

## 9.0 CUSTOMER & CORPORATE DIVISION REPORTS

<b>ITEM 9.1</b>	<b>NORTHERN BEACHES EVENTS STRATEGY</b>
<b>REPORTING MANAGER</b>	<b>GENERAL MANAGER CUSTOMER &amp; CORPORATE</b>
<b>TRIM FILE REF</b>	<b>2018/154859</b>
<b>ATTACHMENTS</b>	<b>1 <a href="#">⇒</a>Event Strategy Community Engagement and Submission Report (Included In Attachments Booklet)</b>

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### EXECUTIVE SUMMARY

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#### PURPOSE

To seek Council's approval to adopt the revised Northern Beaches Events Strategy (the Strategy) for the Northern Beaches Council.

#### SUMMARY

At the meeting of 13 September 2016, the *Northern Beaches Council Implementation Plan* was adopted by Council. The plan provided a clear framework for the integration and transformation of the organisation. Under this framework, a number of core organisational services were identified to allow the integration work to be prioritised and resourced. At the meeting of 8 November 2016, Council was advised of the list of 25 service areas prioritised to be substantially integrated. Included within this list was the creation of an events strategy.

Significant internal and external engagement activities were undertaken to determine and develop an appropriate and useful Northern Beaches Events Strategy to guide the delivery of both Council run events and activities and events run by both community and commercial third-party event organisers over the next five years.

At the meeting of 19 December 2017, Council approved the draft Northern Beaches Events Strategy to go on public exhibition for further feedback from the community. This report details the submissions received, Council's response to the feedback and the resulting changes that have been made to the Strategy – reflecting the community's input and involvement in the Strategy's ongoing development and final iteration.

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#### RECOMMENDATION OF GENERAL MANAGER CUSTOMER & CORPORATE

That Council adopt the revised Northern Beaches Events Strategy as presented in Attachment 2.

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## REPORT

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### BACKGROUND

A Northern Beaches Events Strategy (the Strategy) was identified soon after amalgamation as an important step to ensuring the annual program of events, delivered both by Council, community groups and third-party event organisers, meets the needs and expectations of the community. Several organisational integration issues were identified that needed to be addressed, including duplication of events, multiple management processes and policies, and the number of complex event application processes that existed within Council.

The work to develop the Strategy commenced in July 2017 with an extensive community engagement program, designed to support the organisation's visioning, strategic planning, management and delivery of Council's annual events program. Consultation and feedback around the development of the Strategy reached more than 1200 people including community members, local organisations, event organisers, businesses, Council staff and importantly, Council event attendees.

A draft Northern Beaches Events Strategy was carefully developed from this community consultation and feedback by a cross-organisational project team comprised of key officers associated with events management across Council. The resulting draft Strategy delivered:

- A clear focus and direction for the delivery of events on the Northern Beaches for the next five years – in alignment with the goals of SHAPE 2028, Council's Community Strategic Plan
- Principles and guidelines to attract, develop and support a calendar of diverse and exciting events across the Northern Beaches – creating new opportunities and experiences for the community
- An overview of the potential opportunities and the existing challenges associated with holding events on the Northern Beaches
- A roadmap to success: highlighting goals, actions and measures for how Council, together with event organisers, can deliver the vision formulated through the strategy.

The draft Northern Beaches Events Strategy was presented to Council in December 2017 and placed on public exhibition across the summer months to seek further feedback and endorsement – to confirm that the draft Strategy's priorities, goals and actions met the needs and requirements of both Council and the community.

This report provides an overview of the consultation activities undertaken during the exhibition period; the submissions received and the issues raised; and the 27 subsequent changes made to the draft Strategy in response to the community feedback.

The quality of the submissions received was high. Whilst much of the feedback received focused on operational matters associated with events, there was a diversity of thoughtful and considered responses to the draft Strategy that identified the following high-level and strategic areas of interest:

- Improving environmental sustainability in event delivery and event experiences
- Capacity building for community-event organisers
- Creating a diverse calendar of events reflecting the unique Northern Beaches lifestyle and culture
- Ensuring accessibility and inclusion for event attendees and event organisers
- Supporting safe and sustainable night-time economies

- Upgrading existing event-ready spaces and creating new event venue opportunities.

Each submission was carefully reviewed by the Events Strategy Project Steering Group, and a summary of the comments received and Council's response is included in the attached Engagement Report (Attachment 2).

The feedback received during the exhibition period for the draft Northern Beaches Events Strategy has resulted in the following actions:

- 27 alterations and/or additions to the Strategy document
- A detailed 5-year Action Plan aligned with each of the six Goals of the Strategy – allocating responsibilities, timeframes and measures of success
- A new cross-organisational Event Working Party – established to improve event management across the Northern Beaches
- Council's organisational BATs (Business Action Task) monthly reporting to include specific tasks and responsibilities related to event management across the business allowing actions to be tracked and measured.

Please refer to the revised Northern Beaches Events Strategy (Attachment 1).

## **CONSULTATION**

The draft Northern Beaches Events Strategy was placed on public exhibition via Council's 'Your Say' online engagement platform for 58 days from 23 December 2017 to 18 February 2018, with an online submission form and capacity to download the Strategy as a PDF document. During the exhibition period, the 'Your Say' page for the draft Strategy had 606 visits – with 26 detailed online submissions received and 273 downloads of the Strategy document.

The draft Strategy was also distributed by email to Council's community engagement database; including registered community and special interest groups and other important, key stakeholders. It was also made available for review as a printed document – accessible at Council's Mona Vale, Dee Why and Manly Libraries and all Customer Service Centres.

Notification of the exhibition period for the draft Strategy was placed in the Manly Daily on Saturday 23 December 2017 and Saturday 20 January 2018. Pop-up engagements seeking community feedback about the draft Strategy were held at four events across the LGA over the exhibition period.

25 face-to-face submissions responding to the draft Strategy were received by Council representatives at:

- Manly World Food Markets, Friday 19 January 2018
- Manly World Food Markets, Friday 2 February 2018
- Australia Day Breakfasts at Dee Why Beach and Newport Beach, Friday 26 January 2018.

Feedback was also sought from key internal stakeholders across the organisation, with large submissions received from three key Business Units – Community, Arts & Culture, Waste Education and Compliance.

Please refer to the Community Engagement Report (Attachment 2).

**TIMING**

The Events Strategy has a detailed five-year Action Plan aligned with each of the Key Goals. This Action Plan will begin to be implemented as soon as the Strategy is adopted by Council in June 2018.

**FINANCIAL CONSIDERATIONS**

The Strategy details several Key Goals that are aligned with Council's Community Strategic Plan (CSP). The financial impact of implementing the associated actions to meet the Goals within core service areas in Council will be incorporated into operational budget planning.

**SOCIAL CONSIDERATIONS**

Community feedback received around the development and exhibition of the Events Strategy demonstrates how passionate the community is about events. They recognise the social, cultural and economic value events bring to our town centres and villages. Events are also recognised as playing an important role in building social cohesion and a sense of connection in the community. The Strategy has identified actions to attract, develop and support a calendar of diverse and exciting events for the Northern Beaches – creating new opportunities and experiences for the community.

Events are a key driver in increasing community satisfaction which is reflected clearly in the recent results of the Community Satisfaction Survey (2017) and Delivery Program workshops.

**ENVIRONMENTAL CONSIDERATIONS**

The Strategy aims to set higher bench marks in environmental outcomes for events. Specific Goals and Actions will ensure all events on the Northern Beaches lead to greater environmental awareness and benefits for everyone. The Strategy will support the delivery of fun and enjoyable event experiences whilst ensuring our extraordinary natural environment is safe and protected for future generations.

**GOVERNANCE AND RISK CONSIDERATIONS**

The revised Northern Beaches Events Strategy supports a future regulatory and decision making framework for events across the Northern Beaches. This will enhance good governance, transparency and accountability, and support the good decision making of Council.