

SUTHERLAND SHIRE COUNCIL



SUTHERLAND SHIRE COUNCIL

ANNUAL REPORT

2023/24



ACKNOWLEDGEMENT OF COUNTRY

Sutherland Shire Council acknowledges the Dharawal people as the Traditional Custodians of the land within Sutherland Shire. We value and celebrate Dharawal culture and language, and acknowledge Dharawal people's continuing connection to the land, the sea and community. We pay respect to the Elders and their families, past, present and emerging, and through them, to all Aboriginal and Torres Strait Islander peoples.

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Image: NAIDOC 2023



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OUR VISION

A connected and safe community that respects people and nature, enjoying active lives in a strong local economy.

OUR PURPOSE

We believe in creating a thriving community of active lives connected to nature.

OUR VALUES



COLLABORATE

We are a united team. We work together to deliver great outcomes for our community.



ACHIEVE

We have a can-do attitude and deliver on our commitments.

We pursue excellence and believe in making a positive contribution to our community.



RESPECT

We communicate openly, act with integrity and are inclusive.



EVOLVE

We look for opportunities and embrace change, championing new ideas, and celebrating solutions.

MESSAGE FROM THE MAYOR

We all know the Sutherland Shire is naturally blessed by the quality of our natural surrounds, our deep sense of community and the generosity of spirit we see in those who call this amazing part of the world home.

For all those of us who are lucky enough to live, work and play here, there is a tremendous amount for which we should be thankful.

But for those elected to serve this community, and the 1,000+ Council staff, the challenge is to build on this natural prosperity and deliver infrastructure and initiatives that will support our community to thrive for generations to come.

Throughout my 12 years serving on Council, and particularly the eight years I have served as Mayor, I have been proud to be part of an organisation so deeply committed to driving continual improvement in what we offer to our community.

This past year has been no different, with a host of transformative projects delivered within the past 12 months which will be of enduring benefit to local residents.

Major projects, major impact

Our community consistently tell us – one of the things they value most about life in the Sutherland Shire is enjoying the opportunity to regularly get out and get active, exploring our beautiful natural surrounds and quality parks and open spaces.

To cater to the diverse recreational needs and sporting interests of our community, it's vitally important that we provide quality infrastructure, and I am delighted that so many major infrastructure projects have come to fruition over the past year, each of which will serve our community well for generations to come.

The delivery of an incredible array of sporting facilities as part of the \$4.75 Seymour Shaw Active Precinct at Miranda – including a world-class skate plaza course, an Olympic grade skate bowl, half-court basketball facilities and a new children's playground have already proven overwhelmingly popular, and have provided budding local skaters exceptional facilities to enjoy.



Similarly, the diverse range of facilities delivered at Engadine's Cooper Street Active Sports Youth Precinct have been in near constant demand since they were first opened to the public, with the project delivering a \$6.2m overhaul of one of the region's best-loved local parklands. With an amazing selection of skating, BMX, parkour and basketball facilities replacing the aging skate facilities which had previously been on site and a brand new \$2.7m all-abilities playground, Council has been able to ensure there is genuinely something for young people of all ages and abilities available.

And we have continued to deliver incredible new open spaces for our community to enjoy, as well as enhancing the facilities on offer at some of our existing and much-loved parks and reserves.

This year we were able to unlock a stunning slice of Georges River frontage to community access with the delivery of new community open space at the Esplanade, Sylvania.

The addition of new amenities and bike repair facilities to cater for the many keen cyclists, walkers and runners who use the Woolooware Bay Shared Pathway has also ensured that people can better use this incredible recreational asset.

This is just a small selection of the transformative infrastructure projects Council has delivered over the past year to enable our community to get the most out of our amazing open spaces. Both Councillors and staff have been proud to see them readily put to use by local residents.



Trusted civic leadership

Strong, forward-thinking leadership is vital to the success of any organisation, with all elected Councillors tasked with developing and delivering upon a shared vision for our community's future.

Sound decision making and effective, stable and civic-minded leadership will always be vital to ensuring this can be achieved.

And when I reflect on the leadership of our organisation, there is plenty to be immensely thankful for.

Over the past year we farewelled outgoing Chief Executive Officer (CEO) Manjeet Grewal after her five-year tenure as leader of organisation and more than three decades of dedicated service to Council. Our new CEO, Clare Phelan is an experienced local leader with a passion for delivering for the people of the Sutherland Shire, and I know she will continue to provide visionary leadership for our community.

Our Deputy Mayor, Councillor Carol Provan was recognised earlier this year for her decades of service to

our community and to the local government sector, receiving an Order of Australia Medal as part of the Australia Day Honours list.

This accolade is not just well-deserved recognition of Councillor Provan's decades of dedicated service to our community, but as she readily acknowledges, is testament to the combined efforts of the many exceptional elected representatives she has served alongside throughout her time on Council.

On a personal note, as I reflect on the past 12 years on this Council, including eight years as Mayor and one year as Deputy Mayor, I am filled with gratitude and pride. It has been a journey with good times and challenges, but above all, it has been an honour to serve this community and work towards making a positive difference to all who live, work and play in this beautiful part of the world.

Councillor Carmelo Pesce

Mayor of Sutherland Shire
(January 2022 to September 2024)

MESSAGE FROM THE CHIEF

EXECUTIVE OFFICER

The 2023/24 financial year was yet another big year, with our dedicated team of staff at Sutherland Shire Council advancing many projects, programs and service initiatives designed to foster a connected and thriving community. I am extremely proud to lead our talented team of staff, since being appointed CEO in July 2024, and thank the elected Council for their continued support.

Programs and services

Across 2023/24, Council progressed its commitment to a beautiful, protected and healthy natural environment. Work has continued on developing Council's draft Tree and Bushland Strategy, which will deliver our first long-term, comprehensive plan for trees and bushland, on both public and private land, in Sutherland Shire.

We've partnered with a number of organisations to achieve a 41% reduction in emissions through 100% renewable electricity, solar, and lighting upgrades. This included the conversion of the St George and Sutherland Shire Anglers Club to solar power generated onsite, marking the first time a Council property has made the switch to 100 per cent renewable energy.

This year saw us deliver an extensive array of community education and behaviour change programs to reduce waste and minimise its impact. Our teams won the NSW Local Government Excellence Award for Risk Management for our Fires in Trucks campaign, reminding residents to correctly dispose of chemicals and batteries. We successfully launched our first Clothes Swap Party in May, and across the year, diverted 25 tonnes of soft plastics and textiles from landfill through collection drives. In 2024/25, we'll continue our work on progressing two major waste reduction initiatives - Food Organics Garden Organics (FOGO) service implementation, and assessing the feasibility for a Community Recycling Centre.

We took proactive measures to help us contain cyber threats, through implementation of a robust Cyber Security Framework, which has given us tangible evidence of key risk reduction. We'll continue to test the Framework, along with our Business Continuity Framework to ensure we're well prepared to manage crisis events.



Growing Council’s talent pipeline is essential for our organisation to continue delivering programs and services. Our Pathfinders Program is aimed at supporting this, through employment of apprentices, graduates and trainees, and in 2024 we’ve welcomed a number of new early career entrants to Council in key areas such as safety, property, animal shelter and libraries. We look forward to building this program in coming years.



Our community teams demonstrated their commitment to fostering connected, caring communities, supporting a diverse range of programs like youth activations at skate parks, volunteer expos, Harmony Day celebrations, and our annual Seniors Festival. We continue to partner with local service providers and other government agencies to support vulnerable members of our communities, and ensure Sutherland Shire is a place that includes everyone.

Customer Experience

Putting our customers at the heart of our decision making has been a key area of focus in 2024, and you will see that continue with the delivery of our first Customer Experience Strategy later this year.



To enhance customer experience, we’ve launched three new websites for our highly valued Leisure Centres, Hazelhurst Arts Centre and Libraries. These upgrades have made it easier for customers to access up

to date information and services, like booking an art class, arranging a day out at the pools, and getting along to one of our many engaging library events.

We wanted to hear more about our customer and community’s satisfaction with Council services, so we implemented surveys at key customer touchpoints to gather real-time data on how we’re performing and meeting customer needs. 2024 also saw us undertake the latest community satisfaction survey, allowing us to better understand levels of importance and satisfaction with the services we deliver.



Continuous Improvement

As part of our commitment to continuous improvement, 2023/24 saw the development of our new service review framework, which will help us ensure the services we provide to our community are appropriate, effective, and efficient. This financial year saw service

reviews undertaken for building maintenance, public place cleansing, development assessment, and commercial waste.

Financial performance

Council has continued to exercise careful financial stewardship, to ensure long term sustainability. Our 2023/24 financial statements are included in this Annual Report, and demonstrate Council’s sound financial performance.

Wrap up

As you read through the Annual Report, you will see the many achievements of Council which would not have been possible without the effort and dedication of our staff. I would like to take this opportunity to thank all staff for their energy, commitment, and collaboration throughout the year.

Finally, I would like to finish by recognising Manjeet Grewal, Council’s former Chief Executive Officer. Manjeet led the organisation across the entirety of the 2023/24 financial year and was significant in delivering many of the outcomes within this report. Manjeet retired in July this year after more than 30 years of incredible contribution to Sutherland Shire and we wish her well for the future.

Clare Phelan

Chief Executive Officer

COMMUNITY HIGHLIGHTS

We're proud of our achievements and here are some of the key highlights we delivered during 2023/24.



NAIDOC Week

Hundreds of residents and visitors marked National NAIDOC Week in July at a free community event in Gunnamatta Park, Cronulla. The year's theme, 'For Our Elders', paid specific tribute to Aboriginal and Torres Strait Islander Elders and their ongoing contributions to communities across the country. A Welcome to Country by Auntie Lola Ryan preceded cultural performances by the Djurwalinjang Dancers, Little Blessings Early Learning Centre and Uncle Col Hardy.



New off-leash dog park

A new destination for dog lovers is officially on the Sutherland Shire map, with a new off-leash dog park open at Heathcote Oval. The nearly 2,500sqm facility features a secure 1.8m high fence with two double gated access points, water fountain and access to a picnic shelter.



Walk for Respectful Relationships

Local schools, residents, community groups and Council staff participated in the annual 2km 'Walk for Respectful Relationships' in November. All members of the community could join at any leg of the walk, contributing to raising awareness of and showing a united front against domestic and family violence in the community.

Youth Week

With the theme 'Express. Empower. Get loud!', we held a wide array of events during Youth Week. Supported by the NSW Government, community organisations and local businesses, young people (aged 12-24) of all abilities were encouraged to get involved and voice their views and ideas.

Switch to solar power

The St George and Sutherland Shire Anglers Club has been converted to run entirely via solar power generated onsite. We first undertook extensive work to determine the best way to ensure ongoing power supply to the popular fishing facility. This marks the first time a Council property has been switched to 100% renewable energy.

Battle of the Bridges

Held in partnership with Georges River Council, this youth music event in September gave six emerging bands and performers in the region an opportunity to showcase their talents. It followed the success of youth-focused music events during Youth Week.



Bike to the Beach

Also in September, the much-anticipated annual 'Bike to the Beach' ride was back, in partnership with PCYC Sutherland and Endeavour Cycles. It celebrates the joy of cycling, encourages riders to use safe cycle pathways, and spreads the word about road and bike safety.

Not-for-profit boost

In its sixth year, our annual funding program offered grants of up to \$20,000 each. This year's recipients included local organisations which offer specialised services such as aged and disability care, mental health and wellbeing services, social and family support, youth engagement, recreational activities including arts, Aboriginal specific, multicultural programs, and musical initiatives.



Launch of the Matson Collection

Sutherland Library now offers visitors a unique window into the past, with a permanent display showcasing an extensive collection of Aboriginal artefacts gathered across Sutherland Shire. The painstakingly curated artefacts known as 'The Matson Collection' give a unique glimpse of life of local Indigenous culture and customs as they were before European arrival.

Australia Day celebrations

We heralded local volunteers and service organisations for their selfless contributions to the community, when they shared the spotlight with more than 150 of the Sutherland Shire's newest Australian citizens during the annual Australia Day awards and citizenship ceremony. Hundreds of local residents gathered at the Pavilion Performing Arts Centre to recognise the civic-minded efforts of each of the award recipients, acknowledging their work in fields as youth mental health, charity work, pollution prevention and environmental conservation.



Seniors Festival

The annual Seniors Festival was a huge hit, offering exciting opportunities for local senior residents to connect and participate. Activities on offer included workshops on mindfulness, watercolour painting classes, aqua aerobics, and walks in our beautiful local reserves learning about gathering Aboriginal bush tucker.

National Reconciliation Week

In partnership with Sutherland Shire Reconciliation, we proudly supported National Reconciliation Week with a picnic at Parc Menai in June. This event gave an opportunity to engage with and learn more about local Indigenous culture and heritage, focusing on building positive relationships across all sections of our community.

Community of volunteers

Throughout our community there are countless charities, sports clubs, service organisations and other worthy initiatives operating with the support of local volunteers. Around 14% of Sutherland Shire residents engage in some form of volunteering. National Volunteer Week 20 - 26 May provides the opportunity to take time out to recognise the selfless contributions of all our volunteers and their efforts in improving the quality of life for those around them.

KEY

PROJECTS

We're committed to delivering the best for our community, completing several significant projects between July 2023 and June 2024.



Stage 2 Cronulla Plaza upgrade

Cronulla

The next significant stage in long-term plans to transform one of the Sutherland Shire's most iconic retail strips officially got underway, with the first sod turned to mark the start of construction on the \$12.4m second phase of Council's revitalisation of the Cronulla Plaza.

July 2023.



Renewed playgrounds

Alfords Point, Bangor and Menai

Playground facilities in Alfords Point, Bangor and Menai have been upgraded as part of the latest series of projects completed under Council's ongoing Playground Renewal Program. These included Jelba Reserve, Casuarina Road Oval, Akuna Avenue Reserve and Colwyn Close Reserve playgrounds. The upgrades offer a range of climbing structures, slides and swings, along with natural play elements.

August 2023 - October 2023.



New community reserve

Sylvania

Official opening of a newly created beautifully landscaped community garden, which extends from The Esplanade, Sylvania, cascading down to the banks of the Georges River.

September 2023.



Shared pathway

Woolooware

Sutherland Shire Council has delivered the latest addition to enhance the much-loved Woolooware Bay Shared Pathway, with the many users of this popular active transport route set to benefit from new toilet amenities featuring an impressive bike repair station to cater for the needs of cyclists.

October 2023.



Seymour Shaw Active Precinct

Miranda

Diverse range of facilities to cater to all tastes and abilities, including a half basketball court, parkour and climbing elements, new children's playground and a world-class skate 'plaza' course, and the addition of two new skate bowls. The new facilities marks stage one of the planned three stage Seymour Shaw Park Masterplan redevelopment.

November 2023.



Box Road Reserve sports facilities

Sylvania

The upgrade to the upper playing fields and facilities at Box Road Reserve commenced in December with an official sodturning ceremony. These upgrades will ensure that all those who train and compete here will have access to a top-notch facility with two levelled grass playing fields, LED floodlights, a new cricket pitch and improved pathways.

December 2023.



Cooper Street Reserve

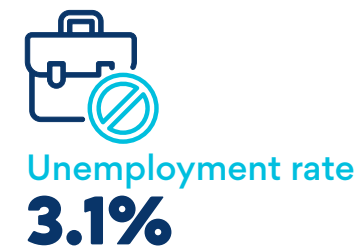
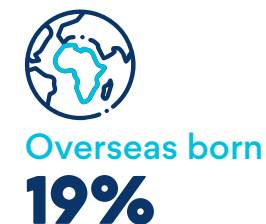
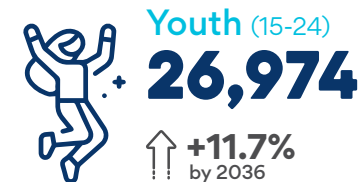
Engadine

The project jointly funded by Council and the state government through the NSW Government's Greater Sydney Sport Facility Fund now provides local residents with ready access to a host of new active sports facilities. New facilities delivered as part of the new Active Sports Youth Precinct include a 'skate plaza' skating course, pump track facilities for bike riders, a parkour course, a fitness course, a bike repair station and water refill station, half-court basketball facilities, extensive seating and covered areas for shade; and an all-abilities playground allowing everyone the chance to explore a range of engaging play spaces.

June 2024.

ABOUT SUTHERLAND SHIRE

Sutherland Shire is Dharawal Country. Located in Sydney, 26 kilometres south of the CBD, it's bordered by the Royal National Park and Georges River and is a place of abundant natural beauty and incredible history. It is the place of the Meeting of Two Cultures, where Aboriginal people of the east coast of Australia first came in contact with Europeans when Lieutenant James Cook and his crew of His Majesty's Bark (HMB) Endeavour landed at Kamay Botany Bay on 29 April 1770. We're home to over 2,000 Aboriginal sites and remain a place of diversity, culture and the arts, also offering an emerging food, fashion and design scene set within a relaxed atmosphere mixed with an easy coastal charm.



Figures correct as at September 2024. Source: Profile ID <http://www.id.com.au>

YOUR COUNCILLORS

December 2021 to September 2024

A WARD



Cr Carol Provan OAM
Deputy Mayor



Cr Leanne Farmer



Cr Marcelle Elzerman

B WARD



Cr Jack Boyd



Cr Louise Sullivan



Cr Kent Johns

C WARD



Cr Jen Armstrong



Cr Hassan Awada



Cr Haris Strangas

D WARD



Cr Carmelo Pesce
Mayor



Cr Diedree Steinwall



Cr Greg McLean OAM

E WARD



Cr Stephen Nikolovski



Cr Peter Scaysbrook



Cr Laura Cowell



OUR COMMITMENT TO THE ENVIRONMENT

Our community strongly values our access to the rich and diverse natural environment of Sutherland Shire which supports our health and wellbeing. Residents, community groups, schools, businesses, Council and developers all have a role in protecting our environment and reducing our resource consumption.



Council is committed to become a net zero emitter of greenhouse gases by 2030 and supporting our community in reaching net zero by 2050. Key initiatives undertaken this year to step us closer to our goal are as follows:

- Educating local youth via the Youth Week Climate and Biodiversity Forum in ways to take action to combat climate change.
- Working in close partnership with community organisations on household and community emission reduction and electrification and in conjunction with other Sydney councils to implement the Resilient Sydney program to survive, adapt and thrive in the face of chronic stresses and acute shocks.
- Partnering with several organisations Council achieved a 41% reduction in emissions through 100% renewable electricity, solar, and lighting upgrades.
- Installation of solar and battery storage at St George and Sutherland Anglers Clubhouse Taren Point, making this Council's first off-grid and energy facility

- Council is an active member of the Global Covenant of Mayors for Climate and Energy, the largest alliance for city climate leaders across the globe.



Council provides more than 210,000 weekly waste services to residents including garbage, green waste and recycling collections. Every week hundreds of public place bins are emptied, and parks, footpaths and streets are also cleaned.

The Waste Management Strategy

The Waste Management Strategy outlines a 20-year plan for a sustainable, equitable waste service for our community, and which protects the environment and promotes a circular economy. Key actions include introducing a Food Organics Garden Organics (FOGO) Collection Service, enhancing our community engagement and education, and delivering a Community Recycling Centre (CRC).

Community education and workshops

Council's annual program of educational workshops and events included:

- 2 x e-Waste collection events with over 6,000 participants
- 2 x household chemical collection events with approximately 8,000 participants
- 82 x 'Environmentor' education sessions (2,266 primary school students at 16 schools)
- Hosting 101 Clean Up Australia Day sites with waste collection services to an additional 13 sites
- 18 x waste wise workshops with 435 participants
- 7,855 Recycle Smart collections





Koalas

Council remains committed to collaborating with the NSW State Government and the Southern Sydney Koala Steering Committee to achieve the long-term goal of fostering a thriving koala population in the region. In 2023, Council secured federal grant funding to restore and rehabilitate koala habitats, along with the installation of educational signage within the Sutherland Shire area. While much of this work is either completed or currently in progress, Council is continuously refining koala habitat maps to guide the development of a Koala Plan of Management for the Sutherland Shire.

Trees and bushland

This year Council developed the Draft Tree and Bushland Strategy 2024-2034, a landmark plan for the long-term management of trees and bushland across the Sutherland Shire. The strategy outlines a vision where urban trees and bushland are ‘well managed, safe, connected, and thriving’ and emphasizes collaboration between Council and the community to preserve the area’s unique bushland character.



Greenweb

Council continues to encourage property owners within Greenweb zones to conserve vital habitats and wildlife corridors by supporting restoration efforts, weed removal, and the planting of native species. Currently 860 properties are involved in the program with 9,665 native plants distributed to property owners, and 10 restoration grants successfully completed.

Bushcare, invasive species and plant nursery

Over 450 active volunteers support our Bushcare program, helping to maintain more than 90 Bushcare sites.

The waterways restoration program successfully completed 15 projects across 43 sites, focusing on improving water quality, enhancing riparian vegetation, and optimizing water flow. The beach maintenance team carried out extensive post-storm restoration work on beachfront dunes and vegetation. The Annual Biosecurity Program delivered initiatives addressing priority weed control, invasive animal species, and the restoration of endangered ecological communities. The Community Nursery continued to offer educational training and practical workshops to the community, producing more than 160,000 native plants annually.



Sustainability

Education - Cycle to School Program

Transporting children to school by car can lead to significant traffic congestion and increased risks to the safety of children around schools, as well as lead to adverse impacts to children's health and well-being. Council's Cycling to School Program aims to address these issues by improving safety around schools, as well as heightening student road safety awareness and initiating many lifelong benefits associated with active transport use.

Environmental Assessment and Monitoring

Council monitors and manages environmental issues ranging from terrestrial to aquatic ecology,

including threatened species and communities, contaminated land, acid sulphate soils, pollution and other matters to minimise the impacts to our environment. In the last financial year this included environmental assessments of more than 357 development applications.

Council continues to participate in the state-wide OPEN-AIR program that monitors and informs local air quality. Council also regularly checks the health of our local waterways with our long-term strategic water monitoring program. This tests water quality at over 30 locations and rates quality from poor to excellent. The 2023/24 results indicated that more than 90% of the sampled waterways within the Sutherland Shire were rated 'fair' or better.



Georges Riverkeeper

Sutherland Shire Council is proud to host the Georges Riverkeeper organisation, which coordinates projects on behalf of eight member councils to enhance the river health and liveability in the Georges River catchment. Programs focus on litter prevention and removal, water quality monitoring and research, bush regeneration and creek rehabilitation, stormwater and sewage advocacy, and community education.

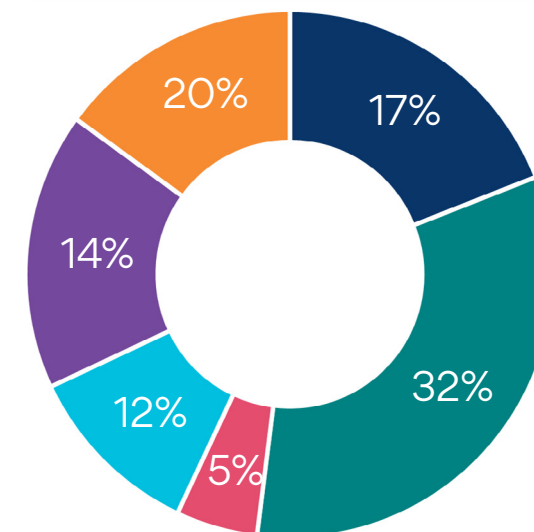
In 2023/24, Georges Riverkeeper removed 6100 kg of litter from 32 sites in the Sutherland Shire, thanks to 2,168 hours contributed by Corrective Services NSW teams. Across the entire Georges River catchment, a total of 93,457 kg of litter was removed.



FINANCIAL SNAPSHOT

Performance	Target	2021/22	2022/22	2023/24
Operating Performance Ratio Measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.	>0%	4.46% ✓	5.87% ✓	-1.90% ✗
Own Source Operating Revenue Ratio Measures fiscal flexibility. It is the degree of reliance on external funding sources.	>= 60%	84.06% ✓	81.40% ✓	84.91% ✓
Infrastructure Renewals Ratio Assesses the rate at which these assets are being renewed against the rate at which they are depreciating.	>= 100%	106.8% ✓	108.24% ✓	80.85% ✗
Debt Service Cover Ratio Measures the availability of operating cash to service loan repayments.	2.00x	13.13x ✓	15.57x ✓	13.4x ✓
Unrestricted Current Ratio Represents a council's ability to meet short-term obligations as they fall due.	>= 1.5	3.91x ✓	4.32x ✓	4.09x ✓
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage Expressed as a percentage of total rates and charges available for collection in the financial year.	< 5%	4.44% ✓	4.68% ✓	4.68% ✓
Cash Expense Cover Ratio Liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.	>= 3	12.93 ✓	12.36 ✓	12.12 ✓

Actuals by outcome



Category summary	2023/24 \$,000	%
● Strong civic leadership trusted by an informed and engaged community	51,834	17%
● A beautiful, protected and healthy natural environment	96,403	32%
● A creative, caring and healthy community that celebrates culture and diversity	15,014	5%
● A prosperous, well-educated community with a diverse range of economic opportunities	35,244	12%
● An active community that enjoys safe, accessible and diverse open places and spaces	43,669	14%
● A high quality urban environment, supporting a growing and liveable community	63,851	20%
	306,014	100%

OUR ORGANISATION

as at September 2024



Clare Phelan
Chief Executive Officer

Key functions and responsibilities of each directorate

Collaboratively, the Office of the Chief Executive and the four Directorates are responsible for the implementation of the Delivery Program and Operational Plan.



Grant Willoughby
Acting Director
Infrastructure and
Operations

Assets Strategy and Delivery; Civil Operations; Building Operations; Fleet and Logistics; Open Space Operations; Waste Services; and Emergency Management.



Michelle Whitehurst
Director Shire Services

Business and Community; Children's Services; Arts and Libraries; Community Connections; Sport and Leisure Services; Beach Services and Public Safety and Lifeguards.



Stewart Rodham
Acting Director
Planning and Growth

Strategic Planning; Environmental Science; Development Services; Environment, Health and Building Compliance; and Traffic and Public Domain Services.



Leanne Siveyer
Acting Director
Corporate Support

Information Management and Technology; Corporate Governance; Communication, Engagement and Customer Experience; Financial Services; People and Culture; Property; and Corporate Planning and Performance.

AWARDS AND RECOGNITION

Risk Management Award (‘Do your part and fires won’t start’ program)

2024 NSW Local Government Excellence Awards - Winner

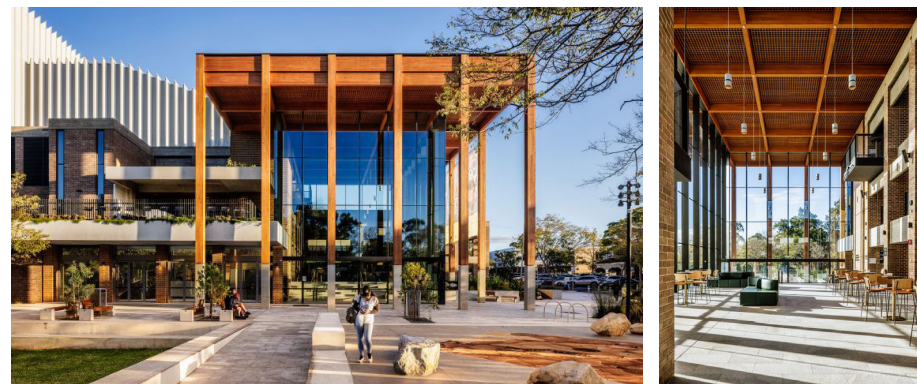
Fires in waste trucks continue to be a serious safety risk across the waste industry, with the increased use of lithium batteries and inappropriate disposal of all battery types.

Sutherland Shire is a leader in changing community behaviour by developing and delivering a multi-year community education campaign (2022-2023); ‘Do your part and fires won’t start’, with the

aim of diverting hazardous materials from the domestic waste collection service.

Council engaged the Waste and Recyclers Association (WCRA), with the purpose of gaining additional support to advocate for a local government and private industry wide campaign to tackle waste industry fires.

In recognition of the effective campaign, we were contacted by the NSW EPA to participate in an education video to generate awareness of this growing safety risk.



Asset and Infrastructure over \$1.5 million Award, The Pavilion Performing Arts Centre

2024 NSW Local Government Excellence Awards - Highly Commended

The state-of-the-art Pavilion Performing Arts Centre is one of the most ambitious projects ever undertaken by Council. It has created a landmark community hub, a place of artistic excellence, an invaluable platform for our emerging artists and a much needed and timely injection into the performing arts industry post-pandemic.

The highest industry benchmark

in facility has been attained at The Pavilion enabling world-standard productions, attracting leading and diverse artists for the first time in 40 years. Key features include seating for 680 patrons with optimal sight lines, a full fly-tower, state of the art staging features, teaching and rehearsal spaces, expansive hospitality areas, an integrated outdoor event space, and enhanced accessibility.

The Pavilion Performing Arts Centre Sutherland reimagines the previous Sutherland Entertainment Centre, preserving aspects of the former building while creating a contemporary new public venue with ameliorated functions to cater for a diversity of cultural and technical needs.

Healthy Planet, Healthy People Award for OPENAIR program

National Banksia Sustainability Awards - Good Environmental Choice Australia - Winner

The Banksia Foundation Awards are Australia's most prestigious environmental award. They highlight outstanding innovation and leadership in environmental sustainability.

Council's Environmental Science Unit took part in the OPENAIR Program, which won the 2024 winner for the Healthy Planet, Healthy People category.

OPENAIR (Operational Network of Air Quality Impact Resources) was developed by researchers, technical experts and local councils to combat air pollution impacts. This is done through the use of low-cost smart sensors as well as a best practice guide and resources; these guide councils through collecting and analysing localised data so they can make informed decisions about how to respond.

Grant funding associated with the OPENAIR program has enabled Sutherland Shire Council to purchase and install 3 sensors that are currently measuring air quality in the Sutherland Shire.



Environmental Enhancement Award for Street Lighting Improvement Program (in collaboration with SSROC Councils)

Engineering Excellence Awards - Institute of Public Works Engineering Australasia - Winner

Council is a member of SSROC (Southern Sydney Regional Organisation of Councils). In April, SSROC won the Environmental Enhancement Project at the IPWEA NSW & ACT Engineering Excellence Awards for its street lighting project.

Over three years to 2026, in conjunction with consultants and Ausgrid, more than 62,000 street lights on main roads across the region including Sutherland Shire will be upgraded with energy efficient LEDs and smart controls providing up to 60% in energy savings. Sutherland Shire's upgrade is expected to be completed by

February 2025.

The smart controls are being added to the street lights on main roads to help detect faults, optimise maintenance, measure energy use and facilitate off-peak dimming in the future.

Three key features of smart street lighting:

- safety improvements: controls can quickly report when a lighting fault occurs and allow it to be promptly repaired.
- energy savings - energy saving via dimming in off-peak periods, permanently trimming excess lighting and enabling lighting levels to remain constant throughout the life of the luminaire.
- asset management improvements: GPS chips in lights will allow monitoring of how much energy they are using, when faults occur, and much more.

DELIVERY PROGRAM

2022-2026



We have completed the second year of our delivery program for 2022-2026.

Sutherland Shire has a unique energy that sets us apart from anywhere else. Our natural landscapes, love for outdoor living, and our active and caring community make the Sutherland Shire a place where people want to be.

The four-year Delivery Program for 2022-2026, with a one-year Operational Plan and Budget for 2023/24, are based on the six key outcome areas you told us were most valuable and needed to maintain your quality of life. The six outcomes we are working to achieve are:

- **Outcome 1:** strong civic leadership trusted by an informed and engaged community
- **Outcome 2:** a beautiful, protected and healthy natural environment
- **Outcome 3:** a creative, caring and healthy community that celebrates culture and diversity

- **Outcome 4:** a prosperous, well-educated community with a diverse range of economic opportunities
- **Outcome 5:** an active community that enjoys safe, accessible and diverse open places and spaces
- **Outcome 6:** a high quality urban environment, supporting a growing and liveable community.

We have made a commitment to our residents to keep them better informed and engaged in decision making. We are proud to report back on the second year of our Delivery Program 2022-2026, and this report outlines our progress on the Operational Plan for 2023/24.

We are proud to showcase the programs and projects that were delivered during 2023/24, each of which are contributing to our community's vision for the future.



OUTCOMES

2023/24



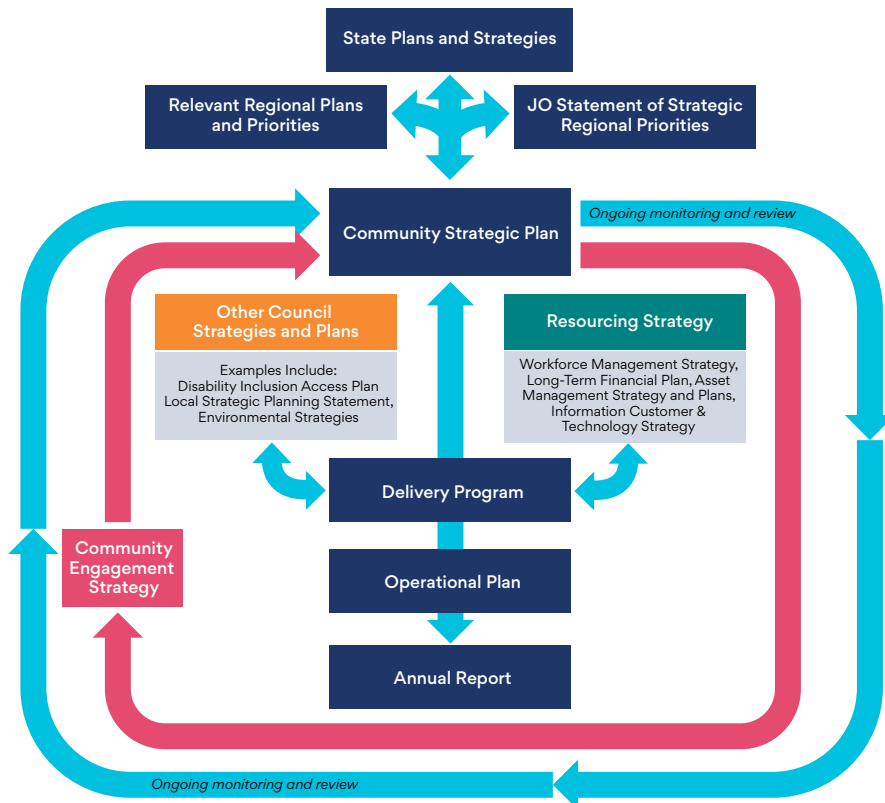


Integrated planning and reporting

The annual report for the 2023/24 financial year outlines Sutherland Shire Council's overall performance for the financial year in implementing the Delivery Program and Operational Plan, along with the principal activities undertaken by the Council to meet the goals of the

Community Strategic Plan *Our Shire*, during the last year.

The annual report is an important part of Council's legislated planning and reporting framework as shown in the following diagram:



Engaging with our community



Listening and responding to what our community and stakeholders have to say is an essential part of good governance, enabling us to make informed decisions and deliver more aligned outcomes for our community.

The draft Delivery Program and Budget 2022 -2026 was displayed on Council's website and the community was able to provide feedback via our Join the Conversation project page, email, mail or by calling our customer services team.

The public exhibition was widely advertised through a range of print and digital channels including Council website, Leader advertising and social media. This resulted in

1,965 visitors to the online project page and 1,132 views of the supporting materials.

Feedback was captured through an online submission form with a total of 138 written submissions received from our community. The feedback was consolidated into a community engagement report with the key findings assessed and incorporated into the final report. The program and budget were both adopted by Council in June 2023.

Many other community engagement consultations have been undertaken throughout the year covering a range of Council's plans, projects and policies and help to inform decision-making for the future of Sutherland Shire.

A complete list of all community engagement undertaken in 2023/24 is as follows:

Consultation name	Date
Pensioner Rates Policy Review	Jul-23
Debt Management and Financial Hardship Policy Review	Jul-23
Community Gardens Policy Review	Jul-23
Media and Public Comment Policy Review	Jul-23
Draft Masterplan Kareela Reserve	Jul-23
Connecting with Council – Communications Survey 2023	Jul-23
Child Safe Organisation Policy	Aug-23
Textile Recycling Bins on Council Land Policy	Aug-23
Work, Health and Safety Policy	Aug-23
Crown Reserves Draft Generic Plan of Management	Aug-23
Como Pleasure Grounds Playground Renewal	Aug-23
Draft Voluntary Planning Agreement 137-139 Loftus Avenue, Loftus	Aug-23
CCTV Operations Policy Review	Aug-23
Sutherland Shire Australia Day Awards 2024	Sep-23
Sutherland Shire Libraries Customer Satisfaction and Services Survey 2023	Sep-23
Sutherland Shire Pulse Check	Sep-23
Pinnacle Street Miranda, Proposed one-way trafficflow	Oct-23
Unreasonable Customer Conduct Policy Review	Oct-23
Draft Sutherland Shire Overland Flood Study	Oct-23- Mar-24
Love our Parks in Summer competition	Nov-23- Jan-24
Draft Data Breach Policy	Dec-23
Investment Policy Review	Dec-23

Public Interest Disclosures Policy	Jan-24
Procedures for the Administration of the Codes of Conduct	Jan-24
Memorial Tree Planting in Public Open Spaces Policy Review	Jan-24
Draft Verge Garden Policy	Jan-24
Asset Management Policy Review	Jan-24
Draft Domestic Squalor and Hording Policy	Feb-24
Playground renewal Prices Circuit Reserve Woronora	Feb-24
Playground renewal and consolidation, Eltham Place Reserve and Sesquicentenary Park Heathcote	Mar-24
Ferntree Reserve Playground Renewal	Mar-24
Planning for Marton Park, Kurnell	Mar-24
Sponsorship Policy Review	Mar-24
Jannali Town Centre Activation Plan	Mar-24
Youth Survey and Competition 2024	Apr-24
Draft Roads and Freight Strategy and Implementation Plan	Apr-24
Our Delivery Program and Operational Plan	Apr-24
Planning for Tennis Facilities	Apr-24
Planning for Golf Facilities	Apr-24
Public Art Policy Review	May-24
New Library Opening Hours	May-24
Social Media Policy Review	May-24
Outdoor Dining Policy and Scheduled Review	May-24
Draft Masterplan Marton Park, Kurnell	Jun-24
Sutherland Shire Development Control Plan 2015 – Draft Amendment 9	Jun-24

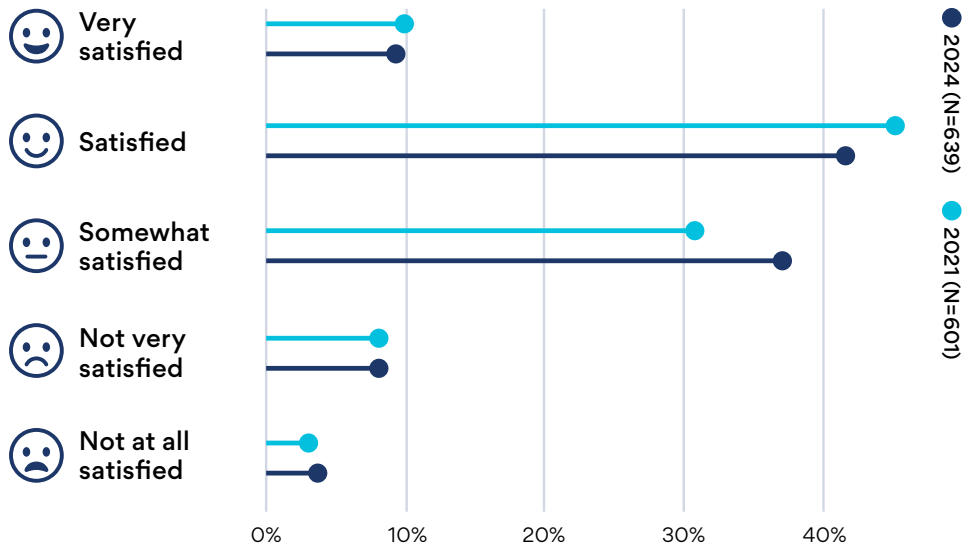


Overall performance of Council

Council regularly seeks community feedback on its performance and community priorities. This informs Council's decisions on priorities and areas for continuous improvement.

survey, 51% of residents reported being 'satisfied' or 'very satisfied' with Council's performance and a further 37% 'somewhat satisfied'. Overall satisfaction has decreased marginally from 89% in 2021 to 88% in 2024.

In our 2024 Community Satisfaction



Overall Satisfaction

88%



of Sutherland residents are at least somewhat satisfied with the performance of Council over the last 12 months.

Quality of Life

98%



of Sutherland residents rate their quality of life as good to excellent

*Based on Micromex Research NSW Community Satisfaction Survey Report May 2024



CONTINUOUS IMPROVEMENT FRAMEWORK

Council is committed to continuous improvement and providing cost effective and efficient services for our community.

Council has commenced developing a Continuous Improvement Framework which encompasses two elements, a Performance Measurement Program and a Service Review Program.



Performance measurement

The Performance Measurement Program (PMP) focuses on continuous improvement, using measurement data to tell our performance story and to inform future decision making.

The PMP will be embedded at all levels of strategic planning at Council, linking measurements to results; defining what should be measured and measuring what matters to the community. Once fully implemented, future reports including Delivery Program/Operational Plan reporting, Annual Reports and State of the Shire Reports will report on the progress of our strategic objectives using the new PMP.

- increased efficiency
- systematic approach to undertaking future community needs.

During 2023/24 a new Service Review Framework was developed, with the first-year program identified in the 2022-2026 Delivery Program and 2024/25 Operational Plan.

At times, Council will conduct other Service Reviews in addition to or to replace those identified within the Delivery Program/Operational Plan. These out of cycle reviews could be in response to an identified issue or where opportunities arise such as the introduction of new technology.

Three stand-alone Service Reviews commenced or continued during 2023/24:

Infrastructure and Operations Directorate – Operational Units

Services Assessed:

Service	Sub-service	Status
Building Infrastructure	Building Maintenance	Completed
Waste Management	Public place cleansing	In Progress

* **Note:** Review of services were limited to the functions delivered by the Infrastructure and Operations – Operational Units only



Services reviewed

Service Reviews are vital in ensuring council services are appropriate, effective and efficient. Benefits of Service Reviews include:

- alignment of services with community needs and expectations
- higher quality service provision
- cost savings



During the previous financial year (2022/23) a Service Review was conducted for the operational areas within the Infrastructure and Operations Directorate which included: Open Space, Cleansing, Buildings and Civil. The Service Review was established to assist with the implementation of a new Enterprise Asset Management (EAM) system.

The Service Review commenced in January 2023 with overall key findings including:

- Service standards don't match community expectations and is inconsistent
- Quality of maintenance is below the typical standard for a metropolitan Council
- Productivity can be improved with changes to work methods and equipment
- Supervision and management can be improved
- Predominantly reactive in many activities and not triaged based on priorities
- Asset information is poor, making it difficult to benchmark performance and to program works
- Key major building assets do not have Asset Management Plans
- Internal communication is not adequate and results in budget impacts
- Planned compliance and maintenance programs are under funded for buildings

- High-profile public domain and tourist areas require additional presence for cleansing services during weekends and evenings.

Results to Date (As at 30 June 2024)
- Building Infrastructure

- Request Management triaging enhancements
- Creation of an Asbestos Register containing nearly 200 high-risk asbestos material records
- Refined Enterprise Asset Management Dashboards.

Development Assessment

Service	Sub-service
Development Assessment	Development Assessment

In December 2022 Council resolved to undertake a comprehensive review of Council's development assessment process and planning framework. This was in response to a backlog of development applications and increased assessment times and with the aim of: improving and then maintaining Council's development assessment performance, including average determination days, to within Department of Planning and Environment's standards and other appropriate benchmarks.

- Identifying and implementing methods of significantly reducing the current backlog of development applications currently in the system.



- Identifying opportunities to further embed/develop a strong customer centric culture within Council’s development assessment teams.
- Realigning current assessment processes and practices in keeping with the State Government Department of Planning’s Development Assessment Best Practice Guide.
- Promoting and ensuring local development performance is actively monitored via regular sharing of benchmarks and indicators with Officers, Executive and Council and the community.

The Development Assessment Improvement Project commenced in January 2023 and includes four phases:

1. Assess and determine the former backlog of applications (completed).
2. External service review in line with Council resolution (completed).
3. Configuration of assessment workflow as part of One Council Implementation (under development).
4. Develop best practice procedures and review resources (underway).

Phase 4 – Best practice with customer focus

Phase 4 is underway and includes several projects that will help analyse the type of work the Division undertakes, its complexity and ideal time frames.

Expectations will also be established and reflected in a customer service charter. This will detail requirements for customers, in particular the need to lodge assessment ready applications and what they can expect of the assessment process.

Results to Date

The 2022 backlog has been removed and Council is now instituting best practice procedures to reduce assessment time frames.

As at 30 June 2024 there was a total of 399 applications under assessment compared to 575 at 30 June 2023.

Waste Management

Service	Sub-service
Waste Management	Commercial Waste

Unlike the domestic waste service provided to residential properties through the annual domestic waste management charge, businesses must arrange their own waste collections. To support business operators, the Council has offered a user-pays commercial waste service in the Sutherland Shire, which has been operating for over 20 years.

An internal Service Review began in 2023, where a comprehensive costing analysis was conducted, comparing revenue against costs.

Council resolved in December 2023 Minute No.259 to continue to provide a commercial waste service to customers and to transition to separate the resourcing and servicing from the domestic waste collection, to review the Fees and Charges associated with the service and to provide quarterly performance reports to Council until full cost recovery is achieved.

Council has subsequently transitioned to separate the domestic and commercial resourcing and servicing and budgets as well as reviewing Fees and Charges.

Action to realise full cost recovering is ongoing.

HOW TO READ THIS REPORT

How we rate the status

The focus for this Annual Report is on the 2023/24 Operational Plan actions which contribute to the overall Delivery Program 2022-2026.






The Plan contains actions which reflect both ongoing services

and new projects or initiatives which are contributing to the four-year deliverables and supporting continuous improvements.

The commentary against individual actions reflects if they are either 'Complete', 'On Track', 'Needs Attention', 'Off Track' or 'On Hold'.

Action status



	Complete	All agreed delivery milestones achieved.
	On Track	On time, within budget and meeting agreed levels.
	Needs Attention	Minor delays on critical milestones, a forecast minor overspend or quality issues. Expected completion within a revised timeframe.
	Off Track	Delayed on critical milestones, a significant overspend or significant quality issues.
	On Hold	On hold and currently not progressing.



How the information is presented

This report provides a summary of high-level progress of Plan actions, followed by detailed status and commentary of the Plan actions for each Outcome.

Further information supporting the status of each element and detailed status criteria is maintained by the Council for audit and internal reporting purposes.

The deliverables and actions contained within the Delivery Program and Operational Plan contribute to achieving strategic objectives for the community that address social, environmental, economic and civic leadership issues. This is known as the Quadruple Bottom Line (QBL).

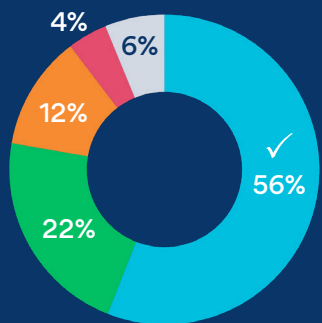
Alignment of our deliverables and actions to the QBL themes are shown using the following symbols:



OUR YEAR IN REVIEW

We have completed the second year of our Delivery Program 2022-2026 with 56% projects completed in the 2023/24 Operational Plan, with a further 22% due for completion within their agreed timeframes.

Action status



✓	Complete	108
●	On Track	42
●	Needs Attention	23
●	Off Track	8
●	On Hold	12

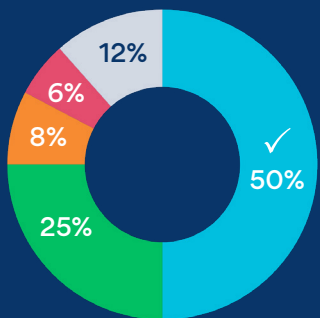


OUTCOME

1

Strong civic leadership trusted by an informed and engaged community

Action status



✓	Complete	26
●	On Track	13
●	Needs Attention	4
●	Off Track	3
●	On Hold	6



OUTCOME 1



Strong civic leadership trusted by an informed and engaged community

A key ingredient in the high quality of life experienced by our residents is a feeling of belonging to our local community. By committing to exercising quality civic leadership, our goal is that each resident feels empowered to state their views on Sutherland Shire's future and that Council is able to advocate effectively on behalf of its community to achieve our shared aspirations for the future.

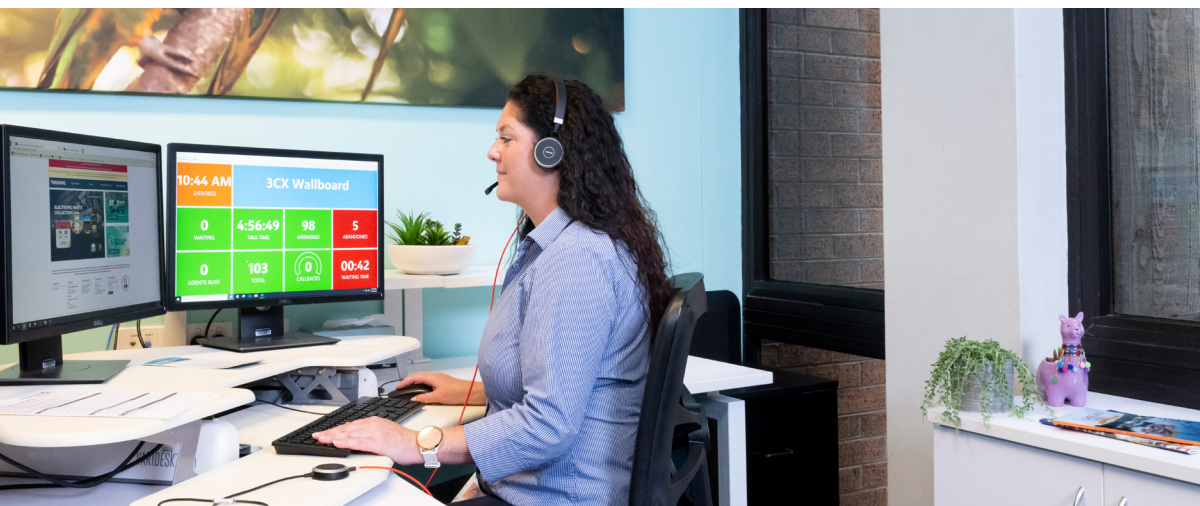
Our research has identified the need to improve our engagement practices and actively engage

residents across the generations in ongoing conversations. We will aim to empower our community to better understand the challenges posed by change and growth and evolve a partnership where we can each share our aspirations, concerns and values.

Establishing and sustaining this partnership will allow the community to participate in a meaningful way about decisions for our future and have confidence that Council is making decisions in the best interests of the community.

Achievements


- 2022/23 Annual report endorsed
- Implemented Cyber Security Framework
- Leisure Centre website launched
- Developed procurement data analytics functionality
- Progressed implementation of core elements of Enterprise Risk Management Framework
- Completed annual Workforce Needs Analysis
- Developed a Service Review Program focused on continuous improvement
- Developed an Apprentice, Graduate & Training Program
- Completed the biennial community satisfaction research to inform ongoing service planning
- Delivered further enhancements, additional functionality and upgraded microsites to our digital experience platform
- Implemented customer satisfaction measurement at key customer touchpoints
- Implemented core elements of Safety Roadmap.



1A Ensure an effective community engagement framework that connects the community to Council decision making

1A.24.01 Deliver further enhancements, additional functionality and upgraded microsites to our digital experience platform
100% 

Progress Commentary	Measure	Results
<p>The three Digital Experience Platform (DXP) subsites - Leisure Centres, Libraries and Hazelhurst were successfully launched on the upgraded DXP platform between December 2023 and March 2024. All sites have delivered an enhanced digital experience and improved online functionality for customers.</p> <p>Work will continue with more than 80 Content Editors to improve content and implement consistent, simplified site navigation. In the final quarter of 2024, customer feedback provided insights to inform improvements for high traffic pages, including the Animal Shelter, Council's home page, GIPA information and sports grounds / wet weather closures. A range of system enhancements were also introduced to improve site effectiveness and efficiency, including additional triggers to automate website updates.</p> <p>Ongoing planning and enhancements informed by site analytics, customer feedback and Customer Experience (CX) insight data will continue as part of annual service planning.</p>	<p>Subsites updated and migrated to digital experience platform</p> <p>Customer functionality delivered in line with agreed project specifications</p>	<p>100% migrated</p> <p>100% milestones met</p>

1A.24.02 Undertake biennial community satisfaction research to inform ongoing service planning
100% 

Progress Commentary	Measure	Results
<p>Community satisfaction research completed, with findings informing ongoing service planning and development of integrated strategic planning framework documents. Briefing with internal stakeholders and Councillors delivered, with research results to be published on Council's website.</p>	<p>Community satisfaction research completed, and results reported back to internal stakeholders and community</p>	<p>100% milestones met</p>

1B Develop and deliver a positive and responsive customer experience for the community across all channels and touch points

1B.24.01 Implement customer satisfaction measurement at key customer touchpoints 100%

Progress Commentary	Measure	Results
<p>Voice of Customer program measuring customer satisfaction in place at key touchpoints: customer call centre and digital requests lodged through our website. Data for 1 April – 30 June 2024, showed key metrics of:</p> <ul style="list-style-type: none"> Ease of Service (at lodgement): 77% (top 2 rating on a 5-point scale) Satisfaction (at completion): 65% (top 2 rating on a 5-point scale) <p>Average 22% response rate across touchpoints against a benchmark of 6% (based on Qualtrics data 2021).</p> <p>Leisure Centre customer satisfaction measurement commenced in January 2024, and Library Service ready to launch on 19th July 2024 (aligned with Library newsletter send out).</p> <p>Program data is being used to inform decision-making across Council, and insights are informing customer centric uplift actions within business units.</p> <p>Item now closed out with Voice of Customer being established as a key Business as Usual activity.</p>	<p>Customer Satisfaction Tools implemented</p> <p>Monthly data metrics reported</p> <p>Customer participation</p>	<p>100% implemented</p> <p>100% milestones met</p> <p>22% average response rate</p>

1B.24.02 Develop an organisational Customer Service Strategy, informed by customer research, to deliver enhanced customer experience 90%

Progress Commentary	Measure	Results
<p>Development of Customer Experience Strategy on-track and nearing completion.</p> <p>Phase 2 commenced in Q3, with key activities completed including, socialisation of research findings, strategy development workshops with key internal stakeholders informed by the phase 1 research, consultation with SME's, prioritisation of actions and development of the implementation roadmap.</p> <p>Project on track to report draft CX Strategy to Council in July 2024 for consideration to progress to public exhibition and seek community feedback.</p>	<p>Draft Strategy developed and presented to Council for adoption</p>	<p>90% milestones met</p>

1C Maintain dialogue across all levels of government, the local government sector and with key stakeholder organisations on issues impacting the organisation

1C.24.01 Advocate for prominent issues impacting the Sutherland Shire or the local government industry 100% 

Progress Commentary	Measure	Results
Council continues to advocate on prominent issues as resolved by Council. During 2023/24 advocacy included: <ul style="list-style-type: none"> • Complying Development Exemption for Dual Occupancy • Cycle to School Program • Hungry Point Reserve - Clifftop Walk • Koala Management • Cycle to School Program • Hungry Point Reserve - Clifftop Walk • Pedestrian Safety Measures on Menai Road • Sutherland Shire Overland Flood Study • Draft Roads and Freight Strategy • Code of Conduct Statistics 2022-2023 	Participation in meetings Number of submissions	7 meetings attended 10 submissions made

1C.24.02 Engage with Southern Sydney Regional Organisation of Councils 100% 

Progress Commentary	Measure	Results
Council continued to actively participate in regional initiatives through attendance at meetings for Southern Sydney Regional Organisation of Councils (SSROC) sub-committees and CEO/GM Committee.	Participation in meetings	7 meetings attended

1D Develop integrated plans and resource strategies to support achievement of community aspirations

1D.24.01 Deliver the Capital Infrastructure Program 100%

Progress Commentary	Measure	Results
<p>The Original 2023/24 Capital Works Program was adopted in June 2023 at \$76.116M. The Program was reviewed at various times as part of the quarterly budget review process, with the final Revised Budget for the financial year being \$64.250M.</p> <p>As at 30 June 2024, the expenditure against the Program was \$60.164M, with \$2.498M of unexpended funding being carried forward into the 2024/25 financial year. These carried forward funds relate to 17 projects within the program (COR042-24).</p>	Progress reported within quarterly financial reports presented to Council	4 quarterly reviews complete

1D.24.02 Regularly monitor progress and performance against adopted plans, and provide updates to the community 100%

Progress Commentary	Measure	Results
<p>Council regularly reviews and evaluates progress towards achieving our strategic goals.</p> <p>Planning for the State of Our Shire and Annual Report has commenced, with both reports to be presented to Council at the November Council Meeting.</p> <p>The final six-month progress report for 2023/24, which will report against full year progress, will be presented to the Council Meeting in September 2024.</p>	Progress reports presented to Council every six months	100% milestones met

1D.24.03 Develop and implement a Service Review Program focused on continuous improvement

100%



Progress Commentary	Measure	Results
<p>Service Plans continue to be enhanced annually and included in the Delivery Program/Operational Plan.</p> <p>The Service Review Framework has been developed and endorsed with a 'pilot' review commencing in early 2024/25. Two Service Reviews have been identified and included in the adopted 2024/25 Operational Plan.</p> <p>The Performance Measurement framework is now being implemented at the Operational Plan level and will be included in new strategies. Improvement of the quality of performance data continues to be a focus.</p> <p>A new action was included in the adopted 2024/25 Operational Plan to continue the implementation of the Performance Measurement Program.</p>	<p>Program is developed in line with identified project milestones</p>	<p>100% milestones met</p>

1D.24.04 Facilitate effective development and delivery of the Operational Plan

100%



Progress Commentary	Measure	Results
<p>Progress for the delivery of the Delivery Program and annual Operational Plan is regularly monitored and reported to Council and the Community.</p> <p>The 2023/24 operational plan contained 193 single and multi-year actions. 108 actions have been completed, with 42 actions on track to be delivered within approved timeframes. 23 actions have been identified as requiring monitoring, 8 actions are off track with remediation actions identified for each action and 12 actions are on hold.</p> <p>Any multi-year actions, or actions that are not on track for completion within the current FY will be rolled over for the 24/25 Operational Plan.</p> <p>The draft Revised 2022-2026 Delivery Program and 2024/25 Operational Plan was adopted by the Council at the Council meeting held 17 June 2024.</p>	<p>Progress reports presented to Council every six months</p>	<p>100% milestones met</p>

1E Secure Council's Financial Sustainability



1E.24.01 Review and update the Long-Term Financial Plan

100%



Progress Commentary

The 2024-34 Long Term Financial Plan has been endorsed at the Council meeting held 17 June 2024 (COR24-24).

Measure

Annual adoption of LTFP with the Operational Plan

Results

100% milestones met

1E.24.02 Monitor Council's progress against the financial strategy parameters as set out in the Long-Term Financial Plan

100%



Progress Commentary

The September/December/March Quarterly Budget Review Reports presented to Council and development of current year budget against Council's financial strategy parameters.

End of Financial Year financial reporting is currently underway with Financial Statements to be presented at Oct 2024 Council Meeting.

Measure

Financial Strategy parameters reported through the Quarterly Budget Review Statement

Results

100% milestones met

1F Ensure appropriate strategies and systems are in place that support and promote good governance

1F.24.01 Enhance and embed core elements of Governance Framework 100%

Progress Commentary	Measure	Results
<p>Ongoing enhancement and embedding of the Governance Framework continues with the following elements subject to continuous improvement during the period:</p> <ul style="list-style-type: none"> • Fraud and Corruption Control Framework • Public Interest Disclosures • Legislative Compliance Framework • Delegations Framework • Policy Framework • Mandatory Compliance Training for Code of Conduct • Councillor Professional Development <p>This action will be an annual ongoing action as we continue to enhance and further embed the Governance Framework.</p> <p>2024 LG Election Project developed with implementation progressing to ensure required project deliverable timeframes are met.</p>	<p>Quarterly reports for Gifts & Benefits and Conflicts of Interest presented to the Executive Forum</p> <p>Quarterly reports for Fraud & Corruption presented to the Audit Risk and Improvement Committee</p> <p>Core governance framework elements developed and implemented</p> <p>Increased community awareness of zero tolerance position for fraud and corruption</p> <p>Review of Council policies and determinations undertaken in accordance with the Rolling Policy Review schedule</p> <p>Code of Conduct refresher training undertaken by all Council staff</p>	<p>4 reports</p> <p>1 report</p> <p>100% milestones met</p> <p>100% milestones met</p> <p>100% milestones met</p> <p>100% milestones met</p>

1F.24.02 Implement core elements of Enterprise Risk Management Framework

85%



Progress Commentary	Measure	Results
<p>Council’s Enterprise Risk Management Framework (ERMF) continues to be developed and enhanced to support Council’s approach to managing risk to successful delivery of Community Strategic Plan Outcomes and Delivery Program and Operational Plan Actions. Enhancements made during the reporting period include:</p> <ul style="list-style-type: none"> review and update of Council’s Business Continuity Management Plan implementation of new integrated risk management and internal assurance modules review and update of Council’s strategic risk register and suite of business risk registers completion of an internal assurance review into the effectiveness of Council’s ERMF and its compliance with the Office of Local Government’s Risk & Internal Audit Guidelines <p>In addition to these enhancements, Council’s existing Audit Risk & Improvement Committee continues to meet regularly and provide oversight of Council’s ERMF.</p>	Enterprise Risk Management Committee established, and meeting conducted according to Committee charter	100% milestones met
	Enterprise Risk Management Policy adopted	100% milestones met
	Risk Appetite Statement set	75% milestones met
	Strategic Risk Register completed	75% milestones met
	Business Unit Risk Registers updated as scheduled	75% milestones met

1F.24.03 Embed new State Government Internal Audit and Risk Management Guidelines

75%



Progress Commentary	Measure	Results
<p>A gap analysis against the Office of Local Government guidelines was undertaken resulting in updates to Council’s practices and policies. To maintain consistency for the balance of the Council Term ending on 14 September 2024, the Council resolved at the March 2024 Council Meeting that the current ARIC membership be maintained for the remaining Council Term.</p> <p>Implementation of the required single non-voting Councillor ARIC membership will occur at the time the Council appoints the Audit, Risk and Improvement Committee (ARIC) and its Charter at the start of the new Council for the September 2024-2028 Council Term and will be delivered as business as usual as part of the Corporate Governance Service.</p>	Internal Audit and Risk Management Guidelines implemented	75% milestones met

1G Enhance Council's Procurement Framework to ensure best value for the community

1G.24.01 Develop procurement data analytics functionality 100%

Progress Commentary	Measure	Results
Baseline procurement data analytics functionality has been established in OneCouncil. A core suite of basic procurement Dashboards have now been developed. Further work to review and enhance data analytics functionality will occur as part of ongoing service plan activities.	Enhanced analytics capability developed and in use by Procurement team and customers	100% milestones met

1G.24.02 Develop a supplier performance assessment process 20%

Progress Commentary	Measure	Results
This action currently needs attention due to key competing priorities combined with a challenging recruitment environment for specialist resources. Active measures are being taken to address these issues.	Supplier performance assessment process developed, approved, and implemented, with appropriate training and support	20% milestones met

1G.24.03 Enhance vendor partnerships and develop smart sourcing solutions 30%

Progress Commentary	Measure	Results
This action currently needs attention due to competing priorities combined with a challenging recruitment environment for specialist resources. Active measures are being taken to address this issue.	Strategic partnerships and smart sourcing solutions implemented for identified areas of need	30% milestones met

1H Provide contemporary, reliable, secure and fit-for-purpose information management and technology services

1H.24.01 Implement and continuously support a robust Cyber Security Framework **100%** 

Progress Commentary	Measure	Results
Cyber Security Framework defined, approved and operating successfully for 12 months. Tangible evidence of key risk reduction. Operation of the framework is ongoing and subject to continual improvement.	Increase in cyber security maturity rating	100% milestones met

1H.24.02 Optimise the ICT Operating Model including Business Partnering, Smart Sourcing, Organisational Change Management, and Strategic Vendor Partnerships **100%** 

Progress Commentary	Measure	Results
The new Information Management & Technology operating model was endorsed for activation in December 2022. Realignment of existing positions and recruitment for new roles has largely completed. The new leadership team is in place. The model includes the new capabilities as defined in the Information Management & Technology Strategy.	Revised Structure and Services established	100% milestones met

1H.24.03 Move ICT infrastructure to a Hybrid Cloud Platform **60%** 

Progress Commentary	Measure	Results
60% of critical IT Services are now Cloud hosted. Migration completed for Pinforce (Infringement Mgt System).	Number of services on premises vs cloud hosted	60% hosted on cloud

1H.24.04 Implement Project Rocket - OneCouncil business transformation project

65%



Progress Commentary	Measure	Results
<p>Delivered this financial year:</p> <p>August 2023 - Enterprise Cash Receipting implemented to replace MYOB for Hazelhurst Gallery</p> <p>August 2023 - Request Management for Trees (now fully implemented)</p> <p>September 2023 - RapidAP system launched for automated invoice processing.</p> <p>April-June 2024: Release 2: Due to functionality limitations, Council has discontinued Tambla rostering and will continue the deployment of HRP utilising existing rostering solutions.</p> <p>Release 3: Council continues the configuration of Property and Rating and Enterprise Content Management with training provided for staff in the new solution.</p>	<p>In scope modules implemented</p>	<p>65% milestones met</p>

1H.24.05 Upgrade the IT network hardware and services including WI-FI

100%



Progress Commentary	Measure	Results
<p>The rollout of the Network Upgrade completed on 29 November 2023 with the final site being Bath Road Depot. Tidy up work and handover to business as usual support completed in January 2024.</p>	<p>30 defined Council locations to be operating on the upgraded network by December 2023</p>	<p>30 sites upgraded</p>

1H.24.06 Digitise records for information self service

2%



Progress Commentary	Measure	Results
<p>Commencement of bulk scanning and import processes are on hold until after the implementation of OneCouncil ECM and Objective records migration due to resource and technical constraints.</p> <p>Recruitment for specialist project resources is progressing. Test scanning of records, to prove process and quality of scans, is underway.</p>	<p>100% of identified physical corporate records are digitised and available for internal Self Service by June 2026</p>	<p>Action on hold</p>

1H.24.07 Relocate Council's primary IT Data Centre to a secure purpose built facility

5%



Progress Commentary	Measure	Results
<p>Project is on hold as it is dependent on the completion of OneCouncil implementation.</p> <p>Mitigating actions for the data centre risk have been implemented.</p>	<p>All Primary IT Data Centre load to be operating from either a co-location data centre or cloud services by end of June 2024</p>	<p>5% milestones met Action on hold</p>

11 Build a workplace culture that is safe, engaged, responsive and professional

11.24.01 Implement core elements of Safety Roadmap 100%

Progress Commentary	Measure	Results
The 2019-2023 Roadmap is now functionally complete. All deliverables have been completed with one project - the Communities of Practice model for staff involvement in safety matters - still in flight and carrying into the new 2024-2026 Roadmap.	Safety roadmap initiatives implemented in accordance with agreed timeframes	100% milestones met

11.24.02 Develop and implement Health & Wellbeing Program 50%

Progress Commentary	Measure	Results
Work continues on the development of a strategy document for the management of the current Wellness and Wellbeing initiatives and to provide an overarching strategy for the implementation of a corporate direction for Wellness and Wellbeing.	Health & Wellbeing strategy developed, with program being implemented	40% milestones met

11.24.03 Develop an Employee Experience Framework

15%



Progress Commentary	Measure	Results
<p>A range of projects and initiatives which form part of the Employee Experience Framework have commenced or are completed including the review and implementation of actions for the onboarding of new employees and the ongoing implementation of new tools within OneCouncil Human Resources/ Payroll (HRP) module.</p> <p>The overall Employee Experience Framework will be a focus when developing the new Workforce Strategy and will be aligned with the outcomes of the Customer Experience Strategy implementation.</p> <p>The Employee Experience project will also align closely with the future development of Council's Employee Value Proposition. Leadership Capability building to deliver on all these elements will remain a focus of the project and resultant program of work.</p>	Employee engagement	Not yet commenced

11.24.04 Deliver Council's Diversity Equity and Inclusion initiatives for employees

65%



Progress Commentary	Measure	Results
<p>Over the past quarter, strong progress has been made in the planning, discussion and finalisation of Council's innovate Reconciliation Action Plan, which has identified the next iteration of people related actions to be incorporated into Plans and key actions. This plan will be finalised over the coming quarter, with actions to be planned over the coming 12 months. A broader Diversity and Inclusion (D&I) framework will be developed by the end of Quarter 2 to identify additional actions that will enhance the D&I outcomes and experiences desired for employees.</p>	Workforce participation for diverse communities	Data not available

11.24.05 Develop Internal Communication resources to support an engaged and informed workforce

100%



Progress Commentary	Measure	Results
<p>The internal communications and engagement program is well established and continues to engage employees through regular weekly Team Talk posts, fortnightly staff newsletter Detour and monthly CEO updates with an average 70% open rate. Additionally, the intranet continues to provide informative and timely news and resources for employees available 24/7.</p> <p>Internal events and initiatives supported by the Internal Communications function in Q3 and Q4 include Inclusion Month, Local Government Excellence Awards, Australasian Management Challenge, World Environment Day, Aboriginal and Torres Strait Islander events (return of Gamay spears and communications guide), Young Leaders Network and diversity and inclusion training. Workforce engagement lifted to 7.3 (against baseline 7/10) for Officevibe metrics for Q3 and Q4.</p>	<p>Increased access to internal communication resources</p> <p>Increased trend in workforce engagement</p>	<p>70% Detour open rate</p> <p>7.3/10 score in Officevibe</p>

11.24.06 Review cultural learning needs across Council

100%



Progress Commentary	Measure	Results
<p>Over the past 12 months, the following training needs were identified and delivered - Aboriginal and Torres Strait Islander cultural awareness training, Respectful Workplace, Unconscious Bias and Intellectual Disability Awareness in the workplace, and recruitment practices to support intellectual disability.</p> <p>Further additional training will be identified as part of the finalisation of Council's Innovate Reconciliation Action Plan and the development of a Diversity and Inclusion Framework and this will be delivered over the period of 2025.</p> <p>The development of a broader Diversity & Inclusion framework planned over the next 2 quarters, along with the finalisation of Council's Innovate Reconciliation Action Plan, will determine learning needs that will be documented and actioned in these projects and programs in future.</p>	<p>Council's cultural learning needs are reviewed on time</p>	<p>Cultural learning reviewed within required timeframes</p>

11.24.07 Deliver cultural awareness training

100%



Progress Commentary	Measure	Results
<p>Over the past 12 months, Aboriginal and Torres Strait Islander cultural awareness training across all of council has been conducted. Additionally, Respectful Workplace, Unconscious Bias and Diversity, Equity and Inclusion eLearning modules were curated in preparation for the Learning Mangement System go live.</p> <p>During Mar/Apr 2024 - a training program was conducted raising awareness of intellectual disability in the workplace and recruitment practices to support intellectual disability.</p> <p>Additional training will continue to be provided over coming years as part of core service delivery in the People & Culture service plan.</p>	<p>Cultural awareness training is delivered in response to identified cultural learning needs</p>	<p>100% milestones met</p>

1J Attract, retain and develop a talented workforce aligned to service needs

1J.24.01 Develop an Apprenticeship, Graduate & Trainee Program 100% 

Progress Commentary	Measure	Results
Implementation of the endorsed Pathfinders Program has commenced with the recruitment of four trainees, and another eight trainees working through training organisations	Number of apprentices, graduates and trainees that we attract to the organisation, to develop our talented workforce	35 apprentices, graduates and trainees

1J.24.02 Deliver integrated Human Resource systems including Recruitment, Onboarding, Learning Management System (LMS), Payroll, Performance Management and Offboarding 20% 

Progress Commentary	Measure	Results
Progress has been made on the Human Resources/Payroll (HRP) project overall with several milestones being achieved. These include the identification of a new Award Interpretation tool, team review of detailed Recruitment and Talent functionality, planning for the development of these modules and future state process design. There will be an increased focus on ensuring data integrity and validation over the coming quarter. The ongoing HRP Project Management and remediation work for the HRP component of the project will be delivered and reported as part of the Overall Project Rocket Program.	Delivered with project milestones met	50% milestones met

1J.24.03 Conduct an Annual Workforce Needs Analysis

100%



Progress Commentary	Measure	Results
New workforce change framework has been endorsed and has been rolled out organisationally to support workforce planning and change programs.	Delivered on time with organisational coverage	100% milestones met

1J.24.04 Design and implement a smart workplaces strategy

10%



Progress Commentary	Measure	Results
An assessment of current needs and scope to inform development of a strategic framework for SMART working is scheduled to commence in 2024/25. Outcomes of this assessment will be incorporated into the new Workforce Strategy.	Council's smart workplaces strategy and scope and timeline for implementation is delivered in collaboration with key stakeholders	10% milestones met

1J.24.05 Review and implement a contemporary onboarding experience for new employees

100%



Progress Commentary	Measure	Results
Final actions on this program have been completed including online onboarding for new starters and hiring manager and panel member training. The Employee Experience Framework Project will look at the onboarding process as a key stage in the employee lifecycle and further improvements will be ongoing. Further opportunities for improvement will be delivered as part of business as usual activities of the Human Resources service.	Council's contemporary onboarding experience for new employees is delivered on time	100% milestones met

1J.24.06 Design, develop and deliver a contemporary Compliance Training and Professional Development Framework aligned to business needs

100%



Progress Commentary	Measure	Results
The design, development and implementation of this framework is now completed. The ongoing management of work in this space has now transitioned to business as usual and will be delivered as part of the Human Resources Service.	Investment in training per employee	\$1,124 per employee

1K Manage assets collaboratively to deliver safe, affordable and sustainable services and infrastructure



1K.24.01 Ensure assets cater for current and future users, balancing heritage and environmental value with inclusion and equity **75%**

Progress Commentary	Measure	Results
Development of Asset management plan, forward capital work program and delivery process are informing our strategic actions, integration of heritage preservation, inclusive design principles, use of environmentally sustainable materials, practices and ongoing evaluation of asset use and condition. This remains a focus area, the completion of the next review and update of Asset Management Plans 2024/25 and Capital Work Program 2025-2029 is scheduled in June 2025.	Number of actions completed	1 action completed

1K.24.02 Consider and address asset risk and resilience at all stages of the asset lifecycle **75%**

Progress Commentary	Measure	Results
Infrastructure risk management plans are prepared to address asset risk and resilience at all stages of the asset lifecycle. The risk management plans support the asset management plans using the fundamentals of International Standard ISO 31000:2018 Risk management – Guidelines for ensuring long-term functionality and adaptability. The upcoming review of Asset Management Strategy and Plans will incorporate the Risk Management Plan.	Number of actions completed	1 action completed

1K.24.03 **Implement the Asset Management Improvement Plan to improve asset management maturity levels to support transparent decision making** **75%** 

Progress Commentary	Measure	Results
The asset management improvement plan remains a focus area and progress on actions is monitored monthly by an internal working group. Asset maturity will be formally measured in 2024/25 to inform the next Asset Management Strategy.	Asset maturity rating increases each time it is measured	Core – Asset Management Maturity (IIMM Scale) – 2021 Asset Management Review

1K.24.04 **Develop capability to model scenarios and lifecycle costs for different investment and project options** **10%** 


Progress Commentary	Measure	Results
The OneCouncil Strategic Asset Management module is currently underway to be implemented by December 2024. A data improvement program is being developed to enable modelling of scenarios and lifecycle costs. A buildings data collection project will be completed by December 2024. Further improvements will be delivered as part of business as usual.	Tool implemented and modelling complete for all capital expansion investments over \$1Million	75% milestones met

1K.24.05 **Develop a resilience framework for the asset portfolio** **75%** 

Progress Commentary	Measure	Results
The detailed risk assessment to establish criteria and metrics to measure resilience, ensure integration of resilience into design and allocation of resources for resilience improvements and innovations will be considered in development of infrastructure Strategic Asset Management Plan (SAMP). This project is incorporated in the 2024/25 Delivery Program and Operational Plan (DPOP) and will be developed with the incoming 2024 Council for endorsement June 2025.	All high risk locations analysed	75% milestones met

1K.24.06 **Implement a strategic asset management system to enable modelling for improved decision making** **25%** 

Progress Commentary	Measure	Results
Implementation is in progress; data health check completed. Configuration workshops are scheduled to start in Mid-July – for strategic management system SAM module (core).	System implemented by June 2024	75% milestones met
	Update Asset Management Plans based on Asset Management System by June 2024	75% milestones met

1K.24.07 **Develop a capital works program that includes a multi-year pipeline of planning and design projects for future construction and grant applications** **75%** 

Progress Commentary	Measure	Results
The rolling capital program for 2024/25 to 2027/28 includes the asset management plan and consideration of current and future needs, aligned to strategies, allowing for time in planning and design stages prior to construction. This four-year program is the largest that Council has endorsed with first year program at \$80M (FY 24/25) and is developed with a focus on achieving the delivery of the program and preparation of shovel ready projects for future grant applications.	First year of program implemented by June 2024	95% milestones met
	On going pipeline includes all strategic infrastructure identified in adopted strategies by June 2025	20% milestones met

1L Manage Council's property portfolio to ensure best value for the community through optimisation and strategic utilisation of land holdings

1L.24.01 Explore utilisation of Council property to support Jannali town centre activation 50% 

Progress Commentary	Measure	Results
<p>Council is actively exploring property utilisation to enhance Jannali Town centre. Environmental investigation has been conducted to assess the feasibility of proposed development of the public carpark. The proponent is now seeking approval from the NSW Environmental Protection Authority (EPA) to reuse excavated material, aiming to reduce project costs. Additionally, soil sampling has taken place, and the proponent has applied for a waste exemption. Once the exemption is granted (or not), the proponent will finalise their project feasibility and submit to council for consideration. On hold until updated proposal is received.</p>	<p>Utilisation of Council property considered and reported to Council</p>	<p>50% milestones met Action on hold</p>

1L.24.02 Investigate the development of golf clubhouse facilities to support and enhance The Ridge Golf Course and Driving Range operations 100% 

Progress Commentary	Measure	Results
<p>Investigation has resulted in recommendation to progress design and delivery of clubhouse and associated facilities at The Ridge. Funding for design and construction allocated in forward capital budgets commencing 2024/25FY. An action to reflect the design component has been incorporated into the endorsed 2024/25 Operational Plan.</p>	<p>Options explored and reported to Council for consideration</p>	<p>100% milestones met</p>

1L.24.03 Investigate opportunities for co-location and optimisation of community assets in Jannali Avenue, Jannali
30% 

Progress Commentary	Measure	Results
Officers have initiated an analysis of potential co-location and optimisation opportunities. Exploration of options related to Council’s car park, which could potentially provide funding for co-locating community assets is underway. However, due to delays in environmental investigations at the site, progress on this action has been placed on hold. This action will be continued in 2024/25, allowing time for the advancement of the Jannali Public Domain Plan, which is essential for the successful implementation of this action. Please refer to Delivery Program and Operational Plan Action 5J.24.01.	Options explored and reported to Council for consideration	30% milestones met Action on hold

1L.24.04 Investigate opportunities for co-location and optimisation of community assets in Miranda
0% 

Progress Commentary	Measure	Results
Action on hold and rephased to 2024/25, given its dependencies upon progression of the Miranda Place Plan (refer to action 6C.24.02).	Options explored and reported to Council for consideration	Action on hold

1L.24.05 Investigate opportunities for co-location and optimisation of community assets in Caringbah
0% 

Progress Commentary	Measure	Results
Action on hold and rephased to 2024/25 due to dependency on the Caringbah Place Plan. Refer to Delivery Program and Operational Plan Action 6C.24.03.	Options explored and reported to Council for consideration	Action on hold

1L.24.06 **Implement Community Leasing Policy to facilitate occupation of Council property by community tenants, and satisfy legislative requirements** **82%** 

Progress Commentary	Measure	Results
<p>The Community Leasing Policy is currently being implemented across the portfolio. Of 178 community tenancies required to be on community leases:</p> <ul style="list-style-type: none"> • 145 (82%) - are on valid agreements • 27 (15%) - are actively engaged discussing a new lease • 6 (3%) - yet to be engaged regarding a new lease <p>Remaining leases will be investigated and implemented as part of delivery of the Property Services Plan.</p>	<p>Targeting 100% of all building occupants to have a valid lease by July 2024</p>	<p>82% milestones met</p>

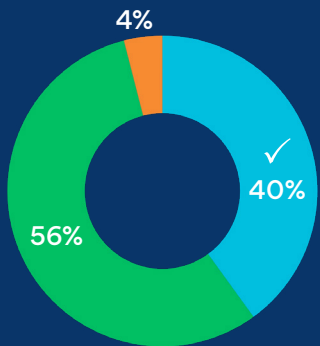
1L.24.07 **Proactively identify opportunities to rationalise, reuse, dispose and reinvest in Council's property portfolio to maximise long term value for the community** **100%** 

Progress Commentary	Measure	Results
<p>Research and analysis completed. A series of potential opportunities in alignment with Council's adopted Property Strategy have been identified and these will be considered by the new Council.</p>	<p>Number of actions completed</p>	<p>100% milestones met</p>

OUTCOME 2

A beautiful, protected
and healthy natural
environment

Action status



✓	Complete	10
●	On Track	14
●	Needs Attention	1
●	Off Track	0
●	On Hold	0



OUTCOME 2



A beautiful, protected and healthy natural environment

Our community strongly values our access to the rich and diverse natural environment of Sutherland Shire. We have over 1000 parks and reserves and over 3000 hectares (30km²) of land containing bushland vegetation under Council management. Results from our Life During COVID-19 consultation conducted in 2020 showed that 85% of residents who participated in the survey said it was as important or more important to have access to playgrounds and parklands than before the COVID-19 pandemic. Being surrounded by our beautiful beaches, parks and nature reserves continues to be the most valued aspect about living in the Sutherland Shire.

There are a range of factors impacting the natural environment.

Our climate is changing and over the last several years our region has experienced weather events with unprecedented severity and frequency: bushfires, flooding and drought.

Our community is concerned about the impact of development on our natural environment – our trees, beaches and parks. We want to maintain our natural resources and our access to them.

The natural environment supports our health and wellbeing, enhances our built environment and we know our community value the sense of place and identity which stems from a strong connection within the natural environment.

Achievements

- Reduced emissions across Council operations by 41%
- Commenced implementation of a Fleet-Waste IT business solution
- Preparation for the draft Climate Strategy and Implementation Plan currently underway
- Conducted 9 waste workshops with 113 participants
- Diverted 12.23 tonnes of soft plastics and textiles from landfill through 3,733 collections via our partnership with Recycle Smart
- Draft Tree and Urban Bushland Strategy endorsed to be placed on public exhibition
- Planted 420 trees in 22 public locations as part of the Green Streets planting program
- Completed the review of the commercial business waste service to ensure a sustainable waste and resource recovery service
- Study underway to determine the feasibility of a Community Recycling Centre in Sutherland LGA.



2A Demonstrate leadership in Climate Change mitigation and adaptation

2A.24.01 Drive efficiency and manage demand for energy across Council operations and reduce corporate emissions 80%

Progress Commentary	Measure	Results
<p>Sutherland Shire Council currently sources 49.45% of its operational energy usage from renewable sources and is committed to increasing this percentage. Council actively seeks opportunities to utilise renewable energy for its operations and has set an ambitious target of achieving net-zero operations by 2030. Council officers are developing a Climate Strategy, which includes specific actions and an adaptation plan aimed at meeting this goal. This comprehensive strategy will focus on enhancing renewable energy usage and reducing carbon emissions.</p>	<p>100% Council’s operational energy from renewable sources</p>	<p>49.5% from renewable sources</p>

2A.24.02 Pursue opportunities to drive an increase in renewable energy in Council and the community 80%

Progress Commentary	Measure	Results
<p>Council has made significant strides in promoting and increasing the use of renewable energy in both Council operations and the community. Key initiatives include educating and encouraging the community to adopt renewable energy sources. The completion of the “Hooked on Solar” project, which aims to make the St George and Sutherland Angler’s Club off-grid and energy resilient, marks a significant milestone. Additionally, Council focuses on enhancing building infrastructure renewals, decreasing consumption, and increasing energy production.</p> <p>Council staff have collaborated with Resilient Sydney and the Southern Sydney Regional Organisation of Councils to advocate for renewable energy infrastructure and funding from the state government and Ausgrid. These efforts aim to secure community batteries for electricity storage and public charging stations to support the transition to electric vehicles. These initiatives are part of Council’s broader strategy to boost renewable energy use, driving towards a sustainable future.</p> <p>Currently, 49.5% of the energy consumed in Council operations is from renewable sources. Council aims to increase this percentage further.</p>	<p>Reduction in greenhouse gas emissions generated by Council and the community in accordance with targets and commitments identified in Global Covenant of Mayors</p>	<p>49.5% of Council’s operational energy from renewable sources</p>

2A.24.03 Participate in the Global Covenant of Mayors for Climate and Energy Program

85%



Progress Commentary	Measure	Results
<p>Council officers have undertaken substantial preparatory work to develop a draft Climate Strategy and Implementation Plan for Sutherland Shire Council and its community. This includes extensive research, auditing, and data analysis to ensure the strategy is robust and actionable. This strategy, currently in development, is essential for fulfilling milestone 5 of the Global Covenant of Mayors program.</p>	<p>Requirements of the program met</p>	<p>75% milestones met</p>

2A.24.04 Support local adoption of clean renewable energy

100%



Progress Commentary	Measure	Results
<p>To help the community achieve net zero by 2050, Council officers are leading educational campaigns in schools to promote environmentally conscious energy usage practices. Over the past year, Council has initiated projects such as installing solar panels on public buildings and hosting educational workshops on sustainable practices, particularly targeting youth within the community. Additionally, Council officers have collaborated with local businesses to assist in reducing their carbon emissions as part of the “Start and Succeed” business events. These efforts support the community in adopting clean and renewable energy solutions.</p>	<p>Number of local programs developed and implemented in the community</p>	<p>9 programs</p>

2A.24.05 Implement priority actions to reduce fleet emissions

75%



Progress Commentary	Measure	Results
<p>Fleet sustainability and transition planning actions are currently being developed as an integral part of Council’s Draft Climate Strategy. Emerging technologies, industry news and workshops are consistently being monitored and attended for future opportunities. Emission reduction technology is dependent on manufacturers availability of suitable fit for purpose alternate Hybrid and EV technologies.</p>	<p>Fleet related emissions e.g., greenhouse gases</p>	<p>750t CO2e</p>

2B Deliver programs that enhance and protect the natural environment



2B.24.01 Develop and implement environmental improvement actions for former landfill site Ferntree Gully Engadine

35%



Progress Commentary	Measure	Results
Maintenance and interim works have been completed to stabilise the landfill site in the short term. The site is currently being monitored and any works required undertaken. Currently in the design stage including determining the proposed staging and scope. Funding is currently incorporated in 4 year capital program with design 2024/25 and construction 2025/26.	Design completed by June 2024	35% milestones met
	Stage 1 construction completed by June 2025	Not yet commenced

2B.24.02 Apply for grant funding to undertake weed control and beach maintenance programs between Don Lucas and Greenhills

100%



Progress Commentary	Measure	Results
Crown Land Grant (CRIF) obtained. Works to commence from August 2024.	Grant application prepared and submitted	100% grant application submitted

2B.24.03 Apply for Landcare grant to undertake weed, fox and cane toad control at Towra Point Kurnell

100%



Progress Commentary	Measure	Results
Grant funding received and programs developed. Works will continue to be delivered across 2024/25.	Grant application prepared and submitted	100% grant application submitted


2C Deliver and enhance a cost effective, innovative and sustainable waste service

2C.24.01 Investigate opportunities, processes and infrastructure for implementation of Food Organics and Garden Organics (FOGO) collection 50% 

Progress Commentary	Measure	Results
Council has endorsed the Food Organics Garden Organics (FOGO) service implementation roadmap including community engagement stage 1 plan, milestones and service high level scope. Further feasibility has commenced on the preferred service delivery method and development of a transition plan for the FOGO service commencement.	Program for implementation and adoption of FOGO service developed	50% milestones met

2C.24.02 Participate and contribute to regional (SSROC) waste and resource recovery initiatives relevant to Sutherland Council, specifically:

- Transfer Station Options Analysis
- MUD's (Multi-unit Development) Management survey on FOGO Services
- Waste Audits
- White Goods Recovery

100% 


Progress Commentary	Measure	Results
Council participated in four key Southern Sydney Regional Organisation of Councils joint waste management initiatives throughout the financial year, the most relevant / significant to Sutherland Shire being the Organics Transfer Station, Recycling tender (CRESS), Waste Risk & Resilience and Domestic Waste Composition Audit projects, these projects were completed as planned by the group of Councils	Completion of the first phase of project / feasibility study	100% milestones met

2C.24.03 Design and implement innovative waste education programs to initiate behaviour change to reduce contamination and increase landfill diversion rate

100%



Progress Commentary	Measure	Results
<p>Council facilitates an annual program of community educational workshops and online content, during the last 12 months we have achieved.</p> <ul style="list-style-type: none"> • Won the 2024 NSW Local Government Excellence Award for Risk Management for our Fires in Trucks campaign reminding residents to correctly dispose of chemicals and batteries. • We successfully launched our first Clothes Swap Party in May 2024 which had 125 participants. • Completed two Chemical collection events in September 2023 and February 2024 with almost 8,000 residents attending which enabled correct disposal of 290 tonnes of chemicals. • Diverted 25 tonnes of soft plastics and textiles from landfill through 7,855 collections via our partnership with Recycle Smart. • Serviced 27 collections across our batteries and light globe Council building collection points in our Libraries and Administration building. • Completed 5 collections and correctly disposed of 0.2 tonnes of small e-waste through our Hubs (Administration building Sutherland and Caringbah Library which has allowed a wider variety of products to be collected including smaller items of E-waste. • Conducted 18 waste wise workshops with 345 participants attending. Workshops delivered have included plastic free living, beeswax wraps, food preserving, decluttering, natural cleaning and natural skin care events. In association with the workshops 237 residents purchased compost bins/worm farms through our online platform. • Provided 210 resident rebates through our reusable nappy and sanitary products rebate program. • Posted almost 200 waste management and recycling social media articles to inform and educate residents via various social media channels reaching over 450,000 residents. 	<p>Annual reporting on: number and type of programs, number participants / feedback, contamination and landfill diversion</p>	<p>100% milestones met</p>

2C.24.04 Procure and implement a Fleet-Waste IT business solution that enhances public safety and compliance, improves customer service and enables operational efficiencies **100%** 

Progress Commentary	Measure	Results
All Waste Services vehicles (heavy and light) have been fitted out with new hardware, in addition, relevant staff (vehicle Drivers) have been trained in the effective operation of the technology. This information technology business solution provides data on speed, fatigue and mass, enabling Council to monitor and manage safer fleet operations and compliance with Heavy Vehicle National Law. It will also provide other benefits such as service routing efficiencies.	Technology implemented with reporting on WHS, HVNL compliance and customer service metrics	100% milestones met

2C.24.05 Conduct a feasibility study to determine the potential benefits, costs and barriers associated with designing, constructing and commissioning a Community Recycling Centre in Sutherland LGA **45%** 

Progress Commentary	Measure	Results
Council have endorsed the Community Recycling Centre implementation roadmap including community engagement plan, milestones and service scope. Further feasibility is progressing on determining a preferred delivery model and developing a transition implementation plan.	Conduct community consultation and develop a report recommendation to Council	25% milestones met

2C.24.06 Review the current commercial business waste service delivery model to ensure provision of a cost effective, innovative and sustainable waste and resource recovery service **100%** 

Progress Commentary	Measure	Results
The service review is complete in line with actions resolved by Council in December 2023. At the end of the 2023/24 financial year there was a \$257k subsidy from general revenue. Updated fees and charges were adopted and are in place from 1 July 2024. Council will receive a report in December 2024 on the progress of the endorsed actions. All business customers have been notified of the increase in 2024/25 financial year fees and Council are now accepting new customers from 1 July 2024.	Conduct review of commercial waste service and develop a report recommendation to Council on service position	100% milestones met

2D Implement strategies to deliver environmental conservation, improvements and sustainability of our natural resources

2D.24.01 Implement a local air quality monitoring program 85%

Progress Commentary	Measure	Results
A local air monitoring program has been established, with monitors set up in Woronora, Miranda, and Caringbah. In collaboration with the NSW Environmental Protection Authority (EPA), Council officers have also identified a suitable location in Miranda for a regional air quality monitoring station. The installation of this station is contingent upon the NSW EPA submitting a formal application to lease Council-owned land for this purpose.	Monitoring of local air quality undertaken	75% milestones met

2D.24.02 Optimise the supply of recycled water through the Cronulla Woollooware Water Recycling Scheme and identify further sites with stakeholders to utilise the scheme 100%

Progress Commentary	Measure	Results
Cronulla Waste Water Recycle Scheme Performance - Annual Q1-Q4 <ul style="list-style-type: none"> Recycled water delivered 99,956 KL meeting 100% of customer demands Plant availability annual (Q1-Q4 average) 84% 	Recycled water treated and supplied to meet end users needs	100% user needs met

2E Manage, promote and enhance our tree canopy in urban and natural areas

2E.24.01 Deliver the Green Streets Planting Program

100%



Progress Commentary	Measure	Results
The Green Streets planting program has delivered 420 trees planted in 22 public locations over the 12-month period. Trees planted under this program are maintained for 12 months, after which they form part of the overall tree maintenance service.	Trees planted and maintained for two years	100% milestones met 420 trees planted on public land

2E.24.02 Implement public place tree planting for Development Consents and Roads Act approvals

100%



Progress Commentary	Measure	Results
This action is delivered as part of the Green Streets planting program. The Green Streets planting program has delivered 420 trees planted in 22 public locations over the 12-month period.	Trees are replaced in the road reserve with quality stock and ongoing maintenance	100% milestones met

2F Implement strategies to enhance environmental conservation and diversity of natural habitats

2F.24.01 Work with the Southern Sydney Koala Management Team to develop a Koala Plan of Management for the Sutherland Shire **60%** 

Progress Commentary	Measure	Results
In late 2023, Council officers formally requested that the NSW Department of Planning and Environment amend the Koala State Environmental Planning Policy (SEPP) to include Sutherland Shire. Council has secured \$300,000 from the NSW Government to prepare detailed Koala habitat mapping, which will inform the Koala Plan of Management currently in development. Additionally, Council received a \$200,000 grant for koala habitat restoration. As part of this grant, we are undertaking habitat restoration works in Engadine, Woronora Heights and Woronora as well as and planting 3,000 trees to create a koala habitat in the Lucas Heights Conservation Area.	Increased koala population in the Sutherland Shire	21 koala increase in population
	Plan presented to Council for adoption	20% milestones met

2F.24.02 Develop a Tree and Urban Bushland Strategy **85%** 

Progress Commentary	Measure	Results
Council officers have prepared a draft Tree and Bushland Strategy, refined through extensive review by the Environment and Sustainability Sub-Committee and Council. The Strategy has been endorsed for community consultation, which is scheduled to take place in the first quarter of 2024/2025.	Strategy presented to Council for adoption	80% milestones met

2G Manage and protect the health and biodiversity of our waterways, catchments, floodplains and coastline

2G.24.01 Develop and implement the Catchment and Waterways Strategy and Implementation Plan 15%

Progress Commentary	Measure	Results
Catchments & Waterways Study, Strategy and Implementation Plan is on track for delivery Mid 2025.	Number of actions completed	The Strategy is in progress

2G.24.02 Commence Stage 1 of the Port Hacking Coastal Management Program 25%

Progress Commentary	Measure	Results
A grant application under the NSW Department of Planning and Environment Coastal and Estuaries Grants is in progress for Port Hacking Coastal Management Program. This project is on track to be delivered as part of the 2025 delivery program. Priorities for 2023/24 included completing current flood studies and completing the dredging project.	Stage 1 completed	25% milestones met

2G.24.03 Commence Stages 2 to 4 of the Georges River Coastal Management Program 25%

Progress Commentary	Measure	Results
The scoping stage involved collecting and reviewing existing information, identifying key stakeholders and mapping future engagement, determining knowledge gaps, identifying studies that are needed, and developing a forward plan. Georges Riverkeeper and Sydney Coastal Council's Group are progressing with engaging consultant.	Stages 2, 3 and 4 completed	25% milestones met

2G.24.04 Implement the Bate Bay Coastal Management Program

85%



Progress Commentary	Measure	Results
<p>The Coastal Management Plan was submitted for Certification by the Minister November 2023. The Minister requested letters of support/acceptance by partner agencies be submitted. The Agency letters of support are in progress and will be submitted to the Minister for certification.</p> <p>The Bate Bay Coastal Management Program Stage 4 is completing pending Gazettal. Stage 5 includes beach nourishment, the upgrade of the Esplanade between Cronulla and North Cronulla beaches and the construction of a seawall at Dunningham Park. These projects are currently unfunded and will be considered as part of Councils Asset Management Planning and development of future capital programs based on priorities.</p> <p>In 2022 because of the significant storm emergency works were undertaken to stop erosion of the beach by placing sandstone boulders for protection. This emergency project has protected the beach through several further storms.</p> <p>In 2023 the sand deposits from the dredging of the Port Hacking River were deposited offshore Cronulla. This sand replenishment assisted the beach through natural tidal movements.</p>	<p>Number of actions completed</p>	<p>50 actions completed</p>

2G.24.05 Progress the Woronora River Flood Study subject to grant funding from NSW State Government

30%

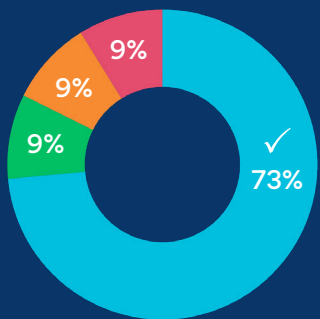


Progress Commentary	Measure	Results
<p>Grant funding was awarded following a successful application process. A brief was prepared and is being reviewed by Department of Climate Change, Energy, the Environment & Water. Tender for Consultant will commence in July.</p>	<p>Flood Study completed</p>	<p>30% milestones met</p>

OUTCOME 3

A creative, caring and healthy community that celebrates culture and diversity

Action status



✓	Complete	25
●	On Track	3
●	Needs Attention	3
●	Off Track	3
●	On Hold	0



OUTCOME 3



A creative, caring and healthy community that celebrates culture and diversity

We know that having a sense of community is important to our residents. We want to be connected to Sutherland Shire as a place but also be part of a community.

Demographics show that we have an ageing population. We will need to deliver services that enable ageing residents to remain active and engaged, physically and intellectually. There will be an increasing demand for health care and community support services that will enable people to age in place.

Whilst the growth in our population creates challenges, it also provides opportunities to build a stronger community through volunteering,

intergenerational programs, and the delivery of services that respond to the needs of new generations.

Culture is a vital part of a healthy and connected community. Council understands the responsibility and role that we play in working with the local Aboriginal and Torres Strait Islander community to promote cultural heritage and history, address areas of inequality, and preserve sites of cultural significance. We are becoming more culturally diverse as a community and we want to nurture creativity and celebrate our shared heritage. Our shared experiences help us bond and create a strong and respectful community of which we are proud.

Achievements

- Innovate Reconciliation Action Plan underway
- 25 community events held
- NAIDOC event delivered
- Provided funding to various local support agencies
- 27 of 28 venues live on keyless access
- Delivered Swimming Pool Safety community engagement campaign
- Progressed the development of a communications and marketing strategy to increase utilisation of community facilities
- Gunnamatta Pavilion design has progressed to the Development Application stage
- Delivered proactive programs to enhance mental health and wellbeing
- Established a Communication and Engagement Protocol to provide guidance for all Council staff to effectively and respectfully communicate with, and develop content relating to, Aboriginal and/or Torres Strait Islander peoples in our community
- Partnered with members of the Domestic Violence Committee to promote informative videos and assist affected residents to seek support
- Volunteer Expo organised to connect those experiencing loneliness with organisations recruiting for volunteers
- Explored, developed and delivered opportunities to increase access to Dharawal and First Nations culture through partnerships, exhibitions, events and programs that cater to a diverse range of audiences.



3A Provide contemporary community facilities to support an inclusive and connected community

3A.24.01 Upgrade and improve the quality of existing community facilities to be purposeful, flexible and multipurpose **40%** 

Progress Commentary	Measure	Results
Improvement projects completed for Gymea Bay Resource Centre and Bundeena Community Centre resulting in enhanced customer experience. Detailed venue refresh project for Jannali Community Centre, Oyster Bay Community Centre, and Sutherland Multi-Purpose Centre being planned for 2024/2025. Additional internal engagement being undertaken for detailed planning of venue refresh project proposals for other facilities in venues in network.	Upgrades and renewals undertaken	40% milestones met

3A.24.02 Review community centre fee structure to ensure centres remain affordable for the community, are financially sustainable for Council and are simple to understand, providing hirers a positive customer experience **100%** 

Progress Commentary	Measure	Results
Fee structure and venue categories reviewed with amendments adopted based on community consultation.	Fee structure reviewed	100% milestones met

3A.24.03 Engage with lessees and hirers to increase utilisation and ensure all community facilities continue to be inclusive, welcoming and sociable spaces for all

80%



Progress Commentary	Measure	Results
For the 23/24 financial year there were 16,008 venue bookings totalling 44,978 hours of use, compared to 22/23 which had 15,980 venue bookings (-28) totalling 47,738 hour of use (+2,760). Surveys are being integrated into booking system and end to end testing being undertaken.	User surveys conducted every six months	50% milestones met 49 responses received. Biannual survey currently being drafted.
	Feedback from facility users and enquiries collected	50% milestones met 49 responses received. Biannual survey currently being drafted.

3A.24.04 Develop a communications and marketing strategy to increase the utilisation of community facilities across the Sutherland Shire

70%



Progress Commentary	Measure	Results
Marketing and communication plan is being finalised and will integrate imagery that will include activated venues and their various usages. Plan is scheduled to be completed and implemented by January 2025 to capture end of year venue party / activation imagery.	Communications and Marketing plan developed and implemented	30% milestones met

3A.24.05 Develop a more efficient and sustainable digital based access process and system for our community facilities to improve customer experience

96%



Progress Commentary	Measure	Results
96% of Council managed community venues have now transitioned to digital access. Remaining community venue being reviewed to plan transition. Refinements are being made to software and customer support processes in response to customer feedback with “live” venues. Project under review for allocation of resources for remaining venues.	Digital access implemented	96% milestones met

3A.24.06 **Deliver the detailed design for the upgrade of Gunnamatta Pavilion, and complete the first stage of construction, being the food and beverage facility, following approval of the Plan of Management and procurement of an operator** **35%** 

Progress Commentary	Measure	Results
The design of the Gunnamatta Pavilion has progressed to DA stage. A review of the staging is in progress to confirm timelines for the delivery of the project. Funding is currently provided in the 4 year program.	Detailed design complete within 6 months of Plan of Management approval and operator onboard	30% milestones met
	Construction complete 12 months from DA approval and detailed design completion	Not due to commence

3B Empower the community so they can access care and support



3B.24.01 Deliver proactive community programs to reduce loneliness and social isolation

100%



Progress Commentary	Measure	Results
<p>Council initiated numerous community events to reduce loneliness and social isolation for various target groups. These groups included senior residents, vulnerable community members, young adults, and those from multicultural communities.</p> <p>In January 2024, young adults were provided with the opportunity to participate in registered training courses which have the outcome of expanding employment options. School holiday youth activations included free skating lessons at the new Seymour Shaw Skate Precinct and weekly activities in Cronulla with youth partner organisation.</p> <p>Seniors Festival occurred throughout March with various free events being offered to the community. All events were well attended, and very favourable feedback received.</p> <p>In 2024 Council have attended five gov hub information expos, aimed at encouraging vulnerable residents to connect with government services. A total of 212 people have attended.</p> <p>Multicultural communities were involved in celebrations of Harmony Day in March 2024 with over 200 participants. Additionally, Council organised a Volunteer Expo in May to connect those experiencing loneliness with organisations recruiting for volunteers. This resulted in approximately 150 community residents attending.</p>	<p>Resources developed and distributed</p> <p>Number of events and/ or programs delivered</p> <p>Number of events</p> <p>Evidence of meetings</p>	<p>100% milestones met</p> <p>15 events</p> <p>13 events</p> <p>15 meetings</p>

3B.24.02 Deliver proactive programs to enhance mental health and wellbeing

100%



Progress Commentary	Measure	Results
<p>Council continues to partner with local service providers who deliver frontline services to those living with mental health concerns. Proactive programs have been supported by NSW Health and the NSW Department of Communities and Justice. A key event includes the annual rough sleeping count which took place within Sutherland local government area in February 2024, with assistance from Council, which identified 8 rough sleeping individuals.</p> <p>Council continues to provide printed resources to community members which provides service listings of available mental health services. Over 600 printed pocket cards have been distributed during events in 2024.</p>	Resources developed and distributed	100% milestones met
	Number of events and/ or programs delivered	2 events
	Number of events	3 events
	Evidence of meetings	8 meetings

3B.24.03 Deliver proactive programs addressing domestic and family violence, abuse of older people and people with disabilities

100%



Progress Commentary	Measure	Results
<p>Council works proactively in partnership with service providers to prevent abuse of older people by attending an Elder Abuse Collaborative, which is currently designing new resources for older residents.</p> <p>Council continues to implement all aspects of Council’s Disability Action Plan. The Disability sector has been supported to respond where appropriate to the recommendations of the Disability Royal Commission.</p> <p>Significant awareness regarding domestic and family violence occurred in November and December 2023, to mark the UN 16 Days of Activism against gender-based violence. These included a public art exhibition at Cronulla which showcased the work of an artist with lived experience of domestic violence. In addition, Council led the 2023 Walk for Respectful Relationships, previously known as the White Ribbon Walk where over 1000 school students came together to speak out against family and domestic violence. A movie screening of “The Fort” was shown to further promote work in this area.</p> <p>In March 2024 Domestic Violence caseworkers were supported by Council to attend a self-care workshop. Council has worked in partnership with members of the Domestic Violence Committee to promote informative videos on coercive control, to assist affected residents to seek support.</p>	Resources developed and distributed	100% milestones met
	Number of events and/ or programs delivered	4 events
	Number of events	2 events
	Evidence of meetings	8 meetings

3B.24.04 Empower the community through provision of asset-based community development training

50%



Progress Commentary	Measure	Results
Council works to provide sector support training to community service workers. Asset Based Community Development training is a specific model which is not widely offered in Sydney. Consideration has been given to offer similar community development training in 2024/2025.	ABCD Training delivered bi-annually	50% milestones met

3C

Maintain and enable community facilities and services that meet the needs of the local community



3C.24.01 Support the rights of people with disabilities and enhance access and inclusion through implementation of the Disability Inclusion Action Plan (DIAP)

100%



Progress Commentary	Measure	Results
<p>Council remains committed to supporting people living with a disability and continues to work in partnership with the NSW Government to implement year 2 actions of the Disability Inclusion Action Plan.</p> <p>Council have focused on improving opportunities for inclusive participation in public spaces, programs and events, whilst recognising the contribution of carers in our community.</p> <p>Key events provided by Council in the past twelve months include facilitating the Access and Inclusion Sub Committee, organising community information sessions on the NDIS and supporting interagency meetings within the disability sector.</p>	<p>DIAP actions implemented within planned timeframes</p> <p>Regular meetings facilitated with the Sutherland Shire Access and Inclusion Sub-Committee</p>	<p>100% milestones met</p> <p>3 meetings</p>

3C.24.02 Undertake research and engagement to understand community needs and inform annual sector planning

100%



Progress Commentary	Measure	Results
<p>Council has ongoing engagement and research activities planned with all sectors of the community. During 23/24 engagement has occurred with Multicultural communities and services providers to assist in the development of Council's Multicultural Action Plan.</p> <p>Biannual community surveys are conducted on various communities. In 2024 a youth survey was conducted regarding the needs of young people aged 12-25 years. The results of this survey will guide sector support for youth service providers.</p>	<p>Audit of community services provided by sector (completed every 2 years) - 2023</p> <p>Geocortex Community Services mapping (completed every 2 years) - 2023</p>	<p>100% milestones met</p> <p>To commence in 2024/25</p>

3D Provide for an active, connected and inclusive community



3D.24.01 Develop an Innovate Reconciliation Action Plan

65%



Progress Commentary	Measure	Results
Council has worked in partnership with the Aboriginal and Torres Strait Islander Sub Committee to conduct RAP working group workshops, to prepare a meaningful draft Innovate Reconciliation Action Plan (RAP) which is supported by the community. An initial draft Innovate RAP framework has been submitted in June to Reconciliation Australia for consideration. Further rounds of feedback and revision is expected prior to receiving endorsement from Reconciliation Australia.	Innovate Reconciliation Action Plan developed	65% milestones met
	Plan endorsed by Council and Reconciliation Australia	85% milestones met

3D.24.02 Develop Diversity Action Plan

60%



Progress Commentary	Measure	Results
Council is currently preparing the Diversity Action Plan, renamed as the Multicultural Action Plan to ensure Council services are delivered in an inclusive and accessible manner for people from culturally and linguistically diverse backgrounds. The aim of this plan is to celebrate the diverse culture of the Sutherland Shire and to develop key actions to create more transparency around the needs of the multicultural community.	Diversity Action Plan developed	60% milestones met

3D.24.03 Deliver and resource an annual program of community events aimed at celebrating and connecting community

100%



Progress Commentary	Measure	Results
<p>Council has delivered numerous community events aimed at building connections. These include:</p> <ul style="list-style-type: none"> • Skate lessons for youth at Seymour Shaw Precinct • Emergency resilience workshops • Seniors Festival (numerous events) • Harmony Day community celebration • Government Community information sessions • Youth Outreach activities at Cronulla • Aboriginal cultural bushwalks • Reconciliation Week picnic • Disability Information sessions • Movie screening with NSW Health explaining end of life supports • Refugee Week International Friends lunch • Volunteer Expo • Youth Week celebrations 	<p>Number of Community events coordinated that celebrate and connect the community</p>	<p>52 events</p>

3D.24.04 Deliver annual initiatives that facilitate opportunities for intergenerational sharing and learning

100%



Progress Commentary	Measure	Results
<p>Council has produced an intergenerational film in 2023 which celebrates the strong connections between young high school students and clients living with dementia in an aged care facility. This film launched in March 2024.</p> <p>Council celebrated Grandparents Day with numerous activities at the libraries which provided opportunities for intergenerational learning and sharing to occur between preschool children from Council's Early Education Centres and their grandparents.</p> <p>Duke of Edinburgh Volunteering is offered at Sutherland Library on Wednesdays from 4pm to 5pm. Volunteers take part in an intergenerational program sharing digital skills with seniors.</p>	<p>Number of initiatives delivered that facilitate intergenerational opportunities</p>	<p>4 initiatives</p>

3D.24.05 Partner with community organisations and groups to promote and support local opportunities for volunteerism

100%



Progress Commentary	Measure	Results
<p>Council has responded to an identified need expressed by the community services sector to provide more opportunities for volunteerism. Seniors Festival was celebrated in March 2024, which saw over 40 organisations receive free advertising and promotion, both during events and in printed publications.</p> <p>During National Volunteer Week in May 2024 Council hosted a successful volunteers expo which involved partnerships with 20 not for profit organisations all seeking support from local volunteers. This event was well received by the community and service providers, which is likely to continue in the future.</p>	<p>Number of partnerships facilitated that promote and support volunteerism</p>	<p>20 partnerships</p>

3D.24.06 Develop initiatives to activate neighbourhoods and build neighbour and community connections

100%



Progress Commentary	Measure	Results
<p>Council has delivered numerous activations to build neighbourhoods and community connections. These include:</p> <ul style="list-style-type: none"> • Production of the film “The Ripple Effect” • Skate lessons for youth at Seymour Shaw Precinct • Emergency resilience workshops • Seniors Festival (numerous events) • Harmony Day community celebration • Government Community information sessions 	<p>Number of initiatives developed that provide neighbourhood activation and connect the community</p> <ul style="list-style-type: none"> • Youth Outreach activities at Cronulla • Aboriginal cultural bushwalks • Youth Week celebrations • NDIS disability information sessions • Refugee Week luncheon • Reconciliation Week picnic • Film screening with NSW Health to showcase end of life support. 	<p>13 initiatives</p>

3D.24.07 Create partnerships with community organisations and groups to activate spaces and places, and enhance community connections and wellbeing

100%



Progress Commentary	Measure	Results
<p>Council developed various new partnerships in 23/24 whilst providing activations to the community. Numerous partnerships were formed by delivering new events for Harmony Week which included a large community event at Cronulla featuring various multicultural performers and artists. Community support was offered to residents from refugee backgrounds to encourage them to express their own history in a safe manner. During March numerous Council spaces were activated to celebrate Seniors Festival with over 15 events being offered.</p> <p>In April 2024, Council led Youth Week celebrations with Battle of the Bands music event, surfing lessons at Cronulla Beach and library youth events.</p> <p>Existing partnerships with the Aboriginal and Torres Strait Islander local groups were strengthened during Reconciliation Week, which involved a public family picnic at Parc Menai.</p>	<p>Number of partnerships facilitated that promote and support volunteerism</p>	<p>45 partnerships</p>

3E Build and support the capacity of the community sector to be more skilled, resilient and responsive

3E.24.01 Facilitate grants and subsidies to support community development priorities 100%

Progress Commentary	Measure	Results
Council provided funding to the value of \$500,000 to various local support agencies to assist with delivering community services to residents. Funding will provide assistance with programs for people with a disability, to support musical and cultural initiatives, community garden projects and support to those living with mental health issues.	Community Grants Programs delivered	100% milestones met
	Club Grants Program delivered	100% milestones met

3E.24.02 Advocate and partner with Government, businesses and community services to provide facilities, funding and capacity building to meet community needs 100%

Progress Commentary	Measure	Results
Council partners with various levels of Government to support capacity building to ensure the needs of the community are met. Over the past year close alignment with the NSW Government and the Federal government has involved working with agencies such as NSW Department of Communities and Justice, NSW Homes, NSW Health, Services Australia together with My Aged Care and the National Disability Insurance Scheme. Council supports local residents and service providers to work proactively to access relevant government funded support. Council provided \$500,000 of funding to 38 local community organisations to provide programs and events for residents.	Number of new facilities, services or funding identified	7 new funding opportunities identified

3E.24.03 Provide ongoing sector support through coordination and participation in collaborative forums

100%




Progress Commentary	Measure	Results
<p>Council coordinates and participates in various collaborative forums. Council have been involved with the following:</p> <ul style="list-style-type: none"> Youth Network Interagency Youth Reference Group Multicultural Reference Group St George and Sutherland Shire Homeless Assertive Outreach Collaborative St George and Sutherland Disability Interagency Dementia Alliance Child and Family Interagency Domestic Violence Committee Sutherland Shire Elder Abuse Collaborative Sutherland Shire Multicultural Network Working group meetings for Harmony Week Working group for Refugee Week Seniors Reference Group. 	Collaborative forums coordinated	100% milestones met

3E.24.04 Deliver an annual program of sector support, training and education to upskill community services


100%



Progress Commentary	Measure	Results
<p>Council have provided education and training across various sections of the community services sector this quarter. This includes:</p> <ul style="list-style-type: none"> multicultural story telling workshops emergency resilience workshops vocational training courses for young adults grant writing workshops self-care workshop for domestic violence support workers Aboriginal & Torres Strait Islander cultural capability training 	Annual program delivered with education and training opportunities for Community Service organisations, resources developed and distributed	100% milestones met

3E.24.05 Partner to provide employment learning and skills programs and work placements for young people, people with disabilities, culturally and linguistically diverse communities and the older workforce **100%** 

Progress Commentary	Measure	Results
Council partnered with registered training organisations to deliver vocational training to young people during January. This included training in obtaining a white card, responsible service of alcohol and mental health first aid for youth. This training was offered to young adults for free and was well received. Future vocational education is planned for 2025.	Cultural Competency and Disability Inclusion and Awareness Training developed by 2024	100% milestones met
	Number of partnerships developed to provide employment learning and skills programs	3 partnerships
	Number of trainees, work placements, and volunteers	No data available

3F Deliver programs to the community that enhance public health and safety 

3F.24.01 Develop and deliver online community education campaigns on Swimming Pool Safety **100%** 

Progress Commentary	Measure	Results
A review of pool safety information on Council’s website was completed and an online community education campaign delivered through Council’s social media channels. This campaign reached 5,875 by social media channels and there were 9,054 visits to the pool safety information on Council’s website.	Information provided by social media	100% milestones met

3G

Provide and enhance opportunities for the community to experience enriching arts and culture



3G.24.01 Investigate and implement opportunities to increase access to content on local history and stories through partnerships, exhibitions, events and programs that cater to a diverse range of audiences

100%



Progress Commentary	Measure	Results
<p>NAIDOC Celebrations event provided an opportunity to hear stories from our Local Elders including growing up in Sutherland Shire during the time of the Referendum.</p> <p>The Australia Day Awards campaign comprised of four categories including Citizen, Community Group, Young Citizen and Environmental Citizen of the Year. These awards recognise outstanding contributions by our community members and celebrates their stories and selfless generosity. The winners were announced at the Citizenship Ceremony on 26 January 2024.</p> <p>Over 3,000 attended the Sunset Cultural Ceremony on 25 January, acknowledging the Burnum Burnum Sanctuary site as a local place of significance with cultural storytelling shared.</p> <p>On 26 January 2024 local stories were shared by Aboriginal Elders and local leaders welcoming over 151 new citizens. 21 local Australia Day Award nominees were recognised with sharing of their own local stories of achievement with over 500 guests in attendance.</p> <p>In April the Meeting of Two Cultures event took place with over 500 attendees, this coincided with the announcement of the Return of the Gamay Spears by the La Perouse Local Aboriginal Land Council. Chairperson of the La Perouse Local Aboriginal Land Council Noeleen Timbery shared the story of the return of her ancestors' belongings back to Country with Council staff at Sutherland Library.</p> <p>In May 183 New citizens celebrated their citizenship and were welcomed into the community. Seven Citizenship Ceremonies were held across the year.</p> <p>In June 12 local Centenarians were invited to a morning tea celebration at Hazelhurst with a booklet produced sharing their incredible personal community stories. Over 50 invitations were sent to local 100 plus year-old guests.</p> <p>Due to the interest and reception at the NSW Local Studies Group, the presentation on the Acetate Negative Project was presented to the Wider Local History Group, which is made up of people from all over Australia. 80 people heard the presentation and shows that Sutherland Library Local History is a leader in collection management and preserving our history.</p>	<p>Opportunities investigated and implemented with increased content evidenced</p>	<p>100% milestones met</p>

3G.24.02 Develop a Public Art Plan that aims to enhance the urban environment and creates a sense of place

40%



Progress Commentary	Measure	Results
The updated draft Public Art Policy will be presented to Council for adoption at the July meeting. The draft Public Art Plan is underway, meetings with key stakeholders are scheduled.	Public Art Plan developed	40% milestones met

3G.24.03 Support artists, performers and the creative economy through commissions, mentorships, platforms to present works, facilitating partnerships, promotion and platforms for commercial enterprise

100%



Progress Commentary	Measure	Results
Between July and December 2023, nine events delivered with a total number of 24 local performers, one group of emerging artists and two talent agents. Hiring of local venues, event equipment hire businesses, audio contractors and facilities were engaged for the production of NAIDOC, Citizenship Ceremonies, Seniors Christmas Concerts and the Mayoral reception. Council hosted 16 events across the Sutherland Shire between January and March 2024 for approximately 45,000 attendees. Including 33 local performers, 3 First Nations Cultural Groups, 12 First Nations stallholders and over 10 local events service providers engaged. This resulted in significant increase in trade for local retailers. Between April and June 2024, The Meeting of Two Cultures and Centenarians Morning Tea resulted in positive fostering of local artists and creative economy benefit for local businesses. Hazelhurst supports artists through the exhibition program at the Hazelhurst and Broadhurst galleries. The Broadhurst gallery has exhibited a wide number of local artists who have sold works. The Made By Hand Markets supported over 70 stall holders selling a variety of goods from local artists and producers. 82 artists were included in the Hazelhurst Art on Paper Award exhibition and given the opportunity to make works available for sale, with 100% of sales going to artists. The annual Friends on Show exhibition took place. It celebrates the diverse artistic practices of Hazelhurst's membership group, the Friends of Hazelhurst. 11 artworks were sold.	Number of projects, partnerships, and programs supported	110 projects, partnerships and programs

3G.24.04 Investigate and develop the Hazelhurst Arts Centre Masterplan

100%



Progress Commentary	Measure	Results
Consultation on the Masterplan with the Hazelhurst Arts Centre Board Sub-Committee was undertaken. Feedback will be reviewed and assist with the next phase of the masterplan.	Masterplan consultation and investigation undertaken and reported to Hazelhurst Board	100% milestones met

3H Optimise the delivery of cultural experiences to engage people from diverse backgrounds



3H.24.01 Explore opportunities to increase representation of our diverse community in our programs and services

100%



Progress Commentary	Measure	Results
<p>In the Main Gallery program, six culturally and linguistically diverse (CALD) artists and one artist with a disability were included in 'In the arms of unconsciousness' exhibition; 21 CALD artists and three artists with a disability were finalists in the Hazelhurst Art on Paper Award 2023.</p> <p>ARTEXPRESS featured numerous artists from diverse CALD backgrounds. The exhibition also featured two First Nations artists. Seniors Week programs included Art in the Garden, ARTEXPRESS tours and the Art Engage dementia program.</p> <p>Art Engage has seen up to 16 people attend each monthly session of this immersive experience for people living with dementia.</p>	Opportunities identified and implemented in arts and culture exhibitions, performances, events and library programs	100% milestones met

3H.24.02 Provide opportunities for young and early career artists and performers through partnerships, exhibitions, events and programs that cater to a diverse range of audiences

100%



Progress Commentary	Measure	Results
<p>A total of 14 young performers were engaged to perform at three events including NAIDOC Celebrations, Seniors Christmas Concerts and a Mayoral event.</p> <p>The 27 January 2024 Cronulla Vibes event attracted over 5,000 attendees and featured a curated program of first time or emerging local performers providing the opportunity to perform with high calibre sound, camera and lighting production elements.</p> <p>Over 20 emerging artists performed and were provided with professional video recordings of their performances.</p> <p>During April at two Seniors Festival Concerts local talent school students performed for over 1,000 attendees.</p> <p>At the Meeting of Two Cultures event and May Citizenship ceremonies, young emerging artists were engaged at each high-profile protocol event to showcase their talent. On each occasion, the young performers enjoyed the platform but also were mentored by senior performers and cultural facilitators in some cases resulting in future performer bookings for emerging artists.</p> <p>Hazelhurst arts centre continues to provide direct opportunities for emerging local artists principally through our Broadhurst gallery program which has included numerous exhibitions from local artists and ongoing partnerships with local arts organisations such as Bundeena Art Trail, Port Hacking Potters and numerous local secondary schools.</p> <p>Art Rules and ARTEXPRESS have continued to support and showcase young artists.</p>	<p>Number and type of partnerships and connections supported</p>	<p>18 partnerships, exhibitions, events, or programs</p>

3H.24.03 Support connections between community cultural organisations to develop synergies and as a source of community engagement with Council

100%



Progress Commentary	Measure	Results
<p>Council has strengthened existing partnerships and developed synergies, particularly with First Nations stakeholders.</p> <p>Synergies have been achieved during collaborative meetings with Kurranulla, Sutherland Shire Reconciliation Group, Stonecrab, Dream Big together with some significant traditional elders within the Aboriginal community. Numerous Reconciliation activities have occurred such as Aboriginal cultural capacity building training and working group meetings to draft the Innovate Reconciliation Action Plan. Chairperson of the La Perouse Local Aboriginal Land Council Noeleen Timbery shared the story of the return of her ancestors' belongings, the Gamay Spears back to Country with Council staff at Sutherland Library.</p> <p>Council has strengthened collaboration with multicultural communities via the Multicultural Reference Group and regular contact with the Multicultural Network of service providers. This has been evidenced in community events such as Harmony Day and Refugee Week celebrations.</p>	<p>Number and type of partnerships and connections supported</p>	<p>18 partnerships</p>

31 Increase awareness and recognition of Aboriginal and Torres Strait Islander heritage and culture

31.24.01 Explore, develop and implement opportunities to increase access to Dharawal and First Nations culture through partnerships, exhibitions, events and programs that cater to a diverse range of audiences 100% 

Progress Commentary	Measure	Results
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In July 2023 Council partnered with Kurranulla Aboriginal Corporation to deliver a record NAIDOC Week event held at Gunnamatta Park Cronulla. Over twenty local First Nations performers, dancers, artists and businesses generously shared Culture to the community along with representatives of NSW Emergency Services, Rotary and Project Youth supporting the event which attracted over 3,000 attendees.

Over 2,400 guests attended five citizenship Ceremonies (July, Sept, Nov) with local First Nations Elders performing Welcome to/ Acknowledgement to Country.

Council’s partnership with Local Elders continued with - Dean Kelly, Calita Murray, Aunty Barb Simms and 12 local first nations stallholders generously shared an opportunity for the community to learn more about our local Aboriginal culture through several yarning circles, storytelling, dance and cultural ceremony at Sunset Cultural Ceremony on 25 January at Burnum Burnum Sanctuary.

The annual April Meeting of Two Cultures event attracted over 500 guests with multiple First Nation groups and stallholders participating along with announcement of the Return of the Gweagal Spears being repatriated from the United Kingdom. Subsequently a staff function was coordinated where over 120 attendees were shared important cultural teachings by Aboriginal Elders on the significance of the Repatriation. A video recording was created and will be archived in Local Histories Collection.

Welcome to Country at the openings for all Main Gallery exhibition openings. In the Broadhurst Gallery program, two Aboriginal artists living on Dharawal Country, were included in two exhibitions (Kerry Toomey in Broad Horizons and Bree Riley in Southside).

Opportunities investigated and implemented with increased recognition and content across programs, online and signage

100% milestones met

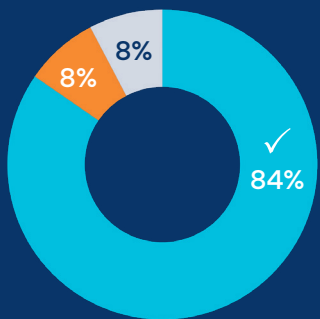
31.24.02 **Establish a Communication and Engagement Protocol to provide guidance for all Council staff to effectively and respectfully communicate with, and develop content relating to, Aboriginal and/or Torres Strait Islander peoples in our community**
100% 

Progress Commentary	Measure	Results
Aboriginal and Torres Strait Islander peoples and history – Communications Guide for Staff was completed and launched in June 2024, following an extensive period of research and consultation. Briefing sessions were conducted with Executive, Senior Managers and the internal launch was promoted widely across internal communications channels and supported by a series of drop-in sessions for staff across the business.	Protocol developed and endorsed by Executive	100% milestones met
	Internal communication campaign implemented to educate on the Protocol and associated processes	100% milestones met

OUTCOME 4

A prosperous, well-educated community with a diverse range of economic opportunities

Action status



✓	Complete	11
●	On Track	0
●	Needs Attention	1
●	Off Track	0
●	On Hold	1



OUTCOME 4



A prosperous, well-educated community with a diverse range of economic opportunities

While our community is relatively prosperous, with low unemployment rates and high average household incomes, there are still disadvantaged and vulnerable people in our community. Investing in education and learning, from early childhood to later years, is not just good for individuals - but for communities as a whole.

We know that quality early education services enrich the lives of children

and families, and lifelong learning and engagement builds social and neighbourhood connections. Strong education and training outcomes bring more and better jobs to an area and improve local business and economic outcomes for everyone.

By helping our local economy grow and increasing opportunities for all in Sutherland Shire we build a strong base for our community.

Achievements

- 118 event permits and 73 filming and photography permits issued
- 5 Business Webinars attended by a total of 176 businesses
- Child Safe Standards policy adopted in November
- Two intercultural programs and one pop-up library have been held
- Ten programs representing diverse communities have been held
- Review of wayfinding to existing libraries underway
- Launched a new Visit Sutherland Shire website to support the growth and value of tourism to the Sutherland Shire
- Completed the design and operating model for the Kirrawee Library, Technology and Community Hub
- 2 Business Now E-newsletters distributed to a database of 2919 subscribers containing business news, grants, events and networking opportunities with an average monthly open rate of 42%
- Developed a Child Protection Action Plan to support the organisation's adherence to the 10 National Child Protection Principles
- Delivered opportunities to increase representation of our diverse community in our programs and services including people with disabilities, Culturally and Linguistically diverse (CALD) audiences and LGBTQIA+ communities
- Presented intercultural programs to create connection with and improve.



4A

Enable a diverse and self-sustaining business community to foster economic resilience



4A.24.01 Encourage a diverse, resilient and self-sustaining business community

100%



Progress Commentary	Measure	Results
12 Business Now E-newsletters distributed to a database of 2,919 subscribers containing business news, grants, events and networking opportunities and has an average monthly open rate of 42%.	Business output (turnover) to increase by 15% by 2030	On track
Council has undertaken 6 business webinars and 2 business events.	Deliver 6 programs, events and training per year that support business growth	6 business webinars 2 business events
Business activity promoted via social media channels including Facebook and LinkedIn.	600 businesses to complete the Business Survey	300 Businesses completed the survey
Provided ongoing support to engage with Cronulla Plaza Businesses during Plaza renovation.		

4A.24.02 Support the growth and value of tourism's contributions to the Sutherland Shire economy

100%



Progress Commentary	Measure	Results
The new Visit Sutherland Shire website launched.	Average tourism spend to increase by 20% (\$46m) by 2030	Data not available
12 Visit Sutherland Shire Blogs distributed to 1,792 subscribers. Average open rates 44%.	Social media followers to increase by 5%	12.5% increase in followers
Advertising undertaken in The Australian Traveller magazine and digital channels promoting the Sutherland Shire as a wellness destination in May.		
Digital Campaign undertaken with TimeOut in June.		
Social media posts undertaken using Facebook and Instagram. Number of followers remained steady.		
7 Tourism Industry E-newsletters distributed to local tourism providers.		

4A.24.03 Facilitate third party events and filming activities on Council public land

100%



Progress Commentary	Measure	Results
Planning underway for the Jannali Moon Rise Festival as part of receiving a grant from the NSW Government Open Streets Program.	Minimum number of 250 Event Permits issued	282 permits issued
Council has issued 282 permits for third party events, casual leasing and product sampling during 2023/24.	Minimum number of 150 Filming Permits issued	188 permits issued
Council has issued 188 Filming Permits for 2023/24.	EOI's issued with a minimum of 5 responses	No Market EOI's undertaken. Awaiting NSW Government changes
Distributed 3 Filming Industry E-Newsletter promoting the Sutherland Shire as a filming location.		

4A.24.04 Review and update the Economic Strategy

0%



Progress Commentary	Measure	Results
Undertaking of the Economic Strategy was paused during 23/24, so that resourcing could be better aligned to allow for the project in the 24/25 period.	Revised strategy presented to Council for adoption	Not yet commenced

4B Enable a prosperous community with a fulfilling work life balance

4B.24.01 Support job creation by proactively marketing Sutherland Shire as a location of choice for business, investment and a skilled workforce

100%

Progress Commentary

Council sponsored the Small Business Awards.
Council attended the Sutherland Shire Careers Expo.
Distributed 12 Business Now e-newsletters promoting grant opportunities, networking events and business news.

Measure

Number of jobs to increase by 10,000FTE (87,937 jobs) by 2030

Results

Data not available

4B.24.02 Support the growth of a skilled workforce contributing to the needs of the local economy

100%

Progress Commentary

Council representation in the Local Jobs and Skills Taskforce. Discussions held for upcoming events based on market need.
Council hosted 2 educational business events.
Council attends Career Advisor meetings.
Council supported an Over 45's Employment event.
Council hosts 35 apprentices, graduates and trainees.

Measure

Number of residents holding employment qualifications to increase to 75% by 2030

Results

65.8% of residents hold qualifications

4B.24.03 Collaborate with Universities and TAFE to expand education opportunities in the Sutherland Shire

100%

Progress Commentary

Wollongong University and TAFE continue to participate in the Business & Industry Sub-Committee and provide updates and information relevant to their expansion plans.


Measure

Opportunities to expand education options explored

Results

100% milestones met

4C Manage Councils Early Education and care portfolio through sound governance, financial and quality framework

4C.24.01 **Develop a Child Protection Action Plan to support the organisation's adherence to the 10 National Child Protection Principles** **95%** 

Progress Commentary	Measure	Results
The Draft Child Safe Action Plan is in its final stages of completion. The document has been developed following extensive consultation and captures key actions that will uplift the organisations level of maturity to the Child Safe Standards.	Child Protection Action Plan Developed and implemented in accordance with agreed timeframes	95% milestones met

4D Provide welcoming, engaging, flexible and well-used library spaces

4D.24.01 Review and improve wayfinding for existing libraries

100%

Progress Commentary

Banner signage has been designed and commissioned to be displayed at several highly visible locations in the Sutherland Shire. These will be displayed across the year when allocated time is available.

Measure

Recommendations for wayfinding improvements presented

Results

100% milestones met

4D.24.02 Finalise the design and operating model for the Kirrawee Library, Technology and Community Hub, and commence construction

100%

Progress Commentary

The architect presented the agreed 75% design. After a successful tender application a builder has been engaged with the design to be finalised and construction anticipated to commence in August/September 2024.

The operating model was endorsed by Council at the 17 June Council Meeting. This action is completed for this phase and will continue as a new action in 2024/25 for the construction and opening of the new Kirrawee Library+.

Measure

Operating model and design endorsed

Costs outlined

Development application finalised

Construction commenced and completion date set

Results

100% milestones met

100% milestones met

50% milestones met


5% milestones met

4E Provide contemporary library resources to enable easier access to collections and services

4E.24.02 Develop a technology plan which supports an agile environment 100% 

Progress Commentary	Measure	Results
<p>Technology Plan completed. This plan has been extensively researched and discussed to ensure that it meets the expectations of the community, Library and Council. Using key Council documents, State and Federal Library technology plans to assess the current state of Sutherland Library resources, services and staff.</p> <p>The Implementation Plan has been developed to set out actions to ensure that the Library continues to provide what is expected by the community and remain capable of meeting the needs into the future in a constantly changing environment.</p>	<p>Technology Plan endorsed</p> <p>Resourcing reviewed and maintained</p>	<p>100% milestones met</p> <p>100% milestones met</p>

4F Deliver innovative events and programs that provide positive literacy, lifelong learning and an informed and connected community

4F.24.01 Develop and present intercultural programs to create connection with and improve knowledge of First Nations Culture 100% 

Progress Commentary	Measure	Results
<p>Five events were delivered:</p> <ol style="list-style-type: none"> 1. NAIDOC Week Panel ‘For Our Elders’ 2. Storytime with Auntie Deanna (Koori Culture for Little Boories) 3. Gary Lonesborough author talk 4. First Nations Family History Workshop 5. Matson Collection Launch - The collection consists of Aboriginal artefacts including stone, shell and bone tools that were found in Sutherland Shire. It was donated by third-generation boat builder and local identity Fred Matson. The items have been researched and catalogued by Bruce Howell, former Deputy Chair of the Sutherland Shire Council Aboriginal Advisory Committee and Aboriginal knowledge holder. <p>Four Pop-Up Libraries were held that promoted the Aboriginal Australia Collection, with 282 community members engaged and 19 new members.</p> <ol style="list-style-type: none"> 1. NAIDOC Week 2. CronullaFest (Great Book Swap for Indigenous Literacy Foundation) 3. Sunset Cultural Ceremony 4. Meeting of Two Cultures 	<p>1-3 programs presented for adults</p> <p>1-3 programs presented for younger audiences</p>	<p>3 programs</p> <p>2 programs</p>

4F.24.02 Explore opportunities to increase representation of our diverse community in our programs and services including people with disabilities, Culturally and Linguistically diverse (CALD) audiences and LGBTQIA+ communities

100%

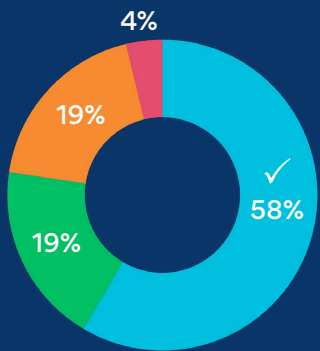


Progress Commentary	Measure	Results
<p>A total of 25 events have been held representing our diverse community, People with disabilities (16):</p> <ul style="list-style-type: none"> • Ten Connection Café events for people living with Dementia and their carers • Three Healthy Ageing Seminars on hearing loss, Carer gateway, and Palliative Care • Special Storytime for World Down Syndrome Day • Aged Care Reform Hub • Early Signs of Dementia and how to Manage the Symptoms <p>Culturally and Linguistically Diverse (CALD) Communities (6):</p> <ul style="list-style-type: none"> • Four Bilingual Storytimes • Author talk with Suzan Mutesi, The immigrant that found her unapologetic voice • Chat In English Harmony Day Conversation <p>LGBTQIA+ Communities (3):</p> <ul style="list-style-type: none"> • Short Story Writing with Will Kostakis (Youth Week) • Write Fearlessly with Nigel Featherstone • Queer Authors Discuss Pride Month Panel 	<p>1-3 programs presented for adults</p> <p>1-3 programs presented for younger audiences</p>	<p>20 events</p> <p>5 events</p>

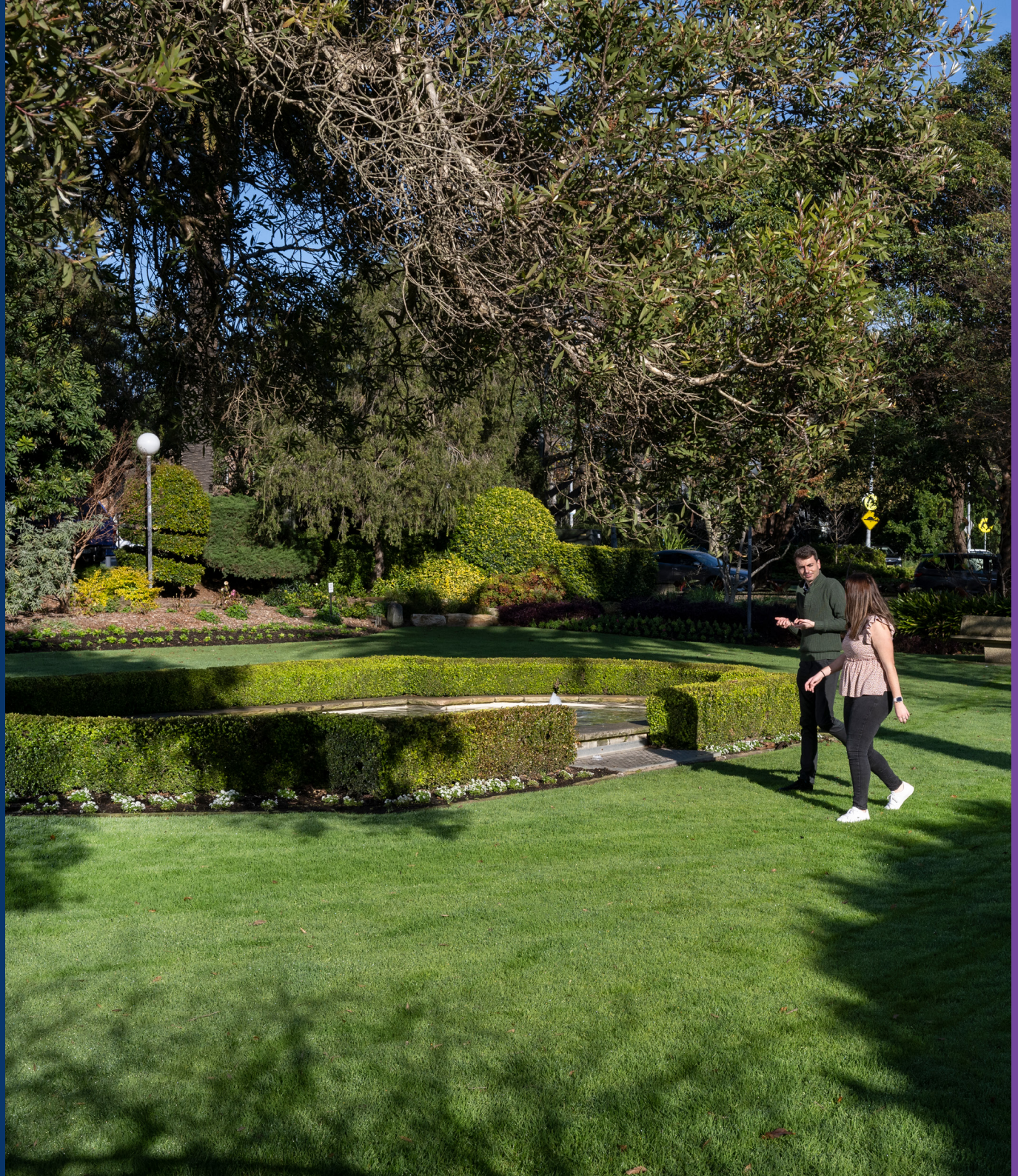
OUTCOME 5

An active community that enjoys safe, accessible and diverse open places and spaces

Action status



✓	Complete	31
●	On Track	10
●	Needs Attention	10
●	Off Track	2
●	On Hold	0



OUTCOME 5



An active community that enjoys safe, accessible and diverse open places and spaces

We are an active community who enjoy the many open places and spaces in the Sutherland Shire near to where we live and work. Our many parks, ovals, playing fields, walking trails and cycle paths facilitate passive and active recreation, as well as group sports and gatherings. We want to maintain and enhance our green open spaces where people can gather, exercise and enjoy.

As a community, surveys show we have a high reliance on private cars to get around. With our growing population, we will need to take advantage of active transport options for shorter trips, where possible, facilitated by our footpath and cycleway connections. Cool streets, maintained footpaths and a focus on accessibility will facilitate this transition.

The design of our public spaces influences the experience of life in the Sutherland Shire. From our community engagement, we know there is a preference towards village style urban planning and attractive public places where people can gather and socialise.

Additionally, community safety in the public domain is one of our community's most valued aspects of living in the Shire and is also a top priority. We have been rated as the fourth safest place in Sydney, and we have 70% less major crimes than other local government areas. Council commits to maintaining this level of safety perceptions through delivering safety services and partnering with stakeholders to keep our places and spaces safe.

Achievements

- Seymour Shaw Active Youth Precinct opened
- Adopted the Sutherland Shire Leisure Centre Strategy 2023-2038
- Progressed a program of Community Resilience Building and Emergency Management capability improvement actions
- Progressed the update of Plans of Management for all open spaces
- Kareela Masterplan endorsed
- 68 schools participated in the delivery of the annual Surf Awareness and Survival education program with 2911 students participating
- 4 crime prevention safety programs promoted
- 24 Rock Fishing Patrols were undertaken
- Cooper Street Engadine Active Sports Precinct and All Abilities Playground opened
- Continued to provide a high quality animal shelter facility promoting best practice companion animal care and responsible pet ownership
- Design for Stage 1 and carpark completed for GyMEA Bay Reserve and Baths upgrade
- 4 sites trialling hybrid grass on sporting fields has been completed
- Signage at all Leisure Centres has been updated as necessary to improve visibility.



5A Plan and deliver an active transport network which is safe and accessible



5A.24.01 Develop and implement a prioritised program for footpaths, shared pathways and on-road facilities to manage and improve accessibility for the active transport network

100%



Progress Commentary	Measure	Results
<p>The works program for 2023/24 was completed with key projects including:</p> <ul style="list-style-type: none"> • Tonkin Street, Cronulla - 170m • Easton Ave, Sylvania - 825m • Holt Road / Apsley Place, Taren Point - 250m • Dalley Road, Heathcote - 495m • Brooke Road, Engadine - 830m • Hall Drive / Windle Place, Menai - 335m • Warraba Street, Como - 250m <p>The capital works program and footpath designs for 2024/25 have been completed and are ready for construction. The draft program for 2025/26 capital works program is complete with designs to commence shortly. A ten-year Footpath Expansion Plan is underway and is expected to be completed by the end 2024.</p>	<p>Metres of new infrastructure constructed categorised by type (m2)</p>	<p>2,505m2</p>

5A.24.02 Advocate for Sutherland to Cronulla Active transport Link (SCATL) utilising the rail corridor

100%



Progress Commentary	Measure	Results
TfNSW have advised it is not feasible to construct any of the remaining stages of SCATL within the rail corridor and are seeking Council support to continue the project outside of the rail corridor.	Percentage of SCATL route approved within rail corridor	0% constructed within rail corridor

5A.24.03 Implement the Bike Plan

50%




Progress Commentary	Measure	Results
Investigation and design work is being undertaken to expand the existing network, which is required to be supported by successful grant applications. The conflict between pedestrians and e-scooters / bikes in shared locations also continues to be examined, to reduce the risk of injury. Development of the draft Bike Plan is nearing completion and is anticipated to be presented to Council in November 2024 for consideration. Thereafter, the draft Plan will be publicly exhibited to facilitate engagement with our community.	Number of actions completed	3 actions completed

5B Plan and provide for open space that meets the current and future needs of the community

5B.24.01 Analyse current open space distribution and demographic data for clusters and gaps and recommend open spaces for acquisition, creation, service level change and removal, considering equity and access needs 80% 

Progress Commentary	Measure	Results
The playground service analysis is complete and identifies land requirements to address clusters and gaps, with analysis and proposed locations for dog parks undertaken in 2022. The draft Youth Play and Exercise Facilities Service Analysis is in progress and identifies new facilities and enhancements of existing facilities and is the final analysis to be undertaken for open space. The remainder of this action will be delivered as part of business as usual for the Asset Planning and Design service.	Analysis completed and actions developed	90% milestones met

5B.24.02 Prepare site specific Master Plans for targeted high use open spaces to optimise use, manage potential conflicts and protect the amenity, cultural and environmental values of the open space and its surrounds 60% 

Progress Commentary	Measure	Results
Kareela Masterplan was endorsed in October 2023 and Oyster Bay Masterplan was endorsed in April 2024. A masterplan review is underway for Marton Park, with the Bate Bay Parks masterplan to commence shortly.	Four site specific masterplans completed each year	2 site specific Masterplans

5B.24.03 Update Plans of Management for all open spaces to ensure they are managed to community expectations, including complimentary commercial uses 50% 

Progress Commentary	Measure	Results
Coordination with Crown Lands is ongoing in respect to the Generic Plan of Management following comments received during public consultation. A rolling program of site specific Plan of Management updates is being prepared.	All Plans of Management reviewed to consider community input and commercial use needs	60% milestones met

5B.24.04 Identify replacement options for recreation facilities in the M6 corridor and advocate for these replacement facilities to be provided when the M6 motorway proceeds **20%** 

Progress Commentary	Measure	Results
Open space assets within the M6 corridor are mapped. An inventory of services within the corridor is being prepared.	Facilities identified by June 2024	20% milestones met

5B.24.05 Finalise delivery of Seymour Shaw Active Youth Precinct and Playground **100%** 

Progress Commentary	Measure	Results
The Seymour Shaw Active Youth Precinct, officially opened on 20 November 2023.	Project delivered by December 2023	100% milestones met

5B.24.06 Deliver the GyMEA Bay Reserve and Baths Masterplan and upgrades including planning, design and staged construction of the short and medium term improvements in accordance with funding availability **40%** 

Progress Commentary	Measure	Results
Masterplan adopted October 2022. Design for the Stage 1 plus the carpark is complete with planning review and construction to be undertaken in FY25.	Planning and design completed for short term actions	75% milestones met
	Staged construction commenced for short term actions	Construction to commence for short term works in FY 24/25

5C Provide accessible and diverse open spaces for everyone



5C.24.01 Develop an open space inclusion program that prioritises equitable access to facilities across the Shire

25%



Progress Commentary

Gap analysis for playgrounds, youth play and exercise equipment is complete. Further analysis of accessibility requirements will be undertaken as part of the planning of projects in the 4 year capital works program.

Measure

Inclusion program prepared, funded and reported to the Access Committee

Results

25% milestones met

5C.24.02 Review and update all open space Plans of Management to a consistent and best practice standard and address potential conflicts between access, amenity, cultural and environmental values of the open space

50%



Progress Commentary

Coordination with Crown Lands is ongoing in respect to the Generic Plan of Management following comments received during public consultation. A rolling program of site specific Plan of Management updates is being prepared.

Measure

All Plans of Management Upgraded and Adopted by Council

Results

25% milestones met

5C.24.03 Prepare design guidelines for open space and recreation facilities to support this Strategy's service delivery models and incorporate these into Council's Public Domain Design Manual

25%



Progress Commentary




Project initiated with internal subject matter experts and review of the service standards continues.

Measure


Guidelines prepared by June 2024

Results

25% milestones met

5C.24.04	Assess the unique attributes and recreational uses of all open spaces and assemble this information for the community to access online	100%	
Progress Commentary	Measure	Results	
Information can be found on our website by suburb, with information on each site, typically with a location map and photos.	Website updated by December 2023	100% milestones met	
5C.24.05	Complete an inventory of all bush-walking tracks and nature based recreation facilities and ensure this is readily accessible to the public.	100%	
Progress Commentary	Measure	Results	
Information on walking tracks and fire trails are available on the website. Fire trails are mapped and available to the public through Shire Maps - under the Property Layer - RFS Fire trails. A number of parks and reserves pages identify access to walking tracks.	Website updated by June 2024	100% milestones met	
5C.24.06	Finalise delivery of Cooper Street Engadine Active Sports Youth Precinct & All Abilities Playground	100%	
Progress Commentary	Measure	Results	
The Cooper Street Engadine Active Sports Youth Precinct and All Abilities Playground was opened to the public on the 25 June 2024.	Project delivered by June 2024	100% milestones met	

5D Optimise the use of our open spaces to provide best value opportunities for the community

5D.24.01 Identify, review and prioritise underutilised assets, and then work with user groups to achieve the shared use of facilities and fields, where the asset can accommodate shared use **75%** 

Progress Commentary	Measure	Results
Underutilisation has been reviewed as part of the masterplan processes, with the Kareela Reserve and Oyster Bay Oval masterplans identifying opportunities to optimise the sites layout and provide both active and passive recreational uses into the future. Cooper Street Reserve has recently delivered an increase in play opportunities for the community following an initial masterplan, transforming a previously underutilised park into a significant playground and youth precinct.	Assessment completed and recommended actions undertaken	75% milestones met

5D.24.02 Analyse the current provision of public toilets in District and Regional parks and consider options to meet identified service needs including conversion of existing sports club toilets to achieve improved public access **15%** 

Progress Commentary	Measure	Results
A Public Toilet Plan is identified as part of the overall local government area planning. This includes design and service levels. This will provide the analysis on toilets for district and regional parks.	Recommendations reported and adopted by Council, and changed toilet service offering implemented	15% milestones met

5D.24.03 Develop a comprehensive communications framework to better inform the community of the wide range of open space and recreation opportunities that are available across Sutherland Shire **100%** 

Progress Commentary	Measure	Results
The Communications Framework identified the new website launched in 2022/23 as the primary communication platform for information about open space and recreation facilities across the Shire. The information on the website will continue to be audited and maintained as part of business as usual.	Framework completed by June 2024	100% milestones met

5E Protect and enhance the natural environment and heritage of our open spaces

5E.24.01 Map all bushland and natural areas to the Open Space Service Standards 100%

Progress Commentary	Measure	Results
All bushland areas are included on the greenweb and vegetation community layers on Shire Maps. In addition, all Bushcare locations are mapped.	Bushland mapping complete and updated on Shire Maps	100% milestones met

5E.24.02 Update all online information and reserve signage to reflect bushland types and permitted uses. 100%

Progress Commentary	Measure	Results
The website information is regularly reviewed and updated. The standard parks signage provides baseline information on permitted uses. Further wayfinding signage is now incorporated in our BAU rolling 4-year capital works program pipeline and delivered as part of projects delivery operations.	Website updated by June 2024	100% milestones met
	Signage progressively updated aligned to capital works program	50% milestones met

5E.24.03 Review currency of open space Plans of Management, considering Country and Aboriginal cultural heritage values 35%

Progress Commentary	Measure	Results
With the recent development of two Plans of Management in consultation with Crown Lands, consideration of cultural significance has been included. As plans of management are progressively reviewed, assessment of cultural significance will be undertaken. This action has been incorporated into the 2024/25 Operational Plan.	Review completed by June 2024	50% milestones met


5F Promote active exercise and recreation to enhance community wellbeing

5F.24.01 Finalise development of the Leisure Centre Strategy to set a framework for the delivery of Leisure Centre based services 100% 

Progress Commentary	Measure	Results
Council adopted the Sutherland Shire Leisure Centre Strategy 2023 - 2038 and Implementation Plan at its meeting on 18 September 2023. Implementation of the strategy will continue to be delivered as part of the actions of the 24-25 Operational Plan.	Strategy presented to Council for adoption	100% milestones met

5F.24.02 Undertake an engineering assessment of the remaining useful life of each pool and plant room across all facilities and set up a structured asset register with a 10-year costs maintenance and renewal schedule 30% 

Progress Commentary	Measure	Results
The Leisure Centre Strategy was adopted by Council September 2023. The tender process has been finalised to undertake an engineering assessment of the remaining useful life of each pool and plant room across all facilities and set up a structured asset register and management plan with a 10-year costs maintenance and renewal schedule. Condition Assessments and Asset Plan completion is due late 2024.	Engineering assessment report completed	30% milestones met
	10-year asset maintenance program developed for the pool and plant rooms	30% milestones met

5F.24.03 Investigate requirements to ensure all workplace and patron access spaces across each facility comply with industry standards for Work Health and Safety and Accessibility Compliance **100%** 

Progress Commentary	Measure	Results
Leisure Centre working party have implemented recommendations provided by Latrobe Community Health Services that will provide the community with better accessibility at Sutherland Shire Leisure Centres. Examples include updated directional, communication and safety signage, Tactile ground surface indicators, digital review of website to include accessibility features and updated staff training in WHS and accessibility compliance and reporting.	Gap analysis report for Work Health Safety requirements completed	100% milestones met
	Action plan for identified within the Gap analysis report for Accessibility Compliance requirements developed	100% milestones met

5F.24.04 Undertake assessment of remaining useful life of outdoor change rooms at Engadine Leisure Centre and assess feasibility options to re-purpose this space **30%** 

Progress Commentary	Measure	Results
The assessment will be completed as part of the broader Leisure Centres condition assessment and asset management plans action 5F.24.02 currently being progressed. Tender has been finalised with completed assessments due late 2024.	Assessment report completed	30% milestones met
	Recommendation paper on re-purposing outdoor change room space at Engadine Leisure Centre developed.	0% milestones met

5F.24.05 Replace the Menai Indoor Sports Centre roof **30%** 

Progress Commentary	Measure	Results
During the design and construct project it was uncovered that the building structure needs a significant structural change to support a new roof and ventilation system. This design change requires a DA to be submitted and approved prior to recommencement of this project. The DA will be submitted in September, and it is currently forecast that the project is complete by June 2025. This is subject to DA approval being received by end of December. A revised cost estimate will be undertaken, and this may require additional budget that will be considered as part of the quarterly review process.	Replacement of roof completed	30% milestones met

5F.24.06 Review and update signage at all Leisure Centres to improve visibility and inclusiveness

100%



Progress Commentary	Measure	Results
<p>Internal signage audit was completed in September 2023. Update of operational signs and promotional signage undertaken. Replacement of signage in poor condition has also taken place across the leisure centres and updating of old / faded signage.</p> <p>Council have collaborated with Latrobe Community Services to explore ways to improve accessibility of signage across leisure centres, with introduction of communication boards, wheelchair recharge stations and considerations for promotional signage. Internal leisure centre signage standard operating procedure complete.</p>	<p>Updated signage that improves visibility and inclusiveness implemented</p>	<p>100% signage updated</p>

5F.24.07 Review and update the Leisure Centre Strategic Marketing and Community Communications Plan to best respond to the needs of the business

100%



Progress Commentary	Measure	Results
<p>Sutherland Shire Leisure Centres Marketing Plan and Communication Strategy - FY23-24 developed and executed.</p> <p>Council is keeping the leisure centre community engaged and informed through the frequent use of social media, email and the new and improved leisure centre website. The council is continuing to investigate and implement community events, promotional activities and appreciation campaigns to the Sutherland Shire community.</p>	<p>Strategic Marketing & Communications Plan developed for FY24</p>	<p>100% milestones met</p>

5F.24.08 Establish and maintain an industry-leading approach to capturing, monitoring and evolving the customer experience across all Leisure Centres **100%** 


Progress Commentary	Measure	Results
The Voice of Customer feedback platform was launched across leisure centres in December 2023. The program provides a more streamlined approach to track, manage and close the loop on feedback. The dashboard consolidates the different avenues of customer feedback into a singular customer voice to identify opportunities, inform priorities & drive customer-centric decisions. These dashboard results will continue to be workshopped to develop strategies and actionable changes across leisure centres.	Centralised database to collect and monitor customer feedback developed	100% milestones met
	Process for customers to submit digitised feedback implemented	100% milestones met

5F.24.09 Review industry-leading technologies to provide cost effective, efficient, and seamless experience for Leisure Centre customers **100%** 

Progress Commentary	Measure	Results
Leisure Services has reviewed extensively, opportunities for using industry-leading technology to improve the operational efficiency and customer experience. Through internal stakeholder workshops, and market review, Leisure services has developed a scope to take to tender for a new leisure management software.	Recommendation paper on leisure management software solution for our customers and service developed	100% milestones met

5F.24.10 Complete detailed design, feasibility, business case and funding strategy for a complete redesign and integration of the Sutherland Leisure Centre and the Indoor Sports Stadium **15%** 

Progress Commentary	Measure	Results
Following the Leisure Strategy adoption in September 2023, initial data assessment commenced as well as procurement of a consultant to undertake detailed condition assessments of the aquatic facilities and plant equipment (commencing July 2024). The planning phase was initiated in May 2024 and following the conditions assessment, a feasibility and business case will be undertaken.	Business case with detailed design, feasibility, and funding plan for the Sutherland Leisure Centre and the Indoor Sports Stadium development completed	15% milestones met

5G **Provide for the needs and expectations of our growing sporting community**


5G.24.01 **Develop a set of policies and identify opportunities to increase sport field provision in Sutherland Shire** **90%**


Progress Commentary	Measure	Results
<p>The measurement for sport field provision is 1.4ha per 1,000 people, the standard was adopted within the Sports Strategy and Implementation Plan 2022-2037 in December 2022.</p> <p>A sports field hierarchy was adopted in December 2022, that includes priority evaluations for fields requiring irrigation, drainage, floodlighting and field reconfiguration.</p> <p>Council’s Sport and Active Communities Sub Committee are engaged and consulted to assist Council to review updated plans and priorities as they relate to the implementation of the Sports Strategy, upgrading of fields and allocation of space.</p>	<p>Sport field provision of 1.4ha per 1000 people included in VPA’s and Future Contribution plans</p>	<p>100% milestones met</p>

5G.24.02 Deliver a program of collaboration with local sports organisations to prioritise sport policy and plans

100%



Progress Commentary	Measure	Results
<p>The Sport and Active Communities Sub Committee meets every 2 months to discuss the direction and prioritisation of plans and policies within Council. Following detailed presentations and discussion papers, clubs were able to collaborate with Council regarding recommendations for prioritisation and direction of policies and plans, relevant to sports grounds and their use. Four (4) collaboration groups have been established from within the Sub-Committee focusing on:</p> <ul style="list-style-type: none"> (1) sport field improvements priorities, (2) master planning, (3) policies and procedures and (4) efficient use of sports spaces. <p>Resolutions from the collaboration groups are delivered back to the Sub-Committee to help drive decision making, aligned to the sports strategy. Collaboration group meetings are ongoing between Council and sporting groups.</p>	<p>Sport User groups sign collaborated with all sport grounds masterplans</p>	<p>100% milestones met</p>

5G.24.03 Upgrade sport fields to enable greater participation and diversity of use

95%



Progress Commentary	Measure	Results
<p>Four projects for sports field floodlighting have commenced for delivery at (1) Jenola Fields, (2) Woollooware Oval, (3) Gynea Bay Oval and (4) North Caringbah Oval. The delivery of the completed works, which includes new floodlighting, poles, and electrical supply/switchboards, is due for completion August 2024. The upgrading of floodlights will ensure further diversity of use of the fields among sporting groups, for both their training and competition needs</p>	<p>Minimum of 3 playing fields with sports floodlight completed</p>	<p>95% milestones met</p>

5G.24.04 Deliver an accessibility improvement program for sporting facilities

80%



Progress Commentary	Measure	Results
<p>An online facility register has been developed for each sports field aligned with hierarchy within the sports strategy. An annual program has been implemented to ensure the data and information remains current. Floor plans of existing facilities are being reviewed with sports organisations currently. Action 2.1.5 of the Sport Strategy Implementation Plan is to address inadequate parking at sports fields. Sports Services has undertaken an audit of car parking at sports fields, including accessibility, and this information will be captured in the facility register. Sport services have conducted a desktop gap analysis of the Facility Register to determine accessibility of current clubhouse infrastructure and identify future programming needs. The findings and recommendations will be integrated into future planning. The current planning for sports facility accessibility upgrades has delivered improved access for pathways at Port Hacking Croquet Club. In addition, the design has been completed for Sylvania Waters Baseball field with construction listed for FY25. Future upgrades have also been identified as part of the sports facility accessibility planning at Barden Ridge Oval and The Ridge 9 & 10.</p>	<p>Facility audit completed by June 2024</p>	<p>100% milestones met</p>

5G.24.05 Identify suitable sites and areas to trial hybrid grass on sporting fields

100%



Progress Commentary	Measure	Results
<p>Hybrid trials completed at four sites. Herrie Denning (Full field), Marang Parklands (Part field), The Ridge Playing Fields - No. 9 (Part field) and Kareela Oval No. 1 (Part field). Performance will continue to be monitored across the winter and summer sports seasons. Report will then be prepared for Council's Executive and the Sport and Active Communities Sub-committee.</p>	<p>2 sites identified</p>	<p>4 hybrid trials completed at four sites</p>

5G.24.06 Identify suitable sites to trial new technologies for targeted herbicide application

100%



Progress Commentary	Measure	Results
Targeted herbicide applications trialled at The Ridge Sporting Complex and Barden Ridge Oval. Data indicates there has been a significant reduction in chemical applications at these sites. Program will now be expanded, and performance will continue to be monitored.	2 sites identified	2 sites

5H Enhance Emergency Management Maturity




5H.24.01 Develop and implement asset management system functionality that enhances the efficiencies and capability of Natural Disaster Recovery Funding assistance claims

100%



Progress Commentary	Measure	Results
OneCouncil EAM system has the required functionality to record/capture/track Emergency Response expenditure relating to Natural Disasters. This enables Council to efficiently identify and recover expended funds in relation to processing/submitted claims. This system has been tested in the most recent storm event in April 2024.	Sutherland Emergency Management Plan currency maintained	100% milestones met
	Improvement actions prioritised and implemented	100% milestones met

51 Enhance opportunities for everyone to experience best value play spaces

51.24.01 Analyse current play space distribution data to determine gaps in locations and land requirements for the acquisition, creation and service level change that considers equity and access needs **100%** 

Progress Commentary	Measure	Results
Analysis of play space data is complete with gaps identified and recommendations to meet service standards in the play strategy provided.	Analysis completed and actions developed	100% milestones met

51.24.02 Analyse current play space distribution and demographics data to ensure the future provision and priority for youth recreation spaces, fitness exercise spaces and senior adults spaces aligned with Play Service Standards **80%** 

Progress Commentary	Measure	Results
Analysis of data and comparison against standards in the Play Strategy is complete with report going to the Infrastructure & Operations Committee on 29 July.	Recommendations reported and adopted by Council	80% milestones met

51.24.03 Create opportunities for play in bushland and other natural environments **100%** 

Progress Commentary	Measure	Results
Childrens Play Service Standards identifies nature play areas in bushland as an example of appropriate provision for local facilities. Opportunities for nature play are site specific and assessed as part of the planning for local playgrounds as scheduled in the Capital Work program. Elements of nature play have also been provided at district playgrounds such as the Cooper Street playground, with interactive water features and natural jumping/step stones provided.	Assessment completed and recommended actions undertaken	100% milestones met

5J Provide town centres that are accessible, connected, safe, vibrant and sustainable

5J.24.01 Complete Public Domain plan for Jannali town centre 50%

Progress Commentary	Measure	Results
Consultation with the community was completed in 2024 with over 1,700 responses received. An evaluation review on key outcomes has also been completed and is currently being considered by the working group. The Jannali Public Domain Plan will be Delivered in 2024/2025.	Plan presented to Council for adoption	50% milestones met

5J.24.02 Develop a sustainable service standard for new streetlighting requests 50%

Progress Commentary	Measure	Results
A draft lighting guideline addressing the service standards for new street lighting and light selection is being tested in capital projects delivered in town centres and public domain spaces this financial year. Furthermore, an audit of footpath lighting levels on pedestrian routes has also been completed & improvement works identified for lighting around Sutherland and Kirrawee transport hubs, through implementation of the Public and Active Transport Strategies. A report on proposed street lighting service standards and recommendations from the audit will be provided in 24/25.	Number of site-specific lighting upgrades approved each year	4 site-specific lighting upgrades

5J.24.03 Submission of an evaluation report to Council on the temporary dining structure (parklets) trial at Sutherland 100%

Progress Commentary	Measure	Results
Feedback from local businesses in relation to the trial of temporary dining structures has been reviewed and an evaluation report adopted by Council in June 2024. It has been recommended that the parklets remain in Flora Street to facilitate outdoor dining, until Flora Street is reimaged for the local community in 2025.	Presentation of Evaluation report for Council's consideration by March 2024	100% milestones met

5K Provide welcoming, safe and accessible places and spaces



5K.24.01 Prevent and reduce crime in the community through the creation and delivery of safety focused initiatives and community education campaigns

100%



Progress Commentary	Measure	Results
<p>Council Officers have continued to develop and deliver a number of safety focused initiatives and community education campaigns including:</p> <ul style="list-style-type: none"> • Microchipping - Help Keep your pets safe - Posted Sept 2023 • Report Abandoned Shopping Trolleys - Posted August 2023 • ‘Where can I take my dog in Kurnell’ and Bundeena/Maianbar areas flyer developed and rolled out Oct and November 2023 • Shorebird Protection campaign October 2023 • December - Is your dog registered, Keep your Human on Lead and Poop Fairy Social media campaigns. • Peak Summer Period Animal Control Education Program, increased patrols of identified hotspot areas and educational programs December 2023 to January 2024 • E-Bikes & Scooters joint tasking with NSW Police at Cronulla Mall and Esplanade from Jan to March • AV Operation Day (joint initiative with NSW Police & Crime Security & Prevention Unit on 6 May 2024 - 71 unregistered / unroadworthy vehicles detected. Number plates removed by police where required. • Light traffic & Thoroughfare Operation - over 120 heavy vehicle inspections conducted on light traffic thoroughfares. • Dangerous and Menacing Dog compliance inspections currently being undertaken and ongoing. • Further social media community education - New artwork developed to promote animal registration advertised on social media. Joint social media post for E-Bike educational material, social media post for Rock fishing, new bike signage developed and installed at Cronulla Mall. 	<p>4 initiatives or campaigns delivered per year</p>	<p>11 initiatives delivered</p>

5K.24.02 Promote crime prevention and safety programs targeted at vulnerable community groups to maximise safety and accessibility for everyone

100%



Progress Commentary	Measure	Results
<p>Council Officers have continued to promote and delivery of crime prevention and safety programs in order to maximise safety and accessibility for everyone. Examples include;</p> <ul style="list-style-type: none"> • Juice with a Youth program in collaboration with NSW Police 31 August 2023. • Teen Graffiti removal program in collaboration with NSW Police - 27 & 28 Sept 2023 • Participate at NSW Police Open Day in October promoting responsible Pet Ownership, safety at beaches and public spaces and other safety initiatives. • E Bike and E Scooter responsibilities and safety campaign Dec 2023ent • Peak Summer education campaign and patrols for Solid Fuel BBQ Ban Dec 2023-Jan 2024 • Preventing parcel theft over school holidays - distributed in Our Shire newsletter and social platforms Jan and Feb 2024 • Additional CCTV trailer leased for reactive surveillance requirements - locations include but not limited to; Don Lucas Reserve (surveillance and safety), Seymour Shaw Skate Park (anti-social behaviour), Prince Charles Parade Kurnell (tree vandalism), Cooper St Playground (surveillance during last stage of development), Old Ferry Road Illawong (anti-social behaviour). 	<p>4 crime prevention or safety programs promoted per year</p>	<p>4 programs promoted</p>

5K.24.03 Plan and implement programs that address long-term community safety needs

100%



Progress Commentary	Measure	Results
<p>Council Officers continue to work with internal and external stakeholders and community groups to plan and implement programs that address long term community safety needs.</p> <ul style="list-style-type: none"> In August & December 2023 Crime Prevention & Security increased its current Rapid Deployment Cameras inventory by increasing Council's Coastal Surveillance network at Oak Park Reserve and Shelly Park. In September & November 2023 Council's Ocean Safety and Lifeguards installed publicly accessible Automated External Defibrillator (AED) units at Wanda Beach, Shelley Park and Oak Park, and Angel Rescue rings at Shelley and Oak Park and Blackwoods Beach. Alcohol Free Zones and prohibited Zones across Sutherland LGA audited, reviewed and updated for further 4 year period. 2Connect Cronulla Outreach Program - Supporting council staff and local organisations in reduction of youth crime and antisocial behaviour. 2Connect running a youth program every Thursday in Cronulla Central Hall to engage youth in the area. Crime Prevention & Security completed a regulatory signage audit over the course of the year. All outdated enforceable signage within Council reserves was replaced with signage displaying the correct information. 	<p>2 programs implemented per year</p>	<p>2 programs implemented</p>

5K.24.04 Work with coastal-based agencies to ensure Council and stakeholders are appropriately prepared for emergencies and incidents

100%



Progress Commentary	Measure	Results
<p>Council Officers continued to meet and work collaboratively with internal and external agencies, including Police, Surf Life Saving, Local Emergency Management Team and other emergency services.</p> <p>A weekly Beach Safety Working Group has also been scheduled during the summer patrol season from September to April to ensure real time issues or concerns are discussed with key stakeholders. Council Officers are seeking membership and representation within the recently incorporated NSW Coastal Safety Group. This is a local government group focusing on coastal safety initiatives.</p>	<p>Attendance at Coastal Safety Group Meetings</p> <p>Chair weekly Beach Safety Working Group Meetings during patrol season</p>	<p>Group no longer operating</p> <p>18 meetings</p>

5K.24.05 Deliver the annual Surf Awareness and Survival education program

100%



Progress Commentary	Measure	Results
<p>School education program continued, with over 3,640 students attending program for term 3 & 4 and first term of year 2024 from across 83 schools in the Shire, and schools outside the Sutherland Shire. Continued success in Term 2, 2024 with a further 16 schools participating in surf survival and awareness with a total of 369 students attending.</p> <p>Council Lifeguards continued participation at Multicultural Water Safety Events and delivering community programs, including:</p> <ul style="list-style-type: none"> • Beach and Rock fishing Safety program/Session - Beverly Hills Intensive English Centre (BIEC) and KIEC Kogarah Intensive English - Red Cross Australia, Beverly Hills / St Charbel's Day at the beach program December 2023 • Presenting at Rock Fishing Drowning Prevention Night at Bankstown • Continued partnership with Swim Brothers Water Safety & Educational Program • Beverly Hills Intensive English Centre (BIEC) Day at the Beach Program • Birrong Boys Swim Brothers Day at the Beach Program • SE Sydney Multicultural Water safety day - Gunnamatta Bay • Jannali New Settlement migrants' program • SSC Council Childcare visits • Beach Safety Working Group (special meeting), comprising of key stakeholders, held outside of Summer Season in June 2024 to discuss water safety & rock fishing initiatives. 	<p>70 schools to participate in program</p> <p>3,000 school students attendance</p>	<p>99 schools participated</p> <p>4,009 school students attended</p>

5K.24.05 Deliver the annual Surf Awareness and Survival education program

100%



Progress Commentary	Measure	Results
<p>School education program continued, with over 3,640 students attending program for term 3 & 4 and first term of year 2024 from across 83 schools in the Shire, and schools outside the Sutherland Shire. Continued success in Term 2, 2024 with a further 16 schools participating in surf survival and awareness with a total of 369 students attending.</p> <p>Council Lifeguards continued participation at Multicultural Water Safety Events and delivering community programs, including:</p> <ul style="list-style-type: none"> • Beach and Rock fishing Safety program/Session - Beverly Hills Intensive English Centre (BIEC) and KIEC Kogarah Intensive English – Red Cross Australia, Beverly Hills / St Charbel’s Day at the beach program December 2023 • Presenting at Rock Fishing Drowning Prevention Night at Bankstown • Continued partnership with Swim Brothers Water Safety & Educational Program • Beverly Hills Intensive English Centre (BIEC) Day at the Beach Program • Birrong Boys Swim Brothers Day at the Beach Program • SE Sydney Multicultural Water safety day – Gunnamatta Bay • Jannali New Settlement migrants’ program • SSC Council Childcare visits • Beach Safety Working Group (special meeting), comprising of key stakeholders, held outside of Summer Season in June 2024 to discuss water safety & rock fishing initiatives. 	<p>70 schools to participate in program</p> <p>3,000 school students attendance</p>	<p>99 schools participated</p> <p>4,009 school students attended</p>

5K.24.06 Participate in the Rock Fishing Safety Program

100%



Progress Commentary	Measure	Results
<p>Regular patrols (45 in total) are undertaken by Council Lifeguards and Public Safety team with inspectors patrolling black spot locations. Officers have also provided additional education to those community members participating in rock fishing.</p> <p>Officers attended and spoke at the SLSNSW Rock Fishing Drowning Prevention Night at Bankstown. Further initiatives are being discussed with relevant stakeholders to boost awareness.</p>	40 Rock Fishing Patrols per year	45 Patrols

5K.24.07 Participate in Police Local Area Command Safety Precinct Committee and Local Liquor Accord

100%



Progress Commentary	Measure	Results
<p>Ongoing collaboration with external agencies and community groups. Continued attendance by Council's Crime Prevention Staff at the Local Liquor Accord meetings, 5 in total on 25 July, 19 September, 21 November 19 March & 27 May.</p> <p>Sutherland Shire Community Safety Precinct Committee (CSPC) meetings are held by NSW Police. Attended monthly (9 in total) Sutherland Police Area Command meetings between July and March in lieu of limited CSPC meeting being held by police. This is due to the onboarding of the new LAC in July 2024.</p> <p>1 CSPC meeting attended on 26 March 2024.</p>	<p>4 Liquor Accord Meetings per year</p> <p>4 Police Local Area Command Safety Precinct Committee Meetings per year</p>	<p>5 meetings</p> <p>1 meeting</p>

5K.24.08 Provide a high quality animal shelter facility which promotes best practice in the care of companion animals and promotion of responsible pet ownership

100%



Progress Commentary	Measure	Results
<p>Animal shelter continues to operate and provide care and control of animals 7 days a week and achieving a greater than 85% rehoming rate of animals received at the shelter.</p> <p>Vet services provided to animals at shelter or through transportation to vets. Education initiatives and promotion of responsible pet ownership via social media posts, pamphlet mailouts, and face to face programs such as reading with the cats in July, September, January and March, and library talks. Cat adoption week campaign in July 2023 and discount adoption and microchipping week including “Cat-ur-day Saturday” in July. Attended “Dogs in the Park” event at Don Lucas Reserve and promoted animals up for adoption and responsible pet ownership campaigns. Morning Show Appearance on 11 July at Channel 10 to raise awareness for shelter overcapacity issues and promote cat adoption event. Unregistered Animal Notification campaign October 2023 and February 2024. Animal Shelter awareness/Responsible pet ownership promotion at Bunnings for Pet awareness week 21 & 28 October 2023, March 2023 and May 2024. Animal Shelter Open Day, including discount adoption week 25 November 2023. Promotion of Shelter and responsible pet ownership at Gymea Village Fair, Sutherland Police Open Day, Street Paws Festival events.</p>	<p>Achieve 80% rehoming of animals that are received at the Animal Shelter</p> <p>Animal shelter services are available 7 days per week</p>	<p>85% rehoming of animals</p> <p>Target met</p>

5K.24.09 Deliver the annual School education program, promoting safe behaviour by motorists around schools

100%

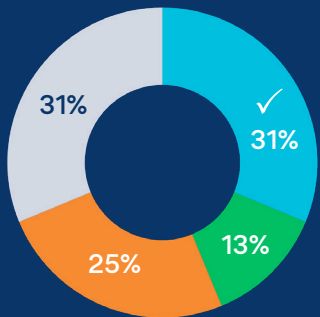


Progress Commentary	Measure	Results
<p>The Roads and Traffic Team continue to deliver the school education program by promoting safe behaviour by motorists around school zones and undertaking regular patrols to monitor for compliance.</p> <ul style="list-style-type: none"> • Number of School zones patrolled – 1,315 • Number of time portable radar deployed at school zones - 165 <p>School Education program - Safe School Travel. All schools patrolled during first three weeks of each school term and warnings issued for offences detected - 152 warnings issued.</p>	<p>1,250 school zones patrolled</p> <p>86 schools attended during education program</p> <p>120 portable radar deployed to school zone area</p>	<p>1,315 school zones patrolled</p> <p>86 schools attended during education program</p> <p>165 portable radar deployed to school zone areas</p>

OUTCOME 6

A high quality urban environment, supporting a growing and liveable community

Action status



✓	Complete	5
●	On-Track	2
●	Needs Attention	4
●	Off-Track	0
●	On Hold	5



OUTCOME 6



A high quality urban environment, supporting a growing and liveable community

Quality of life is important to us and overwhelmingly the community feels they have a great quality of life in Sutherland Shire. The quality of life we value is enhanced by the liveability of our urban environment.

As our population grows, the community is becoming concerned about housing affordability, traffic congestion, parking availability and local development detracting

from our quality of life. We want a future where growth is balanced with environmental and social outcomes to create a liveable urban environment now and into the future.

We want our urban areas to support diversity and choice in housing, effective transport networks and balanced development to ensure we can continue to live, work and play in the area we call home.




Achievements

- Progressed the review of key elements of the Sutherland Shire Local Environment Plan
- Continued to implement changes made by the NSW Department of Planning and Environment
- Continued to implement Development Assessment Improvement Program, with a substantial reduction of undetermined Development Applications
- Completed the implementation of the NSW Department of Planning and Environment reform projects
- Promoted safe access to public transport and transport hubs by holding 13 Seniors Pedestrian Safety Workshops and implementing a rolling program of bus stop access upgrades
- Continued to represent the best interests of the community by taking an active role in planning reforms
- Continued advocacy for priority planning and delivery of key state public transport infrastructure projects
- Progressed development of the draft Road Safety Plan
- Continued to implement Development Assessment Improvement Program, with a substantial reduction of undetermined Development Applications.

6A Support enhanced housing diversity, accessibility and affordability to meet the diverse needs of our community

6A.24.01 Undertake community engagement to refine and finalise the Housing Strategy 2041 50% 

Progress Commentary	Measure	Results
Council resolved (COR001-24 on 19/2/24) to delay progressing the Housing Strategy pending the progress on the State reforms on housing supply.	Engagement complete	Action on hold

6A.24.02 Undertake community engagement to refine and finalise the Affordable Housing Contributions Scheme 50% 

Progress Commentary	Measure	Results
Council resolved (COR001-24 on 19/2/24) to delay progressing the Affordable Housing Contributions Scheme pending the progress on the State reforms on housing supply.	Engagement complete	Action on hold

6B Plan for the future land use and development needs of our community

6B.24.02 Represent the best interests of the community by taking an active role in planning reforms **100%** 

Progress Commentary	Measure	Results
The following responses to State planning reforms were made: <ul style="list-style-type: none"> Changes to Planning Framework to deliver more housing around railway stations Social & Affordable Housing Incentives Reforms Exhibition of Explanation of Intended Effect for Low to Mid Rise Housing. 	Draft submissions presented to Council for endorsement	100% milestones met
	Number of submissions made	5 submissions made

6B.24.03 Review key elements of Sutherland Shire Local Environmental Plan 2015 **30%** 

Progress Commentary	Measure	Results
Review of the Sutherland Shire Local Environmental Plan 2015 was to be undertaken in response to the Housing Strategy. Council resolved to defer the Housing Strategy (COR001-24 on 19/2/24) pending State Housing reforms.	Review reported to Council	30% milestones met Action on hold

6B.24.04 Prepare an amendment to SSLEP2015 to deliver the Housing Strategy, Affordable Housing Contributions Scheme and refined elements of the planning framework **0%** 

Progress Commentary	Measure	Results
Council resolved to defer the Affordable Housing Contribution Scheme (COR001-24 on 19/2/24) pending State Housing reforms.	Draft LEP amendment reported to Council and referred to DPE	Action on hold

6C Manage new and existing development within a robust and effective framework

6C.24.01 Finalise development of Sutherland-Kirrawee Place Plan 75%

Progress Commentary	Measure	Results
Council resolved to defer the Housing Strategy (COR001-24 on 19/2/24) pending State Housing reforms. In the interim, staff continue to progress the Place Plan for Sutherland/Kirrawee to improve housing options and support for business in centres. This action has been carried over and included in the 2024/25 Operational Plan.	Plan presented to Council for adoption	0% milestones met

6C.24.02 Finalise development of Miranda Place Plan 75%

Progress Commentary	Measure	Results
Council resolved to defer the Housing Strategy (COR001-24 on 19/2/24) pending State Housing reforms. In the interim, staff continue to progress the Place Plan for Miranda to improve housing options and support for business in centres. This action has been carried over and included in the 2024/25 Operational Plan.	Plan presented to Council for adoption	0% milestones met

6C.24.03 Finalise development of Caringbah Place Plan 75%

Progress Commentary	Measure	Results
Council resolved to defer the Housing Strategy (COR001-24 on 19/2/24) pending State Housing reforms. In the interim, staff continue to progress the Place Plan for Caringbah to improve housing options and support for business in centres. This action has been carried over and included in the 2024/25 Operational Plan.	Plan presented to Council for adoption	0% milestones met

6C.24.04 Develop Menai-Illawong Place Plan

0%



Progress Commentary	Measure	Results
The Place Plan for Menai - Illawong will be prepared to improve housing options and support for business in centres.	Plan presented to Council for adoption	0% milestones met

6C.24.05 Progress Planning Proposals to implement the centre-based Place Plans

0%



Progress Commentary	Measure	Results
Place plans will be reported to the new Council and the accompanying Planning Proposals will follow.	Planning Proposals progressed	Action on hold

6C.24.07 Deliver an efficient and balanced assessment of planning applications

50%



Progress Commentary	Measure	Results
Significant work has occurred to see a reduction in the number of applications currently under assessment by Officers. Further process improvements are now being investigated to streamline the application process and focus on customer touch points. This is with the aim of driving down average assessment times to meet the Statement of Expectations issued by the Planning Minister. For 2023/24 854 Development Applications were assessed with an average assessment time of 232 days. As at 30 June 2024 the total number of applications under assessment was 399.	Assessment of planning applications undertaken in accordance with legislative requirements and the requirements set by the NSW Department of Planning and Environment	50% milestones met

6C.24.08 **Implement NSW Department of Planning and Environment reform projects including reform of State Environmental Planning Policies (SEPPs) and any implications to development assessment**
100% 

Progress Commentary	Measure	Results
Council's staff have remained abreast of reform initiatives as new legislation or directions are issued by the Department of Planning and implemented actions at a local level as required. This includes implementing recent changes to the State Environmental Planning Policy for Housing regarding the delivery of affordable housing and the like.	Implementation of change within the prescribed time provided by the Department of Planning and Environment	100% milestones met

6D Provide a safe and sustainable transport system for efficient and convenient movement around the Sutherland Shire

6D.24.01 Finalise the development of the Road Safety Plan 75% 

Progress Commentary	Measure	Results
A draft Road Safety Plan has been prepared and after internal review, public exhibition is envisaged to take place during late 2024.	Adoption of Plan by Council	75% milestones met

6D.24.02 Advocate for progress in the delivery of the M6 motorway between Sylvania and Loftus 100% 

Progress Commentary	Measure	Results
Following Council resolution, Council have written to the NSW Government to formally request an update on delivery of the M6 motorway between Sylvania and Loftus. In response, the NSW Government have advised that there are currently no plans or funding to progress the M6 south of Georges River. Council will continue to advocate on the community's behalf to progress this project.	Progress in planning by Transport for New South Wales	100% milestones met

6E Plan, advocate and provide safe and accessible linkages to public transport connections

6E.24.01 Promote safe access to public transport and transport hubs 100%

Progress Commentary	Measure	Results
13 Seniors Pedestrian Safety workshops provided were also delivered during 2023/24 under NSW Health's Stepping On program. A rolling program of bus stop access upgrade works is occurring through the planning, design and construction phases of Council's capital works program.	Percentage of primary paths of travel to transport hubs reviewed by safety audit	50%

6E.24.02 Advocate for priority planning and delivery of key state public transport infrastructure projects 100%

Progress Commentary	Measure	Results
Council is seeking regular updates from Transport for NSW on: <ul style="list-style-type: none"> • Timeframes for more Trains Services for Stage 3/3B (T4 line) • Heathcote Road corridor strategic design • Maintenance and presentation of TfNSW assets 	Number of advocacy representations and activities made per year	10 advocacy representations

STATUTORY AND OTHER INFORMATION

This section contains information required under various legislation and which is not covered elsewhere.



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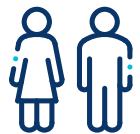
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Stormwater management	<i>Local Government (General) Regulation 2021</i> , clause 217(1)(e)	160
Legal reporting	<i>NSW Local Government (General) Regulation 2021</i> , clause 217(1)(a3)	161
Disability Inclusion Action Plan	<i>Disability Inclusion Act 2014</i> , section 13(1)	163
Audit, Risk and Improvement Committee	Audit Risk and Improvement Committee Charter February 2022	165
Labour statistics	<i>Local Government (General) Regulation 2021</i> , clause 217 (1)(d) (i),(ii),(iii),(iv) <i>Local Government (General) Regulation 2021 - Circular 21-41</i>	167
Modern slavery	<i>Local Government Act 1993 Act</i> section 428(4)(d)	167
Recovery and threat abatement plans	<i>Fisheries Management Act 1994</i> , section 22OZT(2)	168
Development contributions and development levies	Environment Planning and Assessment Regulation 2021, clause 218A(1) (2)(a),(b),(c),(d),(e),(f),(g) (3)(a),(b)	168
Financial statements	<i>Local Government Act 1993</i> , section 428(4)(a)	Appendix B

Gender Pay Gap

Gender pay equality measures how we value the contribution of men and women in our workforce.

We monitor gender pay equality as we strive for a fair and equitable work environment for all.



General staff gender pay gap is **0.5%**

in favour of males indicating near-equal base salaries between genders for full-time employees.



Males in middle management roles earn **7.17%**

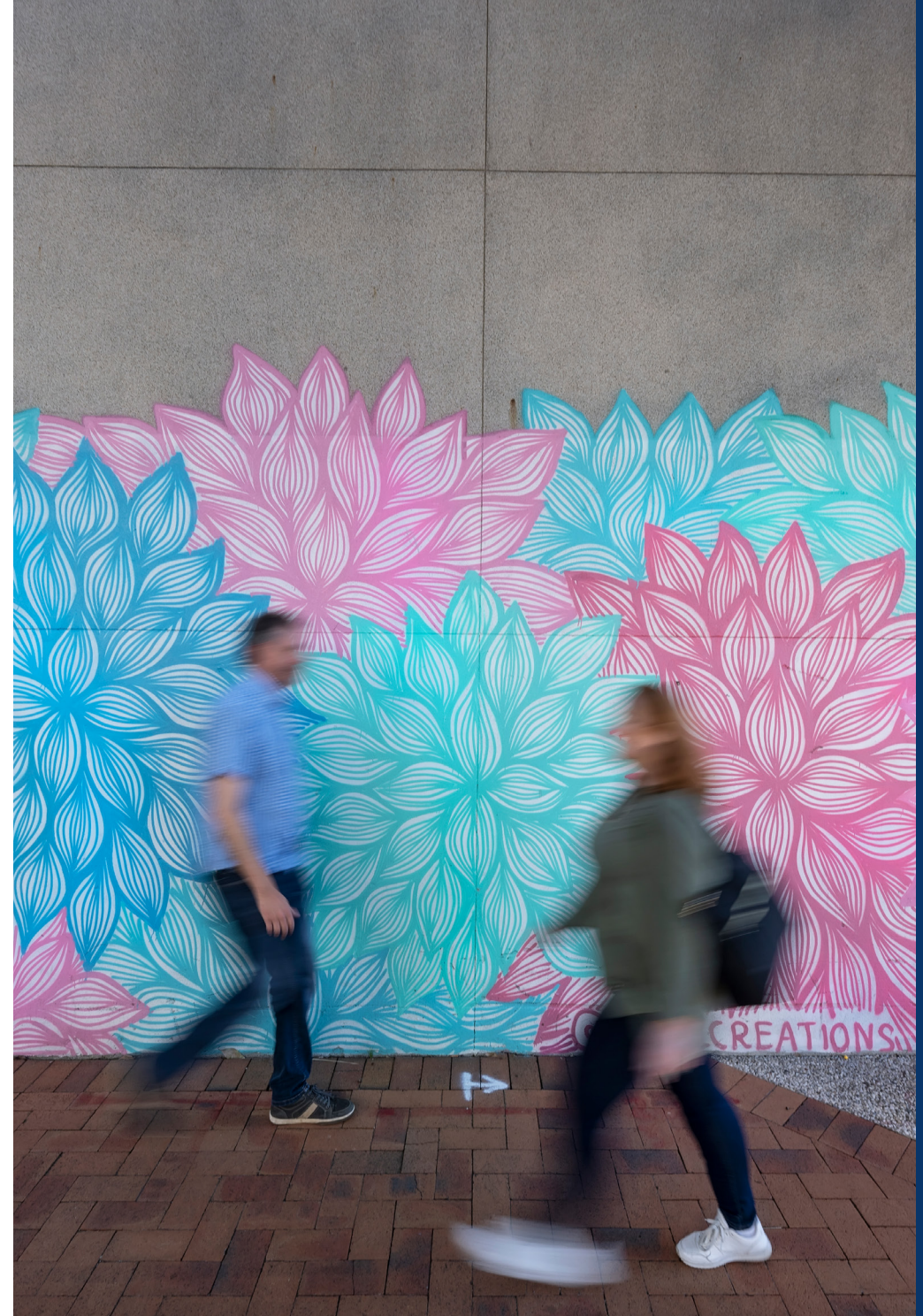
more than their female counterparts.



Women in Director and Senior Manager positions earn **7.82%**

more than males on average in total remuneration.

*Information current for 2023/24 year.



Committee memberships and meeting attendances | July 2023 - June 2024

	Corporate Governance	Shire Services	Shire Infrastructure	Shire Planning	Council meeting	Briefings	Extraordinary Council	Absences
TOTAL MEETINGS HELD	11	11	11	11	11	25	3	
Cr Jen Armstrong	9	9	9	9	11	21	3	12
Cr Hassan Awada	9	8	9	9	8	23	2	15
Cr Jack Boyd	10	10	10	10	10	23	3	7
Cr Laura Cowell	10	11	11	11	9	21	3	7
Cr Marcelle Elzerman	9	9	9	9	10	18	3	16
Cr Leanne Farmer	9	8	10	10	10	23	3	10
Cr Kent Johns	7	7	7	6	9	10	2	35
Cr Greg McLean	9	9	10	10	11	25	3	6
Cr Stephen Nikolovski	9	9	9	9	11	25	3	8
Cr Carmelo Pesce	11	11	11	11	11	25	3	0
Cr Carol Provan	11	11	11	11	11	24	3	1
Cr Peter Scaysbrook	9	9	9	9	10	23	3	11
Cr Diedree Steinwall	9	9	9	9	10	22	3	12
Cr Haris Strangas	10	10	10	10	10	20	3	10
Cr Louise Sullivan	9	9	9	9	11	25	3	8

Attendance is recorded for each Council Meeting, individual Standing Committee Meeting and Councillor Briefing.

Absent at Council Meeting or Briefing = 1 absence.

Absent for all Standing Committee Meetings on one evening = 4 absences.

If a Councillor leaves a Meeting and does not vote on any of the agenda items, they are recorded as absent for attendance statistic purposes as they have not participated in the business of the Meeting.

Councillors' expenses

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(a1) (i),(ii),(iii),(iv),(v),(vi),(vii),(viii), the report must include the total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions (as paid by the Council, reimbursed to the Councillor or reconciled with the Councillor)

Allowances	\$ Amount
Mayoral allowance (excluding Councillor allowance)	\$80,708
Deputy Mayoral allowance (excluding Councillor allowance)	\$14,243
Councillor allowance (per Councillor) - \$32,590ea per annum (x15)	\$488,850
Total allowances for all Councillors	\$583,801
Additional expenses (total for all Councillors)	\$ Amount
Telephone and data expenses	\$15,654
South Sydney Planning Panel (formerly known as Joint Regional Planning Panel)	\$9,975
Travel expenses	\$10,827
Dedicated home office equipment, computer and fax machine (including consumables)	\$5,511
Attendance at conferences, seminars and professional development	\$29,814
Total expenses for Councillors	\$71,781
Total cost (allowances + expenditure) for all Councillors	\$655,582

Councillor professional development

In accordance with the Local Government (General) Regulation 2021, clause 186, the report must include information about induction training and ongoing professional development for Councillors.

1 July 2023 - 30 June 2024			Cr Jen Armstrong	Cr Hassan Awada	Cr Jack Boyd	Cr Laura Cowell	Cr Marcelle Elzerman	Cr Leanne Farmer	Cr Kent Johns	Cr Greg McLean	Cr Stephen Nikolovski	Cr Carmelo Pesce	Cr Carol Provan	Cr Peter Scaysbrook	Cr Diedree Steinwall	Cr Haris Strangas	Cr Louise Sullivan
Briefing title/topic	Dates	Capability area															

Throughout the year Council officers facilitate a series of briefings and workshops on a wide range of topics across all aspects of Council’s service portfolio. Whilst many of the briefings and workshops relate to live matters being considered by Council, they are utilised in part as a key component of Council’s ongoing Councillor education and professional development program and aligned to the LGNSW Councillor Capability Framework. Councillor Briefing topics are published on Council’s websites. Key strategic briefings delivered across the 2023/24 year include:

Service Strategies			Cr Jen Armstrong	Cr Hassan Awada	Cr Jack Boyd	Cr Laura Cowell	Cr Marcelle Elzerman	Cr Leanne Farmer	Cr Kent Johns	Cr Greg McLean	Cr Stephen Nikolovski	Cr Carmelo Pesce	Cr Carol Provan	Cr Peter Scaysbrook	Cr Diedree Steinwall	Cr Haris Strangas	Cr Louise Sullivan
Roads and Freight Strategy	31/07/2023	Plan and prioritise	●	●	●	●	●	●	●	●	●	●		●	●		●
Leisure Strategy	14/08/2023	Plan and prioritise	●	●	●	●	●			●	●	●	●	●	●		●
Tree and Bushland Strategy workshop	26/02/2024	Plan and prioritise		●	●	●	●	●	●	●	●	●	●	●	●	●	●
Draft Roads & Freight Strategy - post exhibition results	13/05/2024	Plan and prioritise		●	●	●		●		●	●	●	●	●	●	●	●
Draft Tree and Bushland Strategy - final revised draft	27/05/2024	Plan and prioritise	●	●	●	●		●		●	●	●	●	●	●	●	●
Draft 2022-2026 Delivery Program / Operational Plan 2024/25 - post exhibition	3/06/2024	Plan and prioritise	●	●	●	●		●		●	●	●	●	●	●	●	●

Briefing title/topic	Dates	Capability area	Cr Jen Armstrong	Cr Hassan Awada	Cr Jack Boyd	Cr Laura Cowell	Cr Marcelle Elzerman	Cr Leanne Farmer	Cr Kent Johns	Cr Greg McLean	Cr Stephen Nikolovski	Cr Carmelo Pesce	Cr Carol Provan	Cr Peter Scaysbrook	Cr Diedree Steinwall	Cr Haris Strangas	Cr Louise Sullivan
Planning Framework																	
Waterways and Foreshore Review	20/11/2023	Plan and Prioritise		●	●	●	●	●	●	●	●	●	●	●	●	●	●
Local Housing Strategy Update	29/01/2024	Plan and Prioritise, Deliver Results	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Complying Development in Zone C3 – Environmental Management and Zone C4 – Environmental Living	29/01/2024	Plan and Prioritise, Deliver Results	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Other																	
Kirrawee Library, Technology and Community Engagement	17/07/2023	Plan and Prioritise, Create and Innovate	●	●	●			●	●	●	●	●	●	●	●		●
Draft SSC Bike Plan and TfNSW Strategic Cycleway Corridors	4/12/2023	Plan and Prioritise	●	●		●	●	●	●	●	●	●	●		●	●	●
Draft Sutherland Shire Overland Flood Study - information update and workshop	25/03/2024	Community and customer focus	●	●	●	●	●	●		●	●	●	●	●	●	●	●
Customer experience research	29/04/2024	Community and customer focus	●	●	●	●	●	●		●	●	●	●	●	●	●	●
Playground service changes workshop	29/04/2024	Community and customer focus		●	●	●	●	●		●	●	●	●	●	●	●	●
Draft Road Safety Plan	13/05/2024	Plan and Prioritise		●	●	●		●		●	●	●	●	●	●	●	●

The professional development outlined in the table above is provided to all Councillors and delivered in group sessions. All other professional development completed individually by elected members is recorded in their dedicated Professional Development Plans. Total cost of Councilor professional development is captured on Page 95 under Councilors' expenses. Each week a Councillor Bulletin is sent to all Councillors providing details and a link to Circulars and other professional development opportunities.

Section 356 grants

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(a5) and the Local Government Act 1993, section 356, the report must outline the total amount contributed or otherwise granted to financially assist others.

Grants	\$ Amount
Community services/seniors' grants	\$1,070,284
Heritage grants	\$7,550
The Pavilion Performing Arts Centre	\$1,737,804
Total	\$ 2,815,638

Rates and charges written off (2023/24 year)

In accordance with the Local Government (General) Regulation 2021, clause 132, the report must outline the amount of rates and charges written off during the year.

Rates and charges written off	\$ Amount
Pensioner rebates - voluntary	\$1,183,545
Pensioner rebates - mandatory	\$2,888,888
Interest	\$5,350
Waste	\$45
Rates - other	\$420
Legal costs	\$15,038
Grand total	\$4,093,286

Public access to information

In accordance with the Government Information (Public Access) Act 2009 (GIPA Act), section 125(1) and the Government Information (Public Access) Regulation 2018 clause 8, schedule 2, the report must include information on government information public access activity.

GIPA request types	No. of requests
Open applications - GIPA Act	283
Informal applications - GIPA Act	1291
Formal applications - GIPA Act	21
Internal review - GIPA Act	2
Review by Information Commissioner - GIPA Act	2
Review by NSW Civil and Administrative Tribunal - GIPA Act	1
Council as a Third Party - GIPA Act	3
Applications - other legislation	40*
Other applications	24 (privacy)
Subpoenas/Notice to Produce	14
Total applications	1681

*Applications received from other Government Agencies and the Companion Animals Act 1998.

Chief Executive Officer and senior staff remuneration

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(b)(i), (ii), (iii), (iv), (v), the report must include a statement of the total remuneration package of the General Manager (GM).

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(c)(i), (ii), (iii), (iv), (v), the report must include a statement of the total remuneration packages of all senior staff members (other than the GM), expressed as the total (not of the individual members).

All remuneration packages are managed in accordance with the standard Office of Local Government Senior Staff Contracts for General Manager/non General Manager, and the NSW Remuneration Tribunal's Statutory and Other Officers Determination. All senior staff have an annual performance agreement and formal performance review. Note: at Sutherland Shire Council, the General Manager's position is known as the Chief Executive Officer.

Annual remuneration 1 July 2023 to 30 June 2024:

Name	Total remuneration	Salary component	Superannuation	Other Payments
Chief Executive Officer	\$470,917	\$443,599	\$27,318	\$0
Directors	\$1,502,787	\$1,173,017	\$95,784	\$233,985

Capital expenditure

In accordance with the NSW Office of Local Government's Capital Expenditure Guidelines (December 2010) the report must include certain capital works projects where a capital expenditure review has been submitted.

No capital works project submitted for capital expenditure review in 2023/24.

Contracts awarded

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(a2)(i),(ii), the report must include details of each contract awarded (whether as a result of tender or otherwise) (other than employment contracts and contracts less than \$150,000).

The table below outlines new contracts, or renewals of existing contracts, entered into during 2023/24.

Contract Number	Contract description	Start Date	Contractor	\$ Amount
200795	Microsoft unified support	24-Jun-24	Microsoft Pty Ltd – Consumables / Microsoft Pty Ltd - Licensing	\$457,875
200713	Reconstruction of Wandella Road carpark	24-Jun-24	Ally Civil	\$2,289,911
200728	Kirrawee Library Technology and Community Hub	18-Jun-24	Belmadar Pty Ltd	\$7,948,296
200798	Construction of asphalt pavements and associated works	13-Jun-24	Boral Asphalt	\$366,861
200791	Yalgar Road, Kirrawee Road construction	4-Jun-24	Ally Civil	\$273,621
200737	Sports ovals and fields irrigation, drainage and minor civil	10-Apr-24	Landscape Solutions Australia Pty Limited	\$1,098,334
200690	Sports ovals and fields irrigation, drainage and minor civil works	10-Apr-24	Never Stop Water Harvesting Pty Ltd	\$702,135
200743	Sylvania Waters elining program package one	3-Apr-24	Interflow Pty Limited	\$477,465

Contract Number	Contract description	Start Date	Contractor	\$ Amount
200566	PSA trade and ancillary maintenance services	2-Apr-24	Sullivans Constructions (Aust) Pty Ltd / MAB Building Services Pty Ltd / Relyon Constructions Pty Ltd / Innovative Developments Australia Pty Ltd / Homann Constructions Pty Ltd / Ron Batement Pty Ltd / Aus Spark Electrics Pty Ltd / Sydney Electrical & Data Pty Ltd / Cronin's Electrics Pty LTD / Total Electrical and Maintenance Pty Ltd / Bob Shorten Electrical / Plumb-Quick Pty Ltd / No. 1 Plumbing Services Pty Ltd / Burns Plumbing Pty Ltd / MPJ Plumbing Group Pty Ltd / Green Options / Total Water Pty Limited / Australian Facilities Group - Landscapes & Plumbing / ProAsset Painting Maintenance Pty Ltd / Andrik Constructions Group Pty Ltd / Roof Tek Group Pty Ltd / Metro Painting Solutions / Top Job Installations Pty Ltd / Northern Fencing Specialists Pty Ltd/ Render Services Pty Ltd / Websters Master Locksmiths / Malibu Shade Pty Ltd / Southern Interior Linings Pty Ltd / Greater Glass Pty Ltd / Sportszone Group Pty Ltd	Variable
200700	Design and application of PAP (Pavement Penetrative Ashphalt Preservative) treatments and associated work	24-Mar-24	Downer EDI Works Pty Ltd	\$539,372
200727	2023/24 concrete restoration package	13-Mar-24	Planet Civil Pty Ltd	\$308,587
200724	2023/24 concrete restoration package (Menai/ Illawong)	11-Mar-24	Planet Civil Pty Ltd	\$488,942
200326	Trucks, buses, specialised trucks, bodies and trailers	1-Feb-24	Hino Motor Sales Australia Pty Ltd / Adtrans Hino Pty Ltd	\$1,800,000
200605	Administration building window replacement	23-Jan-24	Relyon Constructions Pty Ltd	\$384,048
200354	Pinforce cloud solution agreement	17-Jan-24	Database Consultants Australia (DCA), Orikan Australia Pty Ltd / DCA Technologies Pty Ltd	\$575,735
200546	Dunningham Park renewal landscape and lighting works	9-Jan-24	Simpson Landscapes & Consultants Pty Ltd	\$1,273,026

Contract Number	Contract description	Start Date	Contractor	\$ Amount
200698	Sports field LED flood lighting services upgrade Woollooware	20-Dec-23	Rees Electrical Pty Ltd	\$224,000
200696	Sports field LED flood lighting services upgrade Jenola	20-Dec-23	Rees Electrical Pty Ltd	\$252,000
200641	Sports field LED flood lighting services upgrade, Gymea and North Caringbah	20-Dec-23	Floodlighting Australia (Havencord Pty Ltd)	\$547,000
200691	2023/24 construction of asphalt pavements - Category B	1-Dec-23	Boral Asphalt	\$1,850,221
200648	2023/24 design and construct stabilised pavements - Category A	1-Dec-23	Stabilised Pavements of Australia Pty Ltd	\$1,838,390
200580	Heathcote Oval sports field electrical lighting Stage 2	30-Nov-23	Rees Electrical Pty Ltd	\$840,000
200760	Southern Performance Centre deed	27-Nov-23	Swimming New South Wales Ltd, The NSW Institute of Sport	\$2,000,000
200565	Domestic Council clean up services	27-Nov-23	Veolia Environmental Services (Australia) Pty Ltd	\$9,000,000
200686	Lanluas statements of works LC3435 LC3982 LC3869 LC3999	22-Nov-23	Lanluas Consulting Pty Limited	\$177,375
200618	Menai Indoor Sports Centre roof replacement	17-Nov-23	Trinity Fitout & Construction Trinity Quality Interiors Pty Ltd	\$911,997
200511	PSA (Preferred Supplier Agreement) laying of pavers	9-Nov-23	Pave-Link Pty Ltd / Sam The Paving Man Pty Ltd / Mansour Paving (Aust) Pty Ltd	Variable
200658	Box Road Fields reconstruction - civil and field works	29-Sep-23	Glascott Landscape and Civil Pty Ltd	\$2,279,655
200601	Woronora pedestrian bridge design consultant	27-Sep-23	Elemental Architecture Pty Ltd t/a Sam Crawford Architects	\$213,249
200598	Gunnamatta Pavilion - principal design consultant for design development	16-Aug-23	Elemental Architecture Pty Ltd t/a Sam Crawford Architects	\$336,441
200612	Cooper Street Reserve Engadine Stage 1 works	2-Aug-23	Auscape Pty Ltd	\$3,830,999

Contract Number	Contract description	Start Date	Contractor	\$ Amount
200617	Centrelink roof renewal project	31-Jul-23	Halbuild Pty Ltd	\$329,377
200574	Seymour Shaw park upgrade Stage 2 design consultant	5-Jul-23	Taylor Brammer Landscape Architects Pty Limited	\$846,972
200640	Data migration from Technology 1 to OneCouncil	4-Jul-23	Data Migration Consultants Pty Ltd	\$333,616
200651	Gas supply agreement	1-Jul-23	Alinta Energy Retail Sales Pty Ltd	\$2,121,480
200635	Internal assurance program provision	1-Jul-23	Grant Thornton	\$693,000
200594	Fleet Safe Operations Training Program	1-Jul-23	Coates Hire	\$538,000

External bodies exercising council functions

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(a6), the report must include a statement of all external bodies that exercised functions delegated by council.

Council has four community management committees responsible for booking, managing payments and maintenance of four community venues:

- Como School of Arts
- Gymea Community Centre
- Maianbar Hall
- Sandy Point Community Centre

Controlling interests in companies

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(a7), the report must include a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which council held a controlling interest.

Council held a controlling interest in The Pavilion Performing Arts Centre Sutherland Limited.

The following list is the trusts that Council have been involved in:

- Sutherland Shire Bushfire Trust
- Sutherland Shire Bushfire and State Emergency Facilities and Equipment Fund Trust

Partnerships, cooperatives and joint ventures

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(a8), the report must include a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council participated during the year.

SSROC

Council is a member of SSROC (Southern Sydney Regional Organisation of Councils). SSROC is an association of eleven Sydney Councils spanning Sydney's southern, eastern, central and inner west suburbs, and covers a third of Greater Sydney's population. SSROC advocates on behalf of this region to ensure that the major issues are addressed by all levels of government.

SSROC provides a forum through which member councils can interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region. The focus includes the environment, transport, procurement, waste and planning.

Corporations and partnership agreements

Two corporations which Council are a part of:

- Hazelhurst Retreat Regional Art Gallery Fund Incorporated
- The Pavilion Performing Arts Centre Sutherland Limited.

Council has a partnership agreement with the following:

- Sutherland Shire Libraries has a Memorandum of Understanding with Anglicare to partner running a Connection Café once a month.

The following are the trusts that Council has been involved in:

- Sutherland Shire Bushfire Trust
- Sutherland Shire Bushfire and State Emergency Facilities and Equipment Fund Trust.

Council is also a member of the following:

- Georges Riverkeeper
- Sydney Coastal Councils
- Resilient Sydney.

Statement on companion animal activities 2023/24

In accordance with the Local Government (General) Regulation 2021, clause 217(21)(f) the report must include a statement on activities required relating to enforcing and ensuring compliance with the Companion Animals Act 1998 and Companion Animals Regulation 2018.

Total dogs and cats in LGA (local government area)

Dogs	Cats	Total
57,043	26,314	83,357

Cats and Dogs Identified and Registered

Identified		Registered	
Cats	Dogs	Cats	Dogs
2,257	3,642	24,057	53,401

Dog attack incidents

Active investigations	Finalised	Total
12	95	107

Public safety orders

Dangerous	Menacing	Nuisance	Control Orders	Restricted
4	17	55	0	1

Total dogs and cats leaving Council facilities

Released to owner	Sold	Released to organisation to re-home
50	275	17

Council animal seizure activity

	Cats	Dogs	Total
Picked up by Council	4	203	207
Returned to owner	0	175	175
Transported to Council facility	4	28	32
Animals in Council facility	314	109	423
Abandoned	181	66	247
Surrendered by owner	7	5	12

Partnership with City of Sydney Council

In addition to Council's Seizure Activity, Council impounded a further 205 companion animals from City of Sydney LGA. Further information on City of Sydney Seizure Activity is available from City of Sydney Council.

Funding relating to companion animal management and activities

The total salaries and expenses associated with Council's companion animal management and activities is \$790,009 of which \$767,324 relates to the operational cost of the animal shelter and veterinary services.

Companion animal community education programs AND promotion of de-sexing/responsible pet ownership

Most of the promotion of responsible pet ownership is conducted via social media with information available on Council's website and social media. (Facebook, Instagram, X, YouTube).

Council undertook a range of promotional and educational programs:

- staff attended community events and fairs promoting of responsible pet ownership throughout the year
- several promotional events were held at Council's Animal Shelter facility including discount price rehoming, open days and animal interaction events with public participation
- promotion of the benefits to de-sexing
- attendance at community events and schools and promotion of National De-sexing Month program
- proactive patrols throughout reserves, beaches and public areas within Sutherland Shire LGA

- newspaper articles/publications provided to all households and local businesses
- volunteer, foster care program, work experience, work placement and Duke of Edinburgh Award participation at Council's Animal Shelter
- there are currently 7 off/on leash dog exercise areas with other potential areas within the LGA under review
- unregistered notification program and online registration payment process.

Achievements and Strategies to comply with Section 64 (Companion Animals Act 1998) to seek an alternative to euthanasia for unclaimed animals.

Low euthanasia

The shelter operates a 'low euthanasia' policy. Only animals assessed to be a danger or having an illness that would affect their quality of life are euthanised.

Rescue organisations

Council works collaboratively with rescue organisations to re-home animals.

Advertising animals for sale

Council's animal shelter advertises animals for sale and provides information on all animals housed at the shelter through Council's website and social media platforms. This has included live streaming of animals for adoption from Council's Animal Shelter.

Collaboration

Council has worked along with the NSW Office of Local Government (OLG) in testing the new NSW Pet Registry Identification and Registration system.

Best Practice in NSW

The OLG reports that Sutherland Shire Council has more than 92% of companion animals in their area recorded on the NSW Pet Registry as lifetime registered. This has been reported as 'best practice' in NSW.

Companion Animal Reference Group

A representative from Council's Public Safety Unit is appointed by the Minister for Local Government to sit on the Responsible Pet Ownership Reference Group. This position has been held since 2014. The Group meets to provide advice on companion animal management issues including (but not limited to) euthanasia, re-homing, de-sexing and education on responsible pet ownership.

Overseas visits representing council

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(a), the report must include details, including purpose, of overseas visits by Councillors, Council staff or other persons representing Council (including visits sponsored by other organisations).

There were no overseas visits by Councillors or Council staff in 2023/24.

Work on private land

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(a4) and the Local Government Act 1993 section 67 and 67(2)(b), 67(3), the report must include resolutions made concerning work carried out on private land.

Council did not make any resolutions concerning work carried out on private land under section 67 of the *Local Government Act 1993* in 2023/24.

Local Government Heritage Guidelines

In accordance with the Local Government Heritage Guidelines 5.3.11, the report must include a summary of all decisions for that year, the nature of each matter, and the local council's decision.

No approvals or consents were determined by Council in 2023/24 under delegation, as per guidelines from the Heritage Council, under the *Heritage Act 1977*.

Coastal protection services charge

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(e1), the report must include a statement detailing the coast protection services provided (if levied).

No annual charge was levied for coastal protection services in 2023/24.

Environmental upgrade agreements

In accordance with the Local Government Act 1993, section 54P(1), the report must include particulars of any environmental upgrade agreements entered into by Council.

No environmental upgrade agreements were entered into under Section 406 in 2023/24.

Voluntary Planning Agreements (VPAs)

In accordance with the Environmental Planning and Assessment Act 1979, section 7.5(5), the report must include particulars of compliance with, and the effect of, planning agreements in force during the year.

A voluntary planning agreement is an agreement entered into by a planning authority and a developer. Under the agreement, a developer agrees to provide or fund public amenities and public services, affordable housing, transport and/or other infrastructure. Contributions can be made through dedication of land, monetary contributions, construction of infrastructure or provision of material public benefit.

The following voluntary planning agreements were in force during 2023/24:

Development	Agreement details	Date made	Compliant y/n
The land to which the agreement applies is the following: Lots 1122 and 1123 DP794114, and Lots 5 and 6 DP1158627 at 330 Captain Cook Drive, Kurnell	The Planning Agreement commits the developer to meet specific requirements for timing and delivery of the Marang Parklands and Playing Fields.	17 February 2023 Sutherland Shire Council and Breen Resources Pty Ltd	N/A - not yet active
The land to which the agreement applies is the following: Lots 1 to 4 DP18461 at 138-144 Cronulla Street, Cronulla	The Planning Agreement requires the developer to construct public toilets within the development and lease these to Council, and to make a monetary contribution of \$200,000 towards footpath works in Surf Lane.	22 June 2022 Sutherland Shire Council and Munro JV Operations Pty Ltd	Yes
The land to which the agreement applies is the following: Lot 54 DP1276519 at 696 Old Princes Highway, Sutherland	The Planning Agreement requires the dedication of the public laneway at the rear of the commercial development to Council at no cost. In the long term the laneway will connect Belmont Street and Merton Street, as depicted in the Sutherland Centre Amalgamation Plan.	3 March 2022 Sutherland Shire Council and Old Princes Hwy Pty Ltd	Yes
The land to which the agreement applies is the following: Sutherland Shire Council and Prime Woollooware 4 Pty Ltd Lot 315 in DP 1232026 at 457 Captain Cook Drive, Woollooware or any lots arising from the subdivision of Lot 315 in DP 1232026	The Planning Agreement requires the Developer to make a monetary contribution of \$1,400,000 to Council for the provision of new bicycle links, to provide 5% of residential floor space in the development for affordable rental housing, and to reserve 5% of apartments in the development for first home buyers.	10 November 2020 Sutherland Shire Council and Prime Woollooware 4 Pty Ltd	Yes
The land to which the agreement applies is the following: Lot 3 in DP 1032102 Lots 101 in DP 1009354 Lot 2 in DP 605077 Lot 1 in DP 233333 Lot 111 in DP 1050235 Lot 102 in DP 1009354	The agreement relates to the expansion of the Lucas Heights Resource Recovery Park, while detailing public benefits flowing to Council.	17 March 2017 Sutherland Shire Council and SUEZ Recycling and Recovery Pty Ltd, SUEZ Recycling and Recovery (NSW) Pty Ltd and SUEZ Recycling and Recovery Holdings Pty Ltd	Yes

Development	Agreement details	Date made	Compliant y/n
The land to which the agreement applies is some or all of the following: Lot 1 in DP1101922; Lot 111 in DP 777967; proposed Lot 1 of the Consolidated Development Pty Ltd Lots as identified in plan 2 in Schedule 1; proposed lot 1059 of the Australand Kurnell Pty Ltd Lots in plan 2 in Schedule 1; proposed Lot 2 of the Consolidated Development Pty Ltd Lots in plan 2 in Schedule 1; Lot 1122 in DP 794114; proposed Lots 3 and 4 of the Consolidated Development Pty Ltd lots in plan 2 in Schedule 1. The land is currently identified as: Lot 1122 DP 794114, Lot 22 DP 226424, Lot C DP 370539, Lot 111 DP 777967, Lot 116 DP 777967, Lot 1123 DP 794114, Lot 2 DP 1101922, Lot 1 DP 1101922, Lot 1054 DP 1140838, Lot 1055 DP 1140838, Lot 1056 DP 1140838, Lot 1057 DP 1140838, Lot 1058 DP 1140838, Lot 1059 DP 1140838.	The agreement details how approximately 91 hectares of open space will be embellished with playing fields, associated amenities, and landscaping and then dedicated to Council.	3 June 2010 and amended on 18 November 2014 Sutherland Shire Council, Australand Kurnell Pty Ltd, Breen Holdings Pty Ltd	Yes

Carers recognition

In accordance with the Carers Recognition Act 2010, section 8(2), councils considered to be 'human service agencies' must report on compliance with the Act for the reporting period.

Council supports an agile workplace, providing flexibility in employment practices and work arrangements. This enables employees with care arrangements to structure their work in a way which meets their personal needs, and to access leave options to assist with their requirements.

A flexible workplace makes good business sense as it maximises the opportunity to retain skilled employees and reduces turnover and the associated costs relating to recruitment, onboarding and training. It also reduces absenteeism and supports an engaged and productive workforce. Council supports flexibility through:

- access to flexi time
- flexible work hours
- access to personal, annual, long service leave, carer's leave and leave without pay
- the ability to work part-time or a compact week
- technology and systems to enable work from home or from other remote locations
- agile workforce principles which balance the needs of the employee, business, team and community.

Fair and equal employment

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(a9)(v), the report must include a statement of activities to implement Council's Equal Employment Opportunity (EEO) and Diversity Management Plan.

As one of its five key focus areas, Council's Resourcing Strategy – Workforce includes: 'diversity and inclusion: encompassing principles of equal employment opportunity diversity and inclusion focuses on providing a work environment fostering fairness, equity, respect for social and cultural diversity, and one that is free from discrimination, harassment, and vilification.'

Council has achieved the following EEO initiatives in 2023/24:

- Council together with the Council for Intellectual Disability offered awareness training on inclusive employment practices for people with intellectual disability in the third quarter of 2024. This training also provided Council employees with an in-depth exploration of reasonable adjustments and effective strategies to support employees with intellectual disability.
- In March 2024, Council celebrated Inclusion Month, a way to celebrate events of diversity and inclusion such as:
 - International Women's Day
 - Ramadan
 - Harmony Day / International Day for the Elimination of Racial Discrimination

- Mardi Gras.
- Throughout 2023/24, Council held three internal education sessions on Aboriginal cultural capability, disability awareness, and web accessibility.
- Council participated in External Virtual Training funded by the NSW Department of Education's Women in Construction, outlining how to tackle gender bias and promote inclusivity in our workplace, fostering a more diverse and empowered environment for all.
- Council commenced an 'early in Career' Women's Mentoring Program for 21 participants across Council in 2024, through the Evolve Womens Academy.

Swimming pool inspections

In accordance with the Swimming Pools Act 1992, section 22F(2), and the Swimming Pools Regulation 2018, clause 23, the report must include details of inspections of private swimming pools.

During 2023/24, there were 672 inspections carried out for the purpose of *Swimming Pools Regulation 2018* (Section 23).

Stormwater management

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(e), the report must include a statement detailing the stormwater management services provided (if levied).

Stormwater management 2023/24	\$ Expenditure
Drainage construction	\$ 1,156,558
Stormwater maintenance	\$577,906
Water quality and drainage studies	\$317,882
Total	\$ 2,052,346

Legal reporting

In accordance with the Local Government (General) Regulation 2021, clause 217(1)(a3), the report must include a summary of the amounts incurred by the council in relation to legal proceedings.

Land and Environment Court matters for the period 01/07/2023 to 30/06/2024.

Type of Case	Settled after Amendments	Discontinued	Undetermined	Total
Class 1	16	5	9	30
Class 6			1	1

Local Court matters for the period 01/07/2023 to 30/06/2024

Type of Case	Successful	Undetermined	Unsuccessful	Withdrawn by consent & Dismissed	Total
Companion Animals Act 1998	9			15	24
Environmental Planning and Assessment Act 1979	2	5	1	5	13
Protection of the Environment Operations Act 1997	1	1		1	3
Road Transport (General) Regulation 2013	13	1		3	17
Road Rules 2014		1			1
Local Government Act 1993	1				1
Food Act 2003	1				1
Total	27	8	1	24	60

Other litigation matters commenced in the period 01/07/2023 to 30/06/2024

Type of case	Successful	Unsuccessful	Undetermined	Total
Companion Animals Act 1998 (appeal to the District Court)	1		1	2
Local Government Act 1993 (appeal to the District Court)	1			1
Government Information (Public Access) Act 2009 (appeal to NCAT)	1			1
Total	3		1	4

Costs in relation to Land and Environment Court matters active in the period 01/07/2023 to 30/06/2024

SUMMARY	\$ AMOUNT
Land and Environment Court proceedings	(cost incurred) \$1,154,869
Costs against Council	\$0
Costs orders in favour of Council	(cost recovered) \$382,000
Total	\$772,869

Note that these figures do not include salaries of Council legal staff.

Industrial Staff Legal Matters

Council has not made any payments to employees (which can be disclosed) as a result of matters filed in the Industrial Relations Commission.

Disability Inclusion Action Plan

In accordance with the Disability Inclusion Act 2014, section 13(1), the report must include information on the implementation of Council's Disability Inclusion Action Plan.

Our Disability Inclusion Action Plan (DIAP) for 2022–2026 establishes Council's commitment to acknowledging the lived experiences of people living with disability, their families and carers and provides direction to ensure our programs and resources are accessible for all. This report outlines the actions undertaken over the past twelve months to implement the first year actions specified in the current DIAP.

Positive community attitudes and behaviours

- International Day of People with Disability was celebrated with community events including Adults Active Sports Day and Art Workshop with 46 attendees.
- Carers Week was marked with a morning tea aimed to celebrate the carers in our community, with 42 attendees. The event was held in partnership with Carer Gateway, Gynea Community Aid and Information Service and Stride Mental Health.
- Down Syndrome Day was celebrated by the Children's Services team with an excursion to Sutherland Library for a story telling with Sally Fetou, author of Jana's brightly coloured socks, a book for her daughter with Down Syndrome.
- Sensory and calm spaces within Early Childhood Centres have been created to support children with additional needs.
- Case studies of lived experience from 4 Council team members were collated and published internally to celebrate Inclusion Month during March 2024.
- A free Mental Health First Aid Training for Youth workshop was held with 18 attendees.
- A Disability Confidence Workshop was held for community workers with 6 attendees across the youth and multicultural sectors.
- Library teams completed extensive reviews of book collections to ensure these represent themes of diversity and inclusion.
- Council supported various mental health and wellbeing initiatives such as 'R U Ok Day', which was promoted internally across all staff areas.

Liveable Communities

- Cooper Street Reserve All Abilities Playground in Engadine has been opened along with the Active Youth Precinct. Accessible design elements featured

include a wheelchair accessible treehouse walk, various slide and swing options, waterplay elements and communication boards.

- Waratah Park playground design was complete and included multiple rounds of consultation with key disability groups in relation to accessibility.
- All playground renewals include accessibility elements such as accessible loop paths and basket swings.
- A total of 88% of The Esplanade pedestrian path at Cronulla currently complies to accessible grades, with the upcoming Master Plan project to identify opportunities for future improvements.
- There are 65 accessible public toilets and change facilities managed by Sutherland Shire Council. The Public Toilet Strategy is currently underway and will review accessible assets across the LGA to inform updating amenities to be compliant.
- There were 72 bookings for Council's beach wheelchair made over the summer period, an increase of 12 bookings from the year prior. The mobi-mat was also placed out on weekends at Cronulla Beach during summer and in Gunnamatta Bay permanently. The mobi-mat was used during significant community events, such as the NAIDOC Week event.
- Council is currently working towards reinstating accessibility index maps on our Shire Maps site.
- Sensor parking in mobility impaired parking spaces was implemented across Sutherland Shire in town centres and at significant open space areas and facilities.
- Our libraries saw an 36% increase in people identifying as a person with a disability participating in their programs.
- There were 7 sensitive storytimes offered to the community through our libraries.
- Council ran 16 inclusive programs at our libraries including a Speech Therapist Library Talk, Supporting Your Tween/Teen's Emotions for Parents and Connection Café for people living with Dementia and their carers.
- There were 35 events offered with closed captions via recordings through our Libraries.
- Two accessible tours were delivered by deaf guides at Hazelhurst Arts Centre.
- A total of 14 accessible programs were held at Hazelhurst, including Art Engage for people living with Dementia and their carers, and artmaking workshops for disability groups.
- All 26 Council-led community events had accessibility requirements checked during registration and all accommodations were supported.
- Council's events team assisted with 297 external events on Council property that indicated they were accessible and inclusive.

- A total of 54 Sutherland Shire businesses signed up to Zero Barriers, which identifies them as accessible and inclusive businesses.
- Under Council's annual community grants program, 9 disability specific services received funding to implement programs for children and adults living with disability.
- Guide dog visits and interactive disability awareness incursions with 'Push the Limits' were held in Early Childhood Centres.
- An Auslan Native Bush Plan Walk was held for National Deaf Week with 12 attendees at Joseph Banks Native Plant Garden.
- A Volunteer Expo was held for National Volunteer Week in May, to provide community members opportunity to be involved with various community programs including those supporting people with disability. Over 150 community members were in attendance with 20 stallholders.
- ShireABILITY e-newsletter was launched with 6 editions sent out in the financial year to 63 subscribers. The free newsletter shares various Council and community-led programs, events and initiatives for people with a disability and their supporters.
- Monthly GovHub Pop Ups were established in collaboration with NSW Health. These provide an opportunity for service providers to connect with vulnerable community members including Services Australia, Services NSW, Department of Communities and Justice. Eight Hubs were hosted during the financial year with 364 attendees.
- Disability Advocacy workshops, facilitated by People with Disability Australia, were held for community members to support navigating NDIS.

Access to meaningful employment

- Council supported work experience programs for staff with disability, including through the NSW Department of Education at our Community Nursery.
- Council partnered with the Council for Intellectual Disability to deliver training programs to managers and staff. These support people with an intellectual disability through employment as part of the Inclusion Works program.
- Inclusive Recruitment Practices were delivered to staff members.
- Council supported ongoing volunteering opportunities for people with disabilities via libraries, Hazelhurst Arts Centre, and the Bushcare and community nursery programs.
- Libraries supported four people with a disability to complete work experience with a reported 100% increased skills and experience.
- Council uses the services of a disability employment social enterprise for catering.

- Council continued to support the Disability Employment Working Party with various local disability service providers and other local Councils through the St George and Sutherland Disability Interagency.
- The Access and Inclusion Award was promoted through various business networks to raise awareness of disability with local businesses, with five nominations received for 2024 Local Business Awards.
- Council has recently met with Civic Employment with the goal of expanding their work and employment programs for staff with disabilities in Council. This will be further explored in 2024 for programs to be piloted in 2025.

Improving access to services through better processes and systems

- Council continued to lead the St George and Sutherland Disability Interagency through chairing of meetings and networking information shares disability service providers. This interagency is a collaborative with Bayside and Georges River Councils and consists of 366 members.
- The Access and Inclusion Sub-Committee met three times and continued to provide strategic advice to Council on access and inclusion to promote the rights of people with disability. The Sub-Committee meets regularly to review matters which affect people living with disability in the local community.
- There were 674 customer requests received and responded to through Council's One Council Request Management System regarding accessibility in the community.
- Website content editors and information management and technology partners received training and support in the latest Web Content Accessibility Guidelines (WCAG) 2.2 in relation to accessible web content.
- The communication and engagement team continue to run accessibility audits to test website pages against AA compliance to WCAG 2.2 principles. Qualitative testing with users with a disability was also completed.
- Council's customer service team continues to include information on supportive communication resources including the National Relay Service and Translating and Interpreting Service.
- Accessibility standards have been incorporated into the concept design for upgrades to the Customer Service Centre at the Council Administration Building.
- Enrolment guidelines have been implemented by the Children's Services team to Early Education Centres. A total of 23 children with development delays or with a disability are currently enrolled across all centres.

Audit, Risk and Improvement Committee

In accordance with the Audit Risk and Improvement Committee Charter dated February 2022, the report must include a summary of the annual performance report.

Committee Responsibilities

The Audit, Risk and Improvement Committee (ARIC or Committee) was formed by Council in 2017. The Committee plays an important role in the oversight of Council's governance and risk framework. The Committee provides independent oversight, of the internal control framework and internal assurance (audit) processes. The ARIC supports the Chief Executive Officer to oversee Council's governance, risk management, internal control and external reporting systems.

The ARIC operates on the basis of a Charter which is framed on guidelines issued by the Office of Local Government and leading industry practice. The Charter contains the responsibilities of the Committee in relation to:

- financial management
- implementation of strategic plan, delivery program and strategies
- risk management and fraud control
- governance, compliance and service review
- other functions.

The Committee has adopted a 12-month forward meeting calendar, to align with its meeting schedule, and ensure all its Charter responsibilities are considered during the year.

Membership

The Committee is made up of two (2) councillors and three (3) independent, external members. The current members are:

- Councillor Louise Sullivan
- Councillor Gregory McLean
- Hamish McNulty (elected Chairperson, independent member)
- Jennifer Whitten (independent member)
- Carl Millington (independent member).

Mr McNulty has extensive experience and knowledge of Council operations as the former General Manager of Cumberland Council. He is a current member of several local government audit, risk and improvement committees and has demonstrated leadership ability in establishing strong internal controls, risk

management processes and IT systems and delivering financial management improvement. Hamish is highly regarded by fellow audit, risk and improvement committee members as providing a value-added contribution in driving the best outcomes for Council.

Mr Millington is a Chartered Accountant in public practice with over 40 years practical professional experience including extensive experience with local government, other not-for-profit organisations, large corporate and private businesses. Mr Millington is a current member of several Local Government audit, risk and improvement committees, including holding the position of Chair of the Randwick City Council and Central Coast Council ARICs.

Ms Whitten has over 20 years of financial and business advisory experience, originally with Big 4 accounting firms with the last 12 years at an executive level. She was Chair of the Bayside Council ARIC and an independent member of the Somerset Council ARIC.

Alongside the independent members, **Councillor Louise Sullivan** and **Councillor Gregory McLean** serve on the Committee.

Changes to Membership

Following early notification of the impending retirement of **Cliff Haynes** (elected Chairperson, independent member), in January 2024, Council advertised through an Expression of Interest for an external, independent member to be appointed to the ARIC to replace this Mr Haynes.

Sarah Glennan (independent member) resigned her position on the committee on 28 February 2024. Having regard to the depth of the pool of candidates arising from the above recruitment process conducted earlier in the year, and its proximity to Ms Glennan's resignation, the same selection panel reconvened to consider again all candidates to identify a suitable appointment to the ARIC to replace Ms Glennan.

At the Council meeting 18 March 2024 Council made the following appointments to the ARIC committee:

- Mr Carl Millington as a new member for a four-year term commencing 1 July 2024 and expiring 1 July 2028
- Jennifer Whitten as a new member for a two-year term commencing 18 March 2024 and expiring 18 March 2026
- Mr Hamish McNulty as an existing member for a further three-year term commencing 14 September 2024 and expiring 14 September 2027.

Cliff Haynes (elected Chairperson, independent member) retired his appointment from the ARIC effective 30 June 2024.

Meetings held

In the 2023/24 financial year, the Committee met five times, consisting of four Ordinary Meetings and one Special Purpose Financial Meeting. Attendance was as follows:

Committee member	Eligible	Attended	Notes
Councillor Gregory McLean	5	5	Recommended tenure March 2022
Councillor Louise Sullivan	5	5	Commenced tenure March 2022
Cliff Haynes	5	5	Elected Chairperson in March 2022
Sarah Glennan	4	4	Commenced tenure May 2022
Hamish McNulty	5	4	Commenced tenure May 2022
Jennifer Whitten	1	1	Commenced tenure March 2024

Matters considered by the Committee and Annual Report to Council

The Committee considered the following matters in the past year:

- financial management, sustainability, strategy and external reporting
- risk control framework
- strategic and business risks
- fraud and corruption framework
- internal assurance function and program
- legislative compliance.

The ARIC Chair provides a comprehensive report to Council on its activities at the end of each calendar year and last reported to Council in February 2024 (report number GOV001-24).

Labour statistics

In accordance with the Local Government (General) Regulation 2021 Clause 217(1)(d)(i),(ii),(iii),(iv) - Circular 21-41, the report must include the total number of persons who performed paid work for them on a 'relevant day' to be fixed by the Secretary of the Department of Planning, Industry and Environment (Secretary DPIE) each year.

The nominated 'relevant day' was Wednesday 14 February 2024.

Type	Number
Permanent full-time	754
Permanent part-time	401
Casual	72
Fixed term contract	226
The number of staff members employed by the council who are 'senior staff' for the purposes of the <i>Local Government Act 1993</i> (the Act)	4
The number of persons engaged by the council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	90
Persons supplied by council under a contract or other arrangement with the person's employer as an apprentice or trainee	24

Modern slavery

In accordance with NSW Modern Slavery Act 2018 commencing from the 2022/23 financial year, each council will be required to publish in their annual reports:

- a statement of the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue, and*
- a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018 (NSW).:*

Sutherland Shire Council has recognised the obligation of the *Modern Slavery Act 2018* by updating the Procurement Policy and Procurement Guidelines to demonstrate Council is committed to ensuring that:

- goods and services procured by and for Council are not the product of modern slavery
- its suppliers, consultants, contractors, and anyone 'doing business with Council' respect and share our commitment regarding minimising the risk of modern slavery
- where a supplier is required to comply with the *Modern Slavery Act 2018*, a Modern Slavery Statement must be prepared and forwarded (or be accessible) to Council
- Sutherland Shire Council is committed to ensure that goods and services procured by and for the council are not the product of modern slavery by:
 - identifying high risk suppliers and seeking a statement/policy from them demonstrating their commitment to the requirements of the *Modern Slavery Act 2018* via Council's procurement system
 - identifying where our modern slavery risks could be occurring in our supply chain and assessing the degree of those risks
 - including modern slavery criteria in requests for tender documents and contracts
 - providing adequate training for all staff to ensure they are aware of what modern slavery is, what Council's modern slavery risks are and how to raise any identified or potential concerns.

Recovery and threat abatement plans

Under the Fisheries Management Act 1994, section 22OZT(2), councils identified in a recovery and threat abatement plan as responsible for implementation of measures included in the plan, must report on actions taken to implement measures as to the state of the environment in its area.

Sutherland Shire Council is not identified as responsible for implementation of measures in any recovery and threat abatement plans.

Development contributions and development levies

In accordance with the Environment Planning and Assessment Regulation 2021 clause 218A(1) (2)(a),(b),(c),(d),(e),(f),(g) (3)(a), (b) from 1 July 2022, councils are required to report additional information in relation to section 7.11 contributions and section 7.12 levies

Contributions Plan	Project ID	Project description	The kind of public amenity or service	Monetary amount expended from development contributions \$	Contributions expended in 2023/24 \$	Project status	% of cost funded by contributions
2005 Shire Wide Plan	CP100501	1 Gosby Avenue Miranda	Non-Infrastructure	1,714,486	1,714,486	Completed	100%
2005 Shire Wide Plan	CP100668	1150 Old Princes Hwy Engadine Acquisition	Non-Infrastructure	1,082,995	1,082,995	Completed	100%
2005 Shire Wide Plan	CP100743	1 & 2 Gosby Avenue Miranda Demolition	Operational Projects	3,847	3,847	In Progress	100%
s7.11 & s7.12 Regional	CP100090	Cooper Street Reserve - All Abilities Playground	Open Space	1,522,058	1,522,058	In Progress	98%
s7.12 Plan 2016 Plan	CP100091	Cronulla Town Centre-Stage 2B Playground	Open Space	1,152,324	1,152,324	In Progress	100%
s7.11 & s7.12 Regional	100092	Dunningham Park picnic and playground	Open Space	1,351,343	1,351,343	In progress	89%
s7.11 & s7.12 Regional	100101	Waratah Park all-Aabilities playground	Open Space	353,675	353,675	In progress	99%
s7.12 Plan 2016 Plan	100102	Anzac Oval Irrigation upgrade	Open Space	461,350	461,350	In progress	100%

Contributions Plan	Project ID	Project description	The kind of public amenity or service	Monetary amount expended from development contributions \$	Contributions expended in 2023/24 \$	Project status	% of cost funded by contributions
s7.11 & s7.12 Regional	100116	Program - upgrade existing courts to multipurpose	Open Space	9,634	9,634	In progress	100%
s7.11 & s7.12 Regional	100117	Seymour Shaw Park Stage 2 upgrade	Open Space	33,920	33,920	In progress	5%
s7.11 & s7.12 Regional	100215	Jenola Park Playing Fields improved utilities	Open Space	15,830	15,830	In progress	100%
s7.11 & s7.12 Regional	100221	Woolooware Shared Pathway new public amenities	Buildings	117,659	117,659	In progress	100%
s7.12 Plan 2016 Plan	100089	Cooper Street Engadine Active Sports Youth Centre	Open Space	1,733,354	1,733,354	In progress	61%
s7.12 Plan 2016 Plan	100109	Heathcote Oval lighting	Open Space	265,666	265,666	In progress	75%
s7.12 Plan 2016 Plan	100110	North Caringbah Oval lighting improvement	Open Space	162,462	162,462	In progress	100%
s7.12 Plan 2016 Plan	100121	Woolooware Ovals 1 and 2 lighting improvement	Open Space	109,236	109,236	In progress	100%
s7.12 Plan 2016 Plan	100137	Seymour Shaw Park Wandella Road Carpark	Transport Infrastructure	5,667	5,667	In progress	5%
s7.12 Plan 2016 Plan	100139	Waratah Park carpark expansion Stage 1	Transport Infrastructure	2,272,931	2,272,931	In progress	100%
s7.12 Plan 2016 Plan	100219	Seymour Shaw Park upgrade Stage 1	Open Space	658,322	658,322	In progress	21%
s7.12 Plan 2016 Plan	100220	Castelnau Street Reserve public amenities	Buildings	259,295	259,295	In progress	100%

Contributions Plan	Project ID	Project description	The kind of public amenity or service	Monetary amount expended from development contributions \$	Contributions expended in 2023/24 \$	Project status	% of cost funded by contributions
s7.12 Plan 2016 Plan	100230	Box Road Sylvania playing fields and spectator viewing	Open Space	28,654	28,654	In progress	2%
s7.12 Plan 2016 Plan	100411	Woronora Heights Oval drainage upgrade	Open Space	9,425	9,425	In progress	100%
s7.12 Plan 2016 Plan	100535	Anzac Playing Fields Lighting	Open Space	26,681	26,681	In progress	100%
s7.12 Plan 2016 Plan	100541	Footway construction Package 1	Transport Infrastructure	1,323,014	1,323,014	In progress	100%
s7.12 Plan 2016 Plan	100639	Jenola Playing Fields lighting upgrade	Open Space	200,535	200,535	In progress	100%
s7.11 & s7.12 Regional	100665	Sports facility accessibility upgrades	Open Space	5,735	5,735	In progress	100%
s7.12 Plan 2016 Plan	100689	Buckle Reserve Sports lighting upgrade	Open Space	24,434	24,434	In progress	100%
s7.12 Plan 2016 Plan	100793	Waratah Park accessible amenities Stage 1	Buildings	2,438	2,438	In progress	100%
s7.12 & s7.11 Administration	100001	General operations		220,008	220,008	In progress	100%
Total contributions expended				\$15,126,978			
Total contributions received	\$15,191,410						

Total developer contributions received as per Note B2-4 of the 2023/24 Financial Statements.