

CITY OF CLARENCE

Creating tomorrow, today

Strategic Plan review Engagement report

February 2026





Contents

- 1 Background**
- 2 Methodology**
- 3 Data Summary**
- 4 Key Findings**
- 5 Summary**

Background

City of Clarence is reviewing its Strategic Plan for 2025 to 2035. Every four years, councils are required to review their Strategic Plan under legislation, to make sure long-term directions stay current, transparent, and aligned with community needs. The Strategic Plan sets the overarching direction for council and guides priorities for services, projects, budgets, and how we work with our community and partners.

This review also refreshes how the Strategic Plan is written. We have overhauled the design to make the plan more strategic and less focused on long lists of objectives.

The revised draft is more aspirational and outcome-focused, so it can guide decision making over the next decade while remaining flexible enough to respond to emerging issues and changing community needs. The revised draft is built around four strategic pillars: Strategy and Delivery, Sustainable Growth, Culture and Place, and Wellbeing and Belonging. It also includes proposed environmental values, which strengthen how we care for Clarence's coastal, bushland and rural landscapes, and respond to climate change.

Engagement was designed to check that the revised draft Strategic Plan is clear, reflects community priorities, and provides a strong long-term direction for City of Clarence. We tested the draft through internal and external stakeholder meetings, then invited broader community input through a Your Say Clarence survey and pop-up sessions. Feedback from all channels will be used to refine the Strategic Plan before it is finalised and presented to Councillors.

Engagement design

Purpose of the engagement

The community engagement aimed to gather feedback from the community on the revised draft Strategic Plan 2025–2035. It focused on understanding how the four pillars and proposed environmental values resonated with the community and staff, and whether the Plan’s overall direction and purpose were clear and supported.

Feedback sought

The survey sought feedback on support for the draft Plan’s overall direction, how clear its purpose is, and how the pillars and proposed environment values resonate. It also invited suggestions on what was needed to better reflect community needs and aspirations.

Rationale for the design of the questions

The questions were designed to be quick and easy to answer, using simple ratings and a few high-level checks to test clarity and overall support for the draft Plan. An open comment and demographics were included to capture local detail and identify gaps in who we heard from.

Structure of the engagement (i.e. questions under outcome areas)

The engagement gathered input from a range of perspectives. It included internal workshops and discussions and external stakeholder meetings with key partners and community representatives to test the draft direction early. Concurrently, a public online survey was available on Your Say Clarence and community pop-up sessions (including event-based pop-ups) invited broader feedback from the community.

What we did

How the survey was promoted



322 unique visitors to the Creating Tomorrow, Today **Your Say** webpage and 706 page views



Community pop-ups at Eastlands, Rosny Library, and Glebe Hill Shopping Centre



Engagement ad in the Eastern Shore Sun and Clarence News



Email campaign sent to 43 recipients with a click-through rate of more than 41%



Facebook posts with 12,332 views, 46 interactions, and 49 link clicks during the engagement period.



LinkedIn posts with 1,700 views and an engagement of 428

Ways people engaged and provided feedback



41

online survey responses



8

written submissions



5

face-to-face community engagements



15

internal stakeholder meetings

Engagement period

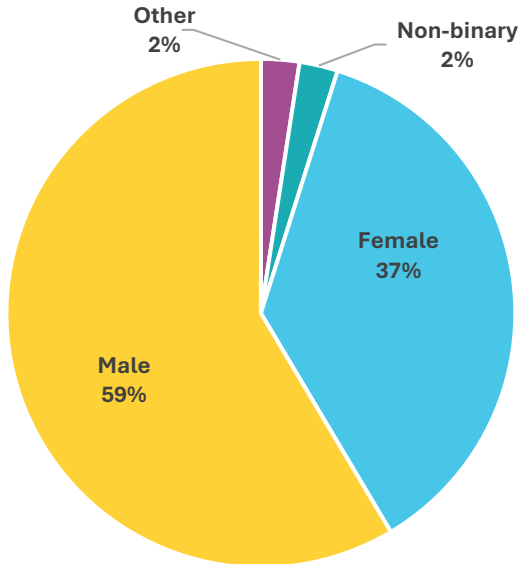
3 months (3 Nov 2025 – 30 Jan 2026)

Data summary

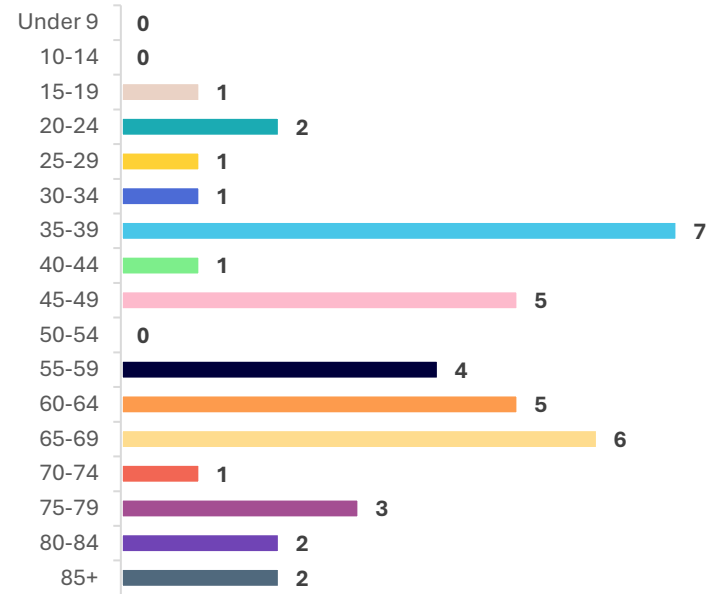


Demographics

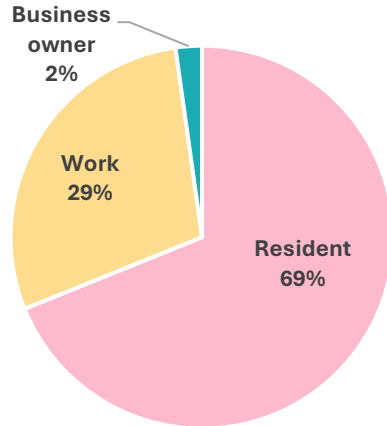
Gender



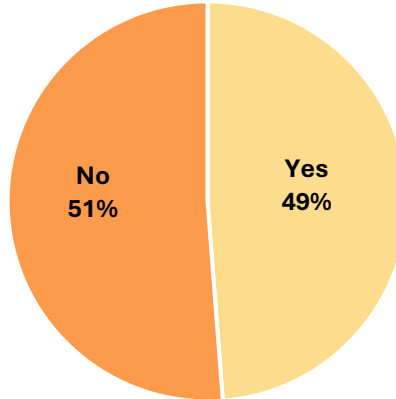
Age



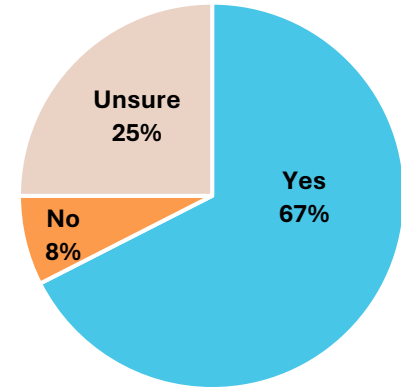
What's your connection to Clarence?



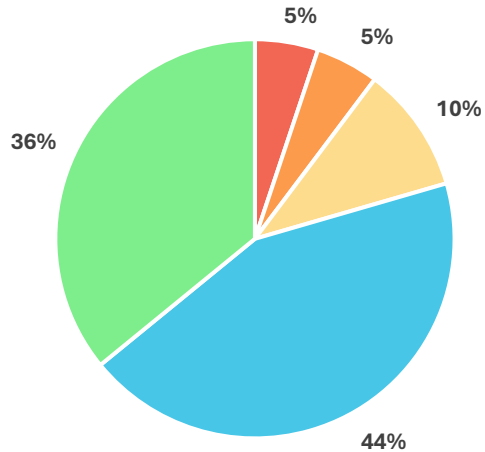
Before this survey, were you aware of City of Clarence's Strategic Plan?



Does the revised Strategic Plan reflect your hopes for Clarence's future, including the kind of community, environment, services and leadership you want to see?

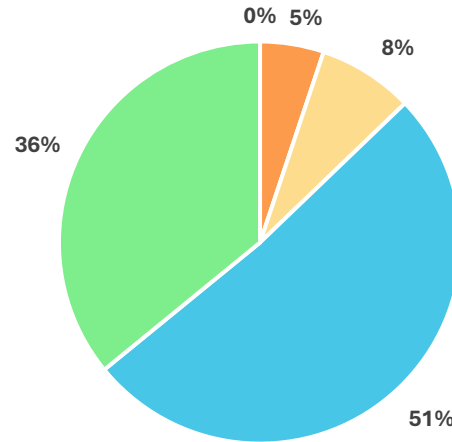


Do you feel you understand the purpose of the Strategic Plan?



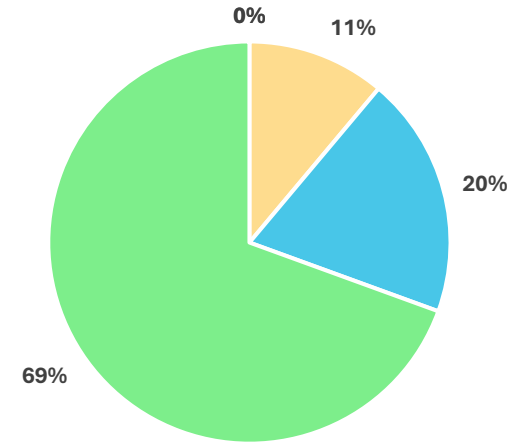
■ Not at all ■ A little ■ Somewhat ■ Well ■ Very Well

Do you support the overall direction of the revised Strategic Plan?



■ S. Disagree ■ Disagree ■ Neutral ■ Agree ■ S. Agree

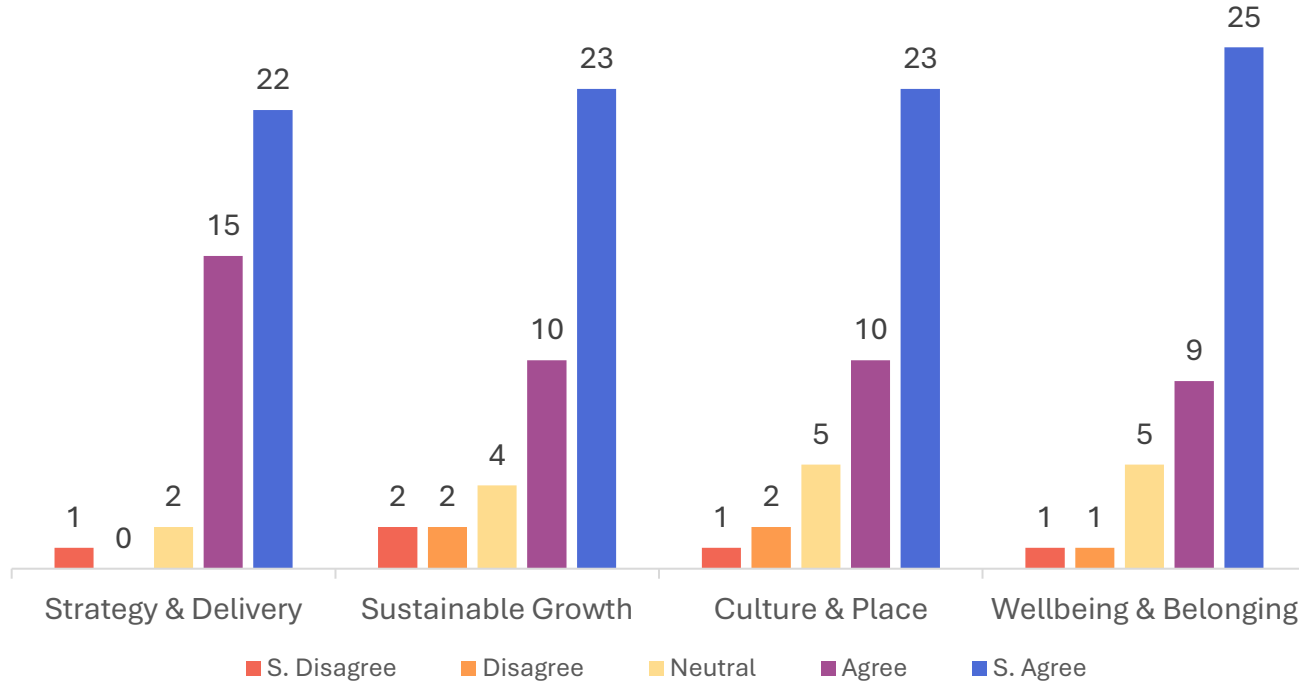
How do you feel about the proposed Environmental Values?



■ S. Disagree ■ Disagree ■ Neutral ■ Agree ■ S. Agree

Pillar sentiment

** Numbers represent how many respondents answered*



Key findings – survey

Themes and issues



Delivery and accountability

People want clearer actions, timelines, and how council will report progress.



Getting the basics right

Strong focus on roads, footpaths, maintenance and quicker responses to issues.



Growth and infrastructure

Support for “smart growth” where infrastructure keeps up and neighbourhood character is protected.



Wellbeing and belonging

More support for connection, inclusion, and needs across life stages (including older residents and young people).



Environment and climate

Broad support for environmental values, with a preference for practical steps and visible outcomes.



Walking, cycling and access

Calls for safer, better-connected networks, including accessibility for prams and mobility aids.



Animal management

Requests for clearer expectations around pets in shared spaces, including protecting wildlife.



Culture, arts and heritage

Interest in stronger cultural facilities, events, and a clearer commitment to heritage and place.

4 Key findings – submissions

Clearer measurables

Several submissions support the pillars approach but say the draft needs clearer measures and supporting detail so people can genuinely test and respond to the direction. *“It’s hard to review without clearer actions and measures.”*

Age-friendly housing

There are calls for more housing diversity, including models that support ageing in place, downsizing, and dementia-friendly options. *“Age-friendly needs to be built in, not added on.”*

Local place quality

A theme in the submissions is lifting the look and feel of Clarence through practical infrastructure improvements that shape daily experience. *“...our old infrastructure such as overhead powerlines block the beautiful views and dates the area.”*

Resilience and environment made practical

Environmental intent was supported, with requests to be more explicit about adaptation and resilience, and to include practical actions (including circular economy and resource recovery). *“Resilience should be more explicit, not implied.”*

Everyday infrastructure and place quality

People raised visible, on-the-ground improvements as priorities, from accessibility basics through to streetscape and amenity upgrades. *“Make the changes people can actually see on the ground.”*

Safety, amenity and shared rules

A smaller set of submissions raised local safety and compliance concerns (including pets), framed as day-to-day liveability and trust issues. *“Council needs to take complaints seriously, a follow up with due diligence needs to happen.”*



Summary

Community feedback shows strong overall support for the revised draft Strategic Plan 2025–2035 and its four pillars, with particularly strong support for the proposed environmental values.

People broadly back the shift to a more strategic, aspirational plan, and shared practical suggestions about what matters most day to day.

While the feedback does not change the pillar structure, it highlights where the draft needs to be clearer about delivery, including how priorities translate into actions, funding, and public progress reporting, and how the plan responds to ageing, access, growth pressures, and climate resilience.

Next steps:

- Reviewing community feedback
- Updating the draft Strategic Plan
- Presenting the plan to Council for adoption

