



Northern Beaches

Community Strategic Plan 2040

Endorsed 17 June 2025

An elderly Indigenous Australian woman with grey hair tied back, wearing a white lace top, is shown in profile. She is holding a bundle of green leaves and a piece of driftwood, performing a traditional ceremony. The background is a blurred outdoor setting with trees and a body of water.

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.

Mayor's message	4	Context	10	Outcomes	34
Community Strategic Plan summary	6	Our community	12	How to read this CSP	36
Introduction	8	Projected changes to 2040	16	Outcome: Protection of the environment	38
The purpose of the Community Strategic Plan	8	Strategic line of sight	20	Outcome: Environmental sustainability	44
Overview of the key elements	8	Our key challenge	21	Outcome: Community and belonging	50
Integrated Planning and Reporting cycle	8	Community engagement	23	Outcome: Housing, places and spaces	56
		Children's voices	24	Outcome: Vibrant local economy	62
		How this CSP has been updated	26	Outcome: Safe and efficient transport	68
		Social justice principles	27	Outcome: Good governance and participation	74
		Tracking our progress	28		
		Our shared responsibility	31		

Message from the Mayor

Supporting our community, economy and environment to be strong and resilient



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

The CSP captures the community's vision, aspirations, and goals for our local area, outlining targeted strategies to achieve these aspirations and clear measures to track our success as we move towards 2040. It identifies where we are today, where we aim to be, and importantly, how we will get there.

This is the community's document. While prepared by Council, its ownership, vision, and successful implementation belong to everyone. Achieving our shared aspirations requires collective action and responsibility from all within our community.

This CSP, the third since the Northern Beaches Council was formed, incorporates engagement from more than 10,000 local residents, businesses, and stakeholders collected over the past 3 years. This includes valuable contributions through engagement on our Resilience Strategy, Economic Development Strategy, and Waste and Circular Economy Strategy, which help to shape the future of the Northern Beaches.

At the heart of the Northern Beaches is our pristine local environment and our strong sense of community. The CSP recognises these core values while addressing essential challenges including sustainable housing, transport improvements and economic development opportunities in ways that are environmentally responsible and socially sustainable.

We have strengthened our focus on transport and mobility outcomes and emphasised integrated partnerships throughout this plan, highlighting the shared responsibility across multiple stakeholders, community organisations and residents.

Thank you to everyone who has contributed to shaping this critical document. Your ongoing involvement ensures our community thrives, making the Northern Beaches an even better place to live, work and visit now and into the future.

Sue Heins
Mayor



Community Strategic Plan summary

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

Outcomes and goals

● Environmental

Protection of the environment	Goal 1 Our bushland, coast and waterways are protected for their intrinsic value	Goal 2 Our environment and community is resilient to natural hazards and climate change	Goal 3 Our community is well-supported in protecting and enhancing the environment, to ensure safe and sustainable use
Environmental sustainability	Goal 4 Our community is supported in the sustainable use of resources and working towards net zero and a local circular economy	Goal 5 Our built environment is developed in line with best practice sustainability principles	Goal 6 Our Council leads by example in environmental sustainability and resilience

● Social

Community and belonging	Goal 7 Our community has access to a diverse range of cultural activities and events	Goal 8 Our community feels safe and supported	Goal 9 Our community is inclusive and connected
Housing, places and spaces	Goal 10 Our community has access to housing options that are diverse and affordable to meet their current and evolving needs	Goal 11 Our local centres are vibrant and healthy, catering for diverse economic and social needs	Goal 12 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

● Economic

Vibrant local economy	Goal 13 Our businesses are resilient, well-connected and thrive in an environment that supports innovation, entrepreneurialism and economic growth	Goal 14 Our economy provides opportunities that match the skills and needs of the population	Goal 15 Our centres are sustainable, encompassing a diverse range of businesses that attract visitation and provide work, education, leisure and social opportunities
Safe and efficient transport	Goal 16 Our integrated transport networks are resilient and meet the needs of our community	Goal 17 Our community can safely and efficiently travel within and beyond the Northern Beaches	Goal 18 Our community utilises sustainable transport options that reduce congestion and carbon emissions

● Civic

Good governance and participation	Goal 19 Our Council is transparent and trusted to make decisions that reflect the values of the community	Goal 20 Our Council is proactive, and efficiently and effectively responds to, and delivers on, the evolving needs of the community	Goal 21 Our community is engaged in decision making processes
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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 community's document. It 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 4 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 collaboration 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 7 community outcomes which are each supported by an aspiration, goals and clear strategies to achieve the goals.

These 7 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 Integrated Planning and Reporting (IP&R) framework recognises that Council strategies and plans do not exist in isolation and are all connected to deliver community outcomes.

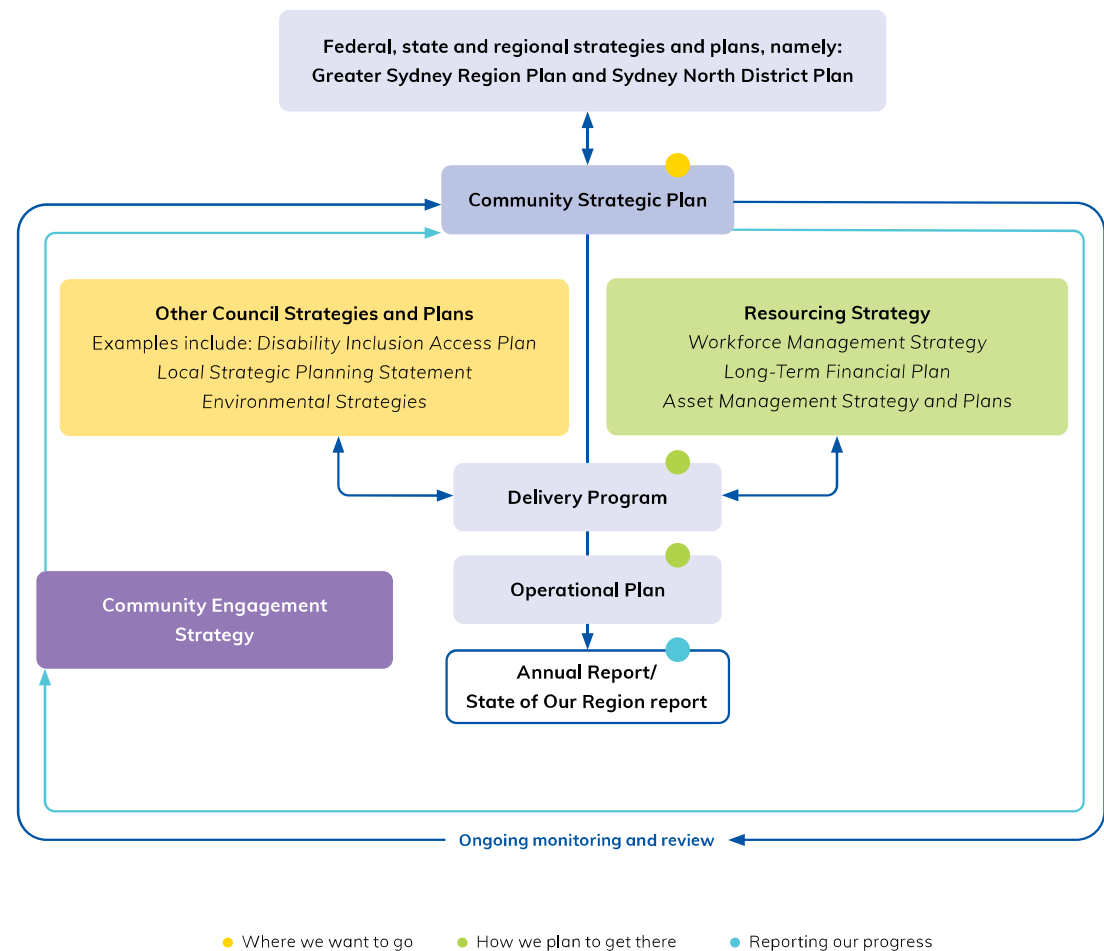
The CSP is the highest level strategic document and the pinnacle of Council's integrated planning and reporting framework. It incorporates state and regional planning priorities and sets the direction for all Council's activities.

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 4-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

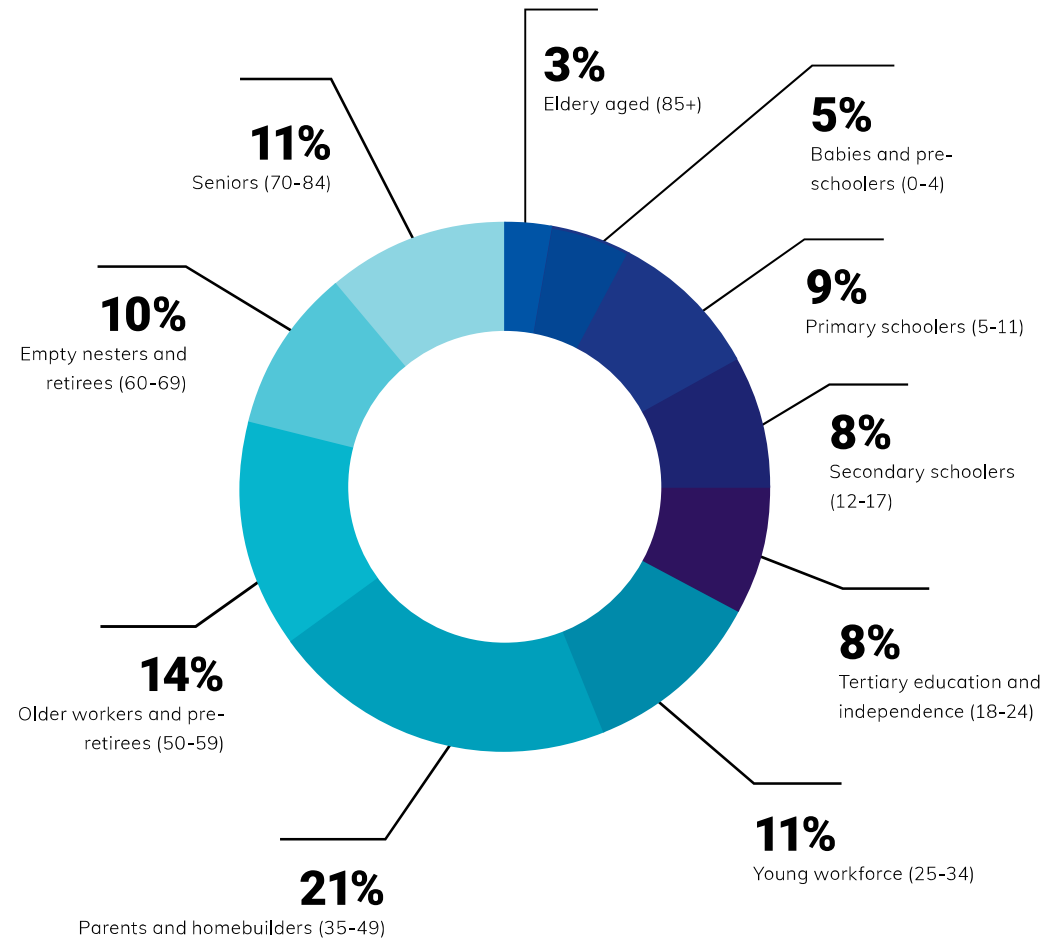
Some 270,772 people called the Northern Beaches home in 2024¹. Our median age is 41 years old. Parents and homebuilders (age 35-49) are our largest group of residents, comprising 23% of the local population and almost 58,000 people - See Figure 2

Around 16% of our community speaks a language other than English at home, most of whom were born overseas.

We currently live in over 105,000

Figure 2

Northern Beaches demographics

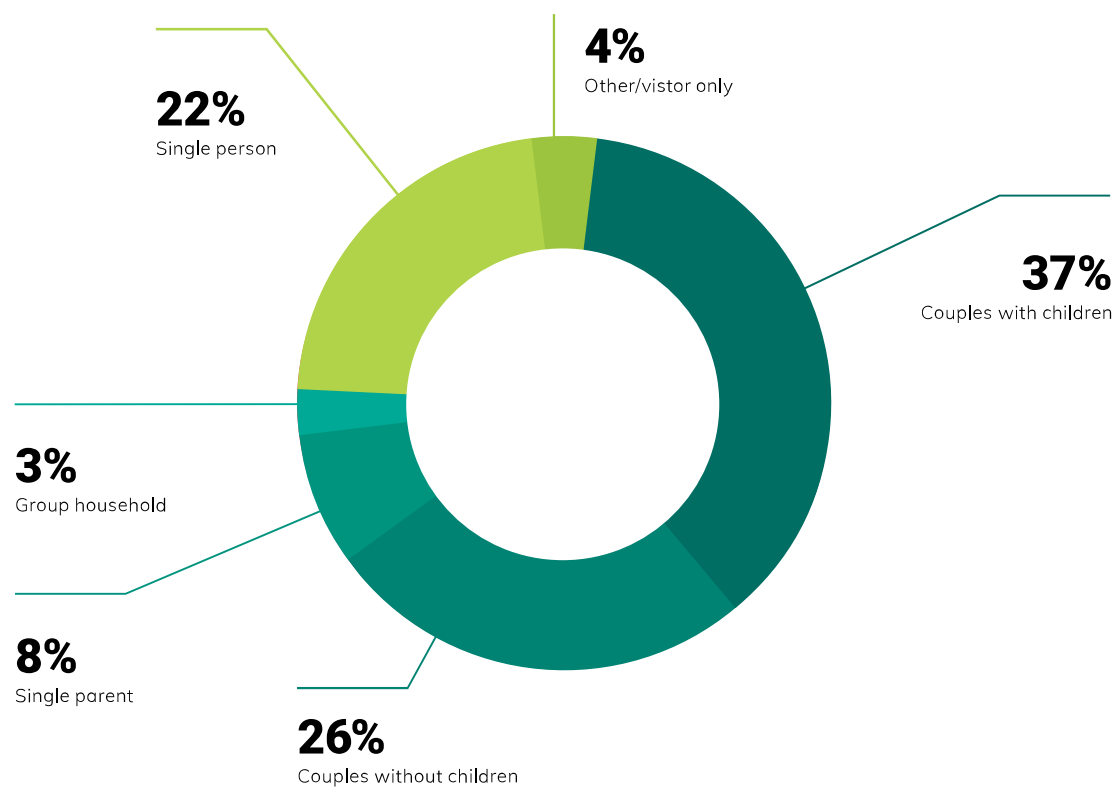


¹Estimated Resident Population 2024 - ID Planning
- Northern Beaches Community Profile

dwellings in a variety of living arrangements - See Figure 3

Figure 3

Northern Beaches household living arrangements



Our community

How our community has changed

The trends in this section primarily draw on Census data up to 2021.

Population growth 2006 to 2021

For the 15 years to 2021 our population increased by over 30,000 people to 264,567, an average increase of 2,064 people per year. Figure 4 below shows steady growth up to 2016 where growth declined due to the COVID-19 pandemic and limits on overseas migration numbers.

Trends in age groups to 2021

Service age groups divide the population into age categories that reflect typical lifestyles, based on Census data. The largest single group in our community are the parents and homebuilders aged 35 to 49, comprising 21% of our population. This is followed by those in the adjacent age brackets, the young workforce (11%), and older workers and pre-retirees (14%).

In the 15 years to 2021, there was growth in some groups, and contraction in others - see Figure 5. Significant growth included:

- secondary schoolers, increasing 5,370 (up 25%)
- older workers and pre-retirees, increasing 9,198 (up 25%)
- empty nesters and retirees aged 60 to 69, increasing 7,101 (up 26%)
- seniors aged 70 to 84, increasing 8,754 (up 31%)

There was contraction amongst the young workforce aged 25-34, falling 2,335 (down 8%). Babies and preschoolers also contracted, falling by 1,039 (down 7%).

Such differential change can cause competing demands and planning challenges. The growth groups drive demand for services and assets to cater for young adults, older workers and seniors. While planning also needs to address the obstacles to retaining our young adults and young workforce.

Figure 4*
Total population 2006-2021 (Estimated Resident Population)

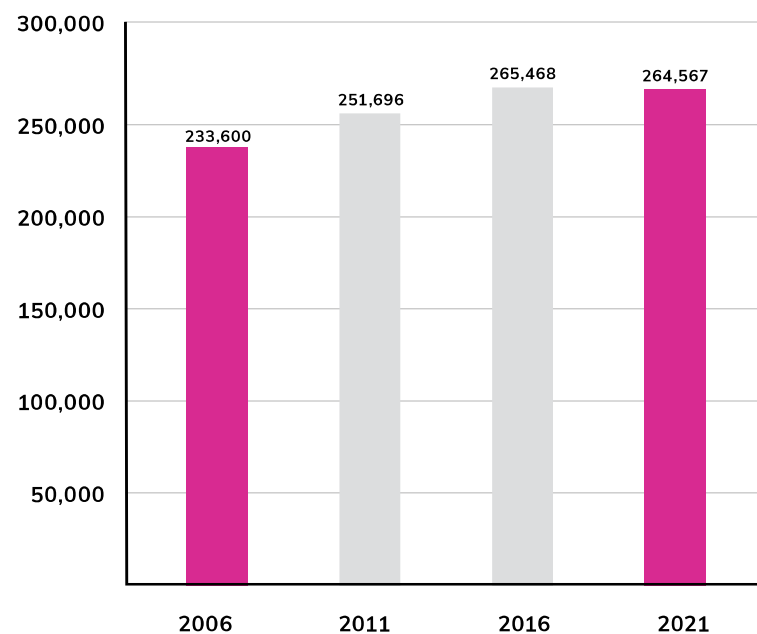
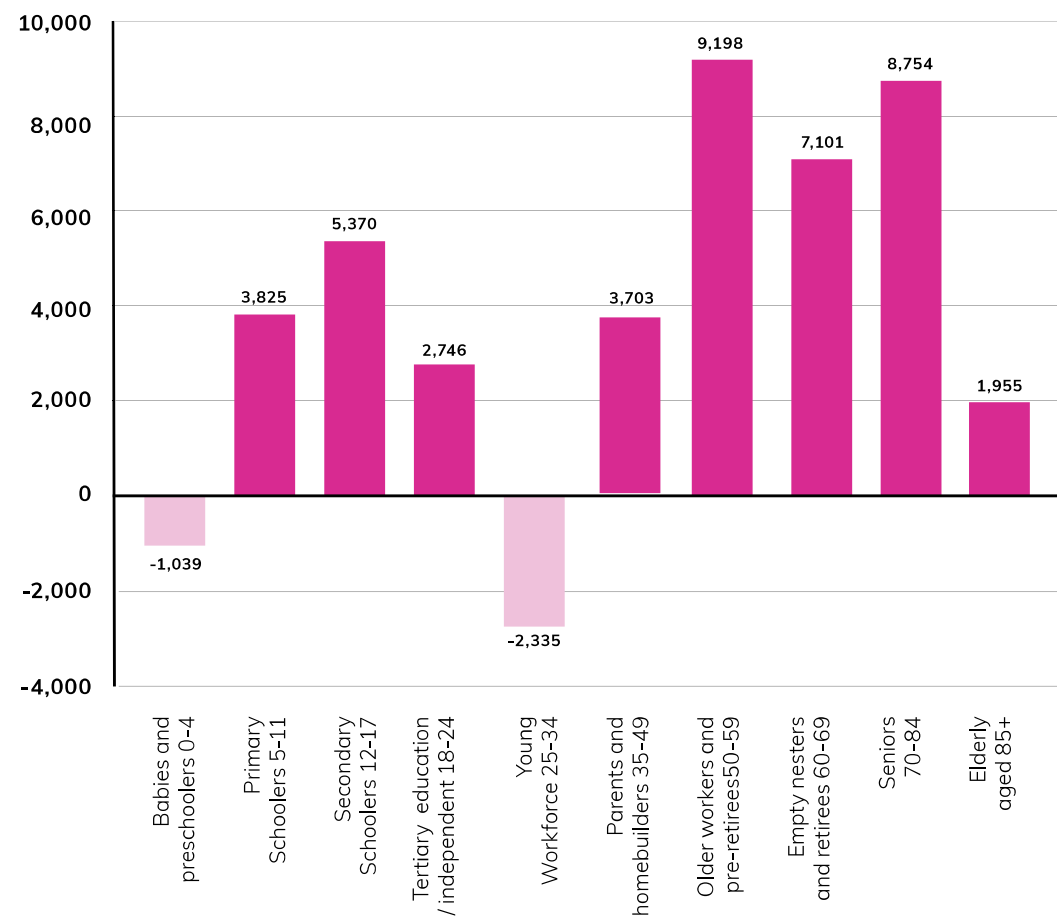


Figure 5*
Change in service age groups between 2006 and 2021 (Usual Resident Population)



* Differences in total population between Figures 4 and 5 are due to differences between Estimated Residential Population and Usual Residential Population (per census night) which are used in each of the figures respectively.

Similar trends are found when comparing changes across the five-year age groups. The age groups with the greatest numerical growth were:

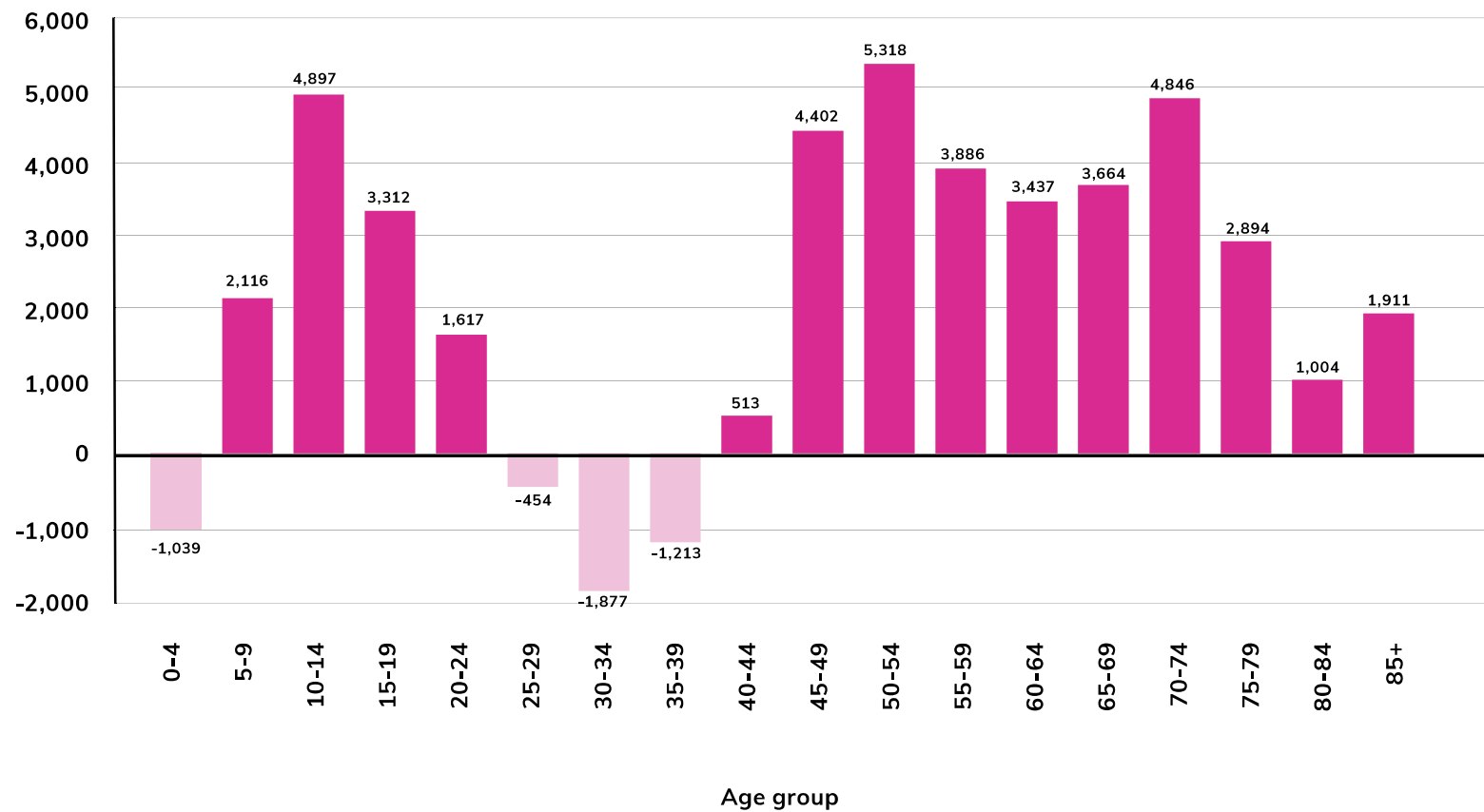
- 10-14 years up 4,897 (27%)
- 45-49 years up 4,402 (21%)
- 50-54 years up 5,318 (27%)
- 70-74 years up 4,846(42%)

Our population is ageing and is reflected in the growth of retirees, seniors and elderly:

- ages 60-64, up 23%
- ages 65-69, up 29%
- ages 70-74, up 42%
- Ages 75-79, up 30%
- ages 85+, up 26%

This was accompanied by declines in the late 20s and 30s age groups, with a 454 fall (3%) in those aged 25-29, 1,877 fall (12%) in those aged 30-34, confirming a loss of young workforce.

Figure 6
Change in age structure 2006 to 2021



Projected changes to 2040

Population and dwellings

From the latest population estimate of 270,772 the Northern Beaches area is forecast to have a population of over 295,000 people by 2040¹. Population growth on the Northern Beaches will be lower than surrounding areas, and Greater Sydney, due to local constraints. With large areas of national park, other bushland and floodplains, and the lack of major transport infrastructure such as a train line to support the efficient movement of people, more substantial growth cannot be supported in an efficient and sustainable way.

Council's Local Housing Strategy 2021 projects that 12,000 more dwellings will be required between 2020 and 2036 to accommodate the growth in population². However, on 29 May 2024, the NSW Government announced 5-year local housing completion targets for all councils in Greater Sydney. The targets have been expressed as 'dwelling completions' to ensure consistency with the National Housing Accord metric of 377,000 homes completed within 5 years. The Northern Beaches LGA has been given a target of 5,900 new completed homes by 30 June 2029.

This target is substantially higher than anticipated by the Local Housing Strategy (from an average of 600 new dwellings to 1,180 new dwellings per annum) and is proposed to be achieved through the implementation of the Government's Low and Mid-Rise Housing Reforms. The first stage of the reforms commenced on 1 July 2024, permitting dual occupancy development on an additional 34,000 properties in the Council area.

The second stage of the reforms commenced on 28 February 2025, involving more medium density development around existing local centres. The new controls will apply to all residential zoned land within 800 metres walking distance of:

- Balgowlah Shopping Centre
- Dee Why Town Centre
- Forestville Town Centre
- Forestway Shopping Centre
- Frenchs Forest Precinct (Warringah Road)
- Manly Town Centre
- Manly Vale Town Centre
- Mona Vale Town Centre
- Warringah Mall Shopping Centre

¹ID Planning – Population forecast

²Northern Beaches Local Housing Strategy, Northern Beaches Council 2021.
forecast.id.com.au

Growth area

The Local Housing Strategy also outlines that most of the Northern Beaches will see little change, with new development focused on centres. Strategic centres at Dee Why, Brookvale, Mona Vale, Manly and Frenchs Forest serve as hubs for employment, and typically have higher density forms of housing. There are also opportunities for more housing diversity along the existing B-Line bus route (Manly Vale, Brookvale, Dee Why, Narrabeen, Warriewood and Mona Vale) and Manly. If a new east-west B-Line bus route is established in future, Beacon Hill and Forestville may also accommodate more housing diversity.

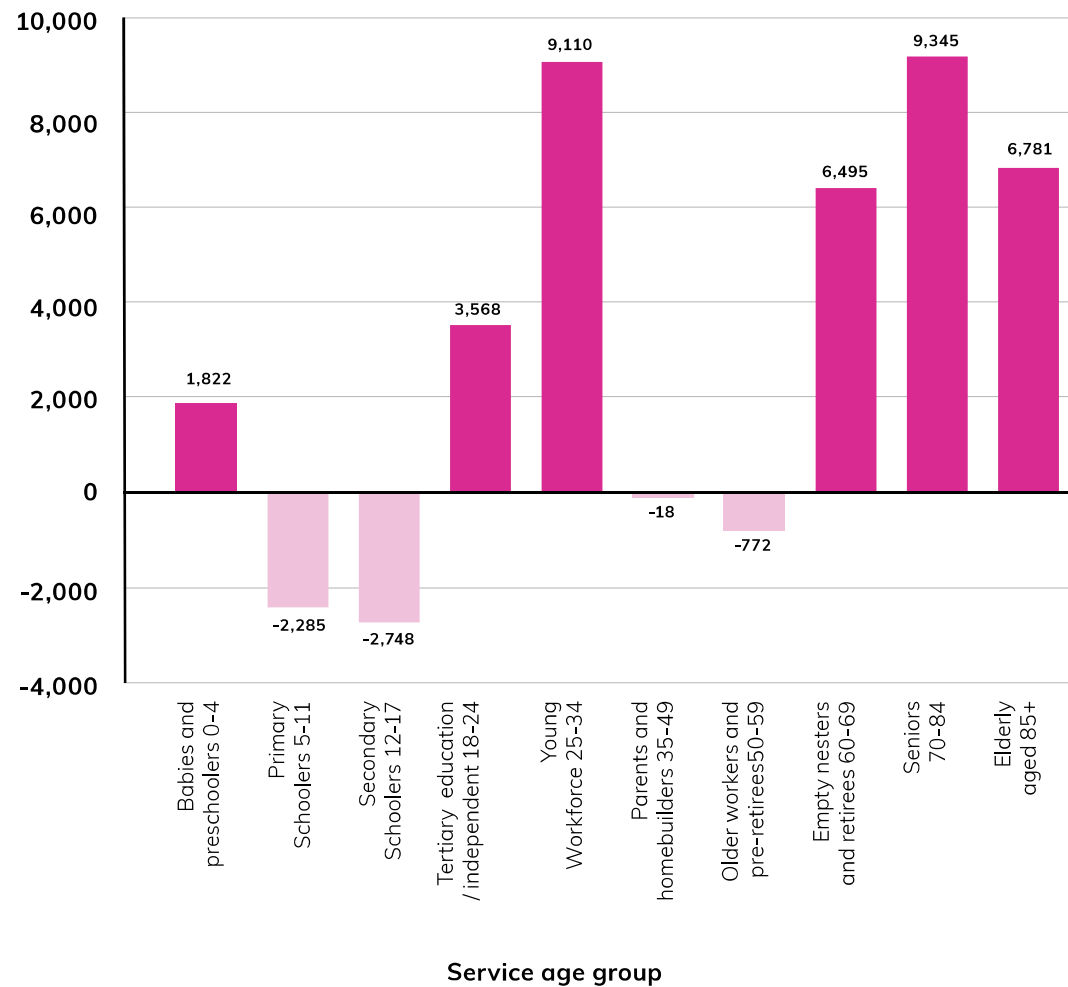
The second stage of the Government's Low and Mid-Rise housing reforms allow a significant increase in medium density development around several local centres in the Council area.

Growth areas will require assets that cater to their changing demographics, as well as serving the general population. Council will continue to plan for and assess the needs of their communities – especially the provision of footpaths, local road infrastructure (parking, stormwater, kerb and guttering, etc) as well as community facilities and open spaces. Planning in and around our centres will incorporate high quality urban design and associated infrastructure such as open space, community facilities and transport. However, Council may be limited in its ability to fund infrastructure needs generated by housing growth associated the State Government's Low and Mid-Rise Housing reforms.

Age groups

Looking at expected changes between 2021 to 2040, growth across the service age groups is not consistent. The parents and home builders group (aged 35-49) will remain the dominant group at 19% of the community. This age category is projected to be maintained over this period. Other age groups projected to fall include primary schoolers (aged 5 to 11) down 10%, secondary schoolers (aged 12 to 17) down 13% as well as older workers and pre-retirees (aged 50 to 59) down 2%. The other groups will have growth ranging from 13-95%.

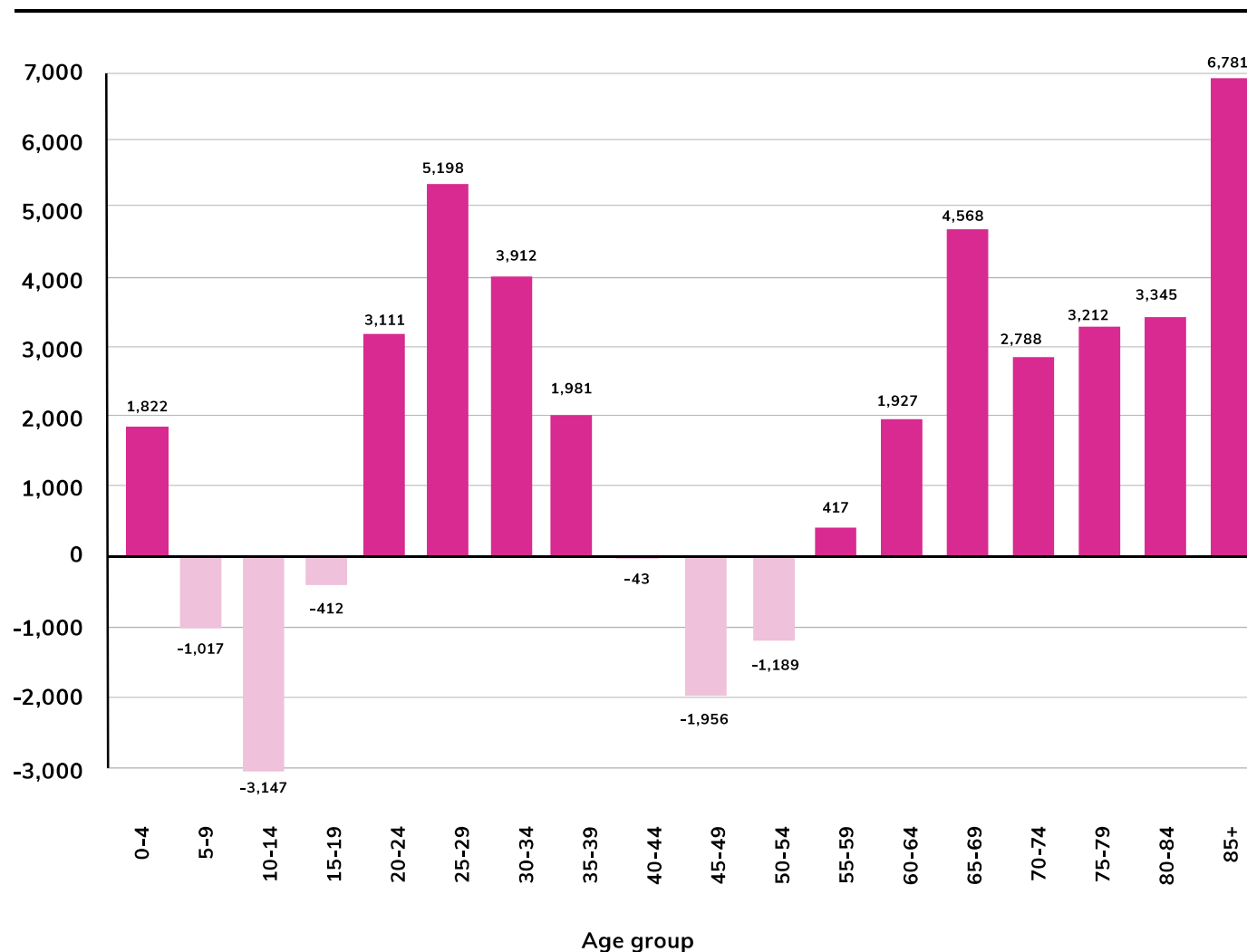
Figure 7
Change in service age groups 2021 to 2040



In terms of the 5 year age groups, the greatest growth, by number and percentage, will be in those aged 60 and over. This comprises 72% of the total population growth and will add another 22,600 people as our community ages:

- age 60-64 up 2,037 (up 13%)
- age 65-69 up 4,648 (up 37%)
- age 70-74 up 2,507 (up 24%)
- age 75-79 up 3,023 (up 34%)
- age 80-84 up 3,108 (up 50%)
- age 85+ up 6,510 (up 95%).

Figure 8
Projected change in age structure 2021-2040



These changes in the age profile have significant implications for the provision of infrastructure that can cater for the shifting needs across children, tertiary students and workers, as well as families, seniors and the elderly. These forecasts also need to be considered in future planning for community needs. Housing, education, health, recreation, care, accessibility, transport, economic development need to be considered alongside the community's environmental and social aspirations.

⁴ID Planning Forecast - population and age structure
forecast.id.com.au

Strategic line of sight

The application of relevant international, federal and state government strategies are considered in what we do locally. These strategies help guide and inform priorities, providing best practice standards of delivery for our people, community, environment and the economy.

Figure 9 outlines the international, federal, state and local alignment across the Northern Beaches Council community outcomes.

Figure 9
Strategic alignment across council, state, federal and global strategic documents

Reach	Strategic Document	Environmental		Social		Economic		Civic
		Protection of the environment	Environmental sustainability	Community and belonging	Housing, places and spaces	Vibrant local economy	Safe and efficient transport	Good governance and participation
Global	United Nations 2030 Sustainable Development Goals	●	●	●	●	●	●	●
National	Smart Cities Plan		●	●	●	●	●	●
	Australia's Climate Change Commitments	●	●		●	●	●	●
Region	Metropolitan Sydney: A metropolis of three cities	●	●	●	●	●	●	●
District	Greater Sydney 2056 Northern District Plan	●	●	●	●	●	●	●
Local delivery	Integrated Planning and Reporting Framework	Northern Beaches Council delivers on the community outcomes using the Framework (see Figure 1)						

Key: Coloured dot indicates the Northern Beaches Community Outcome aligns with the external strategic document

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 strong sense of community. When it comes to the environment - it's not just the beaches or the abundance of green spaces, it's also the unspoilt nature of these areas that the community value.

In asking where the community wants to see improvement, responses are centred around functional drivers such as the need for improved transport access, greater housing affordability and an improved local 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 10 - Our community's emotional and functional drivers.

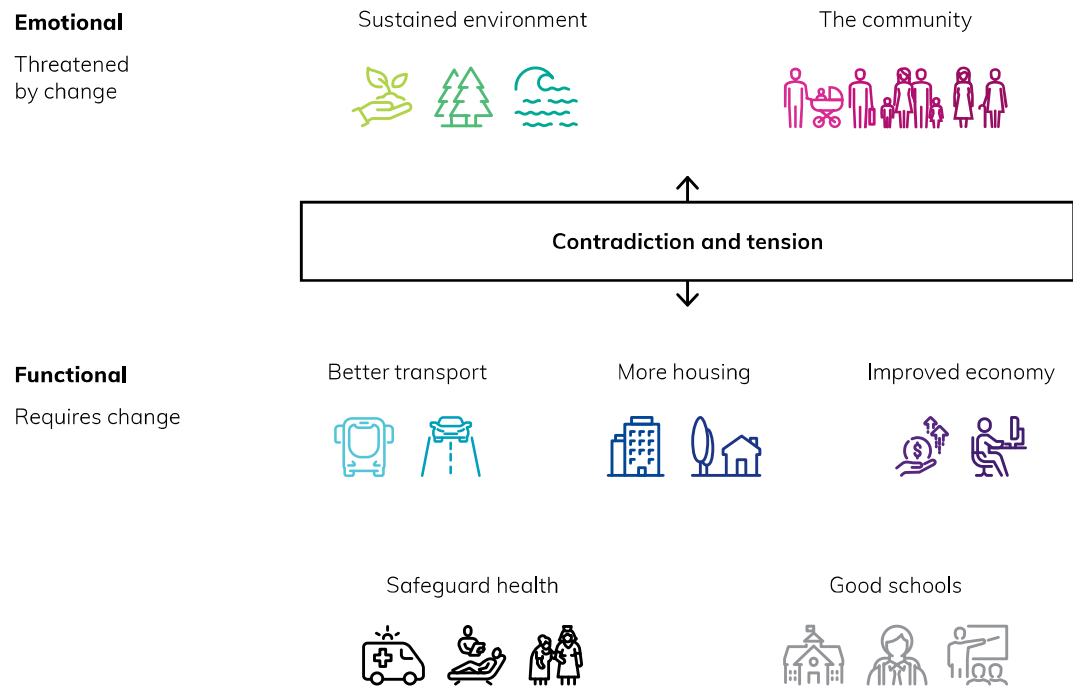
A tension also exists across generations. Members of our community aged under 45, including those who are yet to purchase their own home and/or are frequently commuting for work, express an understanding that infrastructure is required to address their needs and concerns regarding housing affordability 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.

Meanwhile, many young people aged under 25 find that they cannot afford to move out of home and stay in a state of semi-independence for much longer than previous generations. Increasingly this cohort doesn't see a future for themselves on the Northern Beaches.

These tensions are anticipated to accelerate with an increasingly ageing population who report they have less to benefit directly from housing options that are more affordable.

Figure 10

Our community's emotional and functional drivers



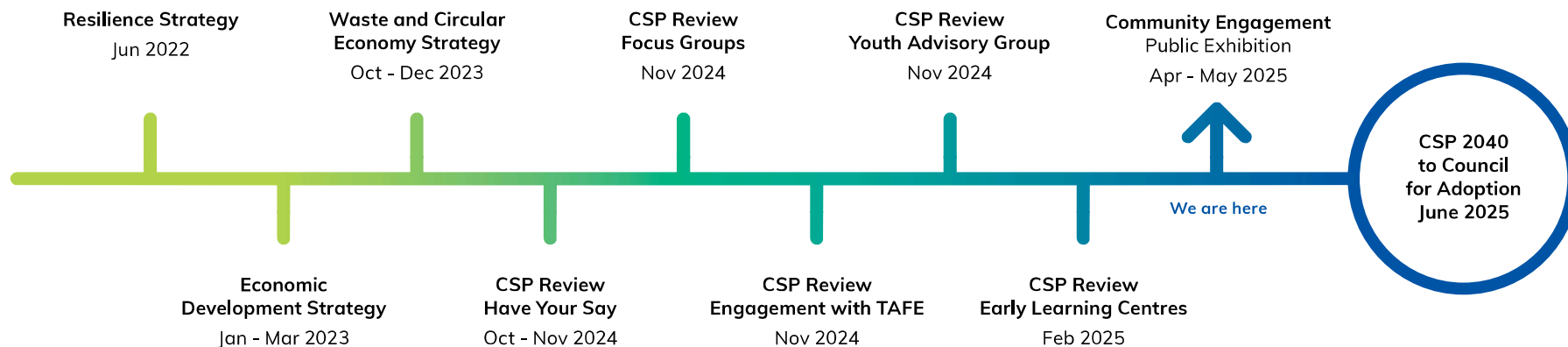
Community engagement

This CSP has been updated based upon extensive engagement with our local community over a 3 year period - See Figure 11. This builds upon previous versions, reflecting feedback gathered through comprehensive consultations and discussions.

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 aims to make living, working and visiting the Northern Beaches the best it can be.

Figure 11

Community engagement that informed the CSP



Children's voices

As part of our community engagement, we connected with children attending Council children's centres and pre-schools to ensure even our youngest residents had a voice in shaping the future of the Northern Beaches. Through playful and creative activities, children explored images of local places and were invited to design their own 'amazing place,' sharing what matters most to them in their community.

"I love going on bushwalks because I can see trees and animals" - Teddy

"I go to the library. How can we make it better? More books!" - Pre-schooler

"I like going to the beach to see the birds" - Cillian





How this CSP has been updated

Community engagement emphasised transport as a significant and growing challenge for the Northern Beaches, with improved transport options viewed as essential for addressing traffic congestion and reducing car dependency. This CSP directly addresses transport concerns through the refreshed outcome area of 'Safe and efficient transport,' accompanied by an expanded range of transport-related goals which address e-bike safety, improved frequency and reliability of public transport and infrastructure for electric vehicles.

Resilience has also been integrated across all outcome areas, aligning with the Northern Beaches Resilience Strategy. This acknowledges the need for resilience not only in response to climate threats, but also as a crucial aspect of community life in the face of broader shocks and stresses. Additionally, key components from the Economic Development Strategy and the Waste and Circular Economy Strategy have been incorporated.

Achieving our community's aspirations requires collective action. Government stakeholders, Council, community organisations and individual residents each have roles to play. Recognising this shared responsibility, the CSP specifies relevant organisations associated with each outcome area. The dedicated goal related to partnerships has been removed, with an emphasis instead placed on clearly identifying collaborative responsibilities within each outcome area. The goal centred on participation has transitioned into the refreshed outcome area of 'Good governance and participation,' accompanied by a new 'what you can do' section, empowering individuals to actively contribute to community goals.

To enhance transparency, Council's primary strategies and action plans have been clearly outlined, providing clarity on how Council will support community aspirations and the specific initiatives planned to achieve the CSP's goals. The measures have also been reviewed and refined to ensure they remain meaningful, measurable and closely aligned with our strategic direction. By realigning these measures at the goal level rather than the outcome level, we can more effectively track progress, improve accountability and demonstrate tangible impacts for our community.

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

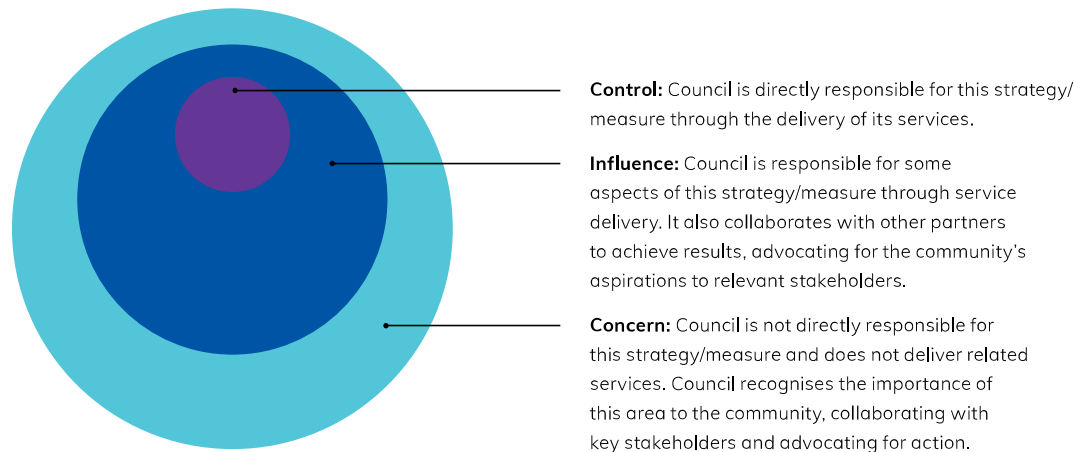
A broad base of performance measures will be used to evaluate progress towards the community's vision and assess whether objectives are being achieved.

Progress on these measures will be reported following each general local government election as part of the State of our Region report. We use a model of 'Control - Influence - Concern' to identify and ensure an appropriate balance between corporate measures and community measures - See Figure 12. 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 other key stakeholders, partnerships, lobbying of state and federal governments, and external pressures - thus often external data sources are used.

This framework has also been used to identify the extent of Council's role in delivering each goal.

Figure 12
Scope of Influence



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 13.

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
- Rethink. Reduce. Reuse – Northern Beaches Waste and Circular Economy Strategy 2040

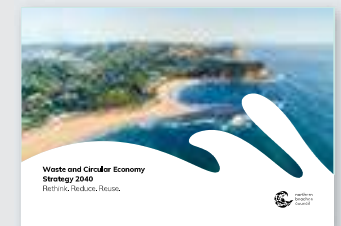
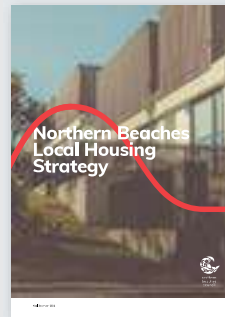
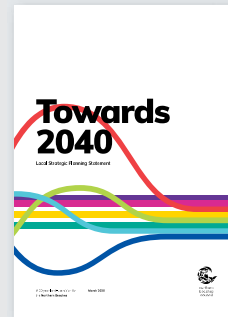
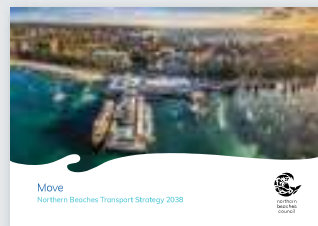


Figure 13
Northern Beaches Council commitments and aspirations for the future

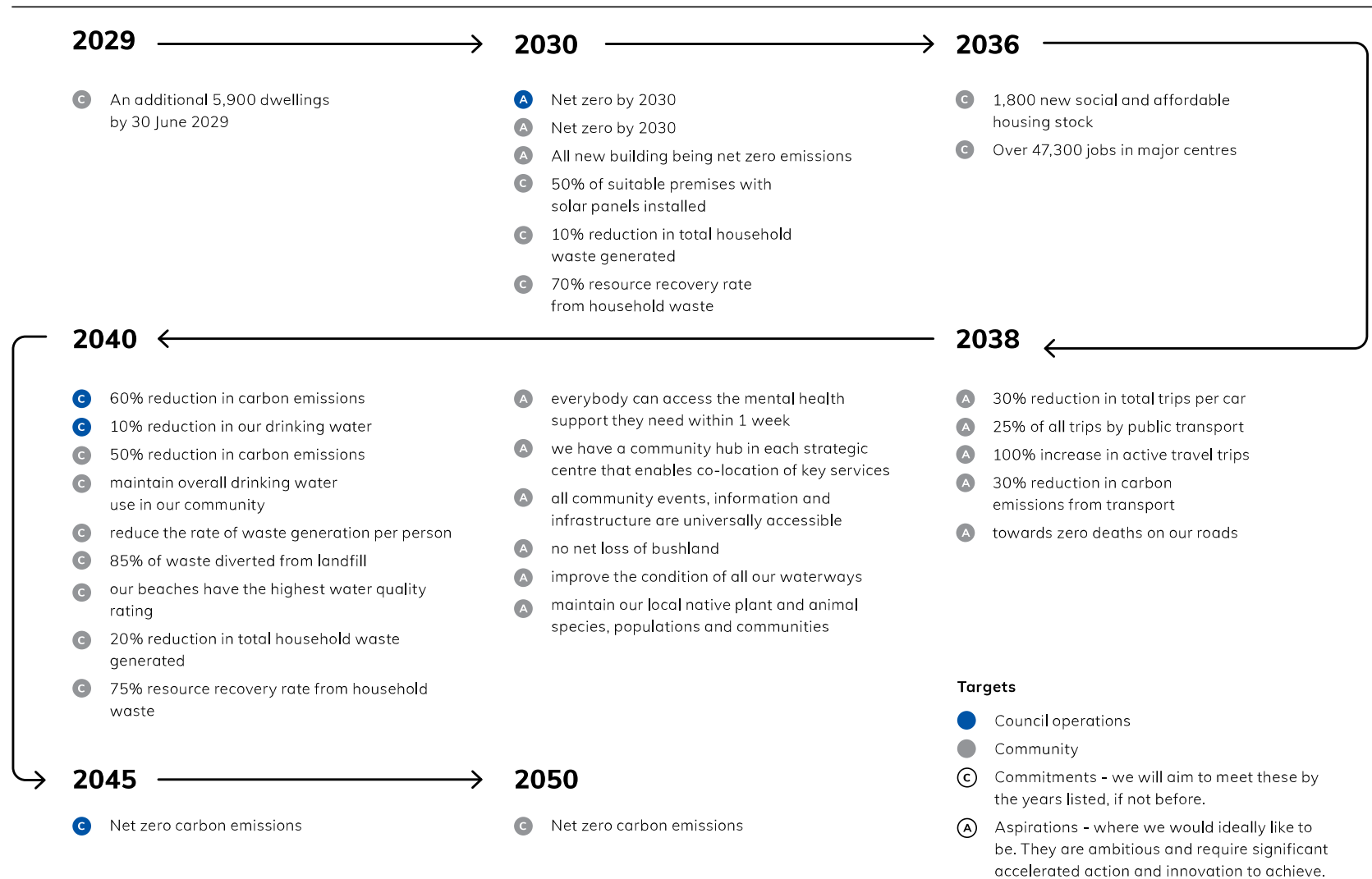


Figure 14
Partnership roles and opportunities

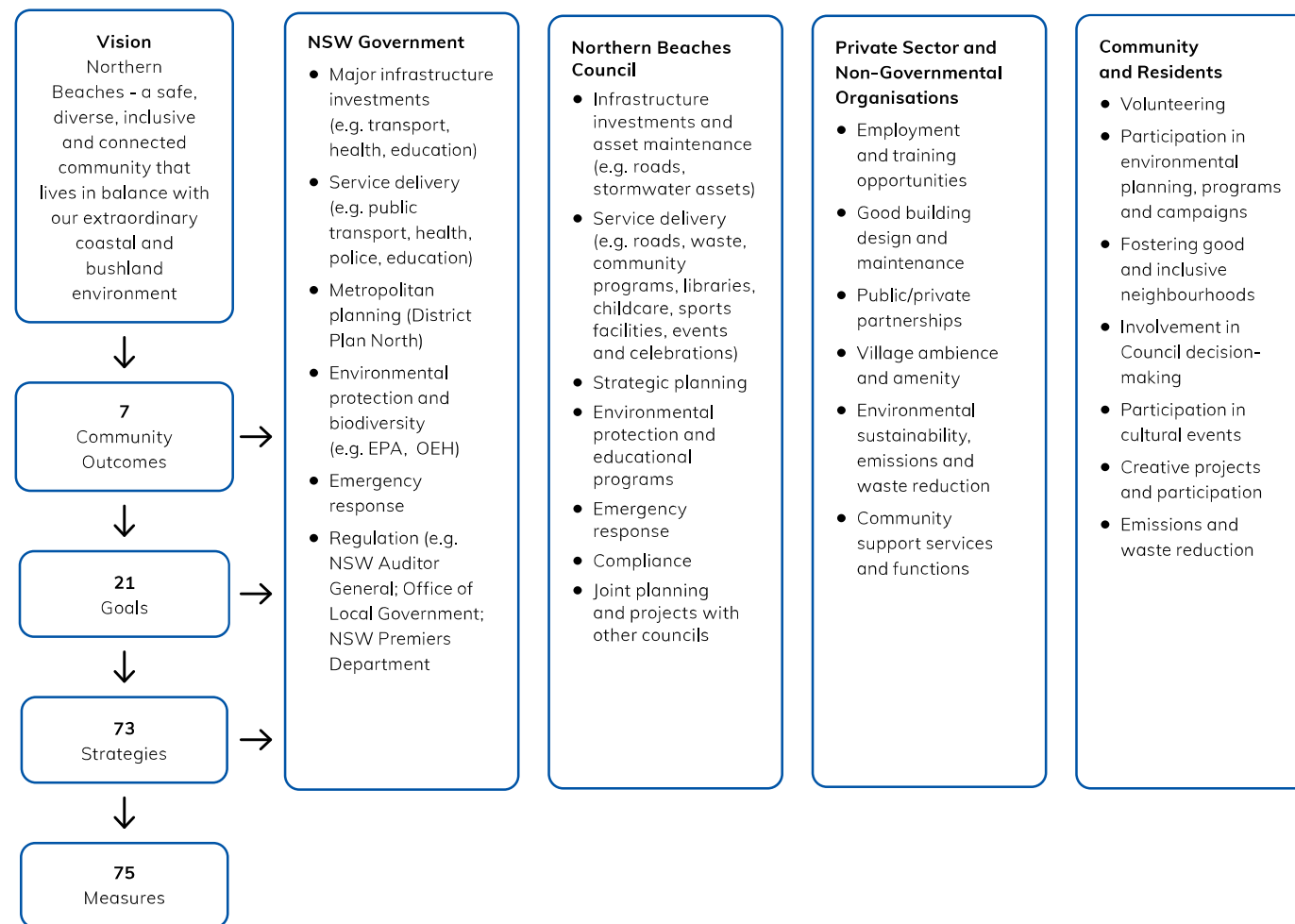
Our shared responsibility

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 14 outlines the main stakeholders in implementing this CSP and making our community's vision a reality at a local, state and federal level.



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 was updated for our second CSP to explicitly acknowledge our diversity. This includes a diverse range of ages, work, family life, interests, activities and cultural backgrounds.

It is clear even though our community is diverse 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 age, work, family life, our interests, activities and cultural backgrounds.

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



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

Most outcome areas are consistent with the second CSP for the Northern Beaches. 'Transport, technology and connectivity' has been updated to 'Safe and efficient transport' to recognise the community's desire to improve their ability to move within and beyond the Northern Beaches. 'Good governance' and 'Partnerships and participation' has been consolidated to 'Good governance and participation', with key stakeholders integrated within each outcome area to better reflect our shared responsibility in achieving the community's aspirations.

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 15.

Figure 15

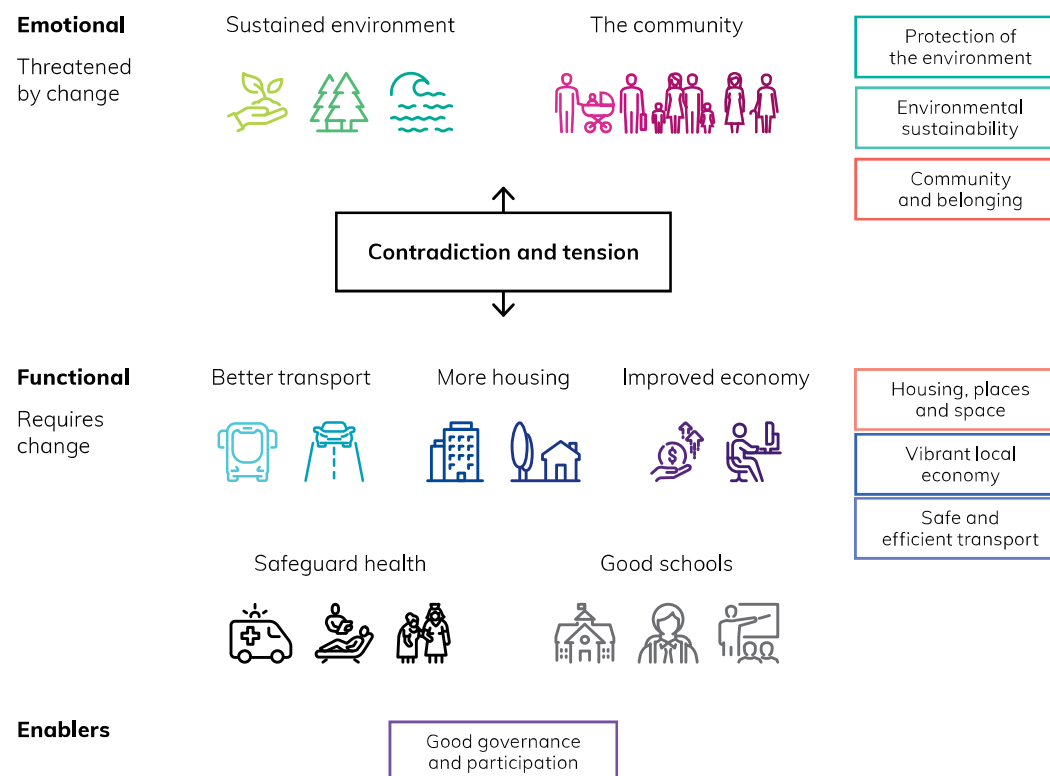
Alignment of CSP outcome areas with quadruple bottom line



Figure 16

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

They align in addressing our key challenge (see Figure 16) 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 the economic outcomes. The civic outcome, 'Good governance and participation', is the enabler which support all other outcomes.



Strategic direction

How to read this CSP

The community outcome

Quotes from Council's community engagement

42

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

43

Protecting the environment deserves a high priority, or we will continue to lose unique areas of natural heritage.

The waterways here are so beautiful – there's so much more we should do to protect them.

We need more education about climate resilience – our community just aren't prepared.

The long-term aspiration to protect our extraordinary bushland environment will not be achieved unless the goals and strategies to protect our environment are given a high priority.

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
- c. Enhance and protect the quality of our coast, wetlands and estuaries
- d. Manage and reduce the impact of weeds and feral animals on our local environment
- e. Rebuild litter and rubbish from the built and natural environment

Goal 2: Influence
Our development and community 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. Increase the resilience of the community to storm events, floods, erosion, landslides, bushfires and impacts of climate change
- c. Increase the resilience of assets to storm events, floods, erosion, landslides, bushfires and impacts of climate change
- d. Maintain productive partnerships with government agencies and the community to effectively prevent, prepare, respond and recover from emergencies and 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

Where we want to go

How we plan to get there

Information to
set the scene

40

The Northern Beaches' natural environment is central to the identity, wellbeing and **Resilience** of our community, defining the very essence of why people choose to live here. Our community deeply values our pristine beaches, unattached bushland, diverse walking tracks and abundant green spaces which provide ample opportunities to engage with nature, contributing significantly to physical and mental well-being.

Protecting this pristine environment is paramount to our community. This high importance reflects an inherent conflict with our community's needs improvements in transport accessibility, housing affordability and vibrant local centres, particularly driven by the needs of younger residents who face economic and housing pressures, they also deeply recognise the infrastructure can increase the environment they cherish.

Our approach must prioritise the intrinsic value of our bushland, coast, and waterways, safeguarding these for current and future generations. Additionally, strengthening environmental and community resilience against natural hazards such as bushfires, flooding, and coastal erosion – exacerbated by climate change – is essential.

To achieve these outcomes, our community must be actively supported through education, programs and volunteer opportunities to protect and enhance the environment. Collaboration between residents, emergency services, Council, government agencies and other stakeholders is vital.

Ultimately, by balancing environmental stewardship with thoughtful growth, we can maintain the unique character and health of our environment, ensuring its sustainability and appeal for generations to come.

41

Key organisations

- NSW Department of Planning and Environment
- NSW Department of Transport
- NSW Department of Heritage
- NSW Environmental Protection Authority
- NSW Recreation Authority
- Emergency Services Organisation and supporting agencies
- Aboriginal Land Management Council
- Aboriginal Heritage Office
- Sydney Council Council
- Northern Sydney Regional Organisation
- Produce City Network
- Resilience Management Australia
- Local Government Group

Key Council services

- Environment and Sustainability
- Water and Planning

Key Council strategies

- Northern Beaches Environment and Climate Change Strategy 2040
- Northern Beaches Resilience Strategy

What you can do

- Keep our environment clean and free of rubbish and litter
- Volunteer with local environment groups to restore the natural environment
- Visit the Coastal Environment Centre
- Participate in local environment events and education programs
- Check what risks your property could be exposed to in extreme weather conditions

April 2025

Shared
responsibility

How we will
know when we
have arrived

42

Measure	Scope	Baseline Year	Baseline Value	Current Trend	Target (if applicable)	Goal
Total area of bushland lost	Performance	15,504	2016	Stagnant	Aspiration: No net loss of bushland	G1
Health of riparian bushland rating	Performance	C	2016	Stagnant	Aspiration: Improve the condition of all our waterways	G1
Water quality of beaches for swimming (open coast 10 beaches overall)	Performance	88%	2016	Stagnant	Commitment: Our beaches have the highest water quality rating	G1
Conservation status of threatened species and Endangered Faunal Communities located on the Northern Beaches	Performance	73	2024/25	Stagnant	Aspiration: Maintain our local natural and cultural species, populations and communities	G1
Number of pest species controlled	Control	\$10	2023/24	Decrease	Aspiration: Maintain our local natural and cultural species, populations and communities	G1
% of the community that had prepared or vary preparation regarding to significant events or stresses	Performance	43%	2021	Stagnant		G2
% of the community willing to make changes to be more prepared	Performance	83%	2021	Stagnant		G2
% of the community implementing environment protection initiatives	Performance	79%	2022	Stagnant		G2
Number of adults attending Council education activities on environment and sustainability	Control	18,200	2023/24	Stagnant		G3
Number of children attending Council education activities on environment and sustainability	Control	13,700	2023/24	Stagnant		G3
% of the community rating their likelihood of taking good actions to the natural environment *	Performance	82	2022	Stagnant		G3

* Rating is a survey using a 0-100 point scale

43



April 2025

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

Protecting the environment deserves a high priority, or we will continue to lose unique areas of natural heritage.

The waterways here are so beautiful – there's so much more we should do to protect them.

We need more education about climate resilience – our community just aren't prepared.

The long-term aspiration to protect our extraordinary bushland environment will not be achieved unless the goals and strategies to protect our environment are given a high priority.



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
- e.** Reduce litter and rubbish from the built and natural environment

Goal 2 - Influence

Our environment and community 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.** Increase the resilience of the community to storm events, floods, erosion, landslides, bushfires and impacts of climate change
- c.** Increase the resilience of assets to storm events, floods, erosion, landslides, bushfires and impacts of climate change
- d.** Maintain productive partnerships with government agencies and the community to effectively prevent, prepare, respond and recover from emergencies and 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 Northern Beaches' natural environment is central to the identity, wellbeing and lifestyle of our community, defining the very essence of why people choose to live here. Our community deeply value our pristine beaches, untouched bushland, diverse walking tracks and abundant green spaces which provide ample opportunities to engage with nature, contributing significantly to physical and mental well-being.

Protecting this pristine environment is paramount to our community. This high importance reflects an inherent conflict - while our community seeks improvements in transport accessibility, housing affordability and vibrant local centres, particularly driven by the needs of younger residents who face economic and housing pressures, they also clearly recognise this infrastructure can threaten the environment they cherish.

Our approach must prioritise the intrinsic value of our bushland, coast, and waterways, safeguarding these for current and future generations. Additionally, strengthening environmental and community resilience against natural hazards such as bushfires, flooding, and coastal erosion - exacerbated by climate change - is essential.

To achieve these outcomes, our community must be actively supported through education, programs and volunteer opportunities to protect and enhance the environment. Collaboration between residents, emergency services, Council, government agencies and other stakeholders is vital.

Ultimately, by balancing environmental stewardship with thoughtful growth, we can maintain the unique character and health of our environment, ensuring its sustainability and appeal for generations to come.

Key organisations

NSW Department of Planning and Environment

NSW Department of Primary Industries

NSW Environmental Protection Authority

NSW Reconstruction Authority

Emergency Service organisations
and supporting agencies

Metropolitan Local Aboriginal Land Council

Aboriginal Heritage Office

Sydney Coastal Councils

Northern Sydney Regional
Organisation of Councils

Resilient Cities Network

Floodplain Management Australia

Local environmental groups

Key Council services

Environment and sustainability

Waste and cleansing

Key Council strategies

Northern Beaches Environment and
Climate Change Strategy 2040

Northern Beaches Resilience Strategy

*Detailed actions Council will take can be found
in the action plans that support these strategies
and are available on Council's website.*

What you can do

- Keep our environment clean and free of rubbish and litter
- Volunteer with local environment groups to restore the natural environment
- Visit the Coastal Environment Centre
- Participate in local environment events and education programs
- Check what risks your property would be exposed to in extreme weather conditions

Measure	Scope	Baseline	Baseline Year	Desired Trend	Target (if applicable)	Goal
Total area of bushland (ha)	Influence	15,584	2016	Maintain	Aspiration: No net loss of bushland by 2040	G1
Health of lagoons (health rating)	Influence	C	2016	Maintain	Aspiration: Improve the condition of all our waterways by 2040	G1
Water quality of beaches for swimming (% beaches suitable)	Influence	88%	2016	Maintain	Commitment: Our beaches have the highest water quality rating by 2040	G1
Conservation status of Threatened Species and Endangered Ecological Communities found on the Northern Beaches	Influence	73	2024/25	Maintain	Aspiration: Maintain our local native plant and animal species, populations and communities by 2040	G1
Number of pest species controlled	Control	500	2023/24	Increase		G1
% of the community that feel prepared or very prepared to respond to significant shocks or stresses	Influence	41%	2021	Maintain		G2
% of the community willing to make changes to be more prepared	Influence	81%	2021	Maintain		G2
% of the community implementing environment protection behaviours	Influence	75%	2022	Maintain		G2
Number of adults attending Council's education activities on environment and sustainability	Control	18,200	2023/24	Maintain		G3
Number of children attending Council's education activities on environment and sustainability	Control	13,700	2023/24	Maintain		G3
Access to the natural environment in the local area (Average community experience rating)*	Influence	8.7	2022	Maintain		G3

* 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



We need improved recycling efforts, transparent reporting and support for local businesses transitioning to net-zero emissions.

Let's be ambitious. In the next 15 years, we should not even be talking about net zero - we should've surpassed it.

Sustainability initiatives are essential and need to be integrated into planning processes for our area.

Our resources must be used sustainably.
We must reduce our waste.

Goal 4 - Influence

Our community is supported in the sustainable use of resources and working towards net zero 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 leads by example in environmental sustainability and resilience

- 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 waste and water management that deliver long-term environmental benefits

Our community highly values environmental sustainability, understanding that sustaining our unique natural surroundings and quality of life requires collective action in energy and water conservation, waste reduction and adopting a circular economy.

Environmental sustainability is vital not only to protect critical habitat but also to ensure community health, prosperity and resilience. Sustainable practices benefit residents directly by reducing living costs through energy-efficient homes, supporting local businesses and creating infrastructure resilient to environmental challenges.

Local action must address global environmental issues through education and practical support. Effectively managing natural resources, particularly water and energy, and providing clear incentives for sustainable living practices are essential. Shifting to renewable energy, transitioning from single-use products to reusable, repairable and recyclable options, and integrating sustainability into development projects are critical steps to reducing environmental impacts.

Thoughtful land use planning must balance environmental, social and economic needs, acknowledging that sustainable development can concurrently protect the environment and address local pressures such as housing and transport.

Council acknowledges the significant environmental, social, and economic risks posed by climate change, including projected annual environmental disaster costs of approximately \$969 million per year by 2060 for the Northern Beaches community. Evidence-based risk assessments indicate that areas within our local government area are particularly vulnerable to flooding, coastal erosion, landslips, and bushfires, which are increasing in intensity and frequency, and some areas are already uninsurable. In 2019, Council declared a climate emergency and adopted greenhouse gas emission targets that were appropriate for the time. However given the scale of the risk, changes in policy/technology, and noting the feedback from the community during the preparation of this CSP, there is a need to review the current greenhouse gas emission targets for

the Northern Beaches Local Government Area. It is considered particularly important to establish interim targets such as those for 2030 and 2035 which are at least consistent with those at the State or Federal level. Such changes would assist Council in better monitoring its progress against its long-term targets, and once adopted would result in commensurate changes to the targets in the CSP, Delivery Plan, Operational Plan and associated reporting.

Key organisations

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 Regional
Organisaion of Councils

Key Council services

Environment and sustainability

Waste and cleansing

Kimbriki resource recovery centre

Strategic land use planning

Key Council strategies

Northern Beaches Environment and
Climate Change Strategy 2040

Northern Beaches Waste and Circular
Economy Strategy 2040

*Detailed actions Council will take can be found
in the action plans that support these strategies
and are available on Council's website.*

What you can do

- Take action to make your home or business more energy and water efficient
- Avoid using single-use items like bags, bottles, and packaging
- Repair, repurpose or rehome instead of throwing items away
- Recycle right - sort materials correctly in your bins
- Donate or swap items to avoid them going to landfill and support your local community
- Use Council services like reuse and recycling drop off days workshops and second-hand markets
- Plan your meals and use leftover food rather than throwing away
- Get a compost bin or worm farm to recycle your food scraps and use compost on your garden

Measure	Scope	Baseline	Baseline Year	Desired Trend	Target (if applicable)	Goal
Community greenhouse gas emissions (t CO2e)	Influence	2,038,235	2017	Decrease	Aspiration: Net zero by 2030 Commitment: 50% reduction by 2040 - Net zero by 2050	G4
Installed renewable energy capacity in the LGA (kW)	Influence	146,300	2023/24	Increase	Aspiration: All new building being net zero emissions by 2030 Commitment: 50% of suitable premises with solar panels installed by 2030	G4
Community drinking water use (KL/capita/year)	Influence	87,838	2017	Maintain	Commitment: maintain or reduce overall drinking water use in our community by 2040	G4
Reduce total household waste generated in the Northern Beaches (kg/person/year)	Influence	451	2021/22	Decrease	Commitment: 10% by 2030 20% by 2040	G4
Resource recovery rate from household waste	Influence	52%	2021/22	Increase	Commitment: 70% by 2030 75% by 2040	G4
Projected life of Kimbriki	Influence	Year 2032	2017	Increase		G4
% of the community implementing behaviours to reduce the amount of waste they generate	Influence	TBC*	TBC*	Increase		G4
% of the community implementing behaviours to maximise recycling of their waste	Influence	TBC*	TBC*	Increase		G4
Total tree canopy cover across the LGA (%)**	Influence	58.6%	2024	Increase		G5
% of the community satisfied with Council actions on the environment	Influence	63%	2017	Increase		G6

* These measures will be added to the next environment perception survey.

** Excludes waterbodies

Measure	Scope	Baseline	Baseline Year	Desired Trend	Target (if applicable)	Goal
Council greenhouse gas emissions (t CO2e)	Control	25,488	2017	Decrease	Aspiration: Net zero emissions by 2030 Commitment: • 60% reduction in carbon emissions by 2040 • Net zero emissions by 2045	G6
Council water use (KL)	Control	463,749	2017	Decrease	Commitment: 10% reduction in our drinking water by 2040	G6

Outcome: Community and belonging

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

We live in one of the best places in Sydney for raising kids, with safe neighbourhoods and great schools.

I'd love to see spaces, programs and volunteering opportunities that are truly inclusive for people of all ages and abilities.

In our area, neighbours look out for each other, but newer communities need more support to build that sense of connection.

I've lived here for years, but it can still feel like an exclusive bubble if you're not from here originally.



Goal 7 - Influence

Our community has access to a diverse range of cultural activities and events

- 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 and 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, recreational groups and facilitate volunteer opportunities
- b.** Build an inclusive and resilient 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, comprising residents of various ages and life stages, diverse cultural backgrounds and with a broad range of interests. From active lifestyles and sports to vibrant creative and artistic pursuits, this diversity enriches our community and should be celebrated through events, activities and programs that foster inclusion and belonging.

Our community deeply values the strong sense of belonging, connection and safety inherent in our local area. However, maintaining this sense of community amidst evolving social, economic and demographic shifts represents a significant challenge. Younger residents, particularly those under 25 years, increasingly face barriers around housing affordability and independence, creating a risk that they may not envision a future within our community. Meanwhile, an ageing population may experience different pressures, necessitating inclusive solutions that address varying needs and foster intergenerational connections.

Social sustainability and resilience remain central to our vision. By nurturing inclusion, connectivity and social cohesion, we ensure all of our community is equipped with the skills, services and infrastructure necessary to effectively respond and adapt to social, environmental, and economic shifts.

Empowering residents and building community capacity is essential to addressing local challenges collectively. Through meaningful partnerships and support for community-based and not-for-profit organisations, we can actively facilitate an environment where all community members, regardless of age or circumstance, feel safe, supported, valued and able to thrive socially and culturally.

Key organisations

NSW Health

NSW Department of Education

Northern Sydney Local Health District

NSW Department of Communities and Justice

NSW Police

Northern Sydney Regional
Organisation 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

Key Council services

Community, arts and culture

Children's services

Library services

Economic development, events and engagement

Key Council strategies

Northern Beaches Social
Sustainability Strategy 2040

Northern Beaches Resilience Strategy

Northern Beaches Arts and Creativity Strategy

*Detailed actions Council will take can be found
in the action plans that support these strategies
and are available on Council's website.*

What you can do

- Attend or organise a local event or festival
- Check out the It Takes a Village program and host a street BBQ or neighbourhood catch-up
- Join a local club, group, or community class that sparks your interest
- Start a community initiative like a book exchange, street library, or skill swap
- Volunteer with a local cause
- Encourage conversations about mental health and wellbeing in your circles
- Recognise someone contributing to the community through the annual Australia Day Awards Program
- Support local creativity – attend events, buy art from a local artist or visit our cultural facilities

Measure	Scope	Baseline	Baseline Year	Desired Trend	Target (if applicable)	Goal
Cultural facilities such as museums, galleries and festivals in the local area (Average community experience rating)*	Influence	4.8	2022	Maintain		G7
High quality health services in the local area (Average community experience rating)*	Influence	7.2	2022	Increase		G8
Physical health of our community (Average community experience rating)*	Influence	7.7	2022	Maintain		G8
Mental health of our community (Average community experience rating)*	Influence	7.6	2022	Maintain	Aspiration: by 2040 everybody can access the mental health support they need within one week	G8
Social wellbeing of our community (Average community experience rating)*	Influence	7.6	2022	Maintain		G8
Number of domestic assaults	Concern	455	2018	Decrease		G8
Number of non-domestic assaults	Concern	635	2018	Decrease		G8
Feeling safe in the local area (Average community experience rating)*	Influence	8.0	2022	Maintain		G8
Opportunity for all in the local area (Average community experience rating)*	Influence	6.2	2022	Increase	Aspiration: by 2040 we have a community hub in each strategic centre that enables co-location of key services	G9
Social cohesion in the local area (Average community experience rating)*	Influence	6.5	2022	Increase		G9
% of residents doing voluntary work through an organisation or group in the last 12 months	Influence	22%	2016	Maintain		G9

* 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 only way to live here is with parental help, and even with 2 good incomes, it's tough to make ends meet.

Increasing housing affordability is one of the most pressing issues facing younger residents and families and is a key reason to leave the area.

We need balanced growth that considers community and environmental values.

Development needs to be balanced - more housing is needed, but we don't want to lose our green spaces.

Spaces that bring people together, like outdoor gyms or picnic areas are so important for community wellbeing.

Goal 10 - Influence

Our community has access to housing options that are diverse and affordable 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 to be resilient at each stage of their lives

Our 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.

A key challenge lies in balancing the community's desire to protect these valued characteristics against the need for improved housing affordability and infrastructure. Younger residents, including families, key workers and individuals living with disabilities, face particular pressures around affordability and the ability to remain within the local area. Addressing these challenges through innovative, diverse housing solutions - especially those addressing the 'missing middle' - is crucial. 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.

The Northern Beaches offers diverse spaces that enable healthy, active lifestyles and promote social interaction and recreation. Ensuring these spaces remain inclusive and accessible supports community wellbeing, resilience, and overall quality of life.

While housing affordability is primarily influenced by broader market forces, addressing this challenge effectively requires collaborative efforts involving the community, industry stakeholders and various levels of government, including Council. Such partnerships will help sustainably enhance places and spaces, ensuring the Northern Beaches continues to meet the evolving housing, employment and recreational needs of our community.

Key organisations

NSW Department of Planning and Environment

Infrastructure NSW

Community housing providers

NSW Department of Communities and Justice

Northern Sydney Regional
Organisation of Councils

Surf Life Saving Northern Beaches

Local sports and recreation clubs

NSW Office of Sport

NSW Department of Education

Key Council services

Strategic land use planning

Community, arts and culture

Development assessment

Environmental compliance

Parks, sports and recreation

Economic development, events and engagement

Key Council strategies

Northern Beaches Local Strategic
Planning Statement 2040

Northern Beaches Local Housing Strategy

Pittwater Waterway Strategy 2038

Northern Beaches Open Space and
Outdoor Recreation Strategy

Northern Beaches Sportsground Strategy

*Detailed actions Council will take can be found
in the action plans that support these strategies
and are available on Council's website.*

What you can do

-
- Support diverse housing options that meet the needs of all people
 - Enjoy and care for local parks, playgrounds, and public spaces
 - Keep your neighbourhood clean, green and welcoming for everyone
 - Explore local walking trails
 - Make the most of local aquatic centres, galleries, theatres
community centres and creative spaces
 - Treat public and private domain property and fixtures with respect

Measure	Scope	Baseline	Baseline Year	Desired Trend	Target (if applicable)	Goal
Number of dwellings - progress towards housing targets	Influence	101,630	2016	Increase	Commitment: An additional 5,900 dwellings by 30 June 2029	G10
Number of social and affordable housing stock	Concern	2,017	2016	Increase	Commitment: 1,800 new social and affordable housing by 2036	G10
Affordable decent housing in the local area (Average community experience rating)*	Influence	3.6	2022	Increase		G10
Diverse range of shopping, leisure and dining experiences in the local area (Average community experience rating)*	Influence	7.0	2022	Maintain		G11
Availability of sportsfields, out of school hours (hours/week)	Control	4,308	2018	Increase		G12
Ability to view and participate in sports and recreation in the local area (Average community experience rating)*	Influence	7.5	2022	Maintain		G12
Number of Council's facilities and assets that are accessible	Control	816	2021	Increase	Aspiration: By 2040 all community events, information and infrastructure are universally accessible	G12

* 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

Creating spaces that attract both locals and visitors while maintaining the area's unique character is key.

Most of us still need to travel into the city for work. Local opportunities for work would be a game-changer.

We need more training programs for young people – not everyone wants to work in retail or hospitality.

Our centres could be so much more vibrant. They just go quiet after 6 PM.



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, including the availability of effective digital infrastructure
- 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 strong economy supported by a well-educated and highly skilled workforce. Improving alignment between local skills and employment remains important, presenting opportunities for innovation, entrepreneurship and sustained economic resilience.

Community participation in the local economy through education, work, leisure and supporting local businesses contributes significantly to personal wellbeing and broader social sustainability. Flexible working arrangements, particularly within knowledge-based industries, offer significant opportunities by reducing commuting pressures and enhancing lifestyle balance.

Our community wants to see thriving and vibrant local centres, businesses that attract visitation and provide work, education, leisure and social opportunities. The delicate balance between economic growth, essential infrastructure improvements and preserving the unique natural environment and community character is recognised. Thoughtfully navigating these aspects offers significant opportunities, particularly by

enabling younger residents to remain based locally and access attractive employment opportunities. This not only helps them build a future within the community but also strengthens the local economy by retaining talent, boosting local spending and ensuring ongoing demand for goods and services, thereby supporting broader economic growth and resilience while preserving the area's distinctive character.

A vibrant economy relies on thriving local centres and businesses that can adapt to economic changes, reducing the risk of vacancies in village centres and stimulating entrepreneurial initiatives. The visitor economy presents further opportunities for economic growth, helping local businesses thrive and enhancing the vitality of our centres.

Encouraging residents to shop locally supports economic resilience, increases local employment and strengthens community connection. Collaboration among Council, residents, businesses, government agencies and other stakeholders is vital to achieving these shared aspirations and sustaining a vibrant, resilient economy for current and future generations.

Key organisations

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 Regional
Organisation of Councils

Key Council services

Economic development, events and engagement

Strategic land use planning

Key Council strategies

Northern Beaches Economic
Development Strategy

*Detailed actions Council will take can be found
in the action plans that support these strategies
and are available on Council's website.*

What you can do

- Buy from local businesses to strengthen the local economy
- Be friendly and welcoming to visitors and tourists
- Attend local events and markets to support local talent
- Leave reviews and share local businesses online
- Undertake vocational training or a local course to build your skills
- Access employment or small business support services
- Explore co-working spaces or work locally when possible
- Join or support local business networks and chambers
- Start a business or side hustle that meets a local need

Measure	Scope	Baseline	Baseline Year	Desired Trend	Target (if applicable)	Goal
Gross Regional Product (\$)	Concern	17.5bn	2018	Increase		G13
Employment lands area (ha)	Influence	1,377	2018	Maintain		G13
Value of non-residential building approvals (\$)	Concern	240.6m	2018	Increase		G13
Number of local businesses	Influence	31,711	2018	Increase		G13
Number of businesses participating in Council programs that support business efficiency	Control	- **	2025	Increase		G13
High quality education opportunities in the local area (Average community experience rating)*	Influence	6.7	2022	Increase		G14
Good job prospects in the local area (Average community experience rating)*	Influence	5.5	2022	Increase		G14
Unemployment rate	Concern	3.20%	2018	Maintain		G14
Employment containment (% residents who live and work on the Northern Beaches)	Concern	52.1%	2016	Increase		G14
Value of tourism (\$)	Concern	1,947m	2018	Increase		G15
Number of visitors	Influence	2.31m	2018	Increase		G15
Number of visitor nights	Influence	3.97m	2018	Increase		G15
Number of jobs in centres (total number of jobs in Mona Vale, Frenchs Forest, Brookvale-Dee Why, Manly)	Influence	38,600	2016	Increase	Commitment: over 47,300 jobs by 2036	G15

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

**Baseline established in 2025



Outcome: Safe and efficient transport

Aspiration: Our community aspires to be connected within and beyond the Northern Beaches through seamless transport options

*The transport network still feels car-focused.
We need better cycling paths and more buses.*

*Parking is just a nightmare during summer.
Smart parking initiatives would help a lot.*

*Getting from one end of the Beaches to the other
can take forever – transport needs a rethink.*

*Cycling sounds great, but some of the
roads here just don't feel safe for it.*

*We need buses that run reliably and more
often, especially outside peak hours.*



Goal 16 - Influence

Our integrated transport networks are resilient and meet the needs of our community

- 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.** Maintain and enhance roads and road-related infrastructure
- d.** Enhance and promote multimodal transport options

Goal 17 - Influence

Our community can safely and efficiently travel within and beyond the Northern Beaches

- a.** Advocate for increased frequency and reliability of public transport services
- b.** Improve public transport accessibility and connectivity to better meet our community's travel needs
- c.** Improve parking options in centres, villages and places, including smart parking initiatives
- d.** Facilitate safety education programs towards zero deaths on our roads, including e-bike safety

Goal 18 - Influence

Our community utilises sustainable transport options that reduce congestion and carbon emissions

- a.** Facilitate active travel, including safe cycling and walking networks as convenient transport options
- b.** Facilitate and promote safe and sustainable transport options that reduce car-based commuter travel
- c.** Supporting the introduction of new transport technologies, including infrastructure for electric vehicles

Efficient, safe, and sustainable transport connections are essential for maintaining quality of life on the Northern Beaches, ensuring our community can easily move within and beyond the local area. Residents increasingly express the need for enhanced transport options, driven by concerns around traffic congestion, lengthy travel times and inadequate public transport, which significantly impact daily living and wellbeing.

Improving transport infrastructure is recognised as vital, particularly by younger community members who regularly commute for employment, education or leisure. However, careful consideration is essential, as transport enhancements must be balanced with protecting the area's unique natural environment and preserving the strong sense of community valued by residents.

Prioritising integrated transport planning, resilient road networks and multimodal transport options - including reliable public transport services, safe active travel pathways and emerging technologies such as electric vehicles - offers substantial benefits. Encouraging sustainable travel alternatives can significantly reduce congestion, minimise carbon emissions and pollution from car travel and promote healthier lifestyles.

Improving parking availability through innovative solutions, enhancing public transport connectivity and delivering robust safety education programs, including for e-bike users, are crucial steps forward.

While significant transport investments depend on NSW and Federal Government support, proactive advocacy and collaboration involving Council, government agencies and the community remain critical to addressing these transport challenges and aspirations effectively.

Key organisations

Transport for NSW

Infrastructure NSW

Northern Sydney Regional
Organisation of Councils

Private bus and ferry operators

Easylink Community Transport

Cycling NSW

Pedestrian Council of Australia

Key Council services

Transport, traffic and active travel

Property and commercial businesses

Key Council strategies

Northern Beaches Transport Strategy 2040

*Detailed actions Council will take can be found
in the action plans that support this strategy
and are available on Council's website.*

What you can do

- Use public transport to reduce traffic and emissions
- Walk or cycle short trips for health and sustainability
- Drive safely and follow road rules
- Report unsafe paths or crossings to Council
- Share feedback on transport plans and upgrades
- Carpool where possible to reduce cars on the road
- Teach kids safe travel habits

Measure	Scope	Baseline	Baseline Year	Desired Trend	Target (if applicable)	Goal
Lack of road congestion (Average community experience rating)*	Influence	4.0	2022	Maintain		G16
Household travel by car	Influence	59.6%	2017	Decrease	Aspiration: 30% reduction in total car trips by 2038	G16
% of trips by public transport	Influence	7.2%	2017	Increase	Aspiration: 25% all trips by public transport by 2038	G17
Number of road user crashes	Influence	541	2016	Decrease		G17
Number of road user casualties	Influence	469	2016	Decrease	Aspiration: towards zero deaths on our roads by 2038	G17
Number of public transport trips	Influence	35.8m	2017	Increase		G17
Making your way with relative ease to employment, education and healthcare (Average community experience rating)*	Influence	5.7	2022	Increase		G17
Reliable and efficient public transport in the local area (Average community experience rating)*	Influence	6.3	2022	Increase		G17
Greenhouse gas emissions from transport (t CO2e)	Influence	599,830	2017	Decrease	Aspiration: 30% reduction in carbon emissions from transport by 2038	G18
% trips by active travel means	Influence	30.3%	2017	Increase	Aspiration: double active travel trips by 2038	G18

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



Outcome: Good governance and participation

Aspiration: Our community aspires to have a trusted, respected and responsive Council that drives better outcomes through genuine engagement and collaboration

Transparency, accountability and responsiveness, are critical for building trust between the Council and the community.

Open, diverse, and adaptive engagement processes that truly involve all segments of the community are key.

We need processes to be more straightforward, especially for older residents.

It's good to have community forums, but younger people often get left out of the conversation.



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.

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

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 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 multicultural 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

Key organisations

Premier's Department

NSW Ombudsman

Local community groups

NSW Treasury

NSW Auditor General

NSW Office of Local Government

Local Government NSW

Local community groups

Local resident associations

Working committees for the Northern
Beaches and wider region

International Association for
Public Participation (IAP2)

Key Council services

Customer service

Governance and assurance services

Corporate support services

Economic development, events and engagement

Key Council strategies

Long-Term Financial Plan

Delivery Program and Operational Plan

Asset Management Strategy

Workforce Management Strategy

Community Engagement Strategy

Customer Experience Strategy

*Detailed actions Council will take can be found
in the action plans that support these strategies
and are available on Council's website.*

What you can do

- Vote in local elections to help shape your community's future
- Attend a Council meeting to stay informed and engaged
- Have your say in public consultations on local plans and projects
- Take part in Council-run community initiatives
- Speak with your local representative about local needs and solutions
- Encourage others to participate in decision - making and community life

Measure	Scope	Baseline	Baseline Year	Desired Trend	Target (if applicable)	Goal
Financial sustainability of Council:	Control	N/A	N/A	Meet Benchmark		G19
- 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%						
Satisfaction with overall performance of Council as an organisation	Control	86%	2018	Maintain		G20
% Satisfaction with customer calls	Control	85%	2024	Maintain		G20
% Satisfaction with online customer requests	Control	90%	2024	Maintain		G20
% Satisfaction with consultation with the community by Council	Control	72%	2024	Maintain		G21



