

STATE OF OUR SHIRE 2021-2024



A report for our community on our progress against the Our Shire: Community Strategic Plan



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 the Dharawal people's continuing connection to the land, the sea, and the community.

We pay respect to the Elders and their families, past, present, and emerging, and through them, to all Aboriginal and/or Torres Strait Islander peoples.



Contents

| | |
|--|----|
| Our Vision | 2 |
| Our Purpose | 2 |
| Our Values | 2 |
| Message from the Mayor | 3 |
| Integrated Planning and Reporting | 5 |
| State of our Shire Report | 6 |
| Significant achievements over the Council term | 8 |
| Financial Overview | 9 |
| Councillors and Wards | 10 |
| About our Shire | 11 |
| Overall performance of Council | 15 |
| Comparison with other Metropolitan Councils | 16 |
| OUTCOME 1 | 22 |
| OUTCOME 2 | 27 |
| OUTCOME 3 | 32 |
| OUTCOME 4 | 39 |
| OUTCOME 5 | 44 |
| OUTCOME 6 | 49 |
| Next steps | 54 |



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



For those of us who call the Sutherland Shire home, we know how truly blessed we are to live in such an idyllic part of the world – surrounded by stunning natural beauty, and with a close sense of connection and inclusiveness readily on display throughout our community.

But for those of us tasked with representing the people of the Sutherland Shire, we know we have an incredible responsibility to ensure we continue to build upon these strengths, and deliver upon the needs of our community now and into the future.

I have had the incredible honour of leading our organisation as Mayor for much of the past term of Council, overseeing the delivery of some truly transformative projects which have delivered real community benefit.

Among the many projects which our Council delivered within the past term are the \$41m transformation of the former Sutherland Entertainment Centre into the magnificent new state-of-the-art Pavilion Performing Arts Centre, Sutherland. This stands as the largest capital works project ever undertaken by Council, and has been astoundingly well received by audiences and performers alike since it was opened in early 2023. The incredible rejuvenation of the Sutherland Arts Theatre has also further bolstered the amazing performance and events spaces available to our community.

We know our community value access to quality open spaces, parks, playgrounds and sporting facilities, which is why we have maintained a strong focus on delivering projects which will support local residents to pursue their chosen form of outdoor recreation, whatever it may be.

Projects such as the \$4.75 Seymour Shaw Active Precinct at Miranda – including a world-class skate plaza course, and the \$6.2m Cooper Street Active Sports Youth Precinct and \$2.7m all-abilities playground delivered at Engadine during the past term play a vital role in catering to the sporting and recreational needs of local young people, whatever their interest or ability.

We maintained a keen focus on ensuring the Sutherland Shire remains a welcoming, supportive and inclusive place for all who live here, with the development of our Disability Inclusion Action Plan (DIAP) 2022-2026 and our Cultural Strategy, among other worthy initiatives.

THE PAST TERM OF COUNCIL IS ONE THAT HAS SEEN US WEATHER SOME INCREDIBLE CHALLENGES, BUT I AM PROUD OF THE WAY OUR COMMUNITY HAS DEMONSTRATED ITS CHARACTERISTIC RESILIENCE.

Indeed, the commencement of this term of Council was directly impacted by one of the great global health challenges of our time, the global COVID-19 pandemic, local government elections delayed in order to contain the spread of this disease in communities across NSW.

But as with any number of challenges our community has faced over the years, I am proud of the way our community has banded together to support one another through adversity and uncertainty.

I wish to thank my fellow Councillors who have worked constructively over the past term of Council to deliver so many amazing projects and initiatives which will serve our community well for generations to come.

I would also like to acknowledge the efforts of our dedicated staff – including recently retired CEO Manjeet Grewal – for their efforts in remaining ever responsive to the needs of local residents, while ensuring we remain focussed on the demands of supporting an ever-growing community.

As a final note, I wish to extend my sincere thanks to the people of the Sutherland Shire for entrusting my fellow Councillors and me with the great honour and incredible responsibility of serving our community over the past term.

It is my great hope that you will be able to reflect on all that we have achieved together over the past term with a deserved sense of pride and accomplishment in the many incredible outcomes you have supported us to achieve during this time, and I wish every member of our community continued success and prosperity in years to come.



Councillor Carmelo Pesce

Mayor of Sutherland Shire

(January 2022 - September 2024)

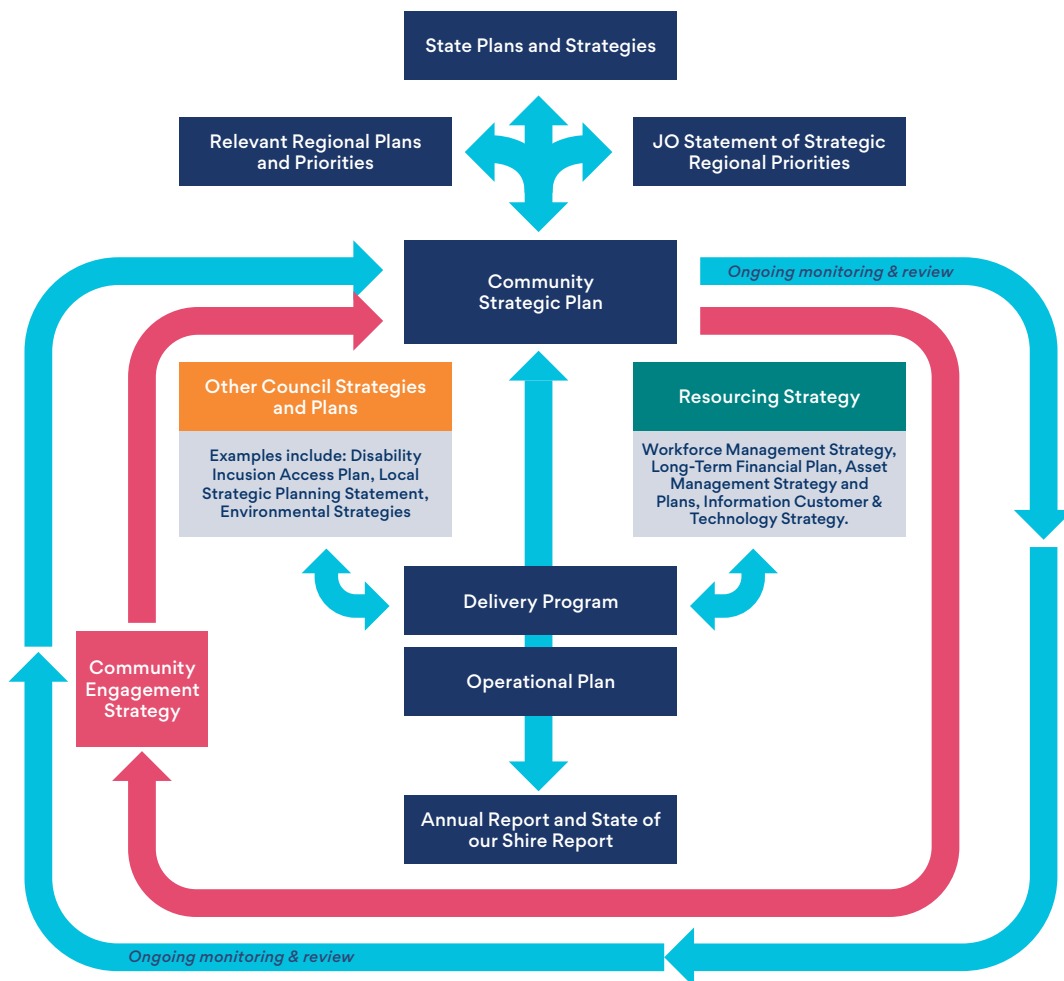
Integrated Planning and Reporting

The State of our Shire Report is an important progress report and forms part of Council's Integrated Planning and Reporting (IP&R) Framework.

Council undertakes long term planning with their community on service and facilities, informed by plans for workforce, finances and assets. The Integrated Planning and Reporting Framework is designed so Council and the community have a clear way of determining future aspirations (Community Strategic Plan),

the path forward on how to get there (Delivery Program, Operational Plan, Resourcing Strategy) and how progress is measured (quarterly, annual and State of Our Shire Report).

This continual planning process allows Council to prioritise projects based on the needs and direction provided by our community. It ensures our actions align to our community's vision and values for Sutherland Shire, as illustrated below.



State of our Shire Report

The State of our Shire Report provides an update on the progress towards achieving the outcomes of the Our Shire: Community Strategic Plan. The Plan is our community's ten-year vision of a connected and safe community that respects people and nature, enjoying active lives in a strong local economy.

The 6 strategic outcomes identified in the Community Strategic Plan 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

The State of our Shire Report details our progress and effectiveness in implementing the strategies identified across the six outcome areas of Our Shire: Community Strategic Plan (CSP). This includes a review of the significant achievements made during the last term of Council.

The outcomes also work towards a number of the United Nations Sustainable Development Goals (SDGs). These are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.



The Community Strategic Plan also seeks to address the quadruple bottom line: our social, economic and environment objectives as well as demonstrate robust civic leadership.



The State of our Shire Report is presented at the second meeting of the newly elected Council in November 2024, providing insights and recommendations on the key challenges, opportunities, and future work to be undertaken. This report is also a key contributor to the review and updating of the CSP that will be undertaken by the incoming Council.

This Report has been prepared in accordance with Section 428 of the Local Government Act 1993.

Significant achievements over the Council term

2021/22

\$64.6M Capital Investment

KEY PROJECTS

- Cronulla Esplanade peninsular walkway
- Kareela Oval lighting upgrade
- Kingsway Cronulla gateway upgrade
- Don Lucas, Cronulla fitness equipment and basketball facilities upgrade
- Bellingara netball courts, Miranda resurfacing and lighting upgrade

Note: Delivery of capital projects impacted by Covid-19

71 community engagements

SIGNIFICANT STRATEGIES, MASTERPLANS AND PLANS

- Open Space Strategy
- Our Shire: Community Strategic Plan
- Play Strategy
- Local Environmental Plan reviewed

2022/23

\$64.8M Capital Investment

KEY PROJECTS

- The Pavilion Performing Arts Centre – Sutherland
- Rejuvenation Sutherland Arts Theatre – Sutherland
- Upgrade to Glencoe Street Reserve – Sutherland
- Boat ramp and pontoon upgrade – Sandy Point
- Update frontage and surrounds Eton Street – Sutherland
- Gunnamatta Baths concrete piles and walkway renewal, stage 2 – Cronulla
- Dredging – Port Hacking
- Athletics Track – Barden Ridge

49 community engagements

SIGNIFICANT STRATEGIES, MASTERPLANS AND PLANS

- Active Transport Strategy
- Community Engagement Strategy
- Community Venues Strategy
- Cultural Strategy
- Disability Inclusion Action Plan (DIAP) 2022-2026
- Library Strategy
- Parking Strategy
- Property Strategy
- Public Domain Strategy
- Public Transport Strategy
- Safer Communities Strategy
- Sports Strategy
- Waste Management Strategy
- Gynea Bay Masterplan
- Don Lucas Reserve Masterplan
- Heathcote Oval Masterplan

2023/24

\$60.2M Capital Investment

KEY PROJECTS

- Cooper Street Reserve new Active Sports Youth Precinct - Engadine
- Seymour Shaw Active Precinct – Miranda
- Stage 2 Cronulla Plaza upgrade - Cronulla
- Renewed playgrounds - Alford's Point, Bangor and Menai
- New community reserve – Sylvania
- Shared pathway – Woolloomooloo
- Box Road Reserve sports facilities – Sylvania

45 community engagements

SIGNIFICANT STRATEGIES, MASTERPLANS AND PLANS

- Leisure Centre Strategy
- Kareela Masterplan
- Oyster Bay Reserve Masterplan

Financial Overview

A sound financial position

Council remains in a sound financial position as at the end of June 2024. This is the result of a prudent approach to its financial management, the implementation of its adopted financial strategy, and an ongoing focus on Council's financial sustainability. Although Council does have challenges in securing its long-term financial sustainability, the framework provided by its adopted Long Term Financial Plan will

assist in overcoming those challenges. Across the three-year period 2021-24 Council had a rolling average higher than the benchmarks across all the financial performance measures used by the NSW Office of Local Government to measure financial position and performance and position. The asset performance indicator, being Infrastructure Renewal Ratio, had a rolling average of 98.63% slightly under the industry benchmark of 100%.

| Performance | Target | 2021/22 | 2022/23 | 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% ✓ | -1.9% ✗ |
| 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 ✓ |

Councillors and Wards

as at 13 September 2024



WARD A



Cr Carol Provan OAM
Deputy Mayor (2021-2024)



Cr Leanne Farmer



Cr Marcelle Elzerman

WARD B



Cr Jack Boyd



Cr Louise Sullivan



Cr Kent Johns

WARD C



Cr Jen Armstrong



Cr Hassan Awada



Cr Haris Strangas

WARD D



Cr Carmelo Pesce
Mayor (2021-2024)



Cr Diedree Steinwall



Cr Greg McLean OAM

WARD E



Cr Stephen Nikolovski



Cr Peter Scaysbrook



Cr Laura Cowell

About our 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 at Kamay Botany Bay on 29 April 1770. Sutherland Shire is home to over 2,000 Aboriginal sites and remains a place of diversity, culture and the arts.



Population
230,903

↑↑ +12%
by 2036

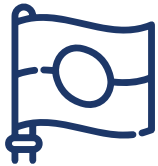
Population over 60
57,188

↑↑ +15%
by 2036



Youth (15-24)
26,974

↑↑ +11%
by 2036



Aboriginal
or Torres
Strait
Islander
1.2%



Living
with
disability
5%



Linguistically
diverse
14%



Overseas born
19%



↑↑ +13%
by 2036

Dwellings
90,988

Households with children
47%

↑↑ +10%
by 2036

Lone person households
22%

↑↑ +20%
by 2036



Rental
households
22%



Gross
Regional Product
\$12.49b



Total businesses
22,779



Unemployment rate
3.1%

Sutherland Shire Council provides a wide range of services for our community. Following is a snapshot of a diverse range of services and facilities that we provide and maintain for our community.

Manage approximately **3,000 hectares of Council Bushland & 110 Bushland reserves**

Work with **650 Bushcare volunteers**



Maintain approximately **250 kilometres of creeks**



Support and facilitate a wide range of community arts festivals and events

Provide **2 performance venues** and an arts centre



Care for **77 sportsfields**, and more than **150 playgrounds**

Provide **3 leisure centres** and **8 libraries**



Provide over **210,000 weekly waste services**



Manage and maintain **33 community centres** and **11 early education centres**

Provide seasonal patrols for **5 beaches** and cleaning and maintenance of **8 tidal pools**

Attract over **6 million beach and tidal pool visitors per year**



Overall performance of Council

Overall satisfaction with Council performance

Regular community research is undertaken to identify the community's ratings of importance and satisfaction across Council's services and facilities and identify community priorities to inform ongoing long term planning.

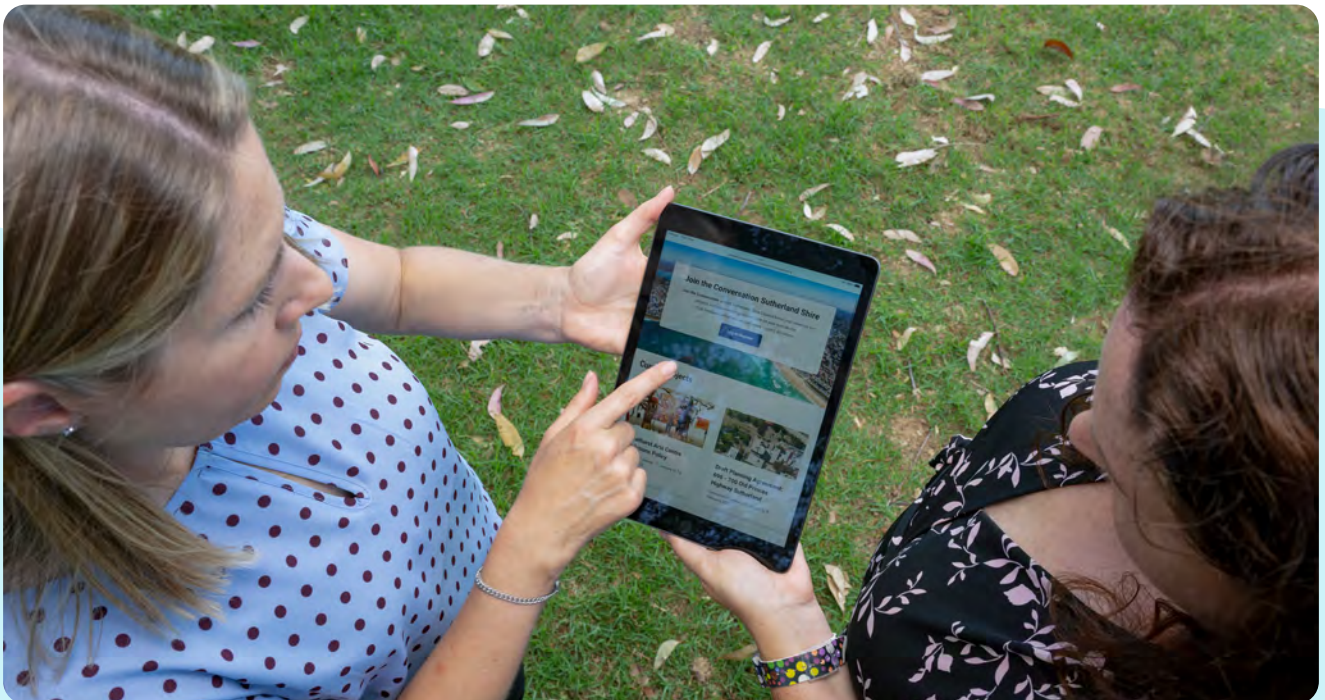
The community survey is undertaken every two years, which provides valuable insights into changing sentiments and emerging needs over time. This has been particularly important during and following the COVID-19 pandemic, which impacted community wellbeing and interaction with Council services in many ways.

The 2024 Community Survey results indicate that there are 11 key areas which are most important in driving community satisfaction. These account for nearly 60%

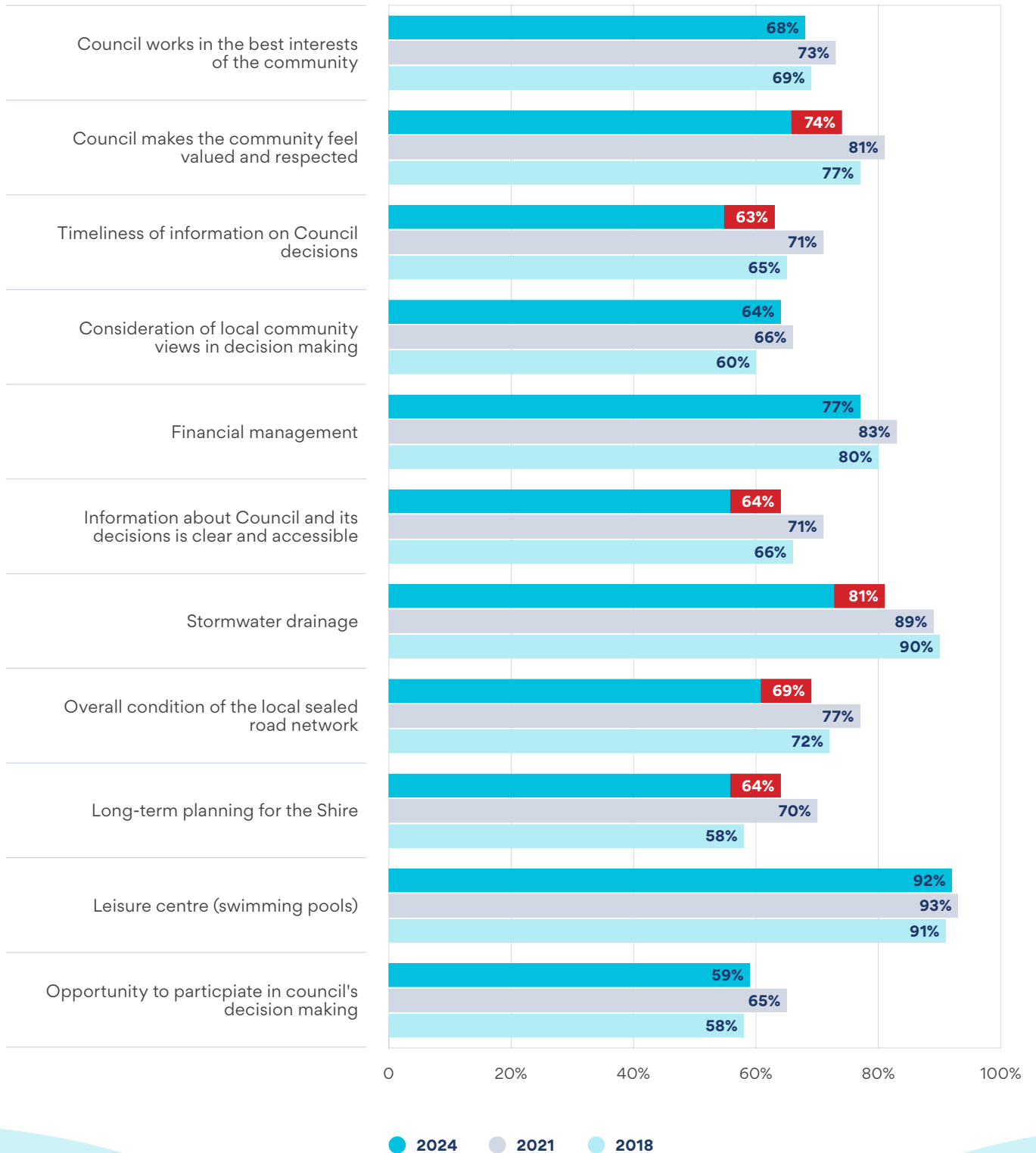
88%

of Sutherland residents are at least somewhat satisfied with the performance of Council over the last 12 months, consistent with 2021 result of 89%.

of overall Council satisfaction and are listed in order of importance. The 2024 results indicate a decrease in community satisfaction across many of these key drivers and, significantly, across 6 as indicated in red text in the graph on the next page.



Key drivers of satisfaction with Council



Community survey conducted by Micromex Research May 2024.

QUALITY OF LIFE

98%

of Sutherland residents rate their quality of life as 'good' to 'excellent', which is a slight increase on 2021 result of 97%.

COMMUNITY VISION

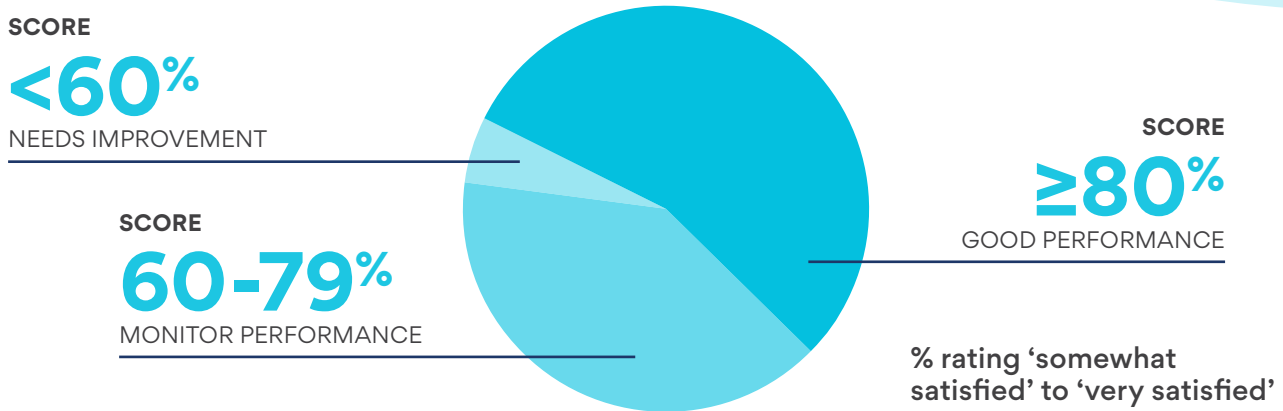
99%

of Sutherland residents are at least 'somewhat' supportive of the Sutherland Shire Community Vision, up slightly from 97% in 2021.



Community satisfaction with the services and facilities Council provides

The graph below provides a visual summary of the community’s satisfaction with the services and facilities Council provides, based on the percentage that score those rating ‘somewhat satisfied’ to ‘very satisfied’. Out of the 38 service areas, 21 received a ‘good’ performance rating, 15 received a ‘monitor performance’ for 2 ‘needs improvement’ performance.



SCORE: ≥80% GOOD PERFORMANCE

- Household waste service, including rubbish and recycling
- Management of beaches and waterways
- Management of local bushland
- Stormwater drainage
- Supporting local jobs and businesses
- Appearance of suburbs
- Parks and playgrounds
- Quality and character of the built environment
- Leisure centres (swimming pools)
- Ovals and sportsgrounds
- Library services
- Information provided about local services and activities
- Streetscapes around shopping areas
- Graffiti removal in public places
- Domestic animal control in public places
- Festival and events programs
- Childcare services
- Hazelhurst Regional Gallery
- The Pavilion Performing Arts Centre
- Community buildings and halls
- Cultural facilities & services overall

SCORE: 60-70% MONITOR PERFORMANCE

- Long-term planning for the Shire
- Council works in the best interests of the community
- Overall condition of the local sealed road network
- Financial management
- Overall condition of the local footpath network
- Management of Shire tree coverage
- Condition/cleanliness of public toilets
- Council makes the community feel valued and respected
- Provision of footpaths
- Consideration of local community views in decision making
- Location/availability of public toilets
- Timeliness of information on council decisions
- Information about Council and its decisions is clear and accessible
- Diversity & choice of housing types
- Provision of bike paths

SCORE: < 60% NEEDS IMPROVEMENT

- Neighbourhood traffic conditions/management
- Opportunity to participate in Council’s decision-making

Community Survey conducted by Micromex Research May 2024.

Most valued aspects of living in the Sutherland Shire



Surroundings/access to beaches, parks and nature reserves



Sense of community



Location/proximity to shops, facilities and transport

Resident comments

“

Good mix of natural areas, including open spaces and parks”



“Close to a lot of things like the hospital, police, Westfield”



“The community is good, and I enjoy being here”

“Freedom and feeling of safety compared to other suburbs”

“Tranquillity of the area”

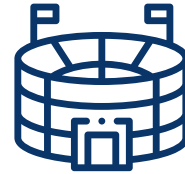
Priority issues



Managing traffic congestion



Overdevelopment/
managing development



Infrastructure/services
to cater for the growing
population

Resident comments

“

Ensure the development doesn't exceed the available infrastructure and services”

“Traffic congestion - in and out of Cronulla especially”

“Improving public transport. More trains, more buses, better bus routes”

“Maintenance of roads with lots of traffic passing through”



“A lot more private parking for new developments is needed to get cars off the street”



Community Survey conducted by Micromex Research May 2024.

Comparison with other Metropolitan Councils

Greater Cities and Wellbeing Index

An independent report was recently published by SGS Economics and Planning, measuring a holistic overview of economic wellbeing and performance called the Cities and Wellbeing Index. The research was undertaken across

518 local government areas (LGAs) assessing them on seven indicators including economy; income and wealth; employment, knowledge and skills; housing; health; equality, community and work-life balance; and environment.

#8

Sutherland Shire rated extremely well and sits in the Top 10 nationally at #8 overall out of the 518 LGAs.

#3

Sutherland Shire also does exceptionally well at #3 when benchmarked with peer Councils.

Highest performing local government areas

- 1 Northern Beaches
- 2 Australian Capital Territory
- 3 North Sydney (Greater Sydney)
- 4 Ku-ring-gai (Greater Sydney)
- 5 Hornsby (Greater Sydney)
- 6 Lane Cove (Greater Sydney)
- 7 Mosman (Greater Sydney)
- 8 Sutherland Shire (Greater Sydney)**
- 9 Sydney (Greater Sydney)
- 10 Brisbane (Greater Brisbane)

Peer Council benchmark

- 1 Northern Beaches (Greater Sydney)
- 2 Lane Cove (Greater Sydney)
- 3 Sutherland Shire (Greater Sydney)**
- 4 Willoughby (Greater Sydney)
- 5 Waverly (Greater Sydney)
- 6 Randwick (Greater Sydney)
- 7 Canada Bay (Greater Sydney)
- 8 Georges River (Greater Sydney)

Greater Cities and Wellbeing Index

| Cities and Regions Well Being Index | | Sutherland Shire | |
|---|------------------------------|----------------------|--------------|
| Indicators | Ranking (out of 518 LGAs) | Score (out of 10) | Overall Rank |
| Income & Wealth | #9 | 8.1 | Excellent |
| Environment | #29 | 8.6 | Excellent |
| Health | #31 | 7.7 | Excellent |
| Employment, knowledge and skills | #74 | 6.8 | Excellent |
| Equality, Community & work-life balance | #179 | 5.7 | Good |
| Economy | #219 | 4.1 | Good |
| Housing | #293 | 6.9 | Average |

Australian Liveability Census

Sutherland Shire Council participated as a Census Partner in the 2023 Australian Liveability Census (26 March – 30 June 2023). In this research residents from the Sutherland Shire and the rest of the Australian community rated 50 Place Attributes in relation to the liveability of their own neighbourhood.

The results clearly indicate that Sutherland Shire outperforms both the NSW and Australia benchmarks in 7 out of the 9 attributes as indicated by the shading in the following table:

| Attribute | Sutherland | NSW | Australia |
|--------------------------------|------------|-----|-----------|
| Management and Safety | 7.4 | 6.9 | 6.9 |
| Open Space | 7.2 | 6.8 | 6.9 |
| Community | 7.1 | 6.9 | 6.9 |
| Movement | 7 | 6.9 | 7.1 |
| Social facilities and services | 6.9 | 6.5 | 6.5 |
| Environmental Sustainability | 6.8 | 6.5 | 6.6 |
| Housing and Development | 6.7 | 6.4 | 6.4 |
| Economy | 6.7 | 6.6 | 6.6 |
| Character | 6.4 | 6.4 | 6.4 |

Sutherland Shire outperforms the National benchmark in the highest nationally valued attributes:

| Highest nationally valued attributes | Sutherland Shire LGA | National |
|--|----------------------|----------|
| Elements of natural environment | 79% | 71% |
| General condition of public open space | 71% | 66% |
| Access to neighbourhood amenities | 60% | 56% |

Performance by Outcome

The following section assesses each of the six outcomes against the benchmarks set in the Community Strategic Plan

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

OUTCOME 1

Strong civic leadership trusted by an informed and engaged community

- Collaboration and engagement with our community
- Strong strategic partnerships to advocate for our community
- Transparency, integrity and good governance

STRATEGY 1.1

Our community and leadership will collaborate to support the lifestyle and environment to which we aspire.

STRATEGY 1.2

Our leadership develops and maintains strong partnerships with a broad range of stakeholders to advocate effectively on behalf of the broader community.

STRATEGY 1.3

Sutherland Shire Council demonstrates good governance and is trusted by the community to make informed decisions that reflect community values and aspirations.

Sustainable Development Goals



Quadruple Bottom Line

Civic Leadership



Key Achievements - Outcome 1

STRATEGY 1.1

Our community and leadership will collaborate to support the lifestyle and environment to which we aspire.

- Conducted the bi-annual community satisfaction survey in 2021 and 2024 to identify the community's overall level of satisfaction with Council performance and to understand community priorities and satisfaction with activities, services and facilities provided by Council.
- Implemented customer satisfaction measurement at key customer touchpoints.
- Adopted the Community Engagement Strategy outlining our approach to engaging with our community and stakeholders.
- Launched a new Council website providing a high level of customer service, engagement and a more intuitive platform for our customers.



STRATEGY 1.2

Our leadership develops and maintains strong partnerships with a broad range of stakeholders to advocate effectively on behalf of the broader community.

- Advocated for prominent issues impacting the Sutherland Shire.






STRATEGY 1.3

Sutherland Shire Council demonstrates good governance and is trusted by the community to make informed decisions that reflect community values and aspirations.

- Completed the Information, Customer & Technology Strategy.
- Commenced implementation of the OneCouncil Enterprise Resource Platform.
- Implemented an organisational Capability Framework enabling the growth of capability of our employees aligned with organisational objectives.
- Developed and implemented the Cyber Security Framework ensuring protection of our information assets.
- Developed a Service Review Program focused on continuous improvement.
- Developed an Apprentice, Graduate and Training Program to support succession planning and to create future workforce pathways and talent pipelines.
- Progressed implementation of core elements of Enterprise Risk Management Framework.
- Implemented core elements of the Safety Roadmap.

Performance against Community Goals set in the Community Strategic Plan - Outcome 1

-  Target Met
-  Target within +/- 10%
-  Target not met

| Community Indicator | Measure | Base Year | Results | Performance Indicator | Source |
|--|---|---------------------------------|---------------------------------|--|---|
| Council's long-term planning for the Shire | Increasing community satisfaction with Council's long-term planning for the Shire | 2021 70% | 2024 64% |  | Community Satisfaction Survey |
| Council's consideration of community views | Increasing community satisfaction with Council's consideration of community views | 2021 66% | 2024 64% |  | Community Satisfaction Survey |
| Community involvement in decision-making | Increasing community satisfaction with and involvement in decision-making | 2021 65% | 2024 59% |  | Community Satisfaction Survey |
| Overall community satisfaction with Sutherland Shire Council | Increasing overall satisfaction with Sutherland Shire Council | 2021 89% | 2024 88% |  | Community Satisfaction Survey |
| Community's access to information | Increasing the community's access to information | 2021 71% | 2024 64% |  | Community Satisfaction Survey |
| Community trust in Council making informed decisions that reflect community values and aspirations | Increasing community trust in Council decision making (Council works in the best interests of the community) | 2021 73% | 2024 68% |  | Community Satisfaction Survey |
| Council's sustainable financial management | Overall annual financial performance meets financial goals set by Council's Long Term Financial Plan | 2021/22 All metrics achieved | 2022/23 All metrics achieved | 2023/24 2 metrics not achieved  | Council's financial statements |
| Customer Service | Increased satisfaction with Council's customer service (when lodging a request) | 2022/23 88% | 2023/24 90% |  | Forsta (Voice of Customer) Council Data |

Community wellbeing indicators

Sutherland Shire Council sought to examine community attitudes and perceptions towards Council and conducted a Community Satisfaction Survey in 2018, 2021 and 2024.

Community satisfaction scores in relation to Outcome 1

Overall satisfaction with Sutherland Shire Council remains strong at 88%.

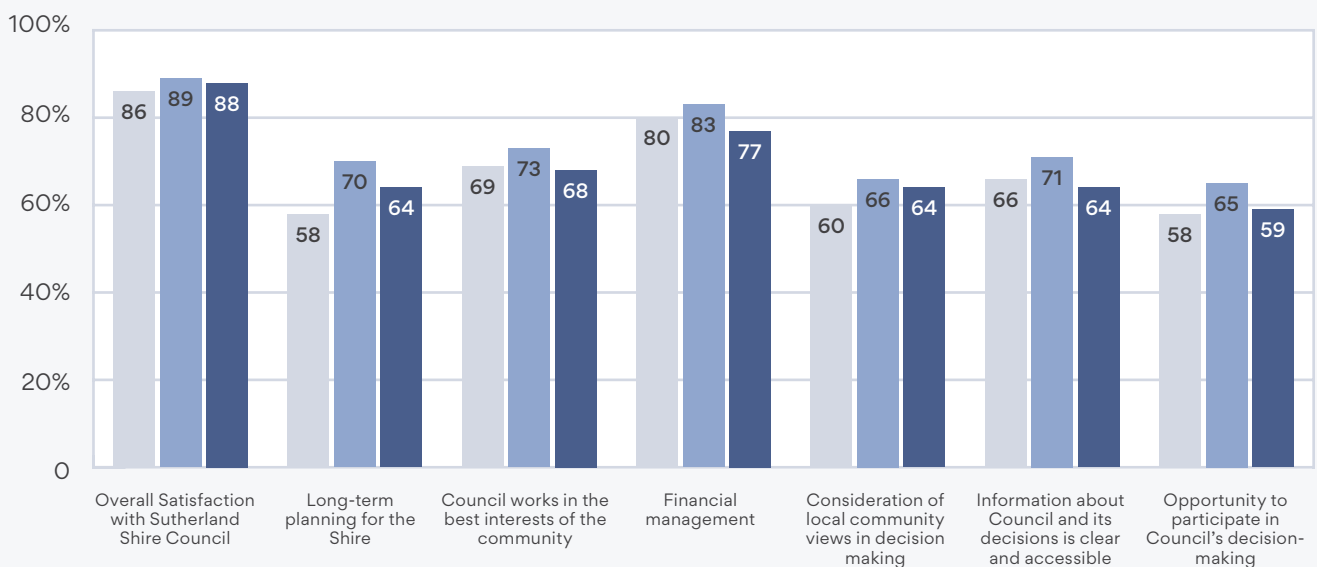
The areas where there was a significant drop in community satisfaction:

- ‘Long-term planning for the Shire’ - **64%**
- ‘Information about Council and its decisions is clear and accessible’ - **64%**

Other areas where there has been some decrease in community satisfaction since 2021:

- ‘Council works in the best interests of the community’ - **68%**
- ‘Financial management’ - **77%**
- ‘Consideration of local community views in decision making’ - **64%**
- ‘Opportunity to participate in Council’s decision-making’ - **59%**

Community Satisfaction
(% rated ‘somewhat satisfied’ to ‘very satisfied’)



Community Survey prepared by Micromex Research May 2024.

● 2018 ● 2021 ● 2024

Future opportunities

Council is committed to building community trust and confidence in Council. Our draft Customer Experience Strategy aims to transform how we deliver customer-centric services, ensuring we meet the needs of our customers and the broader community.

A key goal of this strategy is to ensure that customers are informed and engaged in Council activities and decisions by focusing on transparent communication and prioritising customer collaboration in decision-making processes.

Long-term planning for Sutherland Shire will continue with a new suite of strategic plans including an updated Community Strategic Plan, new four-year Delivery Program and annual Operational Plans, and a new suite of Resourcing Strategies (Asset Management Strategy, Long-Term Financial Plan, Workforce Strategy, and Information Management and Technology Strategy). Collectively these plans and strategies aim to align resources with community needs while also anticipating future growth trends.

Council's continuous improvement framework aims to optimise service delivery through performance measurement and service reviews, which will look at how we can deliver best value services to the community.

As service reviews take place across Council, new and innovative ways of operating should be introduced. Combined with new technologies and methodologies, these efficiencies can impact Council's financial management into the future.

By focusing on long-term planning, financial management, service optimisation and community engagement, Council aims to provide resilient and responsive services that effectively address the evolving needs of our community.

OUTCOME 2

A beautiful, protected and healthy natural environment

- Addressing climate change
- Protecting the natural environment
- Promotion sustainability

STRATEGY 2.1

Environment and climate risks and impacts are understood and managed.

STRATEGY 2.2

Effectively manage and conserve our natural resources.

STRATEGY 2.3

Enhance and protect diverse natural habitats.

STRATEGY 2.4

Protect our beaches, rivers and oceans.

Sustainable Development Goals



Quadruple Bottom Line Environmental



Key Achievements - Outcome 2

STRATEGY 2.1

Environment and climate risks and impacts are understood and managed.

- Joined the Global Covenant of Mayors for Climate and Energy network in 2021.
- Reduced emissions across Council operations by 41%.



STRATEGY 2.2

Effectively manage and conserve our natural resources.

- Commenced the Solar My School project supporting local energy generation, reduction of emissions for the community and learning opportunities for students.
- Diverted 70 tonnes of soft plastics and textiles from landfill via our partnership with Recycle Smart.
- Delivered the Bushcare Program with 450 active volunteers maintaining more than 90 bush care sites.
- Endorsed the Community Recycling Centre implementation roadmap.
- Endorsed the Food Organics Garden Organics (FOGO) service implementation roadmap.
- Optimised the Cronulla Woolloomooloo Wastewater Re-Use Scheme with 241,368 kl of recycled water delivered.
- Implemented the Corporate Energy and Water Efficiency Plan.
- Adopted the Waste Management Strategy aiming to provide cost effective, innovative and sustainable waste management services to the community.
- Conducted 48 waste workshops with 720 participants.

STRATEGY 2.3

Enhance and protect diverse natural habitats.

- Progressed development of a Koala Plan of Management for the Sutherland Shire aiming to restore habitat and increase Koala population.






STRATEGY 2.4









Protect our beaches, rivers and oceans.

- Commenced Stages 2, 3 and 4 of the Georges River Coastline Management Program.
- Commenced the Woronora River Flood study project in 2024.



Performance against Community Goals set in the Community Strategic Plan - Outcome 2

-  Target Met
-  Target within +/- 10%
-  Target not met

| Community Indicator | Measure | Base Year | Results | Performance Indicator | Source |
|--|--|---|---|---|-------------------------------|
| Recycling | Increased rates of recycling | 2021/22 Recycling 20,046 (tonnes) | 2023/24 Recycling 18,227 (tonnes) |  | Council Data |
| | Increased satisfaction with household waste service, including rubbish and recycling | 2021 89% | 2024 91% |  | Community satisfaction survey |
| Water quality | Maintaining water quality ('fair' or 'better') against the set target of 75% | 2021 Water quality 93% | 2024 Water quality 93% |  | Council data |
| Waste diversion | Increased waste diversion rates | 2021/22 Garbage 51,062 (tonnes) | 2023/24 Garbage 46,147 (tonnes) |  | Council Data |
| | | Clean up 9,586 (tonnes) | Clean up 9,635 (tonnes) | | |
| | | Green waste 33,224 (tonnes) | Green waste 28,394 (tonnes) | | |
| Greenhouse gas emissions | Reduced greenhouse gas emissions | 2021/22 Greenhouse gas emissions 1,979,018 (tonnes CO ₂ e) | 2022/24 Greenhouse gas emissions 1,902,561 (tonnes CO ₂ e) |  | Council Data |
| Tree canopy | No net canopy loss in urban areas | As of 2020, overall canopy cover for Sutherland Shire was 43.6%, and in urban areas 24.7%. We have seen a decrease of 0.4% of tree canopy between 2016 and 2020. Lost canopy can be attributed to trees removed for safety risks, development pressures, ageing tree canopy and illegal removals. The next canopy coverage analysis is scheduled for 2024/25. | | | Council Data |
| Management of local bushland and reserves | Increasing community satisfaction with local bushland and reserves management | 2021 91% | 2024 89% |  | Community satisfaction survey |
| The natural environment is respected and protected | Increasing community satisfaction that the natural environment is respected and protected | 2021 71% | 2024 70% |  | Community satisfaction survey |
| Beaches are kept clean and tidy | Maintaining community satisfaction that beaches are kept clean and tidy | 2021 94% | 2024 93% |  | Community satisfaction survey |

Community wellbeing indicators

Sutherland Shire Council sought to examine community attitudes and perceptions towards Council and conducted a Community Satisfaction Survey in 2018, 2021 and 2024.

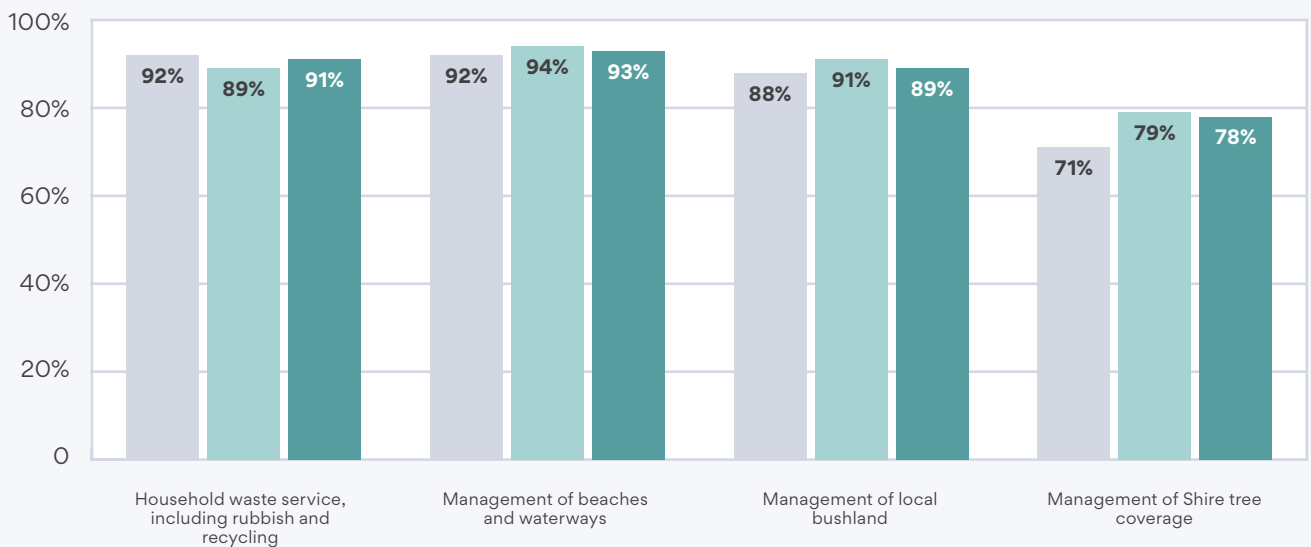
Community satisfaction scores in relation to Outcome 2

Satisfaction with household waste service, including rubbish and recycling remains strong at 91%.

Despite relatively high scores, areas where there has been a minor decrease in community satisfaction since 2021 are:

- ‘Management of beaches and waterways’ - **93%**
- ‘Management of local bushland’ - **89%**
- ‘Management of Shire tree coverage’ - **78%**

Community Satisfaction
(% rated ‘somewhat satisfied’ to ‘very satisfied’)



Community Survey prepared by Micromex Research May 2024.

● 2018 ● 2021 ● 2024

Future opportunities

Over the next four years, Council will continue to focus on sustainability and protection of the natural environment with the development and implementation of four new strategies.

The creation of a Tree and Bushland Strategy will aim to provide a long-term plan to improve tree and bushland management in Sutherland Shire. This strategy will address maintaining and increasing the tree canopy by providing a coordinated, risk based and best practice approach. In addition, the development of a Biodiversity Strategy will aim to protect, enhance and sustainably manage the diverse natural environments. It will focus on conserving native habitats, restoring ecosystems, and safeguarding threatened species. Both strategies focus on protecting our natural assets.

The Climate Strategy, which is in development, will be the blueprint to guide planning for urgent, equitable climate action to achieve net zero for Council operations by 2030 and support the community in achieving net zero by 2050.

We will continue to implement the Waste Management Strategy with key initiatives

such as the Food Organics Garden Organics (FOGO) service and the Community Recycling Centre within the Sutherland Shire.

With the Sutherland Shire's waterways being a highly valued natural asset that contributes significantly to the community's quality of life, the development of a Catchment and Waterways Strategy will aim to protect and enhance the waterways.

By promoting community involvement and sustainable development practices, the strategies seek to ensure the long-term health and resilience of our natural resources, while balancing environmental, social, and economic needs.

Council will continue to work with and advocate to Federal and State Government, Global Covenant of Mayors for Climate and Energy, Resilient Sydney, Southern Sydney Regional Organisation of Councils and other organisations to ensure we can work towards community priorities of sustainability and protection of the natural environment.

OUTCOME 3

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

- Quality health services
- Community safety and wellbeing
- Community connections through culture and identity

STRATEGY 3.1

The community has access to quality services to support and enhance health and wellbeing.

STRATEGY 3.2

Develop and enhance programs that support and enable the safety and wellbeing of all in our community.

STRATEGY 3.3

Foster opportunities to strengthen community connections.

STRATEGY 3.4

Facilitate cultural activities and experiences.

STRATEGY 3.5

Recognise and respect our Aboriginal and Torres Strait Islander heritage.

Sustainable Development Goals



Quadruple Bottom Line Social



Key Achievements – Outcome 3

STRATEGY 3.1

The community has access to quality services to support and enhance health and wellbeing.

- Developed the Property Strategy optimising the value and benefits of our property assets.
- 96% of Council managed community venues transitioned to digital access creating a seamless user experience for our customers.
- Completed the design of the Gunnamatta Pavilion in 2024 to provide for the changing needs of the community while maintaining and restoring valued heritage features of the building.



STRATEGY 3.2

Develop and enhance programs that support and enable the safety and wellbeing of all in our community.

- Delivered the Rally4Ever free 10-week tennis program at Seymour Shaw Tennis Courts.
- Over 90 events held across all sectors to reduce loneliness and social isolation.
- Delivered the swimming pool safety education campaign in 2023 and 2024 building awareness across the community.
- Endorsed the 2022-2026 Disability Inclusion Action Plan (DIAP) aimed at making Sutherland Shire accessible and inclusive.
- Adopted the Sports Strategy contributing to an active, safe, healthy, vibrant and liveable community.
- Partnered with members of the Domestic Violence Committee to promote informative videos and assist affected residents to seek support.

STRATEGY 3.3

Foster opportunities to strengthen community connections.

- Delivered the ‘Sutho Skate’ event to inspire young skateboarders in the community.
- Developed annual Community Sector Plans and Action Plans that address local needs and challenges and mobilises community assets.
- Delivered 30 specialised events and activities during the Seniors Festival.
- Delivered Loneliness Forum to combat social isolation in the community.
- Developed a new range of public events to support public gatherings including Australia Day, Meeting of Two Cultures and Fire Stories.
- Developed and coordinated the LGBTQIA+ think tank collaborative.
- Delivered Volunteer Expo to connect those experiencing loneliness with organisations recruiting for volunteers.

STRATEGY 3.4

Facilitate cultural activities and experiences.




- Delivered the ShireABILITY Art Awards attended by over 200 people in 2023.
- Delivered the Cut Short Film Competition in 2023.

STRATEGY 3.5

Recognise and respect our Aboriginal and Torres Strait Islander heritage.

- Developed and implemented the Reflect Reconciliation Action Plan (RAP).
- Commenced the Innovate Reconciliation Action Plan.
- Established a Communication and Engagement Protocol to provide guidance for respectful communication with, and develop content relating to, Aboriginal and/or Torres Strait Islander peoples in our community.
- Delivered increased access to Dharawal and First Nations culture through partnerships, exhibitions, events and programs.

Performance against Community Goals set in the Community Strategic Plan - Outcome 3

-  Target Met
-  Target within +/- 10%
-  Target not met

| Community Indicator | Measure | Base Year | Results | Performance Indicator | Source |
|---|--|--|--|---|--|
| Hospitals, medical, and mental health services are adequate and accessible | Increasing satisfaction that hospitals, medical, and mental health services are adequate and accessible | 2021 69% | 2024 55% |  | Community satisfaction survey |
| Volunteering | Increasing participations rates in volunteering | 2016 Sutherland Shire 19.2% Greater Sydney 16.7% | 2021 Sutherland Shire 13.6% Greater Sydney 11.6% |  | Australian Bureau of Statistics Census 2021 |
| Opportunity to participate in community life | Increasing agreement that people have a fair opportunity to participate in community life | 2021 80% | 2024 73% |  | Community satisfaction survey |
| The range of community groups and support networks for residents | Increasing agreement that there is a good range of community groups and support networks for residents | 2021 64% | 2024 67% |  | Community satisfaction survey |
| The community is compassionate and supportive of the most vulnerable in society | Increasing agreement that the community is compassionate and supportive of the most vulnerable in society | 2021 63% | 2024 52% |  | Community satisfaction survey |
| Community events | Increasing number of people attending community events | 2021/22 43,000 | 2023/24 40,930 |  | Council Data |
| Sense of Community | Maintaining the reported sense of community | 2021 81% | 2024 76% |  | Community satisfaction survey |
| The community is harmonious, cohesive and inclusive | Increasing agreement that the community is harmonious, cohesive and inclusive | 2021 65% | 2024 60% |  | Community satisfaction survey |
| The range of opportunities for cultural and artistic activities and expression | Increasing agreement that there is a good range of opportunities for cultural and artistic activities and expression | 2021 55% | 2024 57% |  | Community satisfaction survey |
| The cultural sector in the Sutherland Shire | Growth of the cultural sector in the Sutherland Shire Satisfaction with cultural facilities and services overall | 2021 83% | 2021 89% |  | Community satisfaction survey |

| | | | | | |
|---|--|--|---|----------|---------------------|
| <p>Cultural Facilities and Events</p> | <p>Increasing visitor satisfaction with cultural facilities and events</p> <p>Hazelhurst Arts Centre attendance</p> | <p>2021 (impacted by Covid-19)</p> <p>82,569</p> | <p>2024</p> <p>153,921</p> | <p>✓</p> | <p>Council Data</p> |
| <p>Protection of our Aboriginal Sites</p> | <p>Maintaining protection of our Aboriginal sites</p> | <p>2021</p> <p>None</p> | <p>2024</p> <p>Funding allocated towards the maintenance and protection of the Grays Point Reserve Aboriginal heritage site</p> | <p>✓</p> | <p>Council Data</p> |



Community wellbeing indicators

Sutherland Shire Council sought to examine community attitudes and perceptions towards Council and conducted a Community Satisfaction Survey in 2018, 2021 and 2024.

Community satisfaction scores in relation to Outcome 3

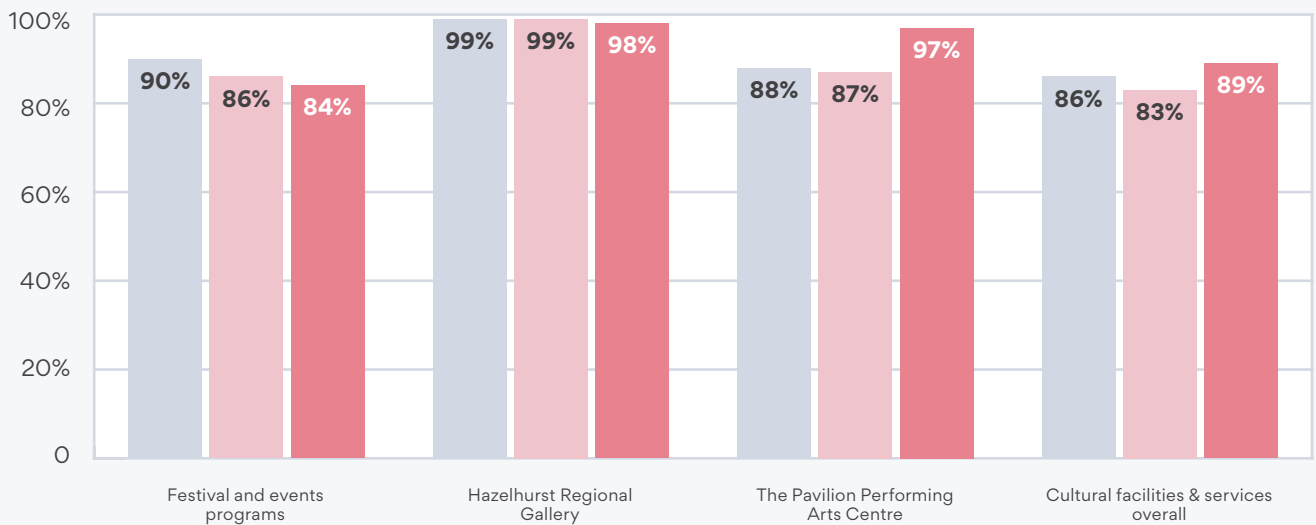
Satisfaction with The Pavilion Performing Arts Centre increased significantly to 97% and satisfaction with cultural facilities and services overall scores increased to 89%.

There has been a minor decrease in community satisfaction of:

- Festivals and events programs - **84%**
- Hazelhurst Regional Gallery - **98%**

However, it is worth noting that these scores are still very high.

Community Satisfaction
(% rated 'somewhat satisfied' to 'very satisfied')



Community Survey prepared by Micromex Research May 2024.

● 2018 ● 2021 ● 2024

Community agreement scores in relation to Outcome 3

There has been an increase in agreement with the statements:

- ‘There is a good range of community groups and support networks for residents’ - **67%**
- ‘There is a good range of opportunities for cultural and artistic activities and expression’ - **57%**

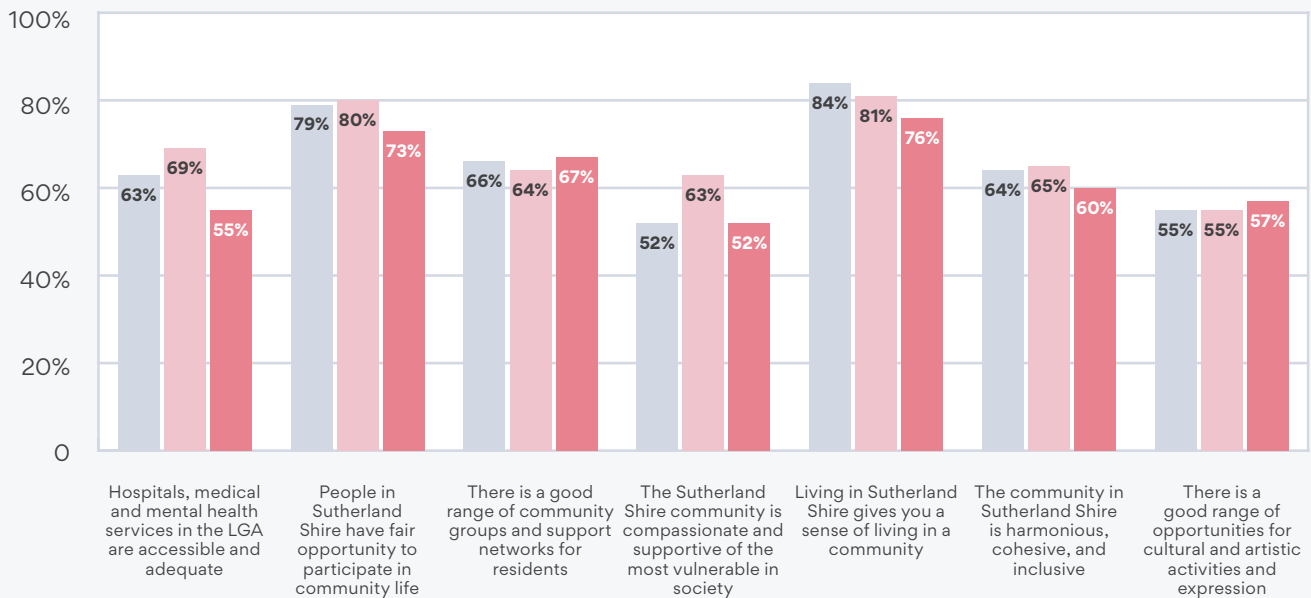
The three areas where there has been a significant decrease in agreement scores are:

- ‘Hospitals, medical and mental health services in the LGA are accessible and adequate’ - **55%**
- ‘People in Sutherland Shire have fair opportunity to participate in community life’ - **73%**
- ‘The Sutherland Shire community is compassionate and supportive of the most vulnerable in society’ - **52%**

Other areas which have decreased marginally are:

- ‘Living in Sutherland Shire gives you a sense of living in a community’ - **76%**
- ‘The community in Sutherland Shire is harmonious, cohesive, and inclusive’ - **60%**

Agreement Statements ((% rated ‘Agree’ and ‘Strongly’ Agree)



Community Survey prepared by Micromex Research May 2024.
*No data on these statements collected in 2018.

● 2016* ● 2021 ● 2024

Future opportunities

While a great amount has been achieved in the last Council term, there are areas which will remain a focus for delivering on community needs for services and key projects.

The creation of a Resilience Strategy will aim to strengthen the communities and Councils' ability to withstand and adopt to various environmental, social, and economic challenges. It will guide actions to build a more resilient Sutherland Shire with wellbeing at the forefront, while safeguarding infrastructure, natural resources, and services against future disruptions.

We are committed to supporting our vulnerable communities as well as ensuring the community is cohesive and inclusive. Council runs annual and one-off events throughout the year to cater to our community that work towards and maintain our inclusive and cohesive community. The development of an Event and Activation Plan will focus on a strategic and holistic way to deliver events to our diverse community.

Council aims to foster an inclusive and harmonious community where all members of multicultural community thrive. The upcoming development of a Multicultural Action Plan aims to provide strategic direction for how Council will support, plan and deliver programs to address current and future needs of the community.

The development of the Innovate Reconciliation Action Plan is currently underway, taking a significant step towards creating meaningful change and fostering respect and reconciliation with the Aboriginal and Torres Strait Islander communities.

Community research has highlighted a focus on hospitals and health services provision within the Sutherland Shire. While Council does not directly provide Health services, we will continue to advocate to NSW Health and other government agencies on key issues affecting our community.

OUTCOME 4

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

- Building economic resilience
- Local businesses and jobs
- Education and training
- Library resources and spaces

STRATEGY 4.1

Collaborate with our business community to support thriving local business.

STRATEGY 4.2

Increase access to local employment and training opportunities.

STRATEGY 4.3

Improve access to quality education at all stages of life.

Sustainable Development Goals



Quadruple Bottom Line

Economic

Social



Key Achievements – Outcome 4

STRATEGY 4.1

Collaborate with our business community to support thriving local business.

- Delivered the Small Business Month Summit with 180 local businesses in attendance in 2022.
- Held the Gymea Nights’ festival with live performances, activities and lighting displays to support local businesses in 2022.
- Implemented the Flora Street Parklet project as part of the Streets as Shared Spaces Program in 2023.

STRATEGY 4.2

Increase access to local employment and training opportunities.

- 35 apprentices, graduates and trainees hosted by Council.
- Collaborated with Universities and Tafe by participating in the Business and Industry Subcommittee.






STRATEGY 4.3

Improve access to quality education at all stages of life.

- Delivered enriched content of the Local Studies collection through the Local History Sutherland Shire online application.
- Delivered exhibitions and art classes at Hazelhurst.
- Developed a 5-year Marketing Plan to increase community awareness of the collection and services provided by Sutherland Shire Libraries.
- Developed the Cultural Strategy with community and stakeholder consultation.
- Launched a new Visit Sutherland Shire website to support the growth and value of tourism to the Sutherland Shire.
- Adopted the Library Strategy.
- Completed the design and operating model for the Kirrawee Library+.
- 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.
- Maintained Early Education Centres occupancy rate of 94.26% with all centres rated as Meeting or Exceeding National Quality Standards.
- Improved access to and visibility of the libraries’ local history collections through outreach events.



Performance against Community Goals set in the Community Strategic Plan - Outcome 4

-  Target Met
-  Target within +/- 10%
-  Target not met

| Community Indicator | Measure | Base Year | Results | Performance Indicator | Source |
|--|---|---|---|---|-------------------------------|
| Business Confidence | Increasing number of local businesses (Number of Businesses in the Sutherland Shire) | 2021 22,128 | 2022 22,752 |  | Census data |
| Thriving local economy | Increase in Sutherland Shire's Gross Regional Product | 2021 \$13.3 Bill | 2023 \$14.2Bill |  | Census data |
| Shops and services in shopping areas meet residents' needs | Increasing satisfaction that shops and services in shopping areas meet residents' needs | 2021 83% | 2024 72% |  | Community satisfaction survey |
| Affordable cost of living | Increasing satisfaction that the cost of living in the Sutherland Shire is affordable to you | 2021 54% | 2024 43% |  | Community satisfaction survey |
| The local economy provides a wide range of opportunities | Increasing satisfaction that the local economy provides a wide range of opportunities | 2021 59% | 2024 57% |  | Community satisfaction survey |
| Planning for local economic growth and development | Increasing satisfaction that planning for local economic growth and development is adequate | 2021 53% | 2024 43% |  | Community satisfaction survey |
| Local employment | Increase in local employment (Sutherland Shire Local Employment) | 2021/22 81,730 | 2022/23 87,097 |  | Census data |
| Quality education is available and accessible | Increasing satisfaction that quality education is available and accessible | 2021 81% | 2024 78% |  | Community satisfaction survey |
| | Childcare occupancy rates | 2021 Occupancy 97% | 2023 Occupancy 96% |  | Council Data |
| | Increasing parent satisfaction in Council childcare centres | 2021 Parent satisfaction 96% | 2024 Parent satisfaction 93% |  | Council Data |
| | Increasing rates of library membership and visitor satisfaction | 2021 Library services satisfaction 96% | 2024 Library services satisfaction 97% |  | Community satisfaction survey |

Community wellbeing indicators

Sutherland Shire Council sought to examine community attitudes and perceptions towards Council and conducted a Community Satisfaction Survey in 2018, 2021 and 2024.

Community satisfaction scores in relation to Outcome 4

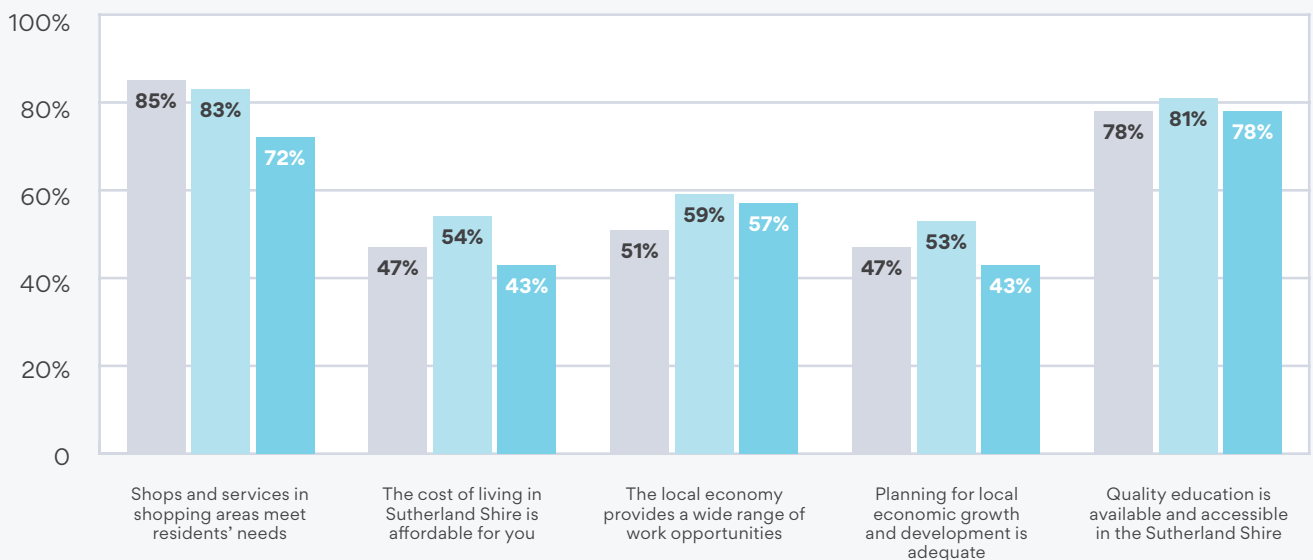
There are three areas where there has been a significant decrease in agreement scores:

- ‘Shops and services in shopping areas meet residents’ needs’ - **72%**
- ‘The cost of living in Sutherland Shire is affordable for you’ - **43%**
- ‘Planning for local economic growth and development is adequate’ - **43%**

Two other areas which have decreased marginally are:

- ‘The local economy provides a wide range of work opportunities’ - **57%**
- ‘Quality education is available and accessible in the Sutherland Shire’ - **78%**

Agreement Statements
(% rated ‘Agree’ and ‘Strongly’ Agree)



Community Survey prepared by Micromex Research May 2024.
*No data on these statements collected in 2018.

● 2016* ● 2021 ● 2024

Future Opportunities

While our community is relatively prosperous, with low unemployment rates and high average household income, there are still disadvantaged and vulnerable people living in our community. Council is committed to addressing these needs and building a strong local economy by increasing opportunities for education, employment and business prosperity.

We are exploring opportunities to increase representation of our diverse community through a range of programs and services that include people living with disability, Culturally and Linguistically diverse (CALD) audiences and LGBTQIA+ communities.

Plans for improving the local economy involve a comprehensive review and update of the Economic Strategy. There are also initiatives in place to collaborate with local

job providers to implement local programs and events to increase employment and Council is proactively marketing Sutherland Shire as a destination of choice to potential visitors to raise tourism rates and in turn drive the local economy.

Some of the plans in place for improving access to quality education at all stages of life include pop-up library and outreach programs along with the completion of the Kirrawee Library+, which is due for completion in April 2025. Over the next 12 months Council plans to manage the Early Education and care portfolio by undertaking a review of the Children's Services inclusion framework, internal quality and assurance framework and curriculum framework.

OUTCOME 5

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

- Promoting active lifestyles
- Public domain and community safety
- Enhancing green spaces

STRATEGY 5.1

Promote and enhance places where people can enjoy active lifestyles.

STRATEGY 5.2

Promote and ensure community safety in our places and spaces.

STRATEGY 5.3

Provide welcoming and accessible places and spaces.

Sustainable Development Goals



Quadruple Bottom Line

Environmental Social



Key Achievements – Outcome 5

STRATEGY 5.1

Promote and enhance places where people can enjoy active lifestyles.

- Delivered the Cinema Under the Stars events at 5 locations.
- Delivered the Bike to the Beach event.
- Delivered the 2022 Cronulla Walk the Walls Street art festival.
- Adopted the Sutherland Shire Leisure Centre Strategy 2023-2038.
- Opened Seymour Shaw Active Youth Precinct.
- Endorsed the Kareela Masterplan.



STRATEGY 5.2

Promote and ensure community safety in our places and spaces.

- Delivered the Surf Awareness and Survival education program annually with 178 schools and 7789 students participating.
- Installed four extra cameras for crime prevention activities at hotspots.
- Achieved a greater than 85% rehoming rate of animals at the Animal Shelter each year.
- Upgraded Emergency Operations Centre and launched the Emergency Management Dashboard.
- Completed 24 Rock Fishing Patrols.
- Progressed a program of Community Resilience Building and Emergency Management capability improvement actions.




STRATEGY 5.3





Provide welcoming and accessible places and spaces.

- Adopted the Public Domain Strategy.
- Completed stage 2A of Cronulla Town Centre Plaza upgrade and commenced Stage 2B.
- Completed design for Stage 1 and carpark for Gymea Bay Reserve and Baths upgrade.
- Adopted three masterplans: Don Lucas Reserve at Cronulla, Heathcote Oval and Gymea Bay Baths.
- Completed 4 sites trialling hybrid grass on sporting fields.
- Opened the Cooper Street Engadine Active Sports Precinct and All Abilities Playground in 2024.



Performance against Community Goals set in the Community Strategic Plan - Outcome 5

-  Target Met
-  Target within +/- 10%
-  Target not met

| Community Indicator | Measure | Base Year | Results | Performance Indicator | Source |
|---|--|---|---|---|-------------------------------|
| Leisure and Recreation opportunities | Increased community satisfaction with a range of leisure and recreation opportunities | 2021 80% | 2024 82% |  | Community satisfaction survey |
| Sporting facilities meeting community needs | Increased community satisfaction with sporting facilities meeting community needs | 2021 77% | 2024 77% |  | Community satisfaction survey |
| High quality of life | Increasing satisfaction with urban vitality that supports high quality of life | 2021 65% | 2024 61% |  | Community satisfaction survey |
| | Increasing rates of quality of life | 2021 89% | 2024 88% |  | Community satisfaction survey |
| Community safety | Maintain community perceptions of safety | 2021 'Feel safe during day' 95% 'Feel safe in home' 96% 'Safe using public facilities' 80% 'Feel safe at night' 82% | 2024 'Feel safe during day' 95% 'Feel safe in home' 94% 'Safe using public facilities' 80% 'Feel safe at night' 76% |  | Community satisfaction survey |
| | Decrease in domestic violence statistics | Apr 2021 - Mar 2022 688 | Apr 2023 - Mar 2024 574 |  | NSW Crime and Safety data |
| Lifeguard services | Increasing community satisfaction with lifeguard services | 2021 87% | 2024 89% |  | Community satisfaction survey |
| Active transport | Increased community satisfaction with the active transport network | 2021 'Is a safe area for pedestrians' 76% 'Safe area for cyclists' 39% 'Traffic systems provide for safe and efficient traffic flow' 34% | 2024 'Is a safe area for pedestrians' 67% 'Safe area for cyclists' 37% 'Traffic systems provide for safe and efficient traffic flow' 35% |  | Community satisfaction survey |

Community wellbeing indicators

Sutherland Shire Council sought to examine community attitudes and perceptions towards Council and conducted a Community Satisfaction Survey in 2018, 2021 and 2024.

Community satisfaction scores in relation to Outcome 5

There were two agreement scores that increased:

- ‘There is a good range of leisure and recreation opportunities’ - **82%**
- ‘Beaches are well patrolled by lifeguards’ - **89%**.

Agreement scores that were maintained were:

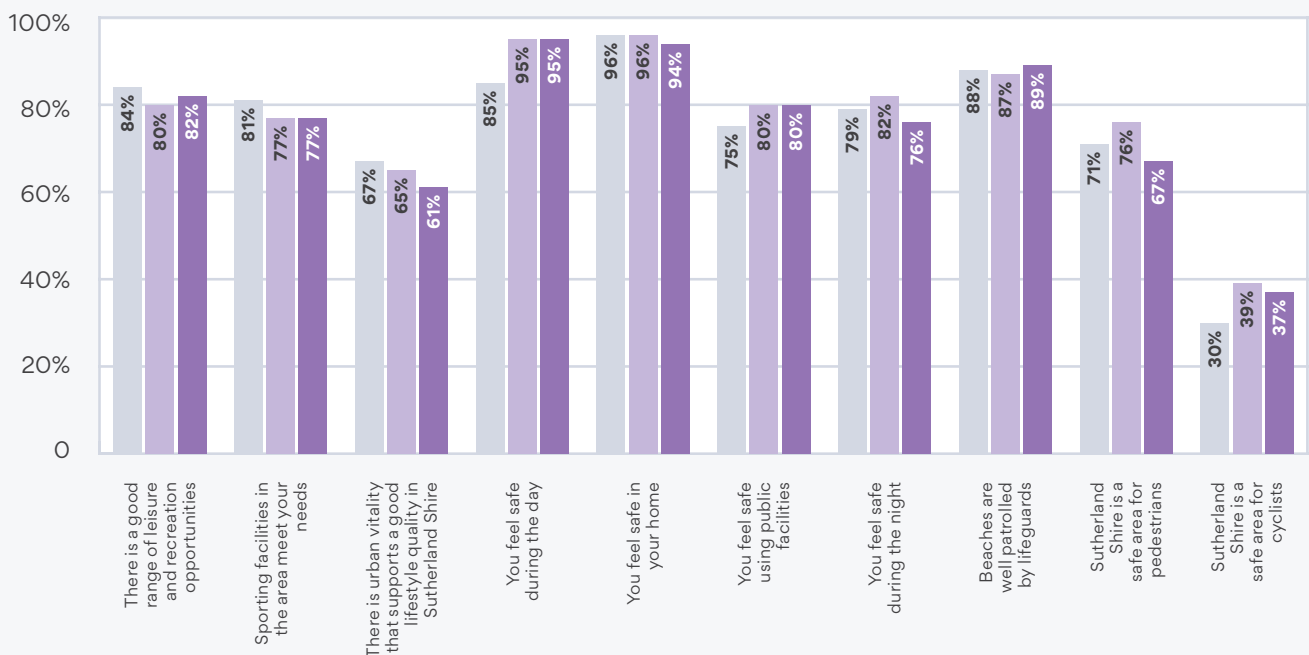
- ‘Sporting facilities in the area meet your needs’ - **77%**
- ‘You feel safe during the day’ - **95%**
- ‘You feel safe using public facilities’ - **80%**.

There were two agreement scores which significantly decreased ‘You feel safe during the night’ - **76%** and ‘Sutherland Shire is a safe area for pedestrians’ - **67%**

Agreement scores where there was a non-significant decrease were:

- ‘There is urban vitality that supports a good lifestyle quality in Sutherland Shire’ - **61%**
- ‘You feel safe in your home’ - **94%**
- ‘Sutherland Shire is a safe area for cyclists’ - **37%**.

Agreement Statements
(% rated ‘Agree’ and ‘Strongly Agree’)



Community Survey prepared by Micromex Research May 2024.

*No data on these statements collected in 2018.

● 2016* ● 2021 ● 2024

Future Opportunities

Council understands that welcoming and accessible places and spaces are important to the community. We are committed to planning and providing open spaces and places that are inclusive, accessible and meet the current and future needs of the community.

A safe and accessible active transport network forms part of the implementation of the Active Transport Strategy. Over the next two years Council will advocate to the NSW Government to support the planning and delivery of the Sutherland to Cronulla Active Transport Link, as well as to the TfNSW and Government agencies, for bike and pedestrian infrastructure between Loftus station and Royal National Park crossing the Princes Highway.

A draft Bike Plan is also in the final stages of completion aiming to make cycling the preferred choice of transport in the Sutherland Shire helping to reduce traffic congestion, carbon emissions, and contributing to healthier lifestyles, greater social cohesion and positive environmental outcomes.

As part of the Public Domain strategy Council is developing a works program for improved illuminated paths through way finding infrastructure and identifying footpath pavement gaps and associated improvement works program; along with a viability study of a pedestrian underpass/overpass linking east and west sides of Cronulla.

Key Council capital works projects over the next two years include delivering the GyMEA Bay Reserve and Baths Masterplan and upgrades, completing the upgrades to Cooper Street Reserve accessible and unisex facilities; delivering the Seymour Shaw Playing fields and carpark; progressing the Hungry Point Cliff Top walk (stage 1); delivering the Cronulla Town Centre Stage 2 Project and preparing the Public Domain plan for Jannali town centre.

OUTCOME 6

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

- Housing
- Balanced development
- Efficient transport

STRATEGY 6.1

Facilitate a diverse housing mix that provides choice and meets the needs of all community members.

STRATEGY 6.2

Ensure quality, well planned and balanced development supports the growth of our community.

STRATEGY 6.3

Plan and develop integrated transport networks to provide transport choices that allow people to get around in a safe, accessible and efficient manner.

Sustainable Development Goals



Quadruple Bottom Line

Economic

Social



Key Achievements – Outcome 6

STRATEGY 6.1

Facilitate a diverse housing mix that provides choice and meets the needs of all community members.

- Progressed development of Stage 2 of the Housing Strategy.
- Provided input into the Precinct Planning and Housing Strategy preparation.
- Progressed the Draft Housing Strategy.

STRATEGY 6.2

Ensure quality, well planned and balanced development supports the growth of our community.

- Implemented all changes to State Environmental Planning Policies (SEPPs) and technological initiatives set by the Department of Planning and Environment implemented.
- Provided education to the community across a range of Councils statutory roles to improve awareness and increase compliance.
- Completed seven detailed submissions to the NSW government on various reforms to planning legislation.
- Drafted Place Plans for Miranda, Sutherland-Kirrawee and Caringbah Centres aiming to revitalise the centre and provide for employment and housing options, and to upgrade the public domain.
- Completed the implementation of the NSW Department of Planning and Environment reform projects in 2024.
- Continued to implement the Development Assessment Improvement Program, with a substantial reduction of undetermined Development Applications in 2024.






STRATEGY 6.3

Plan and develop integrated transport networks to provide transport choices that allow people to get around in a safe, accessible and efficient manner.

- Successfully advocated for duplication of Heathcote Road bridge over Woronora River, with the NSW Government announcement of bridge duplication in December 2021.
- Continued advocacy for priority planning and delivery of key state public transport infrastructure 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 in 2024.
- Progressed development of the draft Road Safety Plan.



Performance against Community Goals set in the Community Strategic Plan - Outcome 6

-  Target Met
-  Target within +/- 10%
-  Target not met

| Community Indicator | Measure | Base Year | Results | Performance Indicator | Source |
|--|---|---|---|---|--|
| Housing choice | Satisfaction with diversity of housing types | 2021 53% | 2024 46% |  | Community satisfaction survey |
| Housing is affordable | Satisfaction with housing affordability 'You feel able to afford a reasonable standard of housing to meet your needs in this area' | 2021 37% | 2024 43% |  | Community satisfaction survey |
| | Increased provision of affordable housing Affordable housing constructed and in the market for the Sutherland Shire | June 2021 162 | June 2024 207 |  | Council data Housing data |
| | Median housing rental costs for the Sutherland Shire | June 2021 \$550 per week | June 2024 \$750 per week |  | Rent Tableau Public (NSW Government) |
| | Median housing valuation for the Sutherland Shire | June 2021 \$1,216,000 | June 2024 \$1,308,000 |  | Sales Tableau Public (NSW Government) |
| New developments are helping to preserve and enhance an attractive urban environment | Increasing community satisfaction that 'new developments are helping to preserve and enhance an attractive urban environment' | 2021 31% | 2024 35% |  | Community satisfaction survey |
| Public transport | Increased community satisfaction with public transport 'public transport is adequate for your needs' | 2021 64% | 2024 59% |  | Community satisfaction survey |
| | Decreased reliance on private car transport | 2016 – Ownership 3+ cars Sutherland Shire 19.7% Greater Sydney 15.1% | 2021 – Ownership 3+ cars Sutherland Shire 19.7% Greater Sydney 14.9% |  | Australian Bureau of Statistics Census data 2016 and 2021 |

Community wellbeing indicators

Sutherland Shire Council sought to examine community attitudes and perceptions towards Council and conducted a Community Satisfaction Survey in 2018, 2021 and 2024.

Community satisfaction scores in relation to Outcome 6

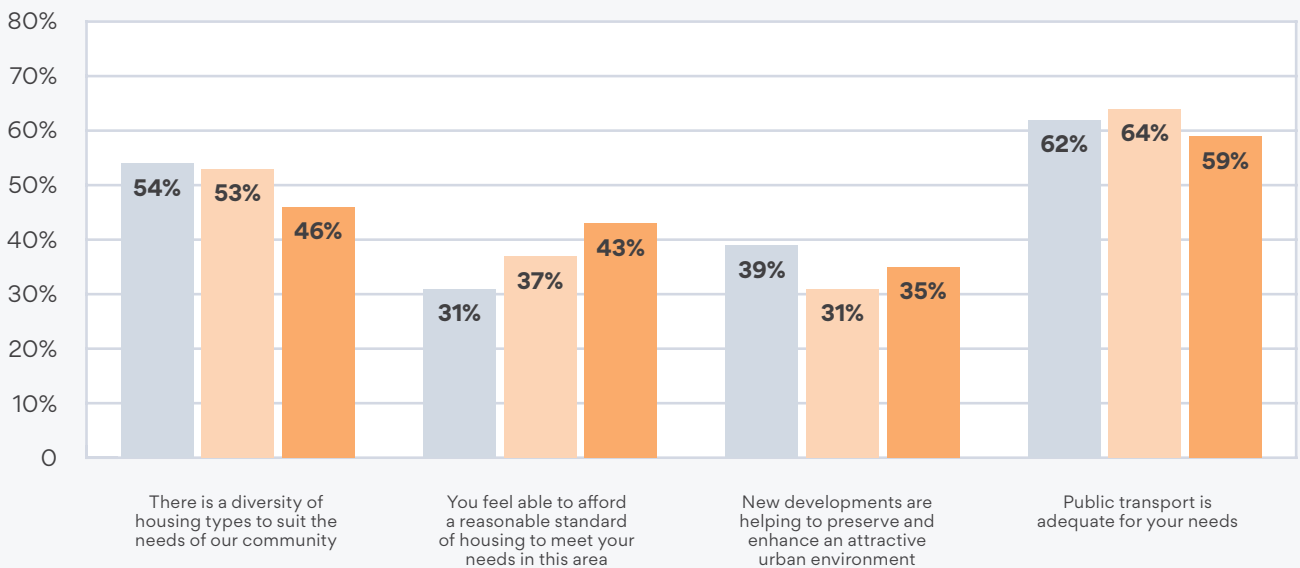
There were two agreement scores that increased:

- ‘You feel able to afford a reasonable standard of housing to meet your needs in this area’ - **43%**
- ‘New developments are helping to preserve and enhance an attractive urban environment’ - **35%**

The only agreement score that significantly decreased was ‘There is a diversity of housing types to suit the needs of our community’ - **46%**

The only agreement score where there was a non-significant decrease was ‘Public transport is adequate for your needs’ - **59%**

Agreement Statements
(% rated ‘Agree’ and ‘Strongly’ Agree)



Community Survey prepared by Micromex Research May 2024.

*No data on these statements collected in 2018.

● 2016* ● 2021 ● 2024

Future Opportunities

Quality of life is important and while the community currently feels they have a great quality of life there is increasing concern that as our population grows, housing affordability, traffic congestion, parking availability and local development could start to detract from our way of living.

Council is committed to facilitating a diverse housing mix that supports accessibility and affordability to meet the range of needs of our community. Over the next twelve months, we plan to finalise the Local Housing Strategy.

Over the next two years, there are also several projects underway to manage new and existing developments to support the growth of our community. These include finalising the Miranda Place Plan, Sutherland-Kirrawee Place Plan, Caringbah Place Plan, develop the Menai-Illawong Place Plan and update the Sutherland Shire Development Control Plan.

Council is also committed to providing a safe and sustainable transport system for efficient and convenient movement around the Sutherland Shire. Projects underway include continuing to advocate for progress in the delivery of the M6 motorway between Sylvania and Loftus, advocate for priority in planning and delivery of improved public transport outcomes in bus and rail operations and in 2025/26 complete parking precinct plans for Cronulla and Sutherland.

A Road Safety Plan, which is currently in development, aims to raise awareness for road safety is plan initiatives that will ultimately reduce fatalities and serious injury crashes on our local roads.

Next Steps

This State of our Shire Report will inform the review and development of the next Community Strategic Plan. After a local government election, we review the Plan to ensure we are on the right track. This report provides key data and information on our current Plan's progress and helps shape our reviewed Plan, ensuring what's important to our community is reflected.

This report will also be incorporated into Council's 2023/2024 Annual Report.





Contact Details

4-20 Eton Street Sutherland
NSW Australia

Locked Bag 17,
Sutherland NSW 1499

T 02 9710 0333
ssc@ssc.nsw.gov.au

