

Item 3.

Public Exhibition - Refreshed Draft Community Strategic Plan - Delivering Sustainable Sydney 2030-2050

File No: X012101.015

Summary

In June 2022, Council adopted Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (community strategic plan).

The community strategic plan is the highest-level plan within the Integrated Planning and Reporting (IP&R) framework. Our community strategic plan was developed following extensive community consultation with our communities. It identifies our communities' priorities and aspirations and guides all our other strategies and plans. It takes a long-term view, identifying issues and opportunities to be addressed in the city to 2050.

Following council elections in September 2024, all local government agencies in NSW are required to review and update their community strategic plans by 30 June 2025.

The review has been completed, and the updated draft community strategic plan is provided in Attachment B.

The refreshed community strategic plan has been informed by community feedback from our extensive community engagement program over the past two years. This community feedback is summarised in a Community Insights Report 2024 located in Attachment A.

The refreshed draft community strategic plan includes:

- a review of research, data and community insights that informed the previously endorsed community strategic plan including:
 - updated community insights, priorities, and aspirations from 2022 to 2024
 - updated global trends informed by evidence and research
 - new data e.g. Census data, 2023 Wellbeing Survey results, and Floorspace and Employment Survey outcomes
- alignment with new City strategies since 2022 e.g. Cultural, Economic Development, Environmental and Access strategies
- alignment with the new Resilient Sydney Strategy, and reaffirmed alignment with our commitment to C40 Cities and the National Agreement on Closing the Gap
- refreshed objectives, outcomes and measures to monitor progress under each strategic direction, aligning with new research, data and City strategies
- embedding the community's voice throughout the document by updating community insights, phrasing and tone.

A review of our progress in implementing the effectiveness of the community strategic plan was presented to the Council in the State of our city report (Attachment C) in November 2024.

This report recommends that Council adopt the refreshed draft community strategic plan to be placed on public exhibition for 28 days.

Recommendation

It is resolved that:

- (A) Council note the Community Insights Report 2024 as detailed in Attachment A to the subject report;
- (B) Council endorse the refreshed draft Community Strategic Plan Delivering Sustainable Sydney 2030-2050 for public exhibition as required under section 402 of the Local Government Act 1993 and as detailed in Attachment B to the subject report;
- (C) Council note that the Community Strategic Plan Delivering Sustainable Sydney 2030-2050, including any recommended changes, will be reported to Council for adoption following the exhibition period;
- (D) Council note the State of our City Report 2024 as detailed in Attachment C to the subject report; and
- (E) authority be delegated to the Chief Executive Officer to make minor editorial corrections if necessary, for publication.

Attachments

Attachment A. Community Insights Report 2024

Attachment B. Refreshed Draft Community Strategic Plan - Delivering Sustainable Sydney 2030-2050

Attachment C. State of our City 2024 and Addendum

Background

1. In June 2022, Council adopted Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050.
2. Following Council elections in September 2024, all local government agencies in NSW are required to either update their current community strategic plan or develop a new community strategic plan. These are to be endorsed by Councils by 30 June 2025.
3. Council endorsed the current community strategic plan in 2022. As a result, it was decided to undertake a review and refresh of the community strategic plan only.
4. Sustainable Sydney 2030-2050 Continuing the Vision remains unchanged. This overarching vision, established by the community in 2022, will continue to guide how the City delivers on the community's priorities and aspirations to 2050.

Integrated Planning and Reporting (IP&R) framework

The Community Strategic Plan, Delivery Program and Operational Plan

5. The IP&R framework provides the mechanism for implementing Sustainable Sydney 2030–2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050. The community strategic plan is the highest-level plan in this framework.
6. We developed this plan with, and on behalf of, our community. The community strategic plan identifies the community's main priorities and aspirations. It takes a long-term view, identifying issues and opportunities to be addressed in the city to 2050. It will take all levels of government, key stakeholders, organisations and the community working together to achieve the desired outcomes and targets.
7. The update to the plan builds on Sustainable Sydney 2030-2050 Continuing the Vision. It retains the same 10 strategic directions and 10 associated targets. Each strategic direction includes objectives and outcomes, with related measures to recognise progress over time. It identifies related City strategies and their actions to achieve the targets and outcomes over time.
8. A four-year delivery program and a one-year operational plan are being developed to support the implementation of the refreshed community strategic plan. Additionally, a resourcing strategy, covering the long-term financial plan, asset management, workforce, information technology and community engagement strategies, is also being created. Together, these plans outline the priorities and resources for the City's implementation of the community strategic plan in the short, medium, and long term.
9. Relevant feedback received on the community strategic plan will be incorporated into the delivery program, operational plan and resourcing strategy which will be submitted to Council in May seeking approval to place on public exhibition for 28 days.
10. Following public exhibition, the suite of integrated plans, including the finalised community strategic plan, will be presented to Council in June 2025.

Community engagement and insights

11. From 2018 to 2022, we worked with our diverse communities to develop Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050. We began the process by asking people to tell us their hopes for Sydney and what excited and concerned them about the future. This helped us explore the high-level themes, values and issues the community sees as important. The community strategic plan is informed by these values along with 10 strategic directions and 10 targets to measure our progress.
12. Since 2022, we've continued to engage with our diverse communities to develop new strategies that address key issues including resilience, climate and sustainability, economic development, cultural life, walking and access, affordable housing, and food security.
13. A Community Insights Report (Attachment A) has been developed to inform updates to the refreshed draft community strategic plan. It summarises what we heard from the community during our extensive community engagement program over the past 2 years.
14. We analysed more than 13,500 pieces of community feedback across 27 key consultation projects between 2022 and 2024 to understand and confirm if community values and priorities have changed.
15. Overall, our community's aspirations and priorities remain strongly aligned to what they were in 2022.
16. The State of our city report was presented to Council in November 2024 to provide an update on progress towards the outcomes in the community strategic plan. A copy is attached (as Attachment C) to this report in line with the Integrated Planning and Reporting requirements.

Key updates to the refreshed draft Community Strategic Plan

17. The following table provides an overview of key updates undertaken to refresh the community strategic plan. These updates have been informed by community feedback and insights, new research and data and endorsed City strategies from 2022 to 2024.

Chapters within the community strategic plan	Key updates and refreshed sections within the community strategic plan
<p>Lord Mayor and CEO messages</p> <p>About this plan</p>	<p>The Lord Mayor and CEO messages have been reviewed and updated.</p> <p>Within the "About this plan" section:</p> <ul style="list-style-type: none"> • Updates have been made to new IP&R documentation and references. • Greater emphasis has been made on the role of the City in coordinating, supporting and leading key partnerships and collaborations to achieve outcomes. • - Greater emphasis has been made on the role and responsibility of other levels of government and organisations for delivering projects, programs and services that also contribute to outcomes and targets.
<p>Seven global trends</p>	<p>A review and update of the seven global trends.</p> <p>The seven global trends have been refreshed to reflect current day global impacts that our communities are experiencing. Some of these have been heightened since 2022.</p> <p>The new global trends have greater focus on housing affordability and cost of living, density and demographic change, trust, social polarisation and truth, and social isolation and connectedness.</p> <p>The global trends of climate emergency, rapid advances in technology, and economic transition remain unchanged.</p>
<p>Our national and international commitments and targets</p>	<p>A section has been added to reaffirm our ongoing commitment to the National Agreement on Closing the Gap.</p> <p>Minor updates have been made to our ongoing commitment to C40 Cities.</p> <p>New information has been added to reflect the City's role in the Resilient Cities Network and new Resilient Sydney Strategy.</p>
<p>How we engaged our communities</p>	<p>Our community's aspirations and priorities remain strongly aligned to what they were in 2022.</p> <p>Additional text has been included on how we engaged our communities from 2022-2024 throughout the document.</p> <p>The five community values remain unchanged.</p>

Chapters within the community strategic plan	Key updates and refreshed sections within the community strategic plan
The community's vision for the future	The community's vision remains unchanged.
Ten targets to measure progress	<p>Targets that remain unchanged include:</p> <ul style="list-style-type: none"> • Targets 1, 2, 5, 6, 7, 8, and 9. <p>Targets that have been amended include:</p> <ul style="list-style-type: none"> • Targets 3, 4 and 10. <p>Target 3</p> <p>Current target:</p> <p>By 2030 residential potable water use will be reduced to 170 litres a person a day in the City of Sydney local area. Non-residential potable water use will be reduced by 10% (measured per square metre) from 2018/19 levels.</p> <p>Amended target:</p> <p>By 2030 residential potable water use will be reduced to 204 litres a person a day in the City of Sydney local area. Non-residential potable water use will be reduced by 10% from 2018/19 levels.</p> <p>Reason for update:</p> <p>This target, along with the non-residential water use target, was set in 2021 as part of the endorsement of the Environmental Strategy 2021-2025.</p> <p>Local Government Area water use targets were determined following a research project undertaken in 2020. The research considered challenges and opportunities related to how the City of Sydney can influence water use in the LGA, as well as considering broader trends.</p> <p>We settled on a target of 170 litres/person/day, which assumed reductions would be achieved through the following interventions by 2030:</p> <ul style="list-style-type: none"> • Uplift in BASIX water requirements – has not yet occurred.

Chapters within the community strategic plan	Key updates and refreshed sections within the community strategic plan
	<ul style="list-style-type: none"> • Expansion of City of Sydney water efficiency programs which were at the time being delivered in partnership with Sydney Water – Sydney Water withdrew its support for the partnership and our delivery of these programs has retracted. • The CBD recycled water pipeline would be operational and connected to private and public customers – this has not occurred and is unlikely to do so by 2030. <p>Given these things have not eventuated as anticipated, it is unlikely that the Local Government Area water efficiency target of 170 litres/person/day by 2030 is achievable. Therefore, we propose adjusting the target to match recent usage (average of last five years): "Reduce residential potable water use to 204 litres/person/day by 2030".</p> <p>Target 4:</p> <p>Current target:</p> <p>By 2030 there will be a 15% reduction in waste generated by each person based on 2015 levels. And by 2030 there will be 90% recycling and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.</p> <p>Amended target:</p> <p>By 2035 there will be a 15% reduction in waste generated by each person in the local area based on 2023 levels. And by 2035 there will be 90% recycling and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.</p> <p>Reason for update:</p> <p>Waste reduction targets are being updated to a more recent and reliable baseline, previously we have used 2015. We are proposing to maintain a 15% reduction but using the more recent baseline of 2023.</p> <p>Note: Since 2015 we have reduced waste per person by 18%.</p> <p>We had previously adopted a target of 90% by 2030, we know that achieving this target without advances in residual waste treatment is unlikely and we have extended this timeline to allow for the development of new waste infrastructure in NSW.</p>

Chapters within the community strategic plan	Key updates and refreshed sections within the community strategic plan
	<p>Target 10:</p> <p>Current target:</p> <p>By 2050 community cohesion and social interaction will have increased. This is based on at least 75% of the local resident population feeling part of the community, agreeing most people can be trusted and believing that when needed, they can get help from their neighbours.</p> <p>Amended target:</p> <p>By 2050 community cohesion and social interaction will have increased in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.</p> <p>Reason for update:</p> <p>Community cohesion and social interaction are closely aligned to all three targets of feeling part of the community, trust, and getting help from neighbours.</p> <p>The three targets have been included to better reflect the overarching concept of community cohesion and social interaction. These three individual targets are also consistent with how they are reported in the City of Sydney Community Wellbeing Indicators Report.</p> <p>Note - the previous 75% target was a combined average target of all three and did not accurately reflect the progress of each indicator independently.</p>
Six guiding principles	The six guiding principles remain unchanged.

Chapters within the community strategic plan	Key updates and refreshed sections within the community strategic plan
Ten strategic directions	<p>The ten strategic directions remain unchanged.</p> <p>The narrative introduction for each priority has been adjusted so that under each direction, the community priorities and aspirations are read first, followed with "why we need to act".</p> <p>The community priorities and aspirations across all directions have been reviewed and refreshed to reflect any new community insights from 2022-2024.</p> <p>The "why we need to act" sections across all directions have been reviewed and refreshed to include new research, trends and data.</p> <p>A new image has been included at the beginning of the ten strategic directions section on "How to read this document". This visual will assist readers to better understand each direction and related objectives, outcomes and measures to monitor progress.</p> <p>Minor edits to the objectives, outcomes and measures have been made to reflect new research, data, and reporting.</p> <p>Each direction includes updated Resilient Sydney reference icons that reflect each shock and stress the direction is responding to.</p> <p>Supporting strategies and plans have been updated across each direction, including new City strategies that have been endorsed since 2022.</p>
Transformative project ideas	<p>The transformative project ideas remain the same. They reflect the ten 'big ideas' outlined within Sustainable Sydney 2030-2050 Continuing the Vision.</p>
The communities we serve	<p>Our commitment to engage with the communities we serve remains the same.</p> <p>The "snapshot of our city" has been updated to include new data from the 2021 Census.</p>

Other key updates

18. Embedding the community's voice within the document through updated phrasing, wording and tone. This is the community's strategic plan which has been developed and is being delivered by the City of Sydney on behalf of our community.
19. The current NSW Government does not specifically articulate Premier's Priorities. This section has been removed. A statement is included within the "About this plan" section that outlines the community strategic plan's alignment to current NSW government strategies and plans.
20. Aboriginal and Torres Strait Islander content has been reviewed and refreshed across the community strategic plan.

Key Implications**Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision**

21. Sustainable Sydney 2030-2050 Continuing the Vision renews the community's vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress.
22. The community strategic plan directly aligns to Sustainable Sydney 2030-2050 Continuing the Vision and outlines how the City will deliver on the community's aspirations and priorities for Sydney to 2050.
23. The refresh of the community strategic plan will continue to be implemented by the City through the Delivery Program and Operational Plan as required by the IP&R framework.

Organisational Impact

24. The community strategic plan (as refreshed), 2022-2029 Delivery Program, 2025/26 Operational Plan and 2025 Resourcing Strategy will be implemented from financial year 2025/26. At that time, the organisation's resources will be aligned to the priorities identified for the 10+year, four year and one-year periods of those plans.

Risks

25. The community strategic plan identifies community priorities and aspirations for the local area. While the City of Sydney has a critical role in delivering projects, programs and services that support the community strategic plan, many other levels of government and organisations are also responsible to contribute to the targets and outcomes in the plan.
26. The Risk Appetite Statement provides guidance about the amount of risk the City of Sydney is willing to take in order to achieve our strategic goals, while ensuring the protection of our assets, reputation and the wellbeing of our employees and community.
27. We accept that in order to achieve our strategic vision and objectives that we must accept some risks that are proportionate to the potential reward, especially where growth, transformation and innovation is involved.

28. Our primary objectives in managing risk are to:
- protect the wellbeing of our community, employees and stakeholders
 - safeguard our people, assets, reputation and financial resources
 - ensure compliance with applicable laws, regulations and standards
 - enable innovation and growth while balancing potential risks
 - optimise service delivery and operational efficiency.
29. The community strategic plan is consistent with the City of Sydney's risk appetite statement, specifically:
- We comply with our legal and regulatory requirements.
 - We encourage considered risk taking that supports innovation, efficiency and the achievement of our strategic objectives.

Social / Cultural / Community

30. The community strategic plan represents the community's aspirations and priorities for an equitable and inclusive city, where everyone can thrive and reach their full potential. It aims to strengthen and build resilience in our communities by enhancing the connections and collaboration among people, organisations, and all levels of government. It also aims to create a city where everyone can actively engage, participate in, and contribute to its cultural life.
31. The community strategic plan includes a definition of the communities we serve. It includes the many people who rely on our area as the place to live, work, study, do business, access services and visit. It recognises the national and global connections and commitments the City of Sydney and our communities have to others across Australia and around the world.
32. The community strategic plan also includes several objectives where outcomes beyond the boundaries of our local government area are defined, including:
- 1.4 - The City of Sydney is an active contributor to the governance of metropolitan Sydney.
 - 1.5 - The transformation of the city is enabled by successful partnerships and collaboration.
 - 7.3 - Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses.
33. The Cultural Strategy 2025-2035, the Resilience Strategy 2023-2028, 'A City for Walking' strategy and action plan - Continuing the Vision 2024, the Access Strategy and Action Plan 2023, and A City for All: Social Sustainability Policy and Action Plan 2018-2028 all align with the community strategic plan.

Environmental

34. The community strategic plan responds to the community's aspirations and priorities for action on climate change. It aims for a more sustainable future where everyone does their part to respond to the climate emergency. It also aims to manage environmental risk and protect our natural environment, support sustainability within our built environment, reduce resource use and adapt to climate change.
35. The forthcoming Environmental Strategy 2025-2030 aligns with the community strategic plan.

Economic

36. The community strategic plan represents the community's aspirations and priorities for an innovative, green, and inclusive economy. It aims for the city to maintain a position locally, nationally, and internationally as a destination where business, investment and talent flourishes.
37. The Economic Development Strategy 2025-2030 aligns with the community strategic plan.

Financial Implications

38. The 2025 Resourcing Strategy, which includes the Long-Term Financial Plan, will be aligned with the community strategic plan with implementation commencing from financial year 2025/26. Ensuring long term financial sustainability will remain a fundamental principle of future planning and may impact timing of deliver of some elements of the vision.

Relevant Legislation

39. Section 402 of the Local Government Act 1993 requires Councils to have a community strategic plan that identifies the main priorities and aspirations for the future of the local area. The plan must be of at least 10 years in duration and include strategic objectives together with strategies for achieving those objectives. The plan must be adopted by June 30 following the election of a new Council.

Critical Dates / Time Frames

40. The refreshed community strategic plan must be adopted by Council by 30 June 2025.

Public Consultation

41. From 2018 to 2022, we worked with our diverse communities to develop Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050. We began the process in 2018 by asking people to tell us their hopes for Sydney and what excited and concerned them about the future. This helped us explore the high-level themes, values and issues the community sees as important. The community strategic plan is informed by these values along with 10 strategic directions and 10 targets to measure our progress.
42. Since 2022, we've continued to engage with our diverse communities to develop new strategies that address key issues including resilience, climate and sustainability, economic development, cultural life, walking and access, affordable housing, and food security.
43. The City's engagement programs and activities have been conducted in line with the City's Community Engagement Strategy which was adopted in June 2024.
44. A Community Insights Report (Attachment A) has been developed. This report brings together what we heard from the community during our extensive community engagement program over the past 2 years.
45. The Community Insights Report analysed more than 13,500 pieces of community feedback across 27 key consultation projects between 2022 and 2024 to understand and confirm if community values and priorities have changed.
46. The outcomes from the Community Engagement over the past 2 years has helped inform the refresh of the community strategic plan.
47. It is proposed that the community strategic plan be placed on public exhibition for a period of 28 days from 8 April until 6 May 2025.

KATE DEACON

Executive Director Strategic Development and Engagement

Ben Dowler, Strategy Advisor - Social