OUR COMMITMENT TO THE COMMUNITY

REVISED DELIVERY PROGRAM
2022 - 2026

OPERATIONAL PLAN
2024 - 2025

SUTHERLANDSHIRE

SUTHERLAND SHIRE COUNCIL

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.

Contact Details
4-20 Eton Street Sutherland NSW
Australia

Locked Bag 17,
Sutherland NSW 1499

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

At Sutherland Shire Council we do more than serve our community - we are our community.

We understand that our natural landscapes - the bays, beaches and bush - and our love of outdoor living gives us a unique energy that sets us apart from anywhere else.

This translates into an active community, and a living energy, that propels us forward.

To align our culture to our community, we are, evolving, respectful and collaborative in everything we do. From having a can-do attitude, to embracing opportunity and change, being people-centred and working together as one.

That's why Sutherland Shire is a place for life; its vibrancy brings people to life and makes it a place they want to stay forever.

It's our role to enhance the spirit of our area and its people.

CONTENTS

MESSAGE FROM
THE MAYOR

I'm incredibly proud to lead an organisation that is so deeply committed to delivering on behalf of local residents, and which works tirelessly to deliver the quality services and infrastructure that will benefit our community well into the future. As we embark on the 2024-2025 financial year, I am excited to present our Delivery Program Operation Plan (DPOP), which lays out our plans in continuing to deliver on your behalf and further enhance the quality of life enjoyed across our region.

The 2024-25 Operational Plan outlines the ambitious pipeline of strategies, projects and initiatives that Council will undertake – and we have a lot to look forward to.

Aligned closely with the key outcomes identified and prioritised by our community, these deliverables will bring significant benefits to our community. Highlights include:

- delivering a $80.1m capital projects program

- $9.2m for the upgrade and renewal of sports facilities

- $11.6m for Stage 2 of Seymour Shaw and the re-levelling of the sports fields

- $13.4m for Stage 2 of the Cronulla Town Centre upgrade and playground

- $9.2m for the new Kirrawee Library+

- design development for the Gunnamatta Pavilion Upgrade including the café, and at Oak Park and Shelly Park Pavilion amenities

- Stage 1 of the Hungry Point Reserve Cliff Top Walk

- $7.7m program for new and upgraded playgrounds

- $3m Waratah Park all abilities playground and amenities

- completion of the Flood Risk Management Plan to support a $1M increase in investment each year towards new and upgraded stormwater infrastructure from 2025/26 onwards.

The above represents a mere snapshot of activity planned for the 2024-2025 financial year and with many more exciting initiatives in the pipeline, I invite you to delve into the pages ahead for a comprehensive overview of our plans, objectives and actions.

One big change before the end of this year is the Local Government election, with a new Council sworn in and along with them, new ideas. The new Council will develop a fresh four-year Delivery Program, and I encourage our community to take an active part in planning for the next chapter.

As we embrace the year ahead, I urge you to stay engaged, share your feedback, and actively participate in shaping the future of our beloved Sutherland Shire.

Stay connected through Council's website, Join the Conversation engagement platform, Council's social media channels, and Our Shire newsletter.

Together, we can continue to make our community an even better place to live, work, socialise and thrive.

Cr Carmelo Pesce
Sutherland Shire Mayor

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

A renewed focus

At Sutherland Shire Council, we have a vital role to play in our community's future: providing the right balance of services and infrastructure, supporting delivery of housing stock, and planning to manage and mitigate risks from natural disasters.

Our vision for Sutherland Shire, informed by the community, remains unchanged; to foster a connected and safe community that respects people and nature, where residents enjoy active lives in a strong local economy. Our Delivery Program and Operational Plan provide a clear roadmap of actions we will deliver to meet community needs now and in the future.

Aims for FY 2024/2025

Now into the third Operational Plan of the Delivery Program for 2022-2026, our focus remains in advancing initiatives which commenced in 2022/23, consolidated in 2023/24, and commence remaining actions that have been adopted by Council. In 2024/2025 our focus will be to:

- updating the Community Strategic Plan and developing a new four-year Delivery Program
- finalising implementation of the OneCouncil Enterprise Resource Planning integrated application suite
- Service Reviews and Performance Measurement Programs consistent with the NSW Integrated Planning and Reporting framework
- preparing a Resilience Strategy, Catchment and Waterways Strategy consistent with the State Disaster Mitigation Plan and Sutherland Shire Climate Strategy, to better prepare for natural disasters
- planning for a local Community Recycling Centre (CRC) by 2026
- investigating the best operating model for a Food and Garden Organics residential waste collection service
- progressing place plans for Miranda, Sutherland-Kirrawee, and Caringbah and public domain planning for Jannali town centre
- strategies and plans to foster a balanced and sustainable housing supply, including revision and adoption of Council's Housing Strategy 2041 and formulating an Affordable Housing Contributions Scheme, that leverages from the State Government's housing planning controls and schemes and a revised Developer Contribution Scheme.
- actively managing our property portfolio to ensure best value through optimisation and strategic use of land holdings, in keeping with Council's adopted Property Strategy

- continuing major renewal and upgrades including:
  - Kirrawee Library+
  - Seymour Shaw Playing Fields Stage 2, including re-levelling fields, amenity upgrades, upgrading netball control rooms to a multi-purpose building, bleacher seating, relocating cricket nets, and carpark stages 1 and 2
  - new accessible amenities at Cooper Street Reserve, Engadine, including change facilities and hoist to provide a safe, accessible space for all ages and abilities
  - progressing Cronulla Town Centre Stage 2C including new amenities, performance stage, investigating a digital screen, seating, landscaping, and relocating the tower's clock
  - detailed design for the Gunnamatta Pavilion upgrade
  - advancing master planning for Marton Park, Gunnamatta Park, Hazelhurst Regional Gallery and Tonkin Oval Precinct.

Looking ahead

Our Delivery Program and Operational Plan contain tangible, measurable actions aligned with our community's stated priorities, as encapsulated in the 10-year Community Strategic Plan.

The coming financial year promises to usher in significant change, as I prepared to retire from Council in the coming months and with Local Government elections bringing a new cohort of elected Councillors with fresh perspectives and priorities to guide implementation of our strategies and plans.

Key to all Council areas remains our promise to deliver quality customer service. We strive to deliver further enhancements guided by invaluable community feedback and underpinned by a forthcoming Customer Experience Strategy.

What continues to remain steadfast is my confidence in the capabilities of colleagues, newly elected Councillors, service partners, stakeholders, and the community at large, to continue to deliver on the strategies, initiatives and projects outlined here. These will help enrich our residents' lives and ensure the continued prosperity of Sutherland Shire.

Manjeet Grewal
Sutherland Shire CEO

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.

OUR ORGANISATION

Manjeet Grewal
Chief Executive Officer

Key functions and responsibilities of each directorate

Brooke Martin
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 Servies

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.

Clare Phelan
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.

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

YOUR COUNCILLORS

A WARD
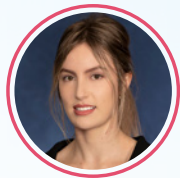
Cr Carol Provan
Deputy Mayor

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

WARD E

WARD C

WARD A

WARD B

WARD D

WARD A

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. Sutherland Shire is home to over 2,000 Aboriginal sites and remains 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.
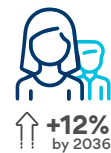
Population
Census:
230,903
Estimated:
235,029
⇧ **+12%** by 2036

Population over 60
57,188
⇧ **+15%** by 2036

Youth (15-24)
26,974
⇧ **+11%** by 2036

Aboriginal or Torres Strait Islander
1.4%

Living with disability
5%

Linguistically diverse
14%

Overseas born
19%

Dwellings
90,988
⇧ **+13%** by 2036

Households with children
47% ⇧ **+10%** by 2036

Lone person households
22% ⇧ **+20%** by 2036

Rental
22%

Gross Regional Product
$14.18b

Total businesses
22,752

Unemployment rate
2.1%

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

ENGAGING WITH OUR COMMUNITY

Our Delivery Program and Operational Plan have been directed by the aspirations, knowledge and ideals that were expressed through extensive consultation with our community for our Community Strategic Plan.

Feedback provided from community wide surveys conducted in both 2018 and 2021, where respondents rated the importance and satisfaction of our services and facilities, also contributed to the development of the Delivery Program and Operational Plan.

Many consultations have been undertaken through our Join the Conversation webpage and other engagement channels. These cover a range of Council's plans, projects and policies and help to inform decision making for the future of the Sutherland Shire.

A complete list of all community engagement undertaken in 2023/24 is included at

OVERALL PERFORMANCE OF COUNCIL

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

In our 2024 Community Satisfaction survey, 51% of residents reported being 'satisfied' or 'very satisfied' with Council's performance and a further 37% 'somewhat satisfied'. Overall satisfaction has decreased from our 2021 result.

Category	2024 (N=639)	2021 (N=601)
Very satisfied	9%	10%
Satisfied	42%	48%
Somewhat satisfied	37%	31%
Not very satisfied	8%	8%
Not at all satisfied	4%	3%

■ 2024 (N=639) ■ 2021 (N=601)
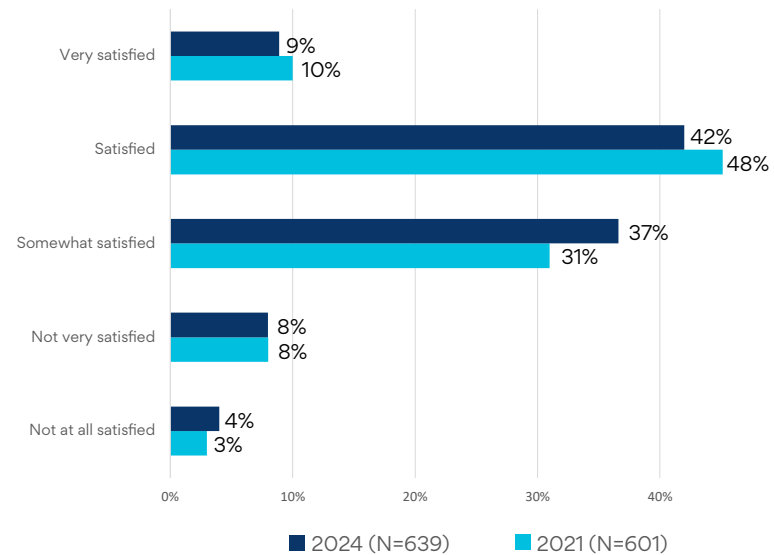
* Based on Micromex Research NSW Community Satisfaction Survey Report May 2024

Overall Satisfaction
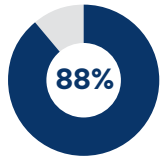
88%

of Sutherland residents are at least somewhat satisfied with the performance of Council over the last 12 months, a significant increase from 2018

Quality of Life

98%

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

COMPARISON WITH OTHER NSW COUNCILS*

When compared to other Councils in NSW, satisfaction with Sutherland Shire Council (3.43 mean rating) is below the Micromex LGS Metro Benchmark. This is a decrease from the 2021 result (3.55 mean rating).

	Sutherland Shire Council Mean Rating	Metro Benchmark
2018	3.40	3.55
2021	3.55	3.55
2024	3.43	3.57

Scale: 1 = not at all satisfied, 5 = very satisfied

KEY DRIVERS OF SATISFACTION WITH SUTHERLAND SHIRE COUNCIL

Community research showed that overall satisfaction with Council is influenced by a range of factors. Feedback from our community showed that the top eleven areas which are driving community satisfaction and describe the intrinsic community priorities contribute to nearly 60% of overall satisfaction with Council:

Council works in the best interests of the community	10.2%
Council makes the community feel valued and respected	8.3%
Timeliness of information on council decisions	6.4%
Consideration of local community views in decision making	6.1%
Financial management	5.3%
Information about Council and its decisions is clear and accessible	5.1%
Stormwater drainage	3.8%
Overall condition of the local sealed road network	3.7%
Long-term planning for the Shire	3.2%
Leisure centres (swimming pools)	3.0%
Opportunity to participate in Council's decision-making	3.0%

These areas have been considered in the development of the Delivery Program and Operational Plan to ensure a focus on identified priorities and strengthening of engagement with our community.

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

HIGHLIGHTS FOR 2024/2025

These highlights are some of the key strategic actions listed in our 2024/25 Operational Plan that we are committed to deliver.

Outcome 1
Strong civic leadership trusted by an informed and engaged community

- Develop and implement an organisational Customer Experience Strategy
- Facilitate the review and update of the Community Strategic Plan and the development of a new four-year Delivery Program
- Finalise the implementation of the OneCouncil integrated application suite
- Implement the Service Review and Performance Measurement Programs

Outcome 2
A beautiful, protected and healthy natural environment

- Implement the Tree and Bushland Strategy
- Implement Council preferred service delivery model for a Community Recycling Centre (CRC) in the Sutherland LGA
- Pursue opportunities to drive an increase in renewable energy in Council and the community
- Develop and implement the Catchment and Waterways Strategy and Implementation Plan

Outcome 3
A creative, caring and healthy community that celebrates culture and diversity

- Deliver the detailed design for the upgrade of Gunnamatta Pavilion
- Develop a Resilience Strategy
- Deliver an annual calendar of Cultural, Civic and Community Events
- Facilitate grants and subsidies to support community development priorities
- Support the rights of people with disabilities and enhance access and inclusion

Outcome 4
A prosperous, well-educated community with a diverse range of economic opportunities

- Support the growth of tourism and proactively market the Sutherland Shire as a destination of choice to potential visitors
- Ongoing enhancement of our Early Education services by reviewing our internal quality assurance frameworks, implementing our Child Safe Action Plan, and reviewing our curriculum framework
- Finalise the operating model and open Kirrawee Library+

Outcome 5
An active community that enjoys safe, accessible and diverse open places and spaces

- Identify suitable sites and areas to trial hybrid grass on sporting fields
- Feasibility studies for indoor sports stadium
- Deliver the Gymea Bay Reserve and Baths Masterplan and upgrades
- Deliver facilities that are accessible and inclusive
- Deliver the next stage of Cronulla Plaza the "Town Square"
- Complete Public Domain plan for Jannali town centre

Outcome 6
A high quality urban environment, supporting a growing and liveable community

- Update the Local Strategic Planning Statement
- Review and continuously improve the local development assessment process
- Finalise Place Plans for Miranda, Sutherland-Kirrawee, and Caringbah
- Advocate for priority in planning and delivery of improved public transport outcomes in bus and rail operations

KEY PROJECTS

These are the key projects we are working on to enhance our local area, making the Sutherland Shire an enjoyable place for people to live, stay and play.

Cronulla Town Centre Stage 2C – Plaza Upgrade

The Cronulla Town Centre Masterplan was adopted by Council in February 2018 and guides Council's strategic planning for future development of the Cronulla Town Centre and associated public domain works.

Following the completion of the Town Centre Upgrades 2A (Ocean Grove) & B (The Kingsway), this year will see the continuation of upgrade works to the Plaza which will include a new amenity building, performance stage, investigation of a digital screen, seating and landscaping along with the relocation of the clock within the tower.

Artist Impression

Cooper Street Reserve, Engadine – Accessible and Unisex Amenities

The Cooper Street Reserve Masterplan was adopted by Council in October 2021 and aims to provide integrated regional recreation facilities to the community.

This year will see the construction of a new accessible amenities building which will include features such as change facilities and hoist which will provide a safe and accessible space for people of all ages and abilities to use public amenities. These amenities will support the newly constructed playspace and park, designed for all ages and abilities.

Artist Impression

Seymour Shaw Playing Fields Stage 2 and Carpark Stage 1 and 2

The Seymour Shaw Reserve Masterplan was adopted by Council in October 2021 and aims to provide integrated regional recreation facilities to the community.

Following the completion of Stage 1 of the Masterplan which included the parkour course, skate bowls and plaza area, playground and youth zone, construction of Stage 2 will commence this year. Works will include major re-levelling of the soccer, netball and cricket fields, amenity upgrades, demolition of netball control rooms upgraded to a multi-purpose building, bleacher seating and relocation of the cricket nets. Construction of the Wandella Carpark Stage 2, will provide additional parking for visitors to the Active Youth Precinct.

Artist Impression

Kirrawee Library+

This year will see the construction of Kirrawee Library+ where there will be a new flexible, technology focused space that supports our community to learn, come together and make the most of digital services and media. This will include study, co-working and meeting spaces, and a large community bookable space. The Kirrawee Library+ spaces include dedicated screening events spaces as well as studio spaces that include a green screen and recording studio.

Artist Impression

INCOME AT A GLANCE

2024/2025
Budget by source of funds
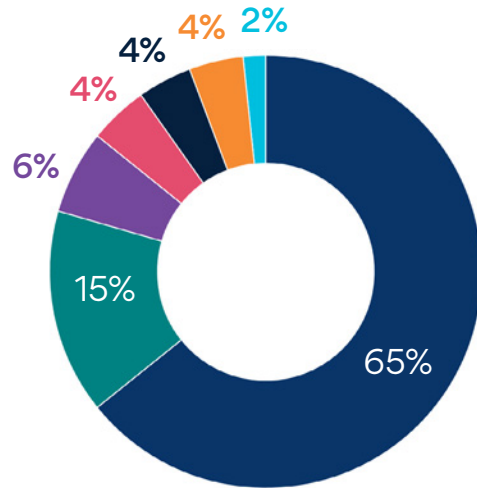
Source of Funds	2024/25 $,000	%
● Rates & Annual Charges	198,517	65%
● User Charges & Fees	47,397	15%
● Interest & investment Income	13,641	4%
● Other Income	5,212	2%
● Grants & Contributions - Operating	19,482	6%
● Grants & Contributions - Capital	13,080	4%
● Other Revenue	12,637	4%
	309,965	100%

WHERE RATES AND OTHER INCOME GOES

For every $100 we receive in rates and other income it will be distributed across a range of services.

| Service	Amount
Capital & Major Projects	30
Waste Management	20
Childrens Services	6
Integrated Transport	6
Leisure and Aquatic Services	5
Building Infrastructure	4
Libraries & Community Services	4
Development Assessment	3
Stormwater and Waterways	3
Emergency Management	3
Regulatory Compliance	2
Parks and Open Spaces	2
Arts and Culture	2
Public Health and Safety	2
Sporting Facilities	2
Councillor Support & Election Costs	1
Natural Areas Management	1
Environmental Health and Sustainability	1
Strategic Land Use Planning	1
Public Domain Management	1
Property Services	1

*Corporate Support costs which include enabling services such as governance, financial, human resource and information management and technology has been apportioned across all services listed above. Full expenditure details for all enabling services can be found within the Service Plans at Appendix B.

CAPITAL EXPENDITURE AT A GLANCE
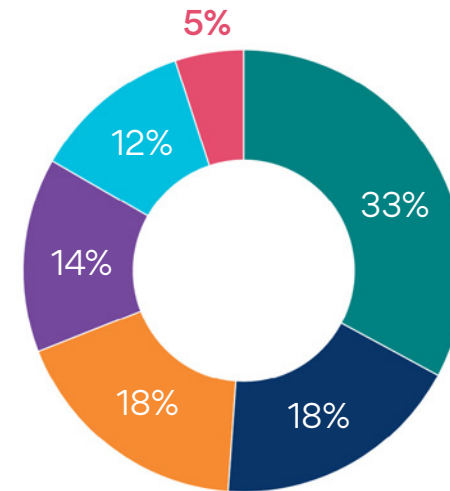
2024/2025
Capital budget by class of asset
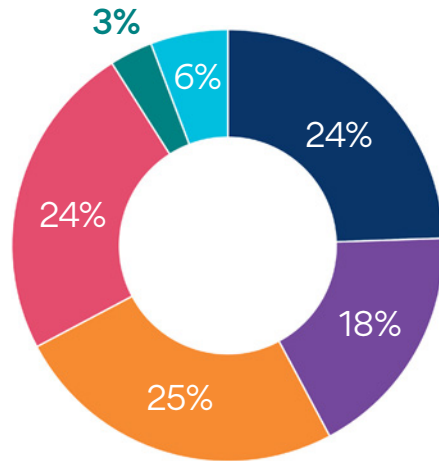
Budget by Class of Asset	2024/25 $,000	%
● Major Projects	19,600	24%
● Buildings	14,207	18%
● Open Space	20,086	25%
● Transport Infrastructure	19,023	24%
● Water Infrastructure	2,580	3%
● Non-Infrastructure Assets	4,642	6%
	80,138	**100%**

OPERATIONAL EXPENDITURE AT A GLANCE

2024/2025
Operational budget by outcome

Category Summary	2024/25 $,000	%
● Strong civic leadership trusted by an informed and engaged community	60,330	18%
● A beautiful, protected and healthy natural environment	101,882	33%
● A creative, caring and healthy community that celebrates culture and diversity	15,457	5%
● A prosperous, well-educated community with a diverse range of economic opportunities	36,364	12%
● An active community that enjoys safe, accessible and diverse open places and spaces	44,329	14%
● A high quality urban environment, supporting a growing and liveable community	54,835	18%
	313,197	**100%**

PLANNING FOR OUR FUTURE

Our Community Strategic Plan sets out our community's goals for the future, and strategies to work towards them. We also have a suite of supporting documents that provide strategic direction for Council's services, facilities and assets.

Our long-term goals are translated into clear, measurable actions through our Delivery Program and Operational Plan which we are committed to deliver for our community.

Community Strategic Plan

A 10 year plan that identifies our community's priorities and vision for the future

Supporting Documents

A level of interconnected documents that provide further detail about how we are going to achieve positive outcomes for the community

Delivery Program

Sets out the key activities and projects that will be delivered to the community during the Council term
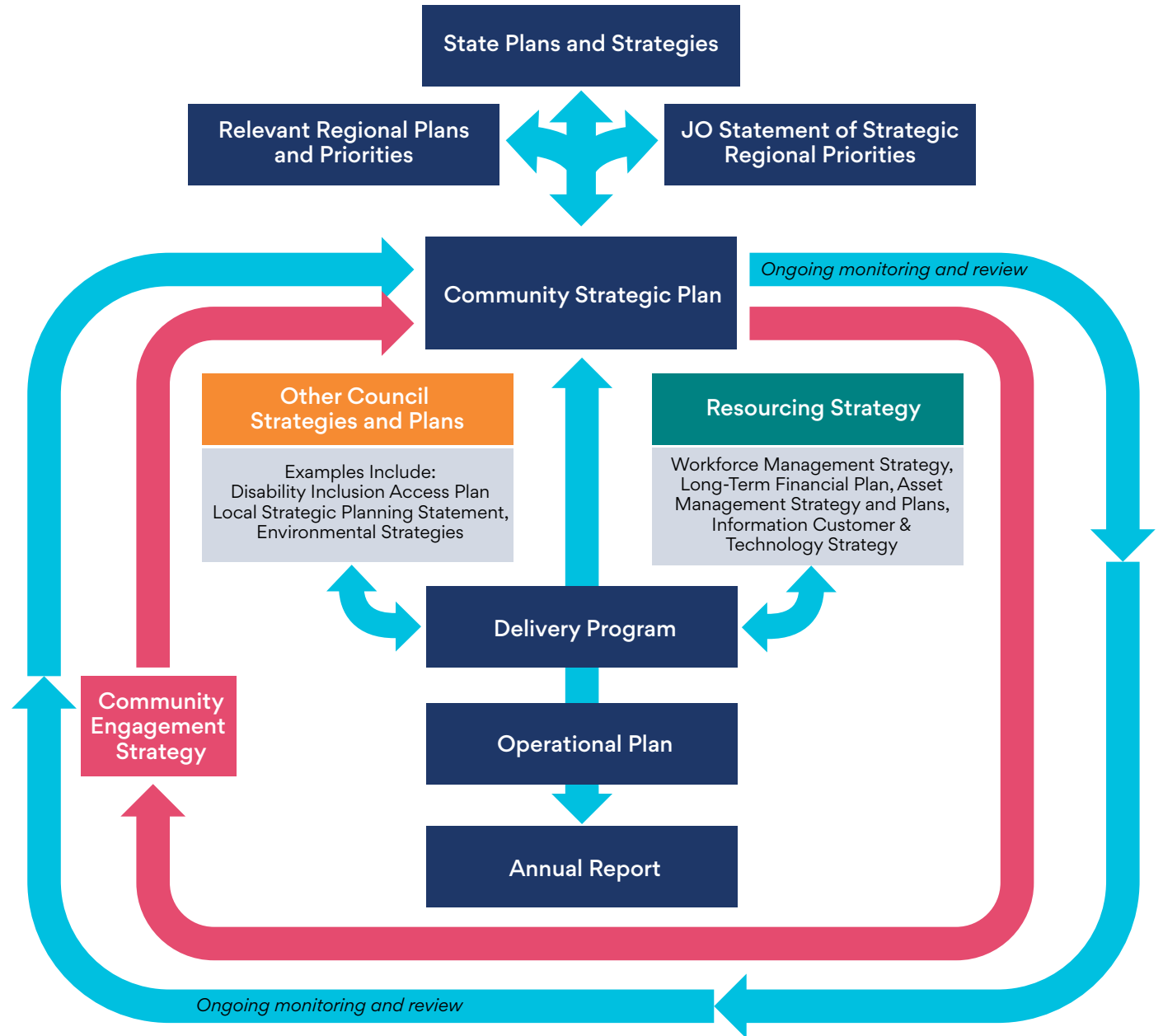
Operational Plan

Provides more detail of the Delivery Program including projects, activities and budgets

INTEGRATED PLANNING AND REPORTING

The Integrated Planning and Reporting (IP&R) Framework allows Council to bring all our plans and strategies together so that we have a clear vision and an agreed roadmap for delivering community priorities and aspirations. It requires us to take a long-term approach to planning and decision making and emphasises the responsibility to deliver and report back to the community on our progress.

The IP&R framework recognises that the strategies and plans developed by Council need to align with regional and state planning priorities and are informed by the strategic direction from other levels of government.

State Plans and Strategies

Relevant Regional Plans and Priorities

JO Statement of Strategic Regional Priorities

Community Strategic Plan

Ongoing monitoring and review

Other Council Strategies and Plans

Examples Include:
Disability Inclusion Access Plan
Local Strategic Planning Statement,
Environmental Strategies

Resourcing Strategy

Workforce Management Strategy,
Long-Term Financial Plan, Asset
Management Strategy and Plans,
Information Customer &
Technology Strategy

Community Engagement Strategy

Delivery Program

Operational Plan

Annual Report

Ongoing monitoring and review

Community Strategic Plan

Our Shire, Community Strategic Plan (CSP) is a 10-year plan informed by our community. It outlines the community's vision, aspirations and priorities for the future, and includes strategies for how we will achieve them.

Community Engagement Strategy

The Community Engagement Strategy outlines Council's approach to engaging with our community and stakeholders, and seeks to provide transparency and clarity for all stakeholders to understand their role in the decision-making process.

It is an important part of our planning process and helps to ensure we are meeting the needs of our community both now and into the future.

Resourcing Strategy

The Resourcing Strategy outlines how Council will allocate resources to perform its functions and the strategic activities planned. It aims to optimise the use of Council's finances, people, assets and technology to ensure there are enough resources to deliver the commitments made in the Delivery Program and Operational Plan.

Delivery Program

The Delivery Program is a four-year plan that aligns with the local government election cycle. It translates the strategic goals from the CSP into objectives and activities that Council is committed to deliver.

Operational Plan

The Operational Plan is an annual plan of clear, measurable actions to achieve the strategies and objectives identified in the CSP and Delivery Program. The 2024/25 Operational Plan is the third year of our 2022-2026 Delivery Program.

The Operational Plan is accompanied by the annual budget which outlines the financial commitments required to make these plans a reality.

Annual Service Plans

In addition to the strategic actions set out in the Operational Plan, the annual service plans show all the ongoing activities undertaken by Council on a day-to-day basis.

Supporting Documents

Council has developed a suite of interconnected strategies and plans (known as Supporting Documents) that provide further detail specific to a project or location. These documents have been created following extensive research and community input.

The Delivery Program and Operational Plan are informed by the Community Strategic Plan, Resourcing Strategies and other supporting documents, all of which are interrelated and work together as a strategic tool to guide the delivery of assets and services to the community.

Adopted Strategies and Plans

The following Supporting Documents have been adopted and are in various stages of implementation:

Active Transport Strategy
Bate Bay Coastal Management Plan
Community Development Strategy
Community Venues Strategy
Cultural Strategy
Disability Inclusion Action Plan
Environmental and Sustainability Strategy
Integrated Transport Strategy
Leisure Centre Strategy
Library Strategy
Open Space Strategy
Parking Strategy
Play Strategy
Property Strategy
Public Domain Strategy
Public Transport Strategy
Resourcing Strategy (including Long Term Financial Plan, Asset Management, Workforce and Information, Customer and Technology)
Safer Communities Strategy
Sport Strategy
Waste Management Strategy

Strategies and Plans in Development

The following Supporting Documents are currently under development, or are planned to be developed:

Biodiversity Strategy
Caringbah Place Plan
Catchment and Waterways Strategy
Customer Experience Strategy
Economic Strategy (Revised)
Events Management Plan
Local Strategic Planning Statement (Update)
Menai-Illawong Place Plan
Miranda Place Plan
Multicultural Action Plan
Resilience Strategy
Roads and Freight Strategy
Smart Workplaces Strategy
Sutherland Shire Climate Strategy
Sutherland Shire Development Control Plan (Update)
Sutherland Shire Local Housing Strategy
Sutherland-Kirrawee Place Plan
Tree and Bushland Strategy

Masterplans

Masterplans are a dynamic long-term plan that provide a conceptual layout to guide future growth and development for a specific area. The following Masterplans have works scheduled for design and/or delivery within the remaining years of the 2022-2026 Delivery Program:

Camellia Gardens, Caringbah South
Cooper Street Reserve, Engadine
Cronulla Foreshore (Dunningham park to Salmon Haul), Cronulla
Cronulla Town Centre, Cronulla
Gunnamatta Park, Cronulla
Gwawley Park, Taren Point
Gymea Bay Baths Reserve, Gymea Bay
Kareela Reserve, Kareela
Marton Park, Kurnell
Scylla Bay Oval, Como
Seymour Shaw Park, Miranda
Sylvania Sporting Precinct, Sylvania
Waratah Park, Sutherland

DELIVERY PROGRAM AND OPERATIONAL PLAN

ABOUT THE PLAN

The Delivery Program is a four-year plan that is a statement of commitment to the community from each newly elected Council, to turn the community's strategic goals into clear actions. To create the Program, we looked at the Community Strategic Plan (Our Shire) and asked what we could achieve to bring us closer to the community's vision and aspirations.

The Delivery Program and Operational Plan are structured against the six outcome areas and their respective strategies detailed in the Community Strategic Plan. They list the key strategic activities and actions that will be undertaken to reach our long-term goals. While each action is aligned to an outcome and strategy, there are some actions that will contribute to more than just one strategy or outcome.

The ongoing daily services and activities provided by Council are captured in our Annual Service Plans.

QUADRUPLE BOTTOM LINE

The deliverables and actions contained within the Delivery Program and Operational Plan contributes 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).

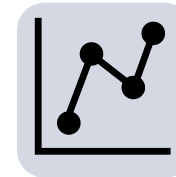Alignment of our deliverables and actions to the QBL themes are shown using the following symbols:

Civic Leadership

Environmental
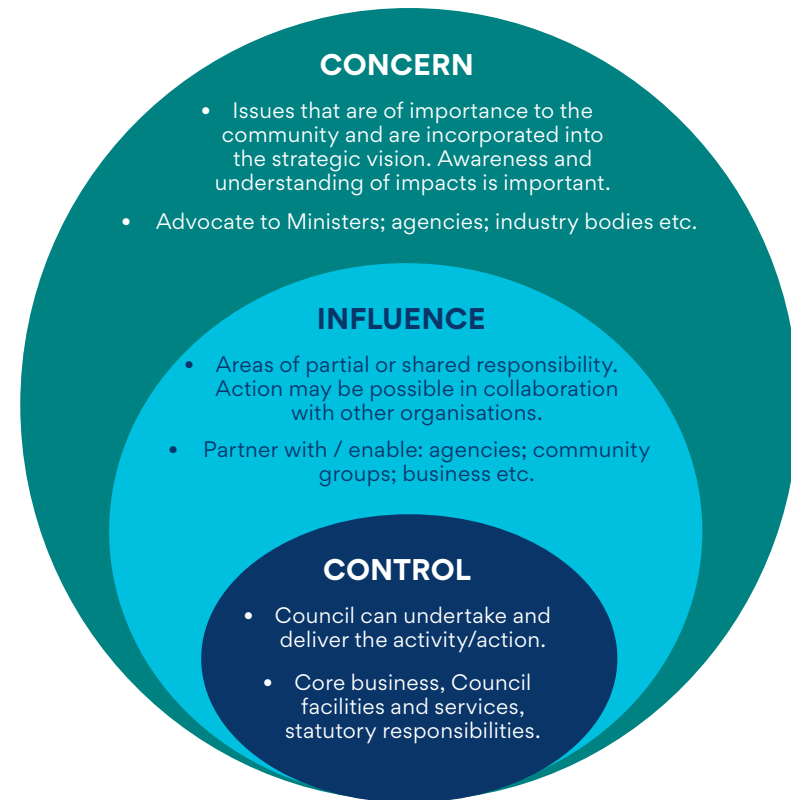
Economic

Social

LEVEL OF INFLUENCE

Our Shire, Community Strategic Plan sets an ambitious long-term vision for our community. While Council has a custodial role in initiating, preparing, and maintaining the community strategic plan, it is not wholly responsible for its implementation.

Many of the areas identified in our strategic plans are complex and sometimes beyond the direct control of Council. Issues such as housing, public transport, health, schools and employment require collaboration with stakeholders to achieve the best outcomes. Council works with government agencies, local businesses, the not-for-profit sector, educational institutions and community service providers to deliver the community's vision.

The Level of Influence identifies the role Council plays in the delivery of the activities listed in the Delivery Program and Operational Plan.

CONCERN

- Issues that are of importance to the community and are incorporated into the strategic vision. Awareness and understanding of impacts is important.

- Advocate to Ministers; agencies; industry bodies etc.

INFLUENCE

- Areas of partial or shared responsibility. Action may be possible in collaboration with other organisations.

- Partner with / enable: agencies; community groups; business etc.

CONTROL

- Council can undertake and deliver the activity/action.

- Core business, Council facilities and services, statutory responsibilities.
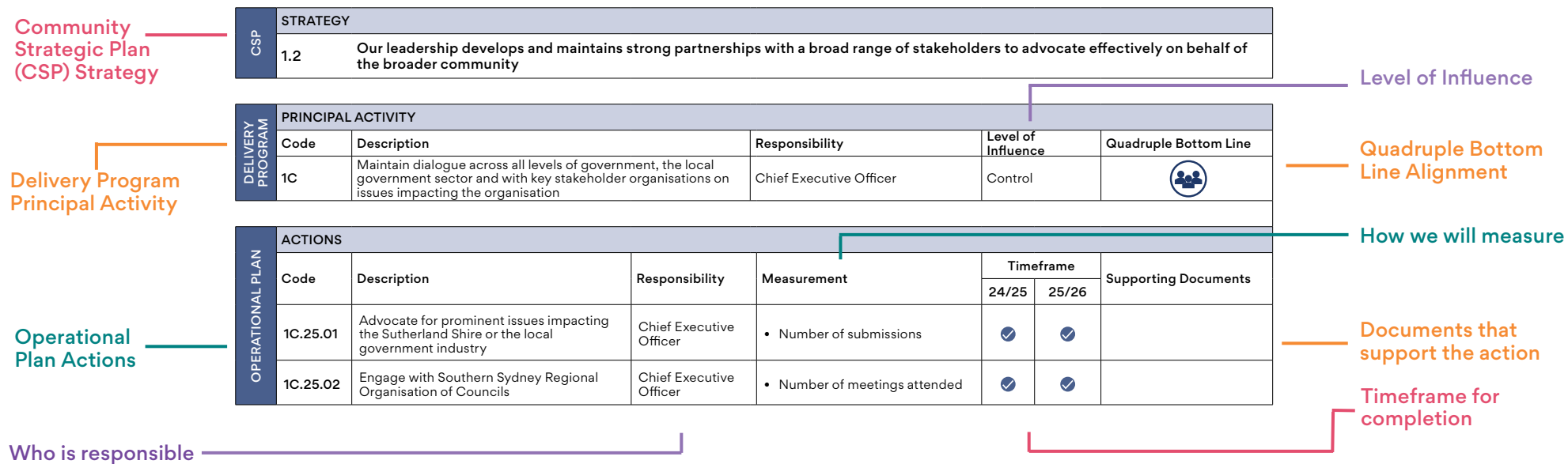
HOW WE MEASURE PROGRESS

Progress against actions identified in the Delivery Program is reported to Council every six months. An annual report is also prepared that reflects and reports on Council's overall performance for the financial year. The progress and achievements in implementing the Community Strategic Plan are reported to the community via the State of Our Shire Report, which is presented to the second meeting of a newly elected Council.

This continual planning process allows Council to prioritise projects based on the needs and direction provided by our community, and ensure our actions align to our community's vision and goals for the Sutherland Shire.

HOW TO READ THE PLAN

Actions in the Operational Plan are aligned with the principal activities from the Delivery Program, and the CSP strategy that they contribute to.

Each action details the specific action to be undertaken, who has primary responsibility for it, how it will be measured, the timeframe for completion, and any related Council strategic documents that support delivery of the action.

Community Strategic Plan (CSP) Strategy

CSP	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**

Delivery Program Principal Activity

Level of Influence

Quadruple Bottom Line Alignment

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	1C	Maintain dialogue across all levels of government, the local government sector and with key stakeholder organisations on issues impacting the organisation	Chief Executive Officer	Control	

Operational Plan Actions

How we will measure

Documents that support the action

Timeframe for completion

OPERATIONAL PLAN	ACTIONS				Timeframe		
	Code	Description	Responsibility	Measurement	24/25	25/26	Supporting Documents
	1C.25.01	Advocate for prominent issues impacting the Sutherland Shire or the local government industry	Chief Executive Officer	• Number of submissions	✓	✓	
	1C.25.02	Engage with Southern Sydney Regional Organisation of Councils	Chief Executive Officer	• Number of meetings attended	✓	✓	

Who is responsible

We are committed to empowering our residents to participate in decision making processes that shape our future.

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.

What you told us

Through our community survey, respondents rated both the importance and satisfaction with the following services and facilities that Council provide:

Service/ Facility	Importance	Satisfaction	
Long-term planning for the Shire	4.67	2.81	▼
Council works in the best interests of the community	4.59	2.98	▼
Consideration of local community views in decision making	4.30	2.84	▼
Council makes the community feel valued and respected	4.34	3.16	▼
Timeliness of information on Council decisions	4.24	2.84	▼
Opportunity to participate in Council's decision-making	3.94	2.78	▼
Information about Council and its decisions is clear and accessible	4.18	2.95	▼
Financial management	4.50	3.12	▼

▲▼ = A higher/lower level of Satisfaction v Importance
Scale: 1 = not at all satisfied/important, 5 = very satisfied/important

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

The results reveal priority areas, particularly where there is a performance gap between the levels of importance and satisfaction. These priority areas have informed the development of actions in the Delivery Program and Operational Plans.

Our vision for strong civic leadership trusted by an informed and engaged community

Over the next ten years, we want to proceed towards the future, making decisions based on fact. We are committed to recognising our past and will empower residents to participate in decision making processes that shape our future.

The strategies to achieve this vision are:

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.

Four year principal activities

Our four-year principal activities look to continually review and strengthen our range of strategies, plans and policies that guide our service delivery. These activities are informed by the community feedback and how we can best meet the needs of our changing community.

Outcome 1 activities for 2022-26 are:

1A	Ensure an effective community engagement framework that connects the community to Council decision making
1B	Develop and deliver a positive and responsive customer experience for the community across all channels and touch points
1C	Maintain dialogue across all levels of government, the local government sector and with key stakeholder organisations on issues impacting the organisation
1D	Develop integrated plans and resource strategies to support achievement of community aspirations
1E	Secure Council's Financial Sustainability
1F	Ensure appropriate strategies and systems are in place that support and promote good governance
1G	Enhance Council's Procurement Framework to ensure best value for the community
1H	Provide contemporary, reliable, secure and fit-for-purpose information management and technology services
1I	Build a workplace culture that is safe, engaged, responsive and professional
1J	Attract, retain and develop a talented workforce aligned to service needs
1K	Manage assets collaboratively to deliver safe, affordable and sustainable services and infrastructure
1L	Manage Council's property portfolio to ensure best value for the community through optimisation and strategic utilisation of land holdings
1M	Optimise Service Delivery through the implementation of a Continuous Improvement Framework

CSP	STRATEGY	
	1.1	Our community and leadership will collaborate to support the lifestyle and environment to which we aspire

DELIVERY PROGRAM

PRINCIPAL ACTIVITY

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
1A	Ensure an effective community engagement framework that connects the community to Council decision making	Communication, Engagement and Customer	Control	

OPERATIONAL PLAN

ACTIONS

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
1A.25.01	Deliver further enhancements and additional functionality to our digital experience platforms	Senior Manager Communication, Engagement and Customer	• Annual Digital Experience Platform Enhancement Plan completed • Functionality uplifts delivered in line with agreed milestones in Digital Experience Platform Enhancement Plan	✓	✓	
1A.25.02	Provide best practice accessibility guidance to staff creating content for customers across a range of corporate channels and customer touchpoints	Senior Manager Communication, Engagement and Customer	• Accessibility guidance and resources available to all staff via intranet and internal Determinations and Guidelines • Accessibility resources reviewed annually to ensure currency and best practice • Accessibility training program delivered to 100% of Digital Experience Platform content editors	✓		Disability Inclusion Action Plan

CSP	STRATEGY	
	1.1	Our community and leadership will collaborate to support the lifestyle and environment to which we aspire

DELIVERY PROGRAM

PRINCIPAL ACTIVITY

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
1B	Develop and deliver a positive and responsive customer experience for the community across all channels and touch points	Communication, Engagement and Customer	Control	👥

OPERATIONAL PLAN

ACTIONS

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
1B.25.01	Expand Voice of Customer Program to measure customer satisfaction at key council touchpoints	Senior Manager Communication, Engagement and Customer	• Customer Satisfaction tools available at agreed customer touchpoints • Monthly data metrics reported to Senior Managers	✓	✓	
1B.25.02	Develop and implement an organisational Customer Experience Strategy	Senior Manager Communication, Engagement and Customer	• Customer Experience Implementation roadmap developed • Actions delivered in line with agreed project specifications	✓	✓	
1B.25.03	Build Council's brand equity by developing and implementing a Brand Strategy	Senior Manager Communication, Engagement and Customer	• Brand Strategy developed by June 2025 • Implementation Plan developed and commenced • Information sessions delivered	✓	✓	

CSP	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

DELIVERY PROGRAM

PRINCIPAL ACTIVITY

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
1C	Maintain dialogue across all levels of government, the local government sector and with key stakeholder organisations on issues impacting the organisation	Chief Executive Officer	Control	

OPERATIONAL PLAN

ACTIONS

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
1C.25.01	Advocate for prominent issues impacting the Sutherland Shire or the local government industry	Chief Executive Officer	• Number of submissions	✓	✓	
1C.25.02	Engage with Southern Sydney Regional Organisation of Councils	Chief Executive Officer	• Number of meetings attended	✓	✓	

CSP	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

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	1D	Develop integrated plans and resource strategies to support achievement of community aspirations	Corporate Planning and Performance	Control	👥

OPERATIONAL PLAN	ACTIONS						
					Timeframe		
	Code	Description	Responsibility	Measurement	24/25	25/26	Supporting Documents
	1D.25.01	Deliver the Capital Infrastructure Program	Construction Manager	• 95% of the Capital Infrastructure Program delivered • Quarterly reports on progress of program provided	✓	✓	
	1D.25.02	Regularly monitor progress and performance against adopted plans, and provide updates to the community	Corporate Planning and Performance Manager	• 2 x six monthly reports to Council • 1 x Annual Report • 1 x Supporting Documents progress report • Number of views of published reports	✓	✓	
	1D.25.03	Facilitate the review and update of the Community Strategic Plan	Corporate Planning and Performance Manager	• Number of submissions received • Engagement with the community undertaken with a wide range of stakeholders, aligned with the Community Engagement Stratety • Community Strategic Plan reviewed and updated informed by community feedback • Revised draft Community Strategic Plan is presented to Council for endorsement by June 2025	✓		

OPERATIONAL PLAN

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
1D.25.04	Facilitate the development of a new four-year Delivery Program	Corporate Planning and Performance Manager	• Number of submissions received • Delivery Program developed • Draft Delivery Program presented to Council for adoption by June 2025	✓		
1D.25.05	Coordinate the development of a new suite of Resourcing Strategies	Corporate Planning and Performance Manager	• Number of submissions received • Draft Resourcing Strategy developed • Draft Resourcing Strategy presented to Council for adoption by June 2025	✓		
1D.25.06	Review the Asset Management Strategy, Policy and Plans as part of Council's Resourcing Strategy in the Integrated Planning & Reporting Framework	Strategic Assets Manager	• Asset Management Strategy, Policy and Plans meet the minimum requirements Integrated Planning and Reporting guidelines • Updated Draft Strategy is presented to Council for adoption by June 2025	✓		
1D.25.07	Review and update the Long Term Financial Plan	Chief Financial Officer	• Long Term Financial Plan meets the minimum requirements of the Integrated Planning and Reporting guidelines • Long Term Financial Plan is presented to Council for adoption by June 2025	✓	✓	
1D.25.08	Develop a new Information Management and Technology Strategy	Chief Information Officer	• Information Management and Technology Strategy is presented to Council for adoption by June 2025	✓		
1D.25.09	Develop a new Workforce Strategy	Chief Human Resources Officer	• Workforce Strategy meets the minimum requirements of the Integrated Planning and Reporting guidelines • Workforce Strategy presented to Council for endorsement by June 2025	✓		

CSP	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

DELIVERY PROGRAM

PRINCIPAL ACTIVITY				
Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
1E	Secure Council's Financial Sustainability	Financial Services	Control	

OPERATIONAL PLAN

ACTIONS				Timeframe		Supporting Documents
Code	Description	Responsibility	Measurement	24/25	25/26	
1E.25.01	Monitor Council's progress against the financial strategy parameters as set out in the Long Term Financial Plan	Chief Financial Officer	• Financial Strategy parameters reported through the Quarterly Budget Review Statements and Annual Financial Statements	✓	✓	

CSP	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

PRINCIPAL ACTIVITY

DELIVERY PROGRAM	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	1F	Ensure appropriate strategies and systems are in place that support and promote good governance	Corporate Governance	Control	

ACTIONS

OPERATIONAL PLAN	Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
	1F.25.01	Enhance and embed core elements of Governance Framework	Manager Corporate Governance	• Core Governance Framework elements reviewed and enhanced • Six monthly Our Shire Fraud and Corruption articles • Policy and determination reviews completed within scheduled timeframes • Quarterly reports presented to Executive Forum • Six monthly reports tabled to the Audit Risk and Improvement Committee • 90% training completed	✓	✓	

		ACTIONS *(Continued)*					
	Code	Description	Responsibility	Measurement	Timeframe		Supporting Documents
					24/25	25/26	
OPERATIONAL PLAN	1F.25.02	Implement core elements of Enterprise Risk Management Framework	Manager Corporate Governance	• 1 meeting per quarter • 4 x reports presented to the Enterprise Risk Management Committee • Business and strategic risks updated and monitored as scheduled • 100% of Internal Assurance program delivered within plan timeframes	✓	✓	
	1F.25.03	Facilitate successful conduct of the 2024 local government elections and induction of the new Council	Manager Corporate Governance	• Elections conducted in accordance with the NSW Local Government Act • Induction of new Council completed in accordance with approved program	✓		

CSP	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

PRINCIPAL ACTIVITY (DELIVERY PROGRAM)

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
1G	Enhance Council's Procurement Framework to ensure best value for the community	Corporate Governance	Control	

ACTIONS (OPERATIONAL PLAN)

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
1G.25.01	Develop a supplier performance assessment process	Manager Corporate Governance	• Supplier performance assessment process developed • Supplier performance assessment process implemented	✓		
1G.25.02	Enhance vendor partnerships and develop smart sourcing solutions	Manager Corporate Governance	• Process for vendor engagement and identified procurement categories for innovation developed • Process for vendor engagement and identified procurement categories for innovation implemented	✓	✓	
1G.25.03	Develop Procurement Data Analytics Functionality	Manager Corporate Governance	• Procurement data analytics for defined business objectives developed	✓	✓	

CSP	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

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	1H	Provide contemporary, reliable, secure and fit-for-purpose information management and technology services	Information Management & Technology	Control	

OPERATIONAL PLAN	ACTIONS						
					Timeframe		
	Code	Description	Responsibility	Measurement	24/25	25/26	Supporting Documents
	1H.25.01	Move Information Technology services to a hybrid cloud platform	Chief Information Officer	• Percentage of critical IT services that are cloud or vendor hosted	✓	✓	
	1H.25.02	Finalise the implementation of the OneCouncil integrated application suite	Chief Information Officer	• Percentage of agreed OneCouncil modules are implemented • Percentage of replaced legacy systems decommissioned or scheduled for decommissioning based on data retention requirements	✓		
	1H.25.03	Digitise records archive to facilitate internal information self-service to improve service delivery to the community	Chief Information Officer	• Percentage of identified physical corporate records digitised and available for internal Self Service	✓	✓	

CSP	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**

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	1I	Build a workplace culture that is safe, engaged, responsive and professional	People & Culture	Control	

OPERATIONAL PLAN	ACTIONS				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
	1I.25.01	Implement core elements of Safety Roadmap	Manager Corporate Governance	• Decrease Lost Time Injury Frequency Rate • Decrease Total Recordable Injury Frequency Rate • Increase Working Rate by 5% • Increase Stay at Work Rate by 5% • Increase Return to Work rate by 5%	✓	✓	
	1I.25.02	Implement supportive and comprehensive Health & Wellbeing program	Manager Corporate Governance	• Implement and embed core elements of the Wellness and Wellbeing Strategy	✓	✓	
	1I.25.03	Deliver Council's Diversity Equity and Inclusion initiatives for employees	Chief Human Resources Officer	• Number of initiatives delivered	✓	✓	

	STRATEGY	
CSP	**1.3**	Sutherland Shire Council demonstrates good governance and is trusted by the community to make informed decisions that reflect community values and aspirations

	PRINCIPAL ACTIVITY				
DELIVERY PROGRAM	**Code**	**Description**	**Responsibility**	**Level of Influence**	**Quadruple Bottom Line**
	1J	Attract, retain and develop a talented workforce aligned to service needs	People & Culture	Control	

	ACTIONS						
					Timeframe		
OPERATIONAL PLAN	**Code**	**Description**	**Responsibility**	**Measurement**	**24/25**	**25/26**	**Supporting Documents**
	1J.25.01	Design and implement a Smart Workplaces Strategy	Chief Human Resources Officer	• Strategy is developed and actions implemented in accordance with agreed timeframes	✓	✓	
	1J.25.02	Review recruitment processes to promote access and inclusion, ensure equal access to employment opportunities, and apply for reasonable workplace adjustments	Chief Human Resources Officer	• Recruitment process review completed • Recommendations reported to Executive for endorsement by April 2025		✓	Disability Inclusion Action Plan
	1J.25.03	Review and implement contemporary onboarding experience	Chief Human Resources Officer	• Onboarding experience review completed • Contemporary approach developed • Onboarding process implemented	✓	✓	Workforce Strategy

CSP	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

DELIVERY PROGRAM

PRINCIPAL ACTIVITY

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
1K	Manage assets collaboratively to deliver safe, affordable and sustainable services and infrastructure	Assets Strategy and Delivery	Control	👥 📈

OPERATIONAL PLAN

ACTIONS

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
1K.25.01	Implement the Asset Management Improvement Plan to improve asset management maturity levels to support a long term view of investment and risk management for infrastructure	Strategic Assets Manager	• Improve the asset maturity levels from competent to optimise	✓	✓	
1K.25.02	Develop a capital works program that includes a multi-year pipeline of planning and design projects for future construction and grant applications	Strategic Assets Manager	• Annual program presented to Council for adoption by June 2025	✓	✓	
1K.25.03	Develop and implement a risk based asset inspection framework to support strategic asset management program	Manager Corporate Governance	• Risk rating trial for key assets requiring an asset management plan completed • Risk rating matrix to be further developed and implemented for all Council assets	✓	✓	
1K.25.04	Prepare a masterplan for the Council's Operational Depot sites	Manager Fleet and Logistics	• Number of site assessments • Number of stakeholder meetings held • Conceptual design finalisation of the masterplan document	✓		
1K.25.05	Undertake Buildings asset class revaluation	Strategic Assets Manager	• Draft revaluation completed by March 2025	✓		

CSP	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

DELIVERY PROGRAM

PRINCIPAL ACTIVITY				
Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
1L	Manage Council's property portfolio to ensure best value for the community through optimisation and strategic utilisation of land holdings	Property	Control	

OPERATIONAL PLAN

ACTIONS				Timeframe		
Code	Description	Responsibility	Measurement	24/25	25/26	Supporting Documents
1L.25.01	Explore utilisation of Council property to support Jannali town centre activation and investigate opportunities for co-location and optimisation of community assets	Senior Manager Property	• Update provided to Council on progress of environmental site testing by October 2024 • Feasibility of including Council's Jannali car park in redevelopment of adjoining land holdings to activate Jannali town centre presented to Council by March 2025	✓		Property Strategy
1L.25.02	Progress the design of golf clubhouse facilities to support and enhance The Ridge Golf Course and Driving Range operations	Infrastructure Planning and Design Manager	• Design of clubhouse facilities completed by June 2025	✓	✓	Property Strategy
1L.25.03	Investigate opportunities for co-location and optimisation of community assets in Miranda	Senior Manager Property	• Future need for community assets in Miranda to be defined by June 2025	✓		Property Strategy
1L.25.04	Investigate opportunities for co-location and optimisation of community assets in Caringbah	Senior Manager Property	• Future need for community assets in Caringbah to be defined by June 2025	✓		Property Strategy

CSP	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**

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	1M	Optimise Service Delivery through the implementation of a Continuous Improvement Framework	Corporate Planning and Performance	Control	

OPERATIONAL PLAN	ACTIONS				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
	1M.25.01	Continue to implement the Performance Measurement Program	Corporate Planning and Performance Manager	• Performance Measurement Program is embedded within Strategic Documents Framework • New strategic documents include performance measures	✓		
	1M.25.02	Undertake service reviews for: - Environmental Health and Building Division - Children's Services	Corporate Planning and Performance Manager	• Nominated Service Reviews completed by June 2025	✓		

OUTCOME

2

We want to protect and sustain our beautiful natural environment and enhance the places we live and play in.

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 1,000 parks and reserves and over 3,000 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.

What you told us

Through our community survey, respondents rated both the importance and satisfaction with the following services and facilities that Council provide:

Service/ Facility	Importance	Satisfaction	
Management of Shire tree coverage	4.38	3.31	▼
Management of beaches and waterways	4.70	3.85	▼
Management of local bushland	4.61	3.70	▼
Household waste service, including rubbish and recycling	4.76	3.97	▼
Stormwater drainage	4.57	3.47	▼

▲▼ = A higher/lower level of Satisfaction v Importance
Scale: 1 = not at all satisfied/important, 5 = very satisfied/important

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

The results reveal priority areas, particularly where there is a performance gap between the levels of importance and satisfaction. These priority areas have informed the development of actions in the Delivery Program and Operational Plans.

Our vision for a beautiful, protected and healthy natural environment

Over the next ten years, we want to protect and sustain our beautiful natural environment and enhance the streets and public places we live and play in. Residents, community groups, schools, Council, and developers all have a role in protecting our environment, and reducing our resource consumption, for the benefit of us and our future generations.

The strategies to achieve this vision are:

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.

Four year principal activities

Our four-year principal activities look to continually review and strengthen our range of strategies, plans and policies that guide our service delivery. These activities are informed by the community feedback and how we can best meet the needs of our changing community.

Outcome 2 activities for 2022-26 are:

2A	Demonstrate leadership in Climate Change mitigation and adaptation
2B	Deliver programs that enhance and protect the natural environment
2C	Deliver and enhance a cost effective, innovative and sustainable waste service
2D	Implement strategies to deliver environmental conservation, improvements and sustainability of our natural resources
2E	Manage, promote and enhance our tree canopy in urban and natural areas
2F	Implement strategies to enhance environmental conservation and diversity of natural habitats
2G	Manage and protect the health and biodiversity of our waterways, catchments, floodplains and coastline

CSP	STRATEGY	
	2.1	Environment and climate risks and impacts are understood and managed

DELIVERY PROGRAM

PRINCIPAL ACTIVITY				
Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
2A	Demonstrate leadership in Climate Change mitigation and adaptation	Environmental Science	Control	

OPERATIONAL PLAN

ACTIONS				Timeframe		
Code	Description	Responsibility	Measurement	24/25	25/26	Supporting Documents
2A.25.01	Finalise development of the draft Climate Strategy	Manager Environmental Science	• Draft strategy presented to Council for adoption by June 2026 • Draft strategy includes actions to meet net zero for Council operations by 2030 and the community by 2050	✓	✓	
2A.25.02	Pursue opportunities to drive an increase in renewable energy in Council and the community	Manager Environmental Science	• Reduction in green house gas emissions in Council and the community	✓	✓	
2A.25.03	Participate in the Global Covenant of Mayors for Climate and Energy Program	Manager Environmental Science	• Climate mitigation actions reported to the Global Covenant of Mayors	✓	✓	
2A.25.04	Develop and implement a Fleet Transition Plan to reduce fleet emissions	Manager Fleet and Logistics	• Percentage of vehicles that have been transitioned to low-emission or zero-emission vehicles • Overall reduction in carbon dioxide (CO2) emissions from the fleet	✓	✓	

	ACTIONS *(Continued)*						
	Code	Description	Responsibility	Measurement	Timeframe 24/25	25/26	Supporting Documents
OPERATIONAL PLAN	2A.25.05	Prepare an Electric Vehicle (EV) position paper	Manager Environmental Science	• Workshops and stakeholder engagement on Electric Vehicle Infrastructure in Sutherland Shire completed by June 2025 • Position paper on Electric Vehicle Infrastructure prepared by June 2025	✓		Environment and Sustainability Strategy
	2A.25.06	Review existing development controls requiring the provision of charging facilities for electric vehicles on private property	Manager Strategic Planning	• Draft Development Control Plan amendment presented to Council for adoption by June 2025	✓		Parking Strategy

CSP	STRATEGY	
	2.2	**Effectively manage and conserve our natural resources**

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	2B	Deliver programs that enhance and protect the natural environment	Open Space Operations	Control	

OPERATIONAL PLAN	ACTIONS				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
	2B.25.01	Develop and implement environmental improvement actions for former landfill site Ferntree Gully Engadine	Infrastructure Planning and Design Manager	• Stage 1 construction completed by June 2025	✓	✓	

CSP	STRATEGY	
	2.2	Effectively manage and conserve our natural resources

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	2C	Deliver and enhance a cost effective, innovative and sustainable waste service	Waste Services	Control	🍃

OPERATIONAL PLAN	ACTIONS				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
	2C.25.01	Participate and contribute to regional (SSROC) waste and resource recovery initiatives relevant to Sutherland Council's Waste Strategy	Manager Waste Services	• Number of SSROC initiatives participated in	✅		
	2C.25.02	Design and implement innovative waste management services and education programs to initiate community behaviour change and to improve resource recovery	Manager Waste Services	• Number of services / events / campaigns implemented • Number of participants / customers engaged at events • Contamination or landfill diversion % rates	✅	✅	
	2C.25.03	Implement Council preferred operating model for a Food Organic Garden Organic (FOGO) collection and processing service	Manager Waste Services	• Identification and endorsement of a preferred operational model for a Food Organics Gardens Organics (FOGO) collection service	✅	✅	Waste Management Strategy
	2C.25.04	Implement Council preferred service delivery model for a Community Recycling Centre (CRC) in the Sutherland LGA	Manager Waste Services	• Identification and endorsement of a preferred delivery model for a Community Recycling Centre (CRC) in the Sutherland LGA	✅	✅	Waste Management Strategy

	STRATEGY	
CSP	2.2	Effectively manage and conserve our natural resources

PRINCIPAL ACTIVITY

	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
DELIVERY PROGRAM	2D	Implement strategies to deliver environmental conservation, improvements and sustainability of our natural resources	Environmental Science	Control	🍃

ACTIONS

	Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
OPERATIONAL PLAN	2D.25.01	Work with the NSW Environment Protection Authority to establish a regional air quality monitoring station within the Sutherland Shire	Manager Environmental Science	• Location for a regional air quality monitoring station identified • Initial works progressed to develop the monitoring station	✓	✓	
	2D.25.02	Optimise the supply of recycled water through the Cronulla Woolooware Water Recycling Scheme and identify further sites with stakeholders to utilise the scheme	Manager Building Operations	• Plant water supply availability % • Customer demands met for recycled water % (Litres) • Plant operated at % of total capacity	✓	✓	

CSP	STRATEGY	
	2.3	**Enhance and protect diverse natural habitats**

DELIVERY PROGRAM

PRINCIPAL ACTIVITY				
Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
2E	Manage, promote and enhance our tree canopy in urban and natural areas	Environmental Science	Control	

OPERATIONAL PLAN

ACTIONS				Timeframe		Supporting Documents
Code	Description	Responsibility	Measurement	24/25	25/26	
2E.25.01	Deliver the Green Streets Tree Planting Program	Construction Manager	• Trees planted in identified areas and maintained for a period of 2 years	✓	✓	
2E.25.02	Increase the tree canopy within town centres to align with the Sutherland Shire Green Grid, through the Green Streets Program and proactive tree management.	Construction Manager	• Increase in tree canopy to align with the outcomes of Council's draft Tree and Bushland Strategy	✓	✓	Public Domain Strategy

CSP	STRATEGY	
	2.3	Enhance and protect diverse natural habitats

DELIVERY PROGRAM

PRINCIPAL ACTIVITY

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
2F	Implement strategies to enhance environmental conservation and diversity of natural habitats	Environmental Science	Control	🌿

OPERATIONAL PLAN

ACTIONS

Code	Description	Responsibility	Measurement	Timeframe 24/25	25/26	Supporting Documents
2F.25.01	Develop a Koala Plan of Management	Manager Environmental Science	• Draft Koala Plan of Management presented to Council for adoption by June 2025	✓	✓	
2F.25.02	Implement the Tree and Bushland Strategy	Manager Environmental Science	• Tree and Bushland Strategy presented to Council for adoption by December 2024 • Number of Tree and Bushland Strategy actions implemented	✓	✓	
2F.25.03	Review and update the Biodiversity Strategy	Manager Environmental Science	• Biodiversity Strategy is reviewed and updated by July 2026	✓	✓	Environment and Sustainability Strategy

CSP	STRATEGY	
	2.4	Protect our beaches, rivers and oceans

DELIVERY PROGRAM

PRINCIPAL ACTIVITY

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
2G	Manage and protect the health and biodiversity of our waterways, catchments, floodplains and coastline	Assets Strategy and Delivery	Control Influence	🌿

OPERATIONAL PLAN

ACTIONS

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
2G.25.01	Develop and implement the Catchment and Waterways Strategy and Implementation Plan	Strategic Assets Manager	• Public Exhibition of the Catchment and Waterways Strategy • Draft Catchment and Waterways Strategy presented to Council for adoption June 2025	✓	✓	
2G.25.02	Commence Stage 1 of the Port Hacking Coastal Management Program	Strategic Assets Manager	• Grant application for the Port Hacking Coastal Management Program prepared • The project brief for the Port Hacking Coastal Management Program prepared	✓	✓	
2G.25.03	Implement the Bate Bay Coastal Management Program	Strategic Assets Manager	• Certification of Bate Bay Coastal Management Program	✓	✓	
2G.25.04	Progress the Woronora River Flood Study	Strategic Assets Manager	• Project brief Woronora River Flood Study prepared • Undertake Woronora River Flood Study	✓	✓	

	ACTIONS *(Continued)*						
OPERATIONAL PLAN	Code	Description	Responsibility	Measurement	Timeframe		Supporting Documents
					24/25	25/26	
	2G.25.05	Undertake the Overland Flow Flood Study	Strategic Assets Manager	• Flood study adopted and relevant actions implemented	✓		
	2G.25.06	Maintain Sylvania Waters waterway	Strategic Assets Manager	• Annual seabed survey completed by December 2024 • Review the maintenance program by December 2024 • Implement the maintenance program by June 2025	✓		

We will nurture creativity, celebrate our shared heritage and embrace diversity to build a resilient and inclusive community that cares for the wellbeing of all.

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, inter-generational 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.

What you told us

Through our community survey, respondents rated both the importance and satisfaction with the following services and facilities that Council provide:

Service/ Facility	Importance	Satisfaction
Information provided about local services and activities	4.03	3.46 ▼
Festival and events programs	3.79	3.53 ▼
Cultural facilities & services overall	3.43	3.67 ▲
The Pavilion Performing Arts Centre	3.45	4.22 ▲
Hazelhurst Regional Gallery	3.50	4.30 ▲
Community buildings and halls	3.44	3.62 ▲

▲▼ = A higher/lower level of Satisfaction v Importance
Scale: 1 = not at all satisfied/important, 5 = very satisfied/important

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

The results reveal priority areas, particularly where there is a performance gap between the levels of importance and satisfaction. These priority areas have informed the development of actions in the Delivery Program and Operational Plans.

Our vision for a creative, caring and healthy community that celebrates culture and diversity

Over the next ten years, we want to sustain and build a resilient and inclusive community that cares for the wellbeing of all.

We will celebrate who we are through cultural experiences, events and facilities, by retaining local special places and by building a cohesive local identity. We will nurture creativity, celebrate our shared heritage and embrace diversity, helping us to create a sense of community and identify and value what is important to all of our lives.

The strategies to achieve this vision are:

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.

Four year principal activities

Our four-year principal activities look to continually review and strengthen our range of strategies, plans and policies that guide our service delivery. These activities are informed by the community feedback and how we can best meet the needs of our changing community.

Outcome 3 activities for 2022-26 are:

3A	Provide contemporary community facilities to support an inclusive and connected community
3B	Empower the community so they can access care and support
3C	Maintain and enable community facilities and services that meet the needs of the local community
3D	Provide for an active, connected and inclusive community
3E	Build and support the capacity of the community sector to be more skilled, resilient and responsive
3F	Deliver programs to the community that enhance public health and safety
3G	Provide and enhance opportunities for the community to experience enriching arts and culture
3H	Optimise the delivery of cultural experiences to engage people from diverse backgrounds
3I	Increase awareness and recognition of Aboriginal and Torres Strait Islander heritage and culture

CSP	STRATEGY	
	3.1	**The community has access to quality services to support and enhance health and wellbeing**

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	3A	Provide contemporary community facilities to support an inclusive and connected community	Community Connections	Control	

OPERATIONAL PLAN	ACTIONS						
	Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
	3A.25.01	Enhance the quality of our venues by making them attractive, purposeful, and flexible to cater to diverse users and community needs	Manager Community Connections	• Hirer satisfaction surveys undertaken	✓	✓	Community Venues Strategy
	3A.25.02	Monitor the feasibility of community venues while ensuring services and fees are affordable and financially sustainable	Manager Community Connections	• 25% minimum occupancy of venues • Fees reviewed annually	✓	✓	Community Venues Strategy
	3A.25.03	Align community venue service levels, asset management and governance standards between Volunteer Management Committees and Council	Manager Community Connections	• Asset management plans drafted • Governance best practices adopted and followed • Action plan developed to use Bookable	✓	✓	Community Venues Strategy

	ACTIONS *(Continued)*				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
OPERATIONAL PLAN	3A.25.04	Promote community venues and services and programs held within venues to enrich customer awareness and increase utilisation	Manager Community Connections	• Number of targeted promotions for low use periods and underutilised spaces • Bookable Events module trial completed • 1 social post per month promoting venues • 1 banner stand promotion per quarter • 1 website hero banner every 6 months	✓	✓	Community Venues Strategy
	3A.25.05	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	Construction Manager	• Detailed design completed within 6 months of the completion of the Plan of Management	✓	✓	
	3A.25.06	Undertake an audit of community venues for inclusive access	Strategic Assets Manager	• Audit of community venues completed by June 2025 • Implement changes from audit by June 2025	✓		Disability Inclusion Action Plan

CSP	STRATEGY	
	3.2	Develop and enhance programs that support and enable the safety and wellbeing of all in our community

PRINCIPAL ACTIVITY

	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
DELIVERY PROGRAM	3B	Empower the community so they can access care and support	Community Connections	Control	

ACTIONS

	Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
OPERATIONAL PLAN	3B.25.01	Deliver proactive community programs to reduce loneliness and social isolation	Manager Community Connections	• Number of events delivered to provide opportunity for community connections	✓	✓	
	3B.25.02	Enable access to programs which support various groups of the community including LGBTQIA++, those experiencing family and domestic violence, mental health concerns and homelessness	Manager Community Connections	• Number of programs promoted that support our vulnerable communities	✓	✓	

CSP	STRATEGY	
	3.2	**Develop and enhance programs that support and enable the safety and wellbeing of all in our community**

PRINCIPAL ACTIVITY (DELIVERY PROGRAM)

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
3C	Maintain and enable community facilities and services that meet the needs of the local community	Community Connections	Control Influence	

ACTIONS (OPERATIONAL PLAN)

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
3C.25.01	Support the rights of people with disabilities and enhance access and inclusion through implementation of the Disability Inclusion Action Plan (DIAP)	Manager Community Connections	• Year 3 Actions of the DIAP completed • 1 annual report sent to the Disability Council • 4 meetings facilitated with the Access and Inclusion Committee	✓	✓	
3C.25.02	Undertake detailed research and gap analysis of the community services sector, to inform annual planning and advocacy activities	Manager Community Connections	• Gap analysis research undertaken by June 2025	✓		

CSP	STRATEGY	
	3.2	Develop and enhance programs that support and enable the safety and wellbeing of all in our community

DELIVERY PROGRAM

PRINCIPAL ACTIVITY				
Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
3D	Provide for an active, connected and inclusive community	Community Connections	Control	

OPERATIONAL PLAN

ACTIONS						
Code	Description	Responsibility	Measurement	Timeframe		Supporting Documents
				24/25	25/26	
3D.25.01	Implement the Innovate Reconciliation Action Plan	Manager Community Connections	• Innovate Reconciliation Action Plan Year 1 Actions implemented	✓		
3D.25.02	Improve connection and inclusion through increased participation in community programs and events	Manager Community Connections	• Number of attendees • Number of events	✓	✓	Community Development Strategy
3D.25.03	Build capacity of the community to be more resilient and skilled to support those who are providing end of life caregiving	Manager Community Connections	• Number of events delivered to target audience	✓		Community Development Strategy
3D.25.04	Finalise and implement the Multicultural Action Plan	Manager Community Connections	• Draft Multicultural Action Plan presented to Council for adoption to be placed on public exhibition by September 2024 • Draft Multicultural Action Plan presented to Council for adoption by December 2024 • Implementation of year one actions commenced	✓	✓	Community Development Strategy

CSP	STRATEGY	
	3.2	**Develop and enhance programs that support and enable the safety and wellbeing of all in our community**

PRINCIPAL ACTIVITY

DELIVERY PROGRAM	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	3E	Build and support the capacity of the community sector to be more skilled, resilient and responsive	Community Connections	Control	

ACTIONS

OPERATIONAL PLAN	Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
	3E.25.01	Facilitate grants and subsidies to support community development priorities	Manager Community Connections	• Dollar value of grants provided • Total of programs funded	✓	✓	
	3E.25.02	Provide training and employment skills to young people aged 12-24 years	Manager Community Connections	• Number of training sessions • Number of attendees • Youth employment rate	✓	✓	
	3E.25.03	Ensure community based services meet the needs of the local community now and are supported to plan for future changes	Manager Community Connections	• Community services evaluated for each portfolio	✓	✓	Community Development Strategy
	3E.25.04	Build and support the capacity of the community sector to be more skilled, resilient and responsive to the needs of the community	Manager Community Connections	• Number of sector support professional development sessions provided • Number of interagency meetings attended • Information and resources on government reform provided	✓	✓	Community Development Strategy
	3E.25.05	Develop a Resilience Strategy	Manager Environmental Science	• Stakeholder workshops and background research undertaken • Draft Resilience Strategy presented to Council for initial endorsement by June 2025	✓	✓	Environment and Sustainability Strategy

CSP	STRATEGY	
	3.2	Develop and enhance programs that support and enable the safety and wellbeing of all in our community

	PRINCIPAL ACTIVITY				
DELIVERY PROGRAM	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	3F	Deliver programs to the community that enhance public health and safety	Health and Building Regulation	Control	

	ACTIONS				Timeframe		Supporting Documents
OPERATIONAL PLAN	Code	Description	Responsibility	Measurement	24/25	25/26	
	3F.25.01	Develop and deliver an annual online community education campaign for swimming pool safety	Senior Manager Health and Building Regulation	• 5% increase in views on social media	✓	✓	
	3F.25.02	Develop and deliver an annual online community education campaign for building fire safety	Senior Manager Health and Building Regulation	• Number of views on social media	✓	✓	

CSP	STRATEGY	
	3.3	**Foster opportunities to strengthen community connections**

PRINCIPAL ACTIVITY (DELIVERY PROGRAM)

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
3G	Provide and enhance opportunities for the community to experience enriching arts and culture	Arts and Libraries	Control	

ACTIONS (OPERATIONAL PLAN)

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
3G.25.01	Deliver an annual calendar of Cultural, Civic and Community Events which caters to a diverse range of audiences for the social, economic and cultural needs of the community	Manager Community Connections	• Increase in number of events delivered • Increase in number of attendees	✓	✓	
3G.25.02	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	Senior Manager Arts and Libraries	• 3 or more opportunities through exhibitions, events and programs are offered across both libraries and Hazelhurst	✓	✓	
3G.25.03	Develop an Events Management Plan to inform the design and delivery of Events for our community which contributes to cultural, social and economic well-being	Manager Community Connections	• Events Management Plan developed by June 2025	✓		Cultural Strategy
3G.25.04	Support artists, performers and the creative economy through commissions, mentorships, platforms to present works, facilitating partnerships, promotion and platforms for commercial enterprise	Senior Manager Arts and Libraries	• Individual partnerships reported	✓	✓	

	ACTIONS *(Continued)*				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
OPERATIONAL PLAN	3G.25.05	Develop events based on local history and stories through partnerships, events and programs that cater to a diverse range of audiences	Manager Community Connections	• Number of Events and programs delivered with historical content	✓	✓	
	3G.25.06	Continue investigation and development of the Hazelhurst Arts Centre Masterplan	Senior Manager Arts and Libraries	• Draft future Masterplan developed	✓	✓	Cultural Strategy
	3G.25.07	Develop a Public Art Plan that aims to enhance the urban environment and creates a sense of place	Senior Manager Arts and Libraries	• Key internal stakeholder meetings held to identify planning considerations by August 2024 • Public Art Plan to be presented to Council for endorsement by December 2024	✓		Cultural Strategy

CSP	STRATEGY	
	3.4	**Facilitate cultural activities and experiences**

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	3H	Optimise the delivery of cultural experiences to engage people from diverse backgrounds	Arts and Libraries	Control	

OPERATIONAL PLAN	ACTIONS				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
	3H.25.01	Explore opportunities to increase representation of our diverse community in our programs and services	Senior Manager Arts and Libraries	• 1-3 programs presented	✓	✓	
	3H.25.02	Provide opportunities for young and early career artists and performers through partnerships, exhibitions, events and programs that cater to a diverse range of audiences	Senior Manager Arts and Libraries	• Number of attendees for each partnership, event or program	✓	✓	
	3H.25.03	Support connections between community cultural organisations to develop synergies and as a source of community engagement with Council	Manager Community Connections	• Number of partnerships with cultural organisations and community groups	✓	✓	

CSP	STRATEGY	
	3.5	Recognise and respect Aboriginal and Torres Strait Islander heritage

DELIVERY PROGRAM

PRINCIPAL ACTIVITY				
Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
3I	Increase awareness and recognition of Aboriginal and Torres Strait Islander heritage and culture	Arts and Libraries	Control	

OPERATIONAL PLAN

ACTIONS				Timeframe		
Code	Description	Responsibility	Measurement	24/25	25/26	Supporting Documents
3I.25.01	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	Senior Manager Arts and Libraries	• 1-3 opportunities presented	✓	✓	
3I.25.02	Develop opportunities to increase Dharawal and First Nations Culture through events, community and business engagements that cater to a diverse range of audiences	Manager Community Connections	• Number of events with Dharawal & First Nations Culture focus • Number of attendees • Survey of attendees	✓	✓	
3I.25.03	Develop guidelines to support the recognition and acknowledgement of Dharawal people across Council's corporate communication channels, in line with the adopted Reconciliation Action Plan	Senior Manager Communication, Engagement and Customer	• Guidelines endorsed by Executive • Guidelines published on internal communications channels • Targeted training provided to all members of the Marketing Communities of Practice • Promotion of guidelines and their use	✓		Cultural Strategy

We want to build a strong local economy by increasing opportunities for education, employment and business prosperity.

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.

What you told us

Through our community survey, respondents rated both the importance and satisfaction with the following services and facilities that Council provide:

Service/ Facility	Importance	Satisfaction	
Supporting local jobs and businesses	4.44	3.49	▼
Streetscapes around shopping areas	3.99	3.41	▼
Childcare services	3.50	3.58	▲
Library services	4.06	4.36	▲

▲▼ = A higher/lower level of Satisfaction v Importance
Scale: 1 = not at all satisfied/important, 5 = very satisfied/important

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

The results reveal priority areas, particularly where there is a performance gap between the levels of importance and satisfaction. These priority areas have informed the development of actions in the Delivery Program and Operational Plans.

Our vision for a prosperous, well-educated community with a diverse range of economic opportunities

Over the next ten years, Sutherland Shire will be a community in which each and every one of us is educated, where people can work closer to home, and where our local businesses prosper and provide increased employment opportunities.

The strategies to achieve this vision are:

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.

Four year principal activities

Our four-year principal activities look to continually review and strengthen our range of strategies, plans and policies that guide our service delivery. These activities are informed by the community feedback and how we can best meet the needs of our changing community.

Outcome 4 activities for 2022-26 are:

4A	Enable a diverse and self-sustaining business community to foster economic resilience
4B	Enable a prosperous community with a fulfilling work life balance
4C	Manage Councils Early Education and care portfolio through sound governance, financial and quality framework
4D	Provide welcoming, engaging, flexible and well-used library spaces
4E	Provide contemporary library resources to enable easier access to collections and services
4F	Deliver innovative events and programs that provide positive literacy, lifelong learning and an informed and connected community

CSP	STRATEGY	
	4.1	Collaborate with our business community to support thriving local business

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	4A	Enable a diverse and self-sustaining business community to foster economic resilience	Community Connections	Control	

OPERATIONAL PLAN	ACTIONS						
	Code	Description	Responsibility	Measurement	Timeframe		Supporting Documents
					24/25	25/26	
	4A.25.01	Support and encourage the growth and skills of the local business community	Manager Community Connections	• Business output (turnover) to increase by 15% by 2030 • 6 programs, events, and training delivered per year • Number of new ABN registrations in the Sutherland Shire	✓	✓	Economic Strategy
	4A.25.02	Support the growth of tourism and proactively market the Sutherland Shire as a destination of choice to potential visitors	Manager Community Connections	• Increase average tourism spend by 20% ($46m) by 2030 • Increase Social media followers by 10% for Instagram and 4% for Facebook • Monthly Blog promoting visitation to the Sutherland Shire distributed • 1 industry educational event for local tourism product providers undertaken	✓	✓	Economic Strategy
	4A.25.03	Facilitate third party events to meet social, cultural and economic needs of the community	Manager Community Connections	• Minimum number of 200 Event Permits issued • 4 event sites to operate under generic event DA's	✓	✓	Economic Strategy
	4A.25.04	Actively promote and facilitate filming within the Sutherland Shire to support the local economy	Manager Community Connections	• 4 quarterly industry e-newsletter distributed • 120 Filming Permits issued	✓	✓	Economic Strategy

	ACTIONS *(Continued)*						
	Code	Description	Responsibility	Measurement	Timeframe		Supporting Documents
					24/25	25/26	
OPERATIONAL PLAN	4A.25.05	Survey Sutherland Shire businesses to understand their challenges, needs, trends, growth and confidence to inform decision making	Manager Community Connections	• 350 Businesses to complete the 2024 Business Survey	✓		Economic Strategy
	4A.25.06	Review and update the Economic Strategy	Manager Strategic Planning	• Economic Strategy presented to Council for adoption in 2025/26		✓	
	4A.25.07	Explore opportunities for events or activations in Jannali Town Centre	Manager Community Connections	• Development and implementation of one or more events or activations within Jannali	✓		

CSP	STRATEGY	
	4.2	Increase access to local employment and training opportunities

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	**Description**	**Responsibility**	**Level of Influence**	**Quadruple Bottom Line**
	4B	Enable a prosperous community with a fulfilling work life balance	Community Connections	Control	

OPERATIONAL PLAN	ACTIONS				Timeframe		Supporting Documents
	Code	**Description**	**Responsibility**	**Measurement**	**24/25**	**25/26**	
	4B.25.01	Support and promote local employment opportunities by partnering with local job providers to implement local programs and events to increase employment	Manager Community Connections	• Number of jobs to increase by 10,000FTE (87,937 jobs) by 2030 • 3 industry specific employment events delivered	✓		Economic Strategy

CSP	STRATEGY	
	4.3	**Improve access to quality education at all stages of life**

PRINCIPAL ACTIVITY

Code	**Description**	**Responsibility**	**Level of Influence**	**Quadruple Bottom Line**
4C	Manage Councils Early Education and care portfolio through sound governance, financial and quality framework	Children's Services	Control	

ACTIONS

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
4C.25.01	Implement actions arising from the Child Safe Action Plan	Manager Children's Services	• Percentage of Year 1 actions implemented	✓		
4C.25.02	Undertake a review of the Children's Services Inclusion framework	Manager Children's Services	• Review completed by December 2024 • Draft Framework presented to Executive by March 2025 • Implementation by June 2025	✓		
4C.25.03	Review Children's Services internal quality assurance framework	Manager Children's Services	• Review completed by December 2024 • Draft Framework presented to Executive by March 2025 • Implementation by June 2025	✓		
4C.25.04	Review the Children's Services Curriculum Framework	Manager Children's Services	• Review completed by December 2024 • Draft Framework presented to Executive by March 2025 • Implementation by June 2025	✓		

CSP	STRATEGY	
	4.3	Improve access to quality education at all stages of life

PRINCIPAL ACTIVITY (DELIVERY PROGRAM)

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
4D	Provide welcoming, engaging, flexible and well-used library spaces	Arts and Libraries	Control	

ACTIONS (OPERATIONAL PLAN)

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
4D.25.01	Finalise the operating model and open the Kirrawee Library+	Senior Manager Arts and Libraries	• Kirrawee Library+ open by April 2025	✓		Library Strategy
4D.25.02	Use Pop-up Library and other forms of outreach to promote Sutherland Shire Libraries' collections, services, programs and facilities outside of library walls to new and existing customers	Senior Manager Arts and Libraries	• 3-4 Pop-Up Libraries or outreach opportunities • Number of attendees	✓	✓	Library Strategy

CSP	STRATEGY	
	4.3	**Improve access to quality education at all stages of life**

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	4E	Provide contemporary library resources to enable easier access to collections and services	Arts and Libraries	Control	

OPERATIONAL PLAN	ACTIONS				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
	4E.25.01	Increase access to, and visibility of the local history collections	Senior Manager Arts and Libraries	• 100 or more items added to Recollect • 2 social media posts promoting Recollect	✓		

CSP	STRATEGY
	4.3 Improve access to quality education at all stages of life

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	4F	Deliver innovative events and programs that provide positive literacy, lifelong learning and an informed and connected community	Arts and Libraries	Control	

OPERATIONAL PLAN	ACTIONS						
					Timeframe		
	Code	Description	Responsibility	Measurement	24/25	25/26	Supporting Documents
	4F.25.01	Develop and present intercultural programs to create connection with and improve knowledge of First Nations culture	Senior Manager Arts and Libraries	• 1-3 programs presented for adults • 1-3 programs presented for younger audiences	✓	✓	Library Strategy
	4F.25.02	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	Senior Manager Arts and Libraries	• 1-3 programs presented for adults • 1-3 programs presented for younger audiences	✓	✓	Library Strategy

We aim to enhance our open places and spaces to promote active lifestyles and community safety.

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 all 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.

What you told us

Through our community survey, respondents rated both the importance and satisfaction with the following services and facilities that Council provide:

Service/ Facility	Importance	Satisfaction	
Parks and playgrounds	4.22	3.83	▼
Ovals and sportsgrounds	4.07	3.81	▼
Leisure centres (swimming pools)	4.03	3.88	▼
Appearance of suburbs	4.33	3.57	▼
Provision of footpaths	4.33	3.21	▼
Overall condition of the local footpath network	4.40	3.14	▼
Provision of bike paths	3.33	2.99	▼
Location/availability of public toilets	4.26	2.93	▼
Condition/cleanliness of public toilets	4.36	2.88	▼
Graffiti removal in public places	3.90	3.43	▼
Domestic animal control in public places	3.90	3.47	▼

▲▼ = A higher/lower level of Satisfaction v Importance
Scale: 1 = not at all satisfied/important, 5 = very satisfied/important

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

The results reveal priority areas, particularly where there is a performance gap between the levels of importance and satisfaction. These priority areas have informed the development of actions in the Delivery Program and Operational Plans.

Our vision for an active community that enjoys safe, accessible and diverse open places and spaces

Over the next ten years, we want to maintain and enhance our open places and spaces to promote active lifestyles and community wellbeing. We want to enable active transport options to move around the area and ensure our community feels safe and welcome in our public spaces.

The strategies to achieve this vision are:

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.

Four year principal activities

Our four-year principal activities look to continually review and strengthen our range of strategies, plans and policies that guide our service delivery. These activities are informed by the community feedback and how we can best meet the needs of our changing community.

Outcome 5 activities for 2022-26 are:

5A	Plan and deliver an active transport network which is safe and accessible
5B	Plan and provide for open space that meets the current and future needs of the community
5C	Provide accessible and diverse open spaces for everyone
5D	Optimise the use of our open spaces to provide best value opportunities for the community
5E	Promote and enhance the natural environment and heritage of our open spaces
5F	Promote active exercise and recreation to enhance community wellbeing
5G	Provide for the needs and expectations of our growing sporting community
5H	Enhance Emergency Management Maturity
5I	Provide town centres that are accessible, connected, safe, vibrant and sustainable
5J	Provide welcoming, safe and accessible places and spaces

CSP	STRATEGY	
	5.1	Promote and enhance places where people can enjoy active lifestyles

DELIVERY PROGRAM

PRINCIPAL ACTIVITY

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
5A	Plan and deliver an active transport network which is safe and accessible	Traffic and Public Domain Services	Control Concern	

OPERATIONAL PLAN

ACTIONS

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
5A.25.01	Advocate to the NSW Government to support the planning and delivery of the Sutherland to Cronulla Active Transport Link (SCATL)	Manager Traffic and Public Domain Services	• Number of representations made to TfNSW	✓	✓	Active Transport Strategy
5A.25.02	Advocate to TfNSW and Government agencies for bike and pedestrian infrastructure between Loftus Station and Royal National Park crossing the Princes Highway	Manager Traffic and Public Domain Services	• Number of representations made to TfNSW		✓	Active Transport Strategy
5A.25.03	Develop a works program for improved illuminated paths through way-finding infrastructure and cultural/economic focal points	Manager Traffic and Public Domain Services	• Number of projects included in Council's Capital Progam		✓	Public Domain Strategy
5A.25.04	Identify footpath pavement gaps between existing service and defined service levels and propose an improvement works program to address service gaps	Manager Traffic and Public Domain Services	• Number of projects included in Council's Capital Progam		✓	Public Domain Strategy
5A.25.05	Undertake viability study of a pedestrian underpass/overpass linking east and west sides of Cronulla Street at Cronulla rail station	Manager Traffic and Public Domain Services	• Study completed and submitted for Council consideration by June 2026		✓	

CSP	STRATEGY	
	5.1	Promote and enhance places where people can enjoy active lifestyles

DELIVERY PROGRAM

PRINCIPAL ACTIVITY

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
5B	Plan and provide for open space that meets the current and future needs of the community	Assets Strategy and Delivery	Control	

OPERATIONAL PLAN

ACTIONS

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
5B.25.01	Deliver the Gymea Bay Reserve and Baths Masterplan and upgrades including planning, design and staged construction of the short and medium term improvements	Infrastructure Planning and Design Manager	• Percentage of short term construction work commenced • Percentage of short term construction work completed	✓	✓	
5B.25.02	Develop and implement a plan for the review of plans of management for alignment with strategies	Infrastructure Planning and Design Manager	• Project Plan developed by December 2024 • Implementation commenced	✓	✓	Sport Strategy
5B.25.03	Deliver upgrades at Cooper Street Reserve including accessible and unisex facilities	Infrastructure Planning and Design Manager	• Complete construction of the accessible toilets and change facility by June 2025	✓		
5B.25.04	Deliver the Seymour Shaw Playing Fields and Carpark	Infrastructure Planning and Design Manager	• Commence construction of Stage 2 works and carpark • Complete construction of the carpark by December 2024 • Complete construction of the playing fields by June 2025	✓	✓	
5B.25.05	Progress the Hungry Point Reserve Cliff Top Walk Stage 1	Infrastructure Planning and Design Manager	• Hungry Point Clifftop Walkway opened for public use	✓		

CSP	STRATEGY	
	5.1	Promote and enhance places where people can enjoy active lifestyles

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	5C	Provide accessible and diverse open spaces for everyone	Assets Strategy and Delivery	Control	✪

OPERATIONAL PLAN	ACTIONS				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
	5C.25.01	Develop an open space inclusion program that prioritises equitable access to facilities across the Shire	Infrastructure Planning and Design Manager	• Inclusion program developed by September 2024 • Draft program presented to the Access and Inclusion Sub Committee by March 2025 • Program finalised by June 2025	✓		
	5C.25.02	Prepare design guidelines for incorporation into Council's Public Domain Design Manual	Infrastructure Planning and Design Manager	• Design guidelines for playgrounds developed by March 2025 • 50% of design guidelines developed for identified high priority assets as outlined in relevant strategies	✓	✓	
	5C.25.03	Deliver the Waratah Park All Abilities Playground and Amenities	Construction Manager	• Complete construction of the Playground by December 2024 • Complete construction of the amenities by December 2024	✓		

CSP	STRATEGY	
	5.1	Promote and enhance places where people can enjoy active lifestyles

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	5D	Optimise the use of our open spaces to provide best value opportunities for the community	Assets Strategy and Delivery	Control	

OPERATIONAL PLAN	ACTIONS						
	Code	Description	Responsibility	Measurement	Timeframe 24/25	25/26	Supporting Documents
	5D.25.01	Implement an overarching framework for masterplan development that incorporates actions to be considered from informing strategies, prioritising Regional and District parks	Infrastructure Planning and Design Manager	• Framework for regional and district parks masterplans developed by September 2024 • Framework for annual masterplan program for regional and district parks implemented by December 2024	✓	✓	Open Space Strategy
	5D.25.02	Develop a plan for public toilets	Infrastructure Planning and Design Manager	• Actions to address non-compliances determined by March 2025	✓	✓	Public Domain Strategy

CSP	STRATEGY	
	5.1	Promote and enhance places where people can enjoy active lifestyles

DELIVERY PROGRAM

PRINCIPAL ACTIVITY					
Code	Description		Responsibility	Level of Influence	Quadruple Bottom Line
5E	Promote and enhance the natural environment and heritage of our open spaces		Assets Strategy and Delivery	Control	

OPERATIONAL PLAN

ACTIONS							
Code	Description	Responsibility	Measurement	Timeframe		Supporting Documents
				24/25	25/26	
5E.25.01	Develop and implement a framework for promoting and enhancing the natural environment and heritage of our open spaces	Infrastructure Planning and Design Manager	• Framework developed by June 2025 • Prioritisation program for preparation of Conservation Management Plans developed by June 2025 • Communications information for community awareness of legislative protection of heritage items developed by June 2025	✓		Open Space Strategy

CSP	STRATEGY	
	5.1	Promote and enhance places where people can enjoy active lifestyles

PRINCIPAL ACTIVITY

DELIVERY PROGRAM	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	5F	Promote active exercise and recreation to enhance community wellbeing	Sport and Leisure Services	Control	

ACTIONS

	Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
OPERATIONAL PLAN	5F.25.01	Review the Leisure Centre facilities hierarchy and the recommended functional brief specifications with current best-practice during detailed planning phases for the recommended Leisure Centre and Stadium redevelopment projects	Senior Manager Sport and Leisure	• Hierarchy and functional requirements are still relevant and in line with best practice • Relevant hierarchy and functional requirement referenced in the design brief		✓	Leisure Centre Strategy
	5F.25.02	Utilise wayfinding principles to improve accessibility and visibility at the leisure centres	Senior Manager Sport and Leisure	• Audit leisure centre signage to ensure conformance with accessibility best practise and standards by December 2024 • Implement signage in line with accessibility best practise and standards by June 2025	✓		Leisure Centre Strategy
	5F.25.03	Complete a review of our strategic partnerships to ensure governance, management and outcomes are in line with best practice	Senior Manager Sport and Leisure	• Audit of strategic partnerships against best practice	✓		Leisure Centre Strategy
	5F.25.04	Review and implement industry leading technologies to provide cost effective, efficient and seamless experience for customers	Senior Manager Sport and Leisure	• Leisure Facility Customer Management Software implemented by June 2025	✓	✓	Leisure Centre Strategy

CSP	STRATEGY	
	5.1	Promote and enhance places where people can enjoy active lifestyles

DELIVERY PROGRAM

PRINCIPAL ACTIVITY

Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
5G	Provide for the needs and expectations of our growing sporting community	Sport and Leisure Services	Control	

OPERATIONAL PLAN

ACTIONS

Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
5G.25.01	Identify suitable sites and areas to trial hybrid grass on sporting fields	Manager Open Space Operations	• 2 sites identified and trials undertaken	✓		
5G.25.02	Identify suitable sites to trial new technologies for targeted herbicide application	Manager Open Space Operations	• 2 sites identified and trials undertaken	✓		
5G.25.03	Identify and collaborate with sporting clubs and associations on future planning priorities	Senior Manager Sport and Leisure	• 4 x meetings with the Sports and Active Communities Sub-committee per annum • 1 x meeting with each collaboration group under the Sports and Active Communities Sub-committee per annum	✓	✓	Sport Strategy
5G.25.04	Establish a suite of policies and license agreements to guide the usage of sporting space and infrastructure by both unstructured recreation activities and structured sport	Senior Manager Sport and Leisure	• 2 new policies commenced by June 2025 • 1 licensing agreement with a school commenced by June 2025	✓	✓	Sport Strategy
5G.25.05	Adopt a set of minimum standards for the design and construction of new sports amenities buildings	Senior Manager Sport and Leisure	• Future sport amenities building projects are aligned with industry standards and Sport Strategy guidelines	✓		Sport Strategy

	ACTIONS *(Continued)*						
	Code	Description	Responsibility	Measurement	Timeframe		Supporting Documents
					24/25	25/26	
	5G.25.06	Adopt a 'Hierarchy of Need' for supporting infrastructure and amenities which aligns with the facility hierarchy	Senior Manager Sport and Leisure	• Facility hierarchy allocations and requirements are reviewed and aligned to industry standards • Relevant hierarchy and functional requirements are referenced in master planning documents • All sport needs analysis includes scope to review and recommend facility rationalisation or replacement to meet future needs of the community	✓	✓	Sport Strategy
	5G.25.07	Deliver facilities that are accessible and inclusive by incorporating universal design principles	Senior Manager Sport and Leisure	• Future sport facilities are inclusive, accessible and aligned with Disability Inclusion Action Plan (DIAP)	✓	✓	Sport Strategy
	5G.25.08	Establish and implement a formal Facility User Agreement	Senior Manager Sport and Leisure	• Formal Facility User Agree developed by June 2025	✓		Sport Strategy
	5G.25.09	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	Infrastructure Planning and Design Manager	• Feasibility study and options analysis completed	✓	✓	

CSP	STRATEGY	
	5.2	Promote and ensure community safety in our places and spaces

PRINCIPAL ACTIVITY

	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
DELIVERY PROGRAM	5H	Enhance Emergency Management Maturity	Assets Strategy and Delivery	Control Influence	

ACTIONS

	Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
OPERATIONAL PLAN	5H.25.01	Develop and implement asset management system functionality that enhances the efficiencies and capability of Natural Disaster Recovery Funding assistance claims	Strategic Assets Manager	• Percentage review of natural assets completed • Percentage review of system capabilities completed	✓	✓	
	5H.25.02	Undertake review of environmental factors for identified areas of bushfire hazard reduction programs	Infrastructure Planning and Design Manager	• Annual program of Review of Environmental Factors completed	✓	✓	Open Space Strategy

CSP	STRATEGY	
	5.3	Provide welcoming and accessible places and spaces

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	5I	Provide town centres that are accessible, connected, safe, vibrant and sustainable	Traffic and Public Domain Services	Control	

OPERATIONAL PLAN	ACTIONS				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
	5I.25.01	Deliver the Cronulla Town Centre Stage 2 Project	Infrastructure Planning and Design Manager	• Project delivered within approved project schedule	✓	✓	Public Domain Strategy Cronulla Town Centre Masterplan
	5I.25.02	Complete Public Domain plan for Jannali town centre	Manager Traffic and Public Domain Services	• Number of projects included in Council's Capital Program	✓		

CSP	STRATEGY	
	5.3	Provide welcoming and accessible places and spaces

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	5J	Provide welcoming, safe and accessible places and spaces	Public Safety and Lifeguards	Control Influence	

OPERATIONAL PLAN	ACTIONS						
	Code	Description	Responsibility	Measurement	Timeframe		Supporting Documents
					24/25	25/26	
	5J.25.01	Prevent and reduce crime in the community through the creation and delivery of safety focused initiatives and community education campaigns	Manager Public Safety and Lifeguards	• 4 initiatives or campaigns delivered per year	✓	✓	
	5J.25.02	Promote crime prevention and safety programs targeted at vulnerable community groups to maximise safety and accessibility for everyone	Manager Public Safety and Lifeguards	• 4 crime prevention or safety programs promoted per year	✓	✓	
	5J.25.03	Plan and implement programs that address long-term community safety needs	Manager Public Safety and Lifeguards	• 2 programs implemented per year	✓	✓	
	5J.25.04	Work with coastal-based agencies to ensure Council and stakeholders are appropriately prepared for emergencies and incidents	Manager Public Safety and Lifeguards	• Number of coastal agency group meetings attended • Number of Surf Club District Meeting meetings attended • Percentage of Beach Safety Working Group Meetings chaired during patrol season	✓	✓	
	5J.25.05	Deliver the annual Surf Awareness and Survival education program	Manager Public Safety and Lifeguards	• 70 schools to participate in program • 3,000 school students attendance	✓	✓	

ACTIONS *(Continued)*						
Code	Description	Responsibility	Measurement	Timeframe 24/25	Timeframe 25/26	Supporting Documents
5J.25.06	Participate in the Rock Fishing Safety Program	Manager Public Safety and Lifeguards	• 40 Rock Fishing Patrols per year	✓	✓	
5J.25.07	Participate in Police Local Area Command Safety Precinct Committee and Local Liquor Accord	Manager Public Safety and Lifeguards	• 4 Liquor Accord Meetings per year • 4 Police Local Area Command Safety Precinct Committee Meetings per year	✓	✓	
5J.25.08	Provide a high quality animal shelter facility which promotes best practice in the care of companion animals and promotion of responsible pet ownership	Manager Public Safety and Lifeguards	• 80% rehoming of animals that are received at the Animal Shelter • 2 Unregistered Animal Notifications per year • 3 responsible pet ownership promotions per year	✓	✓	
5J.25.09	Deliver the annual school education program, promoting safe behaviour by motorists around schools	Manager Public Safety and Lifeguards	• 1,250 school zones patrolled • 86 schools attended during education program • 120 portable radar deployed to school zone area	✓	✓	
5J.25.10	Review service standards for vehicle hardstands in the road reserve in residential areas	Manager Traffic and Public Domain Services	• Service Standard presented to Council for adoption by October 2024	✓		Public Domain Strategy
5J.25.11	Undertake E-bike education and safety program	Manager Traffic and Public Domain Services	• Number of schools included in program • Number of program initiatives completed	✓		

We want a future where growth is balanced with environmental and social outcomes to create a liveable urban environment.

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.

What you told us

Through our community survey, respondents rated both the importance and satisfaction with the following services and facilities that Council provide:

Service/ Facility	Importance	Satisfaction
Diversity & choice of housing types	4.06	3.12 ▼
Neighbourhood traffic conditions/ management	4.54	2.79 ▼
Overall condition of the local sealed road network	4.54	3.01 ▼
Quality and character of the built environment	4.21	3.30 ▼

▲▼ = A higher/lower level of Satisfaction v Importance
Scale: 1 = not at all satisfied/important, 5 = very satisfied/important

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

The results reveal priority areas, particularly where there is a performance gap between the levels of importance and satisfaction. These priority areas have informed the development of actions in the Delivery Program and Operational Plans.

Our vision for a high quality urban environment, supporting a growing and liveable community

Over the next ten years, we want a liveable Sutherland Shire, where growth is balanced with social outcomes, where we can access a range of transport options, where our children and workforce can afford a home, and where we can maintain and improve our quality of life.

The strategies to achieve this vision are:

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.

Four year principal activities

Our four-year principal activities look to continually review and strengthen our range of strategies, plans and policies that guide our service delivery. These activities are informed by the community feedback and how we can best meet the needs of our changing community.

Outcome 6 activities for 2022-26 are:

6A	Support enhanced housing diversity, accessibility and affordability to meet the diverse needs of our community
6B	Plan for the future land use and development needs of our community
6C	Manage new and existing development within a robust and effective framework
6D	Provide a safe and sustainable transport system for efficient and convenient movement around the Sutherland Shire
6E	Plan, advocate and provide safe and accessible linkages to public transport connections

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

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	6A	Support enhanced housing diversity, accessibility and affordability to meet the diverse needs of our community	Strategic Planning	Control Influence	

OPERATIONAL PLAN	ACTIONS				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
	6A.25.01	Finalise the Local Housing Strategy	Manager Strategic Planning	• Community engagement completed • Endorsement of Local Housing Strategy by Department of Planning and Environment	✓		
	6A.25.02	Implement the Local Housing Strategy	Manager Strategic Planning	• Number of actions implemented		✓	Housing Strategy

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

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	6B	Plan for the future land use and development needs of our community	Strategic Planning	Control	

OPERATIONAL PLAN	ACTIONS				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
	6B.25.01	Update the Local Strategic Planning Statement	Manager Strategic Planning	• Initial reports to Council to inform content of LSPS • Draft LSPS reported for adoption • Council endorsed draft LSPS for submission to DPE • DPE endorsement and exhibition • Submissions considered by Council and LSPS adopted	✓	✓	
	6B.25.02	Finalise amendments to SSLEP2015 to deliver the Affordable Housing Contributions Scheme	Manager Strategic Planning	• Consideration of submissions and finalisation of Scheme • Implementation of Scheme through amendment to SSLEP2015	✓		

CSP	STRATEGY	
	6.2	Ensure quality, well planned and balanced development supports the growth of our community

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	6C	Manage new and existing development within a robust and effective framework	Strategic Planning	Control	

OPERATIONAL PLAN	ACTIONS						
	Code	Description	Responsibility	Measurement	Timeframe		Supporting Documents
					24/25	25/26	
	6C.25.01	Develop Menai-Illawong Place Plan	Manager Strategic Planning	• Initial community engagement • Initial reports to Council to inform content of Plan • Draft Plan reported for adoption • Council endorsed draft Plan for exhibition • Submissions considered by Council and Plan adopted		✓	
	6C.25.02	Finalise Miranda Place Plan and its supporting Planning Proposal to implement actions of the Housing Strategy	Manager Strategic Planning	• Initial community engagement • Initial reports to Council to inform content of Plan • Draft Plan reported for adoption • Council endorsed draft Plan for exhibition • Submissions considered by Council and Plan adopted • Implementation through amendment to SSLEP2015	✓	✓	

	ACTIONS *(Continued)*						
	Code	Description	Responsibility	Measurement	Timeframe		Supporting Documents
					24/25	25/26	
OPERATIONAL PLAN	6C.25.03	Finalise Sutherland-Kirrawee Place Plan and its supporting Planning Proposal to implement actions of the Housing Strategy	Manager Strategic Planning	• Initial community engagement • Initial reports to Council to inform content of Plan • Draft Plan reported for adoption • Council endorsed draft Plan for exhibition • Submissions considered by Council and Plan adopted • Implementation through amendment to SSLEP2015	✓	✓	
	6C.25.04	Finalise Caringbah Place Plan and its supporting Planning Proposal to implement actions of the Housing Strategy	Manager Strategic Planning	• Initial community engagement • Initial reports to Council to inform content of Plan • Draft Plan reported for adoption • Council endorsed draft Plan for exhibition • Submissions considered by Council and Plan adopted • Implementation through amendment to SSLEP2015	✓	✓	
	6C.25.05	Update the Sutherland Shire Development Control Plan 2015	Manager Strategic Planning	• Draft DCP reported for adoption • Community engagement • Consideration of submissions and finalisation of amendment	✓		

	ACTIONS *(Continued)*						
	Code	Description	Responsibility	Measurement	Timeframe		Supporting Documents
					24/25	25/26	
OPERATIONAL PLAN	6C.25.06	Review and continuously improve the local development assessment process	Senior Manager Development Assessment	• Establish an assessment KPI for different types (complexities) of applications by December 2024 • Develop and implement best practice procedures for the entire development assessment process by November 2024 • Implement best practice from January 2025 • Performance against numerical standards in Customer Service Charter	✓	✓	
	6C.25.07	Review the section 7.11 and 7.12 Developer Contributions Plans	Manager Strategic Planning	• Project milestones completed on time and on budget consistent with adopted project plan	✓		

CSP	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

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	6D	Provide a safe and sustainable transport system for efficient and convenient movement around the Sutherland Shire	Traffic and Public Domain Services	Control Concern	

OPERATIONAL PLAN	ACTIONS						
	Code	Description	Responsibility	Measurement	Timeframe		Supporting Documents
					24/25	25/26	
	6D.25.01	Advocate for progress in the delivery of the M6 motorway between Sylvania and Loftus	Manager Traffic and Public Domain Services	• Number of representations made to TfNSW	✓	✓	
	6D.25.02	Complete Parking Precinct Plans for Cronulla and Sutherland	Manager Traffic and Public Domain Services	• Percentage of Parking Precinct Plans completed		✓	Parking Strategy
	6D.25.03	Establish and promote customer guidelines for the management and enforcement of parking restrictions	Manager Traffic and Public Domain Services	• Number of views of customer guidelines		✓	Parking Strategy
	6D.25.04	Establish and implement enforceable customer service standards to address common parking issues	Manager Traffic and Public Domain Services	• Percentage of customer service standards completed		✓	Parking Strategy
	6D.25.05	Establish and implement smart parking technologies to improve customer experience	Manager Traffic and Public Domain Services	• Number of parking spaces that smart technology has been applied to		✓	Parking Strategy

CSP	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

DELIVERY PROGRAM	PRINCIPAL ACTIVITY				
	Code	Description	Responsibility	Level of Influence	Quadruple Bottom Line
	6E	Plan, advocate and provide safe and accessible linkages to public transport connections	Traffic and Public Domain Services	Control Influence Concern	

OPERATIONAL PLAN	ACTIONS				Timeframe		Supporting Documents
	Code	Description	Responsibility	Measurement	24/25	25/26	
	6E.25.01	Develop works programs to promote safely lit access to public transport hubs at Sutherland and Kirrawee	Manager Traffic and Public Domain Services	• Number of projects included in Council's Capital Program	✓	✓	
	6E.25.02	Advocate for priority in planning and delivery of improved public transport outcomes in bus and rail operations	Manager Traffic and Public Domain Services	• Number of representations made to improve public transport outcomes	✓	✓	
	6E.25.03	Promote public transport options as part of an education program	Manager Traffic and Public Domain Services	• Number of education programs • Number of views of education programs • Number of attendance at education programs		✓	Public Transport Strategy

ANNUAL SERVICE PLANS

Annual Service Plans show all the ongoing activities undertaken by Council on a day-to-day basis, in addition to the strategic actions set out in the Operational Plan. Each plan outlines the core business operations of each service and include key areas of focus and challenges for the year. They also provide the alignment of each service to the outcomes in Our Shire, Community Strategic Plan to ensure all our activities contribute to the community's long-term vision. Council provides two types of services to the community.

These are:

- **External Service**
  A service that is provided directly to the community.

- **Enabling Service**
  An internal service that enables the delivery of other services.

Our Service Catalogue includes:

- Arts and Culture
- Asset Planning and Design
- Building Infrastructure
- Business and Economic Development
- Childrens Services
- Communications and Engagement
- Community Services
- Community Venues
- Corporate Governance
- Corporate Planning and Performance
- Customer Experience
- Development Assessment
- Emergency Management
- Environmental Health and Sustainability
- Financial Services
- Fleet and Logistics
- Human Resources
- Information Management and Technology

- Integrated Transport
- Leisure and Aquatic Services
- Libraries
- Natural Areas Management
- Parks and Open Spaces
- Procurement
- Project Delivery
- Property Services
- Public Domain Management
- Public Health and Safety
- Regulatory Compliance
- Sporting Facilities
- Stormwater and Waterways
- Strategic Land Use Planning
- Waste Management

The full set of Annual Service Plans is included at

Note: Depreciation (Exclude Children Services and Fleet Assets) is not included in the financial resources for the current version of Service Plans. As we implement a new Strategic Asset Management system, this data will be included in future plans.

FINANCIAL MANAGEMENT

PROJECTED INCOME STATEMENT

	2025 Proposed Budget	2026 Forecast	2027 Forecast	2028 Forecast
	$ '000	$ '000	$ '000	$ '000
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	198,517	207,521	213,614	219,943
User Charges & Fees	47,397	49,513	50,751	52,020
Interest & Investment Revenue	13,641	11,221	10,328	9,330
Other Revenue	12,637	12,763	12,891	13,020
Other Income	5,212	5,869	6,008	6,151
Grants & Contributions provided for Operating Purposes	19,482	19,815	19,985	20,416
Grants & Contributions provided for Capital Purposes	13,080	13,276	13,475	13,678
Total Income from Continuing Operations	**309,965**	**319,979**	**327,052**	**334,557**
Expenses from Continuing Operations				
Employee Benefits & On-Costs	133,598	139,166	143,414	147,791
Borrowing Costs	646	605	563	520
Materials & Services	107,360	104,080	102,347	104,138
Depreciation & Amortisation	57,027	56,088	59,359	62,244
Other Expenses	9,267	8,032	8,233	8,439
Net Losses from the Disposal of Assets	5,298	6,398	6,163	5,552
Total Expenses from Continuing Operations	**313,197**	**314,370**	**320,078**	**328,684**
Operating Result from Continuing Operations	**(3,231)**	**5,610**	**6,973**	**5,873**
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	**(16,312)**	**(7,667)**	**(6,502)**	**(7,805)**

PROJECTED CASH FLOW STATEMENT

	2025 Proposed Budget	2026 Forecast	2027 Forecast	2028 Forecast
	$ '000	$ '000	$ '000	$ '000
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	197,970	207,067	213,272	219,592
User Charges & Fees	49,039	51,251	52,628	53,944
Investment & Interest Revenue Received	13,594	11,178	10,299	9,301
Grants & Contributions	32,854	33,396	33,773	34,414
Bonds, Deposits & Retention amounts received	-	-	-	-
Other	31,408	31,693	31,925	32,454
Payments:				
Employee Benefits & On-Costs	(131,189)	(137,007)	(141,786)	(146,114)
Materials & Services	(118,085)	(112,081)	(109,836)	(111,732)
Borrowing Costs	(644)	(603)	(561)	(518)
Other	(10,324)	(8,953)	(9,125)	(9,354)
Net Cash provided (or used in) Operating Activities	**64,622**	**75,939**	**80,589**	**81,986**
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	115,000	110,000	120,000	100,000
Sale of Infrastructure, Property, Plant & Equipment	702	412	514	381
Payments:				
Purchase of Investment Securities	(100,000)	(100,000)	(100,000)	(100,000)
Purchase of Infrastructure, Property, Plant & Equipment	(85,792)	(86,681)	(86,413)	(77,430)
Net Cash provided (or used in) Investing Activities	**(70,090)**	**(76,269)**	**(65,899)**	**(77,048)**
Cash Flows from Financing Activities				
Receipts:				
Borrowings and advances	-	-	-	-
Repayments:				
Borrowings and advances	(1,704)	(1,755)	(1,806)	(1,858)
Leases	(3,275)	(3,260)	(3,358)	(3,442)
Net Cash provided (or used in) Financing Activities	**(4,979)**	**(5,015)**	**(5,164)**	**(5,300)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(10,446)**	**(5,344)**	**9,526**	**(362)**
plus: **Cash & Cash Equivalents - beginning of year**	46,634	36,187	30,844	40,369
Cash & Cash Equivalents - end of the year	**36,187**	**30,844**	**40,369**	**40,007**

PROJECTED STATEMENT OF FINANCIAL POSITION

	2025 Proposed Budget $ '000	2026 Forecast $ '000	2027 Forecast $ '000	2028 Forecast $ '000
ASSETS				
Current Assets				
Cash & Cash Equivalents	36,187	30,844	40,369	40,007
Investments	186,200	176,200	156,200	156,200
Receivables	25,356	26,136	26,679	27,221
Inventories	554	571	585	599
Other	3,006	3,143	3,238	3,337
Total Current Assets	**251,303**	**236,893**	**227,071**	**227,364**
Non-Current Assets				
Investments	50,000	50,000	50,000	50,000
Receivables	490	497	497	513
Infrastructure, Property, Plant & Equipment	2,986,013	3,065,068	3,141,759	3,208,716
Investment Property	81,355	81,855	82,360	82,870
Right of Use Assets	3,455	5,105	3,915	5,648
Total Non-Current Assets	**3,121,313**	**3,202,525**	**3,278,531**	**3,347,746**
TOTAL ASSETS	**3,372,616**	**3,439,418**	**3,505,602**	**3,575,110**
LIABILITIES				
Current Liabilities				
Payables	30,001	30,845	32,051	33,303
Contract Liabilities	4,785	4,928	5,051	5,178
Lease Liabilities	1,206	1,242	1,273	1,305
Borrowing	1,755	1,806	1,858	1,915
Provisions	2,196	2,296	2,366	2,438
Employee Leave Provisions	37,120	38,810	39,994	41,214
Total Current Liabilities	**77,062**	**79,927**	**82,594**	**85,354**
Non-Current Liabilities				
Lease Liabilities	2,009	2,069	2,121	2,174
Borrowing	11,141	9,335	7,477	5,561
Provisions	9,201	9,481	9,771	10,069
Employee Leave Provisions	743	777	801	825
Total Non-Current Liabilities	**23,094**	**21,663**	**20,169**	**18,629**
TOTAL LIABILITIES	**100,156**	**101,590**	**102,763**	**103,983**
Net Assets	**3,272,460**	**3,337,828**	**3,402,839**	**3,471,127**
EQUITY				
Retained Earnings	1,524,817	1,521,585	1,527,195	1,534,168
IPPE Revaluation Reserve	1,747,644	1,816,243	1,875,644	1,936,959
Total Equity	**3,272,460**	**3,337,828**	**3,402,839**	**3,471,127**

PROJECTED RATIOS

		TARGET	2025 Proposed Budget $ '000	2026 Forecast $ '000	2027 Forecast $ '000	2028 Forecast $ '000
1	**Operating Performance Ratio** — measures the extent to which a council has succeeded in containing operating expenditure within operating revenue	>0%	-3.70% ❌	-0.57% ❌	-0.26% ❌	-0.86% ❌
2	**Own Source Operating Revenue Ratio** — measures fiscal flexibility. It is the degree of reliance on external funding sources	>= 60%	89.49% ✅	89.66% ✅	89.77% ✅	89.81% ✅
3	**Infrastructure Renewals Ratio** — assesses the rate at which these assets are being renewed against the rate at which they are depreciating	>= 100%	109.9% ✅	135.0% ✅	119.5% ✅	102.7% ✅
4	**Available Funds** — cash levels less externally and internally restricted reserves	> 5%	8.5% ✅	8.3% ✅	8.2% ✅	8.1% ✅
5	**Debt Service Cover Ratio** — measures the availability of operating cash to service loan repayments.	2.00x	8.3x ✅	9.78x ✅	10.32x ✅	10.31x ✅
6	**Unrestricted Current Ratio** — represents a council's ability to meet short-term obligations as they fall due.	>= 1.5	2.93 ✅	2.46 ✅	2.45 ✅	2.52 ✅
7	**Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage** — expressed as a percentage of total rates and charges available for collection in the financial year	< 5%	4.70% ✅	4.70% ✅	4.70% ✅	4.70% ✅
8	**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	9.90 ✅	9.21 ✅	9.04 ✅	8.57 ✅
9	**Balanced Budget** — utilisation of councils funds minus total sources of income	>= $0	$346 ✅	$252 ✅	$240 ✅	$256 ✅

ANNUAL CAPITAL WORKS AND ASSET REPLACEMENT PROGRAM

Sutherland Shire Council is responsible for over $3 billion worth of assets that support a wide range of services and facilities to the community.

The program is prepared to support our Community Strategic Plan and considers our:

- Resourcing Strategy (including Asset Management Strategy and Long-Term Financial Plan),
- Delivery Program,
- Relevant resolutions of Council,
- Any adopted Informing Strategies and associated Action Plans, and
- Confirmed Grants and Contributions.

Assets managed by Council include:

- Local roads and carparks
- Playgrounds
- Footpaths and cycleways
- Leisure Centres
- Community Buildings
- Libraries
- Stormwater pipes and drains
- Childcare Centres

Many of the projects delivered by our capital works and asset replacement programs are multi-year projects, and move through a pipeline of engagement, planning, design and delivery.

The first summary table represents major projects in the 2024/25 financial year and the subsequent summary tables represents our 4-year program which identifies projects in the Plan, Design and Construct stages.

Further information about the Capital Works Program can be found in Appendix C.

Artist Impression

Major Projects	$ 2024/25	$ 2025/26	$ 2026/27	$ 2027/28
Cooper Street Reserve	453,941	60,525	362,889	
Cronulla Town Centre Stage 2	5,776,949	7,592,988		
Gunnamatta Pavillion Upgrade	330,000	3,000,000	6,600,000	8,000,000
Seymour Shaw Reserve	3,821,247	7,796,945		
South Village Community Hub Library	9,218,095			
Major Projects Total	**19,600,232**	**18,450,458**	**6,962,889**	**8,000,000**

Buildings	$ 2024/25	$ 2025/26	$ 2026/27	$ 2027/28
Program - Early Learning Centre Building New & Renewals	971,491	1,085,141	1,182,609	862,931
Program - Leisure Centres Strategy	830,000			
Program - Community and Operations Building Upgrade & Renewal	10,483,877	11,376,295	11,411,370	8,795,614
Program - Public Toilet Upgrade, New and Renewal	1,921,687	1,002,671	1,351,672	44,000
Buildings Total	**14,207,055**	**13,464,107**	**13,945,651**	**9,702,545**

Open Space	$ 2024/25	$ 2025/26	$ 2026/27	$ 2027/28
Program - Foreshore Facilities Upgrade, New & Renewal	721,987	1,859,050		716,467
Program - Parks Upgrade, New & Renewal	2,471,136	4,243,150	1,787,195	4,072,150
Program - Playground Upgrade, New & Renewal	7,691,401	2,522,758	6,024,664	4,767,888
Program - Sport Facilities and Fields Upgrade, New & Renewal	9,201,554	9,990,019	12,994,564	11,455,558
Open Space Total	**20,086,078**	**18,614,977**	**20,806,423**	**21,012,063**

Transport Infrastructure	$ 2024/25	$ 2025/26	$ 2026/27	$ 2027/28
Program - Car Park Upgrade, New & Renewal	1,333,625	2,271,919	354,844	865,973
Program - Active Transport Upgrade & New	1,737,512	2,372,436	2,448,037	1,975,005
Program - Footway Renewal & Upgrade	704,706	1,061,575	537,995	1,111,050
Program - Stairs and Links Paths Renewal	388,085	539,150	418,100	440,000
Program - Public Domain Renewal & Upgrade	1,063,549	435,487	2,293,475	1,155,050
Program - Road Structures Renewal & Upgrade	1,212,427	3,010,100	385,050	385,050
Program - Traffic Facilities Upgrade, New & Renewal	2,095,053	3,091,450	3,145,725	1,326,000
Program - Regional Roads Repair	350,000	350,000	350,000	350,000
Program - Road Pavement Renewal	6,613,410	6,526,149	7,576,053	7,344,845
Program - Roads to Recovery	1,167,273	1,210,000	1,210,000	1,210,000
Program - Strategic Transport Upgrade & New	519,605	1,080,413	10,145,617	6,934,288
Program - Kerb and Gutter Upgrade & Renewal	1,837,492	1,128,118	1,749,098	1,683,098
Transport Infrastructure Total	**19,022,737**	**23,076,797**	**30,613,994**	**24,780,359**

Stromwater Infrastructure	$ 2024/25	$ 2025/26	$ 2026/27	$ 2027/28
Program - Drainage and Water Quality Upgrade & New	1,141,980	1,858,100	2,211,150	2,585,150
Program - Stormwater Drainage Renewal	1,437,802	1,518,200	1,463,250	1,507,050
Stormwater Infrastructure Total	**2,579,782**	**3,376,300**	**3,674,400**	**4,092,200**

Non-Infrastructure	$ 2024/25	$ 2025/26	$ 2026/27	$ 2027/28
Program - Vehicle Sales and Purchase	1,670,000	1,650,000	1,650,000	1,650,000
Program - Library	2,972,232	2,215,470	2,765,970	2,049,554
Non-Infrastructure Total	**4,642,232**	**3,865,470**	**4,415,970**	**3,699,554**

	$ 2024/25	$ 2025/26	$ 2026/27	$ 2027/28
CAPEX Total	**80,138,116**	**80,848,109**	**80,419,326**	**71,286,721**

STATEMENT OF REVENUE POLICY

Council's rating structure contains the two primary categories of ordinary rate being:

• Residential

• Business

Land has been categorised for rating purposes in accordance with sections 515 to 519 and 529 of the Local Government Act 1993. The categories of residential and business apply to the whole of the Council area. Maps showing property categorisation, sub-categorisation can be located here.

The rates revenue included in this plan assumes the full 4.8% rate peg increase in accordance with the IPART determination. The increase on individual properties may vary from this as a result of the recent review of land valuations provided by Valuations NSW.

Land values upon which rates are levied are provided by Valuation NSW and have a base date of 1 July 2022 and an effective rating date of 1 July 2023.

Rate Type	Category	2024-2025 Rate Yield	Yield %
Ordinary	Residential	136,360,235	87%
Ordinary	Business	20,636,614	13%
Total		**156,996,849**	**100%**

Residential Rates

The rating structure for the residential category is based upon an ad valorem (rate in the dollar) and is subject to a minimum rate.

Rate Type	Category	Sub-Category	Ad Valorem (amounts in the dollar)	Minimum Amount $	2024-2025 Rate Yield $
Ordinary	Residential	Not Applicable	$0.0015196242	1,049.15	136,360,235

Business Rates

The rating structure for the business category includes a Business Ordinary Rate and 5 Business sub-categories. The general business rate is applicable to those properties categorised business that do not fall within the boundaries of the 5 maps.

Sub-Category	Ad Valorem (amounts in the dollar)	Minimum Amount $	2024-2025 Rate Yield $
Business Subcategories			
Business Ordinary Rate	$0.0030278560	1,049.15	18,045,608
Business Kurnell Finished Fuel Terminal Facility	$0.0140470394	1,049.15	611,365
Business Kurnell Sand Mining	$0.0217643643	1,049.15	100,334
Business Menai Quarrying and Filling	$0.0129634690	1,049.15	6,650
Business Miranda Core Major Shopping Complex	$0.0152641791	1,049.15	1,665,291
Business Sylvania Southgate Commercial Centre	$0.0069064381	1,049.15	207,366

CHARGES

Waste Management Services

Council levies a Domestic Waste Management Charge under section 496 of the Local Government Act 1993. This charge will apply uniformly to each parcel of rateable land for which the service is available.

The charge is reviewed annually to ensure it covers the full operating cost of services including weekly collection of putrescible waste, fortnightly collection of green-waste and recyclable materials, two clean-ups annually, and education services.

Domestic Waste Management Charges for 2024/25 have increased by 1.69% and is estimated to yield $42.062M million. These will be charged as follows:

	Proposed Annual Charge 2024/25 $
Regular & Shared Service Annual Charge	464
Waste Service Section 496 Availability - Multi Unit Dwellings with Private Domestic Waste Contractor	99
Waste Service Section 496 Availability – Vacant Land	99
Improved Land Annual Charge – Recycling, Cleanup and Greenwaste Service	204
Regular Additional Service – 120 Litre (RAS) – Annual Charge	401
Strata Additional Service – 240 Litre – (SAS) – Annual Charge	618
Strata Additional Recycling Waste Service - 240 Litre - Annual Charge	156
Strata Additional Recycling Service – 660 Litre – Annual Charge	437
Greenwaste Additional Service (Non Fire Prone Area) - Greater than 2 bins	135
Greenwaste Additional Service (Fire Prone Area) - Greater than 3 bins	135
Recycle Additional Service - Greater than 2 bins	159

A "Shared" service charge applies to those situations where a property owner shares a 240L bin for putrescible garbage and recycling. "Shared" services exist only in home units and some villa/townhouse developments.

A "Regular" service charge currently applies to all other domestic waste services. They are mostly 120L bin services for putrescible waste and apply to some villa and townhouse developments and all single dwelling households.

Council has adopted a Waste Management Strategy 2022-42 and the actions from the strategy will be funded from the Domestic Waste Management Reserve.

Stormwater Management Service Charge

Council levies a Stormwater Management Service Charge under Clause 496A of the Local Government Act 1993.

The charge is applicable to rateable land categorised within the residential and business categories and is projected to generate $2.16 million. The charge will be levied as follows:

Rating Category	Property Type	Proposed Annual Charge 2024/25
Residential	House House – Pensioner Strata Unit Strata Unit – Pensioner	$25.00 $12.50 $12.50 $6.25
Business	Recreational Facilities	$25.00
	Commercial Property - Strata Scheme	The greater of $5.00 or the relevant proportion (being the proportion that the unit entitlement of an individual lot to that of the aggregate entitlement) of the maximum annual charge that would apply if the property were not in a strata scheme.
	Commercial Property - Other	Where total land area =<350m2, a minimum charge of $25 minimum charge applies.
		Where total land area is >350m2, a charge of $0.071429 per m2 applies and is capped at $20,000.

This charge will fund a program assist with improving the health of our rivers, reduce flooding and promote the harvesting and reuse of stormwater. The program for 2024/2025 is as follows:

	$
Program - Stormwater Drainage Renewal	1,437,802
Planned Maintenance – Stormwater Quality Device Cleaning	500,000
Program - Drainage New - Minor Works	462,521
Program - New Water Quality Improvement	364,578
Program - Drainage Upgrade	314,881
Asset Data Integrity	150,000
Cronulla Town Centre	139,650
Clean, Healthy Waterways	100,000
Stormwater Drainage Investigations and Flood Advice	100,000
Program Catchment Management Strategy and Planning	50,000
Management	48,752
Total	**3,668,184**

PENSIONER REBATES

Pensioners will receive two rebates according to their eligibility status.

The mandatory rebate under Section 575 of the Local Government Act 1993 will be to a maximum of $250 per assessment, calculated as one half of the combined rates plus domestic waste charge - whichever is the lesser amount.

The maximum of $250 is determined by the State Government and has remained unchanged at that level since 1989. The government subsidises councils with 55% of mandatory rebates granted.

The voluntary rebate as per Council policy, under Section 582 of the Local Government Act, to a maximum of $105 per assessment.

Eligibility conditions for the voluntary rebate are:

- The ratepayer must firstly be eligible for a mandatory rebate.

- The owner must have been a ratepayer and resided in the Shire for the immediate past three years.

As outlined, rebates are calculated on the combined levy of rates plus domestic waste charge.

CHARGES FOR WORK ON PRIVATE LAND

On some occasions Council carries out work for external parties or on private land. In performing this work Council is either utilising excess capacity of its resources and thereby generating additional income for the council, or acting in a community service role.

Works of this nature include, but are not limited to:

- sweeping roads on private lands

- constructing car parks for government bodies

- undertaking engineers' design drawings

- mowing and gardening of school grounds

- road pavement testing

- hiring out of Council plant

- repairs of private vehicles and issuing of inspection certificates (pink slips)

- environmental assessment work.

Council's pricing policy considers competitive neutrality, the actual cost (including overheads) of carrying out the work and the current market rates relevant to the work.

SCHEDULE OF FEES AND CHARGES

Fees and charges encompass the following:

- Regulatory functions of the Council under the Local Government Act 1993, Chapter 7.

- Services provided on an annual basis under Section 501 e.g. Waste management services prescribed by regulation.

- Charge for actual use of a service (s502).

- Fees for any service provided (s608).

- Annual charges for use of public places (s611).

The fees and charges reflect our pricing policy and are in a separate booklet, available on Council's website.

In determining a pricing structure for 2024/25, the general nature of the types of services, products or commodities have been assessed in relation to current charges, GST and inflationary costs. Pricing structures provide revenue from particular services, but have regard for limitations imposed by public accountability issues and community service obligations.

INTEREST CHARGES

Council will charge 10.5% interest on overdue rates and annual charges in which is the maximum amount determined by the NSW Minister of Local Government.

BORROWINGS

Council does not plan to undertake any new borrowings in 2024/25.

NATIONAL COMPETITION POLICY

The intent of the National Competition Policy is to apply Competitive Neutrality principles to business activities conducted by Councils. i.e. the concept of the 'level playing field.' This essentially means that Council should operate without net competitive advantages over other businesses as a result of its public ownership.

The following Council services have been determined as Category 1 and Category 2 businesses to be operated in line with this policy:

Category 1

- Early Education Centres (All 11 centres combined)

Category 2

- Business Waste

APPENDIX A
Engaging with the Community

[Join The Conversation](#) - Consultations July 2023 to June 2024:

Consultation Name	Date
Pensioner Rates Policy Review	July 2023
Debt Management and Financial Hardship Policy Review	July 2023
Community Gardens Policy Review	July 2023
Media and Public Comment Policy Review	July 2023
Draft Masterplan Kareela Reserve	July 2023
Connecting with Council – Communications Survey 2023	July 2023
Child Safe Organisation Policy	August 2023
Textile Recycling Bins on Council Land Policy	August 2023
Work, Health and Safety Policy	August 2023
Crown Reserves Draft Generic Plan of Management	August 2023
Como Pleasure Grounds Playground Renewal	August 2023
Draft Voluntary Planning Agreement 137-139 Loftus Avenue, Loftus	August 2023

Consultation Name	Date
CCTV Operations Policy Review	August 2023
Sutherland Shire Australia Day Awards 2024	September 2023
Sutherland Shire Libraries Customer satisfaction and Services Survey 2023	September 2023
Sutherland Shire Pulse Check	September 2023
Pinnacle Street Miranda, Proposed one-way traffic flow	October 2023
Unreasonable Customer Conduct Policy Review	October 2023
Draft Sutherland Shire Overland Flood Study	October 2023 – March 2024
Love our Parks in Summer competition	November 2023 – January 2024
Draft Data Breach Policy	December 2023
Investment Policy Review	December 2023
Public Interest Disclosures Policy	January 2024

Consultation Name	Date
Procedures for the Administration of the Codes of Conduct	January 2024
Memorial Tree Planting in Public Open Spaces Policy Review	January 2024
Draft Verge Garden Policy	January 2024
Asset Management Policy Review	January 2024
Draft Domestic Squalor and Hording Policy	February 2024
Playground renewal Prices Circuit Reserve Woronora	February 2024
Playground renewal and consolidation, Eltham Place Reserve and Sesquicentenary Park Heathcote	March 2024
Ferntree Reserve Playground Renewal	March 2024
Planning for Marton Park, Kurnell	March 2024
Sponsorship Policy Review	March 2024
Jannali Town Centre Activation Plan	April 2024

Consultation Name	Date
Youth Survey and Competition 2024	March 2024
Draft Roads and Freight Strategy and Implementation Plan	April 2024
Our Delivery Program and Operational Plan	April 2024
Planning for Tennis Facilities	April 2024
Planning for Golf Facilities	April 2024
Public Art Policy Review	May 2024
New Library Opening Hours	May 2024
Social Media Policy Review	May 2024
Outdoor Dining Policy and Scheduled Review	May 2024
Draft Masterplan Marton Park, Kurnell	June 2024
Sutherland Shire Development Control Plan 2015 – Draft Amendment 9	June 2024

APPENDIX B
Annual Service Plans

Annual Service Plans show all the ongoing activities undertaken by Council on a day-to-day basis, in addition to the strategic actions set out in the Operational Plan.

Each plan outlines the core business operations of each service and include key areas of focus and challenges for the year. They also provide the alignment of each service to the outcomes in *Our Shire,* Community Strategic Plan to ensure all our activities contribute to the community's long-term vision.

Note: Depreciation (Exclude Children Services and Fleet Assets) is not included in the financial resources for the current version of Service Plans.
As we implement a new Strategic Asset Management system, this data will be included in future plans.

ARTS AND CULTURE

Responsibility: Senior Manager Arts and Libraries / Manager Community Connections   **External Service**

This service develops and presents arts and culture programs for a diverse community and actively contributes to cultural tourism and the creative economy.

Sub-Services	Key Focus Areas
• Hazelhurst exhibitions, art classes, public programs and education • The Pavilion Performing Arts Centre • Sutherland Arts Theatre performance and public programs • Cultural and civic events programs	• Develop and deliver a diverse and high calibre artistic program of exhibitions, events, performing arts, education and public programs that engage audiences across the community • Further understanding of, and access to, our local Dharawal and First Nations culture through a calendar of programs and events • Investigate philanthropic opportunities • Cultural, civic & major events • Develop an Event Management Plan to inform the design and delivery of events which contribute to cultural, social and economic well-being • Coordinate regular Citizenship Ceremonies as requested by Federal Government

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 3: A creative, caring and healthy community that celebrates culture and diversity	• Cultural Strategy • Disability Inclusion Action Plan • Library Strategy	**FTE** 19.6

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$ 1,880	$6,257	-$4,377

How is the Service Funded?	Is the Service Mandated by Legislation? No
• General Revenue • Fees and Charges • Grants and Contributions • Other Revenue	**Legislation** • Local Government Act 1993 • Child Protection Act 2012 • Copyright Act 1968 (Cth) • Australian Citizenship Act 2007

Key Challenges	
• Changes in government grant funding adversely affecting delivery of projects • Federal Government processing of citizenship approvals which results in increased demand for Council Citizenship Ceremonies	• Respectful and inclusive delivery of Australia Day events • Adverse weather conditions impacting outdoor events • Increased event contractor costs • Hazelhurst Cottage undergoing required works

ASSET PLANNING AND DESIGN

Responsibility: Strategic Assets Manager / Infrastructure Planning and Design Manager / Infrastructure Planning and Design Manager

Enabling Service

This service leads all infrastructure asset management to ensure we effectively plan for future improvements and effectively care for our existing assets. It also provides the survey, planning and designs needed for infrastructure works.

Sub-Services	Key Focus Areas
• Asset systems and condition management • Infrastructure design • Survey • Infrastructure standards and design advice	• Review of all infrastructure asset management plans • Implementation of enhanced strategic asset planning software • Desgign of Council's Annual Capital Program • Open space revaluation • Customisation and configuration of new system modules

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 2: A beautiful, protected and healthy natural environment **Outcome 3:** A creative, caring and healthy community that celebrates culture and diversity **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	• Asset Management Strategy • Play Strategy • Sports Strategy • Leisure Strategy	FTE 35.15

OPERATING BUDGET $'000	Income $0	Expenditure $ 1,162	Net Result of Service -$ 1,162

How is the Service Funded?	Is the Service Mandated by Legislation? Yes
• General Revenue • Fees and Charges • Grants and Contributions	**Legislation** • Local Government Act 1993 • Roads Act 1993 • Environment Planning and Assessment Act 1979 • Disability Discrimination Act 1992 (Cth) • Civil Liability Act 2002

Key Challenges

• Attratcing and retaining skilled workers

• Prioritising projects for delivery

• Upskilling and training current team	• Transitioning to new systems

BUILDING INFRASTRUCTURE

Responsibility: Manager Building Operations / Construction Manager / Infrastructure Planning and Design Manager   **Enabling Service**

This service provides ongoing maintenance activities, compliance services, and minor works projects for all Council assets including sport clubhouses, community centres, administration centres, libraries, leisure centres, public toilets, entertainment venues and the Art Gallery to enable building infrastructure to operate and function to agreed standard.

Sub-Services	Key Focus Areas
• Building improvements • Building maintenance • Facility management	• Deliver maintenance activities to agreed levels of service • Deliver agreed service review recommendations • Uplift the delivery of buildings and facilities planned maintenance programs • Continue the development 'One Council' Asset Management System • Maintain and improve compliance with statutory operating requirements • Alignment of actions to strategy objectives

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 2: A beautiful, protected and healthy natural environment **Outcome 5:** An active community that enjoys safe, accessible and diverse open places and spaces	• Asset Management Strategy • Community Venues Strategy • Disability Inclusion Action Plan • Leisure Centre Strategy	**FTE** 61.20

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$1,288	$11,689	-$10,401

How is the Service Funded?	Is the Service Mandated by Legislation? Yes
• General Revenue • Other Revenue • Grants and Contributions	**Legislation** • Local Government Act 1993 • Building Products (Safety) Act 2017 • Work Health and Safety Act 2011 (NSW) • Graffiti Control Act 2008

Key Challenges

- Development and implementation of key support contracts
- Implementation of service review outcomes
- Improving service standards, quality and processes of building and facility assets requiring more resourcing to implement

- Unpredictable volume and frequency of graffiti that needs to be managed in line with service standards
- Resourcing and planning to meet the actions identified in supporting strategies

BUSINESS AND ECONOMIC DEVELOPMENT

Responsibility: Manager Community Connections

External Service

This service builds the economic capacity of the Sutherland Shire to improve the quality of life for all. The service collaborates with industry, business and education provider partners to create an environment that stimulates and supports sustainable economic growth, employment generation and resilience.

Sub-Services	Key Focus Areas
- Economic development and business support - Tourism promotion - Event and filming facilitation	- Implement the actions of the Economic Strategy - Develop and implement business events and marketing activities - Support local and major event suppliers to undertake events that benefit the local community and increase tourism - Support the film industry activities within the Local Government Area

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 4: A prosperous, well-educated community with a diverse range of economic opportunities	Economic Strategy	**FTE** 6.64

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$283	$1,556	-$1,273

How is the Service Funded?

- General Revenue
- Grants and Contributions
- Fees and Charges
- Other Revenue

Is the Service Mandated by Legislation?   No

Legislation

- Local Government Act 1993

Key Challenges

- Increased cost of event supplies and infrastructure
- Overseas filming industry action impacts local filming industry
- Increased cost of living and economic constraints
- Staff shortages in key industries

CHILDRENS SERVICES

Responsibility: Manager Childrens Services

External Service

To enrich the lives of children and families through the provision of high-quality Education and Care services

Sub-Services	Key Focus Areas
• Early education centres	• Attract, retain and develop a talented workforce • Embed a safety culture • Implement customer experience enhancements • Financial independence and sustainability • Enhance record and retention management • Uplift Inclusive Practices • Asset Managment review to support safe, affordable and sustainable services • Enhance the systems in place to support good governance - quality assurance, emergency management, procurement, guidelines and reporting • Embed culturally inclusive practices • Deliver programs that enhance the natural environment

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 4: A prosperous, well-educated community with a diverse range of economic opportunities	• Disability Inclusion Action Plan	**FTE** 173.58

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$18,443	$18,443	$0

How is the Service Funded?

- Grants and Contributions
- Fees and Charges
- Other Revenue

Is the Service Mandated by Legislation? No

Legislation

- Education and Care Services National Regulations
- Child Care Subsidy Ministers rules
- Family Assistance Law
- Children's Guardian Amendment (Child Safe Scheme) Bill 2021
- Children's Guardian Act 2019
- Child Protection (Working with Children) Regulation 2013
- Child Protection (Working with Children) Act 2012
- Children and Young Persons (Care and Protection) (Child Employment) Regulation 2015
- Children and Young Persons (Care and Protection) Regulation 2012

Key Challenges

- Industry workforce shortage
- Acquiring and retaining employees
- Funding gap to support children with additional needs
- Increase level of compliance and expectations from legislative body
- Balancing the requirements from all stakeholder groups

COMMUNICATIONS AND ENGAGEMENT

Responsibility: Senior Manager Communication, Engagement and Customer

External Service

This service facilitates effective communication and engagement with our community and staff to inform and educate about the services, responsibilities and decisions of Council, provide opportunities to participate in Council decision making, connect, educate and inspire our employees on organisational priorities and achievements and build trust and confidence in Council.

Sub-Services	Key Focus Areas
• Corporate communications • Brand Management • Media and public relations • Community engagement • Internal communications	• Enhance Council's communication channels to support community awareness of and engagement with Council services • Support the community to engage with Council decision making • Enhance digital experiences and functionality on Council's websites • Develop and implement a Brand Strategy • Deliver internal communications and engagement program that reflect our CARE values

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 1: Strong civic leadership trusted by an informed and engaged community	• Community Engagement Strategy	**FTE** 15.9

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$0	$2,635	-$2,635

How is the Service Funded?	Is the Service Mandated by Legislation?	Yes
• General Revenue	**Legislation** • Local Government Act 1993	• Environmental Planning and Assessment Act 1979

Key Challenges	
• Social media management with ongoing legal and liability risk	• Communications support and capability uplift to drive positive customer experiences

COMMUNITY SERVICES

Responsibility: Manager Community Connections

External Service

This service facilitates the development of healthy, connected, caring, inclusive, resilient and liveable communities by engaging, empowering, partnering, supporting, advocating for and building the capacity of the community to respond to challenges, generate solutions and promote health and wellbeing.

Sub-Services	Key Focus Areas
• Youth programs • Child and family programs • Disability programs • Seniors programs • Indigenous programs • Multicultural programs • Grant planning and management	• Programs that support Aboriginal and Torres Strait Islander peoples • Development of Innovate Reconciliation Action Plan • Implementation of Multicultural Action Plan • Proactive projects which support the reduction of domestic/ family violence and homelessness • Initiatives that increase health and well-being outcomes • Programs which build resilience and skills for caregivers providing end of life support

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 3: A creative, caring and healthy community that celebrates culture and diversity **Outcome 5:** An active community that enjoys safe, accessible and diverse open places and spaces	• Community Development Strategy • Disability Inclusion Action Plan	**FTE** 5.90

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$17	$1,574	-$1,557

How is the Service Funded?	Is the Service Mandated by Legislation? Yes
• General Revenue • Grants and Contributions	**Legislation** • Local Government Act 1993 • Disability Inclusion Act 2014 • Child Protection Act (Working with Children) Act 2012 • Children and Young Persons (Care and Protection) Act 1998

Key Challenges

- Increased demands on local service providers
- Minimal services to support members of the LGBTQIA++ community
- Increased needs to provide culturally appropriate services
- Recommendations provided as part of the Royal Commission into violence, abuse, neglect and exploitation of people with disability
- Changes to funding structures within the aged care sector, such as the proposed new Aged Care Act

COMMUNITY VENUES

Responsibility: Manager Community Connections

External Service

This service facilitates efficient operation, management, promotion, maintenance and strategic development of Council's community venues to meet the community's social, economic and cultural needs.

Sub-Services	Key Focus Areas
• Booking facilitation approvals and permits • Facility renewal and maintenance • Venue marketing and promotion	• Develop of service improvement plans to update appearance and service levels • Complete digitalisation of venue access • Engage hosted 3D tour and photography contractor to improve online interface • Maintain and improve usage of the online booking system • Investigate technology improvements to create smart connected venues to increase usability • Assess the sustainability of the venues network under the district service level standards

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 3: A creative, caring and healthy community that celebrates culture and diversity **Outcome 5:** An active community that enjoys safe, accessible and diverse open places and spaces	• Community Venues Strategy	FTE 4.30

sOPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$1,321	$493	$828

How is the Service Funded?	Is the Service Mandated by Legislation? Yes
• Fees and Charges	**Legislation** • Local Government Act 1993 • Liquor and Gaming Administration Act 2007

Key Challenges

• Aged and dated appearance of facilities • Age of services and buildings not to community expectation • Lack of technology connection	• Competing with fully serviced staffed venues • Isolated venues with minimal public exposure

CORPORATE GOVERNANCE

Responsibility: Manager Corporate Governance

<div align="right">

Enabling Service

</div>

This service partners with the business to deliver the full spectrum of corporate governance services to the organisation and community.

Sub-Services	Key Focus Areas
• Legal services • Governance • Enterprise risk management • Work health and safety and injury management • Insurance and claims management • Internal assurance • Executive Leadership and Support	• Implement core elements of Safety Roadmap • Develop and implement Health and Wellbeing Program • Implement core elements of Enterprise Risk Management Framework • Enhance and embed core elements of Governance Framework • Develop and implement a risk based Asset Inspection Framework

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 1: Strong civic leadership trusted by an informed and engaged community	• Workforce Strategy	**FTE** 35.15

OPERATING BUDGET $'000	Income $98	Expenditure $16,365	Net Result of Service -$16,267

How is the Service Funded?	Is the Service Mandated by Legislation?	Yes
• General Revenue • Other Revenue	**Legislation** • Local Government Act 1993 • Work Health and Safety Act 2011 (NSW) • Workers Compensation Act 1987 (NSW)	• Workplace Injury Management and Workers Compensation Act 1998 (NSW) • Environmental Planning and Assessment Act 1979 (NSW)

Key Challenges

- Enhancing data governance to support quality performance data, and effective decision making
- Supporting the business to implement risk-based asset inspections, maintenance and renewal programs to mitigate against incidents and claims
- Supporting a safety first culture to ensure we provide a safe and healthy workforce
- Creating an effective claims management system and strong return to work program, to support injured workers and reduce cost

CORPORATE PLANNING AND PERFORMANCE

Responsibility: Corporate Planning and Performance Manager

Enabling Service

This service works collaboratively across the entire organisation to support the development of Council's strategic planning framework. Council ultimately has one vision, one program, and one plan being the Community Strategic Plan, Delivery Program, and Operational Plan. The service also focuses on developing governance frameworks and processes to support the strategic planning cycle, including performance measurement and business improvement programs.

Sub-Services	Key Focus Areas
• Integrated Planning and Reporting • Organisational performance • Business improvement	• Facilitate the delivery of the Operational Plan • Produce the State of the Shire Report • Embed enhanced functionality within OneCouncil PPLGS Module across the organisation • Apply the Performance Measurement framework to existing strategies and plans

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 1: Strong civic leadership trusted by an informed and engaged community		**FTE** 3.90

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$0	$3,929	-$3,929

How is the Service Funded?	Is the Service Mandated by Legislation?	Yes
• General Revenue	**Legislation** • Local Government Act 1993 • Local Government (General) Regulation 2021	• Local Government Amendment (Governance and Planning) Act 2016

Key Challenges

- Organisational Performance - consistent and accurate reporting
- Data Management - consistency, access and availability of information
- Service Review Program - implementation and change management
- Community Engagement - engaging with a broad range of the community to inform the review and update of the Community Strategy Plan
- Stakeholder Engagement - engaging with key external agencies to understand future strategic direction to inform the review and update of the Community Strategic Plan

CUSTOMER EXPERIENCE

Responsibility: Senior Manager Communication, Engagement and Customer

External Service

The service facilitates customer centric service delivery through providing key customer service touchpoints through Council's customer service centre, call centre and online digital platforms, which facilitate effective and positive experiences for customers in engaging with Council and resolving enquiries. This service also focuses on the delivery of strategic framework, projects and resources to strengthen customer centric service delivery and culture within the organisation.

Sub-Services	Key Focus Areas
• Customer Service Centre • Customer Strategy & Improvement	• Implement the Customer Experience Strategy to enhance customer centric service delivery • Deliver efficient and effective service across all Customer Service Centre touch points (face to face, call centre, digital) • Expand Council's Voice of Customer program to capture customer satisfaction metrics at key customer touch points • Leverage customer data to inform customer-centric service planning and improvements

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 1: Strong civic leadership trusted by an informed and engaged community	• Information, Customer and Technology Strategy	FTE 29.3

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$1	$2,899	-$2,898

How is the Service Funded?	Is the Service Mandated by Legislation? No
• General Revenue	**Legislation** • Government Information (Public Access) Act 2009 • Privacy and Personal Information Protection Act 1998 • Local Government Act 1993

Key Challenges

- Optimising customer service resources to continuously deliver a high level of service across all Customer Service touchpoints
- Strengthening customer centric culture and capability across all Council service areas
- Supporting positive customer experience as key digital and service transformation projects are delivered

DEVELOPMENT ASSESSMENT

Responsibility: Senior Manager Development Services

External Service

This service undertakes assessment and determination of development applications, construction certificates, complying development, building and subdivision certificates in accordance with state, regional and local planning policies. It seeks to guide and facilitate development to achieve sustainable outcomes having regard for social, economic and environmental factors. The service also manages Council functions relating to certification, the Sutherland Shire Local Planning Panel, the Sydney South Planning Panel, and Design Review Panel.

Sub-Services	Key Focus Areas
• Planning enquiries • Pre-application discussions • Development assessment • Certification services	• Undertake an efficient assessment process that delivers environmental and built form outcomes envisaged by State and local planning controls • Review of assessment process and resources with the aim of implementing a streamlined approach to reduce assessment timeframes and provide predictability to customers

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 6: A high quality urban environment, supporting a growing and liveable community	• Sutherland Shire Development Control Plan 2015 • Sutherland Shire Local Environmental Plan 2015	**FTE** 66.87

OPERATING BUDGET $'000	Income $3,286	Expenditure $9,039	Net Result of Service -$5,753

How is the Service Funded?

- General Revenue
- Fees and Charges

Is the Service Mandated by Legislation?   Yes

Legislation

- Environmental Planning and Assessment Act 1979
- Environmental Planning and Assessment Regulation 2021
- State Environmental Planning Policies
- Building and Development Certifiers Act 2018
- Building and Development Certifiers Regulation 2020
- Strata Schemes Development Act 2015
- Strata Schemes Development Regulation 2016
- Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021
- Conveyancing Act 1919
- Disability (Access to Premises — Buildings) Standards 2010
- Local Government Act 1993 No 30
- Swimming Pools Act 1992 No 49
- Local Government (General) Regulation 2021
- Swimming Pools Regulation 2018

Key Challenges

- Consistent application of an efficient best practice assessment process
- Ensure resources and expertise meet with demand
- Recruitment and retention of staff

EMERGENCY MANAGEMENT

Responsibility: Local Emergency Management Officer

External Service

This service supports emergency service organisations, representing the interests of our community's safety and wellbeing on issues relating to emergency management, including planning, preparation, response and recovery activities, natural disaster relief, and the emergency services levy.

Sub-Services	Key Focus Areas
- Emergency Management Support - Hazard reduction on Council Land	- Act as the Chair of the Local Emergency Management Committee - Manage the review and update of the Local Emergency Management Plan (EMPLAN) - Support emergency services as needed - Assist emergency services to keep community well informed - Organise clen-ups and repairs to public assets and areas - Facilitate extra services or advice to help the community recover - Communicate any government support available to people affected by the emergency - Lobby government on behalf of our community - Apply for government disaster ready funding for future resilience

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 3: A creative, caring and healthy community that celebrates culture and diversity **Outcome 5:** An active community that enjoys safe, accessible and diverse open places and spaces		**FTE** 1.15

OPERATING BUDGET $'000	Income $0	Expenditure $7,287	Net Result of Service -$7,287

How is the Service Funded?	Is the Service Mandated by Legislation? Yes
- General Revenue - Grants and Contributions	**Legislation** - State Emergency and Rescue Management Act 1989 - Rural Fire Services Act - Local Government Act 1993

Key Challenges

- Engagement with emergency partners and government
- Continued implementation of improvements from the Royal Commission into National Natural Disasters and NSW Bush Fire Inquiry recommendations

ENVIRONMENTAL HEALTH AND SUSTAINABILITY

Responsibility: Senior Manager Environmental Health and Regulation/ Manager Environmental Science / Construction Manager

External Service

This service contributes to a healthy and sustainable environment for people and nature. This includes environmental monitoring, climate change mitigation and adaptation, tree removal assessments and approvals, tree planting programs and environmental sustainability initiatives.

Sub-Services	Key Focus Areas
• Tree management and planting • Environmental monitoring • Environmental and sustainability education • Climate change mitigation and adaptation • Pollution / incident investigation • Cronulla Woolooware Wastewater Re-use Scheme	• Climate Strategy • Tree and Bushland Strategy • Tree planting in accordance with Council's Greenweb and Greenstreets Programs

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 2: A beautiful, protected and healthy natural environment	• Environment and Sustainability Strategy • Sutherland Shire Climate Strategy	**FTE** 13.58

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$342	$1,292	-$950

How is the Service Funded?	Is the Service Mandated by Legislation?	Yes
• General Revenue	**Legislation** • Environmental Planning and Assessment Act 1979 • Protection of the Environment Operations Act 1997 • Civil Liability Act 2002 • Biodiversity Conservation Act 2016 • Catchment Management Act 1989	• 10/50 Vegetation Clearing Scheme • Trees (Disputes between Neighbours) Act 2006 • State Environmental Planning Policy (Vegetation in Non Rural Areas) 2017

Key Challenges

- Climate change creating more severe weather events
- Achieving state government canopy targets
- Balancing resources to fluctuating and increased workloads

- Achieving the balance between residential development and tree canopy across the Shire

FINANCIAL SERVICES

Responsibility: Chief Financial Officer

Enabling Service

This service provides all aspects of Council's financial management including management accounting, financial accounting, taxation management, treasury, payroll, accounts payable, accounts receivable, rates and internal and external financial reporting.

Sub-Services	Key Focus Areas
- Payroll - Accounts payable - Rates & receivables management - Banking and treasury - Financial accounting - Financial systems management - Financial planning and analysis - Strategic financial management	- Enhance Property & Rating system - Enhance Payroll Management system - Enhance Financial Insight, Planning & Analytics Tools - Strengthen Financial Business Partnering

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 1: Strong civic leadership trusted by an informed and engaged community	- Asset Management Strategy - Long Term Financial Plan	**FTE** 35.70

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$170,166	$8,717	$161,449

How is the Service Funded?	Is the Service Mandated by Legislation?	Yes
- General Revenue - Grants and Contributions - Fees and Charges - Other Revenue	**Legislation** - Local Government Act 1993 - Local Government (General) Regulations 2021 - Fringe Benefits Tax Act 1986 (Cth)	- A New Tax System (Goods and Services Tax) Act 1999 (Cth) - Superannuation Guarantee (Administration) Act 1992

Key Challenges

- Planning for long term financial sustainability of Council
- Development of new Resourcing Strategy
- Implementation of new Strategic Asset Management system
- Developing robust and sustainable funding strategies to support delivery of implementation action plans in Council's suite of adopted strategies

FLEET AND LOGISTICS

Responsibility: Manager Fleet and Logistics   **Enabling Service**

This service manages the provision and full lifecycle management of fleet (plant and equipment) assets, fleet workshop maintenance operations, and stores inventory management.

Sub-Services	Key Focus Areas
• Fleet asset management • Fleet maintenance • Stores inventory control and management	• Deliver revised contemporary Fleet Management Determination/Guidelines • Deliver updated Fleet Asset Management Plan • Deliver annual Capital Renewal Program • Progress sustainable fleet improvements eg. electric vehicles • Enhance Fleet and Stores OneCouncil systems • Fleet assets quality and maintenance standards and availability

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 1: Strong civic leadership trusted by an informed and engaged community Outcome 2: A beautiful, protected and healthy natural environment	• Environment and Sustainability Strategy • Sutherland Shire Climate Strategy	FTE 21.95

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$359	$1,258	-$899

How is the Service Funded?	Is the Service Mandated by Legislation? No
• General Revenue • Fees and Charges • Grants and Contributions • Other Revenue	**Legislation** • Local Government Act 1993 • NSW Heavy Vehicle National Law Adoption Act 2013 • Work Health and Safety Act 2011 (NSW)

Key Challenges
• Supply chain extended lead times • Vehicle and technology transition to sustainable solutions   • Mechanical trades staff resourcing in high demand market

HUMAN RESOURCES

Responsibility: Chief Human Resources Officer

Enabling Service

This service partners with the business to deliver the full spectrum of people related services across the employee lifecycle.

Sub-Services	Key Focus Areas
• Attraction, Recruitment and Onboarding • Training and Development • Retention, Engagement and Leadership Development • Employee Relations	• Attraction and recruitment • Training and development • HR Business partnering • Onboarding • Separation • HR advice and support • Workforce change • Employee engagement

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 1: Strong civic leadership trusted by an informed and engaged community	• Workforce Strategy	**FTE** 25.41

OPERATING BUDGET $'000	Income $0	Expenditure $3,923	Net Result of Service -$3,923

How is the Service Funded?	Is the Service Mandated by Legislation? No	
• General Revenue	**Legislation**	
	• Local Government Act 1993 (NSW) • Industrial Relations Act 1996 (NSW) • Anti-Discrimination Act 1977 (NSW)	• Local Government (State) Award 2020 • NSW Local Government (COVID-19) Splinter (Interim Award) 2021

Key Challenges

- Attracting and retaining talent in a highly competitive labour market
- Developing succession plans for critical specialist and leadership roles
- Ensuring workforce strategy aligns to business strategy
- Implementing and embedding new HR/Payroll technology, and leveraging it to deliver enhanced value-add servicesTalent shortages

INFORMATION MANAGEMENT AND TECHNOLOGY

Responsibility: Chief Information Officer

Enabling Service

This service delivers modern, mobile and secure digital technology that empowers our staff and customers enabling the delivery of highly valued services and infrastructure to our community.

Sub-Services	Key Focus Areas
• Technology infrastructure management and operations • Technology strategy and solutions delivery • Information access, and records management • Information privacy and cybersecurity • Mapping, land information and geospatial services • Information technology customer support • Software application management services	• OneCouncil ERP Implementation and ongoing operational support • Cyber security risk management • Digitisation of our physical record holdings • Migration of Information Technology to Cloud hosted services • Transition to a purpose-built data centre facility

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 1: Strong civic leadership trusted by an informed and engaged community	• Information, Customer and Technology Strategy	FTE 56.99

OPERATING BUDGET $'000	Income $301	Expenditure $18,667	Net Result of Service -$18,366

How is the Service Funded?	Is the Service Mandated by Legislation? Yes
• General Revenue • Fees and Charges • Other Revenue	**Legislation** • Local Government Act 1993 • Local Government (General) Regulation 2021 • Government Information (Public Access) Act 2009 • Privacy and Personal Information Protection Act 1998

Key Challenges

- Increasing cyber security threats
- Competition for resources and skills
- Interim reliance on outdated technology during transformation phase
- Support of new and old technologies during transition
- Developing the capabilities required for ongoing support of new technologies

INTEGRATED TRANSPORT

Responsibility: Manager Civil Operations / Manager Open Space Operations / Manager Traffic and Public Domain Services / Infrastructure Planning and Design Manager / Construction Manager

External Service

This service provides and facilitates integrated transport choices for the community which are safe, accessible and efficient for present and future needs.

Sub-Services	Key Focus Areas
• Active transport – shared pathways, footpaths, cycleways • Traffic and transport planning • Parking management • Road safety education • Public wharves	• Development of Road Safety Plan • Expansion of footpath and shared path network • Summer transport management • Maintenance and renewal of road related assets to agreed service levels • Traffic and parking customer requests • Advocate on key NSW Government transport projects • Efficient and safe operation of freight and transport within local road network • Optimise percentage of planned works versus reactive works • Meeting customer expectations in requests • Service review implementation for business improvement

Community Strategic Plan Alignment	Supporting Documents	Resources
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	• Active Transport Strategy • Asset Management Strategy • Integrated Transport Strategy • Parking Strategy • Public Domain Strategy • Public Transport Strategy	**FTE** 61.54

OPERATING BUDGET $'000	Income $10,166	Expenditure $21,418	Net Result of Service -$11,252

How is the Service Funded?	Is the Service Mandated by Legislation?	Yes
• General Revenue • Other Revenue • Grants and Contributions	**Legislation** • Local Government Act 1993 • Roads Act 1993 • Environment Planning and Assessment Act 1979	• Disability Discrimination Act 1992 (Cth) • Transport Administration Act 1988 • Civil Liability Act 2002

Key Challenges

- Sourcing adequate resources to undertake works in accordance with Service Level Agreements
- Lack of policy and service levels in place
- Transport for NSW for asset maintenance on state roads
- Support from Transport for NSW on strategic outcomes such as M6 extension

- Recruitment and retention of specialised staff
- Community concern related to Increased traffic and parking congestion
- Technology change affecting road network
- Implementation of transport strategies' actions
- Micro mobility equipment impacts within pedestrian routes

LEISURE AND AQUATIC SERVICES

Responsibility: Manager Public Safety and Lifeguards / Senior Manager Sport and Leisure

External Service

This service provides seasonal seven day a week coverage of beaches as well as recreation services, facilities, and programs to promote the health and well-being of our residents, visitors and the wider community. The service manages three leisure centres, one outdoor swimming pool, four ocean rock pools, and lifeguard coverage of five beaches.

Sub-Services

- Ocean safety and lifeguards
- Como swimming pool
- Sutherland Shire Leisure Centres
- Swim programs
- Health and fitness programs
- School activities
- Health promotion and support

Key Focus Areas

- Surf awareness and survival education programs
- Rock fishing safety program
- Beach accessibility program
- Learn to swim programs
- Fitness, health programs and classes
- Competitive swim squad training and competitions
- Water Polo training and competitions
- Promoting aquatic leisure play

Community Strategic Plan Alignment

Outcome 3: A creative, caring and healthy community that celebrates culture and diversity

Outcome 5: An active community that enjoys safe, accessible and diverse open places and spaces

Supporting Documents

- Leisure Centre Strategy
- Safer Communities Strategy

Resources

FTE 122.24

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$11,802	$15,343	-$3,541

How is the Service Funded?

- General Revenue
- Fees and Charges

Is the Service Mandated by Legislation? Yes

Legislation

- Local Government Act 1993
- Local Government (General) Regulation 2021
- Rock Fishing Safety Act 2016
- Public Health Act and Regulations 2010
- Work Health and Safety Act 2011 (NSW)

Key Challenges

- Maintaining effective coverage of non-patrolled areas adjoining the Bate Bay area
- Communicating safety programs across a diverse community
- Skill and labour shortages
- Balancing maintenance of aging assets with business requirements
- Meeting service standards and expectations of customers at an affordable level
- Communicating safety programs across a diverse community

LIBRARIES

Responsibility: Senior Manager Arts and Libraries

External Service

This service provides the community and visitors of all ages with information, leisure and educational resources in all formats. Building a literate, informed and connected community and developing libraries as hubs of knowledge where everyone can discover, relax, research, connect and learn.

Sub-Services	Key Focus Areas
• Library programs and events • Technology provision to library users • Library Spaces – Leisure and creation • Information provision and sharing • Local History Collection • Home Library Service	• Prepare the operating model for the Kirrawee Library+ • Continue customer experience and collections/resources reviews • Opening hours recommendations finalised • Programs and outreach to encourage new members

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 4: A prosperous, well-educated community with a diverse range of economic opportunities	• Community Venues Strategy • Cultural Strategy • Disability Inclusion Action Plan • Information, Customer and Technology Strategy • Library Strategy	**FTE** 68.09

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$874	$7,764	-$6,890

How is the Service Funded?	Is the Service Mandated by Legislation?	Yes
• General Revenue • Fees and Charges • Grants and Contributions	**Legislation** • Library Act 1939 • Library Regulation 2018	

Key Challenges

- Operating model for Kirrawee Library+ endorsement
- Ensuring resilience and support for staff when confronted with difficult situations

NATURAL AREAS MANAGEMENT

Responsibility: Manager Environmental Science / Manager Open Space Operations / Infrastructure Planning and Design Manager / Construction Manager

External Service

This service contributes to the management and planning of land based natural areas. This includes volunteer management and partnerships, and management of natural areas. The aim of this service is to enhance and protect natural areas.

Sub-Services	Key Focus Areas
• Natural resource management and planning • Greenweb • BushCare • Community Nursery • Introduced Species Management • Aboriginal Cultural Heritage Management • Bushwalking Tracks • Grey-headed flying fox management • Native animal management	• Tree and Bushland Strategy • Review Biodiversity Strategy • Develop Koala Plan of Management • Bush Fire Risk Management • Apply for relevant grant funding

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 2: A beautiful, protected and healthy natural environment	• Open Space Strategy	**FTE** 23.64

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$215	$3,836	-$3,621

How is the Service Funded?	Is the Service Mandated by Legislation? Yes
• General Revenue • Other Revenue • Fees and Charges	**Legislation** • Environmental Planning and Assessment Act 1979 • Civil Liability Act 2002 • Protection of the Environment Operations Act 1997 • Biodiversity Conservation Act 2016 • Catchment Management Act 1989

Key Challenges

- Climate change
- Continuing loss of trees and bushland to development
- Bush Fire Risk Management
- Maintaining and growing volunteer numbers to support Greenweb

PARKS AND OPEN SPACES

Responsibility: Manager Open Space Operations / Infrastructure Planning and Design Manager   **External Service**

This service supports use and information about outdoor spaces including parks, playgrounds, skate parks and recreational facilities such as wharves and jetties. It aims to enhance our connection to nature and encourage an active lifestyle for all.

Sub-Services	Key Focus Areas
- Parks and reserves - Playgrounds - Wharves and Jetties - Dog off-leash areas - Skate parks	- Implementation of actions from the Play, Open Space and Sport Strategies - Preparation of masterplans - Review of plans of management for open space

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 2: A beautiful, protected and healthy natural environment **Outcome 5:** An active community that enjoys safe, accessible and diverse open places and spaces	- Open Space Strategy - Play Strategy - Sport Strategy	**FTE** 45.46

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$35	$7,119	-$7,084

How is the Service Funded?	Is the Service Mandated by Legislation? Yes
- General Revenue - Grants and Contributions • Fees and Charges	**Legislation** - Local Government Act 1993 - Environment Planning and Assessment Act 1979 - Crown Land Management Act 2018 - Geographical Names Act 1966 - Biosecurity Act 2015 - Disability Discrimination Act 1992 (Cth)

Key Challenges

- Identification of stakeholders for masterplans
- Obtaining grant funding to support service delivery
- Engagement and collaboration with state agencies
- Sufficient land to meet the needs of a growing community
- Impacts of M6 on open space provision

PROCUREMENT

Responsibility: Manager Corporate Governance

Enabling Service

This service is responsible for Council's procurement activities, taking a centre-led approach to ensure Council achieves value for money outcomes and partners with the business to enter, manage and review contracts for a range of goods, services and works.

Sub-Services	Key Focus Areas
• Preferred Supplier Agreement management • Tender management • Quotation management • Contract management • Procurement data analytics and reporting	• Develop procurement data analytics functionality • Develop supplier performance assessment process • Enhance vendor partnership and develop smart sourcing solutions

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 1: Strong civic leadership trusted by an informed and engaged community		FTE 6.05

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$55	$708	-$653

How is the Service Funded?	Is the Service Mandated by Legislation?	Yes
• General Revenue • Other Revenue	**Legislation** • Local Government Act 1993	• Local Government (General) Regulation 2021

Key Challenges

• Ensuring good data governance supports quality performance data and effective decision making
• Enhancing the Procurement Framework to ensure Council achieves optimal value and quality of goods and services

• Enhancing contract management and contractor management frameworks to optimise value and mitigate risk to Council

PROJECT DELIVERY

Responsibility: Strategic Assets Manager / Construction Manager / Strategic Assets Manager

Enabling Service

This service involves the contract and project management of capital projects including monitoring and reporting through infrastructure information management systems.

Sub-Services	Key Focus Areas
• Capital Program review • Project delivery	• Improved efficiency of procurement • Risk management • Quality assurance • Delivery of Council's Annual Capital Program • Customisation and configuration of new system modules

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 1: Strong civic leadership trusted by an informed and engaged community		FTE 19.22

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$323	$4,907	-$4,584

How is the Service Funded?	Is the Service Mandated by Legislation? No
• General Revenue • Grants and Contributions	**Legislation** • Local Government Act 1993

Key Challenges	
• Delivery of Council's Annual Capital Program • Inflationary pressure on contractor and material pricing	• Frequency of natural disaster recovery works causing high demand for contractor and material supply • Transitioning to new systems

PROPERTY

Responsibility: Senior Manager Property and Commercial

Enabling Service

This service facilitates effective and best use of Council property to ensure assets are efficient and economically viable and can meet the changing needs of the community.

Sub-Services	Key Focus Areas
• Strategic property management • Leasing and licences • Acquisitions and disposals	• Implement Community Leasing Policy to facilitate occupation of Council property by community tenants, and satisfy legislative requirements • Implement the Property Strategy action • Explore utilisation of Council property to support Jannali town centre activation • Implement the Property Management module within OneCouncil • Identify opportunities to rationalise, reuse, dispose and reinvest in Council's property portfolio to maximise long term value for the community • Investigate the development of golf clubhouse facilities to support and enhance The Ridge Golf Course and Driving Range operations

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 1: Strong civic leadership trusted by an informed and engaged community **Outcome 3:** A creative, caring and healthy community that celebrates culture and diversity	• Property Strategy	**FTE** 7.71

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$10,832	$1,602	$9,230

How is the Service Funded?	Is the Service Mandated by Legislation? No	
• General Revenue • Other Revenue • Fees and Charges	**Legislation** • Local Government Act 1993 • Local Government (General) Regulation 2021	• Crown Land Management Act 2018 • Roads Act 1993

Key Challenges	
• Transitioning community leasing occupants onto formal agreements • Exploring opportunities to optimise Council's property portfolio	• Ensuring commerical and community portfolio assets are adequately managed and maintained

PUBLIC DOMAIN MANAGEMENT

Responsibility: Manager Traffic and Public Domain Services

External Service

This service provides, facilitates and maintains attractive and quality public areas in town centres and between private property boundaries and road carriageways.

Sub-Services	Key Focus Areas
- Statutory approvals - Public place presentation - Town centre management - Road reserve maintenance	- Implementations from the Public Domain Strategy - Service levels for public domain (including street) lighting - Town centre revitalisation priorities - Cronulla plaza project (multi stage) - Public place presentation - Place management - Processing of Roads Act applications

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 5: An active community that enjoys safe, accessible and diverse open places and spaces	- Asset Management Strategy - Disability Inclusion Action Plan - Public Domain Strategy	FTE 7.95

OPERATING BUDGET $'000	Income $1,365	Expenditure $1,722	Net Result of Service -$357

How is the Service Funded?	Is the Service Mandated by Legislation?	Yes
- General Revenue - Grants and Contributions - Fees and Charges	**Legislation** - Local Government Act 1993 - Environment Planning and Assessment Act 1979	- Disability Discrimination Act 1992 (Cth) - Roads Act 1993

Key Challenges

- Delivering the public domain strategy implementations
- Delivery of Town Centre Place plan implementations
- Progressing the Cronulla Plaza project
- Processing the volume of Roads Act approvals and development application referrals
- Improving development bond processes
- Meeting community expectations in public place presentation
- Meeting community expectations in place management
- Coordinated and individual place making and place management

PUBLIC HEALTH AND SAFETY

Responsibility: Manager Public Safety and Lifeguards / Senior Manager Environmental Health and Regulation   **External Service**

This service regulates and enforces health and safety standards across the Sutherland Shire area to support the wellbeing of our community. It maintains the security operations for the Council assets, including CCTV management. It delivers a seven day a week animal shelter operation, and facilitates companion animal management and animal control.

Sub-Services	Key Focus Areas
• Companion animal control and education • Crime prevention • Access control and security monitoring • Fire Safety • Swimming Pool Safety • Public health inspection including food shops, skin penetration, legionella, mortuary	• Implement the Safer Communities Strategy • Responsible companion animal education • Maintain Council's fire safety register • Inspect all regulated premises on an annual basis • Develop a Mobile Food Vending Policy

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 3: A creative, caring and healthy community that celebrates culture and diversity **Outcome 5:** An active community that enjoys safe, accessible and diverse open places and spaces	• Safer Communities Strategy	**FTE** 26.87

OPERATING BUDGET $'000	Income $496	Expenditure $5,416	Net Result of Service -$4,920

How is the Service Funded?	Is the Service Mandated by Legislation?	Yes
• General Revenue • Other Revenue • Fees and Charges	**Legislation** • Local Government Act 1993 • Surveillance Devices Act 2007 • Environmental Planning and Assessment Act 1979	• Food Act 2003 • Companion Animals Act 1998 • Swimming Pool Act 1992 • Public Health Act 2010

Key Challenges

- Limited number of off leash areas
- Ensuring responsible pet ownership
- Increase in companion animals in the Sutherland Shire Local Government Area
- Increase in youth crime and antisocial behaviour in public spaces
- Increase in alcohol related crime during summer months

REGULATORY COMPLIANCE

Responsibility: Senior Manager Environmental Health and Regulation / Manager Public Safety and Lifeguards   **External Service**

This service regulates and enforces environmental and safety standards across the Sutherland Shire area. It involves the monitoring, investigation and enforcement of non-compliance relating to development, public health, environment (such as air, water and noise pollution and abandoned property), public safety (footpath/roadway obstructions and public space safety), and parking enforcement. Education and community awareness raising programs and information also form part of this service.

Sub-Services	Key Focus Areas
• Development compliance • Environmental compliance • Parking education and compliance • Abandoned property	• Promote and education of safe behaviour by motorists around schools • Implement Safer Communities Strategy • Animal control patrols and education in open spaces • Investigate reports of unauthorised building or development • Investigate reports of pollution

Community Strategic Plan Alignment	Supporting Documents	Resources
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	• Safer Communities Strategy	**FTE** 53.41

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$8,741	$7,012	$1,729

How is the Service Funded?

• General Revenue   • Other Revenue
• Fees and Charges

Is the Service Mandated by Legislation?   Yes

Legislation

• Roads Act 1993
• Food Act 2003
• Public Health Act 2010
• Local Government Act 1993
• Swimming Pool Act 1992

• Protection of the Environmental Operations Act 1997
• Public Spaces (Unattended Property) Act 2021
• Environmental Planning and Assessment Act 1979

Key Challenges

- Managing staff safety in a regulatory environment
- Increase in development complaints
- Meeting customer service standards with increasing volume of customer complaints
- Balancing resources to fluctuating and increased workloads

- Increased traffic congestion and parking complaints surrounding schools, beaches, town centres and shopping centres
- Increased abandoned and unattended property on public land and roadways
- Managing community expectations, within legislated and delegated powers

SPORTING FACILITIES

Responsibility: Manager Open Space Operations / Senior Manager Sport and Leisure / Infrastructure Planning and Design Manager

External Service

This service manages sporting facilities including natural and synthetic sportfields, tennis courts, synthetic athletic facilities and indoor sporting facilities. This aims to enhance active lifestyles and wellbeing.

Sub-Services	Key Focus Areas
• Sports playing fields • Indoor Sports Centres • Sports Courts	• Completing service level review • Developing Service Level Agreement (SLA) • Conduct an audit of existing turf types to determine if the optimal species is being used and develop a staged priority plan for the conversion of sports-fields to more appropriate turf types • Implement maintenance programs to increase carrying capacity and standard • Collaboration with stakeholders to determine future priorities • Deliver actions of Sport Strategy and Implementation Plan • Deliver actions of Leisure Centre Strategy and implementation plan, in relation to indoor sport • Enhancements to sporting facilities • Optimise existing sport facilities to meet future needs • Increase participation and use of outdoor and indoor sporting facilities

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 5: An active community that enjoys safe, accessible and diverse open places and spaces	• Open Space Strategy • Play Strategy • Sport Strategy	**FTE** 20.60

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$1,854	$4,959	-$3,105

How is the Service Funded?	Is the Service Mandated by Legislation?	Yes
• General Revenue • Fees and Charges	**Legislation** • Local Government Act 1993 • Environment Planning and Assessment Act 1979	• Disability Discrimination Act 1992 (Cth) • Crown Land Management Act 2018 • Geographical Names Act 1966

Key Challenges

- Misalignment of current service levels and adopted strategy
- No adopted Service Level Agreement (SLA) in place
- Attracting and expending State and Federal Government funding for planned sport infrastructure improvements
- Managing competing sports and community uses on current provisions of sports facilities
- Acquiring and providing additional sportfield spaces to meet future demand and community needs
- Delivering and maintaining sporting infrastructure while maintaining the use and accessibility for community participants

STORMWATER AND WATERWAYS

Responsibility: Manager Environmental Science / Strategic Assets Manager   **External Service**

This service provides safe, functional and effectively managed flood catchments, coastlines and stormwater infrastructure including drains, pipes, open channels, creeks and stormwater, quality devices and Council managed waterways to meet current and future community needs, whilst preserving and enhancing our environment.

Sub-Services	Key Focus Areas
• Stormwater improvement and maintenance • Coastal management • Flood risk management • Strategic water quality monitoring	• Coastal Management Programs • Flood Studies and Flood Risk Management Plans • Input on development of flood prone land • Stormwater Management Plans • Capital Works for stormwater • Maintain and operate stormwater assets and waterways • Optimise percentage of planned works versus reactive works • Implementation of service review for business improvements

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 2: A beautiful, protected and healthy natural environment	• Catchment and Waterways Strategy	FTE 42.48

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$2,371	$7,338	-$4,967

How is the Service Funded?	Is the Service Mandated by Legislation? No
• General Revenue • Fees and Charges • Grants and Contributions	**Legislation** • Environment Planning and Assessment Act 1979 • Coastal Management Act 2016 • Crown Land Management Act 2018 • Local Government Act 1993

Key Challenges

- Climate change and increased storm intensity
- Increasing urban density and hard surfaces
- Delivering Port Hacking Coastal Management Program
- Sourcing adequate resources to undertake works in accordance with Service Level Agreements
- Completing up to date flood studies and management plans
- Ensuring development of flood prone land addresses risk

STRATEGIC LAND USE PLANNING

Responsibility: Manager Strategic Planning   **External Service**

This service provides land use planning in accordance with federal state, regional and local environmental legislation and policies. Land use planning includes precinct planning, preparation and assessment of planning proposals, local environmental plans and development control plans, heritage management, planning studies, and management of Developer Contributions and Planning Certificates.

Sub-Services	Key Focus Areas
• Place Plans strategic planning • Heritage Advice • Management of Development contributions • Advocacy	• Finalise Place Plans for Sutherland/Kirrawee, Caringbah and Miranda • Implement Place Plans through Ppanning proposals • Commence Cronulla Place Plan and planning proposal • Maintaining the currency of the Development Control Plan • Planning proposals • Prepare new Development Contribution Plans • Planning Proposal for Affordable Housing Contributions Scheme

Community Strategic Plan Alignment

Outcome 2: A beautiful, protected and healthy natural environment

Outcome 4: A prosperous, well-educated community with a diverse range of economic opportunities

Outcome 6: A high quality urban environment, supporting a growing and liveable community

Supporting Documents

- Active Transport Strategy
- Caringbah Place Plan
- Catchment and Waterways Strategy
- Community Engagement Strategy
- Disability Inclusion Action Plan
- Economic Strategy
- Environment and Sustainability Strategy
- Housing Strategy 2041
- Integrated Transport Strategy
- Leisure Centre Strategy
- Local Strategic Planning Statement
- Miranda Place Plan
- Open Space Strategy
- Parking Strategy
- Play Strategy
- Property Strategy
- Public Domain Strategy
- Public Transport Strategy
- Sport Strategy
- Sutherland Shire Climate Strategy
- Sutherland Shire Development Control Plan 2015
- Sutherland Shire Local Environmental Plan 2015
- Sutherland-Kirrawee Place Plan
- Tree and Bushland Strategy

Resources

FTE   11.8

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$3,687	$1,845	$1,842

How is the Service Funded?

- General Revenue
- Fees and Charges

Is the Service Mandated by Legislation? Yes

Legislation

- Local Government Act 1993
- Environmental Planning and Assessment Act 1979

- Environmental Planning and Assessment Regulations 2000

Key Challenges

- Delays to delivery due to Council deferral of key milestones
- Caretaker mode will delay delivery

- Ensuring adequate resourcing for key projects

WASTE MANAGEMENT

Responsibility: Manager Environmental Science / Manager Waste Services

External Service

This service provides strategic planning input and operational waste management and education services for the community. Delivering domestic (residential), non-domestic (public place) and business waste collection and disposal services, along with resource recovery and cleansing services.

Sub-Services	Key Focus Areas
• Domestic waste collection and management • Public places cleansing • Public litter collection • Business waste collection and management • Illegal dumping management • Commercial waste • Community education and waste minimisation	• Investigate and develop opportunities for a Food Organics and Garden Organics (FOGO) collection service model • Investigate and progress the delivery of a Community Recycling Centre (CRC) within the Local Government Area

Community Strategic Plan Alignment	Supporting Documents	Resources
Outcome 2: A beautiful, protected and healthy natural environment	• Sutherland Shire Climate Strategy • Waste Management Strategy	**FTE** 114.21

OPERATING BUDGET $'000	Income	Expenditure	Net Result of Service
	$46,284	$58,435	-$12,151

How is the Service Funded?	Is the Service Mandated by Legislation? Yes
• General Revenue • Other Revenue • Fees and Charges	**Legislation** • Local Government Act 1993 • Work Health and Safety Act 2011 (NSW) • Protection of the Environment Operations Act 1997 • Heavy Vehicle National Legislation • Waste Avoidance & Resource Recovery Act 2001 • Plastic Reduction & Circular Economy Act 2021

Key Challenges

• Current lack of available and locally accessible infrastructure and end product markets to support waste management and resource recovery initiatives, for example Food Organics and Green Organics processing

Strategic Alignment of Annual Service Plans

The annual service plans show all the ongoing activities undertaken by Council on a day-to-day basis. Many of our services contribute to a number of different strategic outcomes identified in *Our Shire,* Community Strategic Plan.

Service Area	Outcome 1	2	3	4	5	6
Arts and Culture			●			
Asset Planning and Design		●	●		●	●
Building Infrastructure		●			●	
Business and Economic Development				●		
Childrens Services				●		
Communications and Engagement	●					
Community Services			●		●	
Community Venues			●		●	
Corporate Governance	●					
Corporate Planning and Performance	●					
Customer Experience	●					
Development Assessment						●
Emergency Management			●		●	
Environmental Health and Sustainability		●				
Financial Services	●					
Fleet and Logistics	●	●				

Service Area	Outcome 1	2	3	4	5	6
Human Resources	●					
Information Management and Technology	●					
Integrated Transport					●	●
Leisure and Aquatic Services			●		●	
Libraries				●		
Natural Areas Management		●				
Parks and Open Space		●			●	
Procurement	●					
Project Delivery	●					
Property	●		●			
Public Domain Management					●	
Public Health and Safety			●		●	
Regulatory Compliance					●	●
Sporting Facilities					●	
Stormwater and Waterways		●				
Strategic Land Use Planning		●		●		●
Waste Management		●				

SUTHERLANDSHIRE