Northern Beaches

Community Strategic Plan 2040



northern beaches council



Acknowledgement of Country

We acknowledge the traditional owners of this land and elders past, present and future. We recognise Aboriginal people as the original custodians of the Northern Beaches.

Contents

Mayor's message **4**

Introduction **6**

The purpose of the Community Strategic Plan 6

Overview of the key elements 6

Integrated Planning and Reporting cycle 7

Context **8**

Our community 8

Strategic line of sight 10

Our key challenge 11

Community engagement 12

Social justice principles 14

Tracking our progress 15

Planning in partnership 18

Community vision **19**

Strategic direction **22**

Outcomes **24**

Outcome: Protection of the environment 24

Outcome: Environmental sustainability 28

Outcome: Community and belonging 32

Outcome: Housing, places and spaces 36

Outcome: Vibrant local economy 40

Outcome: Transport, technology and connectivity 44

Outcome: Good governance 48

Outcome: Partnership and participation 52

Message from the Mayor



Thank you for taking an interest in the Northern Beaches Community Strategic Plan 2040 (CSP).

The CSP captures the community's vision, aspirations and goals for the local area, as well as targeted strategies to enable the aspirations to be achieved and measures to track our success, as we look out to the future towards 2040. The CSP outlines where we are now, highlights where we want to be and, most importantly, addresses how we will get there.

While the CSP is prepared by Council, it is not Council's plan. It belongs to the community. The CSP was developed through engagement with residents, business owners and community groups, to understand the diverse needs and wants of our local community.

Any community engagement that has taken place over the last four years was also taken into consideration, particularly engagement on Council's leading environmental, transport, local strategic planning and social sustainability strategies. This means more than 8,000 people have contributed to the development of the document in shaping the future of the Northern Beaches.

The CSP recognises the significance of our local environment, the importance of environmental sustainability and the value we place on our local community, while also addressing several key challenges, including housing affordability, transport and congestion and improving the local economy.

These aspirations are underpinned by the need for strong local governance, development of key partnerships and opportunities for the community to be involved in local decision making.

I want to thank everyone in our community who has participated in the community engagement activities, as well as staff and stakeholders for their involvement in helping to shape the future of the Northern Beaches to 2040. I look forward to working together to bring these plans to fruition.



Michael Regan
Mayor



Introduction

The purpose of the Community Strategic Plan

The Northern Beaches Community Strategic Plan 2040 (CSP) is about who we are, what we value and how we want to live now and in the future. The members of our community live diverse lives with varying interests and backgrounds, yet we share many similar aspirations.

The CSP is the document that unites us with common goals as citizens of the Northern Beaches today. It sets our direction to what we aspire to be, as a community, by 2040.

Council has developed the CSP on behalf of the Northern Beaches community, considering four key questions:

- Where are we now?
- Where do we want to be in the long term?
- How will we get there?
- How will we know when we have arrived?

The CSP sits at the top of Council's integrated planning and reporting framework. It defines our community's vision and sets the direction for all Council's activities, including funding, service levels and projects. The CSP will set an agenda for our own business as well as for advocacy and partnerships with key agencies to deliver on the community's aspirations for a more sustainable future.

The responsibility for making the long-term community vision a reality rests with everyone. Council will continue to work in close collaboration with the community, key partners and stakeholders in making Northern Beaches an even better place to live, work and play.

Overview of the key elements

The CSP comprises a community vision and eight community outcomes which are each supported by an aspiration, goals and clear strategies to achieve the goals.

These eight community outcomes address the environmental, social, economic and civic priorities of the community (commonly referred to as the 'quadruple bottom line'). They are interdependent, reflecting the opportunities and challenges in achieving the community's aspirations for the future.

The plan also comprises a series of measures that will be used to monitor our progress towards achieving the vision.

Integrated Planning and Reporting cycle

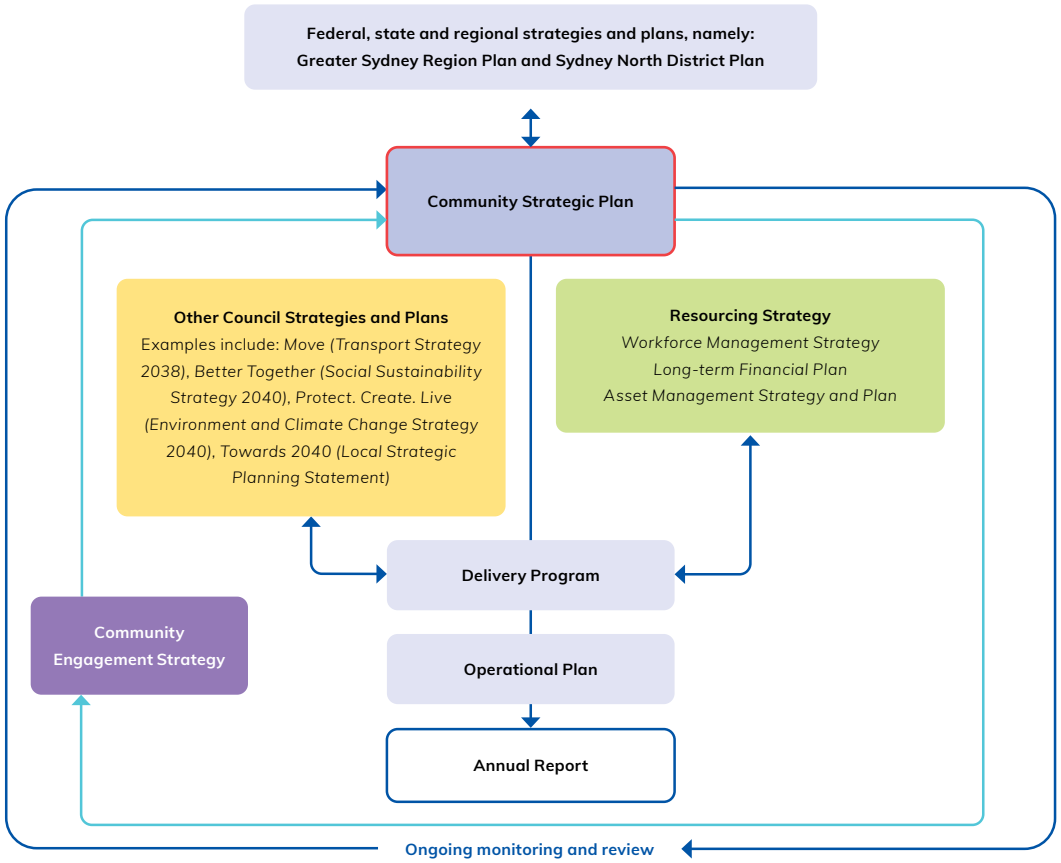
The CSP is the highest level strategic document and the pinnacle of Council's integrated planning and reporting framework. It incorporates state and regional planning priorities and sets the direction for all Council's activities.

Sitting in the middle of the framework are other Council strategies and plans and the Resourcing Strategy. These strategies link the high-level outcomes of the CSP with Council's day-to-day operations. The strategies and plans detail what Council will do to work towards achieving the outcomes and goals.

These are used to develop Council's four-year Delivery Program and annual Operational Plan, ensuring that Council's actions are directly aligned with achieving the community's aspirations.

Along with the CSP, these plans are statutory documents described in the NSW Local Government Act 1993 as key elements of the Integrated Planning and Reporting (IP&R) Framework - see Figure 1

Figure 1
Integrated planning and reporting framework



Context

Our community

Some 272,184 people called the Northern Beaches home in 2021[1]. Our median age is 40 years old. The parents and homebuilders (age 35-49) are the largest group comprising 23% and almost 58,000 people - See Figure 2.

Around 15% of our community speaks a language other than English at home, most of whom were born overseas.

We currently live in over 101,000 dwellings in a variety of living arrangements - See Figure 3

Our population is forecast to reach over 304,000 people by 2036, with steady growth in all age groups. Those aged 35-49 will remain the dominant group at 21% and around 65,000 people. The greatest change will be in ages 60 and over, growing by almost 30% or 16,000 people.

[1] Estimated Resident Population 2021 - ID Planning - Northern Beaches Community Profile https://profile.id.com.au/northern-beaches

Figure 2
Northern Beaches age demographics

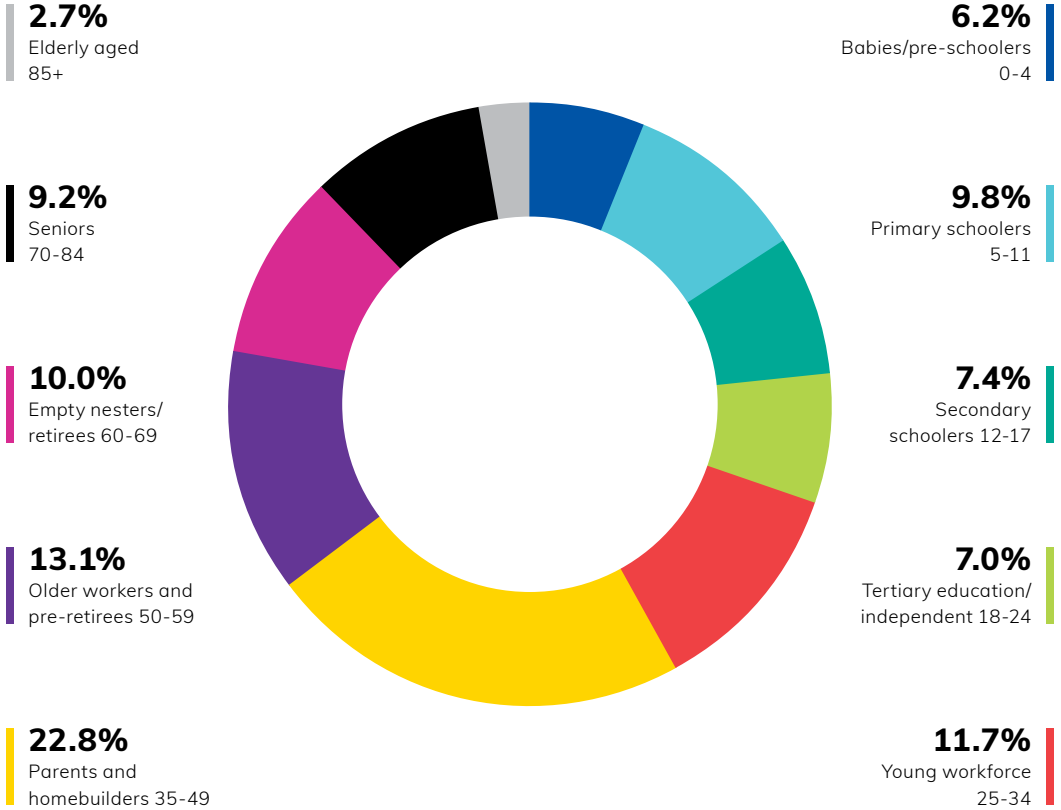
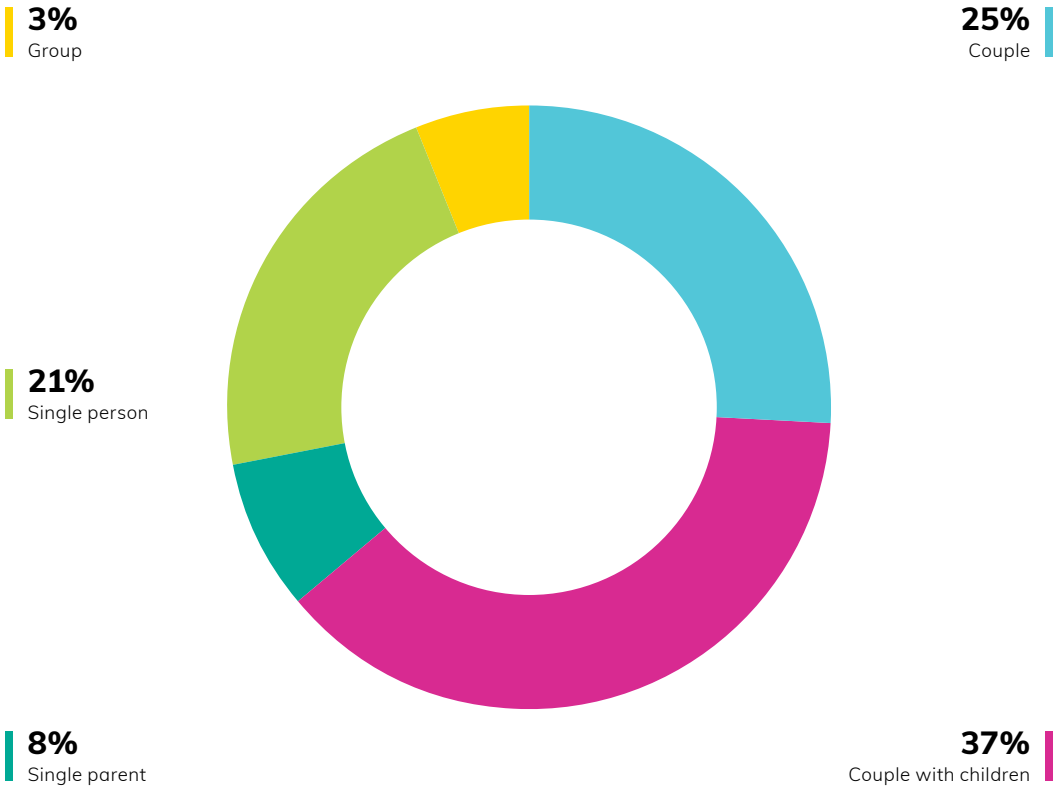


Figure 3
Northern Beaches household living arrangements



Such differential change can cause competing demands and planning challenges. The growth groups drive demand for housing, services and assets to cater for families, older workers and seniors, while we also enable young adults and the young workforce to continue living, learning and working in the area.

The Asset Management Strategy explores our demographics in more detail, and the Long Term Financial Plan also considers aspects such as household income, housing tenure, employment status and socio-economic disadvantage. Most demographic details are based on the 2016 Census.

[2] ID Planning - Northern Beaches Population Forecast https://forecast.id.com.au/northern-beaches

Strategic line of sight

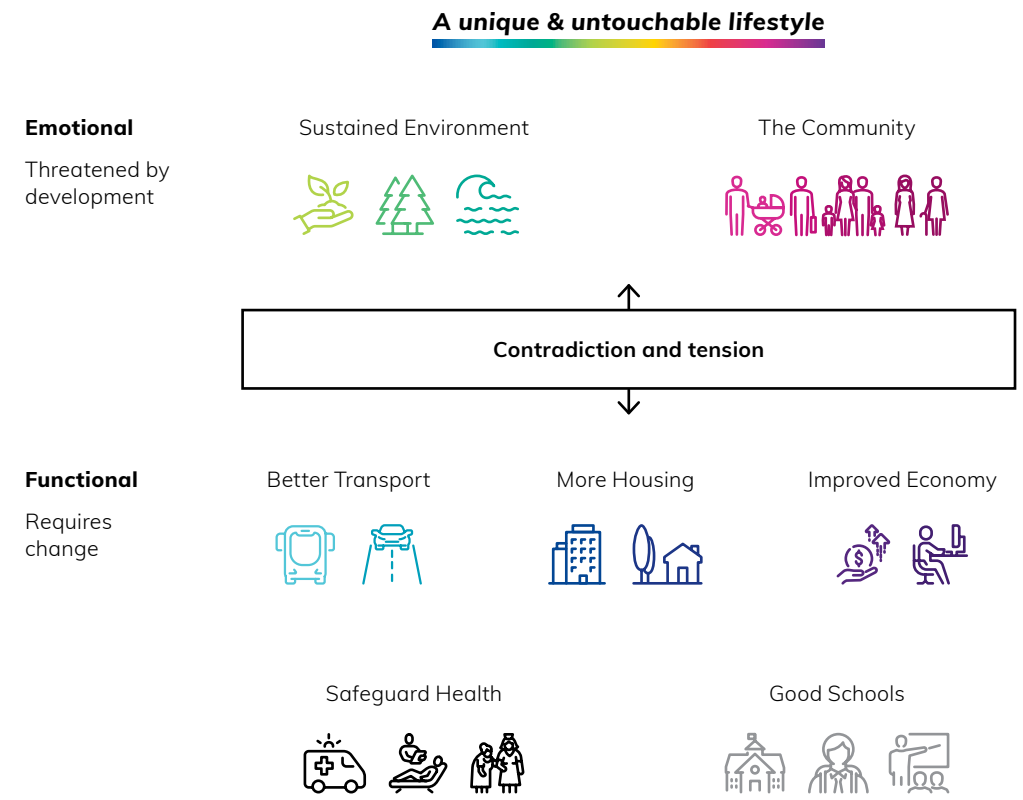
Council considers relevant international, federal and state government strategies in what we do locally. This CSP aligns with these key strategic drivers.

Global	 UN Sustainable Development Goals
National	Smart Cities Plan Australia's Climate Change Commitments
State	NSW State Plan Metropolitan Sydney: A metropolis of three cities
Region	Our Greater Sydney 2056 - North District Plan Resilient Sydney - A strategy for city resilience 2018
Local	Integrated Planning and Reporting Framework

Our key challenge

When the community is asked why they live on the Northern Beaches, two key emotional drivers are prominent - the natural environment and the local community. In asking where the community wants to see improvement, responses are centred around functional drivers such as the need for better transport, greater housing affordability and improved economy. Improvement of these functional drivers requires more infrastructure and development, which poses a threat to the emotional drivers. There exists a contradiction and natural tension between the desire to protect the environment and community, while improving transport, housing and the economy, as shown in Figure 4. A tension also exists across generations. Younger members of our community, including those who are yet to purchase their own home and/or are frequently commuting for work, express an understanding that infrastructure is required to address their needs and concerns regarding housing affordability and the ability to travel efficiently within and beyond the Northern Beaches. They are conscious that improved infrastructure is necessary to sustainably improve their overall quality of life, now and in the future.

Figure 4
Our community's emotional and functional drivers



Community engagement

This CSP has been developed based upon extensive engagement with our local community over a four year period - See Figure 5.

Our engagement activities are guided by the best practice model of the International Association for Public Participation (IAP2) and designed to ensure the knowledge and experience of our community is used to develop a plan that makes living on the Northern Beaches the best it can be.

Figure 5
Community Engagement that informed the CSP





Social justice principles

In developing the CSP, we have been guided by fundamental social justice and sustainability principles.

Equity

There should be fairness in decision making, prioritising, and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Intergenerational equity

Planning and decision making should ensure short term solutions do not compromise long term conditions and opportunities. The health, diversity and productivity of the environment must be maintained or enhanced for the benefit of future generations.

Precautionary principle

Lack of full scientific certainty should not be used as a reason for postponing measures to prevent any risks of serious harm to people or the environment.

Access

Everyone should have fair access to services, resources and opportunities to improve their quality of life

Participation

Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights

Equal rights should be established and promoted, with opportunities for people from diverse linguistic and cultural backgrounds to participate in community life.

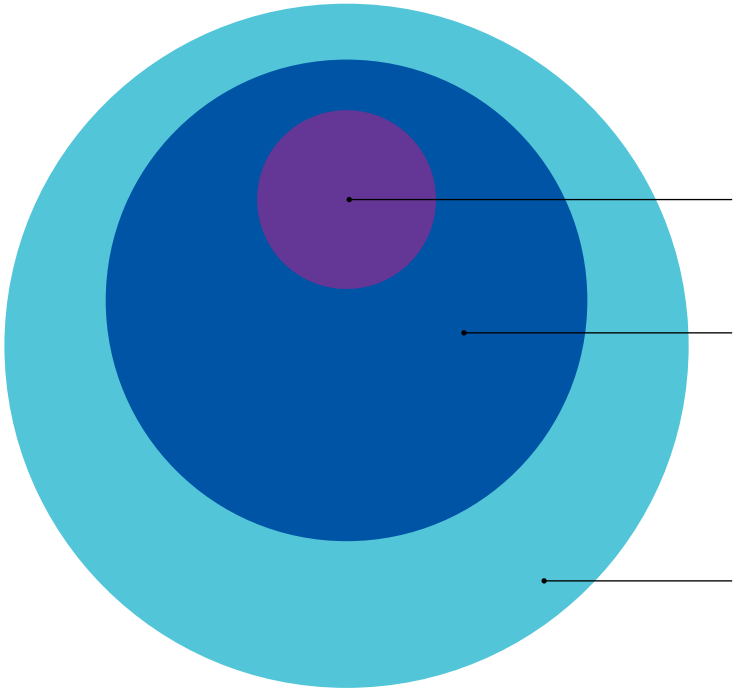
Tracking our progress

A broad base of performance measures will be used to evaluate progress towards the community's vision and assess whether objectives are being achieved.

Progress on these measures will be reported following each general local government election as part of the CSP review cycle.

We use a model of 'Control - Influence - Concern' to identify and ensure an appropriate balance between 'corporate' measures and 'community' measures - See Figure 6. As Council's service delivery is in our control, the related 'control' measures largely use our own data and directly reflect our own performance. For other areas of 'concern' and 'influence', the longer-term achievements are affected by partnerships, lobbying of state and federal governments, and external pressures - thus often external data sources are used.

Figure 6
Scope of Influence



Control: Council is directly responsible for this strategy/ measure through the delivery of its services.

Influence: Council is responsible for some aspects of this strategy/ measure through service delivery. It also collaborates with other partners to achieve results, advocating for the community's aspirations to relevant stakeholders.

Concern: Council is not directly responsible for this strategy/measure and does not deliver related services. Council recognises the importance of this area to the community, collaborating with key stakeholders and advocating for action.

A baseline has been established for each measure. Performance will be assessed against the baseline to report against the desired trend (decrease/maintain/increase or improve). Some of the measures have long term targets (aspiration and commitments) - See Figure 7.

These targets have been endorsed by Council in adopting:

- *Protect. Create. Live* - Northern Beaches Environment and Climate Change Strategy 2040
- Move - Northern Beaches Transport Strategy 2038
- *Towards 2040* - Northern Beaches Local Strategic Planning Statement
- Northern Beaches Local Housing Strategy
- *Better Together* - Northern Beaches Social Sustainability Strategy 2040





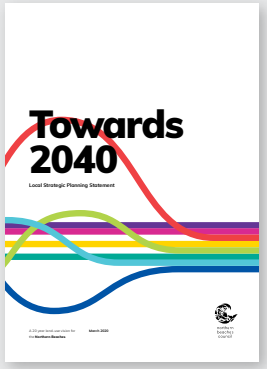
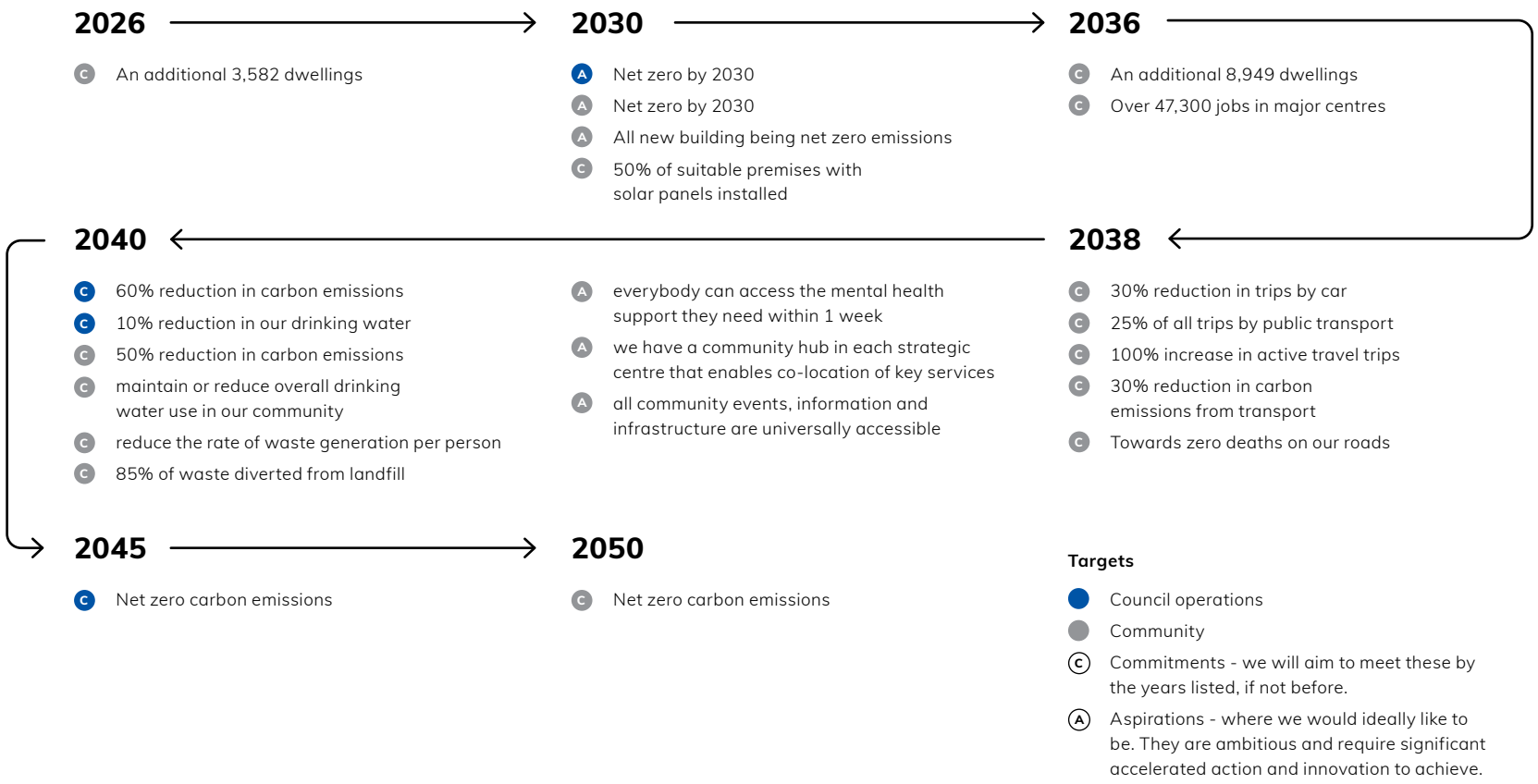






Figure 7
Northern Beaches Council commitments and aspirations for the future



Planning in partnership

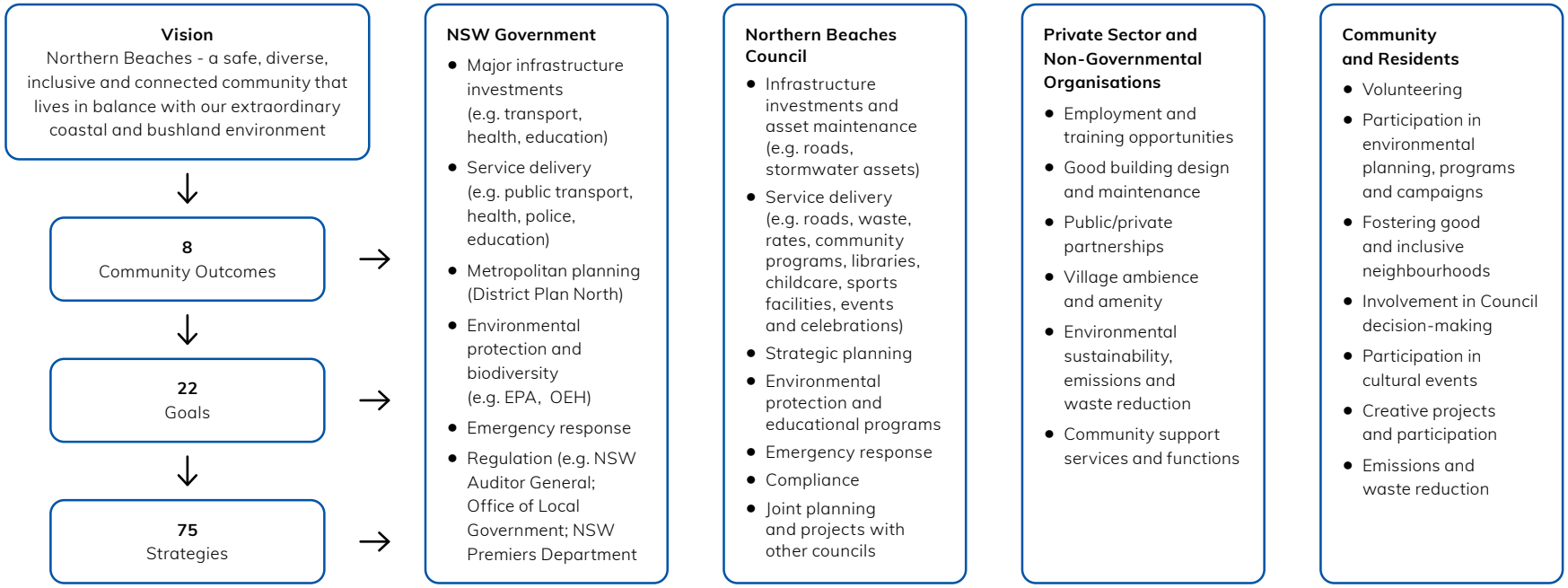
The community calls for more action in the areas of environmental protection, sustainability, community wellbeing, better urban design and public places, housing, infrastructure delivery and the local economy.

Council is committed to playing a strong role in advocating on behalf of the community and facilitating change in all of these priority areas.

However, delivering on many expectations is largely the responsibility of the NSW Government and falls beyond the direct control of Council.

Figure 8 below outlines the main partners and stakeholders Council will collaborate with on a local, state and federal level in implementing this CSP and making our community's vision a reality.

Figure 8
Partnership roles and opportunities



Community vision

Northern Beaches - a safe, diverse, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.

This vision encapsulates passionate conversations with the community about how to live well - how to create a sense of balance in an increasingly pressured world where financial, work and family commitments compete for our time and attention. Living well means taking care of and enjoying the beautiful environment; being able to wash off stress and worries with a quick surf or a brisk walk; catching up with friends and enjoying social and cultural events; taking part in sports and recreational activities; and in general, nurturing a sense of connection and belonging.

More than 2,000 people contributed their time and knowledge to develop the vision in the first CSP for the Northern Beaches. Based on further community feedback, the vision has been updated for our second CSP to explicitly acknowledge our diversity. This includes our diverse demographics, cultural backgrounds and the diversity in our interests, activities, work and family life.

It is clear even though communities and cultures are diverse across the area, we all want to protect the environment and foster a healthy and supportive community.

Safe: is understood in both a literal and metaphorical sense. It means secure and supported whether through physical or interpersonal measures. (While it does imply a reduction of risk, it is not meant to convey a 'risk free' or 'boring' community or attitude).

Inclusive: is used to reflect the community's desire not just to be welcoming and open, but to actively embrace and recognise differences.

Extraordinary: encapsulates a range of adjectives used to describe the special nature on the Northern Beaches, including 'beautiful', 'unique', 'stunning', 'breathtaking'.

Balance: living in balance with the environment conveys a desire to be more sustainable, most often defined as 'forms of progress that meet the needs of the present without compromising the ability of future generations to meet their needs.' (Brundtland 1987)[3].

Community: refers to everyone: residents, businesses, visitors and stakeholders.

Diverse: is used to reflect the community's diversity and the strength that comes from a diverse community. Diversity includes but is not limited to demographics, cultural backgrounds, interests, activities, work and family life.

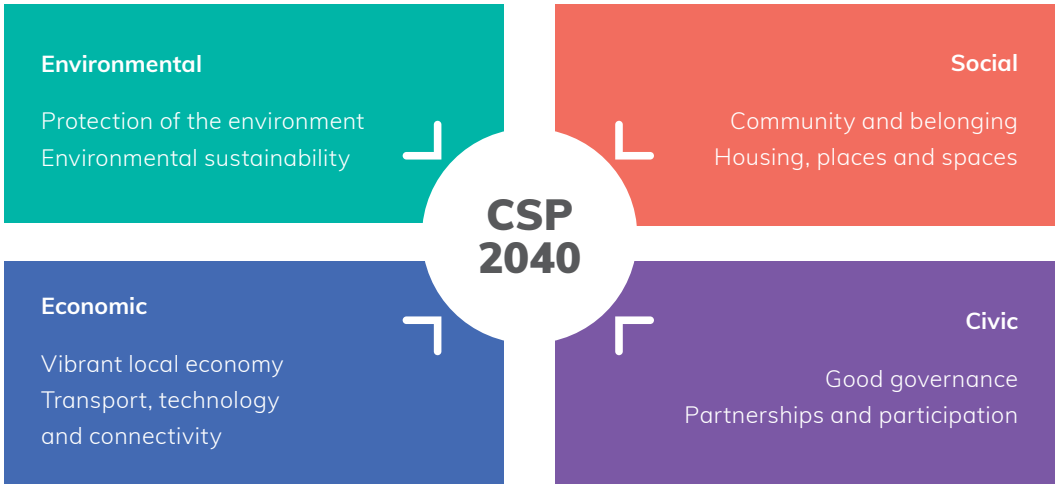
Connected: was one of the most frequently used words in the consultation and reflects both the community's desire to strengthen the communal aspects of living here, as well as improve the physical aspects of 'connecting' (e.g infrastructure delivery, better transport and accessibility, provision of services and facilities etc).

Coastal and bushland environment: characterises the natural environment and implies the special cultural affinity with the defining features of our landscape.

[3] Our Common Future: Report of the World Commission on Environment and Development, 1987. (Commonly known as the Brundtland Report)

Outcomes

Figure 9
Alignment of CSP outcome areas with quadruple bottom line



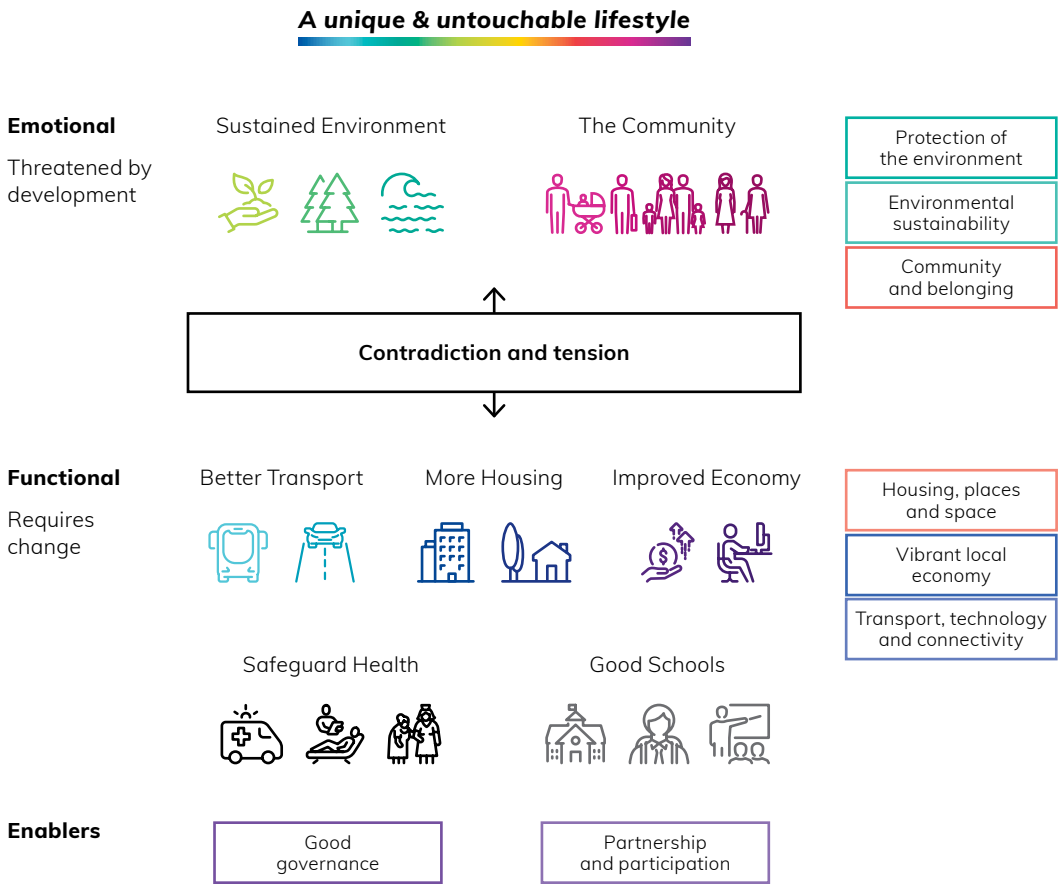
Eight inter-related outcome areas have been identified that address the complex challenges and opportunities that lie ahead.

Most outcome areas are consistent with the first CSP for the Northern Beaches. 'Places for people' has been updated to 'Housing, places and spaces' to recognise the community's desire to improve housing affordability. 'Transport, infrastructure and connectivity' has also been updated to 'Transport, technology and connectivity' to better reflect the nature of the supporting goals and strategies.

The outcome areas align with the quadruple bottom line reporting standard where environmental, economic, social and civic perspectives are taken into account in decision-making, planning and reporting, as per Figure 9.

They align in addressing our key challenge (see Figure 10) whereby the Environmental and Community and belonging outcomes address the community's desire to enhance and protect our environment and sense of community, while the functional drivers are reflected in Housing, places and spaces and economic outcomes. The civic outcomes are the enablers which support all other outcomes.

Figure 10
Alignment of CSP outcome areas with our community's emotional and functional drivers



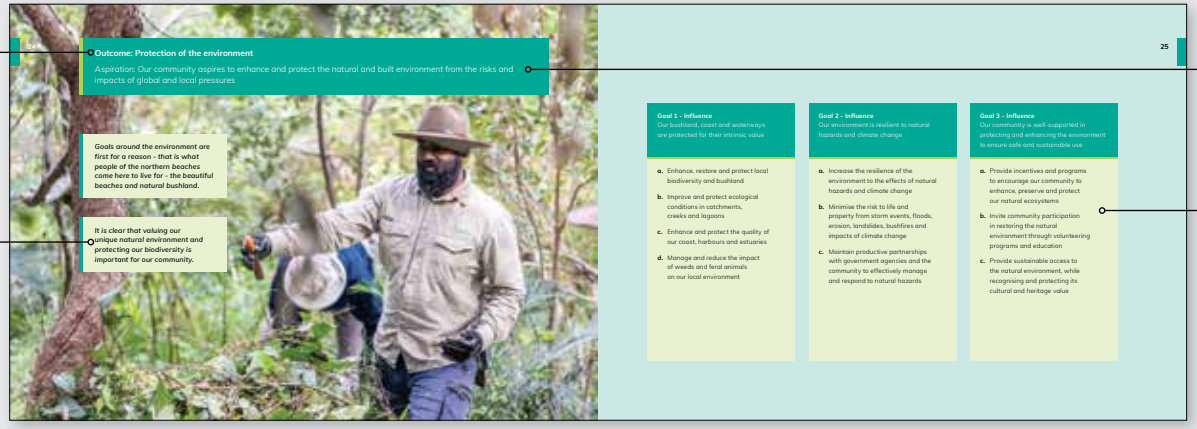


Strategic direction
How to read this CSP

The community outcome

Quotes from Council's community engagement

Information to set the scene



Outcome: Protection of the environment

Aspiration: Our community aspires to enhance and protect the natural and built environment from the risks and impacts of global and local pressures

Goals around the environment are first for a reason - that is what people of the northern beaches come here to live for - the beautiful beaches and natural bushland.

It is clear that valuing our unique natural environment and protecting our biodiversity is important for our community.

25

Where we want to go

Goal 1 - Influence
Our bushland, coast and waterways are protected for their intrinsic value

Goal 2 - Influence
Our environment is resilient to natural hazards and climate change

Goal 3 - Influence
Our community is well-supported in protecting and enhancing the environment to ensure safe and sustainable use

How we plan to get there and our level of control

a. Enhance, restore and protect local biodiversity and bushland
b. Improve and protect ecological conditions in catchments, creeks and lagoons
c. Enhance and protect the quality of our coast, harbours and estuaries
d. Manage and reduce the impact of weeds and feral animals on our local environment

a. Increase the resilience of the environment to the effects of natural hazards and climate change
b. Minimise the risk to life and property from storm events, floods, erosion, landslides, bushfires and impacts of climate change
c. Maintain productive partnerships with government agencies and the community to effectively manage and respond to natural hazards

a. Provide incentives and programs to encourage our community to enhance, preserve and protect our natural ecosystems
b. Invite community participation in restoring the natural environment through volunteering programs and education
c. Provide sustainable access to the natural environment, while recognising and protecting its cultural and heritage value

26

The natural environment on the Northern Beaches is truly spectacular. The beaches, bushland and waterways provide significant and diverse opportunities for our community to connect with nature and feel removed from the hustle and bustle of living in a major city. This relaxed, nature-based lifestyle is one of the major reasons people choose to live in this special part of the world.

These stunning natural features bring many challenges for urban living. The environment is vulnerable to natural hazards including bushfires, flooding and coastal erosion, that are exacerbated by climate change and associated increases in extreme weather events. It is essential that environmental resilience to these challenges increases accordingly.

The environment needs to be enhanced and protected for its intrinsic value and for the enjoyment and safe and sustainable use for many generations to come. The community needs to be supported in this endeavour through education, programs and volunteering. Collaboration between Council, the community, emergency services, government agencies and other key stakeholders is essential for this aspiration to be achieved.

Council's key services
- Environment and sustainability

Key Partners
- NSW Department of Planning and Environment
- Emergency Service organisations and supporting agencies
- Metropolitan Local Aboriginal Land Council
- Aboriginal Heritage Office
- Sydney Coastal Councils
- Resilient Cities Network
- Floodplain Management Australia
- NSW Fisheries
- Volunteers
- Local environmental groups

27

How we will know when we have arrived

Measure	Scope	Desired Trend	Target (if applicable)
Total area of bushland	Influence	Maintain	Aspiration: No net loss of bushland
Biodiversity (number of threatened plant and animal species)	Influence	Maintain	Aspiration: Maintain our local native plant and animal species, populations and communities
Health of lagoons (health rating)	Influence	Maintain/improve	Aspiration: Improve the condition of all our waterways
Water quality of beaches for swimming (% beaches suitable)	Influence	Maintain/improve	Commitment: Our beaches have the highest water quality rating
Number attending Council's education activities on environment and sustainability	Control	Maintain/increase	
Urban Heat (number of days 35°C or hotter)	Concern	Maintain/decrease	
% of the community rating their local area as having good access to the natural environment *	Influence	Maintain/increase	
% of the community that feel prepared or very prepared to respond to significant shocks or stresses	Influence	Increase	
% of the community willing to make changes to be more prepared	Influence	Maintain/increase	
% of the community implementing environment protection behaviours	Influence	Maintain/increase	

* Rating of 6 or above in a survey using a 0 -10 point scale

Outcome: Protection of the environment

Aspiration: Our community aspires to enhance and protect the natural and built environment from the risks and impacts of global and local pressures

Goals around the environment are first for a reason - that is what people of the northern beaches come here to live for - the beautiful beaches and natural bushland.

It is clear that valuing our unique natural environment and protecting our biodiversity is important for our community.



Goal 1 - *Influence*
Our bushland, coast and waterways are protected for their intrinsic value

a. Enhance, restore and protect local biodiversity and bushland

b. Improve and protect ecological conditions in catchments, creeks and lagoons

c. Enhance and protect the quality of our coast, harbours and estuaries

d. Manage and reduce the impact of weeds and feral animals on our local environment

Goal 2 - *Influence*
Our environment is resilient to natural hazards and climate change

a. Increase the resilience of the environment to the effects of natural hazards and climate change

b. Minimise the risk to life and property from storm events, floods, erosion, landslides, bushfires and impacts of climate change

c. Maintain productive partnerships with government agencies and the community to effectively manage and respond to natural hazards

Goal 3 - *Influence*
Our community is well-supported in protecting and enhancing the environment to ensure safe and sustainable use

a. Provide incentives and programs to encourage our community to enhance, preserve and protect our natural ecosystems

b. Invite community participation in restoring the natural environment through volunteering programs and education

c. Provide sustainable access to the natural environment, while recognising and protecting its cultural and heritage value

The natural environment on the Northern Beaches is truly spectacular. The beaches, bushland and waterways provide significant and diverse opportunities for our community to connect with nature and feel removed from the hustle and bustle of living in a major city. This relaxed, nature-based lifestyle is one of the major reasons people choose to live in this special part of the world.

These stunning natural features bring many challenges for urban living. The environment is vulnerable to natural hazards including bushfires, flooding and coastal erosion, that are exacerbated by climate change and associated increases in extreme weather events. It is essential that environmental resilience to these challenges increases accordingly.

The environment needs to be enhanced and protected for its intrinsic value and for the enjoyment and safe and sustainable use for many generations to come. The community needs to be supported in this endeavour through education, programs and volunteering. Collaboration between Council, the community, emergency services, government agencies and other key stakeholders is essential for this aspiration to be achieved.

Council's key services

- Environment and sustainability

Key Partners

- NSW Department of Planning and Environment
- Emergency Service organisations and supporting agencies
- Metropolitan Local Aboriginal Land Council
- Aboriginal Heritage Office
- Sydney Coastal Councils
- Northern Sydney Region of Councils
- Resilient Cities Network
- Floodplain Management Australia
- NSW Fisheries
- Volunteers
- Local environmental groups

Measure	Scope	Desired Trend	Target (if applicable)
Total area of bushland	Influence	Maintain	Aspiration: No net loss of bushland
Biodiversity (number of threatened plant and animal species)	Influence	Maintain	Aspiration: Maintain our local native plant and animal species, populations and communities
Health of lagoons (health rating)	Influence	Maintain/improve	Aspiration: Improve the condition of all our waterways
Water quality of beaches for swimming (% beaches suitable)	Influence	Maintain/improve	Commitment: Our beaches have the highest water quality rating
Number attending Council's education activities on environment and sustainability	Control	Maintain/increase	
Urban Heat (number of days 35°C or hotter)	Concern	Maintain/decrease	
Access to the natural environment in the local area (Average community experience rating)*	Influence	Maintain/increase	
% of the community that feel prepared or very prepared to respond to significant shocks or stresses	Influence	Increase	
% of the community willing to make changes to be more prepared	Influence	Maintain/increase	
% of the community implementing environment protection behaviours	Influence	Maintain/increase	

* Rating in a survey using a 0-10 point scale

Outcome: Environmental sustainability

Aspiration: Our community aspires to be leaders in managing our resources sustainably and for the long term to ensure that development is balanced with our lifestyle and environment

Sustainability is the way of the future, if we don't look after what we have then we'll have nothing. If everyone does their little bit, then we can maintain a beautiful life.

We live in a beautiful environment here on the Northern Beaches surrounded by gorgeous beaches and wonderful bushland. Let's take measures to keep our environment as natural and beautiful for generations to come. Let's promote water management, waste management, recycling, upcycling.



Goal 4 - *Influence*
Our community is supported in the transition towards net zero emissions and a local circular economy

a. Promote and support opportunities for more sustainable living

b. Provide programs, resources and urban planning tools to enable our community to reuse and recycle more used materials

Goal 5 - *Influence*
Our built environment is developed in line with best practice sustainability principles

a. Ensure integrated land use planning balances the environmental, social and economic needs of present and future generations

b. Create green and resilient urban environments by improving tree cover, native vegetation, landscaping, and water and waste management systems

c. Promote the benefits and savings of ecologically sustainable development

d. Continually improve environmental standards and compliance in new and existing developments

Goal 6 - *Control*
Our Council is recognised as a leader in environmental sustainability

a. Develop a culture of commitment to environmental sustainability and lead by example

b. Enhance financial and strategic capacity to deliver on environmental outcomes

c. Explore and invest in technologies and processes such as renewable energy and procurement of quality recycled materials that deliver long-term environmental benefits

The community places a high value on environmental sustainability and the need for real change to conserve energy and water, minimise waste and transition to a local circular economy. The environment faces national and global challenges requiring co-ordinated solutions and education across all levels of society, to achieve more sustainable ways of living.

On a local level, there is a need to manage our natural resources effectively and curb consumption, especially water and energy use. Incentives and programs are needed to support the community to implement sustainable living practices. This includes the transition to renewable energy resources and shifting from single use products to products that can be shared, leased, reused, repaired, refurbished and recycled as long as possible (also known as the circular economy).

Sustainability principles are also essential in the development of the built environment, with a focus on improving environmental standards and compliance in new and existing developments. Land use planning must balance the environmental, social and economic needs of current and future generations.

Our community endeavours to be a leader in environmental sustainability, with an aspiration to accelerate action and ideally achieve net zero emissions by 2030. This is ambitious and well ahead of the commitment of net zero emissions by 2050. Collaboration between Council, the community, government agencies and other key stakeholders is essential for this aspiration to be achieved.

Council's key services

- Environment and sustainability
- Waste and cleansing
- Kimbriki Resource Recovery Centre
- Strategic land use planning

Key partners

- NSW Department of Planning and Environment
- Kimbriki Environmental Enterprises
- Sydney Water
- Electricity providers
- Cities Power Partnership
- Australian Renewable Energy Agency
- Green Building Council of Australia
- Climate Council of Australia
- Local environmental groups
- Northern Sydney Region of Councils

Measure	Scope	Desired Trend	Target
Council greenhouse gas emissions (t CO2e)	Control	Decrease	Aspiration: Net zero emissions by 2030 Commitment: • 60% reduction in carbon emissions by 2040 • Net zero emissions by 2045
Council water use (KL)	Control	Decrease	Commitment: 10% reduction in our drinking water by 2040
Community greenhouse gas emissions (t CO2e)	Influence	Decrease	Aspiration: Net zero by 2030 Commitment: • 50% reduction by 2040 • Net zero by 2050
Installed renewable energy capacity in the LGA (kW)	Influence	Increase	Aspiration: All new building being net zero emissions by 2030 Commitment: 50% of suitable premises with solar panels installed by 2030
Community drinking water use (KL/capita/year)	Influence	Maintain/ Decrease	Commitment: maintain or reduce overall drinking water use in our community by 2040
Domestic waste per capita (kg/person/year)	Influence	Decrease	Commitment: reduce the rate of waste generation per person by 2040
% waste diversion from landfill	Influence	Increase	Commitment: 85% of waste diverted from landfill by 2040
Projected life of Kimbriki	Influence	Maintain/ Increase	
% of the community satisfied with Council actions on the environment	Influence	Maintain/ Increase	
% of the community implementing waste management behaviours	Influence	Maintain/ Increase	

Outcome: Community and belonging

Aspiration: Our community aspires to care for each other, ensuring that people feel safe, supported, included, and have diverse opportunities for a rich cultural and social life.

I feel very safe here. I love the community spirit. I love the beach - it's one of the reasons I'm here. I feel really at home, I feel more at home than I have anywhere I've ever lived before.

We should promote diversity as different from inclusion and incorporate all the voices that are unable to articulate their difference, or don't feel safe currently to do so. Diversity is more than colour and culture. It is an essential part of our ability to be resilient and socially sustainable.



Goal 7 - *Influence*
Our diverse community is supported to participate in their chosen cultural life

a. Support innovative ideas and build the capacity of local cultural and creative communities

b. Expand cultural events and creative opportunities, to enable social interaction/cohesion and stimulate wellbeing

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

Goal 8 - *Influence*
Our community feels safe and supported

a. Build resilient communities where neighbours know and support each other

b. Improve health and wellbeing through fair access to information, health and support services

c. Work collaboratively to ensure everyone is safe from harm and danger in public and at home

Goal 9 - *Influence*
Our community is inclusive and connected

a. Build capacity of the social sector, community groups and facilitate volunteer opportunities

b. Build an inclusive community and break down institutional and social barriers to enable all people, irrespective of age, gender and identity, to participate in community life

c. Recognise and honour Aboriginal culture and heritage

d. Celebrate diversity in all forms as essential to an inclusive and engaged community

e. Enhance community access to education and lifelong learning opportunities

The Northern Beaches is home to an incredibly diverse community. It is home to people at varying stages of their lives, from a variety of cultural backgrounds and with a wide range of needs and interests, from sports and active living to the creative and arts communities. It's essential that this diversity is recognised and celebrated to foster inclusion in the community, through an array of events, activities and programs.

Safe, inclusive, diverse and connected communities are socially sustainable and resilient. Social sustainability is essential for community wellbeing and longevity, while resilience ensures the community has the required skills, services, people and infrastructure to respond to and recover from social, political, environmental and economic change.

Building capacity within the community, empowers everyone to play a role in developing solutions for the social challenges faced by the community including those living in more vulnerable circumstances. Council builds the capacity of the community and helps the community to determine and achieve its own outcomes, through partnerships and support with community, not-for-profit and charitable organisations.

Council's key services

- Community, arts and culture
- Children's services
- Library services
- Events

Key partners

- NSW Health
- NSW Department of Education
- Northern Sydney Local Health District
- NSW Department of Communities and Justice
- NSW Police
- Northern Sydney Region of Councils
- Non-government service providers
- Community not for profit organisations and groups
- Sporting and recreational organisations
- Cultural and creative businesses and groups
- Arts groups and societies

Measure	Scope	Desired Trend	Target
Number of domestic assaults	Concern	Decrease	
Number of non-domestic assaults	Concern	Decrease	
Number of GPs per 100,000 population	Concern	Maintain/ Increase	
Ability to view and participate in sports and recreation in the local area (Average community experience rating)*	Influence	Maintain/ Increase	
Feeling safe in the local area (Average community experience rating)*	Influence	Maintain/ Increase	
High quality health services in the local area (Average community experience rating)*	Influence	Maintain/ Increase	
Opportunity for all in the local area (Average community experience rating)*	Influence	Maintain/ Increase	Aspiration: by 2040 we have a community hub in each strategic centre that enables co-location of key services
Social cohesion in the local area (Average community experience rating)*	Influence	Maintain/ Increase	
Average community rating of their physical health*	Influence	Maintain/ Increase	
Average community rating of their mental health*	Influence	Maintain/ Increase	Aspiration: by 2040 everybody can access the mental health support they need within one week
Average community rating of their social wellbeing*	Influence	Maintain/ Increase	

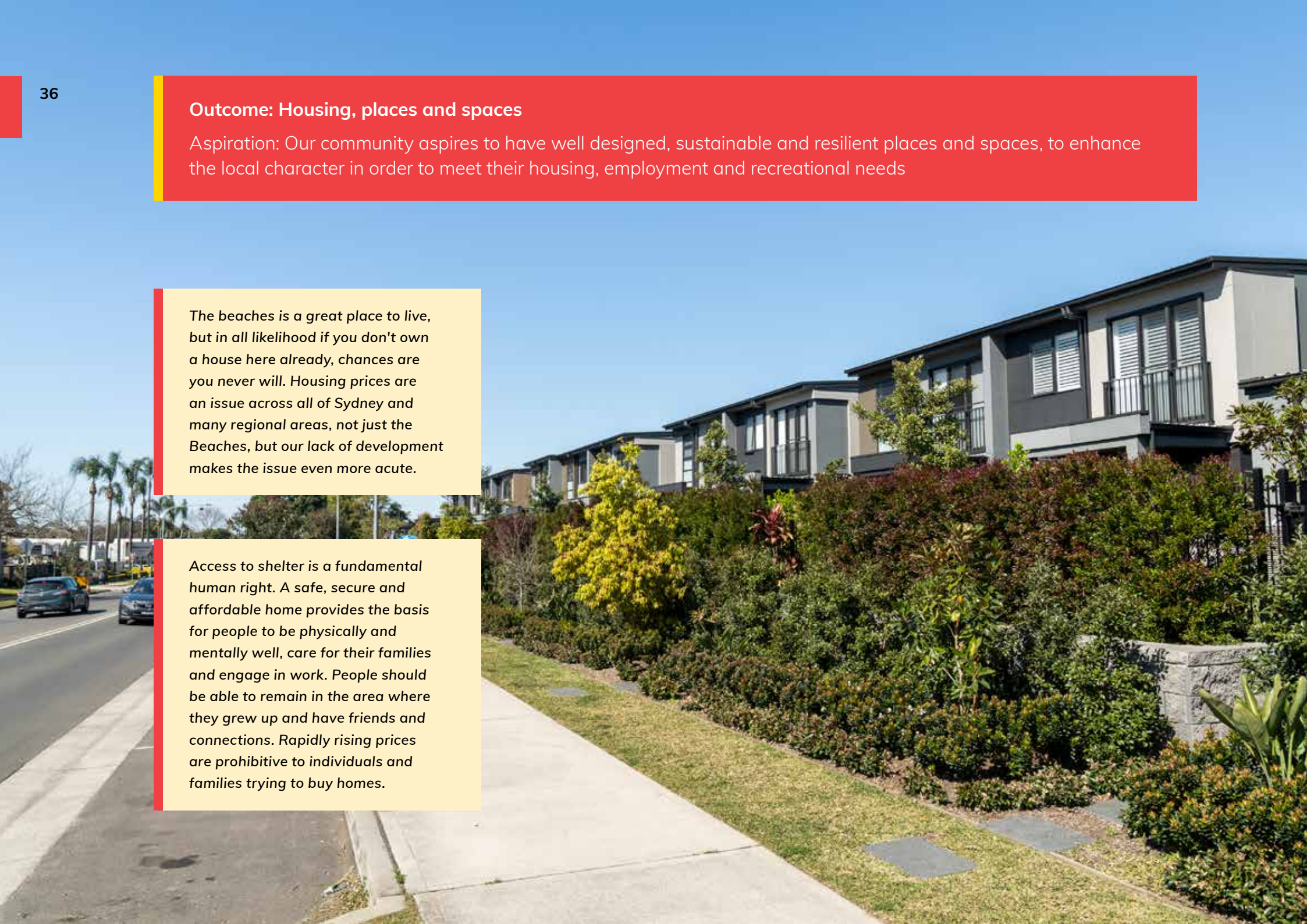
* Rating in a survey using a 0-10 point scale

Outcome: Housing, places and spaces

Aspiration: Our community aspires to have well designed, sustainable and resilient places and spaces, to enhance the local character in order to meet their housing, employment and recreational needs

The beaches is a great place to live, but in all likelihood if you don't own a house here already, chances are you never will. Housing prices are an issue across all of Sydney and many regional areas, not just the Beaches, but our lack of development makes the issue even more acute.

Access to shelter is a fundamental human right. A safe, secure and affordable home provides the basis for people to be physically and mentally well, care for their families and engage in work. People should be able to remain in the area where they grew up and have friends and connections. Rapidly rising prices are prohibitive to individuals and families trying to buy homes.



Goal 10 - *Influence*
Our community has access to diverse and affordable housing options to meet their current and evolving needs

a. Effectively plan for future growth by balancing regional priorities with local values

b. Provide a mix of high-quality diverse and inclusive housing options supported by sustainable infrastructure

c. Pursue innovative ways of increasing affordable housing opportunities

Goal 11 - *Influence*
Our local centres are vibrant and healthy, catering for diverse economic and social needs

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 12 - *Influence*
Our community has access to spaces that enable healthy and active living and allow for a broad range of creative, sporting and recreational opportunities to be enjoyed

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

b. Create and maintain spaces that enable social interaction, stimulate wellbeing and support people at each stage of their lives

The community deeply values the village feel and character of the local centres and neighbourhoods on the Northern Beaches and has a strong desire for this to be maintained and enhanced in the future. High quality urban and architectural design is key, especially for new developments or in areas of higher residential density, to ensure that the existing lifestyle and quality of life is maintained regardless of any development.

The Northern Beaches is home to a diverse range of spaces that enable healthy and active living and allow for a broad range of passive and active recreational opportunities.. Spaces that enable social interaction, stimulate wellbeing and support people at each stage of their lives remain essential to meet the community's needs.

Housing affordability has continued to be a challenge, particularly for young people, families, key workers and people living with a disability.

There is a need to innovate and diversify housing opportunities to meet the community's current and evolving needs, with a focus on the 'missing middle' and supported by sustainable infrastructure. Enabling younger people to stay in the local area builds social sustainability and resilience, helping family and social support structures to be maintained and reducing social isolation for residents young and old.

While most concerns regarding housing affordability are beyond the direct control of local government, Council is in a strong position to establish collaborative partnerships at a local level to work towards improving housing, places and spaces where we live, work and play on the Northern Beaches.

Council's key services

- Strategic land use planning
- Development assessment
- Environmental compliance
- Parks and recreation
- Place and Economic Development

Key partners

- NSW Department of Planning and Environment
- Infrastructure NSW
- Greater Sydney Commission
- Community housing providers
- NSW Department of Communities and Justice
- Northern Sydney Region of Councils
- Surf Life Saving Northern Beaches
- Local sports and recreation clubs
- NSW Office of Sport
- NSW Department of Education

Measure	Scope	Desired Trend	Target
Social housing stock	Concern	Increase	
Affordable rental housing stock	Influence	Increase	
Number of dwellings - progress towards housing targets	Influence	Increase	Commitment: • By 2026 an additional 3,582 dwellings • By 2036 an additional 8,949 dwellings
Diversity of dwellings	Influence	Increase	
Number of Council's facilities and assets that are accessible	Control	Increase	Aspiration: By 2040 all community events, information and infrastructure are universally accessible
Availability of sportsfields, out of school hours (hours/week)	Control	Increase	
Number of improvement projects in Council's parks and reserves to support active and passive recreation	Control	Maintain/ Increase	
Number of medium density dwellings within 400m and high density within 200m of open space	Influence	Increase	
Diverse range of shopping, leisure and dining experiences in the local area (Average community experience rating)*	Influence	Maintain/ Increase	
Affordable decent housing in the local area (Average community experience rating)*	Influence	Maintain/ Increase	
Cultural facilities such as museums, galleries, festivals in the local area (Average community experience rating)*	Influence	Maintain/ Increase	

* Rating in a survey using a 0-10 point scale

Outcome: Vibrant local economy

Aspiration: Our community aspires to create a thriving and vibrant local economy where traditional and new industries are supported and local career, training and education opportunities are expanded

A lot of people that are business owners are also local residents. Let's support them by shopping, eating, socialising and sourcing locally so they can sustain their livelihoods and enhance ours by encouraging a thriving community.

Jobs offered locally don't match the money that you need to be able to afford to live here. In reality you need a corporate job or to own your own business. You very rarely find a high paying job locally otherwise.



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

a. Ensure that employment lands are retained and cater for a diverse range of businesses and industry

b. Improve access for businesses to information, incentive programs and enterprise support

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

d. Support business and professional networks to respond to changing business conditions

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

a. Facilitate local education and vocational training opportunities

b. Support flexible work options to reduce commuting and promote wellbeing

c. Attract knowledge-based industries to meet the skills and aspirations of residents and support a thriving business environment

d. Enable all residents to participate and contribute to the local economy and local employment

Goal 15 - *Influence*
Our centres are sustainable, encompassing a diverse range of businesses that attract visitation and provide work, education, leisure and social opportunities

a. Enhance and extend opportunities for sustainable visitor economy throughout the area

b. Recognise and support the unique role of our local and strategic centres, in keeping with local character

c. Encourage residents to shop local and support their local centres

d. Facilitate active, safe and welcoming centres for residents and visitors during the day and into the evening

The Northern Beaches is home to a diverse and robust economy with a well educated and highly skilled workforce. There is an opportunity to improve the alignment of local skills and training with employment opportunities in the local area for all members of the community, creating an environment that supports innovation, entrepreneurialism and economic growth. The ability of the community to participate in the local economy, through education, work and supporting local businesses contributes to personal and community wellbeing and broader social sustainability and resilience.

Flexible working arrangements, particularly within knowledge-based industries, pose a significant opportunity, reducing commuting and traffic congestion while helping the community to enjoy a more balanced lifestyle.

Economic resilience is essential for the sustainability of our local centres. Businesses need to be supported and able to adapt to shocks, stresses and changing business conditions.

The community wants to see thriving and vibrant local centres, businesses that attract visitation and provide work, education, leisure and social opportunities.

The visitor economy that significantly contributes to the local area remains an opportunity across the Northern Beaches. There is also further opportunity to encourage the community to shop local and support their local centres, to participate and contribute to the local economy and local employment, helping our community to be self-sufficient now and in the future. Collaboration between Council, the community, local business, government agencies and other key stakeholders is essential for this aspiration to be achieved.

Council's key services

- Economic development, events and engagement
- Strategic land use planning

Key partners

- NSW Department of Planning and Environment
- NSW Department of Industry
- Destination NSW
- Local Chambers of Commerce
- Local business and major employers
- TAFE and universities
- Registered training organisations
- Northern Sydney Region of Councils

Measure	Scope	Desired Trend	Target
Gross Regional Product ($)	Concern	Increase	
Employment lands area (ha)	Influence	Maintain	
Value of non-residential building approvals ($)	Concern	Increase	
Unemployment rate	Concern	Decrease	
Employment containment (% residents who live and work on the Northern Beaches)	Concern	Maintain/ Increase	
Number of local businesses	Influence	Maintain/ Increase	
Value of tourism ($)	Concern	Increase	
Number of visitors	Influence	Maintain/ Increase	
Number of visitor nights	Influence	Maintain/ Increase	
Number of jobs in centres (total number of jobs in Mona Vale, Frenchs Forest, Brookvale-Dee Why, Manly)	Influence	Increase	Commitment: over 47,300 jobs by 2036
High quality education opportunities in the local area (Average community experience rating)*	Influence	Maintain/ Increase	
Good job prospects in the local area (Average community experience rating)*	Influence	Maintain/ Increase	

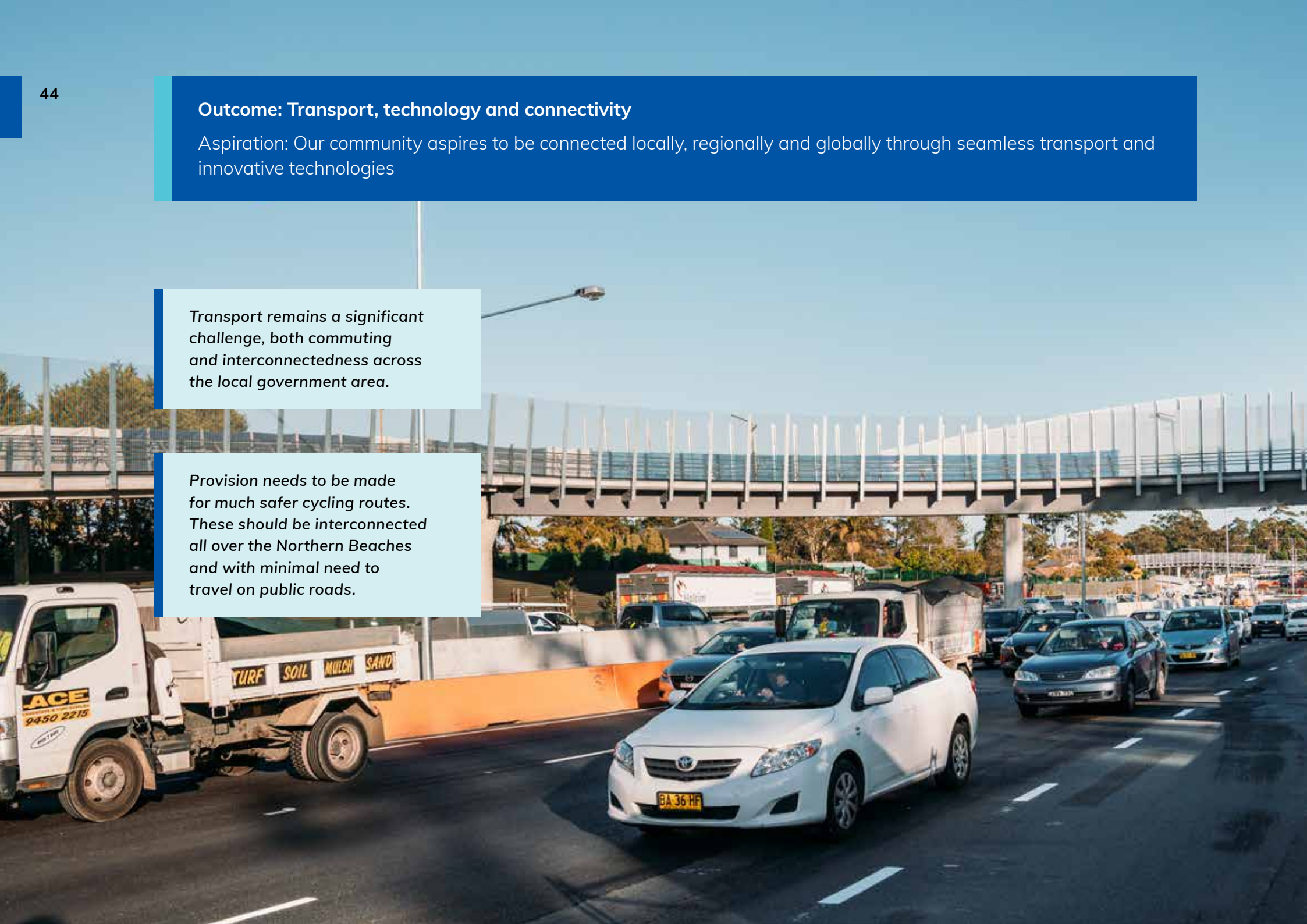
* Rating in a survey using a 0-10 point scale

Outcome: Transport, technology and connectivity

Aspiration: Our community aspires to be connected locally, regionally and globally through seamless transport and innovative technologies

Transport remains a significant challenge, both commuting and interconnectedness across the local government area.

Provision needs to be made for much safer cycling routes. These should be interconnected all over the Northern Beaches and with minimal need to travel on public roads.



Goal 16 - *Influence*
Our integrated transport networks meet the needs of our community and reduce carbon emissions

a. Advocate for improved transport options and road networks

b. Ensure transport planning is integrated with land use planning and takes account of emerging technologies

c. Facilitate and promote safe transport options that reduce car-based commuter travel

d. Maintain and enhance roads and road-related infrastructure

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

a. Improve public transport options, accessibility and connectivity to better meet our community's travel needs

b. Facilitate and promote active travel, including safe cycling and walking networks as convenient transport options

c. Improve parking options in centres, villages and places, including smart parking initiatives

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

a. Provide public spaces that are connected through communications and technologies

b. Facilitate environments that are supported by digital and physical communications infrastructure

Connectivity through transport and technology is key to ensuring the community can move safely and efficiently within and beyond the Northern Beaches. It is an area that continues to concern and challenge the local community, with traffic congestion, travel times and access to public transport impacting on quality of life. This is paired with the challenge that increased transport infrastructure is likely to attract more people and further development to the area, which threatens the local environment and sense of community.

Active travel continues to be an opportunity for the community to move around the local area. Prioritised delivery of transport infrastructure projects has resulted in new pedestrian infrastructure, shared paths and cycleways to provide active transport links between key locations, such as commercial areas and schools. Safe cycling and walking networks will continue to be developed and promoted as convenient transport options.

Opportunities exist to provide improved parking experiences through technology, particularly digital parking permits and real-time parking availability.

Communication technology is essential to enable the community to connect and communicate with each other, their family and friends and their workplaces. There is an opportunity to provide more communication technology in public spaces, such as wi-fi access points, to help the community stay connected when they are on the move.

While most transport, technology and connectivity related investments are the responsibility of the NSW and Federal Governments, Council has a role to play in advocating for improved transport options and road networks and technology coverage.

Council's key services

- Transport, traffic and active travel
- Property and facilities

Key partners

- Transport for NSW
- Infrastructure NSW
- Northern Sydney Region of Councils
- Private bus and ferry operators
- Greater Sydney Commission
- Easylink Community Transport
- Cycling NSW
- Pedestrian Council of Australia
- NBN Co and utility providers

Measure	Scope	Desired Trend	Target
Household travel by car	Influence	Decrease	Aspiration: 30% reduction by 2038
Number of road user crashes	Influence	Decrease	
Number of road user casualties	Influence	Decrease	Aspiration: towards zero deaths on our roads by 2038
% of dwellings within 30-minutes by public transport to a metropolitan or strategic centre	Influence	Maintain/ Increase	
% dwellings within 800m of a public transport stop, with a scheduled service at least every 15 minutes between 7am and 7pm on a normal weekday	Influence	Increase	
Number of public transport trips	Influence	Increase	
% of trips by public transport	Influence	Increase	Aspiration: 25% all trips by public transport by 2038
% trips by active travel means	Influence	Increase	Aspiration: double active travel trips by 2038
Greenhouse gas emissions from transport (t CO2e)	Influence	Decrease	Aspiration: 30% reduction in carbon emissions from transport by 2038
Lack of road congestion (Average community experience rating)*	Influence	Maintain/ Increase	
Making your way with relative ease to employment, education and healthcare (Average community experience rating)*	Influence	Maintain/ Increase	
Reliable and efficient public transport in the local area (Average community experience rating)*	Influence	Maintain/ Increase	

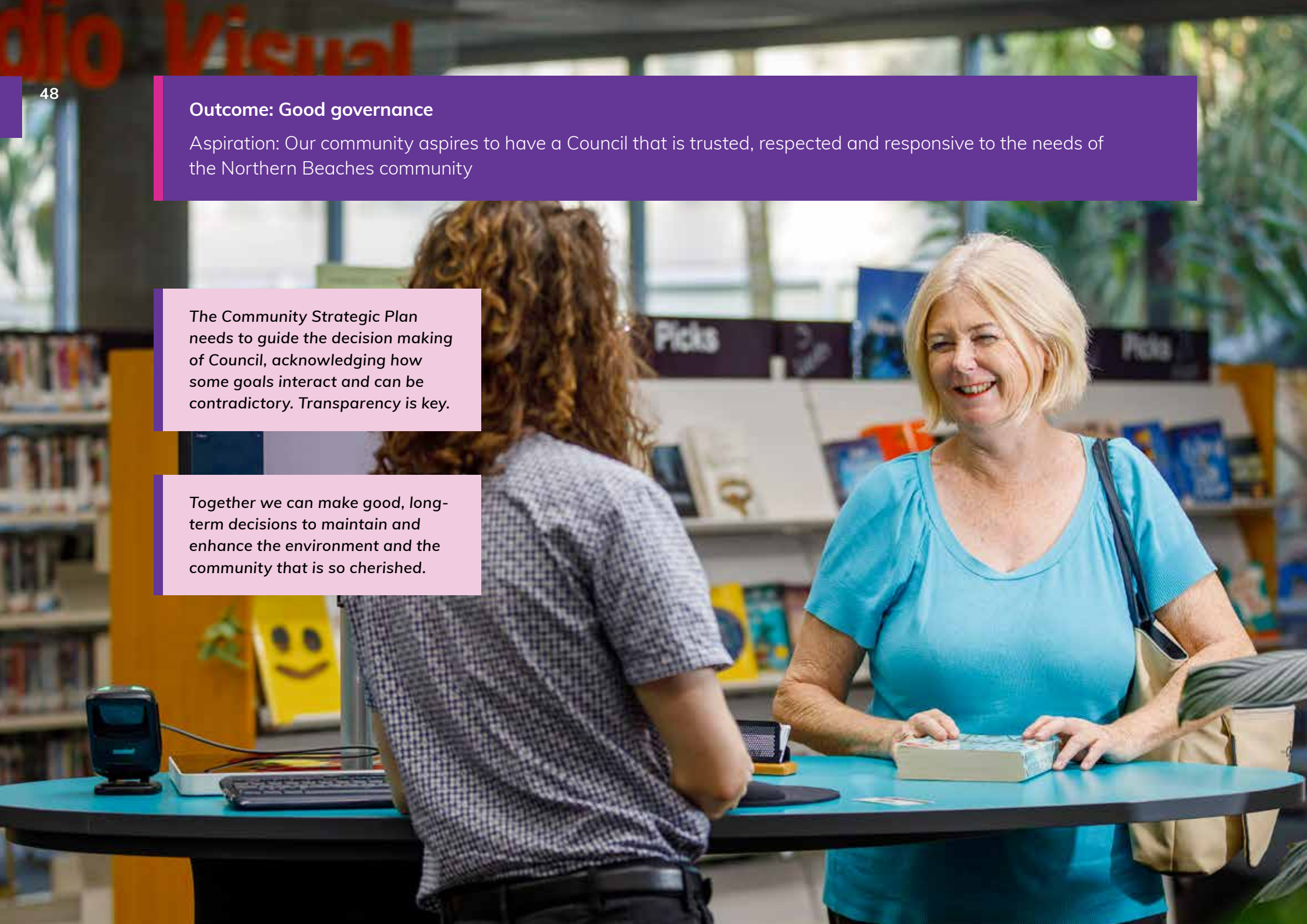
* Rating in a survey using a 0-10 point scale

Outcome: Good governance

Aspiration: Our community aspires to have a Council that is trusted, respected and responsive to the needs of the Northern Beaches community

The Community Strategic Plan needs to guide the decision making of Council, acknowledging how some goals interact and can be contradictory. Transparency is key.

Together we can make good, long-term decisions to maintain and enhance the environment and the community that is so cherished.



Goal 19 - *Control*
Our Council is transparent and trusted to make decisions that reflect the values of the community

a. Demonstrate a high standard of transparency and accountability through community involvement and strong, timely reporting practices

b. Ensure a strong corporate governance framework is followed to support ethical, efficient and fair decisions and transactions

c. Ensure the long-term financial sustainability of Council, including strategic management of assets

Goal 20 - *Control*
Our Council is proactive, and efficiently and effectively responds to, and delivers on, the evolving needs of the community

a. Facilitate simple and consistent customer interactions through innovative systems and processes

b. Continuously improve services in response to identified community needs and satisfaction with Council

c. Develop the workforce, organisational culture and capability to ensure Council delivers quality, people-centred services and value to the community

d. Ensure Council's information technology infrastructure and systems are secure, robust and effective.

A culture of transparency and accountability for planning, finances and decision-making is essential to good governance and maintaining trust with the community. In the years since amalgamation, Council has consolidated its suite of governance policies, taking the best and most robust components of the policies of the former councils and creating a strong set of transparent policies. This provides assurance to the community that Councillors and employees are acting with the highest integrity and with the community at the centre of all their work.

Council will continue to foster a culture of continuous improvement, finding efficiencies and enhancing service delivery across the organisation. Council will ensure its information technology infrastructure and systems are secure, robust and effective and that the workforce is equipped to deliver quality, people-centred services and value to the community.

The community aspires for Council to be responsive to their current and evolving needs. Balancing a wide range of service expectations with finite resources is an ongoing challenge for Council as many services are rated as of high importance by the community.

Council's key services

- Customer service
- Governance and assurance services
- Corporate support services

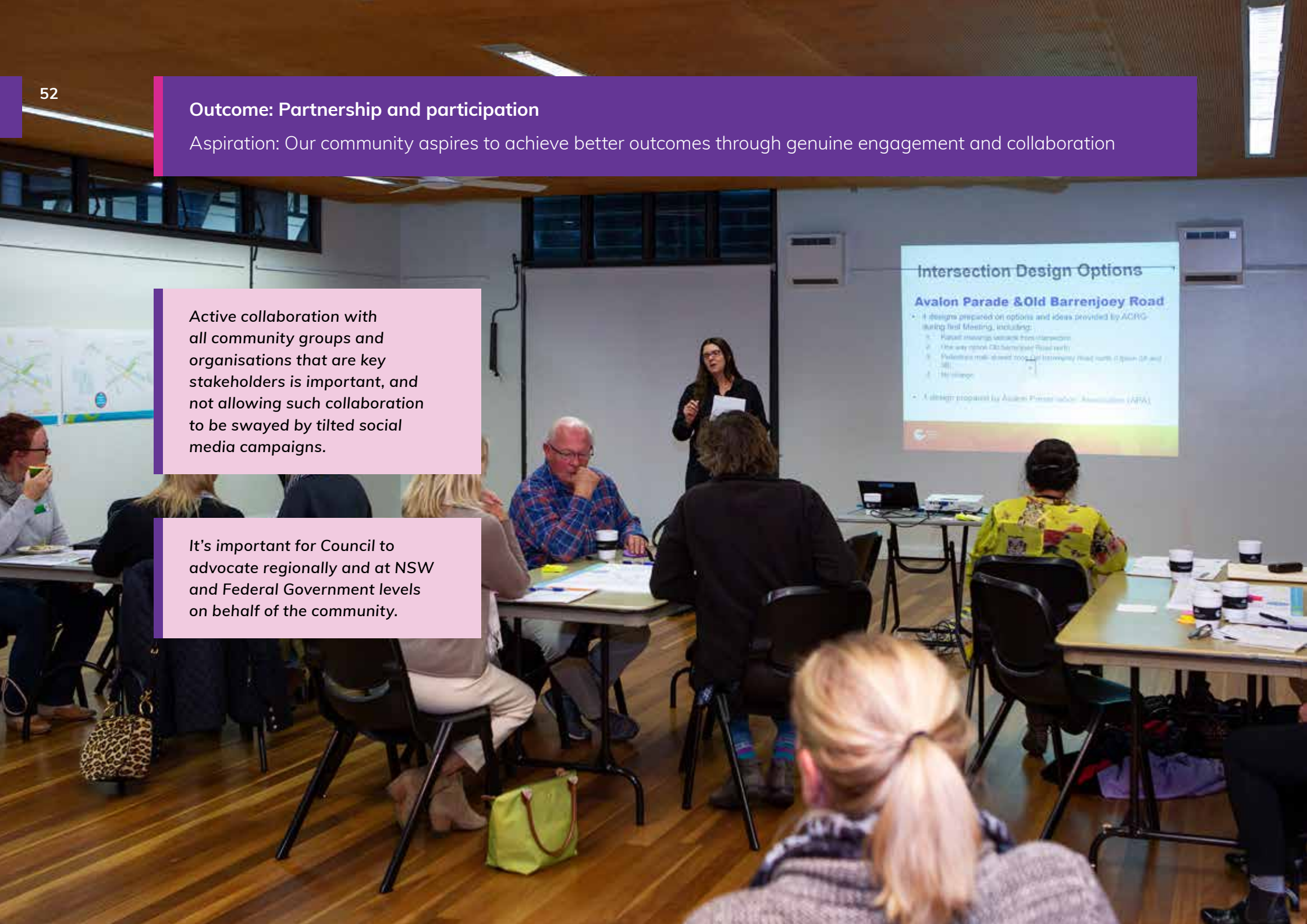
Key partners

- Department of Premier and Cabinet
- NSW Ombudsman
- Local community groups
- NSW Treasury
- NSW Auditor General
- NSW Office of Local Government

Measure	Scope	Desired Trend	Target
Financial sustainability of Council: Operating performance > 0 Unrestricted current ratio > 1.5x Own source operating revenue > 60% Debt service cover ratio > 2x Rates and annual charges outstanding < 5% Cash expenses cover ratio > 3 months Building and infrastructure renewal ratio > 100%	Control	Meet benchmark	
% Satisfaction with customer calls	Control	Maintain/increase	
% Satisfaction with online customer requests	Control	Maintain/increase	
Number of awards and commendations for projects delivered for our community	Influence	Maintain/increase	
Satisfaction with overall performance of Council as an organisation	Control	Maintain/increase	

Outcome: Partnership and participation

Aspiration: Our community aspires to achieve better outcomes through genuine engagement and collaboration



Active collaboration with all community groups and organisations that are key stakeholders is important, and not allowing such collaboration to be swayed by tilted social media campaigns.

It's important for Council to advocate regionally and at NSW and Federal Government levels on behalf of the community.

Goal 21 - *Control*
Our community is engaged in decision making processes

a. Enable our diverse community to engage with us on issues that are important or of interest to them

b. Provide open, accessible and diverse engagement opportunities for our whole community

c. Ensure adaptive engagement approaches while looking for opportunities to innovate

d. Ensure our community is informed across all stages of engagement

Goal 22 - *Control*
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

Council's ability to effectively engage and partner remains important to the community. Whilst the Northern Beaches region is universally loved by residents and visitors, the people who live here and who visit are far from homogenous. The diversity of the population means diverse needs and perspectives within the community must be considered by Council during decision making.

Council aims to provide equal opportunities for everyone to learn about a project and have a say on issues that are important or of interest to them, regardless of their time or technical knowledge. This includes groups that can be more challenging to reach such as young people, people living with disabilities or people from culturally and linguistically diverse backgrounds. Participation across all demographics is essential to representative decision making. This also enables Council to draw on the wealth of local knowledge, professional expertise and creative thinking within the community that can help inform evidence-based policymaking and advocacy.

Genuine participation is essential so Council can better advocate on behalf of the community on complex issues that are beyond Council's direct control. These issues primarily include transport, housing, employment and planning for more cohesive neighbourhoods, villages and centres. Collaboration and partnerships with key stakeholders, including community groups, businesses, government and non-government organisations is critical. These partnerships enable the delivery of facilities, targeted services and programs to meet community needs, to ultimately achieve all of the community aspirations in this CSP.

Volunteers are also invaluable as they partner with Council on achieving a range of community goals. Each year over 900 volunteers are active in Council programs on environmental protection and restoration, Meals on Wheels, Manly Art Gallery and Museum, libraries, major events etc. Through their involvement, our dedicated volunteers also help build community connections, resilience and belonging.

Council's key services

- Economic development, events and engagement
- Environment and sustainability
- Transport, traffic and active travel
- Parks and recreation
- Strategic land use planning
- Community, arts and culture

Key partners

- Local community groups
- Local resident associations
- Working committees for the Northern Beaches and wider region
- International Association for Public Participation (IAP2)
- Northern Sydney Region of Councils
- Coastal Councils

Measure	Scope	Desired Trend	Target
Number of submissions received	Influence	Maintain/increase	
Average number of submissions received on Council projects	Influence	Maintain/increase	
Delivery of key community projects with government agencies and community groups (list)	Control	Progress	
Number of volunteers in ongoing Council programs	Control	Maintain/increase	
% of residents doing voluntary work through an organisation or group in the last 12 months	Influence	Maintain/increase	



northern
beaches
council