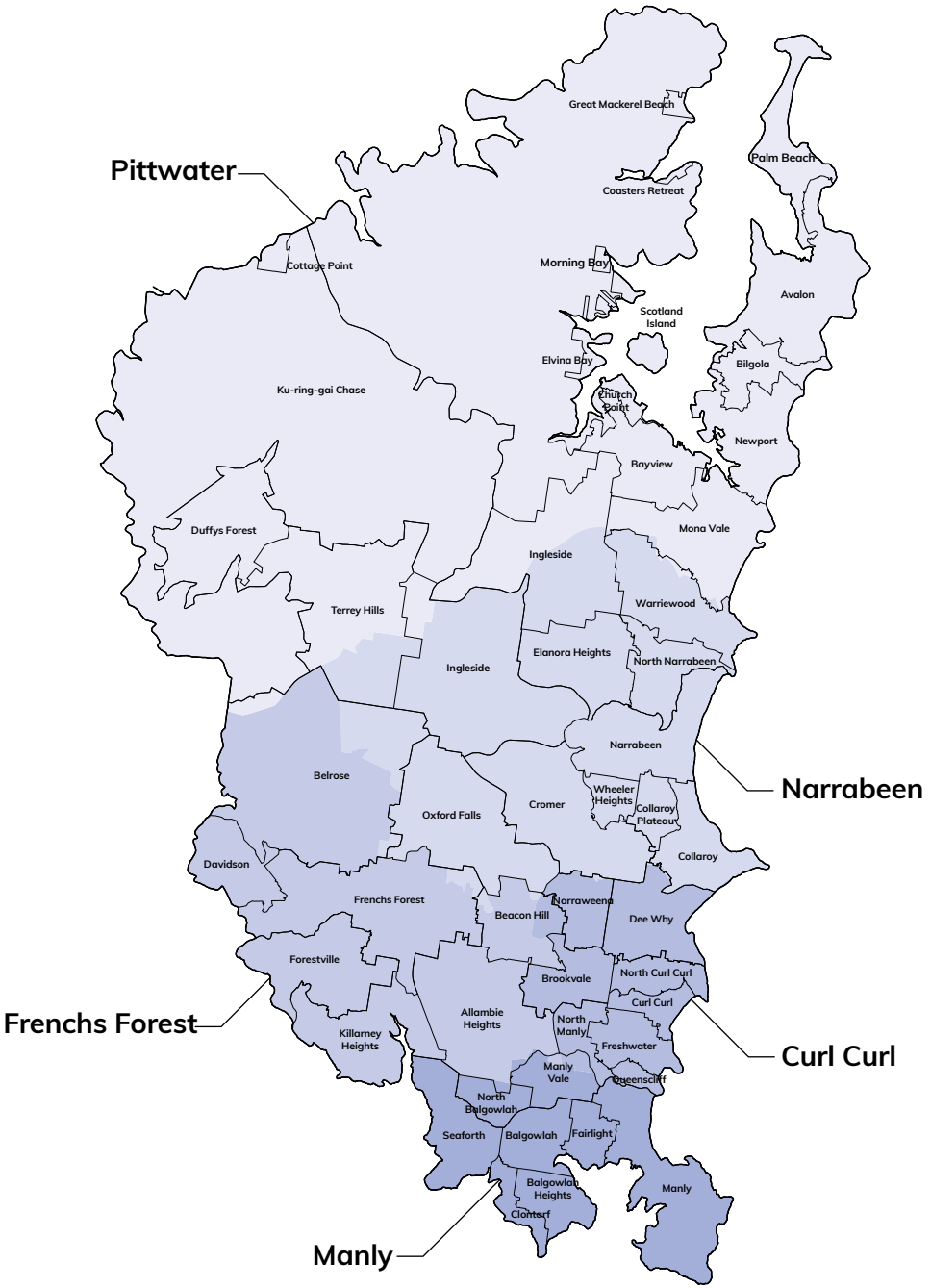


Shape 2028
Northern Beaches
Community Strategic Plan 2018 - 2028

northern
beaches
council

Community Strategic Plan 2018 - 2028

The map details Northern Beaches Local Government Area and Wards



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Introduction

As a new Council, proclaimed on 12 May 2016, the development of the first Community Strategic Plan for the Northern Beaches has been a wonderful opportunity for Council to get to know the community better.



Motivation

We have engaged extensively with the community - residents, businesses, government and non-government agencies, stakeholders - to understand the diversity of concerns, interests, and hopes for the future of this extraordinary place.

The conversations have been passionate and lively. It is clear there is a strong shared desire to protect and enhance the natural and built environments, to create more connected and caring communities, to embrace our diverse sports and recreation culture, and to live more sustainably and in balance with the environment.

This Community Strategic Plan (CSP) is our roadmap for the future of the Northern Beaches. It defines our community's vision and sets a direction for everything we must do over the next decade to make the vision a reality.

Council is the custodian of the Plan and will use it to shape all future planning, budgets and action. 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 and we look forward to working in close collaboration with the community, key partners and stakeholders in making Northern Beaches an even better place to live, work and play.

Vision

Northern Beaches - a safe, 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. To us, living well means taking care of and enjoying our 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 our sense of connection and belonging.

More than 2,000 people have contributed their time and knowledge to help articulate the vision which forms the centerpiece of the first Community Strategic Plan for the Northern Beaches.[1]

The vision and CSP framework (vision, aspirations, outcomes, goals and strategies) was further refined through consultation with the Local Representative Committees (LRCs) and Strategic Reference Groups (SRGs).[2] 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.

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

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'.

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.

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).

[1] The approach for developing the vision is outlined in the Council Report 13 December 2016. [2] The LRCs comprised of former Councillors of each the three previous councils (Manly, Warringah and Pittwater). The SRGs are comprised of community representatives.

Making our vision a reality

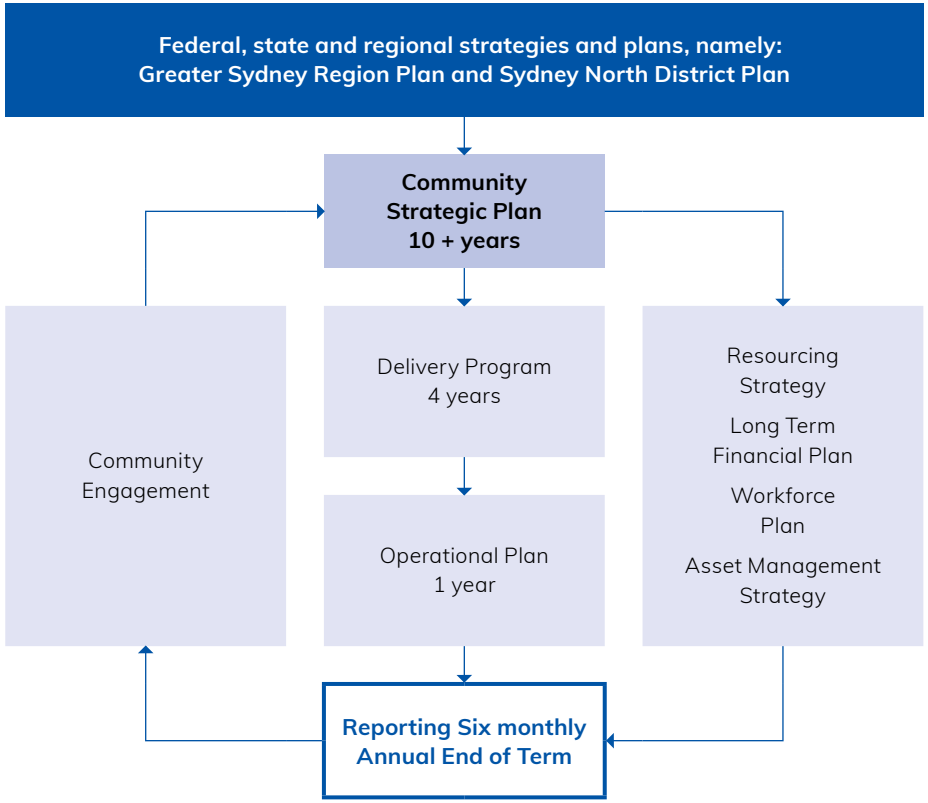
The CSP is one of the most important planning documents for the Northern Beaches Local Government Area.

It is a roadmap for the future, providing a description of the route we need to take to reach our vision without being prescriptive about the itinerary on how to get there. The CSP needs to be sufficiently 'high level' and flexible so it does not lose currency and relevance over its ten year term.[3]

Other strategies and plans, and especially the four year Delivery Program and the annual Operational Plans, provide the detail and outline specific actions and projects to achieve the community's vision. 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.

All IP&R documents must be prepared within the metropolitan and state planning context and with regard to the Government's NSW State Plan; A Plan for Growing Sydney; North District Plan, and any other Government plans that set strategic direction for the region.

Figure 1: integrated planning and reporting framework



[3] When the Plan makes reference to 'we', it refers to the collective Northern Beaches community (Council, residents, businesses, government and non-government agencies and other stakeholders)

Implementation
The Delivery Program and Operational Plans are the main mechanisms for Council's role in implementing the CSP. These plans describe specific projects and actions that Council will undertake and provide substance to the high level goals and strategies of the CSP.

The CSP, Delivery Program and Operational Plans are supported by a Resourcing Strategy (including an Asset Management Strategy, Long Term Financial Plan and Workforce Management Plan). These detailed plans identify the specific actions as well as human and financial resources needed to deliver on Council's part of the community vision.

Everything Council commits itself to in the Delivery Program, Operational Plan and tactical plans and strategies must be informed by community input and must refer back to the CSP.

Council is not solely responsible for the implementation of the CSP as many aspects of the community's plan fall beyond the direct control of local government. Transport, education and health are obvious examples of this. While these areas are beyond the direct influence of local government, as a Council we are well-placed to play a strong collaborative and advocacy role in bringing relevant stakeholders together to deliver on community outcomes.

Accountability
Council is accountable to the community on progressing towards their vision and must prepare an Annual Report and six monthly reports which detail progress against the actions in the Delivery Program and the Operational Plan.

The implementation of the CSP is evaluated every four years in an End of Term Report that shows our progress towards the measures listed in the CSP. The CSP is also updated every four years in step with local government elections to ensure its relevance and currency over the ten year lifespan of the Plan.

Understanding community priorities

More than 2,000 people have contributed to developing this CSP through three stages of community engagement.

The first stage (in September - October 2016) identified community issues, priorities and developing a vision, taking its starting point for discussions in an Issues Paper. The outcome from this stage was a statement of draft vision and priorities which was endorsed by Council on 13 December 2016 for further consultation.

The second stage of engagement (in March - April 2017) checked back with the community on whether the draft vision and priorities resonated with the community. It also discussed specific draft goals and strategies to achieve the vision. Conversations during this stage were informed by a Discussion Paper which provided the context for the draft CSP Framework (vision, outcomes, goals and strategies).

The final stage of engagement (in July to November 2017) involved the exibition of the draft CSP (vision, outcomes, goals and strategies). The final CSP was adopted by council on 17 April 2018.

Community engagement (Stages 1 and 3)

- Nearly 300 community members participated in one of our four independently facilitated workshops
- A total of 808 people completed one of three online surveys and 40 people provided written submissions directly to Council
- Eight focus groups with community members, including young people, not-for-profit community organisations, and our business community were held
- Nearly 500 people talked to us at one of our many listening posts and other engagement events across the Northern Beaches

Community engagement strategy

Each stage of engagement was informed by a Community Engagement Strategy. The strategy reflected social justice principles and identified stakeholder groups and methods of engagements

Northern Beaches Today

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



Our community

The total land area of the Northern Beaches is 254km², stretching from its southern border at Port Jackson, which includes Sydney Harbour, Broken Bay and Pittwater to the north and Middle Harbour and Cowan Creek to the west.

A large proportion of land is National Park, bushland or reserves; including coastal foreshores, beaches and waterways.

Our beautiful land and water environments are home to diverse and rich flora and fauna and also offer excellent active and passive recreational opportunities.

The unique natural environment provides a distinctive sense of place and belonging for our community and is a defining feature of our collective identity and culture.

Who we are

The estimated resident population on the Northern Beaches was 268,849 in 2016.[5] Northern Beaches also attracts a large number of tourists and visitors who mainly stay in or around Manly.

Our population is ageing and young people are increasingly leaving the area. The Census 2016 showed the proportion of elderly people was relatively large compared to other parts of Sydney (11.9% were aged 70 and over, compared to 9.5% for Greater Sydney).

In terms of the younger population, people aged 18 to 24 made up 7.0% of the population in 2016 - significantly lower than Greater Sydney's 9.6%.

The ratio of young adults (25 to 34 years) was also very low at 11.7% compared to 16.1% for Greater Sydney. Over sixteen hundred young people in the 25 to 34 age-bracket left the Northern Beaches between the 2006 and 2016 Censuses, most likely due to the lack of access to education and lack of affordable housing options.

[5] ABS Estimated Resident Population (ERP) 2016. Source: Northern Beaches Council Community Profile, idcommunity.
Note that this source does not provide the same level of detail as the ABS Census 2016. Where specific trends and demographics are identified in the following, this will be based on ABS 2016 Census data unless otherwise specified.

How we live and work

Our population is concentrated along our coastline and in the main centres of Manly, Dee Why, Brookvale, Mona Vale and Avalon. Smaller villages and neighbourhood centres connect the main centres and provide local amenities to people living in our leafy suburbs and in our semi-rural areas to the northwest. The area is also home to offshore communities that enjoy a unique lifestyle immersedin nature.

New housing projects are underway on the Northern Beaches with the majority of new dwellings being built in the Ingleside land release area and in our main centres.

A new strategic centre is planned around the new Northern Beaches Hospital in Frenchs Forest, which is estimated to provide up to an additional 3,000 jobs over 20 years on top of the 95,131 jobs available in the area in 2017.[6]

More than half of all dwellings on the Northern Beaches are separate houses. The median house price was $1.51 million at June 2016. Rental costs are nearly double the Sydney average at $895 per week compared to $520.[7]

Housing affordability has a profound impact on our community and the economy and is a top priority for the community and for young people in particular who call for more housing choice, and more innovative housing options, on the Northern Beaches.

Transport and infrastructure

With only three main roads into the area - Warringah Road, Mona Vale Road and Pittwater Road/Spit Bridge - we are particularly vulnerable to increases in traffic volumes. Many of our roads are already at peak capacity and public transport options are limited.

Transport and traffic congestion is one of the biggest concerns and sources of frustration amongst residents and visitors.

It has an especially profound impact on commuters, local businesses, and members of the community who are unable to drive (e.g. young people, elderly and people with disability).

[6] District Plan North, Greater Sydney Commission (2016). [7] Northern Beaches Affordable Housing Needs Analysis (2016).

The transport situation directly affects the wellbeing of our community, by restricting mobility and increasing the risk of social isolation. It is time consuming and frustrating and adds to the general stresses of life.

Our 850km road network and extensive stormwater assets, with approximately 600km of stormwater pipes, are vital to mobility and protection of the environment and require ongoing monitoring and renewal works.

We are seeing a reduction in bus commuter travel times to Sydney CBD along Pittwater Road following the introduction of the B-Line.

Infrastructure investments from the NSW Government are needed to service new development areas (namely Ingleside and Frenchs Forest). In response to the need to relieve traffic congestion at Spit Bridge/Military Road, the NSW Government has announced plans to build a tunnel connecting the area to Sydney CBD and beyond. Further investments are required to support new developments as well as address infrastructure capacity and ageing issues in existing areas.

Our economy

Despite the restrictions in transport and competing land use pressures, the Northern Beaches has a strong and stable economy valued at $14.85 billion in 2016.

There is a relatively low unemployment rate at 3.5%. Our workforce is highly professional (28.6% with 18.6% working at a managerial level) and 32.3% have a bachelor or higher degree, certificate, diploma or advanced diploma.[8]

Northern Beaches also has a healthy job containment rate with with 52.1% of residents working in the area.

Youth disengagement is especially concerning with 4.7% of young people aged 15 to 19 not engaged in work or study and a further 10.2% only partially engaged.[9]

[8] Northern Beaches Council, Economic Profile, economy.id. [9] National Regional Profile – Sydney – Northern Beaches, ABS (based on Census 2016).

Our potential

We have the resources, the know how and the passion to find a balance in terms of how we live, work and play.

This is a strong foundation for achieving our vision. We want to be progressive and inclusive – to live in a way that is better for us, better for the environment and kinder to the next generation.

The Northern Beaches' extraordinary natural environment presents opportunities as well as challenges in planning for a more sustainable future.

Surrounded by waterways, coastline and steep escarpments, the area is geographically cohesive and the environment is part of our culture, creating a strong sense of belonging.

Our geographic cohesion also presents a challenge in making sure that we do not become insular. We need to maintain an open outlook and keep our eyes on the horizon so we are well prepared to embrace a changing world without losing what we value.

Some of the biggest challenges ahead are related to the pressures of population growth, consumption patterns and climate change. The population of the Northern Beaches is projected to reach almost 300,000 by 2036.[10] This represents an increase of 18.4% over 25 years and equates to an average annual growth rate of approximately 0.7%. This is a modest growth rate compared to the rest of Sydney, but will still need to be carefully managed.[11]

The combination of a highly professional and skilled workforce, local know how and history as well as our locational advantage and lifestyle drawcard mean we are in a strong position to manage change.

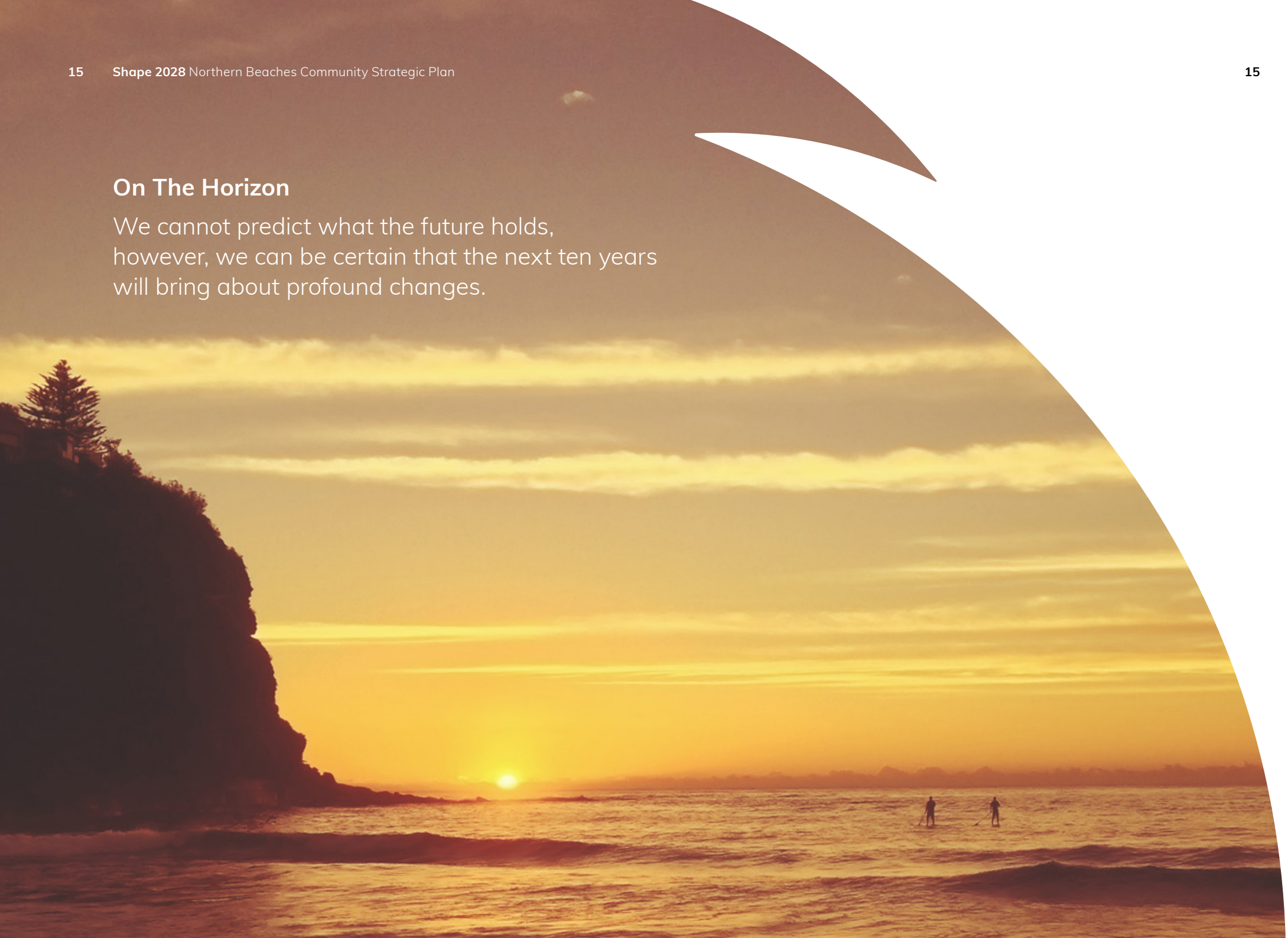
Council is well placed to bring people, stakeholders and experts together to address challenges and opportunities holistically with a long-term view.

[10] Source: *2016 NSW population projections data*, Department of Planning. Population in 2011 was 251,700 (ABS Census 2011) and is projected to increase to 297,950 in 2036. There is no projection data available for 2028 (the term of this plan); projected population in 2026 is 278,000. [11] Of the 34 Councils in the Sydney metropolitan region, Northern Beaches has 8th lowest population growth (2016 NSW state and local government area projections).

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On The Horizon

We cannot predict what the future holds, however, we can be certain that the next ten years will bring about profound changes.



Challenges and opportunies

There are global challenges and opportunities ahead that we must actively manage locally.

Climate change will continue to impact our environment and demands urgent local and global action. Technologies such as electric vehicles, driverless cars and sweeping telecommunications advances have the capacity to transform how we live, work and play.

Global politics and financial movements can have strong economic implications locally. Population growth as well as changes in demographics, housing and consumption patterns, may further contribute to changing parameters for local planning.

The challenges are complex, but are in no way unique to the Northern Beaches. Communities all over the world are grappling with the impacts of climate change, population growth, globalisation and technological change.

We may have different views about the nature and likely impacts of these changes, but we need to be prepared and open-minded so that we are able to influence the direction of long term transformation.

The consultation showed a community united by its desire to protect the environment and enhance our quality of life.

The consultation also showed there were different views and perspectives on how best to deal with future challenges and opportunities, particularly transport, development, housing affordability, environmental sustainability, health and wellbeing, employment and education.

This CSP sets an agenda, a framework, for future discussions on how best to address complex global challenges and opportunities at a local level.

Demographic Forecasts 2026

- The population is forecast to be 278,000
- Our population will be older and our working age population is forecast to decrease between 2011 and 2026:
  - Seniors (70+): Increase from 10.8% to 13.8% of the population
  - Parents and homebuilders (35-49): proportionate decrease from 23.6% to 21.2%
  - Young workforce (25 – 34): decrease from 13.2% to 11%
- The number of dwellings is projected to increase from 94,850 in 2011 to 105,650 in 2026
- Average household size is expected to fall from 2.62 people living in each home (2011) to 2.59 in 2026
- Decrease in the proportion of households comprised of couples with children, from 36% in 2011 to 35% by 2026.

Source: 2016 NSW Population Projections Data, NSW Department of Planning. Select demographic groups as per idProfile categories. Note that data is not available for 2028 (the term of this CSP).

Sustainability

Sustainability is the unifying theme for the CSP and 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.

Drawing on the extensive number of comments from the community, eight inter related outcome areas have been identified that address the complex challenges and opportunities that lie ahead.

Protection of the Environment
We need to protect the natural and built environment from the impacts of climate change and population pressures. We have an opportunity to work collaboratively with the community and key partners to reduce risks and address predicted long term effects of climate change, including frequencies of extreme weather patterns, bushfires, storm surges and floods.

Places for People
Close to 280,000 people are expected to call the Northern Beaches home by 2028. Our challenge is to design green developments that are good for people, stimulate social interaction and align with local character. We have an opportunity to expand housing choice, improve affordability and create vibrant and inclusive communities.

Vibrant Local Economy
We need to attract new businesses and accommodate a diverse range of existing local enterprise. Securing and supporting a stable and skilled workforce is also vital. We have an opportunity to leverage off our locational advantage and promote the Northern Beaches as a 'green and clean' destination that offers excellent lifestyle and business opportunities.

Good Governance
We need to ensure the community trusts Council to make good decisions on its behalf. There is an opportunity to use technology, systems and processes to improve transparency in reporting and communication with community members. We will invest in building a culture of accountability and authenticity throughout the organisation.

Environmental Sustainability
We have the opportunity to show real leadership in environmental sustainability – encouraging and motivating a culture of environmental awareness and leading by example. As a large Council, we have the scale and capacity to invest in cleaner technologies and actively promote sustainability.

Community and Belonging
We need to actively engage the community in creative ways to reduce the risk of social isolation, loneliness and mental illness. We need to look after people with a disability, seniors and young people. We have an opportunity to collaborate with our partners to offer appropriately targeted services that can meet the evolving needs of our community.

Transport, Infrastructure and Connectivity
Meeting the needs of a growing population and a thriving local economy presents the dual challenge of addressing the need for better road infrastructure while reducing the need for car-based travel in the first place. Transport is a fundamental issue that is strongly related to all outcome areas: it affects our economy, our environment and our social wellbeing. It needs to be addressed holistically – and in strong partnership with the NSW Government.

Partnerships and Participation
Effective community engagement is the cornerstone of good governance. We need to ensure that the diversity of views in the community is considered during decision-making. There is an opportunity to use new technologies and engagement methods to consult broadly with demographic groups that traditionally are difficult to reach.

Guiding 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, cultural and religious backgrounds to participate in community life

Planning in partnership

Our community calls for more action in the areas of transport, housing, infrastructure delivery, education (especially access to universities), environmental protection, community safety, better urban design and public places, and improved physical and mental health.

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 these expectations is largely the responsibility of the NSW Government and falls beyond the direct control of Council.

Figure 2 below outlines the main partners and stakeholders Council will collaborate with on a state and federal level in implementing this CSP and making our community's vision a reality.

Figure 2: Partnership roles and opportunities



Regional Planning Context

The Greater Sydney Commission role is to coordinate and align the planning that will shape the future of Greater Sydney.

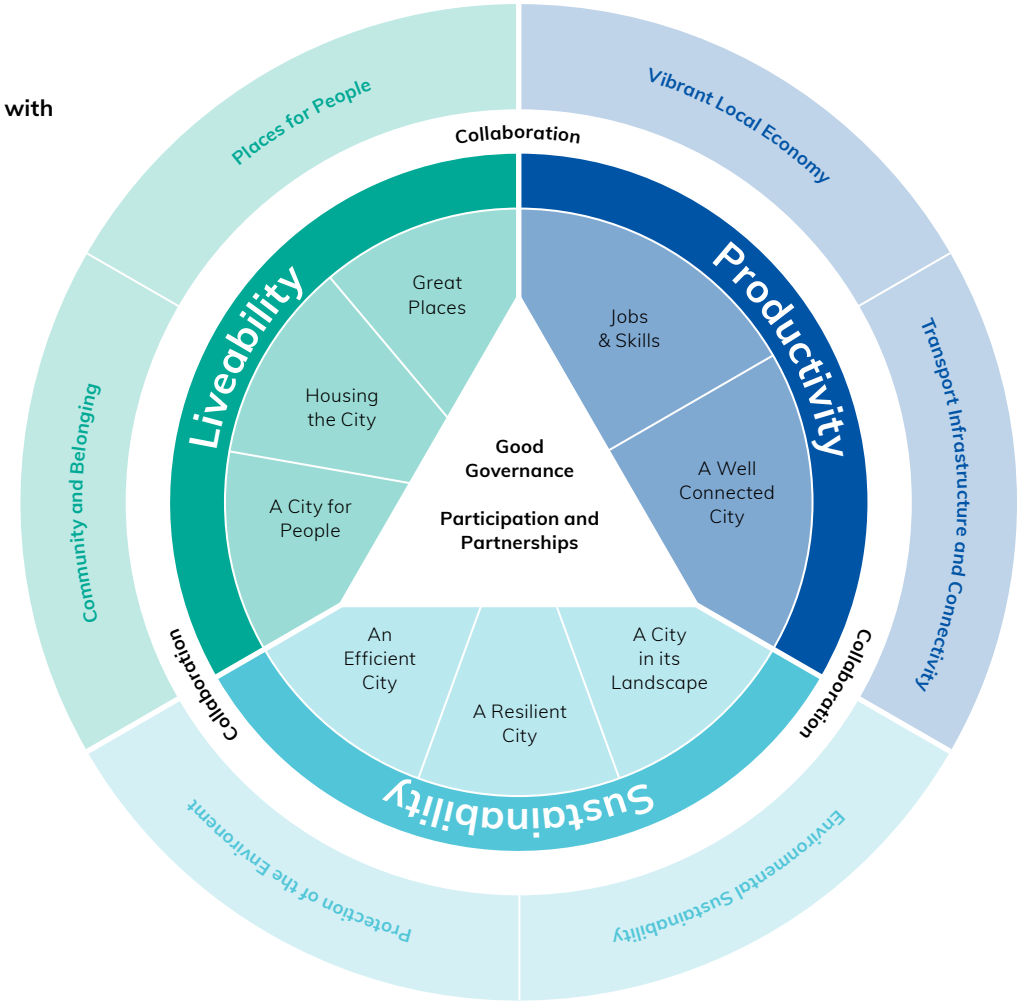
The district plans will connect local planning with longer-term regional planning for Greater Sydney.

Each District Plan contains:

- Four key themes - infrastructure and collaboration, liveability, productivity and sustainability
- Ten Directions – to guide delivery of the theme in a balanced way

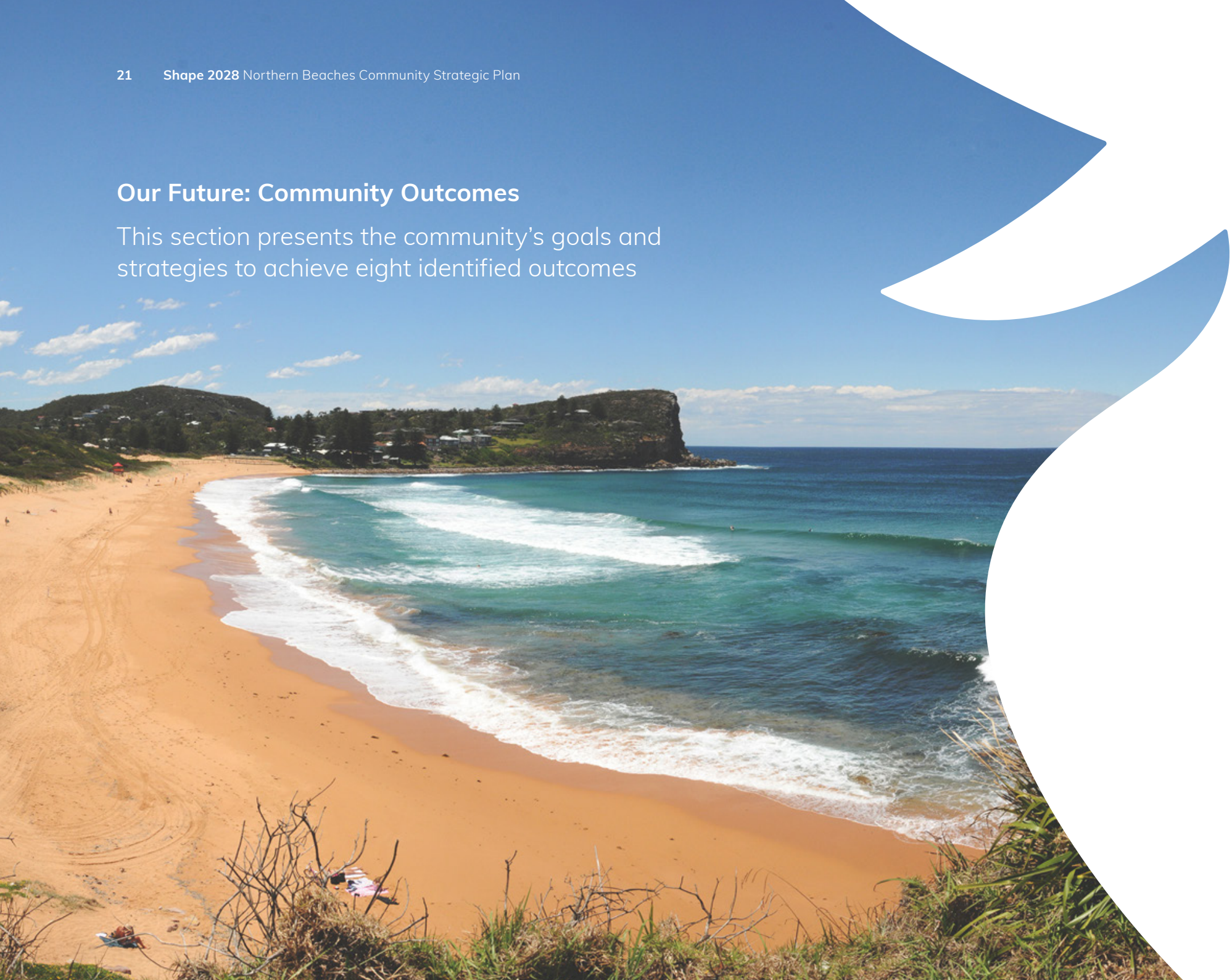
Northern Beaches is part of the Greater Sydney Commission's, North District Plan of Sydney. Figure 3 shows how the CSP outcomes align with the direction in the North District Plan

Figure 3: Alignment with



Our Future: Community Outcomes

This section presents the community's goals and strategies to achieve eight identified outcomes



Community Outcome: Protection of the Environment

We aspire to protect the natural and built environment from the risks and impacts of global and local pressures

"We are so blessed with natural beauty, immense waterways, bushland and wildlife[...] Here on the Northern Beaches, we have this in abundance and it's our biggest asset. We need to learn to live in harmony with the land."

"We have a unique natural environment which for many people is the drawcard to move to the Northern Beaches."

Key Partners

- Office of Environment and Heritage
- National Parks and Wildlife Service
- Crown Lands
- Rural Fire Service/SES
- NSW Aboriginal Land Council
- NSW Fisheries
- Volunteers
- Local environmental groups



We are lucky to live in an area of such dramatic beauty: low lying areas, steep escarpments and dramatic headlands. Surrounded by significant stretches of bushland and waterways, we are relatively isolated from the busyness of Sydney. However these stunning features introduce a range of complex issues for human settlement and urban development. We are vulnerable to the hazards of bushfire, coastal erosion and flooding.

These risks are exacerbated by climate change and associated increases in extreme weather events, including heatwaves, intense rainfall and storm surges.

We need to protect the environment for its own sake as well as for the sake of current and future generations. The ecological system, the flora and the fauna, are valuable and precious in their own right.

They also provide essential environmental services for the community, like the air we breathe, the water we drink and the pleasure we take from connecting with nature.

We are committed to collaborating with our community and partners to plan, promote, educate and facilitate better protection of our environment, life and property.

Goal 1
Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations

Strategies

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

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

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

Goal 2
Our environment and community are resilient to natural hazards and climate change

Strategies

a Protect and restore local biodiversity and bushland

b Protect and improve ecological conditions in catchments, creeks and lagoons

c Protect and manage the condition and safe access to the coast, lagoons, Middle Harbour, and Pittwater

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

Goal 3
Our community is well-supported in protecting the environment

Strategies

a Encourage the community to protect the environment and minmise pollution

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

Community Outcome: Environmental Sustainability

We aspire to be leaders in managing our resources sustainably and for the long term to ensure that development is balanced with our lifestyle and environment

> *"Make Northern Beaches a shining example of how to transition to a truly sustainable community."*

> *"[I envisage] a sustainable community with a high quality of life living in balance with a healthy ecosystem that includes natural bushland and beaches."*

> *"It is our responsibility to make sure the planning for the future is in a sustainable and economically viable way."*

Key Partners

- Environment Protection Authority
- Sydney Water
- Australian Renewable Energy Agency
- Office of Environment and Heritage
- Local environmental groups



Environmental sustainability means finding balance between the resource and service needs of current and future generations and the health of our ecosystems. In doing so, we face global challenges that can only be solved by working together across all levels of society. On a local level, we need to curb consumption, especially water and energy use, and manage our natural resources better. This includes reducing waste and improving waste disposal.

We are committed to collaborating with our community and partners to plan, promote, educate and facilitate more sustainable ways of living.

Goal 4
Our Council is recognised as a community leader in environmental sustainability

Strategies

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 management that deliver long-term environmental benefits

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

Strategies

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 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
Our community will continue to work towards sustainable use of resources

Strategies

a. Promote and support opportunities for more sustainable living

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

c. Reduce waste and improve reuse and recycling

Community Outcome: Places for People

We aspire to create welcoming, accessible and affordable private and public places that foster good health and social interaction

> *"The Northern Beaches is a remarkably attractive environment and provides a good mix of business and accommodation, combined with outstanding recreational alternatives."*

> *"Overall I just want new and easier ways to meet people and make friends in a society that otherwise makes that a huge challenge."*

Key Partners

- Department of Planning and Environment
- Greater Sydney Commission
- Social housing providers / Managers (e.g. Bridge Housing Limited)
- Family and Community Services
- Local sports and recreation clubs
- NSW Sport and Recreation



There is a strong link between the ambience and quality of our physical surroundings on the Northern Beaches and our individual and collective wellbeing. We value the built environment and love the village feel, cafes, bars, shops and the wide range of sporting and recreational facilities. We would like to see more vibrancy and ambience in our open spaces, and make it easier to get together in our local neighbourhoods, villages and centres.

Housing affordability, and its effect on young people, families and key workers, is of major concern to the community. There is limited housing diversity, with few communal living options (i.e. youth dorms) and very little short term housing for crisis accommodation.

While most concerns regarding housing affordability, health (physical and mental), and social inclusion 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 the places where we live, work and play on the Northern Beaches.

Goal 7
Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community

Strategies

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. Advocate for improved housing affordability

Goal 8
Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing

Strategies

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 9
Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities

Strategies

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

b. Foster partnerships with government agencies, community and sporting groups to facilitate and promote healthy and active living

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

Community Outcome: Community and Belonging

We aspire to care for everyone in the community, making sure that people feel safe, supported, included and have diverse opportunities for a rich cultural and social life

> *"I feel safe on the Northern Beaches, people have a relaxed attitude."*

> *"Now we are joined as a Northern Beaches Council its core focus should be... to make us the most progressive forward thinking area and ready for the future."*

Key Partners

- NSW Health
- Northern Sydney Local Health District
- Department of Family and Community Services
- NSW Police
- Non-government service providers
- Community not for profit organisations
- Sporting and recreational organisations
- Culture and creative industries
- Arts groups and societies
- Northern Sydney Local Health District



Building strong and inclusive communities has significant benefits for individuals, the community and for society at large. It reduces risks of social isolation and can alleviate and pre-empts illness. We need to ensure everyone is supported, especially people who are vulnerable to social isolation.

In terms of supporting groups who may be at risk, we will ensure that:

- seniors can participate in community events and activities
- support is available for people with a disability
- carers have opportunities for respite
- people from non-English speaking backgrounds feel included and safe

We will bring people together through arts and creativity, promoting and supporting local artists. Creative opportunities and cultural events will celebrate diversity and recognise our shared and unique values.

We are committed to collaborating with our community and partners to support the wellbeing of our community and promoting a sense of belonging.

Goal 10
Our community is stimulated through a diverse range of cultural and creative activities and events

Strategies

a. Support the arts and creative communities

b. Expand cultural events and creative opportunities, including safe nightlife opportunities

c. Provide more events and opportunities for young people to socialise

Goal 11
Our community feels safe and supported

Strategies

a. Promote social inclusion through neighbourhood programs and quality services

b. Build stronger communities where neighbours know and support each other

c. Promote health and wellbeing through fair access to information, health and support services

Goal 12
Our community is friendly and supportive

Strategies

a. Support 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. Value and celebrate our diverse heritage and cultural differences

Community Outcome: Vibrant Local Economy

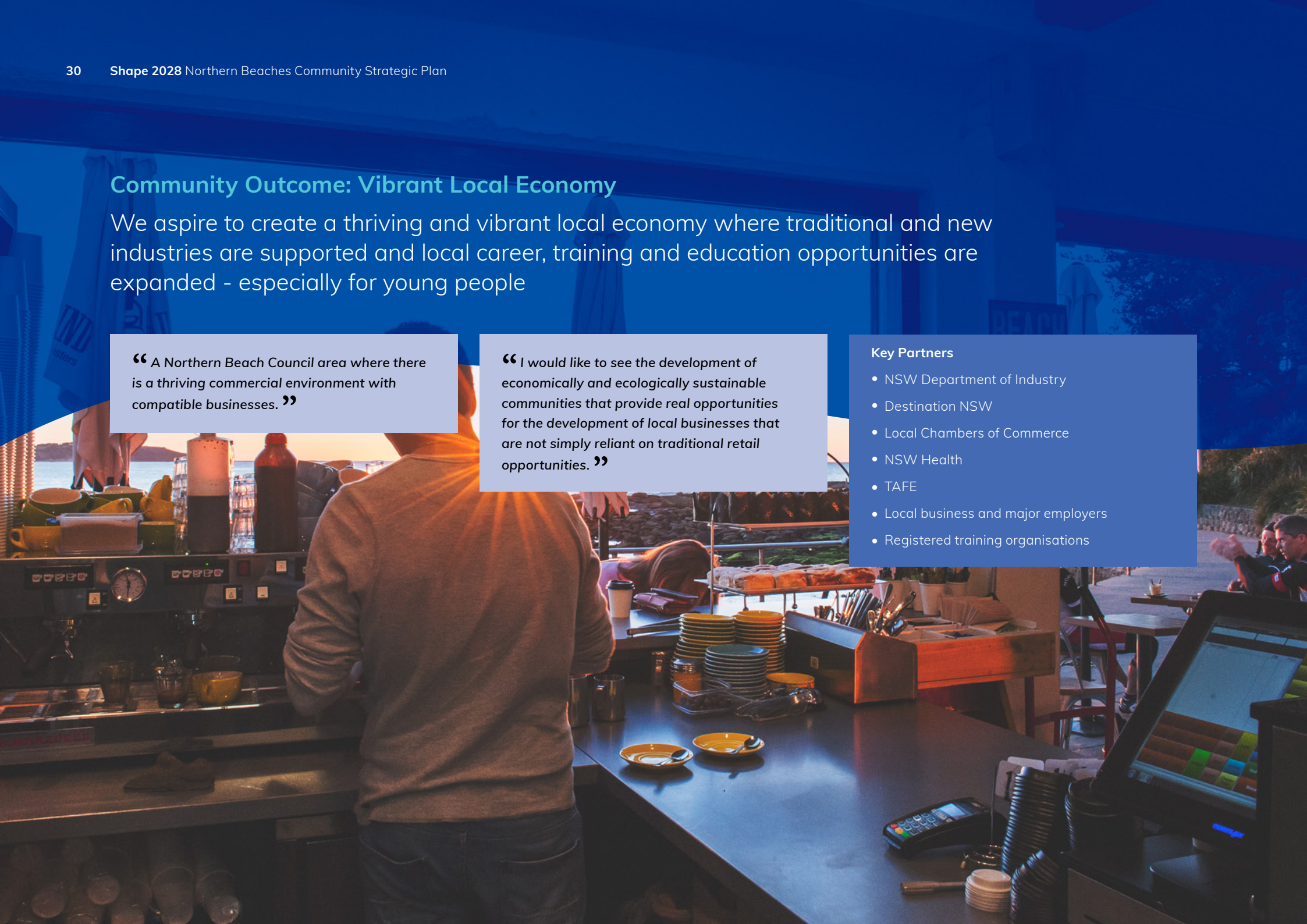
We aspire to create a thriving and vibrant local economy where traditional and new industries are supported and local career, training and education opportunities are expanded - especially for young people

> *"A Northern Beach Council area where there is a thriving commercial environment with compatible businesses."*

> *"I would like to see the development of economically and ecologically sustainable communities that provide real opportunities for the development of local businesses that are not simply reliant on traditional retail opportunities."*

Key Partners

- NSW Department of Industry
- Destination NSW
- Local Chambers of Commerce
- NSW Health
- TAFE
- Local business and major employers
- Registered training organisations



The Northern Beaches has a robust economy and low unemployment rate. Our local workforce is well-educated and highly skilled. Our beach and bush lifestyle is a strong drawcard for retaining commerce. We also have an opportunity to brand the Northern Beaches as a technology savvy and 'clean and green' place to do business.

All of these advantages put us on a firm footing in terms of attracting and retaining a broad mix of businesses to create a diverse and thriving local economy.
We also face complex and interrelated challenges from increasing traffic congestion, competing land uses, high-cost housing, changing demographics, lack of key local workers, and lack of education or training opportunities.

Although many of the initiatives to support the business sector and workforce - namely transport, housing and education - fall beyond the direct control of local government, Council can play an important advocacy and support role within the Government's overall plans for growing Sydney.

Goal 13
Our businesses are well-connected and thrive in an environment that supports innovation and economic growth

Strategies

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 that are responsive to the evolving needs of the business community

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

Strategies

a. Facilitate local education and vocational training opportunities

b. Facilitate and promote flexible work options to reduce commuting (e.g. telecommuting)

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

d. Expand and promote employment and training opportunities for all residents, especially young people and people experiencing social disadvantage

Goal 15
Our centres attract a diverse range of businesses, providing opportunities for work, education, leisure and social life.

Strategies

a. Promote Northern Beaches as an attractive place to establish a business

b. Provide diversified job growth and create industry clusters in our villages, strategic and district centres

c. Facilitate active and safe urban environments through increased economic activity, in keeping with local character

d. Enhance and extend opportunities for sustainable tourist economy throughout the area

Community Outcome: Transport, Infrastructure and Connectivity

We aspire to connect people locally, regionally and globally through seamless transport and innovative technologies

> *"Plan and build a comprehensive network of separated bike lanes to provide genuine commuting options."*

> *"Transport (especially better public transport) should be the number 1 issue for the Council - it is central to addressing so many other issues."*

Key Partners

- Transport NSW
- Roads and Maritime Services
- Private bus and ferry operators
- Greater Sydney Commission
- NBN Co/Telstra



Transport, infrastructure and connectivity are key elements in creating a safe, inclusive and connected community. It is an area that continues to concern and frustrate the local community. The Northern Beaches is home to some of the most congested roads in Australia, namely Warringah Road, Mona Vale Road and Pittwater Road/Spit Bridge. There is a clear and urgent need to improve transport and connectivity.

Community members have voiced strong frustration with traffic congestion, travel times, lack of viable active travel options, and poor access to public transport – particularly for residents that do not live on one of the main public transport routes. Congestion affects all residents and visitors, but frustrations are especially acute for commuters who are dependent on car travel to get to and from work, especially if they are one of the 43.4% of the resident workforce who work outside of the area.

Council cannot solve these problems alone; most transport and infrastructure related investments are the responsibility of the NSW Government.

Council will focus on facilitating and promoting road safety, active and sustainable travel, while ensuring ongoing maintenance and improvements of footpaths and other infrastructure. Council will also continue to advocate for better long-term integrated transport and communications solutions and will work with relevant agencies to improve public transport and coordinate road network planning.

Goal 16
Our integrated transport networks meet the needs of our community

Strategies

a. Advocate for improved transport options and 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
Our community can safely and efficiently travel within and beyond Northern Beaches

Strategies

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

b. Facilitate and promote safe cycling and walking networks as convenient transport options

c. Improve parking options in centres, villages and places

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

Strategies

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

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

Community Outcome: Good Governance

We aspire to create a new Council that is trusted and respected by the Northern Beaches community

> “A challenge for any council is to involve the public in decision making in a meaningful way and re-establish trust in the political system.”

> “Lead the way to be innovative, sustainable, efficient and open.”

Key Partners

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



A culture of transparency and accountability is critical to good governance and establishing trust with the community. This is especially true for an organisation the size and scale of Northern Beaches Council, with more than 1,800 employees.

Clear corporate and financial reporting, internal auditing and rigorous risk management are some of the key mechanisms for embedding a culture of accountability in an organisation. While introducing rigour and rules, these mechanisms can add 'red tape' and potentially hinder creativity and flexibility if not kept in check.

As a new organisation, our focus is to develop integrated systems and safeguards that are adaptable to the evolving and diverse needs of the community, while at the same time encouraging innovation and creativity.

We will foster a workplace culture of continuous learning where communication will be open and genuine and where there are clear standards and processes for ethical conduct.

We are committed to creating an organisation guided by clear ethical guidelines and corporate reporting, but is not encumbered by red tape.

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

Strategies

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

b. Establish a strong corporate governance framework to ensure decisions and transactions are ethical, efficient, and fair

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

Goal 20
Our Council efficiently and effectively responds to, and delivers on, the evolving needs of the community

Strategies

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

Community Outcome: Partnership and Participation

We aspire to achieve better outcomes for the community through genuine engagement and collaboration

> “Councils need to remember they are there to serve the people - this means listening to all groups, not just those few squeaky wheels who make the most noise.”

> “I believe the overarching issue is to give the public a more direct input into the decision making of projects, issues, planning for the future and even Council budgets. Electing officials with their own interests is not enough. The public needs to have a more direct involvement which cuts out special interests and re-establishes trust

Key Partners

- Local community groups/precinct committees/ strategic reference groups / working committees



It is important for Council to be flexible and responsive to the evolving ways our community connects. Ensuring representation and participation across all demographics is essential to representative decision-making. There is a wealth of local knowledge, professional expertise and creative thinking within the community that can help inform evidence based policy-making and advocacy.

Through genuine participation, Council can better advocate on behalf of the community on complex issues that are beyond the direct control of Council, namely transport, housing, employment and planning for more cohesive neighbourhoods, villages and centres.

Genuine community participation goes beyond 'having a say' on isolated issues. It is about working together on the big picture challenges. We need to collaborate across traditional boundaries in innovative ways so we can address future challenges holistically.

This means rethinking how we engage with the community and our role as a Council. As an organisation with strong ties to a vast network of government and non-government agencies and other stakeholders at a local level, we are well-placed to create a shared reference for action.

Council is committed to bringing together diverse community groups to make the community's vision a reality. It seeks to find balanced and integrated solutions to the complex challenges that lie ahead.

Goal 21
Our community is actively engaged in decision making processes

Strategies

a. Establish a fair and representative engagement structure that enables a diverse community to engage in local neighbourhood matters

b. Enable community members to participate in decision-making by providing a broad range of engagement opportunities

c. Undertake innovative and adaptive community engagement

d. Improve community understanding of how decisions are made for the local area

Goal 22
Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community

Strategies

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



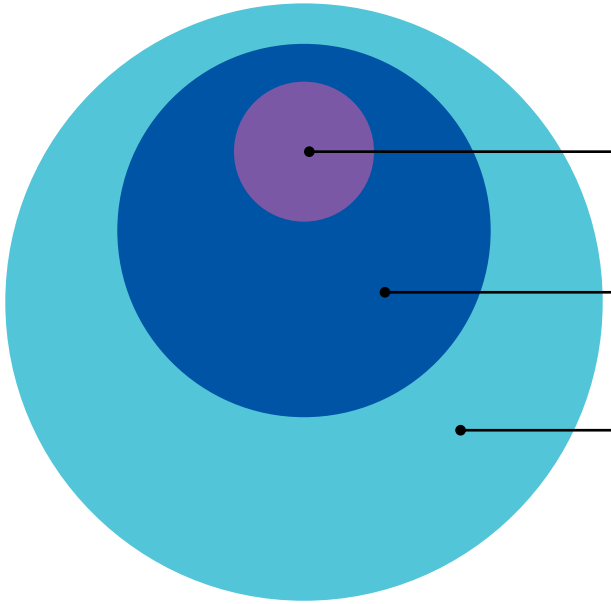
Tracking Our Progress

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

Tracking our progress

Progress on these measures will be reported mid 2020 via an End of Term report.

We use a model of 'Control – Influence – Concern' to identify and ensure an appropriate balance between 'Corporate' measures and 'Community' measures. 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.



Control: Areas that are in direct control of local government.

Influence: Issues that local government does not control but can influence.

Concern: Areas that local government neither controls nor is likely to influence, but are of concern to the community and affect its wellbeing.

Measures

Measures are grouped below by community outcomes and include the scope of influence and target/trend. Where possible, measures will be assessed against a baseline of 2017/18.

Protection of the Environment - Measures	**Scope**	**Target / Trend**
Regional air quality	Concern	Maintain
Biodiversity - no. threatened plant and animal species	Influence	Maintain
Health of lagoons	Influence	Maintain
Water quality of beaches for swimming	Influence	Maintain
Satisfaction with services provided by Council: • Protecting native animals and plants • Maintenance of beaches, headlands and rock pools • Managing and protecting creeks, lagoons and waterways • Trails and tracks • Controlling feral animals • Restoring natural bushland • Management of local flooding • Environmental protection and regulation	Control	Maintain / Increase

Environmental Sustainability - Measures	Scope	Target / Trend
Community greenhouse gas emissions	Influence	Decrease
Domestic waste diversion rates	Influence	> 70%
Projected landfill life of Kimbriki	Influence	Maintain / Increase
Action for Cities Power Partnership – pledges completed	Control	Increase
Satisfaction with services provided by Council: • Environmental education programs and facilities • Council operates in an environmentally friendly way • Domestic waste collection service • Household bulky items collections • Management of trees	Control	Maintain / Increase

Places for People - Measures	Scope	Target / Trend
New dwelling approvals v population growth	Concern	Increase
Affordable housing stock	Influence	Increase
Increase availability of sportsfields, out of school hours	Control	Increase
Obesity rates of the Northern Health District	Concern	Decrease
Satisfaction with services provided by Council: • Managing development (landuse planning) • Cleaning of towns and villages • Sporting fields and amenities • Parks and recreation including playgrounds • Wharves and boat ramps	Control	Maintain / Increase

Community and Belonging - Measures	Scope	Target / Trend
Community Safety - domestic and non-domestic assaults	Concern	Decrease
Arts and culture - no. of arts and culture facilities, both public and private	Influence	Increase
Community pride and connectedness - survey: • I feel I belong to the community I live in • I have people I can call on if I need assistance • The quality of life living on the Northern Beaches • People on the Northern Beaches are proud of their area	Influence	Increase
Satisfaction with services provided by Council: • Facilities and services for youth • Facilities and services for older people • Facilities and services for people with disabilities • Arts and cultural facilities • Community events and festivals • Provision of childcare services • Provision of lifeguards on beaches • Community centres • Library services	Control	Maintain / Increase

Vibrant Local Economy - Measures	Scope	Target / Trend
Number of local businesses	Influence	Maintain / Increase
Gross Regional Product growth	Concern	Increase
Unemployment rate	Concern	Maintain / Decrease
Employment containment (next measured 2021)	Concern	Maintain / Increase
Employment lands	Influence	Maintain
Value of non-residential building approvals	Influence	Increase
Satisfaction with services provided by Council: • Encouraging local industry and business • Keeping town centres and villages vibrant	Control	Maintain / Increase

Transport, Infrastructure and Connectivity - Measures	Scope	Target / Trend
Household travel by car	Influence	Decrease
Ferry and bus patronage	Influence	Increase
Growth in active travel network: Footpaths, cycleways and multi-use paths	Control	Increase
Vehicle crash and casualties	Influence	Decrease
Pedestrian and cycling crash and casualties	Influence	Decrease
Council WiFi points in public locations	Control	Increase
NBN coverage	Concern	Increase
Satisfaction with services provided by Council: • Condition of local roads • Footpaths • Bike paths • Traffic management	Control	Maintain / Increase

Good Governance - Measures	Scope	Target / Trend
Financial Sustainability of Council: • Operating performance >0 • Unrestricted current ratio >1.5 • Own source operating revenue >60% • Debt service cover ratio >2x • Rates and annual charges outstanding <5% • Cash expenses cover ratio >3 months • Infrastructure renewal ratio >100%	Control	Maintain
Satisfaction with: • Overall performance of Council as an organisation • Performance of staff in dealing with enquiries • Information on Council services	Control	Maintain / Increase

Partnership and Participation - Measures	Scope	Target / Trend
Delivery of key community projects with relevant government agencies:		Progress towards delivery
• Frenchs Forest Hospital precinct and roads upgrade	Influence	
• Ingleside Land Release	Influence	
• Beaches Link Tunnel	Concern	
• Projects funded from the Stronger Communities Fund	Control	
Volunteering - I make a contribution to the community I live in	Influence	Maintain / Increase
Satisfaction with:	Control	Maintain / Increase
• Council lobbying on behalf of the community;		
• Consultation with the community by Council		

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