



WAVERLEY
COUNCIL

Arts and Culture Plan: Public Exhibition Consultation Summary Report 2021

Waverley Council acknowledges the Bidjigal and Gadigal people, who traditionally occupied the Sydney Coast and we acknowledge all Aboriginal and Torres Strait Islander Elders both past and present.

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Executive summary

Consultation on the Waverley Arts and Culture Plan (then referred to as the Waverley Cultural Plan) began in March 2019.

The plan's objective is to set the long term vision for arts and culture in Waverley, providing a roadmap for Council, the community, and partners to work together to achieve an exciting and engaging arts and cultural life for our local government area. Its establishment is recognition of the central role that arts, culture, and creativity play in shaping and defining our community, and is intended to guide Council's future planning for arts, cultural and creative infrastructure, events, programs and partnerships.

An initial period of community engagement ran from March to May 2019, followed by further research and writing that led to the development of a draft Cultural Plan. This was endorsed by Council in April 2020 for public exhibition, which ran for a six-week period in May and June 2020.

Feedback was sought and received from the Waverley community and broader arts sector via Have Your Say Waverley, written submissions, and individual meetings with a number of community stakeholders.

Feedback received indicated strong, deep engagement on the draft plan across the Waverley creative community. Much of the feedback reinforced the plan's focus on leveraging partnerships with local creative organisations, businesses and individuals. Desired changes ranged from minor adjustments of document structure to larger scale initiatives, and included representations about the need for sufficient resourcing.

It is recommended that all feedback as outlined in this report is considered in finalising the plan. Specifically, it is recommended to ensure the plan:

- is explicit in its title and wording
- articulates robust action items, rather than investigative ones wherever possible
- is current in its operational and delivery timeframe.

Background

The Arts and Culture Plan is the vision for activation, participation and innovation for arts and culture in Waverley. It guides Council's long-term future planning for cultural infrastructure, events, programs, and partnerships. The plan also provides a roadmap for us all – Council, the community, and identified partners – to work together towards an exciting and engaging arts and cultural life in Waverley.

The initial community consultation for this plan was held in 2019. This feedback was then used to develop the draft Cultural Plan. Council also considered feedback already received as part of other Council projects, such as the Bondi Pavilion Restoration and Conservation project, and the Waverley Community Strategic Plan.

Phase 1: Arts and Culture identified as a major theme in the Waverley Community Strategic Plan

Phase 2: Initial period of community engagement in 2019.

Phase 3: Draft Cultural Plan developed and put on public exhibition in 2020.

Phase 4: Feedback reviewed, and plan finalised for Council adoption.

Engagement approach and methodology

The public exhibition period for community and stakeholder feedback ran from 13 May — 25 June 2020.

COVID-19 restrictions meant face-to-face engagement opportunities were unavailable. As an alternative, stakeholder meetings were held via Zoom or Microsoft Teams.

The main source of information was the project page on Have Your Say Waverley at haveyoursay.waverley.nsw.gov.au/culturalplan.

The engagement objectives for this public exhibition period were:

- sense check plan and actions with stakeholders and general community
- build relationships with those stakeholders identified in the plan
- check back in with people who were involved in phase 1 consultation.

Engagement tools overview

The engagement process aligned with Waverley Council's adapted IAP2 model for community engagement, sitting at Consult on the public participation spectrum.

Method	Overview	Date	Response
Online survey	A 32-question online survey on the Have Your Say Waverley dedicated project page, addressing the draft document.	13 May — 25 June 2020	23 survey responses
Long form submissions	Submissions received via email.	13 May — 25 June 2020	7 email submissions
Stakeholder workshops	13 meetings/workshops were held with identified stakeholders via Microsoft Teams or Zoom	13 May — 25 June 2020	36 attendees

Communications tools overview

A range of methods were used to raise awareness of the consultation period and the opportunity for community participation.

Method	Overview	Date	Response
Have Your Say website	Have Your Say Waverley dedicated project page	Launched in January 2019 as part of the initial stage of community engagement	Since inception: 1400 total visits 508 document downloads During public exhibition period: 517 total visits 332 document downloads
Social media posts	Facebook Post 1: Raise awareness of the public exhibition period	28 May 2020	Reach: 726 Engagements: 11
	Post 2: Near close of public exhibition period	24 June 2020	Reach: 619 Engagements: 11
	Twitter Post 1: Raise awareness of the public exhibition period	28 May 2020	Impressions: 1332 Engagements: 5
	Post 2: Near close of public exhibition period	24 June 2020	Impressions: 1815 Engagements: 11
	Instagram Post 1: Raise awareness of the public exhibition period	24 June 2020	Engagements: 37
Council Newsletters	Waverley Weekly x 3	14 May (feature article), 21 May, 18 June 2020 (mentions)	Recipients: 1450 subscribers
	Engagement enews	May 2020	Recipients: 2643
	Dedicated Cultural Plan engagement enews to HYS followers	14 May 2020	Recipients: 24
	Arts and Culture enews x 2	14 May and 16 June 2020	Recipients: 3678 Click-throughs: 24
	Library enews	27 May and 10 June 2020	Recipients: 7450
Advertising	Advert in The Beast as part of a wider promotion of the Have Your Say Waverley website	June edition	—
Media release	Encouraging people to have their say on the draft Cultural Plan	14 May 2020	Article in The Beast 18 June
Stakeholder outreach	Direct emails and notifications to stakeholders	13 May — 25 June 2020	—

Detailed results – Online survey

23 responses were received from the online survey on Have Your Say Waverley.

Summary of feedback as follows:

- The vast majority of respondents (22) agreed with the statement 'Culture plays a central role in shaping and defining our community'. The one respondent selecting *no* commented it was too vague and not specific about which culture.

Values

- Majority of respondents (18) were *very supportive* of the values outlined in the Cultural Plan, with 3 *somewhat supportive* and 2 *very unsupportive*.
- Key comments:
 - "Ambition that lacks ability can produce many undesirable and mediocre results. Prefer that the Council adopt the value of 'Excellence' or 'Striving', to express a commitment to both developing strong capabilities within the community, as well as outstanding results and outcomes"
 - "My only hesitancy is the environmental sustainability was not more explicitly outlined under the 'sustainable' value. I feel it is more important than ever to be conscious of the environmental consequences of our activities and that explicitly outlining that in the values would have demonstrated that awareness"

Goal 1: Our diverse and ongoing stories are shared and celebrated

- Majority of respondents (17) were *very supportive* of Goal 1, with 4 *somewhat supportive* and 1 *very unsupportive*
- Key comments:
 - Many very interested in the plan to focus on promoting and encouraging more stories on Indigenous People and history
 - Add fine grain cultural outcomes to the tourist objectives
 - Be considerate of the timeframes of Aboriginal and Torres Strait Islander People when organising programs or events
 - Local artists need to be supported eg. through providing more studio space
 - The plan could include a calendar of events around significant Indigenous events eg. Mabo Day etc

Goal 2: We have a vibrant network of spaces and places for cultural participation, production, and experience

- Majority of respondents (19) were *very supportive* of Goal 2, with 2 *somewhat supportive*, 1 *somewhat unsupportive* and 1 *very unsupportive*
- Key comments:
 - Need more spaces and places for cultural participation, production, and experience eg. empty shop fronts
 - Make better use of existing facilities

Goal 3: Cultural participation is flourishing and inclusive

- Majority of respondents (19) are *very supportive* of Goal 3, with 2 *somewhat supportive*, 1 *somewhat unsupportive* and 1 *very unsupportive*
- Key comments:
 - Cultural participation needs to flourish, and we need to be as inclusive as possible.
 - Important to collaborate with neighbouring councils to align planning.

Goal 4: Showcasing and supporting our creative sector and community

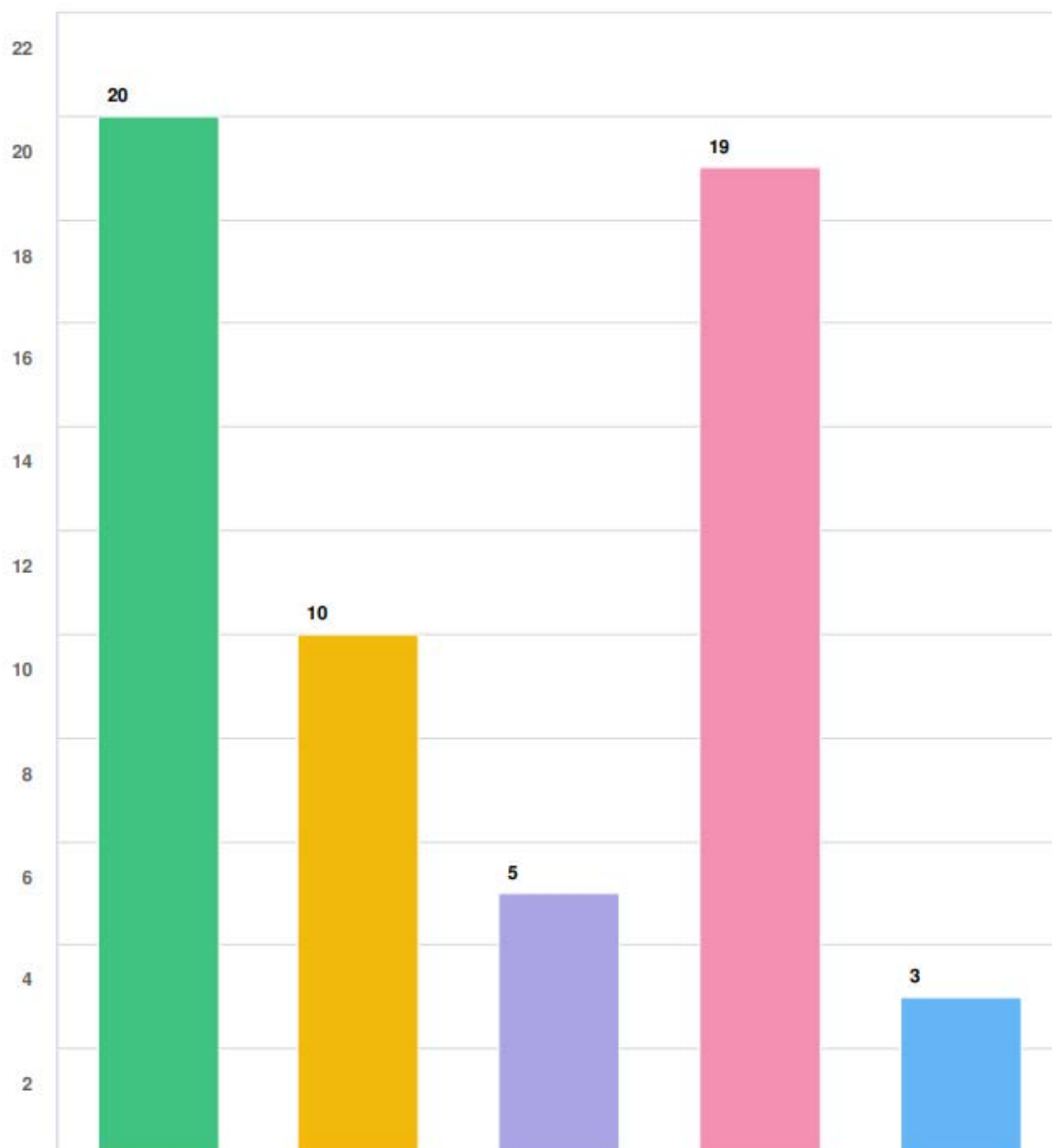
- Majority of respondents (19) are *very supportive* of Goal 4, with 2 *somewhat supportive*, 1 *somewhat unsupportive* and 1 *very unsupportive*
- Key comments:
 - There are so many creative people working across all art forms living in the local area. These initiatives will help create stronger engagement with the creative industries for all to enjoy.
 - Showcasing and supporting our creative sector is important as it acknowledges their talent and will make them want to live here, create here, and stay here. Showcasing our home-grown talent is crucial for the creatives (we acknowledge and value you), for local communities, for people beyond our community as well as for the transient tourist population who visit us. It can stimulate opportunities, partnerships, income and create communities.
 - Streets and community land need to be protected and maintained, culture does not need to be a public display
 - The renovated Pavilion will come an incredible boost in support for the local creative sector which will flow through the whole LGA and beyond. A beach side box office capturing tens of thousands of people walking past each weekend, especially over summer. Music studios attracting quality artists producing amazing works. Performance spaces with an array of events, supporting local, national, and international artists. A community-based radio station amplifying the cultural outputs to the world.
 - Very important to host professional development workshops for creatives of all ages and from different arts and cultural practices, to connect with others with a view to sharing knowledge and information, to possibly establish mentorship opportunities through the networking opportunities.
 - Focus needs to be not only on emerging artists but also, for example, on older women. Facilitate genuine intergenerational exchange through space provision rather than try to design it through formal mentorships which often fail because they are not self-selecting

Goal 5: Developing strong partnerships to facilitate growth for our cultural and creative sector

- Majority of respondents (16) are *very supportive* of Goal 5, with 4 *somewhat supportive*, 1 *somewhat unsupportive* and 2 *very unsupportive*
- Key comments:
 - Partnering with companies in our community as well as with arts organisations, teachers, not-for-profits, and volunteers will make the council's programs not only more expansive but will bring closer tie in, support for and awareness of what is on offer.
 - To create genuine community vibrancy, resilience and inclusion, local artists (especially if they are indigenous, women, queer, migrants, very old and young) need to be listened to, actively assisted, and engaged with.
 - The NSW creative sector, in particular the music industry, is very much in need of strong industry representation and lobbying.
 - Staging a major cultural event is very expensive in terms of cash and other resources but delivers many of the Council's key targets including community building and flow-on commercial benefits to local businesses.
 - Council could invest a fraction of the total cost incurred by an independent cultural organisation with established local, national, and international networks to achieve a better ratio of investment to outcome.

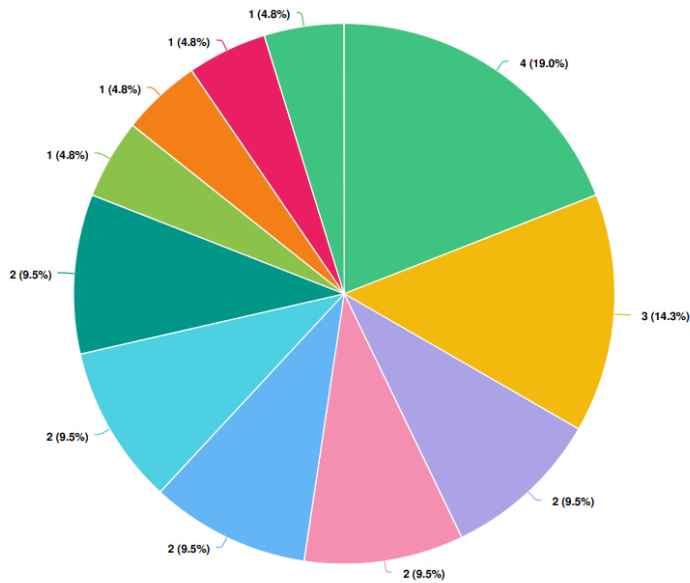
Demographic questions

What is your interest in the Waverley Council Cultural Plan? (check all that apply)



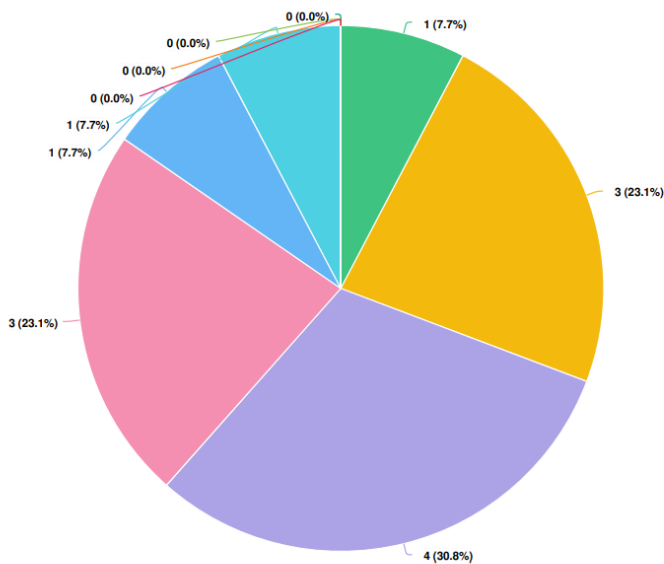
Question options

- Other (please specify)
- I am a resident in the Waverley area
- I volunteer in the cultural sector
- I work in the cultural sector in Waverley (either in an organisation in the cultural sector or as an artist/creator)
- I attend and/or participate in cultural events and/or programs in Waverley



Question options

- BONDI, NSW
- BRONTE, NSW
- BONDI JUNCTION, NSW
- BONDI BEACH, NSW
- QUEENS PARK, NSW
- NORTH BONDI, NSW
- WOOLLAHRA, NSW
- tamarama
- BONDI
- Bondi Junction
- skipped



Question options

- 1930-1939
- 1950-1959
- 1960-1969
- 1970-1979
- 1980-1989
- 1990-1999
- Prior to 1930
- 1940-1949
- 2000-2009
- 2010 onward

Stakeholder meetings

Council officers attended meetings online via Teams and Zoom on several dates throughout the community consultation period. There were 1-2 Council representatives at each meeting.

Broad areas of feedback were discussed, and a summary is outlined below:

- Wording of actions and measures too passive and investigatory, rather than concrete
- 'Arts and culture' is distinct from general multicultural initiatives
- Lack of an expressed vision for the plan that is specific to arts and culture
- Partnerships and provisions relating to the night-time economy too focused on business rather than arts and culture
- Suggested including more opportunities for local creatives including professional development and local creative initiatives
- Insufficient commitment to digital presence of arts and culture activities, especially regarding Bondi Pavilion
- Timelines need to be revised for COVID-19
- Plan needs to be considered in all of Waverley Council's budgeting and strategic processes

Conclusion


The community response demonstrated overall support for the draft Cultural Plan, and identified some ideas to improve and better support creativity and culture in Waverley.

These include:

- Revise the language used throughout the plan to include more concrete wording for actions and measures, while also allowing in appropriate places for flexibility and exploratory initiatives. For example, change words like ‘investigate’ and ‘explore’ to ‘implement’ and ‘create’
- To accurately represent the intent of the document, and Council’s strategic agenda, adjust wording, such as the document title and name of advisory committee, to ‘arts and culture’ instead of ‘cultural’
- Update the timeframes outlined of specific actions and measures, to better reflect community priorities, and ensure tools are more workable and specific
- Revise the language used to reflect broader community and creative partnerships, rather than only business ones
- Include an arts and culture specific vision for the plan, as expressed in the Waverley Community Strategic Plan 2018—2029
- Demonstrate a commitment to deliver enhanced opportunities to local creatives through professional development, and dedicated funding priorities in Council’s Small Grants program to temporary creative initiatives co-designed with the community
- Commit to a digital marketing strategy, supporting cross promotion of arts and culture activities. More specifically, commit to a media campaign and ongoing digital presence aligned to the re-launch of Bondi Pavilion, among other uses of digital platforms to raise the profile of local creatives
- Commit to engage with neighbouring and regional councils with a view to establish regular ongoing collaboration to promote creative and cultural offerings in the region

The above recommendations are intended to make the Arts and Culture Plan a functional document to genuinely guide the arts and culture activities of Council for the next five years.


Appendix A – Social media example



Waverley Council

Published by Sprout Social [?] · ★ Favourites · 24 June 2020 ·

NEWS: Have Your Say about culture in Waverley! Waverley Council's draft Cultural Plan is open for public exhibition until tomorrow, Thursday 25 June. This Plan is our vision for activation, participation and innovation for arts and culture in Waverley. <https://bit.ly/2Ys81TX>



Performance for your post

726

People Reached

8

Likes, Comments & Shares

6

Likes

6

On Post

0

On Shares

2

Comments

0

On Post

2

On Shares

0

Shares

0

On Post

0

On Shares

3

Post Clicks

0

Photo views

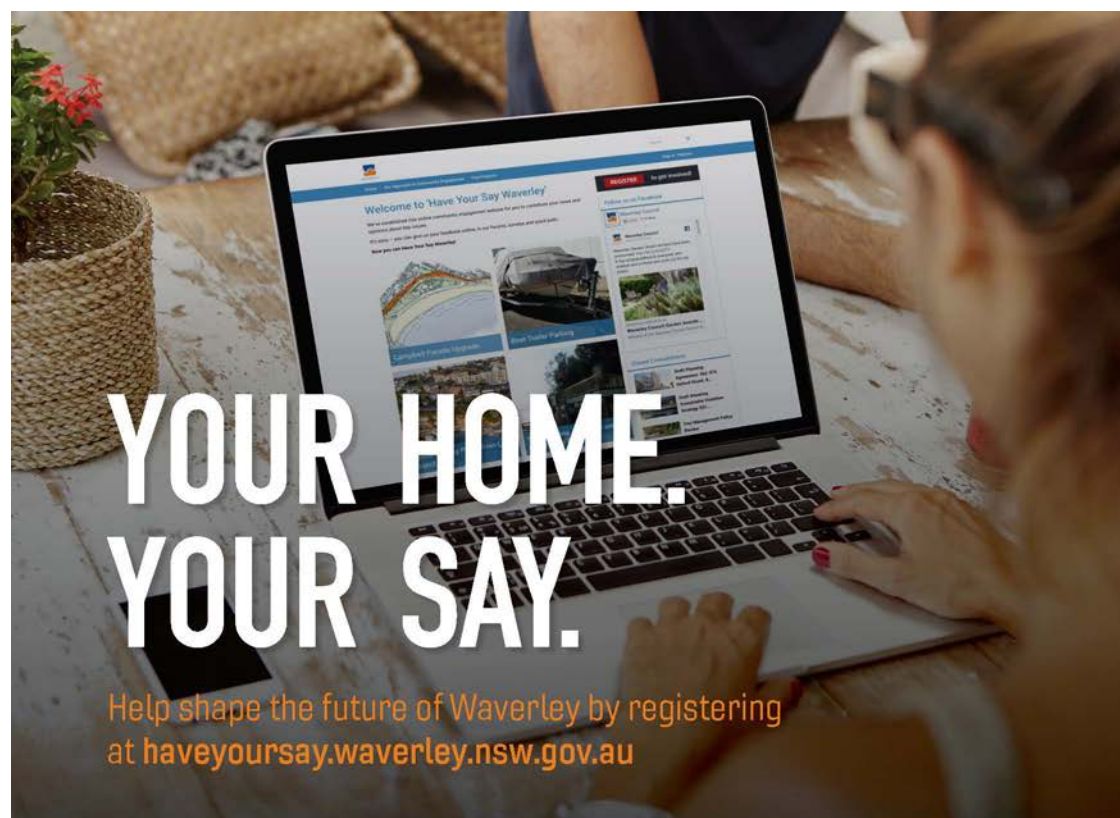
1

Link clicks

2

Other Clicks

Appendix B – Advert in The Beast



Provide your feedback on a range of Council projects before they are implemented, and be kept in the loop as they progress.

Current projects on consultation include:

- **Draft Cultural Plan:** Waverley's vision for activation, participation and innovation for arts and culture in Waverley
- **Draft Open Space and Recreation Strategy:** A guide to our approach on planning and managing open space and recreation facilities, to best meet the community's needs

By participating, you can help Council make well-informed decisions that achieve the best outcomes for our community. We will listen to you, consider your feedback and report back to you on how community input contributed to Council decisions.



Head to haveyoursay.waverley.nsw.gov.au



Appendix C – Media release

Help shape Waverley's cultural vision

14 May 2020

Waverley Council's draft [Cultural Plan](#) is now open for public exhibition. The Cultural Plan is our vision for activation, participation and innovation for arts and culture in Waverley.

Mayor of Waverley, Paula Masselos said the plan will guide the Council's long-term future planning for cultural infrastructure, events, programs and partnerships.

"This exciting draft plan also provides a roadmap for us all – the Council, the community, and identified partners – to work together towards an exciting and engaging arts and cultural life in Waverley," Mayor Masselos said.

"Waverley Council is a strong supporter of the arts and values the cultural significance Waverley plays in the future of the arts in Australia.

"In developing this draft plan, we also considered feedback already received as part of other Council projects, such as the Waverley Community Strategic Plan and the Bondi Pavilion Restoration and Conservation project, as we value the significance of these guiding projects."

The draft Cultural Plan is culmination result of the ideas and feedback we've received as part of the previous consultation period in 2019.

This consultation included an online survey (185 responses), focus groups with the community and key stakeholders (35 participants), community intercept conversations (75 participants), and long-form submissions from community members, groups, organisations and businesses (six submissions).

"Our draft plan encompasses a range of arts and cultural actions that the community (both generally and industry-specific) have told us they want to see in Waverley.

"I urge everyone to provide their feedback about our draft plan and to help shape Waverley's cultural vision for the future.

"We will review the feedback received during this consultation and finalise the Cultural Plan informed by your feedback. The draft plan will then go back to Council for consideration.

"We will then start implementing the actions outlined – gathering information, forming project plans and working with relevant groups in the community to address each action."

Consultation on the draft Cultural Plan runs until 25 June 2020. To provide feedback, visit haveyoursay.waverley.nsw.gov.au. If you, or someone you know, is not able to provide feedback online, please contact us at artsandculture@waverley.nsw.gov.au or call 9083 8000 and we will organise a hard copy to be made available to you.

-ENDS-

Appendix D – Article in The Beast

[News](#) [Satire](#) [People](#) [Food](#) [Other](#)

Waverley Council's Draft Cultural Plan is Out... Will it be a Game Changer?

By Gemma Deacon and Susan McHattie on June 18, 2020 in [News](#)



Bringing our local community together.

As Waverley residents, what do we expect from our local council when it comes to culture? Many of us only really pay attention to the Council when it's about bins, parking, or DAs. But the Council has many ways to stimulate the cultural and creative fabric of our local area, making Waverley a vibrant and exciting place to live.

A best practice cultural plan should bring our local community together, provide access to spaces for expression, and harness the creative capacities of local residents. Other councils are building flourishing cultural sectors that are active, inclusive, and locally driven.

And there is clearly a desire within Waverley to improve what we have on offer here. Last year our community provided substantial input into this plan, and expressed our need to be active participants in the creation and consumption of our cultural life.

So how does this draft plan stack up? Here's our take on where they've hit and missed the mark.

It starts well. The **4 Values** or principles should provide a framework for everything in the plan. We love the first three – Ambition, Collaboration and particularly, Sustainability. We'd add Responsive and a fifth, Digital. The **5 Goals** are positive, and focus on the local – they're all about creating, participating, and showcasing our stories. So far, so good.

It is in the delivery – what Council says it will *actually* do – that the plan is a little thin on the ground. In particular, it is unclear how the Plan's goals will be achieved given its limited **Actions and Measures**, and with the current level of resourcing. There's plenty of *investigating and reviewing*, but the Plan is seriously lacking when it comes to proposed *action*.

Bondi Pavilion, for example, once reopened, will need creative leadership, and significant resources if it is to thrive as a community and cultural centre. Whilst the plan acknowledges the community's push for a better operational model, beyond the current venue-for-hire approach, it omits a commitment to follow this new vision through.

Program highlights include the Bondi Story Room Project planned for Bondi Pavilion, an Innovation Hub at the old Boot Factory in Bondi Junction, which just got a DA green light, and a community-led Cultural Committee. The devil will be in the detail of course, but these appear to be good new initiatives.

One flagship project in the Plan is the Bondi Festival, the rebranded joint festival with Bondi Chamber of Commerce's Winter Magic and The Bondi Feast Festival. This will be the test case for a new partnerships policy.

However, this approach to partnerships suggests a limited view of the arts as little more than a stimulant to commercial activity in areas such as Bondi Junction and on Campbell Parade. Perhaps if the Council invited artists and businesses to partner to design the festival we might deliver a much more powerful experience working together.

There is genuine potential in this plan, but at the moment it feels tentative and lacks detail. There is still work to do for this plan to fully embrace the many cultural practitioners in our local area and deliver benefits for the whole community.

Waverley Council's Draft Cultural Plan is open for comments until 25 June <https://haveyoursay.waverley.nsw.gov.au/culturalplan>. Resourcing will then be considered as part of Council's operational planning.

Appendix E – Online survey

Waverley Cultural Plan

Have Your Say Waverley

Feedback on Draft Cultural Plan

Scope of Consultation

The draft Cultural Plan is the culmination of the ideas and feedback we've received as part of the previous consultation period in 2019, as well as several related projects, such as the Bondi Pavilion Restoration and Conservation project, and the Waverley Community Strategic Plan.

During this engagement process, we want to hear from you as to whether you support what we're proposing, and if there are any gaps or further suggestions for improvement.

Any questions? [Head here](#), or email artsandculture@waverley.nsw.gov.au

Have you read the [draft Cultural Plan](#)?

(Choose any one option) (Required)

- ☐ Yes
☐ No

Do you agree with the statement: Culture plays a central role in shaping and defining our community.

(Choose any one option) (Required)

- ☐ No
☐ Yes

Waverley Cultural Plan

Have Your Say Waverley

What is your interest in the Waverley Council Cultural Plan? (check all that apply)

(Choose all that apply)

- ☐ I attend and/or participate in cultural events and/or programs in Waverley
- ☐ I work in the cultural sector in Waverley (either in an organisation in the cultural sector or as an artist/creator)
- ☐ I volunteer in the cultural sector
- ☐ I am a resident in the Waverley area
- ☐ Other (please specify)

Is there any further feedback you would like to provide for consideration for the draft Cultural Plan? Let us know here.