
13 SOCIAL PLAN 2025-2030 - ENGAGEMENT OUTCOMES REPORT AND NEXT STEPS

Report prepared by: Senior Coordinator Social & Cultural Planning
File No.: PM23/30800 - BP24/571

REPORT SUMMARY

The Social Plan 2019-2024 has been reviewed to ensure that this strategic document plans for meaningful outcomes for the community over the next five years. As part of the review and methodology for developing the new Social Plan, a strategic approach was adopted by Council in early 2024 to:

- engage with stakeholders and understand the current and future needs of our community
- apply the stakeholders' engagement outcomes and lessons learned from previous practices to develop an outcomes-based approach
- update the vision and strategic directions in line with the updated/new strategic planning documents
- outline measurable objectives and intended outcomes, and
- define a roadmap for implementing the updated objectives.

Accordingly, comprehensive stakeholder engagement was undertaken seeking stakeholders' feedback and input into the update for the Social Plan 2025-2030 concurrently alongside the engagement process for the Creativity Strategy 2025-2030 due to:

- necessity of early engagement with stakeholders through a transparent, inclusive, and fit for purpose process
- similar timeframe for reviewing and updating both documents
- connected nature of the social cohesion, wellbeing and inclusion, and the cultural and creativity development across community and businesses
- considerations for managing and mitigating risks such as consultation fatigue and overlaps
- shared infrastructure for social, cultural, and creative activities
- shared contribution of both documents to the City of Ryde identity, and
- providing better connection and alignment between the two documents.

Following the conclusion of engagement and consultation activities, the **Social Plan 2025-2030: Engagement Outcomes Report** (provided in **ATTACHMENT 1 – CIRCULATED UNDER SEPARATE COVER**) was developed to present the details of applied engagement methodology, processes, and the feedback received from stakeholders through a series of engagements and consultations.

ITEM 13 (continued)

The outcomes of engagement presented in the Report, will inform future vision and priorities that help guide Council's work for improving social inclusion and wellbeing, and delivering best outcomes for community through to the year 2030. The stakeholders' feedback will inform objectives of the Social Plan 2025-2030 and targeted outcomes for community.

The Social Plan 2025-2030 will be developed based on the proposed plan outlined in the table below.

Table 1. Proposed delivery plan for Social Plan 2025-2030

Date	Phase/Activity
September-November 2024	Drafting the Social Plan 2025-2030
Early December 2024	Draft Plan to be endorsed by Executive Leadership Team
Mid-December 2024	Councillor workshop (2 nd workshop)
January 2025	Presenting the draft Plan at Council meeting (2 nd endorsement)
January-February 2025	Public Exhibition of the draft Plan (6 weeks)
End of February 2025	Revision and finalisation of draft Plan
Early March 2025	Endorsement of final Social Plan 2025-2030

RECOMMENDATION:

- (a) That Council notes the Social Plan 2025-2030: Engagement Outcomes Report.
- (b) That Council endorses staff progressing the development of the Social Plan 2025-2030 as outlined in this Report.

ATTACHMENTS – CIRCULATED UNDER SEPARATE COVER

- 1 Social Plan 2025-2030 - Engagement Outcomes Report
- 2 Social Plan 2025-2030 Engagement Outcomes Report Attachments

Report Prepared By:

Parisa Kalali
Senior Coordinator Social & Cultural Planning

Report Approved By:

Daniel Carneiro
Acting General Manager - City Shaping

ITEM 13 (continued)

Discussion

Current Social Plan (2019-2024)

The City of Ryde's current Social Plan (2019-2024) has a vision for improving social wellbeing as follows:

"The City of Ryde is a community where we are connected to one another, proud of our diversity and willing to help each other out so everyone has the opportunity to reach their potential."

Based on this vision, the Plan sets out five strategic directions to provide a framework to guide activities, services and programs delivered by community and Council between 2019-2024. The strategic directions include:

- A connected community
- An inclusive and diverse community
- A liveable place
- A welcoming and safe place, and
- An active and healthy community.

The current Social Plan is due for revision and update in 2024. The review of current Social Plan demonstrates the necessity of engaging with stakeholders to consider current challenges and opportunities and updating the vision, priorities, and objectives of the Social Plan for greater strategic alignment and more effective outcomes delivery.

The primary evaluation of social and cultural achievements by Council in the past five years demonstrates an ongoing work and progress towards achieving objectives of the Social Plan 2019-2024. However, the review also reveals some gaps in achievement of the Plan's objectives. It indicates a lack of instruction and framework for ongoing monitoring and evaluation of:

- the **process** for implementing the objectives
- the **outcomes** of implementing the Plan, and
- the **progress** in achieving the objectives and intended outcomes.

New Social Plan (2025-2030)

The new Social Plan (2025-2030) will guide the strategic development of social and cultural landscape of the LGA. It will consider existing and future challenges and opportunities and outline a shared vision for communities' social wellbeing (e.g., liveability, connectivity, accessibility to services, community resilience, social and cultural diversity, and inclusion).

ITEM 13 (continued)

The new Social Plan will adopt an outcomes-based approach and develop robust and measurable objectives. It will set out clear pathways to implement the updated objectives, and deliver and monitor the outcomes.

The Social Plan 2025-2030 will support delivery of the Community Strategic Plan 2018-2028 and will be aligned with its key directions for future development. The Plan will also be in line with Council's other relevant strategies, plans and policies as well as relevant state, national, and international level strategic documents to ensure contributing to higher-level targets and outcomes.

Stakeholders' engagement process for updating the Social Plan

The review and update of the current Social Plan provided an opportunity to engage with stakeholders at early stages of developing the new Plan as stakeholders will contribute to implementing the Plan. An engagement methodology was developed to ensure a transparent, inclusive, and fit for purpose engagement.

The engagement phase included stakeholders' consultation for both the Social Plan and the Creativity Strategy concurrently due to the same timeframe for reviewing and updating both documents, and to avoid consultation overlaps and fatigue for stakeholders. Focusing on both documents during the consultation was also due to the connected nature of the social cohesion, wellbeing and inclusion, and the cultural and creativity development across community and businesses. In addition, a shared infrastructure is required for social, cultural, and creative activities for which a concurrent consultation could be more effective in capturing diverse viewpoints regarding the required infrastructure.

The engagement and consultation were broken into three phases utilising different engagement methods to maximise the amount and depth of stakeholders' input and feedback. The engagement and consultation was open to the City of Ryde's community – residents, workers, visitors, students, property owners and businesses as well as the social and cultural service providers - through a wide range of communications pathways and activities.

The engagement phases included:

Phase 1 (between 16 January and 17 March 2024): Online community and service providers surveys, Social Pinpoint (interactive map)

Phase 2 (between 26 January and 27 March 2024): In-person community and stakeholder engagement (e.g., workshops, consultation boards)

Phase 3 (18 and 19 April 2024): Online focus groups with government agencies responsible for delivering social outcomes and essential required infrastructure. Overall, engagement was undertaken over four months between January and April 2024.

ITEM 13 (continued)

Key engagement Outcomes

The outcomes of stakeholders' engagement and consultation are presented in the *Social Plan 2025-2030: Engagement Outcome Report* (provided in **ATTACHMENT 1 – CIRCULATED UNDER SEPARATE COVER**). The details of engagement methodology and utilised materials are presented in the *Social Plan 2025-2030: Engagement Outcome Report Attachments* (provided in **ATTACHMENT 2 – CIRCULATED UNDER SEPARATE COVER**).

The stakeholders' insights will inform objectives of the Social Plan 2025-2030 and targeted outcomes for community. Accordingly, the Social Plan 2025-2030 aims to advocate for community benefits, including:

- community connections
- diversity and inclusion
- community safety
- community resilience
- a unifying identity
- better accessibility to services, facilities, and open spaces
- greater service provisions
- frequent and quality social and cultural activities
- diverse and affordable housing
- enhanced liveability
- place activation and unlocking potential (facilities, spaces and infrastructure)
- greater collaboration and partnership for service provisions, and
- greater communication among government, service providers and community.

Proposed delivery plan

The Social Plan 2025-2030 will be developed based on the proposed plan outlined in the table below.

Table 2. Proposed delivery plan for Social Plan 2025-2030

Date	Phase/Activity
September-November 2024	Drafting the Social Plan 2025-2030
Early December 2024	Draft Plan to be endorsed by Executive Leadership Team
Mid-December 2024	Councillor workshop (2 nd workshop)
January 2025	Presenting the draft Plan at Council meeting (2 nd endorsement)
January-February 2025	Public Exhibition of the draft Plan (6 weeks)
End of February 2025	Revision and finalisation of draft Plan
Early March 2025	Endorsement of final Social Plan 2025-2030

14 CREATIVITY STRATEGY 2025-2030 - ENGAGEMENT OUTCOMES REPORT AND NEXT STEPS

Report prepared by: Senior Coordinator Social & Cultural Planning
File No.: PM23/30800 - BP24/572

REPORT SUMMARY

The Creativity Strategy 2019-2024 has been reviewed to ensure that this strategic document plans for meaningful outcomes for the community over the next five years. As part of the review and methodology for developing the new Creativity Strategy, a strategic approach was adopted by Council in early 2024 to:

- engage with stakeholders and understand the current and future needs of our community
- apply the stakeholders' engagement outcomes and lessons learned from previous practices to develop an outcomes-based approach
- update the vision and strategic directions in line with the updated/new strategic planning documents
- outline measurable objectives and intended outcomes, and
- define a roadmap for implementing the updated objectives.

Accordingly, comprehensive stakeholder engagement was undertaken seeking stakeholders' feedback and input into the update for the Creativity Strategy 2025-2030 concurrently alongside the engagement process for the Social Plan 2025-2030 due to:

- necessity of early engagement with stakeholders through a transparent, inclusive, and fit for purpose process
- similar timeframe for reviewing and updating both documents
- connected nature of the cultural and creativity development across community and businesses and the social cohesion, wellbeing and inclusion
- considerations for managing and mitigating risks such as consultation fatigue and overlaps
- shared infrastructure for social, cultural, and creative activities
- shared contribution of both documents to the City of Ryde identity, and
- providing better connection and alignment between the two documents.

Following the conclusion of engagement and consultation activities, the **Creativity Strategy 2025-2030: Engagement Outcomes Report** (provided in **ATTACHMENT 1 – CIRCULATED UNDER SEPARATE COVER**) was developed to present the details of applied engagement methodology, processes, and the feedback received from stakeholders through a series of engagements and consultations.

ITEM 14 (continued)

The outcomes of engagement presented in the Report, will inform future vision and priorities that help guide Council's work for developing creativity and delivering best outcomes for community through to the year 2030. The stakeholders' feedback will inform objectives of the Creativity Strategy 2025-2030 and targeted outcomes for community.

The Creativity Strategy 2025-2030 will be developed based on the proposed plan outlined in the table below.

Table 1. Proposed delivery plan for Creativity Strategy 2025-2030

Date	Phase/Activity
September-November 2024	Drafting the Creativity Strategy 2025-2030
Early December 2024	Draft Strategy to be endorsed by Executive Leadership Team
Mid-December 2024	Councillor workshop (2 nd workshop)
January 2025	Presenting the draft Strategy at Council meeting (2 nd endorsement)
January-February 2025	Public Exhibition of draft Strategy (6 weeks)
End of February 2025	Revision and finalisation of draft Strategy
Early March 2025	Endorsement of final Creativity Strategy 2025-2030

RECOMMENDATION:

- (a) That Council notes the Creativity Strategy 2025-2030: Engagement Outcomes Report.
- (b) That Council endorses staff progressing the development of the Creativity Strategy 2025-2030 as outlined in this Report.

ATTACHMENTS – CIRCULATED UNDER SEPARATE COVER

- 1 Creativity Strategy 2025-2030 - Engagement Outcomes Report
- 2 Creativity Strategy 2025-2030 Engagement Outcomes Report Attachment

Report Prepared By:

Parisa Kalali
Senior Coordinator Social & Cultural Planning

Report Approved By:

Daniel Carneiro
Acting General Manager - City Shaping

ITEM 14 (continued)

Discussion

Current Creativity Strategy (2019-2024)

The City of Ryde's current Creativity Strategy (2019-2024) has a vision for creativity development as follows:

“Creativity is part of everyday life in the City of Ryde. It is central to how we share our stories, connect with each other and celebrate our City. We express creativity through music, dance, theatre, visual arts and crafts, writing, media arts, film, food and more. Our creative sector is supported, connected, and empowered.”

Based on this vision, the Strategy sets out five strategic directions to provide a framework to guide activities, services and programs delivered by community and Council between 2019 and 2024. The strategic directions include:

- Distinctive and diverse identities
- Participation and opportunities
- Connection and communication
- Developing our creative sector, and
- Spaces and places.

The current Creativity Strategy is due for revision and update in 2024. The review of current Creativity Strategy indicates that necessity of engaging with stakeholders to consider current challenges and opportunities and updating the vision, priorities, and objectives of the Creativity Strategy for greater strategic alignment and effective outcomes delivery.

The primary evaluation of cultural and creative achievements by Council in the past five years shows an ongoing work and progress towards achieving objectives of the Creativity Strategy 2019-2024. This evaluation also indicates some gaps in achievements of the Strategy's objectives. It shows a lack of instruction and framework for ongoing monitoring and evaluation of:

- the **process** for implementing the objectives
- the **outcomes** of implementing the Strategy, and
- the **progress** in achieving the objectives and intended outcomes.

ITEM 14 (continued)**New Creativity Strategy (2025-2030)**

The new Creativity Strategy (2025-2030) will guide the strategic development of creativity through arts, culture, businesses, and built environment. It will provide a roadmap for embedding creativity into our communities' everyday life.

The new Strategy will consider existing and future challenges and opportunities in cultural and creative landscape of the City of Ryde and across creative sector and services. It will outline a shared vision for communities and places and pathways to deliver that vision.

The new Strategy will adopt an outcomes-based approach and develop robust and measurable objectives. It will set out clear pathways to implement the updated objectives and deliver and monitor the outcomes.

The Creativity Strategy 2025-2030 will support delivery of the Community Strategic Plan 2018-2028 and will be aligned with its key directions for future development. The Strategy will also be in line with Council's other relevant strategies, plans and policies as well as relevant state and national level strategic documents to ensure contributing to higher-level targets and outcomes.

Stakeholders' engagement process for updating the Creativity Strategy

The review and update of the current Creativity Strategy provided an opportunity to engage with stakeholders at early stages of developing the new Strategy as stakeholders will contribute to implementing the Strategy. An engagement methodology was developed to ensure a transparent, inclusive, and fit for purpose engagement.

The engagement phase included stakeholders' consultation for both the Creativity Strategy and the Social Plan concurrently due to the same timeframe for reviewing and updating both documents, and to avoid consultation overlaps and fatigue for stakeholders. Focusing on both documents during the consultation was also due to the connected nature of the cultural and creativity development across community and businesses and the social cohesion, wellbeing, and inclusion. In addition, a shared infrastructure is required for cultural, creative, and social activities for which a concurrent consultation could be more effective in capturing diverse viewpoints regarding the required infrastructure.

The engagement and consultation were broken into three phases utilising different engagement methods to maximise the amount and depth of stakeholders' input and feedback. The engagement and consultation was open to the City of Ryde's community – residents, workers, visitors, students, property owners and businesses as well as the creative sector and service providers - through a wide range of communications pathways and activities.

ITEM 14 (continued)

The engagement phases included:

Phase 1 (between 16 January and 17 March 2024): Online community and service providers surveys, Social Pinpoint (interactive map)

Phase 2 (between 26 January and 27 March 2024): In-person community and stakeholder engagement (e.g., workshops, consultation boards)

Phase 3 (18 and 19 April 2024): Online focus groups with government agencies responsible for delivering cultural and creative outcomes and essential required infrastructure.

Overall, engagement was undertaken over four months between January and April 2024.

Key engagement Outcomes

The outcomes of stakeholders' engagement and consultation are presented on the Creativity Strategy 2025-2030: Engagement Outcome Report (provided in **ATTACHMENT 1 – CIRCULATED UNDER SEPARATE COVER**). The details of engagement methodology and utilised materials are presented in the Creativity Strategy 2025-2030: Engagement Outcome Report Attachments (provided in **ATTACHMENT 2 – CIRCULATED UNDER SEPARATE COVER**).

The stakeholders' viewpoints and feedback will inform objectives of the Creativity Strategy 2025-2030 and targeted outcomes for community. Based on what we heard from stakeholders, the Creativity Strategy 2025-2030 aims to advocate for community benefits, including:

- better accessibility to cultural and creative activities
- cultural diversity and inclusion in creative activities
- community-led creativity
- community connections and communication through creativity
- connecting with country through creativity
- strong local identity and heritage-based creativity
- greater local creative sector's contribution to creativity development
- better outcomes of art and creative activities for local artists, creative groups, and industries
- creative sector's development and capacity building
- place activation and unlocking potential (facilities, spaces and infrastructure)
- greater supporting economy, and
- greater communication and collaboration among government, creative sector, and community.

ITEM 14 (continued)

Proposed delivery plan

The Creativity Strategy 2025-2030 will be developed based on the proposed plan outlined in the table below.

Table 2. Proposed delivery plan for Creativity Strategy 2025-2030

Date	Phase/Activity
September-November 2024	Drafting the Creativity Strategy 2025-2030
Early December 2024	Draft Strategy to be endorsed by Executive Leadership Team
Mid-December 2024	Councillor workshop (2 nd workshop)
January 2025	Presenting the draft Strategy at Council meeting (2 nd endorsement)
January-February 2025	Public Exhibition of draft Strategy (6 weeks)
End of February 2025	Revision and finalisation of draft Strategy
Early March 2025	Endorsement of final Creativity Strategy 2025-2030