Community and Stakeholder Engagement Report

Northern Beaches 2040: Community Strategic Plan (CSP) Review

Stage 1   Public consultation period: 16 October to 17 November 2024

Focus groups: 2 to 11 December 2024

Contents

1. Summary

This report outlines the outcomes of community and stakeholder engagement for the Northern Beaches 2040: Community Strategic Plan (CSP) Review.

We received 195 online responses with 12 additional responses received via email. One of the responses via email was a duplicate of a submission made online.

The project team spoke to around 60 people at a youth-focused TAFE information session and attended a Youth Advisory Group meeting. Five focus groups were also conducted, comprising 39 people in total across different age demographics.

The feedback collected during the consultation period indicated a high level of support for the vision, outcomes, goals and strategies. 78% of respondents indicated that the vision was either extremely reflective (13%), very reflective (38%) or moderately reflective (27%) of what they want the Northern Beaches to look like in 2040. There was no consensus on any further changes to the vision.

Respondents who were less supportive of the CSP felt that the goals needed to be more specific and measurable and that more detail was required underneath each goal. The CSP has been updated to reflect measures at the goal level and to reference Council's key strategic documents for each outcome area that includes the detailed actions that Council will take. The high-level nature of the goals reflects the community's diverse perspectives of how each goal should be achieved. Individual updates have been made to the goals as part of this review where community engagement has demonstrated shared consensus for a specific change, see Appendix 1. Changes have also been made to the measures.
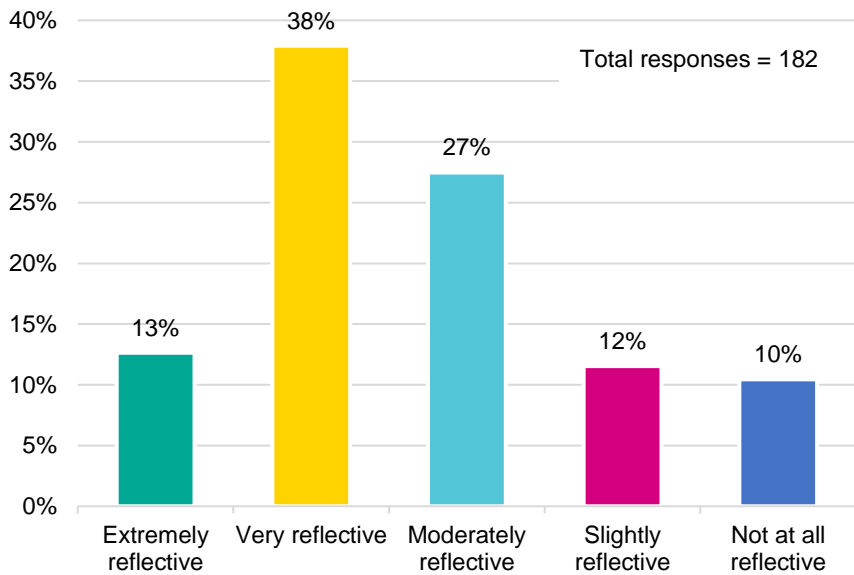
There was also extensive feedback requesting an increased focus on transport. This was further supported by the responses related to the 'Transport, technology and connectivity' outcome area where issues surrounding public transport, sustainable transport options, e-bike safety, bike paths, advocacy and partnership with the NSW Government, and electric vehicle infrastructure were common themes. This outcome area has been updated to focus solely on transport, increasing the number of transport-focused goals from 2 goals to 3 goals.

It was evident that many respondents perceived Council to be primarily responsible for achieving the aspirations set out in the document. While Council is the custodian of the document, there is a shared responsibility across all levels of Government, business, community organisations and individuals in achieving the aspirations set out in the CSP. To better reflect this, the Partnerships and Participation outcome area has been collapsed, and key stakeholders have been better highlighted across each of the outcome areas. A new section titled 'What you can do' has also been added to emphasise the shared responsibility and encourage greater community ownership. The goal and strategies related to Participation has been shifted to the Good Governance outcome area.

Community engagement reflected widening differences in perspectives across age demographics on how the goals should be achieved. Younger people are increasingly reporting that they don't see a future for themselves on the Northern Beaches. The narrative has been strengthened to reflect this feedback and additional trend data has been included in the CSP to reflect not only a snapshot of our current demographics, but also how the area's demographics have been changing over time and projections into the future.

The key themes and Council's responses are detailed in Table 1. The verbatim comments via Your Say and YAG engagement shown in Appendix 2.

1.1. Key outcomes

Total unique responses	207

How responses were received	Comment form Written responses (email/letter)	Completions: 195 Number received: 12

Online sentiment question: The Northern Beaches **Community vision** reflects what I want the Northern Beaches to be like in 2040[1]	Total responses = 182 Extremely reflective: 13% Very reflective: 38% Moderately reflective: 27% Slightly reflective: 12% Not at all reflective: 10%

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[1] Percentage may not add up to exactly 100% due to rounding

Environment Outcomes

  ●●● Online sentiment question: The goals for the **protection of the environment** outcome reflect what I want the Northern Beaches to be like in 2040[2]	**Total responses = 182** Extremely reflective: 23% Very reflective: 38% Moderately reflective: 21% Slightly reflective: 11% Not at all reflective: 7%
  ●●● Online sentiment question: The goals for the **environmental sustainability** outcome reflect what I want the Northern Beaches to be like in 2040[3]	**Total responses = 183** Extremely reflective: 20% Very reflective: 32% Moderately reflective: 25% Slightly reflective: 13% Not at all reflective: 11%

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[2] Percentage may not add up to exactly 100% due to rounding
[3] Percentage may not add up to exactly 100% due to rounding

Social Outcomes

Online sentiment question:

The goals for the **community and belonging** outcome reflect what I want the Northern Beaches to be like in 2040[4]

Chart: Total responses = 183
- Extremely reflective: 16%
- Very reflective: 33%
- Moderately reflective: 30%
- Slightly reflective: 11%
- Not at all reflective: 9%

Online sentiment question:

The goals for the **housing, places and spaces** outcome reflect what I want the Northern Beaches to be like in 2040[5]

Chart: Total responses = 183
- Extremely reflective: 16%
- Very reflective: 34%
- Moderately reflective: 20%
- Slightly reflective: 15%
- Not at all reflective: 15%

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[4] Percentage may not add up to exactly 100% due to rounding
[5] Percentage may not add up to exactly 100% due to rounding

Economic Outcomes

Online sentiment question:

The goals for the **vibrant local economy** outcome reflect what I want the Northern Beaches to be like in 2040[6]

Total responses = 183

- Extremely reflective: 10%
- Very reflective: 37%
- Moderately reflective: 32%
- Slightly reflective: 16%
- Not at all reflective: 5%

Online sentiment question:

The goals for the **transport, technology and connectivity** outcome reflect what I want the Northern Beaches to be like in 2040[7]

Total responses = 185

- Extremely reflective: 12%
- Very reflective: 35%
- Moderately reflective: 27%
- Slightly reflective: 16%
- Not at all reflective: 10%

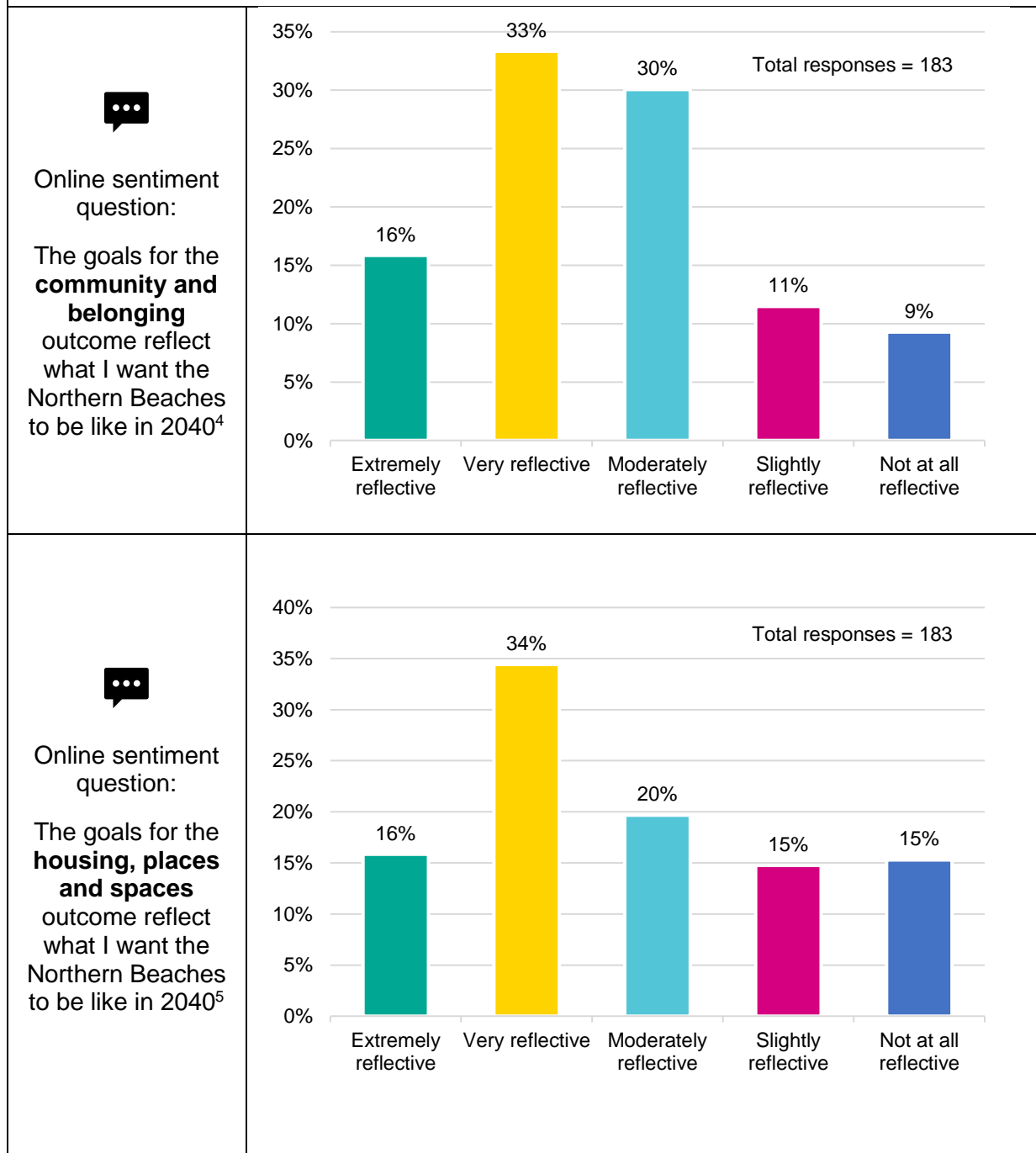[6] Percentage may not add up to exactly 100% due to rounding

[7] Percentage may not add up to exactly 100% due to rounding

Civic Outcomes

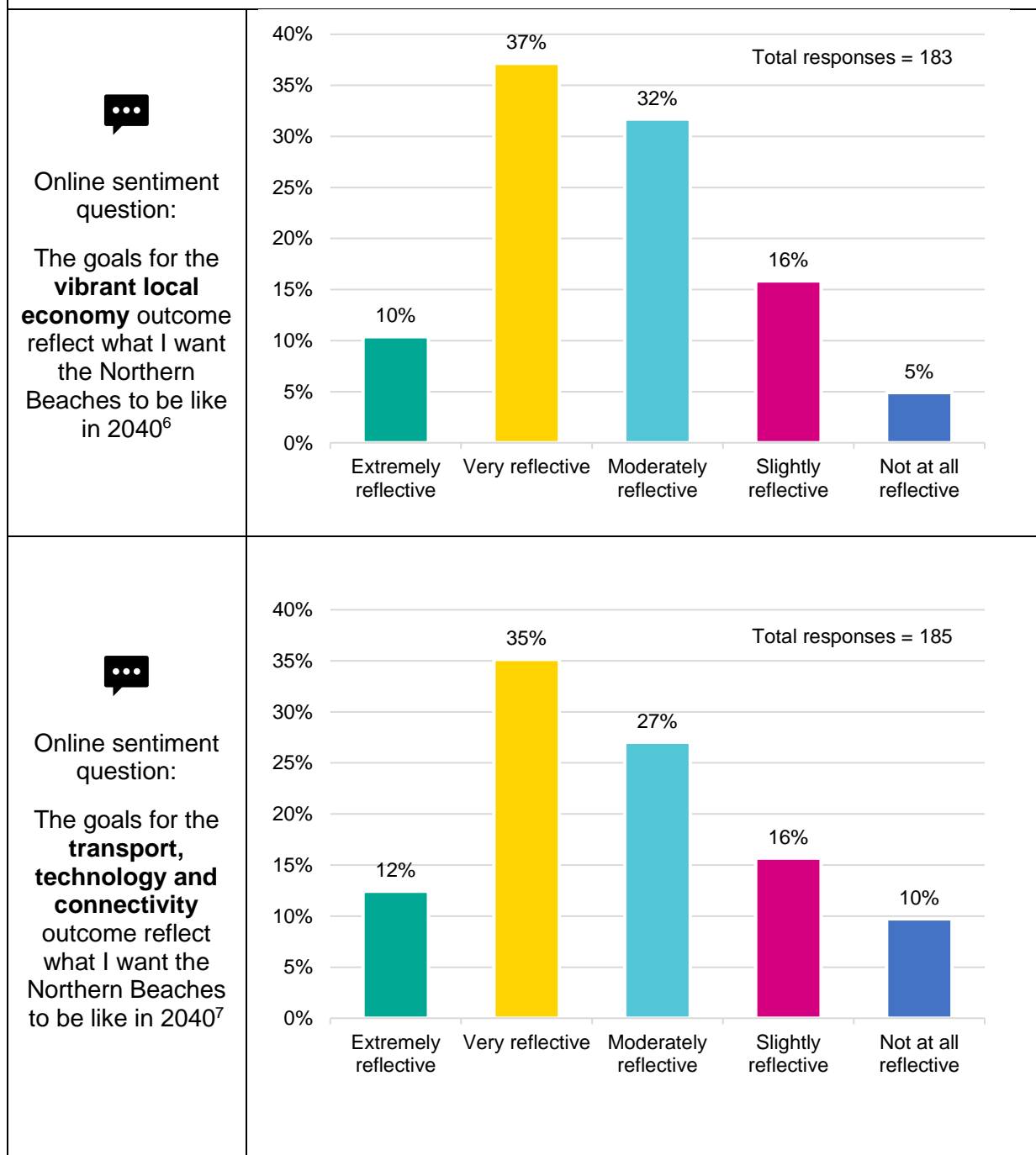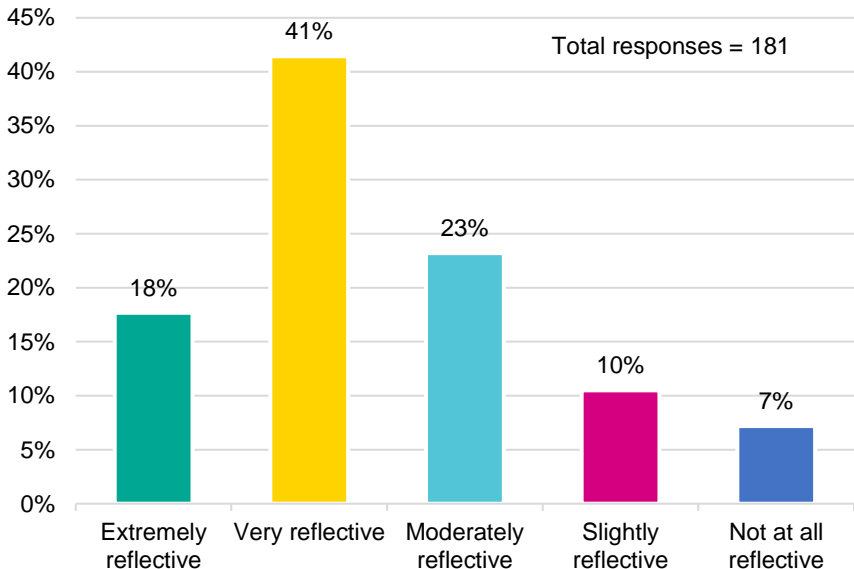|	
💬 Online sentiment question: The goals for the **good governance** outcome reflect what I want the Northern Beaches to be like in 2040[8]	**Total responses = 181** Extremely reflective: 18% Very reflective: 41% Moderately reflective: 23% Slightly reflective: 10% Not at all reflective: 7%
💬 Online sentiment question: The goals for the **partnerships and participation** outcome reflect what I want the Northern Beaches to be like in 2040[9]	**Total responses = 184** Extremely reflective: 19% Very reflective: 33% Moderately reflective: 28% Slightly reflective: 13% Not at all reflective: 8%

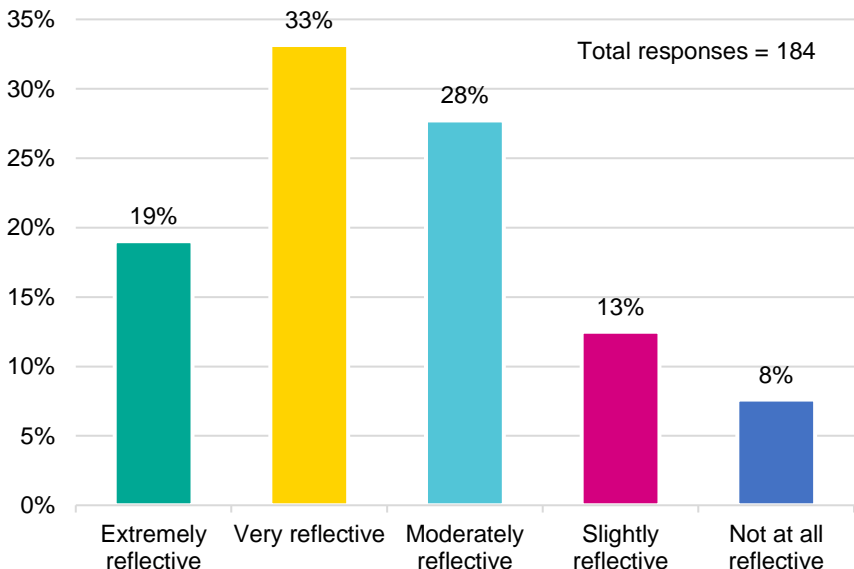|		
💬💬 Feedback themes from Your Say	• CSP overall (91) • Vision (54) • Protection of the environment (221) • Environmental sustainability (167) • Community and belonging (59)	• Housing, places and spaces (184) • Vibrant local economy (81) • Transport, technology and connectivity (146) • Good governance (42) • Partnerships and participation (24)

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[8] Percentage may not add up to exactly 100% due to rounding
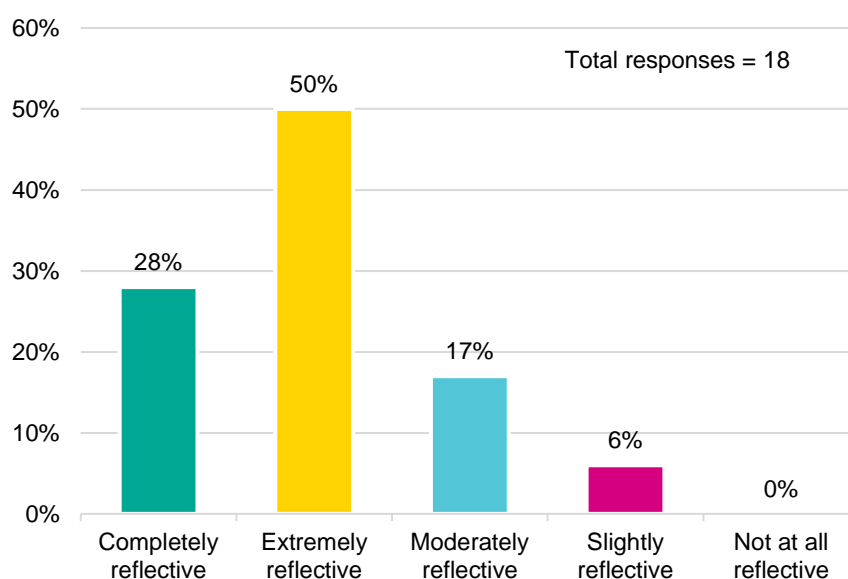[9] Percentage may not add up to exactly 100% due to rounding

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Youth Advisory Group
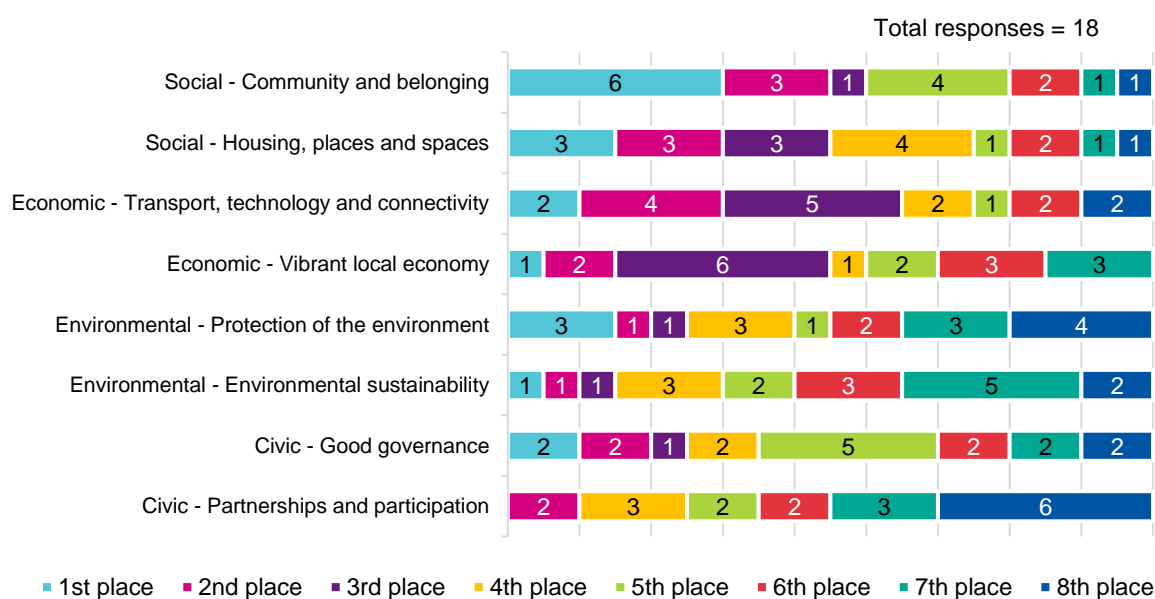
... YAG Survey Questions	The following questions were asked at the YAG meeting:

To what extent does the **Northern Beaches Community vision** reflect what you want the Northern Beaches to be like in 2040?[10]

Total responses = 18

Category	Percentage
Completely reflective	28%
Extremely reflective	50%
Moderately reflective	17%
Slightly reflective	6%
Not at all reflective	0%

Which **outcomes of the CSP** are most relevant to you for 2040?

Total responses = 18

Outcome	1st place	2nd place	3rd place	4th place	5th place	6th place	7th place	8th place
Social - Community and belonging	6	3	1		4	2	1	1
Social - Housing, places and spaces	3	3	3	4		1	2	1 1
Economic - Transport, technology and connectivity	2	4	5		2	1	2	2
Economic - Vibrant local economy	1	2	6		1	2	3	3
Environmental - Protection of the environment	3	1	1	3	1	2	3	4
Environmental - Environmental sustainability	1	1	1	3	2	3	5	2
Civic - Good governance	2	2	1	2	5	2	2	2
Civic - Partnerships and participation		2		3	2	2	3	6

- 1st place
- 2nd place
- 3rd place
- 4th place
- 5th place
- 6th place
- 7th place
- 8th place

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[10] Percentage may not add up to exactly 100% due to rounding

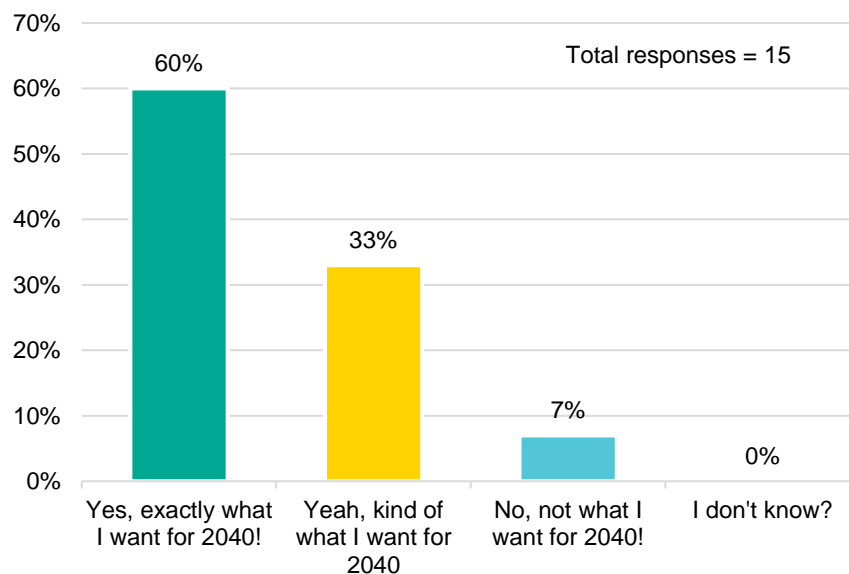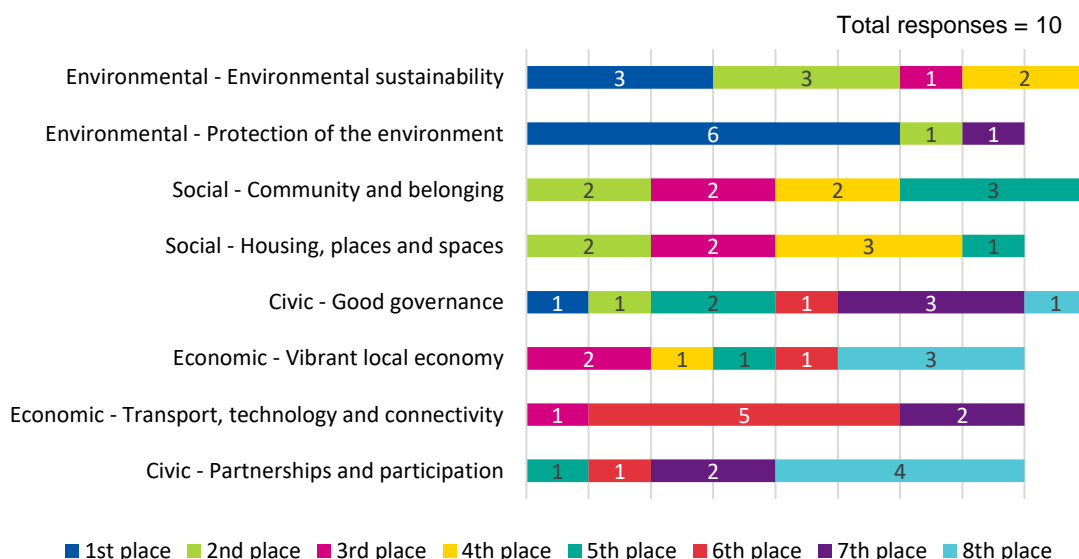| Northern Beaches TAFE	
... TAFE Survey Questions	The following questions were asked at the Northern Beaches TAFE Wellness Festival:

Does the **Northern Beaches Community vision** reflect the Northern Beaches YOU want to live in in 2040?[11]

Total responses = 15

Response	Percentage
Yes, exactly what I want for 2040!	60%
Yeah, kind of what I want for 2040	33%
No, not what I want for 2040!	7%
I don't know?	0%

Which **outcomes of the CSP** are most relevant to you for 2040?

Total responses = 10

Outcome	1st place	2nd place	3rd place	4th place	5th place	6th place	7th place	8th place
Environmental - Environmental sustainability	3	3	1	2				
Environmental - Protection of the environment	6	1					1	
Social - Community and belonging		2	2	2	3			
Social - Housing, places and spaces		2	2	3	1			
Civic - Good governance	1	1			2	1	3	1
Economic - Vibrant local economy			2	1	1	1		3
Economic - Transport, technology and connectivity			1			5	2	
Civic - Partnerships and participation			1			1	2	4

■ 1st place ■ 2nd place ■ 3rd place ■ 4th place ■ 5th place ■ 6th place ■ 7th place ■ 8th place

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[11] Percentage may not add up to exactly 100% due to rounding

1.2. How we engaged

Have Your Say: visitation stats	Visitors: 2,638	Visits: 3,571	Average time onsite: 5 minutes 38 seconds
Print media and collateral	Postcards		Number printed: 500
Electronic direct mail (EDM)	Community Engagement (fortnightly) newsletter: 2 editions		Distribution: 21,800 subscribers
	Council (weekly) e-News: 3 editions		Distribution: 58,200 subscribers
	The Wave Disability newsletter (monthly):		Distribution: 1,377
	KALOF newsletter (monthly):		Distribution: 1,735
	NBYI newsletter (monthly):		Distribution: 259
	Manly Main Street (monthly):		Distribution: 544
	Beaches Biz News (monthly):		Distribution: 7,882
	Cooee Newsletter (monthly):		Distribution: 1,694
Key stakeholder engagement	Better Together Forum		Engaged: 60
	Youth Advisory Group (YAG)		Engaged: 18
	We Belong (Cultural Leaders) Forum		Engaged: 14
	TAFE Northern Beaches Wellness Festival		Engaged: 57
	Resident Association meeting, 5 Nov 2024:		Engaged: 8
	• Manly Community Forum • Clontarf Community Forum • North Harbour Community Group • Balgowlah Residents Group • Friends of Manly		
Focus Groups	5 Focus groups were held. The groups comprised a mix of genders. Age spread as follows: • 50+ years (two groups) • 25-49 years (two groups) • 18-24 years (one group)		Engaged: 39

1.3. Who responded to Your Say[12]

Gender	48% Female / 47% Male / 4% Prefer not to say / 2% Not answered. n = 195
Age groups	3% 80+ / 48% 60-79 / 41% 40-59 / 4% 30-39 / 2% 20-29 / 1% <19 / 2% Not answered. n = 195
Relationship to the area[13]	I often visit the Northern Beaches: 11; I own a business in the Northern Beaches: 35; I am a rate payer in the Northern Beaches: 137; I rent on the Northern Beaches: 5; I live in the Northern Beaches: 166; I work in the Northern Beaches: 58

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[12] Demographic data was gathered by request in the online form. Some totals may not add to 100% due to rounding.

[13] Respondents could select multiple options

Postcodes[14]

n =195
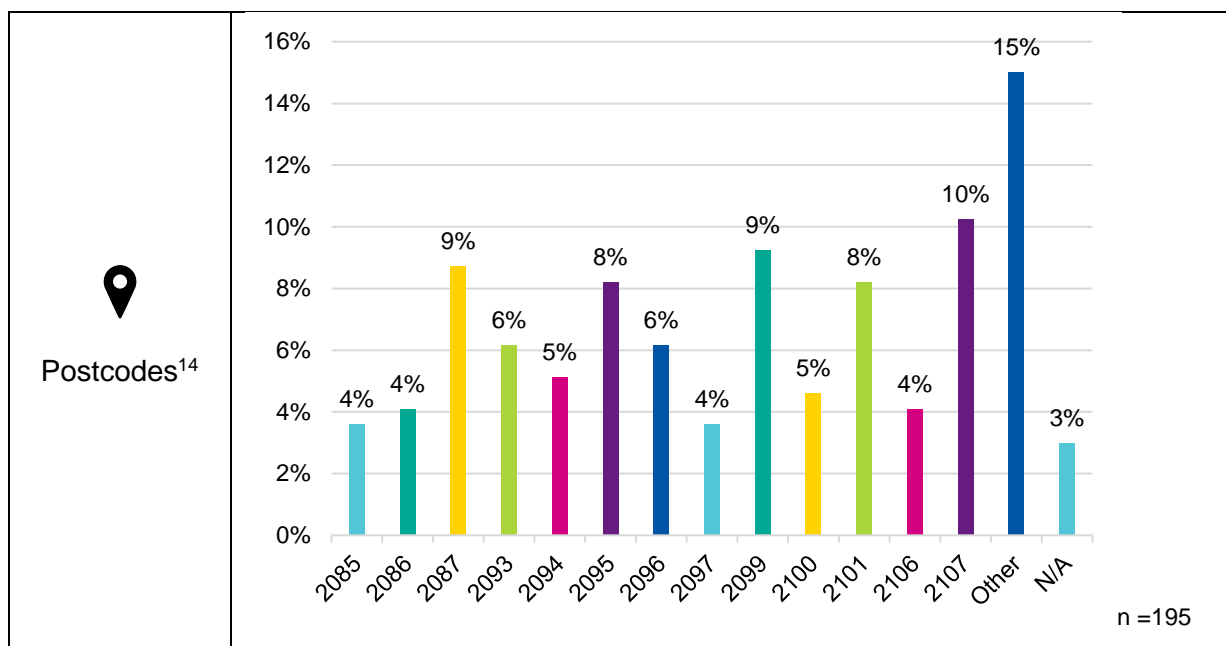
2. Background

The CSP identifies the main priorities and aspirations for the future of the local government area covering a period of at least 10 years from when the plan is endorsed. It defines the community's long-term vision and sets a direction for what we must do to make this vision a reality.

The purpose of this engagement was to provide our community and key stakeholders with an opportunity to contribute to the revision of the plan. We wanted to understand whether the vision, outcome areas, goals and strategies from the Northern Beaches Community Strategic Plan 2040 adopted in 2022 were still relevant and to capture any changes in community sentiment.

This was Stage 1 of a two-part engagement plan, obtaining feedback on the current CSP. Stage 2 will seek to obtain feedback on the draft of the updated document.

3. Engagement objectives

Community and stakeholder engagement aimed to:

- build community and stakeholder awareness of participation activities
- provide accessible information so community and stakeholders can participate in a meaningful way
- provide balanced and objective information to assist in understanding the problem, alternatives and/or solutions
- identify community and stakeholder concerns, local knowledge and values.

4. Engagement approach

Community and stakeholder engagement for the Northern Beaches 2040: Community Strategic Plan (CSP) Review was conducted on 16 October and 17 November 2024 and

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[14] 'Other' refers to postcodes with 6 or fewer responses and includes 2103, 2102, 2104, 2092, 2105, 2108, 2076, 2612, 3219, 2084, 2067, 2083, 2013, 2483

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consisted of a series of activities that provided opportunities for community and stakeholders to contribute.

The engagement was planned, implemented and reported in accordance with Council's [Community Engagement Strategy](#) (2022).

A project page[15] was established on our have Your Say platform with information provided in an accessible and easy to read format.

The project was primarily promoted through our regular email newsletter (EDM) channels. The project team attended community information sessions during the consultation period including the We Belong forum, Better Together form, Youth Advisory Group and Northern Beaches TAFE Wellness Festival.

Emails were sent to all resident associations and a face-to-face meeting was held with several community groups.

The project team were available for in-language calls via booking, assisted by [Translating and Interpreting Service (TIS National)](#).

Given the long-term nature of the Community Strategic Plan, particular emphasis was placed on gaining feedback from young people.

Feedback was captured through an online comment form embedded onto the have Your Say project page. The form included a question that directly asked respondents for feedback on the CSP Vision and Outcomes.

An open-field comments box asked community members to provide any other feedback they wished to contribute.

Email and written comments were also invited.

Five focus groups were also conducted, providing an opportunity for qualitative interrogation of community sentiment, across age groups and demographics. The focus groups were held on the 2, 3 and 11 December 2024.

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[15] https://yoursay.northernbeaches.nsw.gov.au/review-community-strategic-plan-csp-2024

5. Findings

Table 1: Issues, change requests and other considerations (Your Say)

Theme	No. Aspirations / Concerns (per theme)	Issues, change requests and other considerations raised	
		What we heard	**Council's response**
		Goals need to be measurable	The CSP has been updated to align the measures at the goal level rather than the outcome level.
		Focus on essential services	The CSP reflects the community's aspirations for the local area beyond Council's remit. No change.
		Support the CSP	Support noted.
		Goals are not specific enough	The high-level nature of the goals reflects the community's diverse perspectives of how each goal should be achieved. Individual updates have been made to goals as part of this review where community engagement has supported a specific change – See Appendix 1.
		Detail how each goal will be met	Each goal is supported by a series of strategies. These strategies are listed under each goal within the CSP. Actions that Council will take are outlined in its own strategies and plans. The CSP has been updated to include references to Council's key strategic documents for each outcome area. The full documents are available on Council's website.
Community Strategic Plan (CSP) overall	91	Prioritisation needed	Community engagement conducted reflects diverse perspectives of priorities across demographics. The narrative of the CSP has been updated to outline these diverse perspectives in further detail, particularly the

			relationship between our emotional and functional drivers and the appetite for change across demographics.
		Increase focus on transport	The outcome area 'Transport, technology and connectivity' has been updated to 'Safe and efficient transport', and the number of goals focused on transport has increased from two goals to three goals.
		Not unique	Each Council develops a CSP on behalf of their community, including a vision that reflects engagement with the community. 78% of respondents indicated that the Vision was either extremely reflective (13%), very reflective (38%) or moderately reflective (27%) of what they want the Northern Beaches to look like in 2040. There was no consensus on any further changes to the vision. No change.
Vision	54	Focus on essential services and reduce rates	The CSP reflects the community's vision for the local area beyond Council's remit. No change.
		More ambitious targets	The desired trends for each measure have been updated from maintain/increase or maintain/decrease to either maintain, increase or decrease. Targets for specific measures on the protection of the environment have come from the Northern Beaches Environment and Climate Change Strategy 2040 – Protect. Create. Live. A reference to this document and other relevant strategic documents has been added under the outcome area.
		Environmental education programs	Environmental education programs are captured under Goal 3, Strategies a and b. The measures for this goal have been updated to separately capture the attendance of adults and children at environmental education activities on environment and sustainability.
		Marine environment protection	Marine environment protection is included within Goal 1, Strategies b and c. No change.
Protection of the environment	221	Tree protection	A new measure has been added in relation to increasing the tree canopy.

		Incentives	Incentives to encourage our community to enhance, preserve and protect our natural ecosystems is captured under Goal 3, Strategy a. No change.
		Balance environment goals with development	The narrative of the CSP has been enhanced to recognise the need to balance environmental goals with development.
		Improve health of Lagoons	The aspiration to improve the condition of all our waterways is captured alongside the measure 'health of lagoons'.
		Compliance with environmental requirements in development applications	Compliance with environmental development is included within Goal 5, Strategy d.
		Introduce FOGO service	Council's roadmap for Northern Beaches food waste collection is included in the Northern Beaches Waste and Circular Economy Strategy 2040 – Rethink. Reduce. Reuse. A reference to this document and other relevant strategic documents has been added under the outcome area.
		Achieving net zero	Supporting the community in working towards net zero is captured in Goal 4. Detailed actions can be found in the Northern Beaches Environment and Climate Change Strategy 2040 – Protect. Create. Live. A reference to this document and other relevant strategic documents has been added under the outcome area.
		Buildings – environmental standards	Environmental standard for our built environment is included within Goal 5, Strategy d. No change.
Environmental sustainability	167	Include "ensure a minimum standard is set in the DCP and LEP so that everyone is involved in the solution" in Goal 5c.	The community will be asked for input on both the LEP Planning Proposal and the draft DCP once they have been endorsed for public exhibition by the Minister for Planning and Public Spaces (LEP) and Council (DCP) respectively. At this stage, we anticipate public exhibition will occur in late 2025. However, this will depend on the timing and nature of feedback from the NSW Government on the LEP Planning Proposal.

		Include a specific goal and target related to domestic violence	Domestic violence is included within Goal 8, Strategy c. Targets for specific measures on community and belonging have come from the Northern Beaches Social Sustainability Strategy 2040 – Better Together. A reference to this document and other relevant strategic documents has been added under the outcome area. Detailed actions Council will take can be found in the action plans that support this strategy, specifically the Northern Beaches Community Safety Plan.
		Multicultural communities – additional support for interactions with Council	The community and belonging outcome area addresses diversity and inclusion for people from all demographics. Specific support for multicultural communities is outlined in the Multicultural Inclusion Plan, adopted by Council in May 2024.
Community and belonging	59	Multicultural communities – enhance visibility	The community and belonging outcome area addresses diversity and inclusion for people from all demographics. Goal 7 has been updated to 'Our community has access to a diverse range of cultural activities and events'. Specific support for multicultural communities is outlined in the Multicultural Inclusion Plan, adopted by Council in May 2024.
		Affordable Housing	Goal 10 has been updated to differentiate between affordable housing and housing affordability. A new commitment of "1800 new social and affordable housing by 2036" has been added to the measures.
		Housing density	The NSW State Government recently announced the "Low and Mid-Rise Housing Reforms" which override the Northern Beaches Local Housing Strategy. The new housing targets have been added to the measures for this outcome area.
Housing, places and spaces	184	Sportsfields	Provision of sportsfields based on community need is included in Goal 12. The Northern Beaches Sportsground Strategy includes more detail on short, medium and long-term actions out to 2031. A reference to this

			document and other relevant strategic documents has been added under the outcome area.
		Over-development	The narrative of the CSP has been enhanced to recognise the need to balance environmental goals with development.
		Synthetic turf	The NSW Department of Planning, Housing and Infrastructure is working on Synthetic Turf in Public Open Space – Guidelines for Decision-Makers.
		Council properties – energy efficiency	Goal 6 has been updated to 'Our Council leads by example in environmental sustainability and resilience'. Strategy c. references 'Explore and invest in technologies and processes such as renewable energy and waste and water management that deliver long-term environmental benefits.
		Off-street parking & electric vehicle charging access for all new dual occupancies	The community will be asked for input on both the LEP Planning Proposal and the draft DCP once they have been endorsed for public exhibition by the Minister for Planning and Public Spaces (LEP) and Council (DCP) respectively. At this stage, we anticipate public exhibition will occur in late 2025. However, this will depend on the timing and nature of feedback from the NSW Government on the LEP Planning Proposal.
		Public use of open spaces	Public use of open spaces is included in Goal 12. The Northern Beaches Open Space and Outdoor Recreation Strategy and Action Plan was adopted in December 2022 and includes more detail on short, medium and long-term actions. A reference to this document and other relevant strategic documents has been added under the outcome area.
		Incentives	Incentives to support business are included in Goal 13, Strategy b. No change.
Vibrant local economy	81	Council resources to support businesses	Support for businesses is outlined in Goal 13, Strategies b and d. Council has a Business Concierge service in place to support new and established businesses with:

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			- Business advice and support services. - Local economic insights. - Food licensing and safety permits. - Planning and development advice. - Working with Council, including tenders and procurement. - Permits for signage, events, and outdoor dining.
		Outdoor Dining Fees	Community engagement on Council's fees and charges is conducted each year alongside the exhibition of the Delivery Program and Operational Plan (DP/OP). The DP/OP will go to Council in April 2025 and will be placed on public exhibition following the Council meeting.
		Cultural and entertainment precincts	Vibrancy of our centres is outlined in Goal 15. The Northern Beaches Economic Development Strategy – Business on the Beaches was adopted in August 2023 and includes more detail on short, medium and long-term actions. It includes an action to continue to review policies and processes to encourage alfresco dining, live music and events in town centres. A reference to this document has been added under the outcome area.
		Establish workspaces for collaboration	Spaces for collaboration are included in Goal 13, Strategy c. No change.
Transport, technology and connectivity	146	Improve public transport	The outcome area has been updated to 'Safe and efficient transport'. Goal 16 has been updated to reflect the need for our integrated transport networks to be resilient and a new strategy has been added to Goal 17 'Advocate for increased frequency and reliability of public transport services'.
		Council carparks – solar power	A new goal has been created, Goal 18 'Our community utilises sustainable transport options that reduce congestion and carbon emissions' to reflect an expanded focus on transport and to recognise sustainability as a key focus for our community.

		Electric bike safety	A new strategy has been created under Goal 17 'Facilitate safety education programs towards zero deaths on our roads, including e-bike safety' to reflect increased community concerns around e-bike safety.
		Bikes – interconnected paths	A new goal has been created, Goal 18 'Our community utilises sustainable transport options that reduce congestion and carbon emissions' and a new strategy has been created under Goal 16 'Enhance and promote multimodal transport options' to reflect an expanded focus on sustainable transport, including the use of bikes.
		Partner with NSW State Government for better transport connections	The outcome area has been updated to 'Safe and efficient transport'. Goal 16 has been updated to reflect the need for our integrated transport networks to be resilient. A new strategy has been created under Goal 16 'Enhance and promote multimodal transport options' to reflect improved connectivity. A new strategy has also been added to Goal 17 'Advocate for increased frequency and reliability of public transport services'.
		Advocate for more bus services	The outcome area has been updated to 'Safe and efficient transport'. A new strategy has been added to Goal 17 'Advocate for increased frequency and reliability of public transport services'.
		Electric bus fleet	A new goal has been created, Goal 18 'Our community utilises sustainable transport options that reduce congestion and carbon emissions' to reflect an expanded focus on transport and to recognise sustainability as a key focus for our community.
		Against public wi-fi	The goal related to digital infrastructure, including public wi-fi, has been dissolved and replaced with an extra goal for transport. The need for digital infrastructure to support working from home has been recognised through amendments to Goal 14, Strategy b in the Vibrant local economy outcome area.

		Charging for Electric Vehicles (EVs)	A new goal has been created, Goal 18 'Our community utilises sustainable transport options that reduce congestion and carbon emissions' to reflect an expanded focus on transport and to recognise sustainability as a key focus for our community. A new strategy has also been added under this Goal 18 'Supporting the introduction of new transport technologies, including infrastructure for electric vehicles'.
		Goal 17b. add the words "that will reduce carbon emissions and promote healthier lifestyles"	A new goal has been created, Goal 18 'Our community utilises sustainable transport options that reduce congestion and carbon emissions'.
Good governance	42	Cater to the majority of the population, not the squeaky wheels	The Goal related to Participation has been shifted to Good Governance and a new measure has been added to track satisfaction with consultation with the community by Council
Partnerships and Participation	24	Enhance the importance and detail of partnerships	The Partnerships and Participation outcome area has been collapsed and key stakeholders have been better highlighted across each of the outcome areas to reflect the shared responsibility across all levels of Government, business, community organisations and individuals in achieving the aspirations set out in the CSP. The goal and strategies related to Participation has been elevated to the Good Governance outcome area.

Appendix 1 Proposed changes to the Community Strategic Plan (Vision, Outcomes, Goals and Strategies)

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
Vision:		
Northern Beaches – a safe, diverse, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.	No change.	N/A
Outcome: Protection of the Environment	**No Change**	**N/A**
Our community aspires to enhance and protect the natural and built environment from the risks and impacts of global and local pressures	No change.	N/A
Goal 1: Our bushland, coast and waterways are protected for their intrinsic value	No change.	N/A
Strategies:		
a) Enhance, restore and protect local biodiversity and bushland	No change.	N/A
b) Improve and protect ecological conditions in catchments, creeks and lagoons	No change.	N/A
c) Enhance and protect the quality of our coast, harbours and estuaries	No change.	N/A
d) Manage and reduce the impact of weeds and feral animals on our local environment	No change.	N/A

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
	New Strategy – Reduce litter and rubbish from the built and natural environment	Created based on internal feedback from Waste & Cleansing team, to reflect the Waste and Circular Economy Strategy
Goal 2: Our environment is resilient to natural hazards and climate change	Our environment and community are resilient to natural hazards and climate change	Updated to recognise the importance of community resilience to natural hazards and climate change, based on feedback from the E&R team.
Strategies:		
a) Increase the resilience of the environment to the effects of natural hazards and climate change	No change.	N/A
b) Minimise the risk to life and property from storm events, floods, erosion, landslides, bushfires and impacts of climate change	**Two strategies** Minimise the risk to life and property Increase the resilience of the community to storm events, floods, erosion, landslides, bushfires and impacts of climate change. Increase the resilience of assets to storm events, floods, erosion, landslides, bushfires and impacts of climate change.	Updated based on internal feedback from E&R team, improve alignment with the Resilience Strategy, and to recognise differences between strategies for increasing the resilience of the community and of assets.
c) Maintain productive partnerships with government agencies and the community to effectively manage and respond to natural hazards	Maintain productive partnerships with government agencies and the community to effectively manage prevent, prepare, respond and recover from emergencies and natural hazards	Updated based on internal feedback from E&R team and improve alignment with the Resilience Strategy.
Goal 3: Our community is well-supported in protecting and enhancing the environment, to ensure safe and sustainable use	No change.	N/A
a) Provide incentives and programs to encourage our community to enhance, preserve and protect our natural ecosystems	No change.	N/A

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
b) Invite community participation in restoring the natural environment through volunteering programs and education	No change.	N/A
c) Provide sustainable access to the natural environment, while recognising and protecting its cultural and heritage value	No change.	N/A
Outcome: Environmental Sustainability	**No Change**	**N/A**
Our community aspires to be leaders in managing our resources sustainably and for the long term to ensure that development is balanced with our lifestyle and environment	No change.	N/A
Goal 4: Our community is supported in the transition towards net zero emissions and a local circular economy.	Our community is supported in the sustainable use of resources and working transition towards net zero emissions and a local circular economy.	Updated based on community engagement and internal feedback from Waste team and improve alignment with the Waste and Circular Economy Strategy.
Strategies:		
a) Promote and support opportunities for more sustainable living	No change.	N/A
b) Provide programs, resources and urban planning tools to enable our community to reuse and recycle more used materials	No change.	N/A
Goal 5: Our built environment is developed in line with best practice sustainability principles	No change.	N/A
Strategies:		
a) Ensure integrated land use planning balances the environmental, social and economic needs of present and future generations	No change.	N/A

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
b) Create green and resilient urban environments by improving tree cover, native vegetation, landscaping, and water and waste management systems	No change.	N/A
c) Promote the benefits and savings of ecologically sustainable development	No change.	N/A
d) Continually improve environmental standards and compliance in new and existing developments	No change.	N/A
Goal 6: Our Council is recognised as a leader in environmental sustainability	Our Council ~~is recognised as a leader~~ leads by example in environmental sustainability and resilience	Updated based on internal feedback from E&R team and focus groups on Council's role as a leader.
Strategies:		
a) Develop a culture of commitment to environmental sustainability and lead by example	No change	N/A
b) Enhance financial and strategic capacity to deliver on environmental outcomes	No change	N/A
c) Explore and invest in technologies and processes such as renewable energy and procurement of quality recycled materials that deliver long- term environmental benefits	Explore and invest in technologies and processes such as renewable energy and ~~procurement of quality recycled materials~~ waste and water management that deliver long-term environmental benefits	Updated based on internal feedback from E&R team to reflect how Council manages its waste and water.
Outcome: Community and Belonging	**No Change**	**N/A**
Our community aspires to care for each other, ensuring that people feel safe, supported, included, and have diverse opportunities for a rich cultural and social life.	Our community aspires to ~~care for each other~~ be resilient, ensuring that people feel safe, supported, included, and have diverse opportunities for a rich cultural and social life.	Updated incorporate resilience, aligned with the Resilience Strategy, recognising that a resilient community is inherently a community that cares for each other.
Goal 7: Our diverse community is supported to participate in their chosen cultural life	Our community has access to a diverse range of cultural activities and events	Updated based on feedback focus groups and community engagement to clarify diversity beyond cultural background.

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
Strategies:		
a) Support innovative ideas and build the capacity of local cultural and creative communities	No change	N/A
b) Expand cultural events and creative opportunities, to enable social interaction and cohesion, and stimulate wellbeing	No change	N/A
c) Encourage a broad range of activities that enable social interaction, stimulate wellbeing, and support people at each stage of their lives	No change	N/A
Goal 8: Our community feels safe and supported	No change.	N/A
a) Build resilient communities where neighbours know and support each other	No change	N/A
b) Improve health and wellbeing through fair access to information, health and support services	No change	N/A
c) Work collaboratively to ensure everyone is safe from harm and danger in public and at home	No change	N/A
Goal 9: Our community is inclusive and connected	No change.	N/A
a) Build capacity of the social sector, community groups and facilitate volunteer opportunities	Build capacity of the social sector, community groups, recreational groups and facilitate volunteer opportunities	Updated based on internal feedback from Sports & Recreation to better reflect to role of recreation groups in community inclusion and connection.
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	Build an inclusive and resilient community and break down institutional and social barriers to enable all people, irrespective of age, gender and identity, to participate in community life	Updated based on feedback from Community, Arts & Culture and E&R teams to align with or Resilience Strategy.

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
c) Recognise and honour Aboriginal culture and heritage	No change	N/A
d) Celebrate diversity in all forms as essential to an inclusive and engaged community	No change	N/A
e) Enhance community access to education and lifelong learning opportunities	No change	N/A
Outcome: Housing, Places and Spaces	**No change**	N/A
Our community aspires to have well designed, sustainable and resilient places and spaces, to enhance the local character in order to meet their housing, employment and recreational needs	No change	N/A
Goal 10: Our community has access to diverse and affordable housing options to meet their current and evolving needs	Our community has access to housing options that are diverse and affordable to meet their current and evolving needs	Rewording the goal to avoid confusion between housing affordability and the NSW Government's definition of affordable housing.
Strategies:		
a) Effectively plan for future growth by balancing regional priorities with local values	No change	N/A
b) Provide a mix of high-quality diverse and inclusive housing options supported by sustainable infrastructure	No change	N/A
c) Pursue innovative ways of increasing affordable housing opportunities	No change	N/A
Goal 11: Our local centres are vibrant and healthy, catering for diverse economic and social needs	No change.	N/A
Strategies:		
a) Create welcoming villages and neighbourhood centres that are vibrant, accessible and support our quality of life	No change	N/A

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
b) Develop urban design controls that support the health and wellbeing of our community, particularly seniors and people with a disability	No change	N/A
c) Collaborate with the community in the design of vibrant open spaces and neighbourhoods	No change	N/A
Goal 12: Our community has access to spaces that enable healthy and active living and allow for a broad range of creative, sporting and recreational opportunities to be enjoyed	No change	N/A
Strategies:		
a) Provide well-maintained and safe spaces that equitably support active and passive recreation	No change	N/A
b) Create and maintain spaces that enable social interaction, stimulate wellbeing, and support people at each stage of their lives	Create and maintain spaces that enable social interaction, stimulate wellbeing, and support people to be resilient at each stage of their lives	Updated based on feedback from CAC and E&R teams to align with or Resilience Strategy.
Outcome: Vibrant Local Economy	No change	N/A
Our community aspires to create a thriving and vibrant local economy where traditional and new industries are supported and local career, training and education opportunities are expanded	No change	N/A
Goal 13: Our businesses are resilient, well-connected and thrive in an environment that supports innovation, entrepreneurialism and economic growth	No change	N/A
Strategies:		
a) Ensure that employment lands are retained and cater for a diverse range of businesses and industry	No change.	N/A

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
b) Improve access for businesses to information, incentive programs and enterprise support	No change.	N/A
c) Facilitate innovative environments and hubs where start-up businesses, entrepreneurs and innovators are supported and connected	No change.	N/A
d) Support business and professional networks to respond to changing business conditions	No change.	N/A
Goal 14: Our economy provides opportunities that match the skills and needs of the population	No change.	N/A
Strategies:		
a) Facilitate local education and vocational training opportunities	No change.	N/A
b) Support flexible work options to reduce commuting and promote wellbeing	Support flexible work options to reduce commuting and promote wellbeing, including the availability of effective digital infrastructure.	Updated based on internal feedback with Economic Development Team to accurately reflect community need for digital infrastructure to support flexible working arrangements.
c) Attract knowledge-based industries to meet the skills and aspirations of residents and support a thriving business environment	No change.	N/A
d) Enabling all residents to participate and contribute to the local economy and local employment	No change.	N/A
Goal 15: Our centres are sustainable, encompassing a diverse range of businesses that attract visitation and	No change.	N/A

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
provide work, education, leisure and social opportunities.		
Strategies:		
a) Enhance and extend opportunities for sustainable visitor economy throughout the area	No change.	N/A
b) Recognise and support the unique role of our local and strategic centres, in keeping with local character	No change.	N/A
c) Encourage residents to shop local and support their local centres	No change.	N/A
d) Facilitate active, safe and welcoming centres for residents and visitors during the day and into the evening	No change.	N/A
Outcome: Transport, Infrastructure and Connectivity	**Safe and Efficient Transport**	Significant feedback from focus groups, community engagement and Councillors that transport is a significant challenge that needs its own focus
Our community aspires to be connected locally, regionally and globally through seamless transport and innovative technologies	Our community aspires to be connected within and beyond the Northern Beaches through seamless transport options	Refined focus on transport aligned with community engagement and Councillor feedback.
Goal 16: Our integrated transport networks meet the needs of our community	Our integrated transport networks are resilient and meet the needs of our community	Updates to strengthen resilience in alignment with the Resilience Strategy.
Strategies:		
a) Advocate for improved transport options and road networks	No change.	N/A
b) Ensure transport planning is integrated with land use planning and takes account of emerging technologies	No change.	N/A
c) Facilitate and promote safe transport options that reduce car-based commuter travel	Moved to new Goal 18.	Expanded goals on transport aligned with focus groups, community engagement and Councillor feedback.

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
d) Maintain and enhance roads and road-related infrastructure	No change.	N/A
	New strategy: Enhance and promote multimodal transport options	Added based on internal feedback from Transport Team and to reflect the transport challenges noted in the Resilience Strategy
Goal 17: Our community can safely and efficiently travel within and beyond Northern Beaches	No change.	N/A
Strategies:		
	New strategy: Advocate for increased frequency and reliability of public transport services	Added based on extensive feedback from focus groups, community engagement and Councillors.
a) Improve public transport options, accessibility and connectivity to better meet our community's travel needs	Improve public transport ~~options,~~ accessibility and connectivity to better meet our community's travel needs	Updated to improve clarity based on feedback from focus groups.
b) Facilitate and promote active travel, including safe cycling and walking networks as convenient transport options	Moved to new Goal 18.	Expanded goals on transport aligned with focus groups, community engagement and Councillor feedback.
c) Improve parking options in centres, villages and places, including smart parking initiatives	No change.	N/A
	New strategy: Facilitate safety education programs towards zero deaths on our roads, including e-bike safety	Added based on extensive feedback from focus groups, community engagement and Councillors.
Goal 18: Our community can easily connect and communicate through reliable communication technologies	**DELETED** ~~Our community can easily connect and communicate through reliable communication technologies~~ **NEW GOAL: Our community utilises sustainable transport options that reduce congestion and carbon emissions**	Updated to reflect feedback from Councillors, focus groups and community engagement of the increased importance of transport. Digital infrastructure is still needed, particularly to support working from home. This has been captured in Goal 14. Sustainability is a key focus for our community and aligned with the updated State Government Future Transport Strategy.
Strategies:		

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
a) Provide public spaces that are connected through communications and technologies	**DELETED** **Strategy:** Facilitate active travel, including safe cycling and walking networks as convenient transport options – moved from Goal 17	Expansion of transport goals/strategies aligned with focus groups, community engagement and Councillor feedback.
b) Facilitate environments that are supported by digital and physical communications infrastructure	**DELETED** **Strategy:** Facilitate and promote safe transport options that reduce car-based commuter travel – moved from Goal 16	Expansion of transport goals/strategies aligned with focus groups, community engagement and Councillor feedback.
	New strategy: Supporting the introduction of new transport technologies, including infrastructure for electric vehicles	Added based on extensive feedback from focus groups, community engagement and Councillors.
Outcome: Good Governance	**Good Governance and Participation**	Updated to reflect the inclusion of Goal 21 on community engagement under the Good Governance outcome area.
Our community aspires to have a Council that is trusted, respected and responsive to the needs of the Northern Beaches community	Our community aspires to have a trusted, respected, and responsive Council that drives better outcomes through genuine engagement and collaboration.	Updated to reflect the inclusion of Goal 21 on community engagement under the Good Governance outcome area.
Goal 19: Our Council is transparent and trusted to make decisions that reflect the values of the community	No change.	N/A
Strategies:		
a) Demonstrate a high standard of transparency and accountability through community involvement and strong, timely reporting practices	No change.	N/A
b) Ensure a strong corporate governance framework is followed to support ethical, efficient and fair decisions and transactions	No change.	N/A

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Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
c) Ensure the long-term financial sustainability of Council through strategic management of assets	No change.	N/A
Goal 20: Our Council is proactive, and efficiently and effectively responds to, and delivers on, the evolving needs of the community	No change.	N/A
Strategies:		
a) Facilitate simple and consistent customer interactions through innovative systems and processes	No change.	N/A
b) Continuously improve services in response to identified community needs and satisfaction with Council	No change.	N/A
c) Develop the workforce, organisational culture and capability to ensure Council delivers quality, people-centred services and value to the community	No change.	N/A
d) Ensure Council's information technology infrastructure and systems are secure, robust and effective.	No change.	N/A
Goal 21: Our community is engaged in decision making processes	This goal and the associated strategies has been shifted into the Good Governance outcome area from the Partnership and Participation outcome area which has been deleted.	N/A
Strategies:		
a) Enable our diverse community to engage with us on issues that are important or of interest to them	No change.	N/A
b) Provide open, accessible and diverse engagement opportunities for our whole community	No change.	N/A

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
c) Ensure adaptive engagement approaches while looking for opportunities to innovate	No change.	N/A
d) Ensure our community is informed across all stages of engagement	No change.	N/A
Outcome: Partnerships and Participation	**DELETE**	Partnerships to be integrated throughout the document based on feedback from focus groups, community engagement and Councillors. Participation will be shifted into the Good Governance outcome area.
Our community aspires to achieve better outcomes through genuine engagement and collaboration	This aspiration has been incorporated into the aspiration for Good Governance.	Partnerships to be integrated throughout the document based on feedback from focus groups, community engagement and Councillors. Participation will be shifted into the Good Governance outcome area.
Goal 21: Our community is engaged in decision making processes	This goal and the associated strategies will be shifted into the Good Governance outcome area.	Participation will be shifted into the Good Governance outcome area based on feedback from focus groups, community engagement and Councillors.
Strategies:		
a) Enable our diverse community to engage with us on issues that are important or of interest to them	No change - shifted into the Good Governance outcome area.	N/A
b) Provide open, accessible and diverse engagement opportunities for our whole community	No change - shifted into the Good Governance outcome area	N/A
c) Ensure adaptive engagement approaches while looking for opportunities to innovate	No change - shifted into the Good Governance outcome area	N/A

Current Wording of Vision, Outcome, Aspiration, Goal or Strategy	Proposed Change to Vision, Outcome, Aspiration, Goal or Strategy	Rationale for Change
d) Ensure our community is informed across all stages of engagement	No change - shifted into the Good Governance outcome area	N/A
Goal 22: Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community	**DELETE**	Partnerships Goal and associated Strategies to be integrated throughout all outcome areas based on feedback from focus groups, community engagement and Councillors.
Strategies:		
a) Develop partnerships to deliver facilities and targeted services and programs to meet community needs	**DELETE**	Partnerships to be integrated into all outcome areas.
b) Facilitate collaboration between community groups, businesses, government and non-government organisations on projects and programs	**DELETE**	Partnerships to be integrated into all outcome areas.
c) Advocate regionally and at NSW and Federal Government levels on behalf of the community	**DELETE**	Partnerships to be integrated into all outcome areas.

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Appendix 2 Verbatim community and stakeholder responses*

To view all verbatim comments, please click the link below:

https://eservices.northernbeaches.nsw.gov.au/ePlanning/live/Common/Output/Document.aspx?t=webdoc&id=gFHQJi0IEZsV0A60ki4OEg==

Personal details and inappropriate language have been redacted where possible. Spelling and grammatical errors have been amended only where misinterpretation or offence may be caused.

Document administration	
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Notes	Community and stakeholder views contained in this report do not necessarily reflect the views of the Northern Beaches Council or indicate a commitment to a particular course of action.