

ATTACHMENT BOOKLET 1

7.1 ADOPTION OF COMMUNITY STRATEGIC PLAN “SHAPE” 2028

ORDINARY COUNCIL MEETING

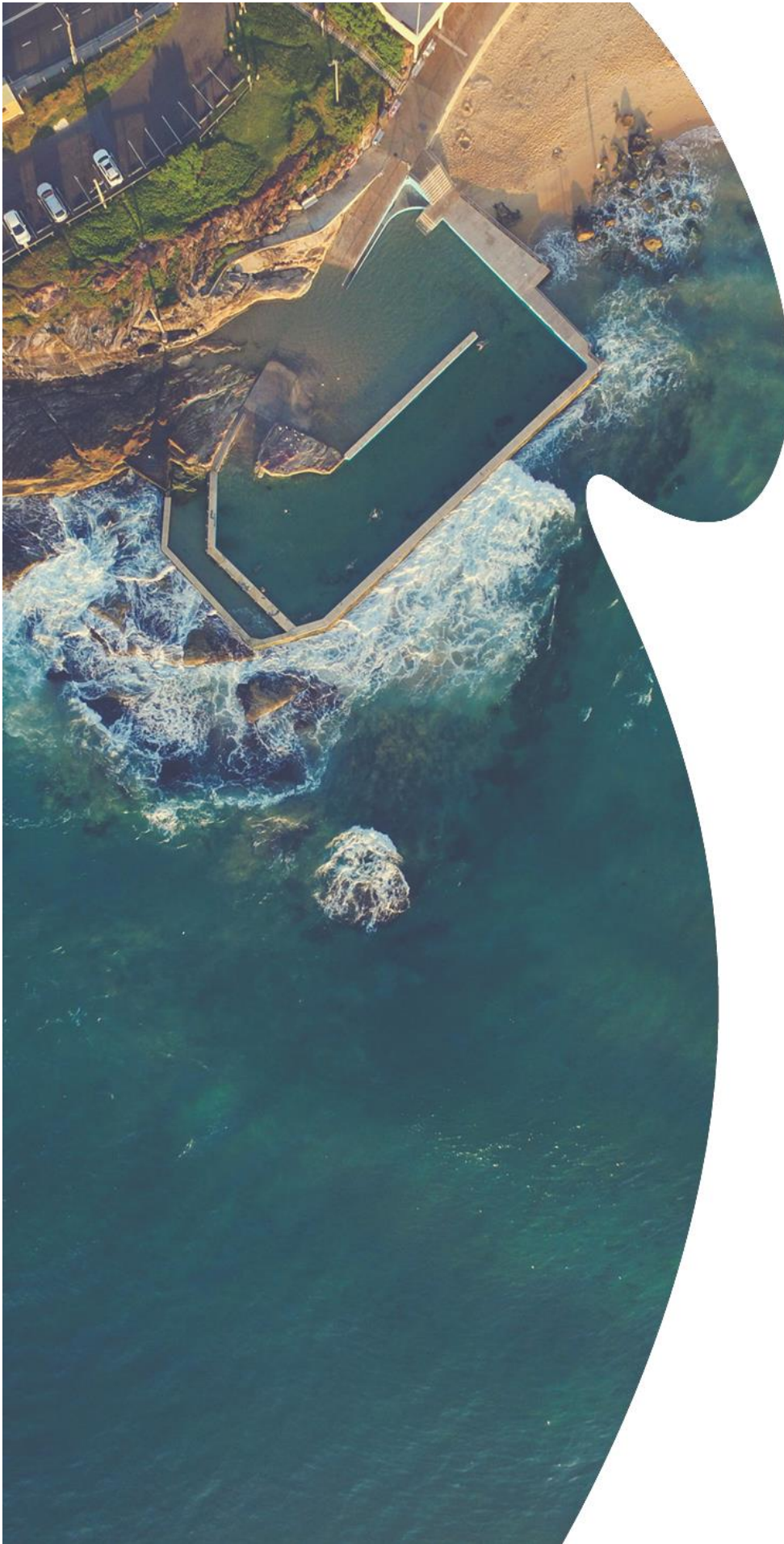
TUESDAY 17 APRIL 2018

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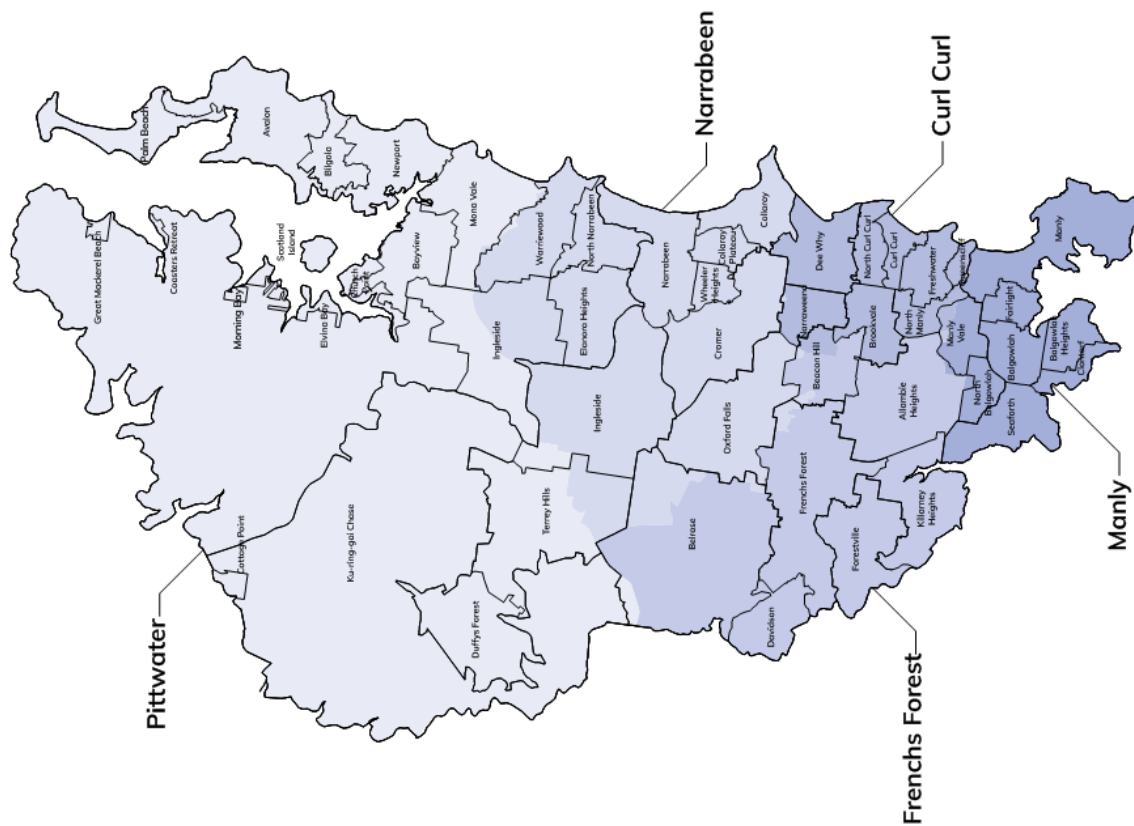
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Shape 2028
Northern Beaches
Community Strategic Plan 2018 - 2028



Community Strategic Plan 2018 - 2028
The map details Northern Beaches Local Government Area and Wards

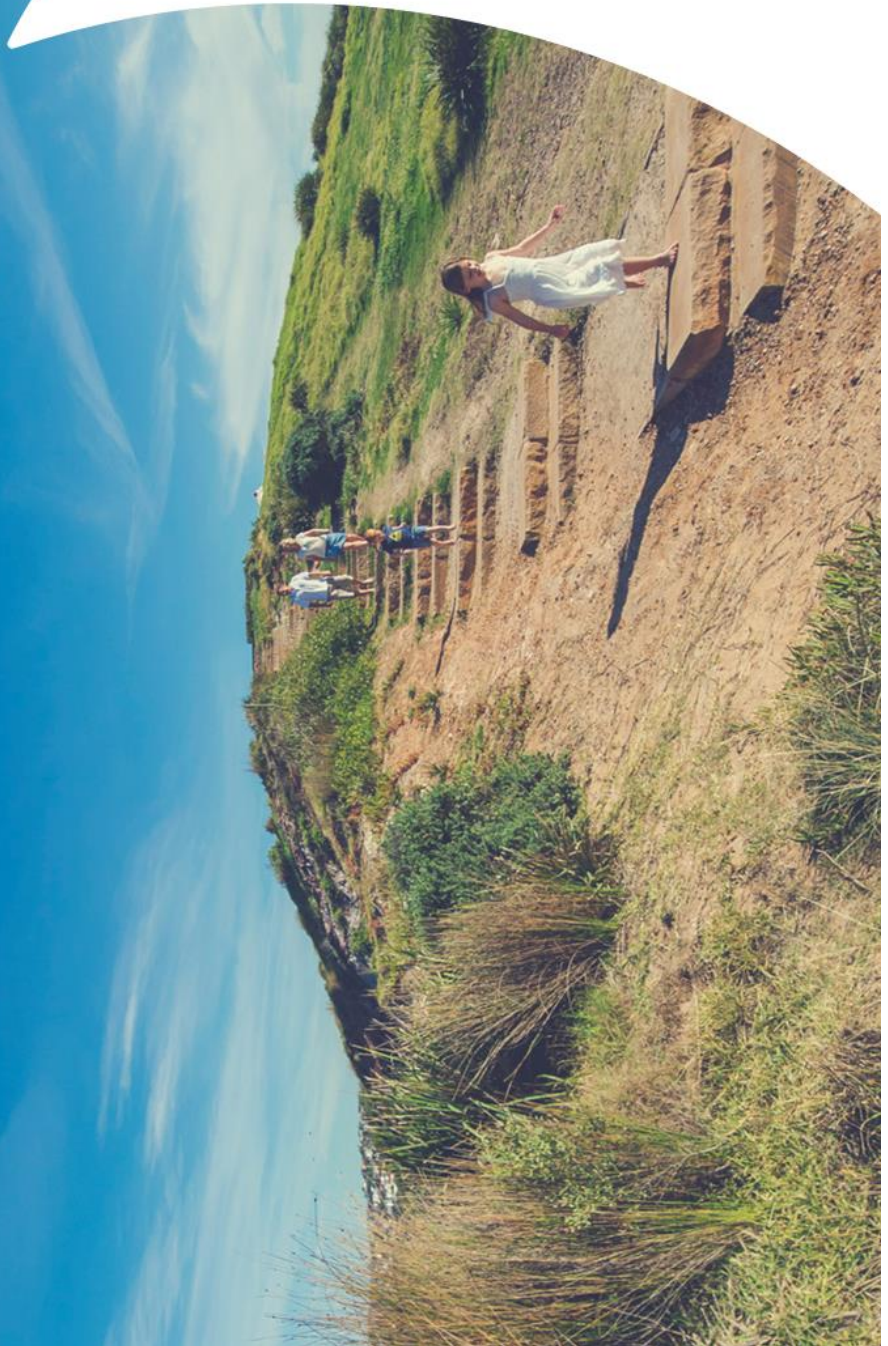


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Introduction

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.

<p>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.</p>	<p>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.</p>	<p>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.</p>
	<p>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.</p>	

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.

<p>Community: refers to everyone: residents, businesses, visitors and stakeholders.</p> <p>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).</p> <p>Inclusive: is used to reflect the community's desire not just to be welcoming and open, but to actively embrace and recognise differences.</p>	<p>Extraordinary: encapsulates a range of adjectives used to describe the special nature on the Northern Beaches, including 'beautiful', 'unique', 'stunning', 'breathtaking'.</p> <p>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).</p>	<p>Coastal and bushland environment: characterises the natural environment and implies the special cultural affinity with the defining features of our landscape.</p> <p>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).</p>
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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.

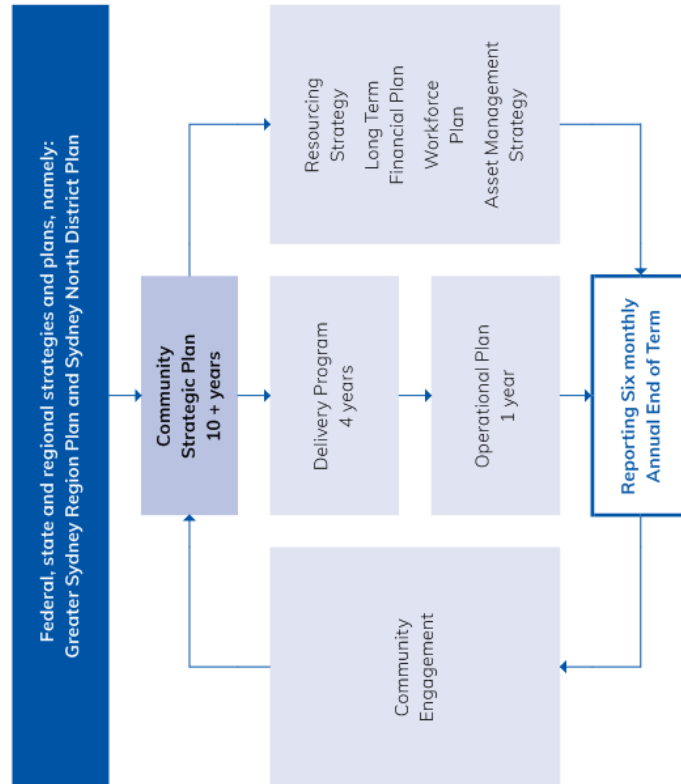
Making our vision a reality

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.



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.

<p>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.</p>	<p>Community engagement (Stages 1 and 3)</p> <ul style="list-style-type: none"> 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 	<p>Community engagement strategy</p> <p>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</p>
<p>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).</p>		
<p>The final stage of engagement (in July to November 2017) involved the exhibition of the draft CSP (vision, outcomes, goals and strategies). The final CSP was adopted by council on 17 April 2018.</p>		

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.

<p>A large proportion of land is National Park, bushland or reserves, including coastal foreshores, beaches and waterways.</p>	<p>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.</p>	<p>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%.</p>
<p>Our beautiful land and water environments are home to diverse and rich flora and fauna and also offer excellent active and passive recreational opportunities.</p>	<p>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).</p>	<p>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.</p>
<p>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.</p>		

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.

12 **Shape 2028** Northern Beaches Community Strategic Plan

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 immersed in 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).

<p>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.</p> <p>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.</p> <p>We are seeing a reduction in bus commuter travel times to Sydney CBD along Pittwater Road following the introduction of the B-Line.</p>	<p>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.</p> <p>Our economy</p> <p>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.</p>	<p>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</p> <p>Northern Beaches also has a healthy job containment rate with with 52.1% of residents working in the area.</p> <p>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</p>
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⁸ Northern Beaches Council. Economic Profile, economy.id. ⁹ National Regional Profile – Sydney – Northern Beaches, ABS (based on Census 2016).

Our potential

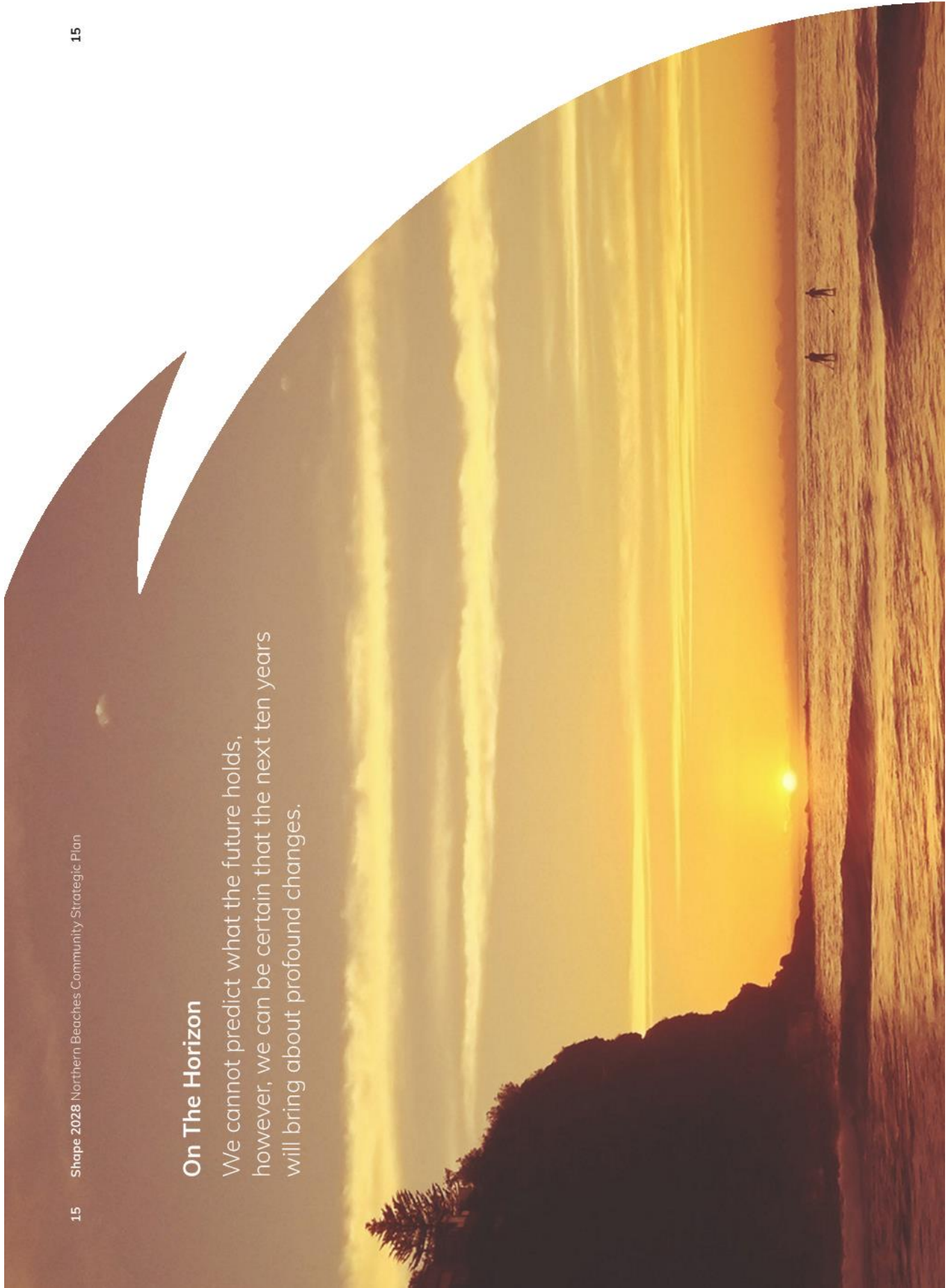
We have the resources, the know how and the passion to find a balance in terms of how we live, work and play.

<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>The Northern Beaches' extraordinary natural environment presents opportunities as well as challenges in planning for a more sustainable future.</p>	<p>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</p>	<p>Council is well placed to bring people, stakeholders and experts together to address challenges and opportunities holistically with a long-term view.</p>
<p>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.</p>		

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).

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 opportunities

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:
 - o Seniors (70+): Increase from 0.8% to 13.8% of the population
 - o Parents and homebuilders (35-49): proportionate decrease from 23.6% to 21.2%
 - o 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. There will be an increase

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.

<p>Protection of the Environment</p> <p>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.</p>	<p>Places for People</p> <p>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.</p>	<p>Vibrant Local Economy</p> <p>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.</p>	<p>Good Governance</p> <p>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.</p>
<p>Environmental Sustainability</p> <p>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.</p>	<p>Community and Belonging</p> <p>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.</p>	<p>Transport, Infrastructure and Connectivity</p> <p>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.</p>	<p>Partnerships and Participation</p> <p>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.</p>

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

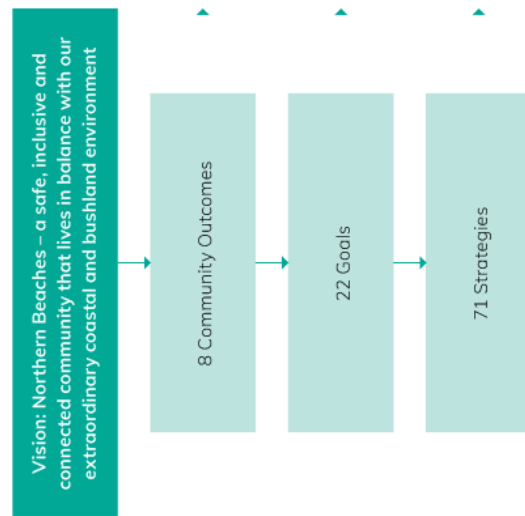
Planning in partnership

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

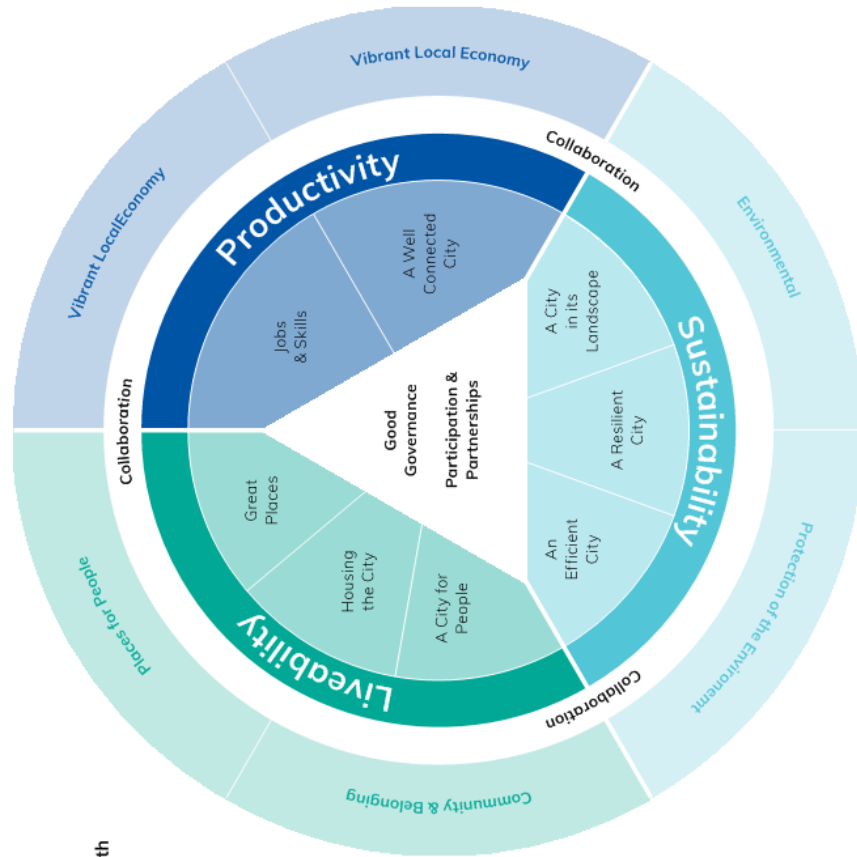


Figure 3: Alignment with North District Plan

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Our Future: Community Outcomes

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



Community Outcome: Protection of the Environment

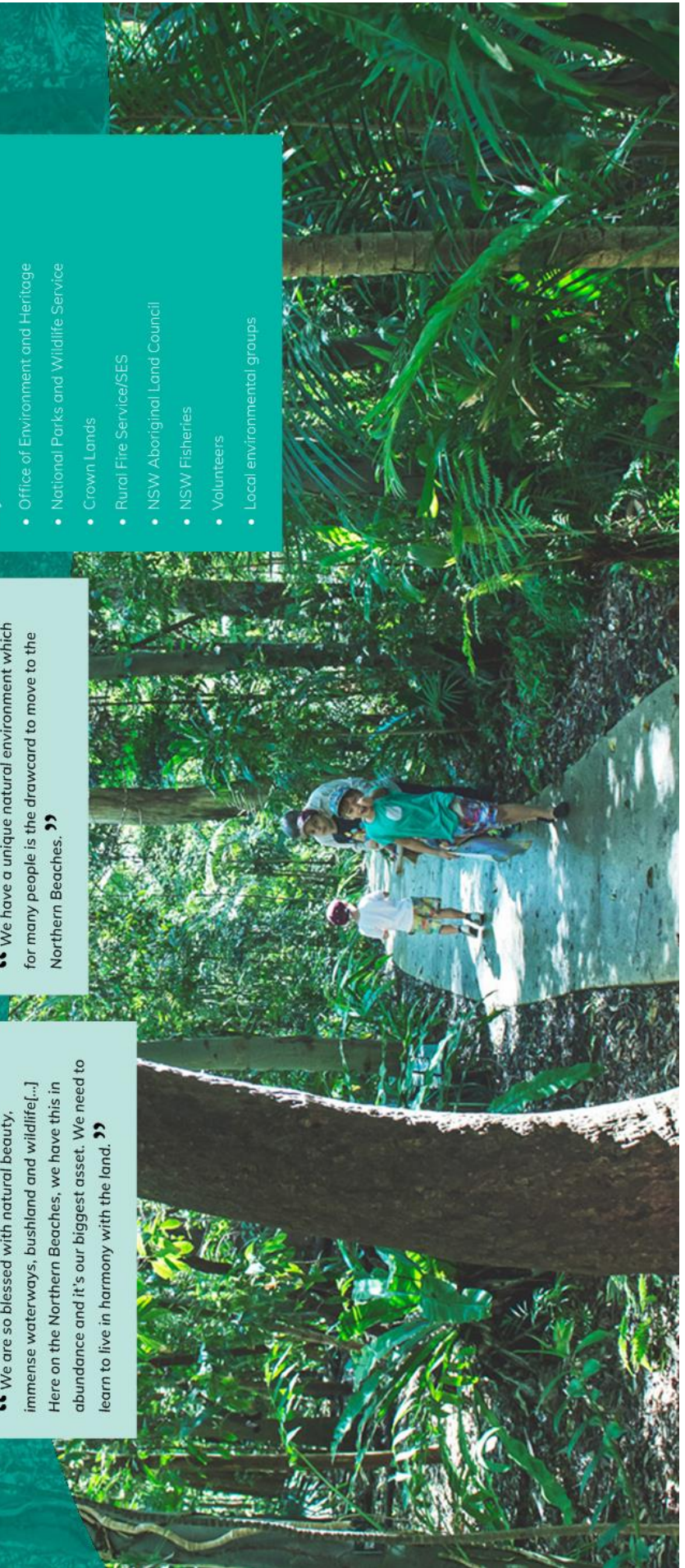
We aspire to protect the natural and built environment from the risks and impacts of global and local pressures

“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.

<p>Goal 1 Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations</p>	<p>Strategies</p> <ul style="list-style-type: none"> 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
<p>Goal 2 Our environment and community are resilient to natural hazards and climate change</p>	<p>Strategies</p> <ul style="list-style-type: none"> 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
<p>Goal 3 Our community is well-supported in protecting the environment</p>	<p>Strategies</p> <ul style="list-style-type: none"> a Encourage the community to protect the environment and minimise 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

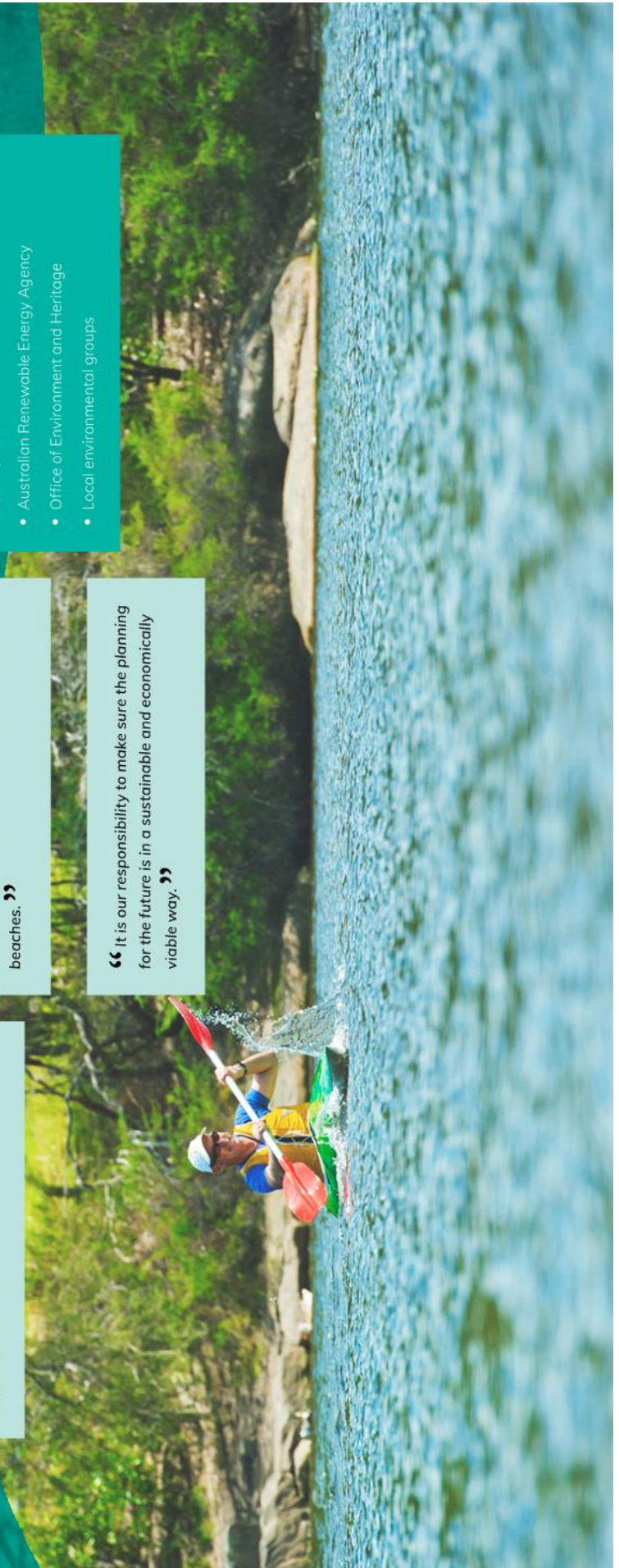
“ Make Northern Beaches a shining example of how to transition to a truly sustainable community. ”

“ [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.

<p>Goal 4 Our Council is recognised as a community leader in environmental sustainability</p>	<p>Strategies</p> <ul style="list-style-type: none"> 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
<p>Goal 5 Our built environment is developed in line with best practice sustainability principles</p>	<p>Strategies</p> <ul style="list-style-type: none"> 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
<p>Goal 6 Our community will continue to work towards sustainable use of resources</p>	<p>Strategies</p> <ul style="list-style-type: none"> 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



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.

<p>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</p> <p>Strategies</p> <ul style="list-style-type: none"> 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 	
<p>Goal 8 Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing</p> <p>Strategies</p> <ul style="list-style-type: none"> 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 	
<p>Goal 9 Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities</p> <p>Strategies</p> <ul style="list-style-type: none"> 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

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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.

- 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

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-empt 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:

<p>Goal 10 Our community is stimulated through a diverse range of cultural and creative activities and events</p> <p>Strategies</p> <ul style="list-style-type: none"> 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 	
<p>Goal 11 Our community feels safe and supported</p> <p>Strategies</p> <ul style="list-style-type: none"> 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 	
<p>Goal 12 Our community is friendly and supportive</p> <p>Strategies</p> <ul style="list-style-type: none"> 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

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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.

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.

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.

Goal 13

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

Strategies

- Ensure that employment lands are retained and cater for a diverse range of businesses and industry
- Improve access for businesses to information, incentive programs and enterprise support
- Facilitate innovative environments and hubs where start-up businesses, entrepreneurs and innovators are supported and connected
- 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

- Facilitate local education and vocational training opportunities
- Facilitate and promote flexible work options to reduce commuting (e.g. telecommuting)
- Attract knowledge-based industries to meet the skills and aspirations of residents and support a thriving business environment
- 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

- Promote Northern Beaches as an attractive place to establish a business
- Provide diversified job growth and create industry clusters in our villages, strategic and district centres
- Facilitate active and safe urban environments through increased economic activity, in keeping with local character
- 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

MANLY WHARF

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 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

- Advocate for improved transport options and networks
- Ensure transport planning is integrated with land use planning and takes account of emerging technologies
- Facilitate and promote safe transport options that reduce car-based commuter travel
- Maintain and enhance roads and road-related infrastructure

Goal 17

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

Strategies

- Improve public transport options and connectivity to better meet our community's travel needs
- Facilitate and promote safe cycling and walking networks as convenient transport options
- Improve parking options in centres, villages and places

Goal 18

Our community can easily connect and communicate through reliable communication technologies

Strategies

- Provide public spaces that are connected through communications and technologies
- 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



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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.

<p>Goal 19</p> <p>Our Council is transparent and trusted to make decisions that reflect the values of the community</p>	<p>Strategies</p> <p>a. Demonstrate a high standard of transparency and accountability through community involvement and strong, timely reporting practices</p> <p>b. Establish a strong corporate governance framework to ensure decisions and transactions are ethical, efficient, and fair</p> <p>c. Ensure the long-term financial sustainability of Council through strategic management of assets</p>
<p>Goal 20</p> <p>Our Council efficiently and effectively responds to, and delivers on, the evolving needs of the community</p>	<p>Strategies</p> <p>a. Facilitate simple and consistent customer interactions through innovative systems and processes</p> <p>b. Continuously improve services in response to identified community needs and satisfaction with Council</p>

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 into politicians.”

Key Partners

- Local community groups/precinct committees/ strategic reference groups / working committees
- International Association for Public Participation (IAP2)



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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.

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.

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

Goal 21

Our community is actively engaged in decision making processes

Strategies

- Establish a fair and representative engagement structure that enables a diverse community to engage in local neighbourhood matters
- Enable community members to participate in decision-making by providing a broad range of engagement opportunities
- Undertake innovative and adaptive community engagement
- 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

- Develop partnerships to deliver facilities and targeted services and programs to meet community needs
- Facilitate collaboration between community groups, businesses, government and non-government organisations on projects and programs
- 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.

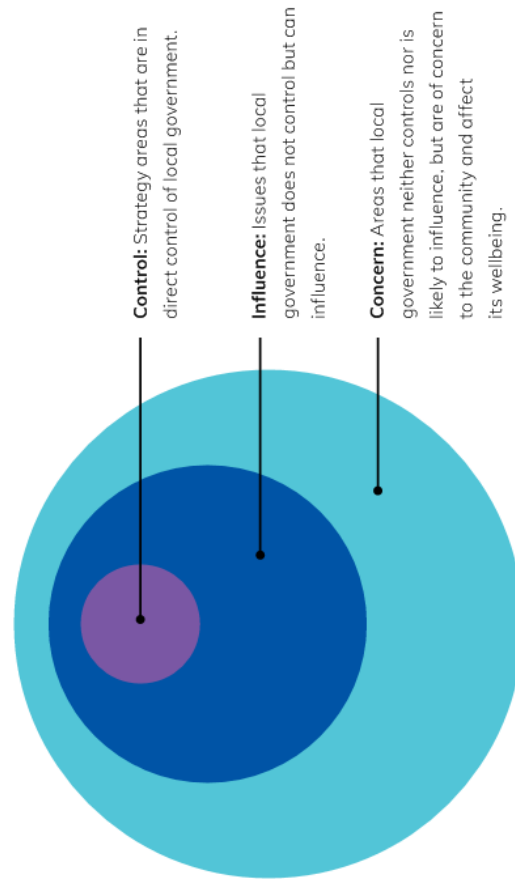


Tracking our progress

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.

Figure 4: Scope of Influence



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	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:	Control	Maintain / Increase
<ul style="list-style-type: none"> 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 		

Environmental Sustainability		
	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:	Control	Maintain / Increase
<ul style="list-style-type: none"> • Environmental education programs and facilities • Council operates in an environmentally friendly way • Domestic waste collection service • Household bulky items collections • Management of trees 		

Places for People		
	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:	Control	Maintain / Increase
<ul style="list-style-type: none"> • Managing development (landuse planning) • Cleaning of towns and villages • Sporting fields and amenities • Parks and recreation including playgrounds • Wharves and boat ramps 		

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Community and Belonging	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:	Influence	Increase
<ul style="list-style-type: none"> • 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 		
Satisfaction with services provided by Council:	Control	Maintain / Increase
<ul style="list-style-type: none"> • 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 		

Vibrant local economy	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:	Control	Maintain / Increase
<ul style="list-style-type: none"> Encouraging local industry and business Keeping town centres and villages vibrant 		

Transport, infrastructure and connectivity	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:	Control	Maintain / Increase
<ul style="list-style-type: none"> Condition of local roads Footpaths Bike paths Traffic management 		

Good governance	Scope	Target / Trend
Financial Sustainability of Council:	Control	Maintain
<ul style="list-style-type: none"> • 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% 		
Satisfaction with:	Control	Maintain / Increase
<ul style="list-style-type: none"> • Overall performance of Council as an organisation • Performance of staff in dealing with enquiries • Information on Council services 		

Partnership and Participation		Scope	Target / Trend
Delivery of key community projects with relevant government agencies:			Progress towards delivery
<ul style="list-style-type: none"> • Frenchs Forest Hospital precinct and roads upgrade 		Influence	
<ul style="list-style-type: none"> • Ingleside Land Release 		Influence	
<ul style="list-style-type: none"> • Beaches Link Tunnel 		Concern	
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Council lobbying on behalf of the community; 			
<ul style="list-style-type: none"> • Consultation with the community by Council 			



Community Engagement Report

Submission Analysis – Community Strategic Plan
Stage 3 engagement - 17 July to 12 November 2017

30 January 2018

‘SUBMISSIONS ANALYSIS – COMMUNITY STRATEGIC PLAN (CSP)’

Total submissions: 31

13 email submissions (of which 3 were identical)
18 online forms via Your Say page

The overall findings from the analysis of CSP submissions were:

1. All of the submissions except three appeared to accept the **overall structure/logic and general content** of the draft CSP; 28 of the 31 submissions did not request any changes to the structure and content of the draft CSP and many provided positive comment about the quality of the document. Three identical submissions (from CABPRA, Pittwater Forever and Newport Residents Association) requested that the current content be restructured or expanded to include an additional section exclusively dedicated to ‘Pittwater’.¹ This suggestion is not supported as the CSP must refer to the whole Northern Beaches Local Government Area.
2. There was one (only) specific suggestion to change the **wording of the vision** statement (to include a reference to ‘bicycle friendly community’). The suggested wording is not supported as it would make the statement too narrow; the vision must include the whole of the Northern Beaches community.
3. Two people commented positively on the **engagement process**. There were no negative comments about the community engagement process.
4. Ten submissions from key stakeholders were received, all which express general support and **collaboration** (with five of these submissions commending Council on the document).²
5. The vast majority of comments in the submissions related to a **concern about the current state** (e.g. need to look after the environment) and/or need for assurance that Council will take action and implement the goals and strategies.
 - The most prevalent theme raised in the submissions was a concern about the impact of development on the environment. There was a strong desire to find a better balance between population growth, housing, environmental protection and transport/economic development. Other themes raised in the submissions included:
 - Improve public transport/reduce congestion
 - Emphasise safety (especially in Manly and during night time)
 - Promotion of night time economy
 - Protection of the village feel and identity of Pittwater
 - Encourage/discourage cycling (divided opinions)
 - Expand opportunities for dog exercise areas throughout the LGA
 - Air pollution and banning of woodfire heating
 - Promotion of tourism and local cottage economy (e.g. accommodation, establish a surfing museum)

¹ The submissions did not specify in which sense ‘Pittwater’ was to be referenced (e.g. geographically in relation to the water body ‘Pittwater’; as a past local government area; or as a current Ward).

² With the exception of one submission from Football NSW, these stakeholders were all NSW Government agencies and include: Environment Protection Authority (EPA); Rural Fire Service (NSW RFS); Audit Office NSW; NSW Health; Transport for NSW (TfNSW); Office of Environment and Heritage (OEH); Greater Sydney Commission (GSC); Northern Sydney Local Health District; and NSW Department of Family and Community Services – Land and Housing Corporation.

Table 1 Submissions analysis

CSP area	Issues/theme	Suggested change to CSP	Change supported?	Response
Vision (p6)	<p>One submission raised concern that the vision statement was too generic and not aspirational enough.</p> <p>A submission from the Greater Sydney Commission stated that: "[...] I commend the Council for the vision reflected in the draft Community Strategic Plan".</p> <p>There were some comments relating to the current state (e.g. positive as well as negative comments regarding cycling, air pollution, and safety).</p>	One suggestion to replace 'community' with 'bicycle friendly community'	No	<p>The suggested change is not supported as the existing wording demonstrably resonates with the Northern Beaches community generally and 'bicycle friendly community' would be too narrow.</p> <p>It is appreciated that for the vision statement to be effective, it needs to be integrated in everything we do.</p> <p>Council will refer to the community's vision in its planning and will be reporting back on progress in line with IP&R reporting schedules.</p>
Transport and Infrastructure (p11)	One submission suggested that the commencement of the B-Line service should be acknowledged	<p>That the following be added after the fourth paragraph:</p> <p>We are seeing a reduction in travel times to Sydney CBD along Pittwater Road following the introduction of the B-line.</p>	Yes	
Our economy (p11)	Internal review (not a submission) identified the need to update the job containment rates with 2016 Census figures and provide clarification regarding data sources.	<p>Update statistics on workforce - workforce is highly professions 28.6%, 18.6% work as a managerial level and 32.3% have a Bachelor or higher degree</p> <p>Delete third paragraph in the 'Our economy section' and</p>	Yes	

CSP area	Issues/theme	Suggested change to CSP	Change supported?	Response
		replace with: Northern Beaches also has a healthy job containment rate with 52.1% of residents working in the area.		
Planning in partnership (p17)	One submission from a key stakeholder (Office of Environment and Heritage) provided clarification regarding partnership opportunities.	Under NSW Government partnership the 4 th bullet point be amended to read: 'Environmental and biodiversity protection (e.g. EPA, OEH)	Yes	The suggested change is in accordance with the content of the draft CSP and is reflective of both community and stakeholder interests.
New Section following 'Planning in partnership'	Submissions from two key stakeholder (Greater Sydney Commission and Transport for NSW) suggesting the CSP show alignment with the Greater Sydney Region Plan and the revised Northern District Plan	The following text and a diagram be added showing the relationship with the Northern District Plan: 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: <ul style="list-style-type: none"> Four key themes – infrastructure and collaboration, livability, 	Yes	

CSP area	Issues/theme	Suggested change to CSP	Change supported?	Response
		<p>productivity and sustainability</p> <ul style="list-style-type: none"> Ten Directions – to guide delivery of the theme in a balanced way <p>Northern Beaches is part of the Greater Sydney Commission's, Draft <i>North District Plan</i> of Sydney. The diagram shows how the CSP outcomes align with the direction in the Draft North District Plan</p>		
Protection of the Environment (p21)	<p>This was an area that came out strongly across all submissions (and all themes).</p> <p>Themes raised in this section included need for better compliance and monitoring; air pollution; better control of cats and feral animals; better planning for boundaries between bushland and new development.</p>	Include air pollution and ban wood fire heating	Yes, partially	<p>Recommended change to Strategy 3a: "Encourage the community to protect the environment <i>and minimise pollution</i>".</p> <p>This rewording would be broad enough to cover all types of pollution and littering, including air pollution. A ban on wood fire heating would be too prescriptive for the purposes of the CSP.</p>
Environmental Sustainability (p23)	<p>(a) Ensure all key partners are identified.</p> <p>(b) Support for the aspiration of Council to be on the forefront of sustainability – to show leadership in this area. Also suggestion that</p>	<p>(a) Add Office of Environment and Heritage as Key Partner</p>	(a) Yes	<p>(a) The suggested change clarifies Council's partnership opportunities.</p> <p>(b) Concerns regarding climate change and sustainability noted and will also be considered when drafting the Delivery Program. No change to wording of goals</p>

CSP area	Issues/theme	Suggested change to CSP	Change supported?	Response
	travel demand management and travel behaviour change initiatives be weaved into the goals			and strategies.
Places for People (p25)	(a) Clarifications to Key Partners section (b) Include a specific strategy regarding health and wellbeing (c) Themes raised in this section included affordable housing ; dogs on beaches; netball facilities in the northern part of the LGA; work with stakeholders to include safety, cleanliness and attractiveness of our places; and encourage night time economy.	(a) Make the following changes to Key Partners section: 'Social housing providers and managers (e.g. Bridge Housing Ltd)' 'Family and Community Services (FACs)' instead of NSW Housing	(a) Yes	(a) Change wording as suggested (b) Health and wellbeing is Include as a strategy under Goal 8 (b) (c) Concerns and issues raised are noted and will be considered as part of Council operations. It will also be considered when drafting the Delivery Program. No change to wording as a result of themes raised. These are covered in the existing goals and strategies.
Community and Belonging (p27)	(a) Clarifications to Key Partners section (b) Key issues raised in this section included: safety; concern that too many resources are being spent on arts; disappointment with the timing of Mona Vale Market; improvement of public transport east/west; streamline DA process for community events and encourage community events.	(a) Include Northern Sydney Local Health District as a Key Partner	(a) Yes	(a) Incorporate change. (b) No change to wording. The issues raised are covered in the existing goals and strategies.
Vibrant Local	(a) NSW Health offered a correction to the Key Partners section and	(a) Correct 'Department of Health' to 'NSW Health'	(a) Yes	(a) Incorporate change.

CSP area	Issues/theme	Suggested change to CSP	Change supported?	Response
Economy (p29)	<p>Transport for NSW suggested they be included as a key partner</p> <p>(b) A suggestion was made that Council should focus on developing and supporting small cottage industries and support local retail, tourism and night time economy.</p> <p>(c) Two submissions suggested the establishment of a local surfing museum as part of a need to cater for all weather experiences locally (e.g. in regards to tourism and town centre vibrancy).</p> <p>(d) Internal review (not a submission) identified the similarity between the wording of goals 14 and 15 in the draft CSP. The wording of goal 15 needed to be strengthened to better reflect the strategies</p>	<p>and add 'Transport for NSW'</p> <p>(d) Amend Goal 15 to read: Our centres attract a diverse range of businesses, providing opportunities for work, education, leisure and socialising</p>	<p>(d) Yes</p>	<p>(b) and (c). No change to wording as result of issues raised. These suggestions are covered by the general goals and strategies</p> <p>(d) Incorporate change.</p>
Transport, Infrastructure and Connectivity (p31)	<p>(a) Transport for NSW (TfNSW) suggested that the fourth paragraph be reworded to more positively highlight that Council and the NSW Government need to work together to tackle this problem</p> <p>(b) Internal review (not a submission) identified the need to update the job containment rates with 2016 Census figures and provide</p>	<p>(a) That the fourth paragraph be reworded to read: Council and the NSW Government will need to work together to address the transport challenges on the Northern Beaches</p> <p>(b) Update the statistics on the percentage of residents who work</p>	<p>(a) Yes</p> <p>(b) Yes</p>	<p>(a) Incorporate change.</p> <p>(b) Incorporate change.</p> <p>(c) Specific strategies by TfNSW for improving connectivity on the Northern Beaches will be considered in the development of the Transport Strategy</p> <p>(d) Concerns regarding transport and infrastructure will be considered when drafting the Delivery Program as well as in</p>

CSP area	Issues/theme	Suggested change to CSP	Change supported?	Response
	<p>clarification regarding data sources.</p> <p>(c) Transport for NSW (TfNSW) provided a range of suggested changes to strategies. This included promoting demand management and travel change behaviour; requiring travel plans as part of DAs; commitment to provision of accessible bus stops and footpaths for persons with a disability and the aged; using land use policies to make centres less car dependent; and adopting a flexible approach to parking spaces at centres so they can be used for other purposes as public transport improves.</p> <p>(d) Key issues raised in the other submissions included: Extend operating hours of Manly ferry; reduce development (hereby reducing need for upgrading infrastructure); need for more cycleways; east/west public transport.</p>	outside the area – 43.4%		drafting a Transport Strategy for Northern Beaches. No change to wording as a result of the general submissions.
Good Governance (p33)	<p>(a) One submission noted that it is important for community trust and involvement that any reporting provide adequate time for reviewing and commenting.</p> <p>(b) One submission commented that while it was appreciated that</p>	Change Strategy 19(a) to include the word 'timely'.	(a) Yes	<p>(a) Amend Strategy 19(a) to read: "Demonstrate a high standard of transparency and accountability through community involvement and strong, <i>timely</i> reporting practices.</p> <p>(b) Ensure that adequate consideration is given to all types of disability (not just related to</p>

CSP area	Issues/theme	Suggested change to CSP	Change supported?	Response
	Council provides opportunities to attend engagement activities, is it literally difficult to be heard if you have a hearing disability (e.g. to properly participate).			mobility) in all Council events and engagement activities. No change to wording as a result of the submission.
Participation and Partnerships (p35)	<p>One submission called for better internal quality of reporting and briefings: <i>"Frequently, the quality of reports to full council and briefings to councillors is poor and this should be reviewed and assessed at the minimum on an annual basis. Councillors cannot make sound decisions on poor quality briefings"</i></p> <p>Another submission noted: <i>"I applaud the efforts of the new council to include people and get feedback from the community in general"</i>.</p>		No	Consider these comments in Council's internal quality assurance process.
Tracking our Progress (p38)	Submission made a range of suggestions on how progress could be measured – see table 2 below	<ul style="list-style-type: none"> Strengthened by adding measure that will be used to assess progress 	Partially	Some of the measures suggested are proposed to be incorporated framework for Tracking Program of the CSP.
Other	Three identical submissions noted concern that <i>'Pittwater and all it stands for has been excised from this document in favour of an overly generic NBC approach. All but the most trivial references to Pittwater, eg Pittwater Road, have been expunged.'</i>	That a separate section exclusively for Pittwater be included in the final CSP.	No	<p>The CSP is a forward-looking, whole of Council, high level (generic) long term document for the whole of the Northern Beaches and therefore cannot create a separate planning section for 'Pittwater'.</p> <p>It should also be noted that the draft CSP does make explicit mention of Pittwater in a historic sense (by recognising Pittwater LGA prior to the merger); geographically (by acknowledging Pittwater in the description of Northern Beaches</p>

CSP area	Issues/theme	Suggested change to CSP	Change supported?	Response
				today); and strategically (by acknowledging the importance of protecting the Pittwater waterway). In general terms, the draft CSP also acknowledges the need to protect the local character and identity of all our communities.

Table 2 Tracking our Progress – Measures Suggested in Submissions

<ul style="list-style-type: none"> • Air quality • Quality of reports to Council • Opens space • Bicycle counts • Resident satisfaction • Safety – perceptions as well as crime statistics • Parking • Construction and repair of footpaths • Number of cars on the road • Development of alternative transport options • How public spaces are used, and by how many • New initiatives that are followed through • Transparency of council processes • Involvement of people in the community in planning • Number of traffic signals in the Council (goal is to reduce the number). • Number of traffic signals on Pittwater Road (goal is to reduce). • Number of boats removed from parking on residential streets, due to violation of NSW law • Number of boats removed from Narrabeen Lagoon (not just tagged, removed) for non-use • Number of tonnes of rubbish removed from beaches and parks (create an annual quota) • Number of new street parking restrictions to remove abandoned trailers (defined as unused for a month). • Miles of residential power lines undergrounded, for health and safety reasons • Number of employees on the payroll of Northern Beaches Council (per 100,000 population) • Total council fees per 100,000 population • Continually improve environmental standards and compliance in new and existing developments • Develop urban design controls that support the health and wellbeing of our community, particularly seniors and people with a disability • No. repairs to footpaths, ramps, lighting and paces for seniors/ disabled • No. patients presenting to health facilities from injury from council facilities, and remediation done in response 	<ul style="list-style-type: none"> • No. DAs for aged care and over 55 facilities that consider residents who need to co-locate adult disabled children. • Links between health strategies of Council and NHBS eg. Better Value Care • Engagement in artwork competitions for redevelopment of Brookvale Community Health Centre • Evaluate engagement with District's Health Promotion Services re youth health and alcohol control • Use of Council's website for health and support information • Consider opportunity for communications formats for CALD/ marginalised groups - in press, Facebook and other comms e.g. disabled, blind, Tibetan Facebook • Usage of community transport for social inclusion of vulnerable group • Promote links between Council and District volunteers, and District Health Promotion Services • Council links to current and future health services • Increase in Social housing supply (currently <2%) and affordable housing supply in LGA • Environmental planning outcomes • Sustainable housing stock • Nature-friendly urban design • Integrated water management • Reducing flood and coastal hazards • Biodiversity data on ecosystems and threatened species • Climate change adaptation • Uptake of clean/ efficient energy • GHG emissions • Growth in no. registered players (10% in 4 years) • Growth in female membership and shortfall of change rooms/ amenities • Shortfall in sportsgrounds • Level of weekly physical activity needed for health • Use of school sportsfields
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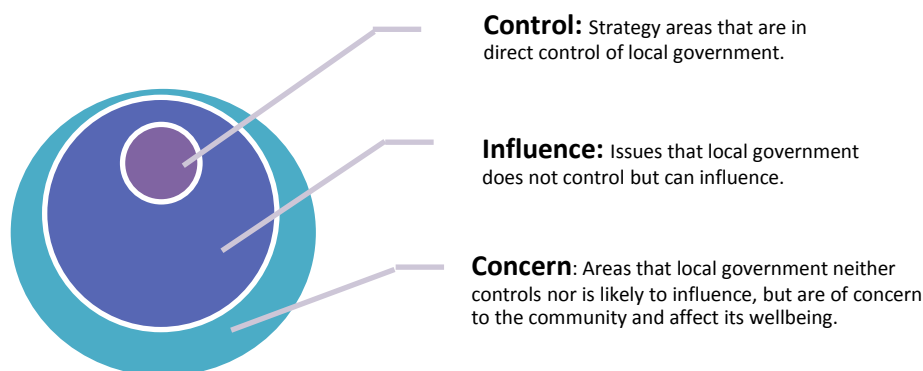
Tracking our progress

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 mid 2020 via an End of Term report.

Measures

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.

Figure 1: Scope of Influence



Measures are grouped 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	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
<ul style="list-style-type: none"> • Satisfaction with services provided by Council: <ul style="list-style-type: none"> ○ 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	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: <ul style="list-style-type: none"> ○ 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	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: <ul style="list-style-type: none"> ○ Managing development (land use 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	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: <ul style="list-style-type: none"> ○ 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	Maintain/ improve
• Satisfaction with services provided by Council: <ul style="list-style-type: none"> ○ 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/ improve

Vibrant local economy	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: <ul style="list-style-type: none"> ○ Encouraging local industry and business ○ Keeping town centres and villages vibrant 	Control	Maintain/ increase

Transport, infrastructure and connectivity	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: <ul style="list-style-type: none"> ○ Condition of local roads ○ Footpaths ○ Bike paths ○ Traffic management 	Control	Maintain/ increase

Good governance	Scope	Target/trend
Financial Sustainability of Council: <ul style="list-style-type: none"> • 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 • Infrastructure renewal ratio >100% 	Control	Maintain
• Satisfaction with: <ul style="list-style-type: none"> ○ Overall performance of Council as an organisation ○ Performance of staff in dealing with enquiries ○ Information on Council services 	Control	Maintain/ increase

Participation and partnerships	Scope	Target/trend
<ul style="list-style-type: none"> • Delivery of key community projects with relevant government agencies: <ul style="list-style-type: none"> ○ Frenchs Forest Hospital precinct and roads upgrade ○ Ingleside Land Release ○ Beaches Link Tunnel ○ Projects funded from the Stronger Communities Fund 	Influence	Progress towards delivery
<ul style="list-style-type: none"> • Volunteering - I make a contribution to the community I live in 	Influence	Maintain/increase
<ul style="list-style-type: none"> • Satisfaction with: <ul style="list-style-type: none"> ○ Council lobbying on behalf of the community; ○ Consultation with the community by Council 	Control	Maintain / increase