curtis**

### Barriers

- Older people not being tech savvy
- Voice not being heard (Perception vs reality by older people) – some older people perceive that they are invisible to society and that their voices are not heard i.e. a silent sector of the population
- WHS/ safety concerns/ regulations/ litigious – we live in a society that is particularly litigious and concerned with safety and regulations. Sometimes this can prevent fun public spaces being developed as designers are afraid of people hurting themselves or of being sued for damages
- Physical access (transport, users) – Some public spaces can be difficult to access due to their physical location, and physical access for some users (e.g. people with physical disabilities)

## Places for People

Goal 7: Our well –designed public spaces inspire social interaction and inclusion and support health and wellbeing.

Strategy 7a: Develop urban design requirements that support the health, wellbeing, safety and inclusion particularly for seniors and people who live with a disability.

### Opportunities

- Online engagement better online engagement in design so that residents get to decide on what the infrastructure will look like (e.g. playgrounds, select three designs and have the community pick their favourite)
- Exercise equipment suitable for older people in parks
- Games in public spaces, e.g. chess
- Sensory gardens.
- More community gardens- make them easier to set up – build it & they will come – Council could take a lead role in creating more community gardens as there is too much effort required on individuals to get them up and running
- Better maintenance of public parks/ reserves/ spaces (grass mowing, paving)
- Clever design to minimise maintenance issues
- Appropriate lighting to activate late night spaces + safety
- Wider walkways + paths + bike paths
- Universal design of picnic tables etc. so that people in wheelchairs can also sit at tables
- Design permanent gazebos/ umbrellas/ stages/ shade shelters for market stalls and events- three phase power amphitheatre – use funding to create more public infrastructure that makes it easier for community events, markets and festivals to occur such as ...
- Floating stage on the water e.g. Carmen <https://www.viator.com/tours/Sydney/Opera-Performance-on-Sydney-Harbour/d357-2554HARBOUR>

## Places for People

**Goal 7: Our well –designed public spaces inspire social interaction and inclusion and support health and wellbeing.**

**Strategy 7b: Collaborate with the community to design public open spaces and neighbourhoods that cater for a wide range of uses and social interaction**

### Barriers

- Getting the community to focus on the details- ask specific questions not so many open ended questions. – Stick to yes/no type consultations- pick one of three designs. (as per previous page / playground designs)
- Council needs to build in more time of planning/ roll out phase of project Some projects seem rushed to get them completed, allow more time in the planning stage for more community engagement

## Places for People

**Goal 7: Our well –designed public spaces inspire social interaction and inclusion and support health and wellbeing.**

**Strategy 7b: Collaborate with the community to design public open spaces and neighbourhoods that cater for a wide range of uses and social interaction**

### Opportunities

- Engagement on final designs e.g. choose one of these three designs on playgrounds.-Gives community a vision of how it will look.
- Continue to provide many platforms/channels for consultation e.g. your say, Manly Daily
- Council to use designs submitted by tech-savvy residents e.g. urban design students (through CAD) design and tech students
- Rotundas/ stages/ waterways for floating stages. Have a series of events that rotate
- More galleries and creative spaces e/g/ Warringah Creative Space
- Use rugby/soccer clubs, scout halls & activate these vacant spaces

## Places for People

**Goal 8: Our community is healthy, active and engaged with the Northern Beaches lifestyle and various recreational opportunities**

**Strategy 8c: Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their life.**

### Barriers

- Existing physical limitations of open spaces, some spaces too small to be multi-functional or to retrofit

## Places for People

Goal 8: Our community is healthy, active and engaged with the Northern Beaches lifestyle and various recreational opportunities

Strategy 8c: Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their life.

### Opportunities

- Making attractive public spaces that can incorporate arts and culture, music, performance spaces
- Spaces that bring us together- make them more affordable
- Sport- broaden sporting opportunities for older people- less expensive e.g. yoga/tai chi in public spaces and have wet weather option indoors as a back-up
- Council to facilitate easier access of groups to use public spaces (no/low cost) less formal booking process.
- Art galleries next to sports fields- attracts different clientele/ intergenerational. E.g. Curl Curl netball courts, soccer and baseball fields next to the Curl Curl Creative Space, great for attracting passing traffic
- Incorporate more public art e.g. Shelly Beach sculptures along the walkway
- Sign post Aboriginal heritage walks on North Head – low cost exercise but very informative and meaningful
- Sign post bush walks e.g. bush tucker, plants, “did you know?” at Warriewood escarpment/ Narrabeen Lake Walk.
- Better signage/ promotion of existing facilities Some residents may not know of the vast array of facilities that Council provides
- Better communication online of playgrounds/facilities/parks etc.

## Community and Belonging

Goal 9: Northern Beaches culture is stimulated through the arts and a variety of cultural and creative events.

Strategy 9b: Expand cultural activities, events and creative opportunities, including safe nightlife opportunities across the area.

Note: This group was facilitated by Hannah Schulz-Fulham

### Barriers

- Alcohol- its negative effects on safety and behaviour.
  - Needs to be controlled.
  - Can effect cost of events.
- Mona Vale Carols used to be a good community event- however we have now lost the focus. Focus is not on families/socialising. Now focus is about alcohol.
- Lack of lighting at events can be a barrier.
- Lack of transport to and from event.
- Safety is a barrier.
- Not knowing and understanding target audience for events and activities.
- Community not having ownership of event.
- Need to manage community expectation.

## Community and Belonging

Goal 9: Northern Beaches culture is stimulated through the arts and a variety of cultural and creative events.

Strategy 9b: Expand cultural activities, events and creative opportunities, including safe nightlife opportunities across the area.

### Opportunities

- Need to have more 'family friendly' activities/ events.
- Activate empty/ under-utilised spaces.
- Provide better lighting
- Timing is important in controlling an event/crowds, i.e. an earlier/day time event for families may have less incidence of alcohol related problems.
- Value-add to existing events instead of re-inventing the wheel.
- Target parts of the community for events- age appropriate events.
- Cultural events would assist to showcase different cultures.
- Utilise community groups to deliver events.
- Community needs to 'own' an event.
- Council could lend equipment to community groups to run an event, thus lowering the cost to the community group.

## Community and Belonging

Goal 11: Our community is open and friendly, providing social and cultural opportunities for everyone.

Strategy 11a: Facilitate a strong sense of community by encouraging community groups and volunteer opportunities.

### Barriers

- Social barriers- people feel invisible, particularly difficult for those from CALD backgrounds, for e.g. have to conform to 'dress codes', social norms.
- Lack of communication and education for the general community.
- Those from CALD backgrounds have difficulty obtaining volunteering opportunities as they don't have any references.

## Community and Belonging

Goal 11: Our community is open and friendly, providing social and cultural opportunities for everyone.

Strategy 11a: Facilitate a strong sense of community by encouraging community groups and volunteer opportunities.

### Opportunities

- Utilise existing events to showcase volunteer groups- for e.g. Volunteer expo @ Pittwater Food & Wine Fair.
- Council could assist with references for those from CALD backgrounds when trying to obtain volunteer positions.
- Volunteer expo's make huge difference in promoting organisations and their volunteering opportunities.
- Council could work more closely with Community Connect to deliver better outcomes for volunteering on Northern Beaches.
- List volunteer organisations and opportunities on our website.

## Community and Belonging

Goal 11: Our community is open and friendly, providing social and cultural opportunities for everyone.

Strategy 11b: Enable all people- irrespective of age, gender, identity, sexual orientation, socio-economic status, mobility or cultural background- to participate in community life by breaking down institutional and social barriers.

### Barriers

- Group queried whether terminology of these groups is a barrier in itself?
- Safety
- Language

## Community and Belonging

Goal 11: Our community is open and friendly, providing social and cultural opportunities for everyone.

Strategy 11b: Enable all people- irrespective of age, gender, identity, sexual orientation, socio-economic status, mobility or cultural background- to participate in community life by breaking down institutional and social barriers.

### Opportunities

- More funding for volunteer coordination at Council.
- Council should endorse a statement that is inclusive of all of these groups.

## Community and Belonging

Goal 10: Our community feels safe and supported.

Strategy 10a: Enable our community to feel safe and supported through the provision of quality services.

Note: This group was facilitated by Fiona Winter.

### Barriers

- Equity, access and visibility of some members of community. Some communities have a low profile/visibility across the Northern Beaches e.g. Aboriginal community,
- A voice for particular groups (lack of).
- Resources limited.
- Gaps in services, we need to know what's needed.
- Lack of awareness of multicultural issues
- Lack of understanding of service system- some members of the community (individuals and specific communities) may have limited knowledge of what is available, and how to access services. Council cannot provide everything- there are limits in what is reasonable to expect Council to provide. Many services are provided by community organisations.
- Lack of transparency in eligibility for services.
- Limited transport connections in some areas.

## Community and Belonging

**Goal 10: Our community feels safe and supported.**

**Strategy 10a: Enable our community to feel safe and supported through the provision of quality services.**

### Opportunities

- Council has a role to advocate/ lobby and provide a voice for needed services/resources
- There is a willingness on the part of Council to work with the community. Amalgamation has brought about a change in culture.
- Northern Beaches Council is representative of the whole of the northern beaches and can advocate for the community.
- Transparent communication- knowledge of processes/systems.
- Community infrastructure in the northern beaches is strong
- Transport - Council has the potential to partner with transport providers e.g. EasyLink, potential to extend Hop Skip & Jump type service to other areas of the northern beaches.

## Community and Belonging

Goal 10: Our community feels safe and supported.

Strategy 10b: Promote social inclusion through neighbourhood programmes.

### Barriers

- Resourcing- lack of both human and financial resources
- People are not necessarily aware of what already exists Fragmentation - Identified that there may already be many things on offer but that people are not aware of them.
- Lack of sense of community
- People not knowing their neighbours. People are often time poor due to patterns and hours of work and travel being unaware of opportunities/activities
- Changing demographics in some neighbourhoods. E.g. Retirees downsizing and younger families moving into suburbs.
- Feelings of disconnect in new developments
- Transient populations in different areas of NBs Manly and Avalon identified as suburbs where there is percentage of the population that is transient.
- Permits/requirements to host an event- prohibitive  
Processes involved in getting Council approval to host an event such as a street party are bureaucratic/time consuming and act as a barrier to staging different neighbourhood programmes
- Places where people can meet and celebrate. There are a limited number of places where people can meet casually and hold activities.

## Community and Belonging

Goal 10: Our community feels safe and supported.

Strategy 10b: Promote social inclusion through neighbourhood programmes.

### Opportunities

- Engagement opportunities already exist (fragmented info).
- Use of Council resources e.g. community engagement/ events team as a resource for people wanting to host programs. Council staff may act as a resource to assist/support community members to host an activity, including compliance with any Council requirements. Capacity building role.
- Advertising opportunities – to promote what is currently on in different communities.
- Online platforms to promote neighbourhood events e.g. "Tinder". Scotland Island uses social media successfully to promote events/activities to their community.
- Streamline administrative processes to host activities. Make it easy.
- Create "Bump in" places to meet informally/congregate. Relates to identified barrier.

## Community and Belonging

Goal 10: Our community feels safe and supported.

Strategy 10c: Build stronger communities where neighbours know and support each other.

### Barriers

- Limited places to meet.
- Topography- series of small clustered communities.
- Time limitations (people working/ travelling/ long hrs).
- Transport limitations – getting to and from activities

## Community and Belonging

Goal 10: Our community feels safe and supported.

Strategy 10c: Build stronger communities where neighbours know and support each other.

### Opportunities

- Small communities have a strong sense of community to build upon. E.g. Off shore communities such as Scotland Island have a strong sense of community, developed through different strategies including social media, regular events, established groups such as art, bushcare, RFS, Island Players.
- Partnerships with others e.g. Easy Transport/ Hop Skip & Jump extended/ sporting facilities.

**Natural Environment  
Strategic Reference Group**

**Directions Paper**

June 2017

**NORTHERN BEACHES  
COUNCIL**

2017/165227

## Executive Summary

Northern Beaches Council was proclaimed in May 2016. As part of the formation of the new organisation, eleven Strategic Reference Groups were created to guide the organisation, and also provide advice to the incoming Council who will be elected in September 2017.

The Natural Environment Strategic Reference Group have compiled a set of issues they see with current approaches and suggested actions that they believe will be important in protecting and managing the natural environment of the Northern Beaches. The issues and actions have been grouped according to 5 key themes: Catchment, Coast and Waterways; Bushland, Threatened Species and Pests; Climate Change, Floods, Bushfire and Coastal Erosion; and Sustainable Communities.

This extensive paper will be presented to the incoming Council as a handover document, with the intention that it helps inform and guide decision making in the first term of the Northern Beaches Council.

## Purpose of this paper

Northern Beaches Council is a new entity created by the merging of three former local government areas: Manly, Warringah and Pittwater. Each former Council was home to unique environmental features but a commonly connected landscape.

The former councils each viewed the natural environment as a significant priority for the community, were champions for their environment, and had developed a range of strategies, plans and programs directed at protecting and managing this valuable part of our region.

The Natural Environment Strategic Reference Group (NESRG) met 5 times during the period of administration of the Council. During these meetings, the members discussed their priorities, and reviewed how they thought the environment was, or should be, being managed. This paper is the culmination of this effort and identifies key issues and directions that will help guide the incoming Council.

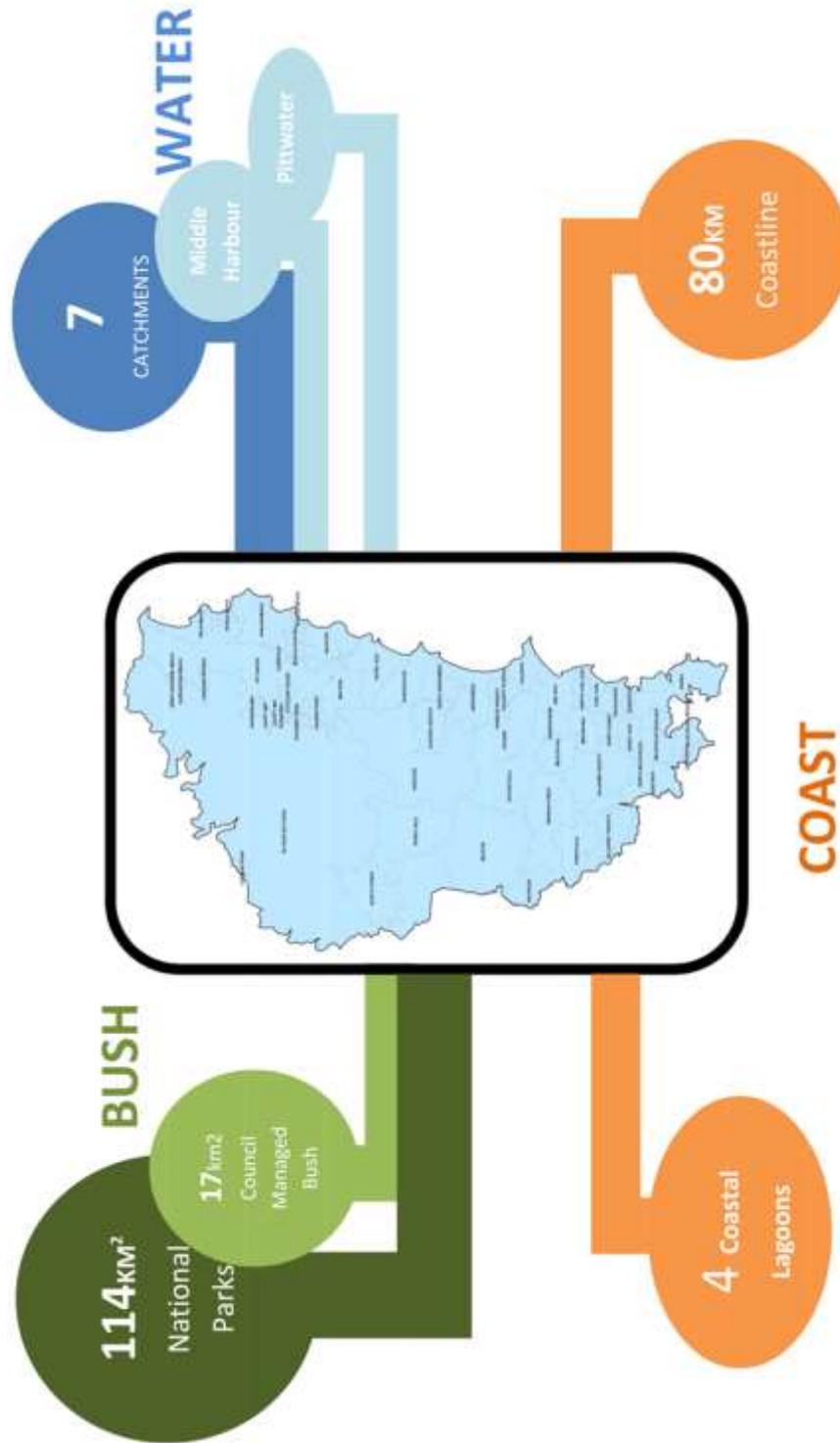
## Background

### The Northern Beaches Natural Environment

The Northern Beaches Local Government Area covers an area of 254km<sup>2</sup>. 114 km<sup>2</sup> of national parks, 17 km<sup>2</sup> of bushland under the active management and protection of Council, 80km of coastline, Middle Harbour and Pittwater estuaries, 7 catchments and 4 coastal lagoons.

The bushland encompasses a rich diversity of native plant species and vegetation communities and hundreds of species of native animals, including many endangered or threatened. The 80km of coastline contains a range of iconic features, including beaches listed as national surfing reserves, headlands and

Figure 1 - Overview of the Northern Beaches natural environment



rock shelves formed millions of years ago and dunes that provide important habitat for native plants and animals. The harbours, estuaries, lagoons and waterways play a fundamental role in the environment and support a variety of aquatic life, provide habitat and breeding grounds for many aquatic plants and animals and are an essential part of larger ecosystems.

The natural environment, in addition to creating the way of life we enjoy, provides ecosystem services essential to our health and wellbeing. The current population of 263,000 is forecast to increase to 297,000 by 2036. Our natural environment is under pressure from multiple sources including increased urban sprawl, recreation, tourism, pests, pollution and illegal activities that must be actively managed.

Recent community consultation and surveys demonstrate the importance that the community place on the protection of the environment. The beach and bush environment consistently ranks highest during surveys. Consultation undertaken recently to develop the community strategic plan found that the protection of the environment is of the highest importance and our goals for environmental sustainability should inspire the community.

### **Natural Environment Strategic Reference Group - Northern Beaches Council**

Following the formation of the new Northern Beaches Council in May 2016, eleven Strategic Reference Groups (SRGs) were formed across key areas of council's operation. The role of the SRGs is to provide a valuable contribution to the directions of the new Council, including input into the development of the Community Strategic Plan (CSP) and future plans and strategies. SRG members were recruited via an Expression of Interest (EOI) process, represent a cross-section of the community, and bring expertise to their area of appointment. Each group also includes at least two former Councilors as Chair and Deputy Chair.

The Natural Environment SRG consists of 18 members, listed in Appendix 1. The terms of reference of the SRG are to:

- *Provide input to the Vision, Priorities and Objectives for the Northern Beaches Draft Community Strategic Plan*
- *Advise Council on the protection and conservation of natural heritage, bushlands, waterways and biodiversity:*
  - *Apply environmental sustainability development principles to all Council activities*
  - *Advise on management of the natural and urban environment interface*
  - *Advise on estuaries, waterways and coasts*
  - *Advise on maintaining bushland and biodiversity*
- *Advise Council on the management of the impact of climate change, mitigation and education.*
- *Advocate on behalf of community on environment issues*
  - *Promote environmental education for the community*
  - *Promote best practice in environmental management.*

This paper has been prepared to capture the efforts and aspirations of this SRG over a 10 month period from 2016-17.

**Community Strategic Plan – Northern Beaches Council**

Extensive community engagement in 2016-17, involving over one thousand community members, including the SRGs, was instrumental in developing the first Community Strategic Plan (CSP) for the Northern Beaches. While the CSP is not yet finalised, key community feedback has been used to help prepare this SRG Directions Paper.

Below are some of the draft goals and underlying strategies for the draft CSP. These have developed from the issues and considerations raised by community members during the first stage of CSP engagement, and are a basis for second stage engagement. They outline possible outcomes for protecting and managing the natural environment which are relevant to this SRG Directions Paper:

**Table 1: DRAFT CSP Goals and Strategies**

ENVIRONMENT		Goal	1
Protection of the Environment			<b>Our bushland, coasts and waterways are protected to ensure safe and sustainable use for present and future generations</b>
		1a	Protect and restore local biodiversity and bushland
		1b	Protect and improve ecological conditions in catchments, creeks and lagoons
		1c	Protect and manage the condition and safe access to the coast, lagoon, Middle Harbour and Pittwater
		1d	Provide sustainable access to the natural environment, while recognising and protecting its cultural and heritage value
		<b>Goal</b>	<b>2</b>
		2a	<b>Our environment and community are resilient to natural hazards and climate change</b>
		2b	Minimise the risk to life and property from storm events, flood, erosion, landslides, bushfire and impacts of climate change
		2c	Increase the resilience of the environment to the effects of natural hazards and climate change
		2c	Maintain productive partnerships with government agencies and the community to effectively manage and respond to natural hazards
	<b>Goal</b>	<b>3</b>	
	3a	<b>Our community is well-supported in protecting the environment</b>	
	3b	Encourage the community to protect the environment	
	3b	Invite community participation in restoring the natural environment through volunteering programs and school education	

ENVIRONMENT	
<b>Goal</b>	<b>4 Our Council is recognised as a community leader in environmental sustainability</b>
	4a Develop a culture of commitment to environmental sustainability and lead by example
<b>Strategy</b>	4b Enhance financial and strategic capacity to deliver on environmental outcomes
	4c Explore and invest in technologies and processes such as renewable energy and waste management that deliver long-term environmental benefits
<b>Goal</b>	<b>5 Our built environment is developed in line with best practice sustainability principles</b>
	5a Ensure integrated land use planning balances the environmental, social and economic needs of present and future generations
<b>Strategy</b>	5b Create green and resilient urban environments by improving tree cover, native vegetation, landscaping, and water management systems
	5c Promote the benefits and savings of ecologically sustainable development
	5d Continually improve environmental standards and compliance in new and existing developments
<b>Goal</b>	<b>6 Our community will continue to work towards sustainable use of resources</b>
	6a Promote and support opportunities for more sustainable living
<b>Strategy</b>	6b Provide incentives and programs to encourage our community to enhance, preserve and protect our natural ecosystems
	6c Reduce waste and improve reuse and recycling

**Environmental Sustainability**

<b>SOCIAL</b>			
<b>Places for People</b>	<b>Goal</b>	<b>7</b>	<b>Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community</b>
	Strategy	7a	Effectively plan for future growth by balancing regional priorities with local values
		7b	Provide a mix of high-quality diverse and inclusive housing options supported by sustainable infrastructure
<b>Community and Belonging</b>	<b>Goal</b>	<b>12</b>	<b>Our community is friendly and supportive</b>
	Strategy	12a	Support community groups and facilitate volunteer opportunities

<b>ECONOMY</b>			
<b>Transport, Infrastructure and Connectivity</b>	<b>Goal</b>	<b>16</b>	<b>Our integrated transport networks meet the needs of our community</b>
	Strategy	16c	Facilitate and promote safe transport options that reduce car-based commuter travel

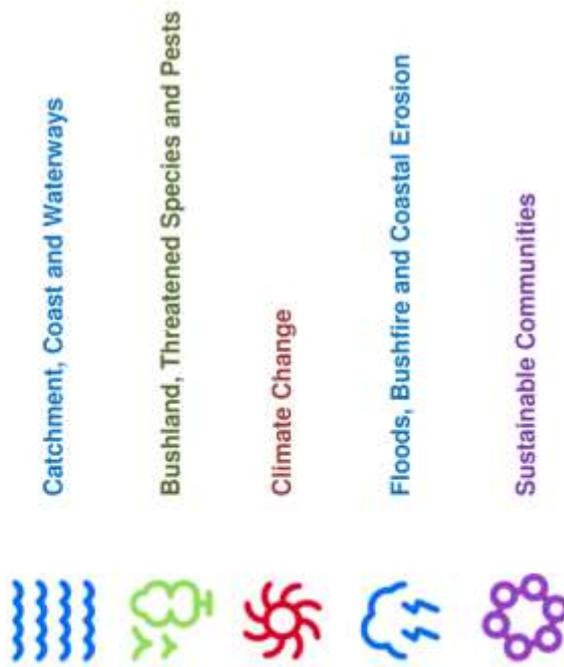
<b>GOVERNANCE</b>			
<b>Partnerships and Participation</b>	<b>Goal</b>	<b>22</b>	<b>Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community</b>
	Strategy	22a	Develop partnerships to deliver facilities and targeted services and programs to meet community needs
		22b	Facilitate collaboration between community groups, businesses, government and non-government organisations on projects and programs
		22c	Advocate regionally and at NSW and Federal Government levels on behalf of the community

## STRUCTURE OF THE SRG Directions Paper

This Directions Paper is structured around 5 key themes of environmental management and environmental sustainability on the Northern Beaches. It then goes into detail to review what we are doing well, what we could improve, and what actions the new Council should take in these key themes.

### Themes

The five key themes identified by the group are:





## Catchment, Coast and Waterways

The management of these natural areas includes a focus on ecological condition, habitat, information gathering, lobbying, addressing pollution and recreational water quality.

### **Goal 1: Maintain and improve recreational water quality to A grade standard**

The group noted that the intention is to maintain recreational activities, but not to the detriment of the water quality and ecology.

#### ***What we are doing well or not well***

##### **Well**

- Support for "Friends of" Groups is good and it would be great to provide better support for these groups into the future.
- Waterways are really good for people's mental health and this should be considered in terms of their appearance and access to them
- The tracks near the lagoons and waterways are great
- Cleaning the ocean pools really well

##### **Not well**

- Monitoring of recreational water quality needs to be better reported so that the community can see what's happening
- We don't strategically plan to protect the environment including trying to maintain recreational water quality
- Identifying point sources of pollution (e.g. sewer overflows, stormwater pollution) and managing them.
- Facilities to catch pollutants are not great so they end up at the end of the catchment (NB: Acknowledge that this is costly)
- Enforcement action against polluters



**Suggested actions**

- 1) Strong support for school education programs on waterway management, and recommend engaging with teachers in the region
- 2) Measure and monitor our recreational water quality areas
- 3) Get people interested by reporting the outcomes of recreational water quality
- 4) Ensure strategic waterway reviews are informed by knowledge about recreational water quality
- 5) Have life rings and fishing line bins next to each other in certain popular spots
- 6) Regular maintenance of stormwater drains and stormwater pollution traps
- 7) Ensure strategic waterway reviews are informed by knowledge about recreational water quality

**Goal 2: Maintain and improve aquatic/riparian ecology across whole of catchment with no loss of northern beaches habitat**

The group reflected strong views in the community about the protection of the natural environment. In particular, they had a strong view that all of the northern beaches habitat was important including seagrass, mangroves, in-stream habitat, riparian areas, vegetation types, threatened and endangered species, and therefore the focus should be on ensuring that there is no loss of any type.

**What we are doing well or not well**

**Well**

- Baseline information on aquatic and riparian ecology in a number of places

**Not well**

- Monitoring of aquatic ecology needs to be increased and reported so that the community can see what's happening
- We don't strategically plan to protect the environment and therefore individual decisions/developments are having cumulative impacts
- Identifying point sources of pollution (e.g. building sites, industry, stormwater pollution) and managing them.
- Facilities to catch pollutants are not great so they end up at the end of the catchment (NB: Acknowledge that this is costly)



- Enforcement action against polluters
- Fishing lines, hooks and other fishing refuse is a real problem and not being managed
- We are not getting the message across to the right people – the ones who pollute or cause damage.
- Understanding and addressing impacts in the marine environment (e.g. loss of biodiversity at Long Reef)
- Balancing fishing and ecological impact
- Understanding and managing point source pollution from Kimbriki

### ***Suggested actions***

- 1) Measure and monitor our ecology & water quality across our catchment, coast and waterways (including macroinvertebrates)
- 2) Capture consolidated baseline aquatic/riparian dataset for Northern Beaches Council, and monitor against this
- 3) Find ways to gather data from people/companies/institutions that are doing research in our area, and share it with the community
- 4) Prioritise infill development over 'green field' development. It is important to preserve what's left.
- 5) Consider fishing line (tangle) bins in popular spots, they are a good facility to help people dispose of their junk.
- 6) Council on behalf of community and its environment has to negotiate with other agencies (i.e. fishing licences need to be better managed)
- 7) Reject movement of fishing licences from Sydney Harbour into Pittwater
- 8) Increase no take zones and marine protected areas to improve ecological habitat and diversity (including fish nurseries)
- 9) Consider closing some rock platforms to fishing, perhaps with a view to share them 50% environment, 50% fishing.
- 10) Consider restricting fishing in Narrabeen Lagoon, Cabbage Tree Bay as a start, but also critical habitat areas (esp for birds)
- 11) Look at whole-of-catchment cumulative impacts, and monitor using indicators that are relevant for the area being measured
- 12) Get people interested in aquatic/riparian health
- 13) Work with State Government to ban shark nets. Sharks are vital to ocean health.
- 14) Ensure strategic waterway reviews are linked to achieving aquatic/riparian ecological goals
- 15) Support sustainable kelp / mussel / oyster farming using water columns



### **Goal 3: Regular gathering of comparable information, sharing and making information available to the community**

A number of actions from water related targets relate to monitoring. There was a strong view from the group that information that Council or other groups gather on water quality should be collated, shared and made publicly available so that everyone can benefit from the knowledge and build on it.

#### ***What we are doing well or not well***

##### **Well**

- Monitoring has been undertaken in a number of places by the former Councils

##### **Not well**

- Not making the information readily available
- We are not educating the community enough about how vulnerable this area is
- Strategic and clear plans to educate the community using this information i.e. "these species only live here, nowhere else"

#### ***Suggested actions***

- 1) Measure and monitor our aquatic/riparian ecology across our catchment, coast and waterways (including macroinvertebrates)
- 2) Look at creating and rolling out standard signage across the LGA to educate people, but also make it specific to the individual location and what is to be achieved in specific areas e.g. 'this area is used by migrating birds'
- 3) Catchment based targets – we need information and indicators for each of our catchments, waterways and systems.
- 4) Acknowledge our pristine environments and ensure protection is the focus.
- 5) Find out who is monitoring and where so that we are being efficient with resources and sharing knowledge



## Goal 4: Improved treatment of Sydney's sewage

North Head has been a focus for the former Manly Council and its community (along with environmental groups) because of the way sewage is treated and disposed of from this location. The issue of odour management is also of concern for local residents. In addition, Warriewood Sewage Treatment Plant has been a focus of concern for the former Pittwater Council and its community.

### *What we are doing well or not well*

#### **Well**

- Former Manly Council and Manly community advocated strongly for better management of North Head

#### **Not well**

- As North Head is a State owned and operated facility, there has not been great success in achieving lasting change
- Management of sewage in more remote locations (e.g. Scotland Island)
- Warriewood Sewage Treatment Plant could be improved and is under significant pressure due to population growth

### **Suggested actions**

- 1) Lobby and advocate to State Govt for improved sewage treatment on behalf of the environment
- 2) Increase capacity of Warriewood Sewage Treatment Plant and upgrade it, build a deep ocean outfall off the coast at Warriewood
- 3) Increase capacity of off-shore pipes
- 4) Ensure appropriate management of North Head Sewage Treatment Plant



## **Goal 5: Remove significant diffuse sources of water pollution**

### ***What we are doing well or not well***

#### **Well**

- Former Councils have some information on where diffuse pollution is a bigger problem (e.g. Mantly Lagoon)

#### **Not well**

- Monitoring diffuse pollution across the region (e.g. Scotland Island)
- Developing successful measures for reducing/removing diffuse pollution from the catchment

### ***Suggested actions***

- 1) Research areas of diffuse pollution, monitor and report on them
- 2) Develop measures that will reduce diffuse pollution to "normal" pre-development levels
- 3) Improve on-site waste management (e.g. micro STPs)



## Goal 6: Rehabilitation of creek lines

### *What we are doing well or not well*

#### Well

- Rehabilitating "critical" areas of creek bank collapse
- Commenced research into programs that report on creek condition

#### Not well

- Proactively identifying creeks that are at risk from bank collapse
- Collecting and sharing creek health information (including pollution that is affecting creek health)
- Having creek rehabilitation programs over the region
- Management of impacts of development on creeklines is not consistent
- Erosion of Careel Bay Marina

### *Suggested actions*

- 1) Gather riparian/shoreline and creek health information, and share it with the community
- 2) Develop a program of creek rehabilitation in response to condition information
- 3) Best practice controls on development to protect creeks



## Bushland, Threatened Species and Pests

Connectivity, conservation, corridors and ongoing management of these important natural areas.

### Goal 1: Maintain and enhance native biodiversity on public and private lands

#### What we are doing well or not well

##### Well

- Bush regeneration has been done well by the former Councils and needs to continue
- Deal well with community groups who are working in this space
- Where we maintain bushland we do it well (but don't maintain all areas)
- Community nursery – including using the plants across Council projects

##### Not well

- Community doesn't have a good understanding of the roles of plants & animals and Council needs to do more to educate
- Development not controlled well enough (strategic planning) to meet this goal
- Lack of control over individual developments (e.g. assessment of individual sites, types of plants/trees being planted)
- Internal communication between internal groups within Council needs to be improved to produce a better environmental outcome
- Lack of information and notification around tree removal on public lands, and alternative solutions (e.g. immediate replanting)

#### Suggested actions

- 1) Prioritise the protection and enhancement of marine and terrestrial biodiversity in all Council operations
- 2) Reduce/remove populations of invasive pests that threaten our plants and animals (e.g. foxes, invasive birds, rabbits etc)
- 3) Provide a consolidated planting list for the Northern Beaches (that reflects species endemic, or appropriate for certain areas)
- 4) Community involvement in planting (e.g. if undertaking primary clearing, support the community to follow through quickly with planting)



- 5) Council needs to provide more education about the role of plants and animals to increase acceptance of native wildlife.
- 6) Run workshops on native plants and animals to support the community in protecting their local area
- 7) Expansion of community nursery across the Northern Beaches
- 8) Recommend that an environmental management/protection clause be inserted into all Council leases
- 9) Detailed site assessments required during DAs to clearly identify tree species, and condition applicants to plant replacement veg.
- 10) Complete review of Development Control Plans to ensure all relevant clauses deliver on this goal
- 11) Recommend the use of tree bonds up to ten years post development to ensure ongoing protection (e.g. City of Sydney)
- 12) Encourage undergrounding of wires on road reserves to maximise opportunities for road reserve revegetation/corridors

## **Goal 2: Conserve or increase bushland areas and native vegetation on public and private lands**

### **What we are doing well or not well**

#### **Well**

- Recent land purchase at Katandra
- Translocation at Terrey Hills – MV Road

#### **Not well**

- Rangers should be rangers, parking officers should be parking officers
- Maintaining Council reserves
- Compliance
- Maintaining water quality control devices to prevent weed sources
- Inconsistent maintenance practices



### Suggested actions

- 1) Bushland areas should be managed by staff with bush regeneration skills
- 2) Preservation is better than restoration
- 3) Weed control strategy across the LGA
- 4) Maintenance of bushland areas
- 5) Measure and map the existing canopy and green space
- 6) Accumulate land including small reserves
- 7) Strategic land acquisition
- 8) Provide incentives for protection of bushland areas/native vegetation on private land
- 9) Increase/promote stewardship of bushland areas/native vegetation on private land
- 10) Identifying key stakeholders to protect bushland areas
- 11) Education
- 12) Partnerships with private landowners and community groups
- 13) Contact with new residents to the northern beaches to highlight the importance of bushland/native vegetation – welcome package to real estate agents
- 14) Incentives for reporting eg. Bad activity
- 15) Incentives for replanting (does Council donate plants?)



### Goal 3: Maintenance of bush regeneration programs to keep the bushland healthy

#### What we are doing well or not well

##### Well

- Lots of volunteers
- Supervision and support of bushcare groups

##### Not well

- No follow through
- Not sustainably funded/ not enough support for volunteers
- Roadside reserves not regenerated
- Consistency of plantings in bush regeneration areas
- Not undertaking additional watering during periods of dry weather in new plantings
- Routine inspections following contract works

#### Suggested actions

- 1) Weed control strategy
- 2) Maintenance of bushland areas
- 3) Resilience in the volunteer program
- 4) Further engagement with Landcare programs – can they be extended into NB
- 5) Follow up maintenance program
- 6) Partnerships with local landowners affected by bush regeneration works
- 7) Support for Ambassador program/ volunteer program
- 8) Treat bushland areas as assets eg: include ongoing maintenance requirements in new projects



## Goal 4: Identify, maintain and enhance wildlife corridors

### What we are doing well or not well

#### Well

- Mapping of wildlife corridors is good

#### Not well

- Corridors are not well protected by existing development controls, legislation or the Court
- State infrastructure is having a big impact on corridors (e.g. Frenchs Forest)
- Enforcing/Encouraging corridors on private land
- Not including corridor provisions/opportunities in Council's open spaces/playgrounds/reserves

### Suggested actions

- 1) Animal crossings
- 2) Maintenance of bushland areas
- 3) Encourage community members to preserve the corridors but also to maintain and preserve the canopy
- 4) Measure and map the existing canopy and green space
- 5) Wildlife corridors that target particular species. Consider safety, fencing etc
- 6) Protect biodiversity of flora and fauna
- 7) Lobbying/advocate Council and the community on corridors for major state assets eg: Warringah Road & Mona Vale Road using a consistent package of information/guidelines
- 8) Education on the why wildlife corridors are important/significant
- 9) Planning controls modified to specifically protect wildlife corridors
- 10) Management of predators in wildlife corridors

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## Goal 5: Lobby/encourage State government and internal groups within NBC for good practice around native vegetation management

### What we are doing well or not well

#### Well

- Making representations to government when there are changes to policy/legislation
- Understanding impacts of policy/legislation change

#### Not well

- Don't have a strong voice in opposing unfavourable changes in policy/legislation
- Inconsistent application of environmental measures between Council departments (e.g. one protects, one removes)
- Not selling the benefits of green spaces to the community and government
- Not lobbying the State to understand the significance of native vegetation to the community of the Northern Beaches (e.g. 10/50 impact)
- Strategically protecting our native vegetation from State policy changes (e.g. Native Veg reform, Oxford Falls Valley LEP)

### Suggested actions

- 1) Review plans of management to enforce native vegetation protections on Council controlled/managed land
- 2) Continue to monitor and lobby the government on 10/50 to provide an effective balance between landscape and risk
- 3) Other internal departments and SRGs should be engaged to reflect their role in protecting native vegetation
- 4) Education of the community and other internal stakeholders



## Goal 6: Increase/restore populations of threatened species/EEC's

### What we are doing well or not well

#### Well

- Mapping and knowledge of where threatened species and Endangered Ecological Communities occur
- Advocating for protection of TS and EEC through development assessment and planning controls
- Partnerships with State Government departments that manage TS/EECs

#### Not well

- Not effective at using planning controls to protect TS and EEC from Court decisions and legislative change
- Not arresting the threats posed to TS and EEC (e.g. poor development, pest species impacts, stormwater devices)
- Streamlined processes to make sure Council's operations are not a threat
- Not a strong focus on recovery, more on threat minimisation
- Compliance laws can be difficult to use to enforce protections

### Suggested actions

- 1) Comprehensive review of development controls to ensure they are providing the highest level of protection from development
- 2) Develop a suite of incentives to encourage private residents and developers to better protect, as well as restore TS and EECs
- 3) Needs to be a corporate focus on increasing populations of TS and EECs not just meeting obligations
- 4) Ongoing compliance and partnership with any State or Commonwealth threat abatement/recovery plans
- 5) Review consent conditions for development to enable better compliance action



## Goal 7: Remove/reduce populations of pest animals and plants

### What we are doing well or not well

#### Well

- Culling programs in place for fox and rabbit populations
- Indian Myna working groups (as well as Noisy Myna)
- Partnerships with pest species groups (e.g. UFAAG, Sydney Weeds Committee etc)
- Compliance with State obligations around pest management

#### Not well

- Monitoring the expansion/contraction of pest populations
- Strategic planning for long-term pest eradication
- Education for community, florists and nurseries about what "good" plants are for gardens, rather than allowing "fashionable" but destructive planting that passes an enormous cost to the community

### Suggested actions

- 1) Eradicate pest species
- 2) Better controls on domestic animals that predate on native fauna
- 3) Ensure new biosecurity legislation is being used to the greatest advantage
- 4) Take enforcement action against owners of unrestrained domestic animals/pets including cats/dogs
- 5) Declare war on Asparagus Fern with Council advising landowners with follow up direction and orders as required.



## Climate Change

Prioritise adaptation by reviewing our critical infrastructure, support the community in using more renewable energy sources, and be a leader in our own operations.

### **Goal 1: By 2027 Council will reduce its emissions by matching State Government targets for climate change towards meeting a zero emissions target by 2050**

The group expressed a strong desire to support the commitments of the State Government in meeting a zero emissions target.

#### ***What we are doing well or not well***

##### **Well**

- Solar panels on community owned buildings, like surf clubs
- Work with other organisations on climate change issues
- Former Councils had a level of commitment to reducing its emissions

##### **Not well**

- Funding emissions reductions
- Promoting its emissions reductions progress

#### ***Suggested actions***

- 1) Live up to our respective sustainability pledges
- 2) Undertake a Council energy audit and look for quick wins
- 3) Partnerships with residents and universities and other groups for sustainable power (e.g. City of Sydney, regional Councils)
- 4) Develop interim targets
- 5) Demonstrate savings from energy efficiency to the community
- 6) Ensuring environmental management (and carbon emissions considered in leases of Council properties)



## **Goal 2: Take a critical infrastructure approach to prioritising adaptation to climate change**

This goal is about the need to minimise the impact of climate change where it cannot be mitigated by Council (e.g. rainfall, sea level rise etc).

### ***What we are doing well or not well***

#### **Well**

- Some understanding of what assets are at risk from climate change
- Partnerships in research
- Council's focus on threat minimisation takes a precautionary approach to its strategies to cope with climate change risks

#### **Not well**

- Building climate change adaptation into asset management
- List of assets at risk (particularly reviews of low lying infrastructure)
- Designing for climate change in new and upgraded assets

### ***Suggested actions***

- 1) Incorporate climate change and adaptation into the reviews of development control plans
- 2) Review low lying infrastructure and whether it can cope with climate change scenarios
- 3) Incorporate climate change into the infrastructure renewing framework into the future
- 4) Increase regular inspections and clearing of debris from pollution traps and stormwater drains to reduce impacts of flooding & infestations



### **Goal 3: Support the community to use more renewable energy sources**

Our community are a key part of the effort to reduce carbon emissions. The group recognised the importance of supporting our community in making renewable energy choices in their own lives.

#### ***What we are doing well or not well***

##### **Well**

- Work with other organisations
- People are switching off the grid – solar panels

##### **Not well**

- Providing resources that help the community switch to renewables
- Setting development controls for energy efficiency

#### ***Suggested actions***

- 1) incorporate renewable energy controls and sustainable designs into new development control plans
- 2) Partnerships with residents and universities and other groups for sustainable power (e.g. City of Sydney, regional Councils)
- 3) Work with community groups and ask them to meet our targets as well
- 4) Demonstrate savings from energy efficiency to the community
- 5) Council to lobby for better BASIX controls
- 6) Streets to be orientated for better solar access
- 7) Big development should have to incorporate large efficiency projects, ie Ingleside apartment blocks and shopping precinct
- 8) Support sustainable technologies (e.g. electric car charging stations, Tesla battery stations etc)
- 9) Work with all NBC businesses, community groups, organisations, utilities, services, education providers to assist in meeting NBC targets

## Floods, Bushfire and Coastal Erosion



Ensure the hazards posed by our environment are managed to protect life and property, but in balance with our natural environment

### Goal 1: Flood mitigation

#### *What we are doing well or not well*

##### Well

- Flood warning systems for coastal lagoons and Manly Dam
- Statutory flood policy, studies, planning and mapping of flood affected areas (e.g. Flood Studies)
- Links with emergency services

##### Not well

- Development controls are not consistent among the former Councils

#### *Suggested actions*

- 1) Investigate solution to flooding of Wakehurst Parkway
- 2) Maintain strong links with emergency services and build/share resources and knowledge
- 3) Continue to discover and map flood affected areas, as well as review existing information as technology/knowledge improves
- 4) Develop consistent controls for managing flooding in new development
- 5) Educate and prepare the community including improving design and compliance (potentially through using FloodSafe Kits, and/or providing advice to flood affected residents as part of their DA documentation)



## Goal 2: Bushfire mitigation and management

### *What we are doing well or not well*

#### **Well**

- Maintain good links with the Rural Fire Service
- Bushfire mapping
- Using bush regenerators to clear fire access zones

#### **Not well**

- Preparedness for longer, tougher droughts, leading to bushfires
- Limiting areas where animals can flee is inconsistent with our goal for no loss of species and diversity

### **Suggested actions**

- 1) Better consideration of wildlife corridors in terms of bushfire planning
- 2) Maintain our responsibilities for bushfire risk (hazard reduction to protect people and property)
- 3) Maintain and enhance strong links with emergency services and build/share resources and knowledge
- 4) Improve community understanding and preparedness for bushfire



### Goal 3: Coastal Erosion

#### *What we are doing well or not well*

##### Well

- Protecting beach amenity
- Identification of coastal erosion effects on the open coast
- Updating planning controls and policies to respond to coastal erosion issues
- Compliance with State Government directions on managing coastal erosion

##### Not well

- Obtaining State/Federal Govt support for long-term sand nourishment
- Long-term management of erosion on harbour/estuary beaches

#### *Suggested actions*

- 1) Continue to lobby State and Federal Governments on sand nourishment
- 2) Ensure ongoing protection and management of the beach as the highest priority (both beach and dune environments)
- 3) Maintain strong links with emergency services and build/share resources and knowledge
- 4) Be a leader in coastal and estuary management
- 5) Increase focus and resolve erosion issues on harbour and estuary beaches
- 6) Maintain or enhance dune/beach protection and conservation
- 7) Review and improve stormwater management across our beaches



## Sustainable Communities

Ensure the development we control is sustainable and green, reduce plastic consumption, be a leader in environmental sustainability, and support our community to be as sustainable as possible.

### Goal 1: Development should be built in a sustainable, environmentally responsible way

#### *What we are doing well or not well*

##### Well

- Progressing towards green star ratings for Ingleside

##### Not well

- Do not provide comprehensive development controls that achieve this goal
- Difficult to go beyond existing BASIX targets
- Need to educate community about the link between good development and a sustainable environment
- Incentivise developers to produce better quality developments that achieve sustainable outcomes

#### **Suggested actions**

- 1) Encourage the implementation of water sensitive urban design in all new development, and retrofits to existing
- 2) Need to implement native vegetation offsets for development irrespective of State legislation
- 3) Enforce regulations on protection of marine and bush environment associated with development
- 4) Encourage the use of street trees as connectivity and habitat resources
- 5) Encourage SMART development/buildings by providing incentives for developers, property owners, business to plan, build & act sustainably e.g. faster approval for solar powered buildings
- 6) Developers pay 5 to 10 year bonds at new release areas like Warriewood and Ingleside for environmental measures like bioretention basins (if there is a failure, Council can exercise the bond and take action to correct)
- 7) Design principles should be innovative and leading edge
- 8) Council to be a leader in sustainable development and have planning controls that reflect this



## Goal 2: Green areas and the natural landscape should dominate the Northern Beaches

### What we are doing well or not well

#### Well

- All former Councils were trying to protect their natural environment from inappropriate development

#### Not well

- Recognising and protecting "environmental heritage" (e.g. iconic vistas, iconic landscapes, iconic trees)
- Restoration of entire landscapes (we are accepting the change that's already happened rather than fixing it)
- Council is not maintaining its own tree cover and canopy (sometimes due to liability fears, sometimes miscommunication)
- Overcoming the impact of 10/50 on our landscape
- Impervious surface areas are affecting runoff which is affecting surrounding vegetation
- Planning controls don't help achieve this target

### Suggested actions

- 1) Protect and enhance environmental heritage in our policies and planning controls
- 2) Re-greening of landscapes eg: Curl/Freshwater Headland is denuded of original vegetation and the ridge line character lost
- 3) Council needs to be able to better defend its policies regarding development (e.g. stronger/smarter controls with better outcomes)
- 4) Policy on how much land can be developed on land parcel (e.g. minimise Floor Space Ratio, manage granny flat site impacts)
- 5) Ensure our large scale visual values are protected from new development (e.g. protect the ridge lines and escarpments)
- 6) Protecting geodiversity public and private property (e.g. the tombolo at Barrenjoey, rock platforms at Narrabeen, Long Reef etc, the Hole in the Wall at Avalon, laterite sites at Ingleside and Terrey Hills)



### Goal 3: Educate our community about environmental sustainability

Better education provides an understanding of environmental issues, threats, risks, preparedness, and best ways to manage them

#### What we are *doing well* or *not well*

##### Well

- All former Councils have run a variety of good educational programs and offered different things
- Our environmental centres are fantastic but have the potential to go even further
- Primary and high school children 'get it' and so encourage ongoing participation

##### Not well

- Environment centres need to be considered as serving a whole region now – may need more resources/facilities/people
- Adults are the problem and need more education/understanding

#### Suggested actions

- 1) Focus education of the community on the marine environment and its biodiversity – often forgotten yet one of the main reasons people live here
- 2) Educate the community on the value of bushland, because this in turn helps support policies and programs to maintain the bushland
- 3) More interpretive signs to help people understand (e.g. riparian zones, catchment symbols on drains/gutters)
- 4) Start education with kids/young people. Run environmental programs to attract children of all ages including pre-school, invite high school students (Duke of Ed awards?) to run these programs (young children respond well to older peers)
- 5) Review our centres to see what can be achieved across the region, what should their focus be, what services should they provide?  
Review the events/programs we offer to see what can/should be done on a local and what should be done regionally
- 6) Increase resources to environment centres
- 7) Run more programs to allow people to present their work in fields of science, engineering, technology etc.  
Invite environmentally related businesses to run presentations
- 8) Council to work with all education providers, libraries, schools, including pre-schools
- 9) Recruit volunteers from retirement villages, and retiree organisations to work in and run environmental programs



## Goal 4: Provide support and resources for our community to be sustainable

### What we are doing well or not well

#### Well

- There is a lot of web-based resources out there
- Good range of workshops and special events on key sustainability topics
- Partnerships with business are good

#### Not well

- No physical place to go to get sustainability advice – Council not seen as a resource
- Council website doesn't provide enough support
- Council should be a leader like City of Sydney, Inner West and North Sydney who have great centres on sustainability

### Suggested actions

- 1) Help the community take action on sustainability issues including water management, property landscaping, bioretention basins through good development controls
- 2) Embed Avoidance, Reduce, Reuse, Recycle practices in Community, Business, Government in order to reduce waste & impacts – Council to lead this in its own areas of operations and influence
- 3) Promote electric cars, clean & quiet, battery stations, shared use, cap & trade schemes
- 4) Support local food production and food security by increasing community gardens everywhere including vegetation strips, green walls, roof, and supporting greenhouses in consolidated areas like schools and retirement villages.
- 5) Encourage food suppliers to source local produce
- 6) Lobby for better transport links eg. heavy/ light rail Pymble- Terrey Hills- Frenchs Forest- Chatswood and Narabeen to City
- 7) Support Northern Beaches as a Centre of Excellence for Eco-Technology
- 8) Support innovation in the fishing and marine industries, both in + offshore from the Northern Beaches (NB: This was not supported by all members of the Group – some do not see commercial fishing as a sustainable activity but one needing regulation to sustain fish populations)
- 9) Explore opportunity to use school grounds e.g. community gardens, recreation, share resources including buildings as a community resource



10) Support Sustainable Transport SRG in their desire for active transport etc.

## Goal 5: Maintain or enhance environmental amenity and access to the natural environment

### *What we are doing well or not well*

#### Well

- Trails are fantastic
- Encourage people to be outdoors
- Good facilities in many locations where people can enjoy the environment (especially passive enjoyment)

#### Not well

- Don't educate enough about what good access and bad access looks like (e.g. walking on fire trails vs cutting new mountain bike tracks)
- Waterways are crowded
- Haven't balanced active enjoyment with environmental protection (lots of activities aren't well regulated and cause damage)
- Littering is still a big issue
- Fishing line is not well disposed of and often ends up in our waterways

### *Suggested actions*

- 1) Compliance around littering
- 2) Look at measures to restrict boat numbers and use dry boat stacking
- 3) Develop partnerships with outdoor groups (e.g. mountain biking, motorbikes, fishing) to work on sustainable behaviours
- 4) Identify and communicate limits on access for some locations (e.g. shallow waterways, sensitive bushland, unstable environments)
- 5) Develop clever education programs to prevent further damage
- 6) Strategies for managing access in the long-term (e.g. Pittwater, Middle Harbour, Narrabeen Lagoon and Bushland Reserves)
- 7) Increase trails for active recreation



## Goal 6: Council is a leader in environmental sustainability

### What we are doing well or not well

#### Well

- Each former Council had a documented policy/strategy on environmental sustainability
- History of supporting community and business in being more sustainable
- Administrator has pushed environmental sustainability issues, which has given Council and early start on its identity

#### Not well

- Not yet recognised as being a leader in its own operations
- Don't promote our successes as well as we should
- Need to market ourselves better
- Not yet co-ordinated in our approach to the community (hard to be a leader when you're offering lots of different services with different identities)

### Suggested actions

- 1) Tying our environmental sustainability actions to the new Northern Beaches brand – all our efforts are recognised as Council efforts
- 2) Work closely with our key community groups so that we are co-ordinated with them and offering good service
- 3) Work closely with the incoming Council to develop an identity for the elected body on Environmental Sustainability



## **Goal 7: Plastic free society**

### ***What we are doing well or not well***

#### **Well**

- Administrator has made this a priority
- Industry is starting to build momentum in this area

#### **Not well**

- Council, business and the community are not currently compelled or encouraged to reduce plastics
- Council needs to do more in its own operations in reducing its plastic use
- Plastics causing issues in our marine, riparian and terrestrial habitats
- Plastics not being captured properly in our stormwater system/traps

### ***Suggested actions***

- 1) The Waste SRG has taken charge of this issue, and the Natural Environment SRG recommends that all their efforts on making Northern Beaches plastic free should be supported
- 2) Develop a plastic free strategy
- 3) Work with the community and business to reduce/remove plastics in their areas of influence



## **Goal 8: Best practice and consistent management of water across the region**

### ***What we are doing well or not well***

#### **Well**

- All former Councils were focussed on the sustainable management of water (either one or more of reuse, recycle, demand management etc)
- There has been good uptake of water management measures by the community (e.g. water tanks)
- Monitoring water usage

#### **Not well**

- No overarching water management strategy for the organisation that sets expectations and mechanisms for managing water
- Our links with Sydney Water need to be stronger and more strategic (i.e. not just dealing with the community consultation arm)
- Data for community usage is not as easy to obtain or influence

### ***Suggested actions***

- 1) WSUD - Water Sensitive Urban Design everywhere, including ridges e.g. Ingleside development
- 2) Review development controls – water management should cover everything from consumption to runoff, conveyance, treatment and discharge
- 3) Increase cooling water features including green roofing/walls to combat urban heat island effect and climate change impacts

## Appendix 1

### Natural Environment SRG members

Alex McTaggart (Chair)	Implementation Advisory Group
Wayne Gobert	Local Representative Committee - Social
Narelle Berry	Resident – Manly Ward
Phillip Colman	Resident – Narrabeen Ward
Roberta Conroy	Bayview Church Point Residents Association
Jo Cooper	North Steyne Surf Lifesaving Club
Rebecca Eddington	Resident – Curl Curl Ward
Jacqueline French	Manly Community Forum
Paul Hackney	Resident – Frenchs Forest Ward
Tom Hazell	Resident – Curl Curl Ward
Edwina Laginestra	WIRES Northern Beaches
Whitney-May Lever	Resident – Frenchs Forest Ward
Marita Macrae	Pittwater Natural Heritage Association
Jacqueline Marlow	Friends of Narrabeen Lagoon Catchment
Yvonne Pflieger	Resident – Curl Curl Ward
Kathryn Ridge	Resident – Manly Ward
Merinda Rose	Palm Beach & Whale Beach Association
David Thomas	ECO Divers



# KEY ISSUES FOR YOUNG PEOPLE

SRG Issues Paper 2017

NORTHERN BEACHES  
COUNCIL

2017/223407

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## BACKGROUND

### THE YOUTH STRATEGIC REFERENCE GROUP

Northern Beaches Council established 11 Strategic Reference Groups to assist the Council in the development of the draft Community Strategic Plan (CSP).

In addition to providing input to the draft vision, priorities and objectives for the CSP, the Youth Strategic Reference Group (SRG) was also tasked to:

- Provide input to the vision, priorities and objectives for the Northern Beaches Draft Community Strategic Plan;
- Empower young people to initiate and participate in making the Northern Beaches a youth oriented place that responds to their needs;
- Provide opportunities for young people to plan, coordinate and engage in the delivery of programs and events;
- Identify opportunities for mentoring across the Northern Beaches Council
- Encourage and support youth participants (14 – 24 years) in participating in decision making, planning and engagement;
- Support ongoing use of technology for engagement with youth.

The Youth SRG met five times between September 2016 and June 2017 to consider a range of issues relevant to young people on the Northern Beaches. This work informed the development of the relevant goals and strategies for the Draft Community Strategic Plan.

### THE PURPOSE OF THIS PAPER

The aim of this key issues paper is to provide a summary of the key issues and priorities identified by the Youth SRG and to give detail to some of the relevant high level goals and strategies outlined in the draft CSP.

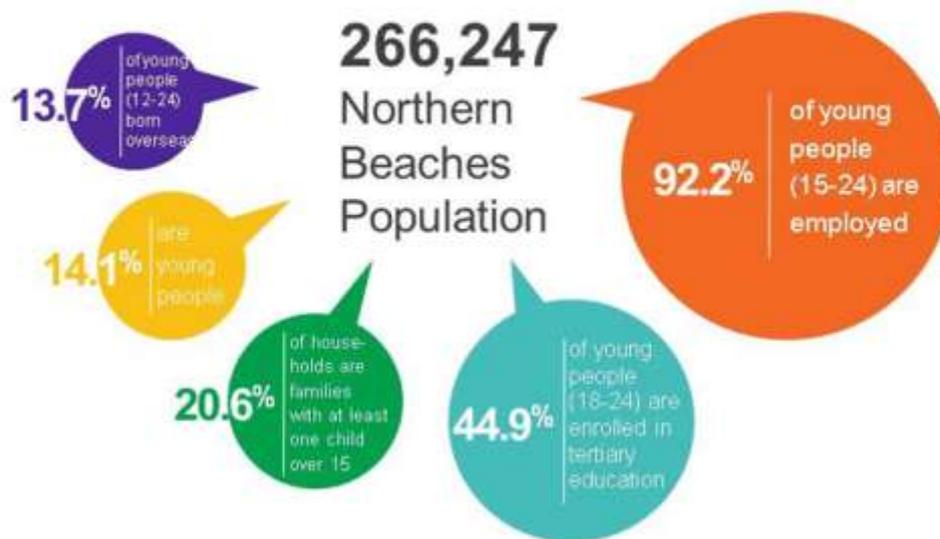
Further, the work undertaken by the SRG and the key themes that emerged from a workshop undertaken on April 27 will assist the new Council and the staff to better understand the key priorities for Young People on the Northern Beaches and how these might be addressed in future planning processes.

## MEMBERSHIP

The Youth SRG comprised the following 20 members:

Kylie Ferguson	Implementation Advisory Group
Roslyn Harrison	Local Representation Committee - Economic
Grace Blackford	Resident – Manly Ward
Ian Bowsher	Peninsula Community of Schools (PCS)
Jessica Chignell	Resident – Frenchs Forest Ward
Eve Clark	Northern Sydney Local Health District
Isabelle Edwards	Resident – Frenchs Forest Ward
Justene Gordon	The Burdekin Association
Kevin Harris	Resident – Manly Ward
Ryan Lagois	Resident – Narrabeen Ward
Su Young Lee	Resident – Frenchs Forest Ward
Georgia Llewellyn	Resident– Narrabeen Ward
Olivia Murray	Resident – Pittwater Ward
Brittany Ryan	Resident – Pittwater Ward
Phillip Stone	Sydney North Primary Health Network
Rheza Tan	NSLHD - Headspace Brookvale
Amy Warren	Resident – Manly Ward
Brandon Wescott	Manly Community Forum
Sam Wilkins	Resident – Frenchs Forest Ward
Lindsay Godfrey	Northern Beaches Council - Executive Manager Community Services

A SNAPSHOT OF YOUNG PEOPLE ON THE NORTHERN BEACHES



## OVERVIEW OF KEY ISSUES DISCUSSED

The Youth SRG had a number of opportunities to consider the key issues and priorities for young people on the Northern Beaches and provide input into the development of the Draft CSP.

In addition to this work, members of the SRG were able to build on their current knowledge of the issues that affect young people on the Northern Beaches such as: young people and recreation, young people and housing, and transport for young people through a series of detailed presentations and discussions. Please see below further detail on these discussions.

### 3A. INPUT INTO THE DRAFT CSP

The initial meeting held on September 28 was a joint meeting of all the 11 Northern Beaches Council Strategic Reference Groups. During this meeting individual members were invited to contribute to the development of the Northern Beaches Draft CSP (Stage One), as well as give feedback on the draft Vision and the Issues Paper. Following this exercise any missing issues and opportunities from the initial CSP Issues Paper were identified and captured. Please see *Appendix 1* for more detail.

This information was then presented back to the Youth SRG at the meeting held on November 9 and further feedback was sought to identify key priorities for young people, some of these included:

- Limited opportunities for young people to be active, showcase their talents and skills, and connect with their peers
- Limited range of tertiary education facilities and training opportunities on the Northern Beaches (including apprenticeships and university degrees)
- The ever increasing price of housing and lack of affordable stock and housing options, particularly for key workers, people on low incomes, people with a disability and young people
- Youth need more opportunities to be mentored, have their views incorporated, reduce homelessness, and access education and training
- Not enough support/infrastructure for active travel and small-scale accessible transit e.g. community buses and cycle ways
- Impacts of drug and alcohol intake on public health and wellbeing, including safety risks in public places
- Increased prevalence of mental health issues among young people.

For full details of this exercise please see *Appendix 2*.

### 3B. YOUNG PEOPLE AND RECREATION

Adolescence is a time where significant development occurs, where young people make choices which will affect their transition into adulthood. Positive experiences and support to learn and make positive choices is paramount during this period. This support can occur both at home but also within their community. Providing them with

opportunities to interact and engage in positive activities and programs can foster aspirations, skills and overall well-being which are vital to health and development of our young people.

Ongoing boredom and lack of relevant activities can lead to increased social isolation. Evidence supports a link between young people having nothing to do, and an increased risk of them participating in underage drinking and other anti-social behaviour. A self-perpetuating process of disengagement results as young people do not engage politically and socially outside of their demographic if they feel marginalised. Conversely, increased community participation is associated with better mental health and greater feelings of wellbeing and life satisfaction. Social and physical recreation activities can provide opportunities for young people to participate in community activities and feel genuinely valued, connect with other young people and across generations and interests, gain insights into their environment, and enhance skills, experiences and knowledge.

November's SRG meeting included a discussion on 'Northern Beaches Young People's Sense of Belonging and Connectedness with their Community, People and Place'. During this discussion the group identified sub-groups of young people based on how they identify themselves (values, beliefs, interests, attitudes) including younger and older age brackets across the 'young people' definition of 12-24 years; sexual minority (LGBTQA+); student status, disengaged; sporty; arty / creative; and disability. This highlighted the range of varied interests and motivations to connect with and participate in their community.

The group was also able to identify who else, other than Northern Beaches Council, was facilitating and offering opportunities for social and recreational activities, including sporting groups, education institutions, licenced venues, social media platforms, parents, Rotary, church groups, volunteering groups, and young people themselves.

From these discussions, the group worked in smaller groups to consider a 'persona' from a collection of images representing different sub-groups of young people, and encouraged to consider from their perspective how they make decisions about participating in different recreational opportunities. From this the group provided and gained insight into the different motivating factors and important considerations when planning these opportunities. These included how accepted they would be based on age and gender, how relevant it is based on their interests, how accessible the venue is both geographically and for people with disability.

The meeting ended prior to the last discussion point of the roles of Council and the community in increasing participation and benefits young people derive from recreational programs. However, this discussion took place during the SRG meeting in February 2017. The group discussed Council's role in coordinating and/or assisting community engagement and connecting the community with activities as well as finding solutions through consultation and running events and activities. They also discussed the role parents play in creating opportunities and linking their young people with activities. Local businesses were also considered potential stakeholders with ideas discussed around collaborative projects between them, Council and non-government organisations (NGO's).

### 3C. YOUNG PEOPLE AND HOUSING

Homelessness and the lack of affordable housing options for young people is an issue shared by communities across the country. The Northern Beaches is not immune to these issues and the flow-on effect it has on the broader community. Figures released in recent years by numerous agencies including State Government, Homelessness Australia, and Y Foundations report an increase in numbers of people, including young people, experiencing homelessness. The reasons are varied including family and domestic violence, mental health, relationship breakdowns, and financial difficulty. Mortgage and rental stress, where more than 30% of the household's pre-tax income is spent on mortgage or rental payments, is a significant and growing cause of homelessness.

The SRG meeting which took place in February 2017 provided an opportunity for the group to gain insight into homelessness, what it looks like across NSW, and more locally for the Northern Sydney region. It is an important conversation for the community to have, even for the Northern Beaches which is not a region typically referenced in figures and statistics about homelessness. The workshop also provided an opportunity for situations of homelessness to be considered from the perspective of a young person, understanding a significant risk factor for long term homelessness is the experience of youth (aged under 18 in particular) homelessness.

The definitions of homelessness as discussed throughout the SRG meeting were:

- Primary homelessness: rough sleeping, squats, cars
- Secondary homelessness: people on the move frequently, e.g. emergency accommodation, youth refugees, couch surfing
- Tertiary homelessness: living in premises with no security of a lease, no access to basic private facilities, e.g. medium – long term boarding houses, caravan parks
- At risk of homelessness: young people 'couch surfing'; beginning to disengage from school; experiencing family conflict
- Early intervention: focusing on building the capacity and resilience of young people, providing support before becoming entrenched in the cycle of homelessness

The difference between 'Social Housing' and 'Affordable Housing' was also defined:

- Social housing: NSW Public Housing; Community Housing (e.g. Link Housing)
- Affordable housing: property which is available to buy or rent at a lower rate than the market so people are able to meet other basic living costs such as food, clothing, transport, etc.

Healthy communities are characterised by a diversity of people and places. Without affordable housing options, communities become homogenous. More affordable and low cost housing options are needed to prevent homelessness, but this is only part

of the picture. Another part is the support available to people experiencing homelessness, and early intervention strategies when people are at risk of homelessness.

Julie Acton, Program Manager at Mission Australia, was invited to this SRG meeting to present the 2016 Northern Sydney Homelessness Data Project, a report undertaken by the community sector to gain a more comprehensive snapshot of homelessness across the Northern Sydney District. A total of 86 organisations were engaged to participate in the project, including government, non-government, religious based, funded and non-funded organisations, Council, and telephone referral lines. These organisations represent the support available to people experiencing homelessness or at risk locally to the Northern Beaches.

In her presentation, Julie Acton highlighted some of the findings:

- The Data Project took place over five days in February 2016. During this period 274 contacts were made, either face to face, over the phone, or email interaction resulting in assistance, support and/or referral
- The most common presenting issues were financial stress, mental health, and family and domestic violence
- More than 50% of referrals had more than one presenting issue
- Number of 'beds' for young people: seven seeking short term accommodation (up to three months); fifty nine for long term accommodation (three to eighteen months)

The workshop ended with a discussion about Northern Beaches Council's role in the topic of youth homelessness, and affordable housing options more broadly. Discussion points included:

- With Council being the closest level of Government to the community, they are in a position to see and hear first-hand the trends, issues, and opportunities available. Council can use this information to educate the community and to advocate on behalf of community members
- More affordable housing options are needed on the Northern Beaches, and Council can provide influence during the planning and decision-making process of new proposed developments
- A healthy, resourced youth sector is equally important. Council can provide resources to maintain a strong sector, for example partnerships, sector development, and advocacy

When looking for support, information, or advice for young people who are experiencing homelessness, or any other issues putting them at risk, the SRG group listed their sources as online searches (Google), friends, and family members as well as through the school community such as teachers, school counsellors and student-run campaigns.

### 3D. YOUNG PEOPLE AND TRANSPORT

Transport is extremely important in every community as it enables access to the following: services, facilities, environments, various social networks, activities and events. Access to sufficient public transport is a significant issue that affects the community at large due to the isolating geography of the Northern Beaches. However, young people, who may not have access to private modes of transport due to their age or for financial reasons are particularly more reliant on public transport than others.

The difficulty that young people face in accessing transport has been acknowledged by various former Council papers and documents, including the former Pittwater Social Plan 2012-2016, former Pittwater Emerging Issues Paper: Youth and Families and the former Manly Council Youth Strategy 2014. These plans suggested that young people are reliant on public transport for a number of reasons such as: getting around the Northern Beaches, establishing and maintaining social interactions and networks and accessing services and facilities. Public transport on the Northern Beaches mainly resides on 'trunk routes' or main roads such as Pittwater Rd, Warringah Rd and Barrenjoey Rd, therefore roads outside of these main thoroughfares or 'feeder routes' are not as well serviced and therefore present problems to young people who cannot easily access the main routes (Pittwater Social Plan 2012-2016).

The negative consequences for this poor access to public transport for young people includes disengagement from social networks and support services, lack of access to education, particularly tertiary education and increased difficulty in accessing employment (Pittwater Social Plan 2012-2016).

At the meeting held on April 27, 2017 a discussion was held with the Youth SRG on the issue of young people and transport on the Northern Beaches. With the imminent arrival of the B-Line service on the Northern Beaches this discussion was timely as there may be future opportunities to influence decisions around service re-design. The main points captured from this discussion were:

- Young people require faster and more direct transport
- Services are needed later in the evening
- Transport increases the independence of young people, who can then become less reliant on parents
- There is a need for greater connection between transport modes (e.g. bus to train)
- There is a lack of transport to the west, for example transport to Macquarie University
- There needs to be better off-road cycle paths
- Difficult suburbs to use public transport include: Frenchs Forrest, Belrose and Terrey Hills, Bayview and Ingleside
- Transport is a deciding factor when considering University choices.

For full details on this discussion please see *Appendix 3*.

## WORKSHOP

The next step for the SRG was to build upon the body of work that has been undertaken and to deliver a Key Issues for Young People paper as a reference for the incoming Council in September 2017.

The SRG meeting on 27 April 2017 included a one hour workshop. The aim of the workshop was to focus in depth on identified goals and strategies for the Draft CSP (Stage Two) that were particularly relevant to young people.

Members were divided into two groups, with each group allocated a certain number of goals and strategies to explore in relation to the potential barriers and opportunities that exist.

The notes from the workshop were then circulated to committee members for their review and comment. For full details and notes on this workshop please see *Appendix 5*.

## KEY THEMES

There were a series of key themes that emerged from the workshop, these are: places and spaces for young people, engaging young people and employment and training opportunities on the Northern Beaches and the health and wellbeing of young people and their families. These themes are explored in more detail below.

### Places and Spaces for Young People

There was strong theme that emerged from the workshop around generating public spaces on the Northern Beaches that were more inclusive of young people. There was a feeling amongst members of the SRG that there isn't much of an offering of public spaces and venues that accommodated the needs of young people. The group felt that most public places on the Northern Beaches catered for those less than 12 years old and their families however did not have much to offer youth. One of the other key issues raised by the SRG was around access; even when there are some great places in the community for young people they can be hard to access due to lack of transport and isolation, for example YOYO's. Another key barrier was the negative perception and stigma sometimes held by the broader community about young people 'hanging out' in public.

One of the solutions offered by the group was to build more 'inclusive' public spaces that met the needs of a diverse group of users and that also encourage inter-generational connection, rather than designated spaces for particular groups. Adapting current public outdoor places was also to become more multi-purpose was also discussed, for instance skate parks that incorporated open spaces for handball, or a mixed ball court and picnic tables. This idea could also be adapted to suit Council's current indoor spaces, such as: YOYO's (Frenchs Forrest), Ted Blackwood Memorial Hall (Mona Vale), Manly Youth Centre and PCYC (Dee Why). These community spaces could be customised to enable young people to run their own events and activities, such as band nights.

The group expressed the need for public spaces that encourage un-structured recreation, as opposed to just structured recreation (sport), this could include beach

volleyball nets, wall ball, table tennis facilities and outdoor public performance spaces/stages. As an alternative to permanent infrastructure ideas were raised around Council facilitating a 'pop-up' style infrastructure for events, productions and general recreation. Please see below a list of the 'barriers' and 'opportunities' identified by the group in relation to this theme:

#### BARRIERS

- ▶ Lack of open spaces
- ▶ Access to venues (eg. no public transport)
- ▶ The stigma and perception of young people
- ▶ Space needs to be multipurpose
- ▶ Lack of venues/ facilities for young people to utilise (e.g. music venues)

#### OPPORTUNITIES

- ▶ Multi-purpose spaces for people of all ages (including young people, not just children)
- ▶ Outdoor performance spaces
- ▶ Pop-up infrastructure
- ▶ Table tennis in public spaces
- ▶ Design spaces that encourage social interaction
- ▶ Provide spaces/ venues that can be used by young people for a range of activities (e.g. live music)
- ▶ Provide spaces that facilitate un-structured recreation (e.g. beach volleyball, mixed use courts, wall ball etc.)
- ▶ Skate parks that are multi-purpose, e.g. meet the needs of a diverse group
- ▶ Free outdoor gyms in parks that are compatible with fitness technology such as MapMyFitness or KOMPAN Cross Systems

#### EFFECTIVELY ENGAGING WITH YOUNG PEOPLE

The SRG gave feedback that Council does not always effectively engage with young people. Engagement in this context refers to the ability to communicate with young people and engagement through events, activities and programs. One of the identified barriers to effectively engaging with young people was that Council does not know the correct channels to communicate effectively with young people; traditional marketing and communication methods have limited reach. Further to this, young people do not see the Council website as a tool that they would use; their preferred method to receive information and communicate is through social media and alternative avenues. The group also felt that some Council branded events for young people can be seen as 'a bit lame', particularly by those over 18 years old. Another issue was the lack of access to a large population of young people to engage with, such as university students.

Communicating through social media and marketing events and programs for young people through social media influencers was suggested as a solution to young people engaging better with Council run activities. The other suggestion was to expand the scope and variety of programs on offer to young people in order to engage with those that may not be interested in music only events. Throughout the duration of the SRG meetings there was some discussion around how young people can be involved in decision making, including Council decision making processes.

Please see below a detailed list of the identified 'barriers' and 'opportunities' in relation to youth engagement

#### BARRIERS

- ▶ Some "young people only events" can be seen as a bit lame
- ▶ Council website is not a tool that young people use
- ▶ Some events are only promoted through traditional means of communication e.g. Shoreshocked
- ▶ Not knowing how to connect with young people
- ▶ Knowing the right channels to connect with young people
- ▶ We don't have a university, therefore communication with a bulk population of young people is difficult

#### OPPORTUNITIES

- ▶ Communicating through social media influencers
- ▶ We need a diverse range of events, not just music events to engage young people
- ▶ Council model for Youth engagement in decision-making incl. Youth consultants group, youth volunteers and youth forum

#### LEARNING AND DEVELOPMENT OPPORTUNITIES FOR YOUNG PEOPLE

The SRG identified the lack of learning and development opportunities for young people through Council and generally on the Northern Beaches. It is important to note here that this theme is slightly limited to the topic of volunteering as the group was reviewing the draft goals and strategies in the CSP which relate specifically to volunteering opportunities. However, from this topic some broader discussions around learning and development opportunities for young people emerged.

The group felt that volunteering was valuable for young people in providing experience in the workforce and developing life skills, however suggested that training opportunities, rather than traditional volunteering was more appealing to young people. There was a sense amongst the group that volunteering can sometimes be an unattractive opportunity for young people as there is a perception that these organisations and committees are predominately comprised of older members. The other barrier to employment and training for young people was that they tend to have to move out of area or travel long distances for these opportunities.

The group expressed strongly that young people on the Northern Beaches are genuinely interested and motivated by opportunities to further develop their skills and education which assist in preparing them for their future, particularly the workforce. There were a range of creative solutions offered by the SRG on how to improve learning and development opportunities for young people on the Northern Beaches. One of these ideas included Council facilitating opportunities for young people to develop 'real life' skills and experience through training, innovative workshops and entrepreneurship programs that would prepare them for the workforce. Another idea offered by the group was to facilitate and encourage the development of creative and collaborative workspaces, such as a co-lab in a library or shared office spaces.

### BARRIERS

- ▶ Volunteer opportunities and committees are consist of mainly older people
- ▶ Not the right opportunities being offered
- ▶ Volunteering - can conflict with desire to earn money
- ▶ Knowing who to contact in Council for work experience opportunities
- ▶ Feeling judged as a young person
- ▶ Disconnect between training/education and job demand. E.g. an oversupply of graduates in one industry
- ▶ Young people have to move out of area or travel for university

### OPPORTUNITIES

- ▶ Skills development workshops for young people such as social; media, public speaking an volunteering to learn new skills
- ▶ Promote volunteering opportunities to young people, such as youth committee's
- ▶ Volunteering provides young people with opportunities to experience the workforce, build their resume, build life skills and experience for interviews
- ▶ There is a genuine interest from young people to get involved in social justice causes and charities
- ▶ Incorporate private spaces within libraries for young people to work together and collaborate on ideas
- ▶ Offer training opportunities so that young people are better equipped for future opportunities
- ▶ Offer more social innovation and entrepreneurship workshops that offer real life training such as how to run a business
- ▶ Facilitate the development of local creative, collaborative workspaces and shared offices

### THE HEALTH AND WELLBEING OF YOUNG PEOPLE AND THEIR FAMILIES

There was limited time to explore the wellbeing of young people and their families during the SRG workshop, however we know that through the course of the previous

SRG meetings and through extensive consultation with young people, their families and local services that this is a key issue; therefore we felt it needed to be addressed in this paper.

Children and young people develop within a network of important relationships and connections; the family unit, particularly parents are a key influence within this network and therefore when working with young people it is important that we keep this in mind. Families, in their many contemporary forms, and the family home are the environments in which most children and young people learn their core life values, gain a sense of personal safety and connectedness and develop their sense of identity. It is where they develop and grow, form the base of their physical and emotional wellbeing, and where life-long relationships are forged (Youth and Families Paper, 2014). Parents are an important and positive influence in a young person's life and therefore it is crucial that Council engagement strategies with young people incorporate parents.

Traditionally there have always been barriers to engaging effectively with parents of young people. Such barriers include the negative stigma or perception about parents attending such workshops and seminars, that somehow this implies that they need assistance in parenting and caring for their child. Therefore it is employ a strengths based approach to parent engagement that acknowledges the expertise, skills and knowledge that parents already have.

There are many opportunities for Council to effectively engage with parents of young people that builds upon their current skills and knowledge. An opportunity exists for Council to facilitate the delivery of a more coordinated and comprehensive approach to parent engagement, this could include parenting with youth organisations, NSW Health and Headspace to run programs, workshops and seminars that empower parents to make change where needed and to focus on fostering a more positive family unit.

Vital to the health and wellbeing of young people is access to services and support. Access to community and youth services for young people and their families has been identified as a significant barrier as the majority of these services are located in the southern geographical area of the Northern Beaches (For example: Sydney Drug Education Counselling Centre (SDECC) Manly; Headspace Brookvale; Youth Reach Brookvale; Burdekin Brookvale; Mission Australia Brookvale; StreetWork Manly). The stigma that surrounds mental health has also been identified as a significant barrier to young people and their families seeking help

An opportunity has been identified by some local youth focused services to provide outreach support to young people and their families across the whole Northern Beaches region as per their funding requirements. This includes youth services that are located in the broader Northern Sydney region but are funded to achieve outcomes on the Northern Beaches. It is envisaged that this would be delivered via a 'Health Hub', where young people and their families could access various services on a specific day.

Please see below some detail around the identified 'barriers' and 'opportunities' to the wellbeing of young people and their families:

### BARRIERS

- ▶ Access to services that are predominately located in the southern part of the LGA
- ▶ Limited resources (financial and human) available within the youth services sector and Council
- ▶ Stigma associated with mental health that inhibits young people and their families from seeking help
- ▶ Negative perception around parents attending parent engagement opportunities
- ▶ Parents are time poor
- ▶ Traditional parent engagement style is not always effective (e.g. seminars, workshops, info sessions)

### OPPORTUNITIES

- ▶ Wellbeing Hub of services for young people and families in a northern location on the peninsula
- ▶ A coordinated approach to engage with parents, in particular utilising 'informal' opportunities for engagement
- ▶ Inter-generational events that meet the needs of young people and their parents

### CLOSING COMMENTS

The intent of this key issues paper was to summarise the work that has been completed by the Youth SRG in identifying the key priorities for young people on the Northern Beaches and utilise this work to inform the incoming Council in September 2017. These priorities were identified through various discussions on key issues and a workshop held with the Youth SRG on April 27. The key issues that emerged for young people on the Northern Beaches included:

- Young people and transport
- Affordable housing for young people
- Recreation and young people
- Development and learning opportunities for young people
- Engaging with young people effectively
- The wellbeing of young people and their families

The SRG has also been able to identify a number of key opportunities for young people on the Northern Beaches which may assist Council by providing some ideas on how to address these issues in the future.

**APPENDIX 1 – NOTES FROM YOUTH SRG MEETING  
HELD ON SEPTEMBER 28 2016**

[http://www.northernbeaches.nsw.gov.au/sites/default/files/Joint\\_Strategic\\_Reference\\_Group\\_Meeting\\_-\\_Vision\\_Session\\_Notes\\_-\\_workshop\\_results.pdf](http://www.northernbeaches.nsw.gov.au/sites/default/files/Joint_Strategic_Reference_Group_Meeting_-_Vision_Session_Notes_-_workshop_results.pdf)

## APPENDIX 2 – NOTES FROM YOUTH SRG MEETING HELD ON NOVEMBER 9

### Item 5.3 NORTHERN BEACHES YOUNG PEOPLE'S SENSE OF BELONGING AND CONNECTEDNESS WITH THEIR COMMUNITY, PEOPLE AND PLACE

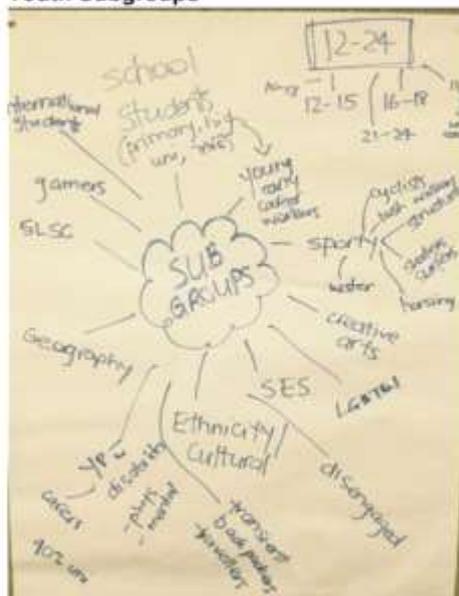
#### DISCUSSION

Suzi Pawley, Youth and Families Coordinator provided an overview of the Northern Beaches young people sense of belonging and connectedness with their community, people and place and highlighted the following points:

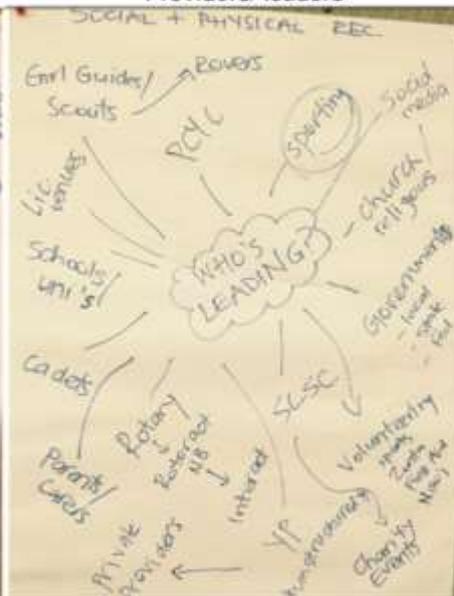
1. Challenges & Opportunities for Young People on the Northern Beaches
  - Northern Beaches young people – demographics
  - Sub groups
  - Current planning – meeting the needs of sub groups
  - Who are the providers / leads?
  - Barriers
  - Strategies for Northern Beaches Council
2. Activity 1
  - Who are our young people?
  - Who are our youth sub-groups?
3. Activity 2
  - Meeting the needs of sub-groups
4. Activity 3
  - Youth Persona
  - Barriers & Strategies

A summary of the workshop is below.

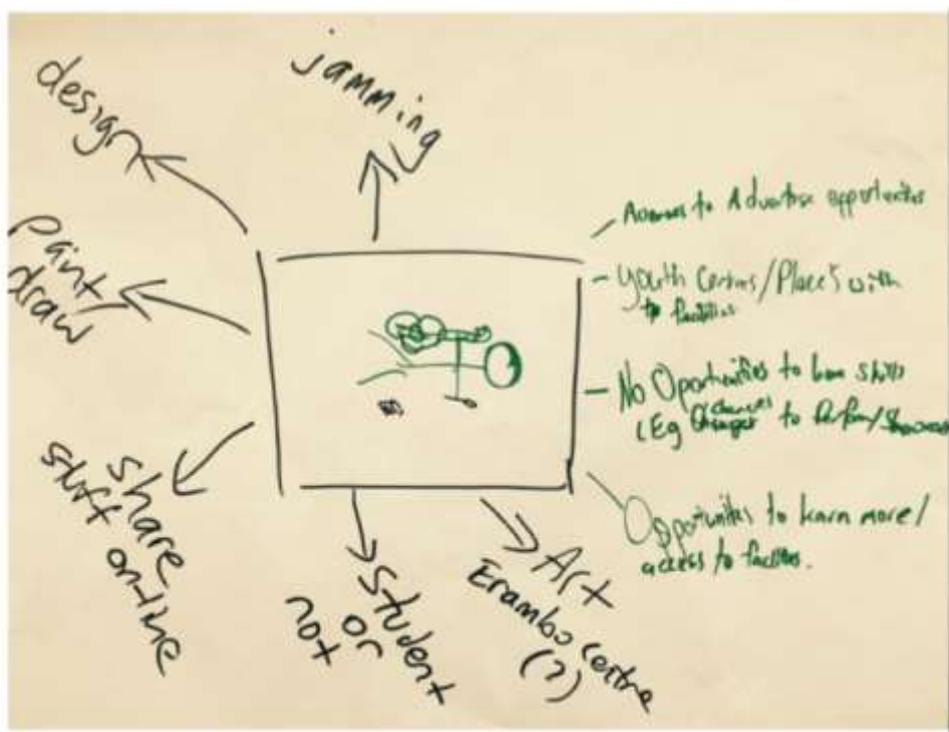
Youth Subgroups



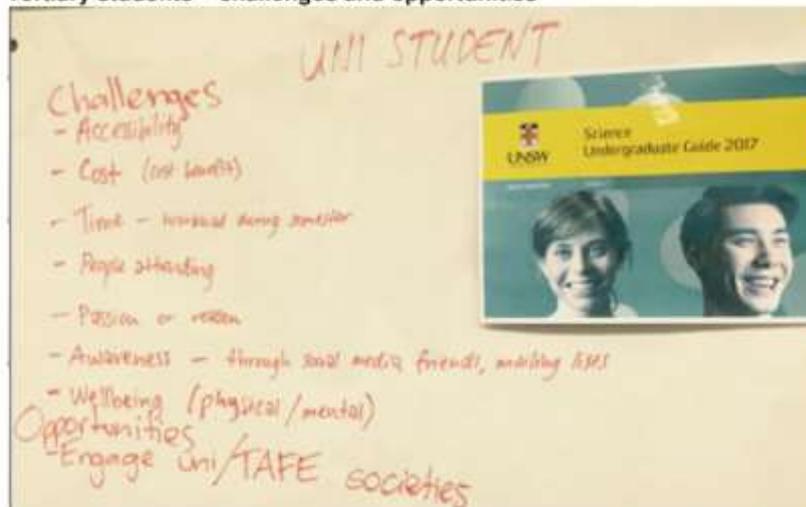
Providers/ leaders



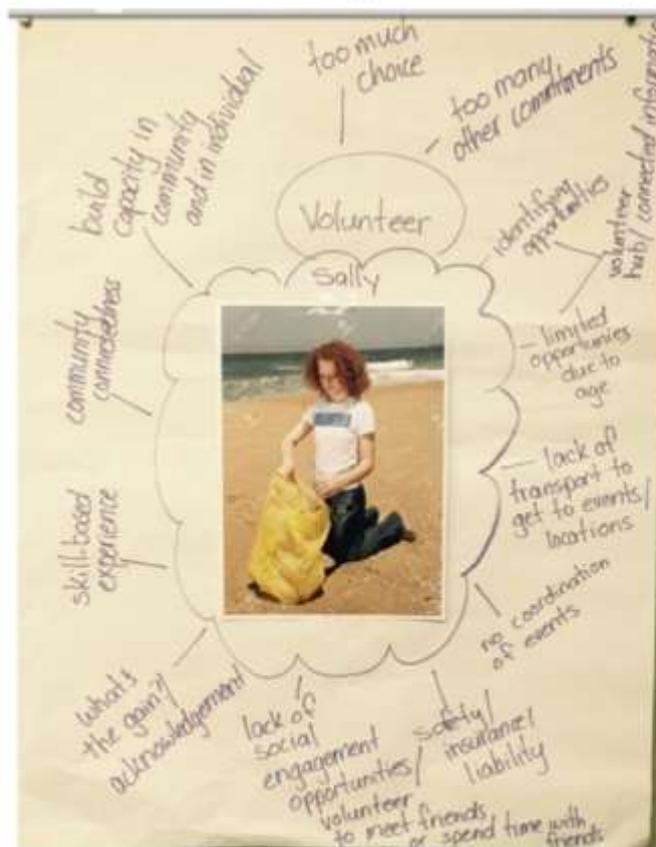
Art & culture – barriers and opportunities



Tertiary students – challenges and opportunities



Volunteers – barriers and strategies



### APPENDIX 3 –

## NOTES ON YOUNG PEOPLE AND TRANSPORT DISCUSSION

### 27 APRIL 2017 YOUTH SRG WORKSHOP

#### Notes from discussion on Young People and Transport

#### Why does good transport matter for Northern Beaches Young People?

- Good transport enables young people to do more social activities.
- Good transport is safer for young people – there is safety in numbers on the bus however there are still concerns at night time.
- Good transport results in less drink driving.
- Good transport matters as Under 18's are not able to drive and it saves time asking parents.
- Good transport results in increased independence for young people.
- Car Sharing Apps? Safety around Uber is a concern.
- Modern Technologies – motorised bikes, electric cars, gadgets.
- Shared paths need to be separated – ones for bikes, one for others.
- How does bike transport work in with buses?
- Topography is difficult for bike riding.
- There is a concern over bus stops near parks/ interchanges.
- Missing connecting transport – transfer routes
- Young people need buses that stop at Wynyard, Town Hall and Central – this allows access to University UTS and USYD.
- Transport is a deciding factor on University choice.
- There is a challenge in getting to Macquarie University.
- Importance of the east – west route to Macquarie University, St. Leonards and Chatswood.
- Buses finishing at 9pm is too early for University students.
- Transport NSW needs to explore student bus to Macquarie University
- Free wi-fi on buses will be an excellent use of time for students to study whilst in transit.
- Difficult spots are Frenchs Forest, Belrose and Terrey Hills.
- There is nothing straight along Warringah Road - from Chatswood to Dee Why.
- School routes are better for before/after school activities.
- Better off road cycle paths – too dangerous on road.

## APPENDIX 4 – DRAFT CSP GOALS AND STRATEGIES

### 9 FEBRUARY 2017 YOUTH SRG WORKSHOP

List of key CSP Goals/strategies covered in Youth Strategic Reference Group workshop on April 27.

- Places for People:
  - **Goal 7.** Our well-designed public spaces inspire social interaction and inclusion and support health and wellbeing
    - **7 a)** Develop urban design requirements that support the health, wellbeing, safety and inclusion particularly for seniors and people who live with a disability
    - **7 b)** Collaborate with the community to design public open spaces and neighbourhoods that cater for a wide range of uses and social interaction
  - **Goal 8.** Our community is healthy, active and engaged with the Northern Beaches lifestyle and various recreational opportunities
    - **8 a)** provide well maintained and safe public spaces that equitably support the active and passive recreational activities of the community
    - **8 b)** Encourage and promote healthy, active living through collaborative partnerships with government agencies, community and sporting groups
    - **8 c)** Encourage a broad range of activities that enable social interactions, stimulate wellbeing, and support people at each stage of their life.
- Community and Belonging
  - **Goal 9.** Northern Beaches culture is stimulated through the arts and a variety of cultural and creative events:
    - **9 b)** Expand cultural activities, events and creative opportunities, including safe nightlife opportunities across the area

- **9 c)** Provide more events and opportunities for young people to socialise in formal and informal ways
  - **Goal 10.** Our community feels safe and supported
    - **10 a)** Enable our community to feel safe and supported through the provision of quality services
    - **10 b)** Promote social inclusion through neighbourhood programmes
    - **10 c)** Build stronger communities where neighbours know and support each other
  - **Goal 11:** Our community is open and friendly, providing social and cultural opportunities for everyone
    - **11 a)** Facilitate a strong sense of community by encouraging community groups and volunteer opportunities
    - **11 b)** Enable all people- irrespective of age, gender, identity, sexual orientation, socio-economic status, mobility or cultural background- to participate in community life by breaking down institutional and social barriers
- **Vibrant Local Economy**
  - **Goal 13.** Our local economy provides a range of employment and education opportunities to match the skills and needs of the population
    - **13 a)** Facilitate new higher education and vocational training opportunities on the Northern Beaches
    - **13 d)** Expand employment, training and education opportunities for young people and people experiencing social disadvantage
- **Transport, Infrastructure and Connectivity**
  - **Goal 16.** Our community and visitors are able to easily access and enjoy the diverse villages and places within the Northern Beaches
    - **16 a)** Improve public and active transport options and connectivity to better met the community needs for travel within the area

## APPENDIX 5 – YOUTH SRG WORKSHOP NOTES - 27 APRIL 2017

Youth Strategic Reference Group – Workshop Notes- 27 April 2017

### PLACES FOR PEOPLE

**Goal 7: Our well-designed public spaces inspire social interaction and inclusion and support health and wellbeing**

**a) Develop urban design requirements that support the health, wellbeing, safety and inclusion particularly for seniors and people who live with a disability**

Barriers:

- Over-development, lack of space
- Competing demands
- Access to more spaces
- Lack of open space, sports fields
- Access and transport
- Space needs to meet demands and be multipurpose
- The rule of 10 (10 purposes)
- Stigma and perception of young people

Opportunities

- Re-focus on young people
- Multipurpose spaces for people of all ages – European model
- Outdoor performance spaces
- Table tennis tables
- Amphitheatre / multipurpose function
- Pop-up infrastructure for young people

**b) Collaborate with the community to design public open spaces and neighbourhoods that cater for a wide range of uses and social interaction**

Barriers:

- Perception of young people/stigma
- Not offering the community the opportunity to collaborate
- Open space designed for people under 12 and families but not for young people

Opportunities:

- Designate spaces for young people
- Design spaces that encourage social interaction
- Legal graffiti walls

**Goal 8: Our community is healthy, active and engaged with the Northern Beaches lifestyle and various recreational opportunities**

**a) Provide well maintained and safe public spaces that equitably support the active and passive recreational activities of the community**

Barriers:

Opportunities:

- Public transport key issue (YOYOS is isolated)
- Mona Vale Hall – having the venue set up for youth activities
- Northern youth health hub

**c) Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their life**

**Barriers:**

- Some “young people only events” can be seen as a bit lame by over 18s
- Food & wine events sound a bit expensive and mature
- Need more food based events that are affordable e.g. Noodle Markets
- Council website is not a tool that young people use
- Some events are promoted in a clinical way e.g. Shoreshocked
- How do we connect with young people, what are the right channels to use?
- We don't have a uni therefore communication with a bulk population is difficult
- Those in the community not knowing how to run an event and there are a lot of forms to fill out e.g. street parties
- Big events are popular but can have adverse impact on local neighbouring residents (disgruntled due to noise, rubbish, parking etc.)

**Opportunities:**

- Free outdoor gyms in parks eg park in Brisbane. “KOMPAN Cross Systems” featured in Good Design Awards – it is an app that personal trains you and keeps your records whilst using public exercise equipment
- Young people learning through skill development workshops such as social media and public speaking and volunteering to learn skills such as stage management, sound mixing desks, event experience - promotes both personal and career development
- Promote volunteering opportunities on committees e.g. WYAC
- We need more events that aren't just music based. Select other interests e.g. food, art, workplaces, Australian Open of Surfing
- All age events are better but they need to appeal to young people
- Communicating through influencers – different avenues – those that have heaps of followers e.g. Chica Bonita
- Council events are seen as a bit lame, attract people with \$5 tacos and well known restaurant names which already have a good following

**COMMUNITY AND BELONGING**

**Goal 9: Northern Beaches culture is stimulated through the arts and a variety of cultural and creative events**

**b) Expand cultural activities, events and creative opportunities, including safe nightlife opportunities across the area**

**Barriers:**

- Not a lot of live music venues
- Venues and money – music
- Practice venues
- Noise

- Access to venues

**Opportunities:**

- Opportunities for local musicians – live music
- Building open spaces that cater to the needs of young people
- Indoor places for music events
- Enhance current venues / make more attractive – not just community halls / meet the needs of internal/external hirers
- Upgrade community spaces and with storage
- Pop up activities – outdoor cinemas, can move around, moveable stage, mobile stage

**c) Provide more events and opportunities for young people to socialise in formal and informal ways**

**Barriers:**

**Opportunities:**

- Sporting events for young people – build on the beach culture, build it and they will come
- Outdoor tennis tables / pool
- Band nights
- Look for more informal opportunities
- Allocate open space for informal recreation
- Skate park, multipurpose
- Food van, not permanent infrastructure – what is the food offering – is it inexpensive?
- Existent bowling clubs (Avalon)

**Goal 11: Our community is open and friendly, providing social and cultural opportunities for everyone**

**a) Facilitate a strong sense of community by encouraging community groups and volunteer opportunities**

**Barriers:**

- Volunteer opportunities and committees are full of older people
- Feeling judged as a young person
- Not the right opportunities
- Knowing who to contact within Council for opportunities

**Opportunities:**

- There is a genuine eagerness to be involved in social justice causes eg Amnesty
- Resume building, diversity, go overseas for charity, life building skills, builds on experience in an interview
- There is a genuine interest and desire to help
- Desire to earn money as opposed to volunteer
- Duke of Edinburgh volunteers approach Council. Schools have Duke of Ed coordinators to match opportunities, and they want meaningful opportunities

**b) Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their life**

Barriers:

- Some young people experiencing these above issues
- The Northern Beaches is insular and monocultural and not diverse in identity

Opportunities:

- More diverse opportunities eg bring a Mardi Gras event to Northern Beaches so that more of the population get exposure to all types/diversity
- People are interested in mental health and opening up that discussion

**Goal 13: Our local economy provides a range of employment and education opportunities to match the skills and needs of the population**

**a) Facilitate a new higher education and vocational training opportunities on the Northern Beaches**

Barriers:

Opportunities:

**d) Expand employment, training and education opportunities for young people and people experiencing social disadvantage**

Barriers:

- The difficulty of meeting the job demand for a growing number of young people in future years
- How do we keep young people here on the Northern Beaches
- The natural desire for young people to move away to experience other parts of Sydney for various reasons eg adventure, independence, housing, education, employment
- Libraries turning into co-lab spaces
- The decision to choose a uni is mainly focussed on the course that is offered, then the location

Opportunities:

- Look at how big business is structuring their organisations eg job titling
- Innovative roles at big business and having those roles on the Northern Beaches
- Offer training opportunities in the form of innovative workshops so that young people are better equipped for future opportunities
- More social innovation and entrepreneurship workshops with real life training such a running a business
- Allow creative co-lab workspaces
- Council should make this easier to create these spaces, shared offices, internship
- Council to work with Frenchs Forest Hospital to create more youth-friendly jobs

**Open Space & Recreation  
Strategic Reference Group**

**Directions Paper**

July 2017

**NORTHERN BEACHES  
COUNCIL**

2017/231085

Page 1

### **Purpose of this paper**

This paper presents an overview of the Open Space and Recreation Strategic Reference Group and the contributions made to the future direction of the Council and the community through its active participation in key open space, sport and recreation strategic planning projects.

### **Background**

Following the formation of the new Northern Beaches Council in May 2016, eleven Strategic Reference Groups (SRGs) were formed across key areas of council's operation, including open space and recreation. The role of these SRGs was to provide a contribution to the strategic directions of the new Council, including input into development of the Community Strategic Plan (CSP) and future plans and strategies. SRG members were recruited via an expression of interest process, and represent a cross-section of the community and bring expertise to their area of appointment. Each group also included at least two former Councillors as Chair and Deputy Chair.

### **Open Space and Recreation Strategic Reference Group**

The Open Space and Recreation Strategic Reference Group consisted of 18 members, listed in Appendix 1. The terms of reference for this SRG were to:

- Provide input to the Vision, Priorities and Objectives for the Northern Beaches Draft Community Strategic Plan.
- Consider all aspects of open space from environmental, playgrounds, sporting grounds, foreshores, beaches, reserves and parklands.
- Incorporate active, passive, indoor and outdoor recreation.
- Advise on technology enhancing experiences.
- Advise on quality of, and access to, existing and new assets.
- Advocate for community places and inclusive spaces.
- Refer and advise on opportunities for funding and grants.
- Recognise the diversity of recreational and sporting activities to ensure equity within the CSP.

The Open Space and Recreation SRG met five times from September 2016 to June 2017.

Prior to the formation of the Northern Beaches Council, open spaces, sport and recreation were planned and managed in varying ways by the former Councils. Also, in developing the CSP it was re-confirmed that open spaces, sport and recreation are of key importance to our community.

The priority strategic focus for this Open Space and Recreation SRG has been to work with Council, to put in place a single strategic approach to the management and long term planning of open spaces, sport and recreation – and that this reflects the current needs and future aspirations of our community.

**Community Strategic Plan - Goals and Strategies Relevant to the Open Space and Recreation SRG**

Extensive community engagement in 2016/17, involving over two thousand community members, was instrumental in developing the first Community Strategic Plan (CSP) for the Northern Beaches. This included several sessions with each SRG. Table 1 presents the goals and underlying strategies from the draft CSP most relevant to the Open Space and Recreation SRG. These have been developed from the issues and considerations put forward by our community and SRGs during the first two stages of CSP engagement, and are now in the draft CSP for Stage 3 engagement.

**Table 1: DRAFT CSP Goals and Strategies Most Relevant to the Open Space and Recreation Reference Group**

<b>SOCIAL</b>			
<b>Places for People</b>	<b>Goal</b>	<b>9</b>	<b>Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities</b>
	<b>Strategy</b>	9a	Provide well-maintained and safe spaces that equitably support active and passive recreation
		9b	Foster partnerships with government agencies, community and sporting groups to facilitate and promote healthy and active living
		9c	Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their lives
<b>Community and Belonging</b>	<b>Goal</b>	<b>11</b>	<b>Our community feels safe and supported</b>
	<b>Strategy</b>	11c	Promote health and wellbeing through fair access to information, health and support services
<b>ECONOMY</b>			
<b>Transport, Infrastructure and Connectivity</b>	<b>Goal</b>	<b>17</b>	<b>Our community can safely and efficiently travel within and beyond Northern Beaches</b>
	<b>Strategy</b>	17b	Facilitate and promote safe cycling and walking networks as convenient transport options
<b>ENVIRONMENT</b>			
<b>Protection of the Environment</b>	<b>Goal</b>	<b>5</b>	<b>Our environment and community are resilient to natural hazards and climate change</b>
	<b>Strategy</b>	5a	Ensure integrated land use planning balances the environmental, social and economic needs of present and future generations.

GOVERNANCE		
Partnerships and Participation	Goal	21
	Strategy	21b
	Goal	22
	Strategy	22a
		22c

**Our community is actively engaged in decision making processes**

Enable community members to participate in decision making by providing a broad range of engagement opportunities

**Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community**

Develop partnerships to deliver facilities and targeted services and programs to meet community needs

Advocate regionally and at NSW and Federal Government levels on behalf of the community

## Future Directions

The Open Space and Recreation SRG has contributed to the future directions of the Council and the community through its active participation in discussions and workshops about key strategic planning projects including:

- Sportsgrounds Strategy** - in response to approaches from the local sports sector Council's current open space, sport and recreation planning priority is an integrated Northern Beaches Sportsground Strategy to guide the development of sportsgrounds and facilities for the next 15 years. The SRG provided a critical assessment of and contributed significantly to Council's Discussion paper which outlined options to address a shortfall in sportsfields and for improvements to sportsgrounds and facilities across the Northern Beaches. In April-June 2017 there was extensive community engagement on this paper. This valuable feedback will be a key input to Council's final Sportsgrounds Strategy and 15 year plan. <http://yoursay.northernbeaches.nsw.gov.au/sportsgroundreview>
- Open Space and Recreation Planning Framework** - this project includes developing a forward open space and recreation planning program and framework following consideration of the planning documents, strategies and plans of management of the three former Councils and an audit of assets. The SRG contributed significantly to Council's forward open space planning program particularly in regard to the need for integrated planning for recreation in its broadest sense; trails; sports not included in the Sportsgrounds Strategy; and accessibility.
- Connecting Through Walking and Cycling Project and Connecting Through Play Project** - the SRG contributed ideas to these projects particularly in regard to the future location of and design of playgrounds. Implementation of these projects will begin in 2017/18. <http://yoursay.northernbeaches.nsw.gov.au/ConnectingNorthernBeaches>
- Community Strategic Plan** - the SRG contributed a range of ideas that were considered for the Draft Community Strategic Plan. The draft CSP is on exhibition until November 2017, and will commence in 2018. <http://yoursay.northernbeaches.nsw.gov.au/communitystrategicplan2>

These have been substantial achievements for the SRG, providing valuable ideas for integrating open space and recreation across the Northern Beaches, and how it interacts with the CSP.

Table 2 outlines how this body of work links with the relevant goals and strategies of the draft CSP i.e. those most relevant to the Open Space and Recreation SRG. These are outlined in full in table 1.

**Table 2: Open Space and Recreation SRG strategic outcomes – Links to Draft CSP**

SRG Strategic contributions and workshops	Relevant draft CSP goals and strategies			
	Places for People	Transport, Infrastructure and Connectivity	Protection of the Environment	Partnerships and Participation
Sportsgrounds Strategy	Goal 9 Strategy 9b, 9c		Goal 5 Strategy 5a	Goal 22 Strategy 22a, 22c Goal 21 Strategy 21b
Open Space and Recreation Planning Framework	Goal 9 Strategy 9b, 9c	Goal 17 Strategy 17b	Goal 5 Strategy 5a	Goal 22 Strategy 22a, 22c Goal 21 Strategy 21b
Connecting Through Walking and Cycling Project and Connecting Through Play Project	Goal 9 Strategy 9b, 9c	Goal 17 Strategy 17b	Goal 5 Strategy 5a	Goal 22 Strategy 22a, 22c Goal 21 Strategy 21b
Community Strategic Plan	Goal 9 Strategy 9b, 9c	Goal 17 Strategy 17b	Goal 5 Strategy 5a	Goal 22 Strategy 22a, 22c Goal 21 Strategy 21b

Council's planning focus beginning in 2017/18 will be on a long term integrated Open Space and Recreation Strategy to guide the development of open spaces and facilities - a companion piece to the Sportsgrounds Strategy.

**Appendix 1**

**Open Space and Recreation Strategic Reference Group Members**

Jean Hay (Chair)	Implementation Advisory Group
Duncan Kerr	Local Representation Committee - Social
Bob Giltinan	Local Representation Committee - Social
Stephen Beatty	Manly Warringah District Cricket Club
Jim Buda	Manly Warringah Cycle Club
James Channon	Tennis Northern Beaches
Lynne Czinner	Warriewood Residents Association
Caroline Ghatt	Resident – Frenchs Forest Ward
Marissa Gidall	Resident – Pittwater Ward
Brent Manieri	Surf Life Saving NSW / Surf Life Saving Services
Lisa Matthews	Manly Rugby Football Club
Steve McInnes	Surf Life Saving Sydney Northern Beaches Inc.
Antony Pecar	Northern Beaches Cricket Council
Paul Smith	Resident – Narrabeen Ward
Chris Stead	Resident – Pittwater Ward
Wayne Stevenson	Resident – Frenchs Forest Ward
Matthew Ward	Resident – Curl Curl Ward
Julie Whitfield	Resident – Narrabeen Ward