

# DELIVERY PROGRAM AND OPERATIONAL PLAN 2024/25

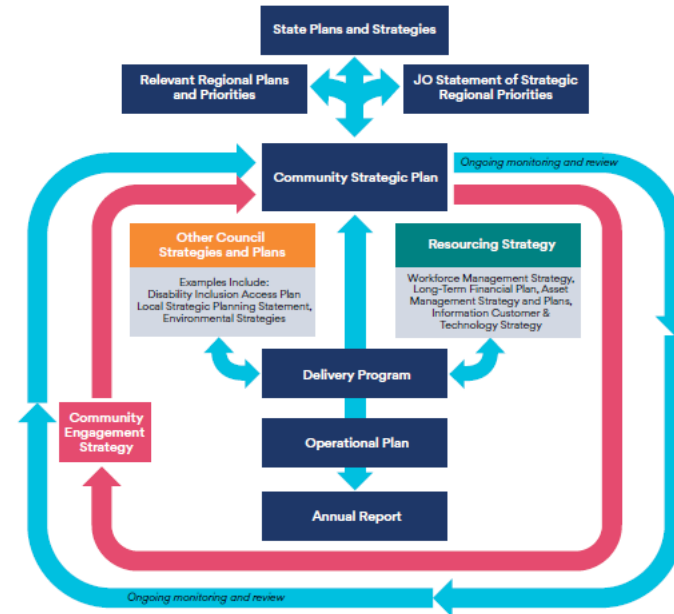
July to September 2024  
Performance Report



SOUTHERN CROSS HIGHWAY

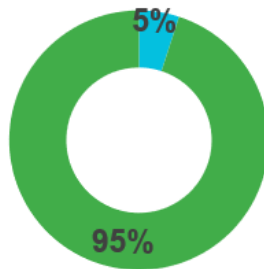
# Integrated Planning and Reporting

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



# FINANCIAL SNAPSHOT

## Overall YTD Budget Expended



### Operating Expenditure

The year-to-date operating expenditure budgets were 95% expended as at the end of September 2024. These budgets include those utilised to deliver Council's day to day operations and services and include expenditure items such as employee costs, materials, and contracts.

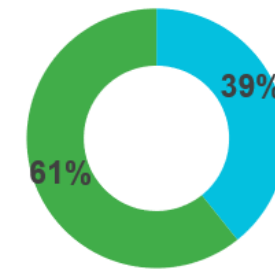
## YTD Revenue Recognised



### Operating Revenue

100% of the year-to-date operating revenue budgets had been received or recognised as at the end of September 2024. These revenue budgets include rates, annual charges, user fees and charges, investment income, and grants and contributions.

## YTD Budget Expended



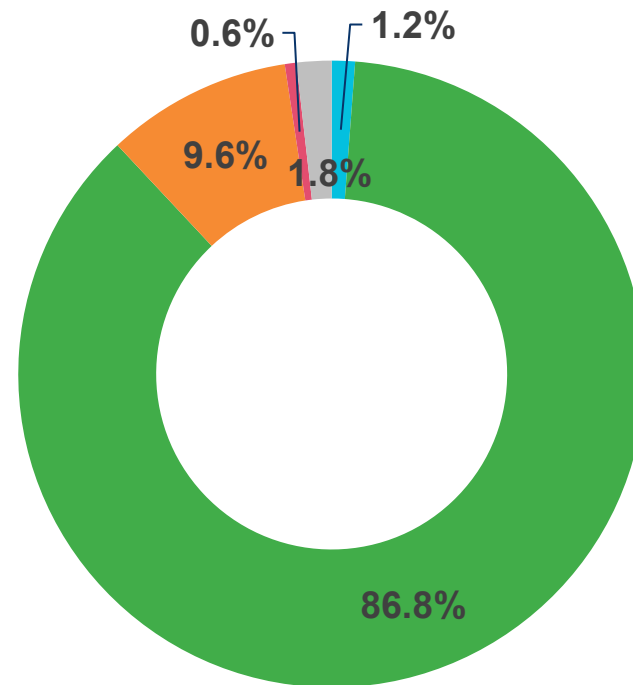
### Capital Expenditure

The year-to-date capital expenditure budgets were 61% expended as at the end of September 2024. This to the Capital Works Program which includes asset renewals, asset upgrades and the construction of new assets. This expenditure value does not include commitments which have been made against the program.

# OVERALL PROGRESS

We have completed the first quarter of the third year of our Delivery Program 2022-2026 with 1.2% of actions completed in the 2024/25 Operational Plan, and a further 86.8% due for completion within their agreed timeframes.

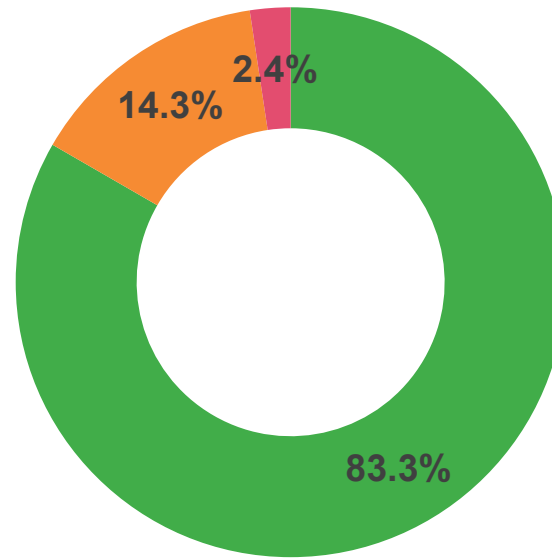
Many of the projects contained within the Program span the entire year or multiple years, therefore it is expected at this point in the year, completion rates will be lower.



Completed	2
On Track	145
Needs Attention	16
Off Track	1
On Hold	3

# Outcome 1

Strong civic leadership trusted by an informed and engaged community



	Completed	0
	On Track	35
	Needs Attention	6
	Off Track	1
	On Hold	0

Council successfully conducted the 2024 local government elections.

The Community Strategic Plan review and update is underway and progressing well.

Development of the new four-year Delivery Program is underway.

Development of the Customer Experience Strategy is on-track and nearing completion.

Progressed the Draft Information Management and Technology Strategy for 2025-2029.

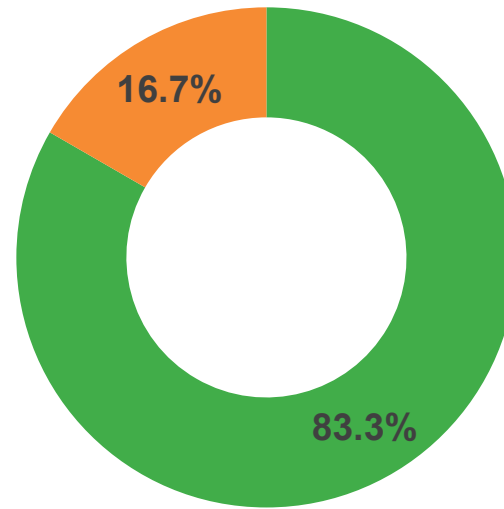
Commenced a review of the Asset Management Strategy, Policy, and Plans.

The Voice of Customer satisfaction tools are in place at key touchpoints enabling customer requests digitally via the website or the customer call centre.

Continued to actively participate in regional initiatives through attendance at meetings for Southern Sydney Regional Organisation of Councils (SSROC).

Development of the 2025-2029 Capital works program is underway.

# Outcome 2



	Completed	0
	On Track	20
	Needs Attention	4
	Off Track	0
	On Hold	0

## A beautiful, protected and healthy natural environment

The draft Climate Strategy is in its final stages of development and is progressing well.

Endorsed the Food Organics Garden Organics (FOGO) implementation roadmap that will see the FOGO collection service delivered by mid-2026.

Identification of a suitable site in Miranda for the installation of a Regional Air Quality Monitoring Station to serve Sutherland Shire.

A total of 90 trees have been planted as part of the Green Streets Program.

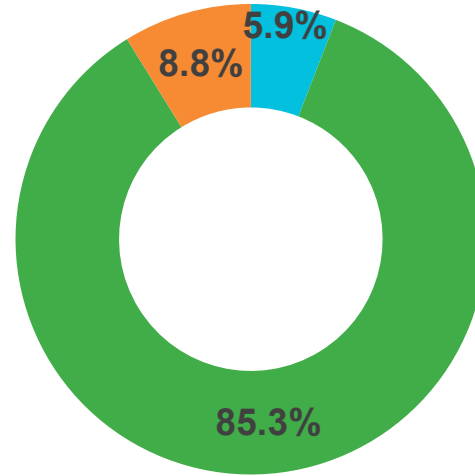
Progressed the draft Tree and Bushland Strategy with over 600 different forms of feedback from the community. This feedback is now in the final stages of being reviewed and consolidated.

The Bate Bay Coastal Management Program is in the final stages of receiving certification.

The draft Overland Flow Flood Study continues with the review of stormwater asset data.

Conducted a chemical collection event in September 2024 with over 4,000 residents attending which enabled correct disposal of 143 tonnes of chemicals.

# Outcome 3



<span style="color: blue;">●</span>	Completed	2
<span style="color: green;">●</span>	On Track	29
<span style="color: orange;">●</span>	Needs Attention	3
<span style="color: red;">●</span>	Off Track	0
<span style="color: grey;">●</span>	On Hold	0

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

The annual Community Grants and Subsidies Program 2024/25 has been completed with 75 applications and 38 recipients, total value of \$500,000.

Continued implementation of the 2024/2025 Disability Inclusion Action Plan (DIAP) actions.

Current First Nations collaborations include working with Dharawal artist to design digital artwork for Council's Reconciliation Action Plan. Council have hosted regular meetings with significant elders within the Aboriginal community to develop yarning circles, workshops, and reconciliation activities.

Progressed the design for the upgrade of Gunnamatta Pavilion. A Plan of Management has been developed and is currently awaiting approval from Crown Lands – Department of Planning, Housing and Infrastructure NSW

A draft Resilience Strategy is in development which will outline actions and measures to enhance the community's ability to prepare for, respond to, and recover from various environmental, social, and economic challenges.

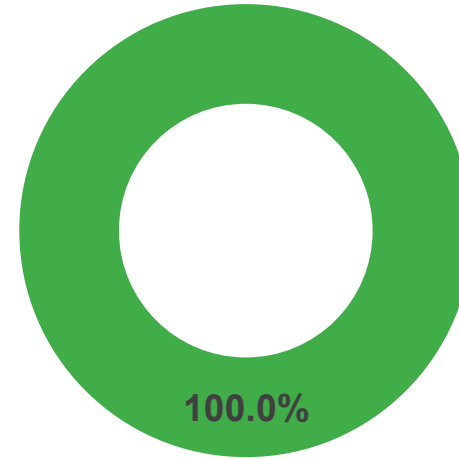
The final draft of Multicultural Action Plan has been developed and focus groups planned during the public exhibition period.

Hazelhurst recently staged an exhibition and Greek Festival celebrating the unique and profound impact Greek Australians have had on the social and mercantile history of the area.

A draft Public Art Plan is now in development which aims to enhance the urban environment and create a sense of place.

Annual events that were delivered this quarter include NAIDOC Week and the Citizenship Ceremony.

# Outcome 4



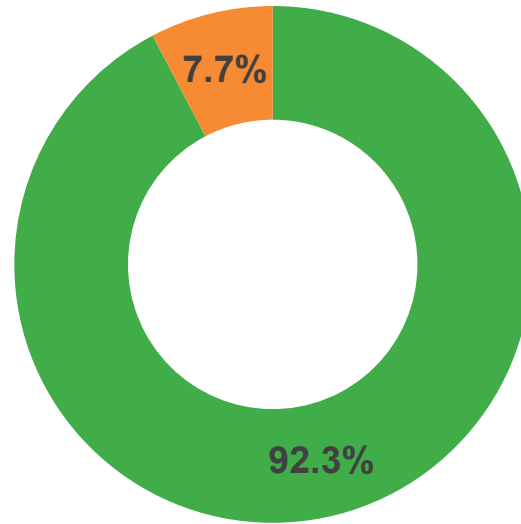
<span style="color: blue;">●</span>	Completed	0
<span style="color: green;">●</span>	On Track	16
<span style="color: orange;">●</span>	Needs Attention	0
<span style="color: red;">●</span>	Off Track	0
<span style="color: grey;">●</span>	On Hold	0

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

<p>Construction of the Kirrawee Library+ facility has commenced.</p>	<p>Three Visit Sutherland Shire blogs and e-newsletters have been distributed. There has also been an Australian Traveller campaign highlighting the Sutherland Shire as a foodie destination.</p>	<p>Distributed three Business Now e-newsletters, held a stall at the Trades &amp; Traineeships Expo and partnered with IgniteAbility for a series of workshops to assist people to start their own businesses.</p>
<p>The 2024 Business Summit was undertaken at The Pavilion with 200 local business operators attending.</p>	<p>Three programs representing our diverse communities have been held with three sessions of Connection Cafe for People with Dementia and their Carers.</p>	<p>Commenced a review of the Children's Services Curriculum Framework, Quality Assurance Framework and Inclusion Framework.</p>
<p>Progressed the Draft Child Safe Action Plan which has been on public exhibition and will be presented to the November Council meeting for adoption.</p>	<p>Held four intercultural programs to improve knowledge of First Nations culture, including NAIDOC with Dewrang Art for primary school kids and teens along with the Great Book Swap and 'In Conversation' with Bruce Howell on the Matson Collection.</p>	<p>Issued 38 filming permits, 62 events permits and supported several major events including Cronulla Fest, Sutherland 2 Surf and Sylvanvale WWII Car Show.</p>



# Outcome 5



<span style="color: blue;">●</span>	Completed	0
<span style="color: green;">●</span>	On Track	36
<span style="color: orange;">●</span>	Needs Attention	3
<span style="color: red;">●</span>	Off Track	0
<span style="color: grey;">●</span>	On Hold	0

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

Cronulla Plaza Stage 2B Plaza construction is 95% complete. Stage 2C Town Square tender documentation in the final stage of development.

Public amenities grant funding for upgrades to Cooper Street Reserve including accessible and unisex facilities has been obtained and a design and construct contract awarded.

Progressed the Hungry Point Reserve Cliff Top Walk Stage 1.

Developed a draft Master Plan Determination and Guideline. Once finalised this will guide Future Masterplan activity.

Waratah Park All Abilities Playground and Amenities is progressing to schedule.

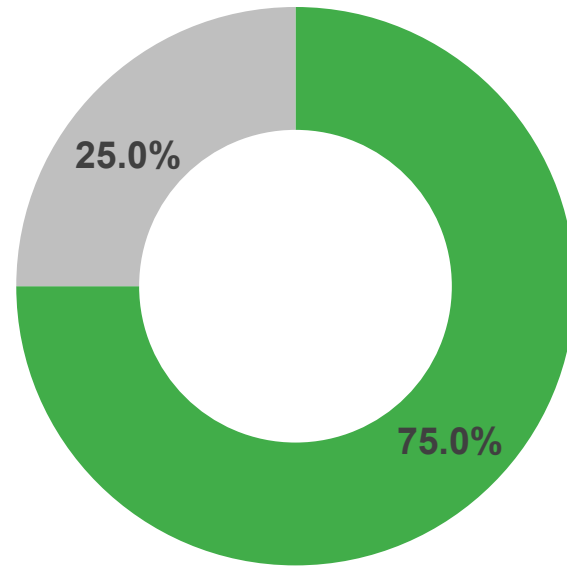
Developed a draft Project Plan for public toilets to review Council's public toilet provision compared to community needs.

Completed an open space inclusion program that prioritises equitable access to facilities across the Shire.

Progressed a program for progressively updating site specific Plans of Management.

Drone technology will be utilised to survey and map weeds on 33 sports fields enabling targeted herbicide application during the 2024-25 summer period.

# Outcome 6



<span style="color: blue;">●</span>	Completed	0
<span style="color: green;">●</span>	On Track	9
<span style="color: orange;">●</span>	Needs Attention	0
<span style="color: red;">●</span>	Off Track	0
<span style="color: grey;">●</span>	On Hold	3

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

Progression on the Miranda Place Plan, the Sutherland-Kirrawee Place Plan and the Caringbah Place Plan to improve housing options and support for business in centres.

Continued review of the local development assessment process in a bid to facilitate an improvement of the quality of applications received and reduction of overall assessment timeframes.

Resources have been allocated to commence a review of the Developer Contributions Plans in preparation for a new development contribution framework.

Continued advocacy for priority in planning and delivery of improved public transport outcomes in bus and rail operations and is seeking regular updates from Transport for NSW regarding More Trains More Services Stage 3/3B (T4 line) timeframes and the Heathcote Road Corridor Strategic Design.

A lighting audit is nearing completion for priority paths in the Sutherland/Kirrawee area to ensure safely lit access to public transport hubs.

---

# DELIVERY PROGRAM AND OPERATIONAL PLAN 2024/25

Q1 - July to September 2024  
Detailed Progress Report



SOUTHERN CROSS HIGHWAY

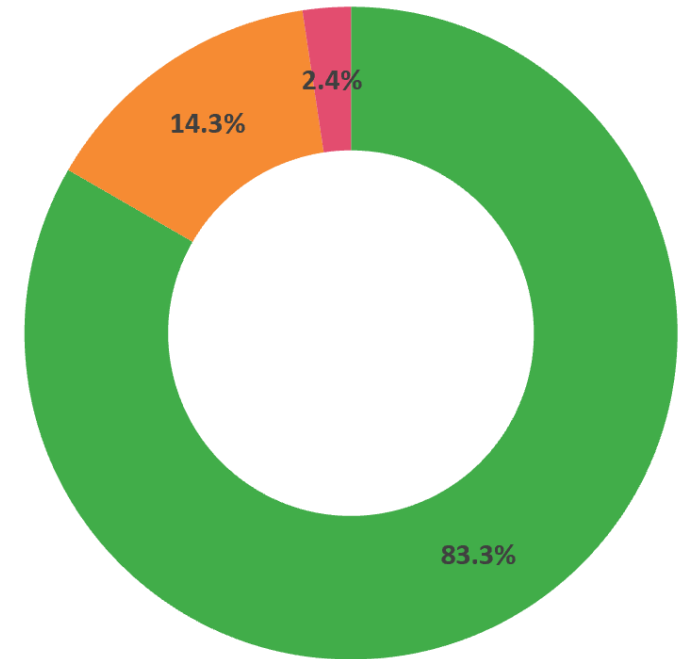
# OUTCOME 1

## 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.



●	Completed	0
●	On Track	35
●	Needs Attention	6
●	Off Track	1
●	On Hold	0

1A

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



**1A.25.01 Deliver further enhancements and additional functionality to our digital experience platforms** **Action Due Date** 30 Jun 2026 **Overall Progress** 25%



### Progress Commentary

Training has been delivered and content audits conducted to provide support to more than 80 Content Editors across Council's four Digital Experience Platforms (DXP), including the three subsites: Leisure Centres, Libraries, and Hazelhurst.

A range of enhancement and functionality uplift projects are being delivered in line with the 24/25 roadmap, including implementing a Digital Asset Management System, Google Tag Manager for enhanced data analysis, uplift of online rates notices and viewing enhancements for Council-run events.

### Measure

Annual Digital Experience Platform Enhancement Plan completed 70% milestones met

Functionality uplifts delivered in line with agreed milestones in Digital Experience Platform Enhancement Plan 15% milestones met

### Measure Progress

**1A.25.02 Provide best practice accessibility guidance to staff creating content for customers across a range of corporate channels and customer touchpoints** **Action Due Date** 30 Jun 2025 **Overall Progress** 65%



### Progress Commentary

Comprehensive accessibility guidance and resources are available to all staff via the intranet and internal Determinations and Guidelines. These resources are reviewed annually to ensure they remain current and aligned with best practices.

Digital Accessibility training has been delivered to 100% of DXP content editors, with ongoing sessions available to maintain high standards.

Additionally, the first round of Accessible Customer Communications Training was provided to key staff who regularly engage with customers, ensuring they are equipped to create accessible content.

### Measure

Accessibility guidance and resources available to all staff via intranet and internal Determinations and Guidelines 100% milestones met

Accessibility resources reviewed annually to ensure currency and best practice 0% milestones met

Accessibility training program delivered to 100% of Digital Experience Platform content editors 100% training delivered

### Measure Progress

Regular audits are conducted to ensure compliance with accessibility standards across key customer touchpoints. Reports on accessibility compliance are shared with digital content editors to highlight progress and areas needing attention.

---

1B

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



**1B.25.01 Expand Voice of Customer Program to measure customer satisfaction at key council touchpoints**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
50%



**Progress Commentary**

**Measure**

**Measure Progress**

Voice of Customer program in place at key touchpoints: customer call centre and digital requests lodged through our website. Data for 1 July – 30 September 2024, showed key metrics of:

Customer Satisfaction tools available at agreed customer touchpoints

50% milestones met

- Ease of Service (at lodgement): 81% (top 2 rating on a 5-point scale) - Up 4% from last quarter.
- Satisfaction (at completion): 67% (top 2 rating on a 5-point scale) - Up 2% from last quarter.
- Average 20% response rate across touchpoints against a benchmark of 6% (based on Qualtrics data 2021) - Down 2% from last quarter.
- Leisure Centre program commenced in January 2024
- Targeted 'Learn to Swim' feedback program commenced 1 July 2024
- Targeted 'Gym/Fitness Research' program for Engadine Leisure Centre commenced August 2024
- Community facilities (hall hire) program commenced 28th June 2024
- Libraries program commenced on 19th July 2024
- Website program pending final technology related checks (expected end 2024)

Monthly data metrics reported to Senior Managers

25% milestones met

Program data is being used to highlight opportunities, track improvement, and inform decision-making across Council.

Key metrics and insights are shared via numerous reporting mechanisms, with insights informing customer centric uplift actions within business units.

Ongoing expansion of Council's Voice of Customer program across service touchpoints has been established as a key business as usual activity.

**1B.25.02 Develop and implement an organisational Customer Experience Strategy**

**Action Due Date**

30 Jun 2026

**Overall Progress**

15%



**Progress Commentary**

Development of Customer Experience Strategy on-track and nearing completion.

Draft CX Strategy was presented to Council in July 2024. Council endorsed the Draft Strategy for placement on public exhibition for community feedback (closing 13 October 2024).

Community feedback will be considered, and any necessary changes made.

The Draft CX Strategy document will be presented to Council for formal adoption in December 2024.

Action on the implementation plan will commence once the Strategy has been formally adopted.

**Measure**

Customer Experience Implementation roadmap developed

Actions delivered in line with agreed project specifications 0 actions

**Measure Progress**

100% milestones met

**1B.25.03 Build Council's brand equity by developing and implementing a Brand Strategy**

**Action Due Date**

30 Jun 2026

**Overall Progress**

20%



**Progress Commentary**

Brand health check research completed, and key sections of the Brand Strategy have been initiated. This project is interconnected with several other significant strategies, including Customer Experience (CX). By aligning these strategies, we aim to create a cohesive and robust brand presence that resonates with both our customers and our employees across all touchpoints.

**Measure**

Brand Strategy developed by June 2025

Implementation Plan developed and commenced 0% milestones met

Information sessions delivered

50% milestones met

0% milestones met



1C

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



1C.25.01	<b>Advocate for prominent issues impacting the Sutherland Shire or the local government industry</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 25%	
----------	--	---------------------------------------	--------------------------------	--

Progress Commentary	Measure	Measure Progress
---------------------	---------	------------------

Council continues to advocate on prominent issues as resolved by Council.

Number of submissions

13 submissions

During Q1 advocacy included:

- Dredging of Woronora River
- Offshore Wind Farms
- Mill Creek Trail Association – Mountain Bike Infrastructure in the Sutherland Shire
- Attendance at Public Accounts Committee inquiry into RFS Red Fleet
- Joint submission with SSROC to the NSW Waste Levy Review
- Submission to NSW State Government's Draft Disaster Adaptation Plan Guidelines
- Submission to Parliamentary Inquiry into the use of e-scooters, e-bikes and related mobility options
- Lobbying to Ausgrid to progress urgent safety works at Dunningham Park to allow facility to open
- Submission to the NSW Government's Special Entertainment Precinct Guidelines
- Meeting with the Department of Planning, Housing & Infrastructure on Planning Proposal for Kurnell Peninsula
- Meeting with the Department of Planning, Housing & Infrastructure on future of Lucas Heights Resource Recovery precinct
- Meeting with Transport for NSW on SCATL preferred options
- Submission to the State Government's Draft Bushfire Prone Land Mapping Guidelines

**1C.25.02 Engage with Southern Sydney Regional Organisation of Councils**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

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

**Measure**

Number of meetings attended

**Measure Progress**

3 meetings

1D

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



### 1D.25.01 Deliver the Capital Infrastructure Program

#### Action Due Date

30 Jun 2026

#### Overall Progress

16%



#### Progress Commentary

Total planned budget for the 2024-2025 financial year program of capital works is \$82.6 million, with actual expenditure \$12.9 million for quarter one period.

#### Measure

95% of the Capital Infrastructure Program delivered

#### Measure Progress

16% of Construction Budget delivered

Quarterly reports on progress of program provided

3 reports

### 1D.25.02 Regularly monitor progress and performance against adopted plans, and provide updates to the community

#### Action Due Date

30 Jun 2026

#### Overall Progress

25%



#### Progress Commentary

Council regularly reviews and evaluates progress towards achieving our strategic goals.

The final six-monthly Progress Report for 23/24 was presented to Council at the September 2024 Council Meeting.

Planning for the State of Our Shire and Annual Report has commenced, with both reports to be presented to Council in November 2024.

#### Measure

2 x six monthly reports to Council

1 x Annual Report

1 x Supporting Documents progress report

Number of views of published reports

#### Measure Progress

1 report

to be reported to Council in November 224

reports not yet published

**1D.25.03 Facilitate the review and update of the Community Strategic Plan**

**Action Due Date**

30 Jun 2025

**Overall Progress**

20%



**Progress Commentary**

The review and update of the Community Strategic Plan is underway and progressing well.

Community engagement and consultation is due to commence in October including focus groups, information stalls and workshops.

The draft Community Strategic Plan will be presented to Council in February 2025 for endorsement to be placed on public exhibition, with the final draft Plan to be presented to Council in April 2025 for final endorsement.

**Measure**

Number of submissions received

Engagement with the community undertaken with a wide range of stakeholders, aligned with the Community Engagement Strategy

Community Strategic Plan reviewed and updated informed by community feedback

Revised draft Community Strategic Plan is presented to Council for endorsement by June 2025

**Measure Progress**

engagement to commence in October

engagement to commence in October

20%

0% milestones met

Draft Community Strategic Plan will be presented to Council in April 2024

**1D.25.04 Facilitate the development of a new four year Delivery Program**

**Action Due Date**

30 Jun 2025

**Overall Progress**

25%



**Progress Commentary**

Development of the new four year Delivery Program is underway. Councillor workshops commencing in November and subsequent internal workshops will follow.

Any actions that need to be carried over to into the new Delivery Program and any relevant actions from Supporting Documents will be taken into account to ensure integration across strategic documents.

**Measure**

Number of submissions received

Delivery Program developed

Draft Delivery Program presented to Council for adoption by June 2025

**Measure Progress**

not due to commence

25% milestones met

not due to commence

<b>1D.25.05</b> Coordinate the development of a new suite of Resourcing Strategies	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 25%	
<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>	
Development of Resourcing Strategies has commenced. Any draft actions to be included in the new Delivery Program and Operational Plan will be added during the development process.	Number of submissions received	not due to commence	
	Draft Resourcing Strategy developed	25% milestones met	
	Draft Resourcing Strategy presented to Council for adoption by June 2025	not due to commence	
<b>1D.25.06</b> Review the Asset Management Strategy, Policy and Plans as part of Council's Resourcing Strategy in the Integrated Planning & Reporting Framework	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 20%	
<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>	
A project plan has been developed and a Request for Quote (RFQ) was conducted in July 24. Given the poor outcome of the RFQ submissions, this review will be internally lead and actioned during 2025. Upon completion of the internal review a consultant will be engaged to peer review the outcome against industry standards.	Asset Management Strategy, Policy and Plans meet the minimum requirements Integrated Planning and Reporting guidelines	20% milestones met	
	Updated Draft Strategy is presented to Council for adoption by June 2025	20% milestones met	
<b>1D.25.07</b> Review and update the Long Term Financial Plan	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 25%	
<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>	
Council's long-term financial modelling tool has been reviewed as part of the preparations for the development of the 2025-35 Long Term Financial Plan	Long Term Financial Plan meets the minimum requirements of the	100% milestones met	

(LTFP). The updated LTFP will form part of the Resourcing Strategy that will accompany the new four-year Delivery Program which will be presented to Council for adoption in 2025.

Integrated Planning and Reporting guidelines

Long Term Financial Plan is presented to Council for adoption by June 2025 25% milestones met

**1D.25.08 Develop a new Information Management and Technology Strategy**

**Action Due Date**

30 Jun 2025

**Overall Progress**

50%



**Progress Commentary**

The new IM&T Strategy for 2025-2029 is progressing well. Draft Strategy document content and action plan is advanced. Corporate Strategy team has completed review. Review by Finance team is in progress.

**Measure**

Information Management and Technology Strategy is presented to Council for adoption by June 2025

**Measure Progress**

50% milestones met

**1D.25.09 Develop a new Workforce Strategy**

**Action Due Date**

30 Jun 2025

**Overall Progress**

10%



**Progress Commentary**

Workforce strategy development has commenced.

**Measure**

Workforce Strategy meets the minimum requirements of the Integrated Planning and Reporting guidelines

**Measure Progress**

10% milestones met

Workforce Strategy presented to Council for endorsement by June 2025

10% milestones met

**1E Secure Council's Financial Sustainability**



**1E.25.01 Monitor Council's progress against the financial strategy parameters as set out in the Long Term Financial Plan**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



Progress Commentary	Measure	Measure Progress
<p>The 2023/24 Financial Statements were prepared and audited in order to be lodged with the OLG prior to the end of October. The Draft Statements were also submitted to the ARIC for consideration in early October.</p> <p>The 2023/24 Funding Continuance was adopted by Council and the development of the 2025/26 Budget commenced during the first quarter.</p> <p>Monthly Financial Reports for the months of July and August were submitted and considered by the Executive.</p> <p>Monthly Financial Report for the month of July was received and noted by the Council at the September Meeting.</p>	<p>Financial Strategy parameters reported through the Quarterly Budget Review Statements and Annual Financial Statements</p>	<p>25% milestones met</p>

1F

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



1F.25.01 Enhance and embed core elements of Governance Framework

Action Due Date

30 Jun 2026

Overall Progress

25%



**Progress Commentary**

**Measure**

**Measure Progress**

Ongoing enhancement and embedding of the Governance Framework continues with the following elements subject to continuous improvement during the period:

- Fraud and Corruption Control Framework
- Public Interest Disclosures
- Legislative Compliance Framework
- Delegations Framework
- Policy Framework
- Mandatory Compliance Training for Code of Conduct
- Councillor Professional Development

Core Governance Framework elements reviewed and enhanced

25% milestones met

Six monthly Our Shire Fraud and Corruption articles

50% milestones

Policy and determination reviews completed within scheduled timeframes

25% milestones met

Quarterly reports presented to Executive Forum

25% milestones met

Six monthly reports tabled to the Audit Risk and Improvement Committee

50% milestones met

90% training completed

50% training completed



**1F.25.02 Implement core elements of Enterprise Risk Management Framework**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

**Measure**

**Measure Progress**

Achievements during the reporting period:

- facilitated Enterprise Risk Committee meetings and work program
- facilitated Audit Risk & Improvement Committee meetings and work program
- commenced a six-monthly review of Strategic Risks outside the Risk Appetite
- completed annual business risk assessments for Environmental Science, Corporate Governance and Financial Services and Information Management Technology
- commenced a comprehensive review of Council's key risk indicators and the consequence levels for Council's Risk Assessment Matrix.
- implemented the OneCouncil business risk module for more effective management of strategic and business risks.

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

1 meeting  
1 report  
25% milestones met  
25% milestones met

**1F.25.03 Facilitate successful conduct of the 2024 local government elections and induction of the new Council**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
30%



**Progress Commentary**

**Measure**

**Measure Progress**

Successful off boarding of outgoing Council.  
Elections conducted on 14 September 2024.  
Induction program developed and will be delivered commencing October 2024.

Elections conducted in accordance with the NSW Local Government Act  
Induction of new Council completed in accordance with approved program

100% milestones met  
25% milestones met

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



**1G.25.01 Develop a supplier performance assessment process**

**Action Due Date**

30 Jun 2025

**Overall Progress**

5%



**Progress Commentary**

The work on the development of the Contract Management Framework has commenced. Supplier performance assessment process is a sub-component within the Contract Management Framework. This action will be completed once the framework is completed by mid-2025.

**Measure**

Supplier performance assessment process developed

**Measure Progress**

10% milestones met

Supplier performance assessment process implemented

0% milestones met

**1G.25.02 Enhance vendor partnerships and develop smart sourcing solutions**

**Action Due Date**

30 Jun 2026

**Overall Progress**

10%



**Progress Commentary**

The first step to developing smart sourcing solutions has commenced, by understanding the capability of our new contract management system to categorise suppliers. The process to better categorise our suppliers in this system will commence shortly, after which we can then develop the desired smart sourcing solutions based on the supplier categories.

**Measure**

Process for vendor engagement and identified procurement categories for innovation developed

**Measure Progress**

10% milestones met

Process for vendor engagement and identified procurement categories for innovation implemented

0% milestones met

### 1G.25.03 Develop Procurement Data Analytics Functionality

#### Action Due Date

30 Jun 2026

#### Overall Progress

60%



#### Progress Commentary

Analytics have been developed for:

- spend managed by Procurement
- managed suppliers
- purchase order compliance

#### Measure

Procurement data analytics for defined business objectives developed

#### Measure Progress

60% milestones met

1H

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



**1H.25.01 Move Information Technology services to a hybrid cloud platform**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
60%



**Progress Commentary**

Migration of the authentication point for Microsoft 365 from on-premises to cloud has been completed.

The completion of this project is dependent on the implementation of OneCouncil and feasibility analysis of migrating Council spatial platform.

**Measure**

Percentage of critical IT services that are cloud or vendor hosted

**Measure Progress**

60% hosted on cloud

**1H.25.02 Finalise the implementation of the OneCouncil integrated application suite**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
63%



**Progress Commentary**

Delivered this financial year:

July-September 2024: Release 2: The deployment of HRP continues with the development of award interpretation logic alongside the configuration of the payroll module. Activities on track.

Release 3: The configuration of Property and Rating module has been delayed due to vendor resourcing constraints which has a flow on impact to Enterprise Content Management deployment and other activities.

**Measure**

Percentage of agreed OneCouncil modules are implemented

Percentage of replaced legacy systems decommissioned or scheduled for decommissioning based on data retention requirements

**Measure Progress**

70% implemented

5% decommissioned

**1H.25.03 Digitise records archive to facilitate internal information self-service to improve service delivery to the community**

**Action Due Date**

30 Jun 2026

**Overall Progress**

5%



**Progress Commentary**

A proof-of-concept exercise has commenced to confirm the end to end process and ensure required quality requirements can be delivered.

**Measure**

Percentage of identified physical corporate records digitised and available for internal Self Service

**Measure Progress**

0% records digitised

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



### 11.25.01 Implement core elements of Safety Roadmap

#### Action Due Date

30 Jun 2026

#### Overall Progress

25.8%



#### Progress Commentary

A new 2024/25 Safety Roadmap has now been endorsed and is being implemented. Completed this quarter are updated reporting automation within Council's safety incident reporting system, with updated features for improved usability now rolled out. Full implementation of wellbeing promotion through the RU OK day campaign – including 1400 wellbeing packs sent out for staff, 25 toolbox talk packs distributed to business units including signage, 150 participants in the online session on how to hold a conversation around mental health.

The annual Safety Culture survey has also been conducted with 741 respondents. Results are currently being collated for discussion and action across the organisation.

Ongoing safety system document review continues with 5 updated documents signed into the system during the reporting period.

#### Measure

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%

#### Measure Progress

-6.8% Lost Time Injury Frequency Rate

5.6% Recordable Injury Frequency Rate

10%

-5%

33%

### 11.25.02 Implement supportive and comprehensive Health & Wellbeing program

#### Action Due Date

30 Jun 2026

#### Overall Progress

25%



#### Progress Commentary

During the reporting period, we completed an RU OK Day Campaign 2024 focusing on how to have a discussion with others regarding mental health. This was complemented with a detailed R U OK resource page on the intranet with resources for all staff and their families, including youth, LGBTQIA+, Aboriginal

#### Measure

Implement and embed core elements of the Wellness and Wellbeing Strategy


#### Measure Progress

25% milestones met


and Torres Strait Islander peoples, and resources to support seniors and those who are neurodivergent.

Spring Sessions were also completed through our Access Employee Assistance Program delivering 7 face-to-face information sessions in July and August on a range of topics including managing change, adopt a growth mindset, applying emotional intelligence in the workplace, building a psychologically health workplace, managing stress and building resilience and conflict resolution. 91 staff took part in the series.

The 2024 Safety Culture Survey was also completed in September 2024 with several questions focused on mental health and workplace wellbeing. The results of the survey are being collated for discussion and action across the organisation.

<b>11.25.03</b>	<b>Deliver Council's Diversity Equity and Inclusion initiatives for employees</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 20%	
<b>Progress Commentary</b>		<b>Measure</b>	<b>Measure Progress</b>	
Working in partnership with the Reconciliation Action Plan team and the Disability Inclusion Action Plan team to scope initiatives. Progress on the development of the overarching framework for Diversity and Inclusion has been delayed.		Number of initiatives delivered	0 initiatives	

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

<b>1J.25.01</b>	<b>Design and implement a Smart Workplaces Strategy</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 90%	
<b>Progress Commentary</b>		<b>Measure</b>	<b>Measure Progress</b>	
Multiple actions have been delivered in support of this strategy: Mobile computing devices, meeting room technology upgraded to support our Agile ways of working,		Strategy is developed and actions implemented in accordance with agreed timeframes	90% milestones met	

IT network upgraded to extend wi-fi coverage and site connectivity, deployment of soft phone technology to main sites.

**1J.25.03 Review and implement contemporary onboarding experience**

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



**Progress Commentary**

Requirements have been determined for an improved in-person Orientation Program component (Phase 1) to be implemented by 30 March 2024.

**Measure**

**Measure Progress**

Onboarding experience review completed

30% milestones met

Contemporary approach developed



10% milestones met

Onboarding process implemented

0% milestones met



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

**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**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
0%



Progress Commentary	Measure	Measure Progress
A draft Asset Management Improvement Plan has been developed but requires additional refinement by the Strategic Asset Management team with planned implementation commencing mid-2025.	Improve the asset maturity levels from competent to optimise	not commenced

**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**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
75%




Progress Commentary	Measure	Measure Progress
A project plan has been developed in consultation with key internal stakeholders to enable the generation of the 2025-2029 Capital works program. Next step is to finalise the program of works after Councillor engagement and community consultation.	Annual program presented to Council for adoption by June 2025	program to be presented June 2025

**1K.25.03 Develop and implement a risk based asset inspection framework to support strategic asset management program**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



Progress Commentary	Measure	Measure Progress
---------------------	---------	------------------

A risk-based inspection and prioritisation framework is being drafted as part of internal Asset Management System review. The draft document will be completed in early 2025 and to be followed by external specialised consultant to assess level of maturity, benchmark against industry standards and identify areas of improvements as the next step.

Risk rating trial for key assets requiring an asset management plan completed

100% milestones met

Risk rating matrix to be further developed and implemented for all Council assets

10% milestones met

**1K.25.04 Prepare a masterplan for the Council’s Operational Depot sites**

**Action Due Date**

30 Jun 2025

**Overall Progress**

0%



**Progress Commentary**

This action is planned for commencement in November 2024 to identify and engage internal stakeholders and develop a scope of works.

**Measure**

Number of site assessments

not commenced

Number of stakeholder meetings held

not commenced

Conceptual design finalisation of the not commenced masterplan document

**1K.25.05 Undertake Buildings asset class revaluation**

**Action Due Date**

30 Jun 2025

**Overall Progress**

20%



**Progress Commentary**

Procurement of specialist resources to conduct this asset class revaluation exercise is currently underway. Pending service scope this activity will commence in January 2025.

**Measure**

Draft revaluation completed by March 2025

20% milestones met

1L

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



1L.25.01	<b>Explore utilisation of Council property to support Jannali town centre activation and investigate opportunities for co-location and optimisation of community assets</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 30%	
----------	---	---------------------------------------	--------------------------------	--

<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
Potential co-location and optimisation opportunities being analysed and identified. Exploration of options related to Council's car park which could potentially provide funding for co-locating community assets is underway and the advancement of the Jannali Public Domain Plan, which is essential for the successful implementation of this action is progressing concurrently (see DP/OP 5J.24.01)	Update provided to Council on progress of environmental site testing by October 2024	90% milestones met
	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	0% milestones met

1L.25.02	<b>Progress the design of golf clubhouse facilities to support and enhance The Ridge Golf Course and Driving Range operations</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 5%	
----------	---	---------------------------------------	-------------------------------	--

<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
The Ridge Golf Clubhouse project will commence with the planning phase to set the project's objectives and brief, with design scheduled to commence following finalisation of the project brief.	Design of clubhouse facilities completed by June 2025	5% milestones met

<b>1L.25.03</b>	<b>Investigate opportunities for co-location and optimisation of community assets in Miranda</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 10%	
-----------------	--	---------------------------------------	--------------------------------	---

<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
----------------------------	----------------	-------------------------


Analysis of potential co-location and optimisation opportunities initiated. To be progressed in line with the finalisation and endorsement of the Miranda Place Plan (DP/OP Action 6C.24.02).	Future need for community assets in Miranda to be defined by June 2025	10% milestones met
---	--	--------------------

<b>1L.25.04</b>	<b>Investigate opportunities for co-location and optimisation of community assets in Caringbah</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 10%	
-----------------	--	---------------------------------------	--------------------------------	---


<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
----------------------------	----------------	-------------------------

Analysis of potential co-location and optimisation opportunities initiated. To be progressed in line with the finalisation and endorsement of the Caringbah Place Plan (DP/OP Action 6C.24.03).	Future need for community assets in Caringbah to be defined by June 2025	10% milestones met
---	--	--------------------

<b>1M</b>	<b>Optimise Service Delivery through the implementation of a Continuous Improvement Framework</b>	
-----------	---	---

<b>1M.25.01</b>	<b>Continue to implement the Performance Measurement Program</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 25%	
-----------------	--	---------------------------------------	--------------------------------	---

Progress Commentary	Measure	Measure Progress
<p>The Performance Measurement framework is now being implemented at the Operational Plan level and will be included in new strategies. The new Community Strategic Plan, Delivery Program and Operational Plan will be defining measures of success in line with the framework.</p> <p>Improvement of the quality of performance data continues to be a focus.</p>	Performance Measurement Program is embedded within Strategic Documents Framework	Not due to commence
	New strategic documents include performance measures	25% milestones met

<b>1M.25.02</b>	<b>Undertake service reviews for: - Environmental Health and Building Division - Children's Services</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 15%	
-----------------	--	---------------------------------------	--------------------------------	---

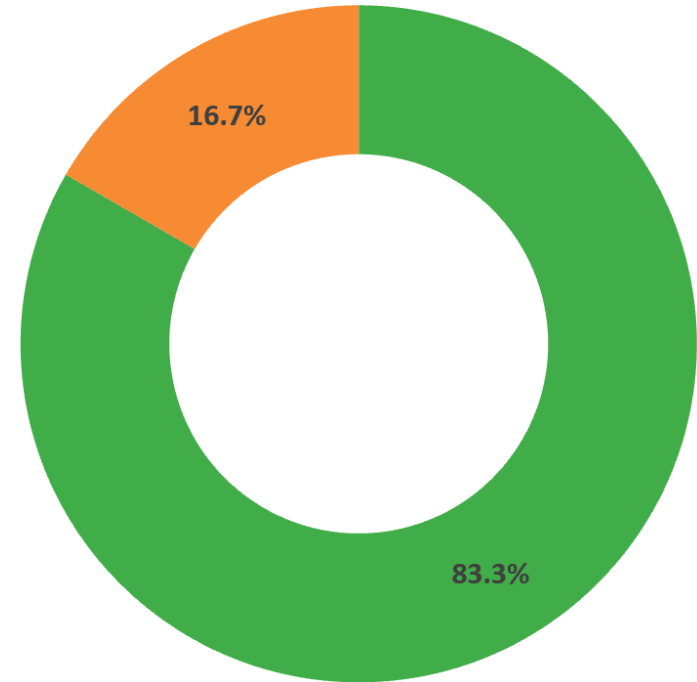
Progress Commentary	Measure	Measure Progress
<p>The Service Review Framework has been developed and endorsed. A pilot review is currently underway with data gathering commenced. Following this, recommendations will be workshopped with final findings to be reported late January.</p> <p>Nominated service reviews of Children's Services and the Environmental Health and Building Division will commence in the second half of FY25.</p>	Nominated Service Reviews completed by June 2025	Nominated service reviews will commence once 'pilot' review is complete.

# OUTCOME 2

## A beautiful, protected and healthy natural environment

Our community strongly values our access to the rich and diverse natural environment of Sutherland Shire. We have over 1000 parks and reserves and over 3000 hectares (30km<sup>2</sup>) 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.



●	Completed	0
●	On Track	20
●	Needs Attention	4
●	Off Track	0
●	On Hold	0

## 2A Demonstrate leadership in Climate Change mitigation and adaptation



### 2A.25.01 Finalise development of the draft Climate Strategy

#### Action Due Date

30 Jun 2026

#### Overall Progress

50%



#### Progress Commentary

Council is currently developing a draft Climate Strategy aimed at achieving net zero emissions for Council operations by 2030 and for the broader community by 2050 through a series of detailed actions. The draft strategy is in its final stages of development, with actions being refined with relevant stakeholders and the strategy undergoing graphic design. Developed through pre-strategy engagement, internal workshops and workshops with key external stakeholders, the draft strategy outlines a comprehensive action plan to reach these targets. The next steps to develop the strategy include presenting a report to Council, seeking endorsement for public exhibition.

#### Measure

Draft strategy presented to Council for adoption by June 2026

#### Measure Progress

49% milestones met

Draft strategy includes actions to meet net zero for Council operations by 2030 and the community by 2050

50% milestones met

### 2A.25.02 Pursue opportunities to drive an increase in renewable energy in Council and the community

#### Action Due Date

30 Jun 2026

#### Overall Progress

25%



#### Progress Commentary

Council is continually implementing measures to reduce emissions produced by Council operations and the community.

To support our community in achieving net-zero emissions, Council has launched several new initiatives over the past quarter. We are actively helping residents access the SunSPOT calculator developed by UNSW, which assists in determining right sized solar systems and identifying the optimal location for panels on their roofs. Solar information is also now available on our website, has been promoted at the September Bushcare Fair, and has been shared through Council's networks. Additionally, we are developing a communication campaign to further enhance awareness.

#### Measure

Reduction in greenhouse gas emissions in Council and the community

#### Measure Progress

Reduction from 16,869 tCO<sub>2</sub>e down to 6,881 tCO<sub>2</sub>e - decrease of 9,968tCO<sub>2</sub>e.

Council officers have also held discussions with Ausgrid to explore potential sites for community batteries and investment opportunities within our LGA. These batteries aim to improve grid resilience by storing solar energy generated during the day and returning it to the grid during evening peak periods.

Furthermore, Council has recently conducted a comprehensive emissions audit. This audit has identified significant reductions in emissions achieved by Council, as well as areas that require attention for both Council operations and the broader community to focus on for future emissions reductions.

**2A.25.03 Participate in the Global Covenant of Mayors for Climate and Energy Program**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

**Measure**

**Measure Progress**

Council has signed up to the Global Covenant of Mayors (GCoM), committing to meet key milestones that ensure the credibility, accountability, and transparency of its net zero commitments. This partnership requires Council to regularly report on its progress, aligning local climate actions with global standards to demonstrate measurable efforts toward reducing emissions and achieving net zero targets.

Climate mitigation actions reported to the Global Covenant of Mayors 25% milestones met

Council officers have completed the annual GCoM disclosure questionnaire to provide a progress update on Council's FY23/24 approach to climate mitigation, adaptation, and resilience. This questionnaire includes sections on governance, climate risk and vulnerability, emissions inventory, goals and targets, and planning and actions. The information provided will be used to receive a report card from the GCoM.

Additionally, council officers have prepared a draft climate strategy, which is necessary to meet the milestones set by the GCoM. Once endorsed by Council, this strategy will be submitted to the GCoM.



**2A.25.04 Develop and implement a Fleet Transition Plan to reduce fleet emissions**

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



**Progress Commentary**

Internal stakeholders have been identified and a workgroup has been formed to progress development of the transition plan.

**Measure**

Percentage of vehicles that have been transitioned to low-emission or zero-emission vehicles

**Measure Progress**

data not available, dependant on plan implementation

Overall reduction in carbon dioxide (CO2) emissions from the fleet

data not available, dependant on plan implementation

**2A.25.05 Prepare an Electric Vehicle (EV) position paper**

**Action Due Date**

30 Jun 2025

**Overall Progress**

25%



**Progress Commentary**

Council has committed to achieving net zero emissions for its operations by 2030 and for the community by 2050. Transportation is a significant source of emissions for both Council and the community. Therefore, the adoption of Electric Vehicles (EVs) can play a vital role in reducing emissions. However, the implementation of EVs necessitates charging infrastructure, which poses certain challenges. Consequently, Council must establish its position on EV infrastructure, particularly in public spaces. To facilitate this, Council officers are developing an EV position paper for consideration.

The background research phase for the Electric Vehicle Infrastructure position paper has commenced, which includes reviewing best practices from other local government areas (LGAs). Council staff are actively participating in the SSROC EV working group and attending workshops and webinars organized by Resilient Sydney and FireSafe EV. Initial meetings with key personnel across the organization have already taken place. Additionally, a thorough analysis of Council's existing strategies, policies, and guidelines related to EV infrastructure has been conducted to evaluate Council's current position on EV infrastructure within the LGA.

**Measure**

Workshops and stakeholder engagement on Electric Vehicle Infrastructure in Sutherland Shire completed by June 2025

**Measure Progress**

25% milestones met

Position paper on Electric Vehicle Infrastructure prepared by June 2025

not due to commence

**2A.25.06** Review existing development controls requiring the provision of charging facilities for electric vehicles on private property

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
10%



**Progress Commentary**

Research on parking rates and facilities is being undertaken. EV Charging is one aspect of this research that will be reported to Council in 2025.

**Measure**

Draft Development Control Plan amendment presented to Council for adoption by June 2025

**Measure Progress**

10% milestones met

**2B Deliver programs that enhance and protect the natural environment**



**2B.25.01 Develop and implement environmental improvement actions for former landfill site Ferntree Gully Engadine**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
40%



**Progress Commentary**

**Measure**

**Measure Progress**

A design was produced to improve the current site conditions, further investigation is underway with additional time required to formalise the improvement actions to be implemented. Construction phase is pending design finalisation.

Stage 1 construction completed by June 2025

40% milestones met

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



### 2C.25.01 Participate and contribute to regional (SSROC) waste and resource recovery initiatives relevant to Sutherland Council's Waste Strategy

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
25%



#### Progress Commentary

Council is participating in four key Southern Sydney Regional Organisation of Councils joint waste management initiatives throughout the financial year, these include the Organics Transfer Station, Recycling Tender (CRESS), Waste Risk & Resilience, and Domestic Waste Composition Audit projects, these initiatives are moving through various stages and are ongoing projects into 2025.

#### Measure

Number of SSROC initiatives participated in

#### Measure Progress

4 initiatives

### 2C.25.02 Design and implement innovative waste management services and education programs to initiate community behaviour change and to improve resource recovery

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



#### Progress Commentary

Council hosted a Waste Management stall at the Bushcare Fair and Cronulla Fair, a chemical collection event was conducted in September 2024 with over 4,000 residents attending which enabled correct disposal of 143 tonnes of chemicals. Council also facilitated the diversion of about 4 tonnes of soft plastics and textiles from landfill through 1,950 collections via our partnership with Recycle Smart. Recycling Hubs introduced for small e-waste and batteries at Menai and Cronulla Libraries. Workshops delivered included plastic free living, beeswax wraps, balcony and vegetable gardening and composting and worm farming. Council provided 122 resident rebates through our reusable nappy and sanitary products rebate program, in addition 36 waste management and recycling social media

#### Measure

Number of services/events/campaigns implemented

Number of participants/customers engaged at events

Contamination or landfill diversion%

20 services/events/campaigns

44,000 participants/customers

11% contamination, 47% diversion rate

articles were developed to inform and educate residents via various social media channels reaching over 38,000 residents.

**2C.25.03 Implement Council preferred operating model for a Food Organic Garden Organic (FOGO) collection and processing service**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
5%



**Progress Commentary**

Council has endorsed the Food Organics Garden Organics (FOGO) implementation roadmap that will see the FOGO collection service delivered by mid-2026. A consultant has been engaged to undertake a detailed investigation, including cost benefit analysis, to determine a preferred delivery model for a FOGO service for Shire residents. Business Proposals have been developed to obtain the necessary staff and material resources to progress the community engagement components of the FOGO project.

**Measure**

Identification and endorsement of a preferred operational model for a Food Organics Gardens Organics (FOGO) collection service

**Measure Progress**

5% milestones met

**2C.25.04 Implement Council preferred service delivery model for a Community Recycling Centre (CRC) in the Sutherland LGA**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
10%



**Progress Commentary**

Council has endorsed the Community Recycling Centre (CRC) implementation roadmap that will see the CRC delivered in 2027. A specialist consultant has been engaged to undertake a detailed investigation, including cost benefit analysis, to determine a preferred delivery model and site for a CRC facility for Sutherland Shire residents. .

**Measure**

Identification and endorsement of a preferred delivery model for a Community Recycling Centre (CRC) in the Sutherland LGA

**Measure Progress**

10% milestones met

2D

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



**2D.25.01 Work with the NSW Environment Protection Authority to establish a regional air quality monitoring station within the Sutherland Shire**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
50%



**Progress Commentary**

**Measure**

**Measure Progress**

Council officers have worked closely with the EPA to identify a suitable site in Miranda for the installation of a Regional Air Quality Monitoring Station to serve Sutherland Shire. In July 2024, Council received a report which outlined the comprehensive process undertaken to determine this location, including technical assessments, community considerations, and strategic discussions with the EPA. The report also highlighted Council's ongoing collaboration with the EPA to ensure the site meets both operational requirements and local environmental objectives.

Location for a regional air quality monitoring station identified

100% milestones met

Initial works progressed to develop the monitoring station

50% milestones met

Council has officially communicated its support for the installation of a Regional Air Quality Monitoring Station in this area, recognising the importance of real-time air quality data for the region. The EPA has since lodged a Use of Council Land Application for the installation of the monitoring station on the preferred site in Miranda, with this application currently under assessment. Subject to approval, it is envisaged that the station will be installed as per the agreed terms.

**2D.25.02** **Optimise the supply of recycled water through the Cronulla Woollooware Water Recycling Scheme and identify further sites with stakeholders to utilise the scheme**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

The scheme delivered 12900.5 kl of recycled water meeting 100% of end users demands, equating to 88% of the total delivery capacity of the scheme. The Sydney Water supply to enable the scheme was available 80% of this quarter.

**Measure**

**Measure Progress**

Plant water supply availability%	80%
Customer demands met for recycled water% (Litres)	100% demands met
Plant operated at% of total capacity	88%

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



**2E.25.01 Deliver the Green Streets Tree Planting Program**

**Action Due Date**

30 Jun 2026

**Overall Progress**

19%



**Progress Commentary**

The Green Street tree planting program has planted 90 trees to date of the 477 planned.

**Measure**

Trees planted in identified areas and 90 trees planted maintained for a period of 2 years

**Measure Progress**

**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**

**Action Due Date**

30 Jun 2026

**Overall Progress**

0%



**Progress Commentary**

This program is currently being scoped pending adoption of the draft Tree and Bushland Strategy.

Once this strategy is adopted, the final program will be developed, and implementation will commence.

**Measure**

Increase in tree canopy to align with 0% increase in tree canopy in the outcomes of Council's draft Tree town centres. and Bushland Strategy

**Measure Progress**



2F

## Implement strategies to enhance environmental conservation and diversity of natural habitats



### 2F.25.01 Develop a Koala Plan of Management

#### Action Due Date

30 Jun 2026

#### Overall Progress

25%



#### Progress Commentary

Sutherland Shire's koala population is growing, and officers are preparing a Koala Plan of Management to protect and conserve these populations and their habitats.

As part of this effort, officers are updating the draft koala habitat maps for the area to ensure they are scientifically robust. These maps will be a key part of the Koala Management Plan. Consultants have been engaged to conduct vegetation analysis and use drone surveys and song meters to monitor koalas and estimate their population size. Additionally, Officers have begun drafting a suite development controls for integration into future local legislation to manage and protect the growing koala population in the LGA.

#### Measure

Draft Koala Plan of Management presented to Council for adoption by June 2025

#### Measure Progress

25% milestones met

### 2F.25.02 Implement the Tree and Bushland Strategy

#### Action Due Date

30 Jun 2026

#### Overall Progress

50%



#### Progress Commentary

Officers have developed a draft Tree and Bushland Strategy for Sutherland Shire. This strategy provides a comprehensive framework for tree and canopy management across both public and private lands within the LGA.

The draft Tree and Bushland Strategy was developed through extensive workshops and collaboration with external consultants, focusing on enhancing the management and preservation of the Sutherland Shire's Tree canopy.

#### Measure

Tree and Bushland Strategy presented to Council for adoption by December 2024


Number of Tree and Bushland Strategy actions implemented

#### Measure Progress

50% milestones met

not due to commence

In July 2024, Council resolved to place the strategy on public exhibition. The draft was exhibited from 14 August - 18 September 2024, during which over 600 different forms of feedback (i.e. written submissions, survey answers, questionnaires, ideas) from the community and key stakeholders were received through various channels. Council officers are now working with the consultants who contributed to the strategy's development to address the submissions and formulate recommended amendments. Given the large volume of feedback and the consultant's work schedule, staff are making every effort to present the strategy to Council by December 2024. Once the recommendations are finalised, a report will be prepared for Council's consideration prior to final adoption.

<b>2F.25.03 Review and update the Biodiversity Strategy</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 5% 
<b>Progress Commentary</b>  Council's current Biodiversity Strategy is in need of revision to ensure it aligns with the new and draft strategies being developed by Sutherland Shire Council. To facilitate this, Council is in the process of securing resources to lead the review of the draft Biodiversity Strategy. It is expected that this resource will be in place and review of the existing strategy will commence in November 2024.	<b>Measure</b>  Biodiversity Strategy is reviewed and updated by July 2026	<b>Measure Progress</b>  5% milestones met

2G

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



### 2G.25.01 Develop and implement the Catchment and Waterways Strategy and Implementation Plan

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%


**Progress Commentary**

A Procurement Plan is under development to engage a specialised Consultant in November 2024 to review and complete the initial strategy work drafted by internal staff to ensure currency and compliance to legislation, with a draft report expected to be delivered by mid-2025.

**Measure**

Public Exhibition of the Catchment and Waterways Strategy

**Measure Progress**

25% milestones met

Draft Catchment and Waterways Strategy presented to Council for adoption June 2025

Strategy to be presented June 2025

### 2G.25.02 Commence Stage 1 of the Port Hacking Coastal Management Program

**Action Due Date**

30 Jun 2026

**Overall Progress**

5%


**Progress Commentary**

This action has been placed on hold based on advice from the NSW Department of Climate Change, Energy, the Environment & Water until Council receives formal certification of the Bate Bay Coastal Management Program. This action is expected to commence mid-2025.

**Measure**

Grant application for the Port Hacking Coastal Management Program prepared

**Measure Progress**

5% milestones met

Project brief for the Port Hacking Coastal Management Program prepared

5% milestones met

### 2G.25.03 Implement the Bate Bay Coastal Management Program

**Action Due Date**

30 Jun 2026

**Overall Progress**

90%


**Progress Commentary**
**Measure**
**Measure Progress**

The work associated with the Bate Bay Coastal Management Plan have been completed, Council is awaiting formal certification from the NSW Department of Climate Change, Energy, the Environment & Water for ministerial approval to conclude this action item.

Certification of Bate Bay Coastal Management Program

90% milestones met

### 2G.25.04 Progress the Woronora River Flood Study

#### Action Due Date

30 Jun 2026

#### Overall Progress

25%



#### Progress Commentary

A Procurement Plan has been developed to engage a specialist consultant to deliver this Flood Study report. It is expected a consultant will be appointed in December 2024 to commence this activity.

#### Measure

Project brief Woronora River Flood Study prepared

#### Measure Progress

25% milestones met

Undertake Woronora River Flood Study

not due to commence

### 2G.25.05 Undertake the Overland Flow Flood Study

#### Action Due Date

30 Jun 2025

#### Overall Progress

50%



#### Progress Commentary

An initial draft flood study was externally completed in early 2024. The stormwater asset data in this study is currently under review to validate any asset information gaps prior to Council engaging a specialised consultant in late 2024 to peer review the initial flood study.

#### Measure

Flood study adopted and relevant actions implemented

#### Measure Progress

50% milestones met

### 2G.25.06 Maintain Sylvania Waters waterway

#### Action Due Date

30 Jun 2025

#### Overall Progress

25%



#### Progress Commentary

A consultation session was held with the Sylvania Waters Limited in September 2024 to discuss and agree on a dredging maintenance approach. A Project Plan

#### Measure

Annual seabed survey completed by 0% milestones met December 2024

#### Measure Progress

and a Review of Environmental Factors is underway, with physical works scheduled for completion in May-June 2025.

Review the maintenance program by December 2024 0% milestones met

Implement the maintenance program by June 2025 0% milestones met

---

# OUTCOME 3

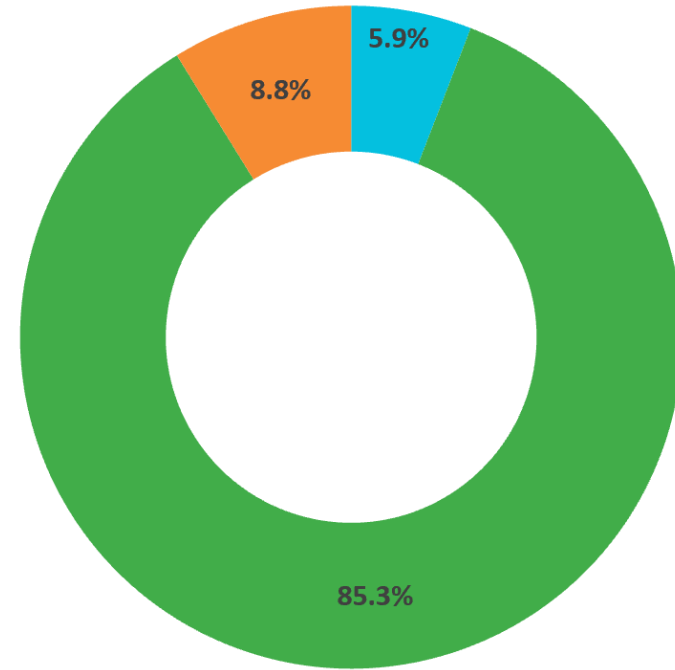
## A creative, caring and healthy community that celebrates culture and diversity






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

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

Whilst the growth in our population creates challenges, it also provides opportunities to build a stronger community through volunteering, intergenerational programs, and the delivery of services that respond to the needs of new generations.

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



	Completed	2
	On Track	29
	Needs Attention	3
	Off Track	0
	On Hold	0

3A

**Provide contemporary community facilities to support an inclusive and connected community**



**3A.25.01 Enhance the quality of our venues by making them attractive, purposeful, and flexible to cater to diverse users and community needs**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

Voice of Customer surveys in place since July 2024.

34 post booking responses received with 93% satisfaction with booking experience and service rating averaging 4.4 out of 5.

78 post hire surveys sent out using Voice of Customer with 34 responses and an average satisfaction rating of 4.8 out of 5.

**Measure**

Hirer satisfaction surveys undertaken

**Measure Progress**

average service rating 4.4/5  
average satisfaction rating 4.8/5

**3A.25.02 Monitor the feasibility of community venues while ensuring services and fees are affordable and financially sustainable**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

Average venue utilisation 23.7% for July-September 2024. Spike in venue usage in September due to elections bookings in some venues. 11 of 33 venues exceeded the average occupancy rate of 25% for the quarter.

Most heavily used venue for the quarter is Jannali Community Centre (60.4% capacity), with Illawong Community Centre being the most underutilised (1.1% capacity).

**Measure**

25% minimum occupancy of venues 23.7% occupancy  
Fees reviewed annually not due to commence

**3A.25.03** **Align community venue service levels, asset management and governance standards between Volunteer Management Committees and Council**

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



Progress Commentary	Measure	Measure Progress
Updated Policy being drafted in consultation with S355 Committees.	Asset management plans drafted	20% milestones met
S355 Committee supportive of implementing online bookings and improved reporting and asset management programs.	Governance best practices adopted and followed	10% milestones met
	Action plan developed to use Bookable	20% milestones met

**3A.25.04** **Promote community venues and services and programs held within venues to enrich customer awareness and increase utilisation**

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



Progress Commentary	Measure	Measure Progress
4 Social posts were made promoting venues across 2 platforms with an average reach of 1860 views.	Number of targeted promotions for low use periods and underutilised spaces	0 promotions
21 activities posted on the activities register with 12 new submissions made for this quarter to promote activities within our community venues.	Bookable Events module trial completed	100% milestones met
	1 social post per month promoting venues	4 social posts
	1 banner stand promotion per quarter	0 banners
	1 website hero banner every 6 months	0 banners



**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

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



**Progress Commentary**

Design plans are in progress including stakeholder consultation, a Plan of Management has been developed and is currently in the approval process stage.

**Measure**

Detailed design completed within 6 months of the completion of the Plan of Management

**Measure Progress**

75% milestones met

**3A.25.06** Undertake an audit of community venues for inclusive access

**Action Due Date**

30 Jun 2025

**Overall Progress**

5%



**Progress Commentary**

A procurement plan has been developed to engage a specialist accessibility consultant to undertake an assessment of Council's Community Venues, this activity will commence in early 2025.

**Measure**

Audit of community venues completed by June 2025

**Measure Progress**

not commenced

Implement changes from audit by June 2025

not commenced

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



### 3B.25.01 Deliver proactive community programs to reduce loneliness and social isolation

#### Action Due Date

30 Jun 2026

#### Overall Progress

25%



#### Progress Commentary

Council assists various community organisations to deliver proactive programs which aim to reduce loneliness and social isolation.

Youth music event was held in September, Battle of the Bridges in partnership with Georges River Council. This music event was well attended by over 300 young adults from across both local government areas.

Youth programs have been offered during school holiday periods in Cronulla in partnership with the Crime Prevention team and a youth service provider. These drop in sessions continue to attract high school students with an average of 30 students attending each week.

Four government information GovHub Pop Ups were completed, in partnership with various other services. An average of 30 attendees who are generally vulnerable individuals who may not feel comfortable to access mainstream services. This collaboration with Orana and NSW Health bringing together government services including Centrelink, Revenue NSW, Service NSW and Gamble Aware. All services are reporting positive outcomes for clients from these sessions.

Family fun day at Cooper Street Park Engadine was successfully delivered in September with approximately 330 people in attendance.

#### Measure

Number of events delivered to provide opportunity for community connections

#### Measure Progress

11 events

Planning meetings underway with NSW Health to deliver more programs to senior residents.

**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

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



**Progress Commentary**

13 homeless people referred to relevant services. Monthly Sutherland Shire Homeless Case Coordination meetings attended. Bimonthly Domestic Violence Committee meetings attended, and quarterly Mental Health Interagency meetings attended this quarter.

15 Council staff members attended internal Homelessness Awareness training in August as part of Homelessness Week.

eSafety Commission Presentation held with DV Committee members with 23 attendees.

Members of Council's Youth Reference Group were supported to volunteer with Library events, focused on raising awareness of LGBTQIA++.

**Measure**

Number of programs promoted that support our vulnerable communities

**Measure Progress**

5 programs

3C

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



3C.25.01 Support the rights of people with disabilities and enhance access and inclusion through implementation of the Disability Inclusion Action Plan (DIAP)

Action Due Date  
30 Jun 2026

Overall Progress  
25%



Progress Commentary

Measure

Measure Progress

Council continued to implement the 2024/2025 Disability Inclusion Action Plan (DIAP) actions. DIAP reporting for 23/24 commenced with a reporting meeting conducted with Senior Managers.

Year 3 Actions of the DIAP completed

25 actions

Council continued to support the 374 members of St George and Sutherland Disability Interagency, via meetings and email distribution list. Additionally, there are 78 community subscribers to ShireABILITY monthly e-newsletter.

1 annual report sent to the Disability Council 80% milestones met

4 meetings facilitated with the Access and Inclusion Committee

0 meetings

Planning for International Day of People with Disability event has commenced with 6 entrants received for ShireABILITY Art Award exhibition.

The first meeting of the Disability Abuse Collaborative held in August.

3C.25.02 Undertake detailed research and gap analysis of the community services sector, to inform annual planning and advocacy activities

Action Due Date  
30 Jun 2025

Overall Progress  
10%



Progress Commentary

Measure

Measure Progress

This project is behind schedule, due to focusing on the development of other strategic plans. Initial inquiries have commenced to obtain assistance from an external strategic planner to assist with this community service gap analysis.

Gap analysis research undertaken by June 2025

10% milestones met

### 3D Provide for an active, connected and inclusive community



#### 3D.25.01 Implement the Innovate Reconciliation Action Plan

##### Action Due Date

30 Jun 2025

##### Overall Progress

25%



##### Progress Commentary

Reconciliation Action Plan (RAP) is in the development stage, with a second draft currently being revised. The first draft has been submitted to Reconciliation Australia. Council is currently revising this draft to adhere to strict feedback mandated by Reconciliation Australia. A second community RAP progress consultation is scheduled for October. The next version of the draft RAP will be submitted in November. Council have been working closely with an Indigenous RAP consultant on this project.

##### Measure

Innovate Reconciliation Action Plan Year 1 Actions implemented

##### Measure Progress

10% milestones met

#### 3D.25.02 Improve connection and inclusion through increased participation in community programs and events

##### Action Due Date

30 Jun 2026

##### Overall Progress

25%



##### Progress Commentary

A total of 11 community events were organised by the Community Connections team. This included:

- Cooper St Family Fun Day
- Paint Your Board Youth Workshop
- 4 GovHub Pop Ups information sessions
- July school holiday drop in sessions for high school students
- Skate Jam activation for young people at Seymour Shaw park
- Battle of the Bridges youth music event with Georges River Council.
- Water Safety event for community members from both Nepalese and Bengali backgrounds.

##### Measure

Number of attendees

Number of events

##### Measure Progress

1,762 attendees

11 events

**3D.25.03 Build capacity of the community to be more resilient and skilled to support those who are providing end of life caregiving**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
10%



**Progress Commentary**

Planning meeting has occurred with NSW Health to deliver an event in May 2025 to acknowledge Palliative Care Week.

**Measure**

Number of events delivered to target audience

**Measure Progress**

0 events

**3D.25.04 Finalise and implement the Multicultural Action Plan**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
60%



**Progress Commentary**

Final draft of Multicultural Action Plan has been developed and shared with all senior managers. Community Connections team has collaborated with external partners to plan focus groups during public exhibition period.

**Measure**

Draft Multicultural Action Plan presented to Council for adoption to be placed on public exhibition by September 2024

**Measure Progress**





60% milestones met

Draft Multicultural Action Plan presented to Council for adoption by December 2024

not commenced

Implementation of year one actions commenced

not commenced

3E	<b>Build and support the capacity of the community sector to be more skilled, resilient and responsive</b>			
3E.25.01	<b>Facilitate grants and subsidies to support community development priorities</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	100%	
<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>		
Annual Community Grants and Subsidies Program 2024/25 completed. 75 applications. 38 recipients. Grants presentation was held in August 2024.	Dollar value of grants provided	\$500,000		
	Total of programs funded	38 grant recipients		
3E.25.02	<b>Provide training and employment skills to young people aged 12-24 years</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	20%	
<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>		
Council supported the first IgniteAbility Workshop for young people living with a disability, in September to assist individuals develop self-employment skills. Planning meetings currently occurring with Civic disability service providers to plan opportunities at Council for supported employees.	Number of training sessions	0 training sessions		
	Number of attendees	0 attendees		
	Youth employment rate	data not available		
3E.25.03	<b>Ensure community based services meet the needs of the local community now and are supported to plan for future changes</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	25%	
<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>		
Community connections team continues to attend numerous interagency meetings to ensure services are supported and Council is well represented. Meetings attended over this quarter include:	Community services evaluated for each portfolio	25% milestones met		
<ul style="list-style-type: none"> <li>Dementia Alliance</li> </ul>				

- Collaborative against elder abuse
- Multicultural Network
- Multicultural Health Forum
- various cross Council partnerships with Georges River, Wollongong, Canterbury- Bankstown and Bayside Councils.

Regular meetings continue with all advisory reference groups to assist Council to plan for future community needs, this includes the Seniors Reference Group, Youth Reference Group, and the Multicultural Reference Group.

**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**

**Action Due Date**

30 Jun 2026

**Overall Progress**

50%



Progress Commentary	Measure	Measure Progress
<p>Council has focused on providing updated resources to the community this quarter this includes the following:</p> <ul style="list-style-type: none"> <li>• 2025 Seniors Services Directory currently being updated.</li> <li>• 1500 Mental Health Info Cards and 1500 Homeless Info Cards distributed through community and networks.</li> <li>• Commonwealth Home Support Programme Brochure being updated.</li> <li>• Datadiction Online Directory (18 Categories) instigated update of online community directory information.</li> <li>• Draft listing being created of Aboriginal and Torres Strait Islander specific services</li> </ul>	<p>Number of sector support professional development sessions provided</p> <p>Number of interagency meetings attended</p> <p>Information and resources on government reform provided</p>	<p>3 sessions</p> <p>9 meetings</p> <p>under development</p>
<p>Council's community development advisors have provided targeted support to the Aboriginal and Torres Strait Islander community, together with the multicultural sector, by planning various workshops with these groups.</p>		



### 3E.25.05 Develop a Resilience Strategy

#### Action Due Date

30 Jun 2026

#### Overall Progress

10%



#### Progress Commentary

Officers have recently initiated the development of a Resilience Strategy for Sutherland Shire. This strategy will outline actions and measures to enhance the community's ability to prepare for, respond to, and recover from various environmental, social, and economic challenges.

Officers have established a project working group and a project control group, consisting of representatives from all relevant units within Council. Since the Resilience Strategy will require actions to be implemented across all Council directorates, the working group is multidisciplinary to ensure the strategy is comprehensive and addresses all necessary areas. Resources are also being aligned to support the development of the draft strategy.

Additionally, officers are actively engaged as key stakeholders in the Resilient Sydney Program, which recently released a template for Resilience Strategies tailored for NSW local governments. Council's Resilience Strategy will align with this template to ensure consistency and thoroughness.

#### Measure

Stakeholder workshops and background research undertaken


Draft Resilience Strategy presented to Council for initial endorsement by June 2025

#### Measure Progress


25% milestones met

0% milestones met


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

<b>3F.25.01</b>	<b>Develop and deliver an annual online community education campaign for swimming pool safety</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 20%	
<b>Progress Commentary</b>		<b>Measure</b>	<b>Measure Progress</b>	

Communication content is being drafted for internal review, with the campaign expected to be delivered towards the end of 2024.	5% increase in views on social media	Campaign under development
---	--------------------------------------	----------------------------

<b>3F.25.02</b>	<b>Develop and deliver an annual online community education campaign for building fire safety</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 25%	
<b>Progress Commentary</b>		<b>Measure</b>	<b>Measure Progress</b>	

Communication content is being drafted for internal review, with the campaign expected to be delivered towards the end of 2024.	Number of views on social media	campaign under development
---	---------------------------------	----------------------------

**3G Provide and enhance opportunities for the community to experience enriching arts and culture** 

<b>3G.25.01</b>	<b>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</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 25%	
<b>Progress Commentary</b>		<b>Measure</b>	<b>Measure Progress</b>	

--	--	--

Annual events delivered in Q1:

1. NAIDOC Week 11 July - The annual event, in partnership with Kurranulla Aboriginal Corporation, attracted over 3000 attendees (mostly families) and is now positioned as one of the largest Sydney events. Over 46 groups participated inc. local contractors, performers, NFP groups, First Nations stallholders and cultural service providers supported the event. 3. Supported delivery of End of Council Term Presentation

2. Citizenship Ceremony - 1 August

Over 500 guests attended ceremony at the Pavilion with 129 residents being presented with their Citizenship Certificate. Hosted by Mayor, Councillors with Federal and State MPs present, supported by 8 event providers/performers.

Increase in number of events delivered 2 events

Increase in number of attendees 3,500 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**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



Progress Commentary	Measure	Measure Progress
<p>Hazelhurst recently staged an exhibition and Greek Festival celebrating the unique and profound impact Greek Australians have had on the social and mercantile history of the area. The exhibition and associated programs were done in collaboration with the neighbouring St Stylianos Greek Church.</p>	<p>3 or more opportunities through exhibitions, events and programs are offered across both libraries and Hazelhurst</p>	<p>5 opportunities</p>
<p>Hazelhurst has undertaken remedial works on the Cottage to promote greater access to this historic site. A plaque commemorating the site's history is in the process of being fabricated in acknowledgement of this history and the valuable historic contribution that the Friends of Hazelhurst have made over the past 30 years.</p>		

In September Hazelhurst hosted an exhibition of artists from Bundeena celebrating the proud history of the Bundeena Art Trail. Hazelhurst has an ongoing commitment to this most central of artistic communities in the local area.

Libraries conducted outreach talks to Probus group - Stories about the History of the Shire

Library events included:

- A History of the Pleasure grounds on the Georges River – Maritime Museum speaker
  - In conversation with Bruce Howell about the Matson Collection
-

**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**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
10%



Progress Commentary	Measure	Measure Progress
---------------------	---------	------------------

External consultant appointed to undertake the community engagement and develop the Events & Activation Plan.

Events Management Plan developed by June 2025

10% milestones met

**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**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



Progress Commentary	Measure	Measure Progress
---------------------	---------	------------------

Hazelhurst has partnered with Southern Cancer Care and Tynan Motor Group to develop an exhibition and workshop in the cottage in late October that celebrates the unique role carers have in patient end of life care. The projects sees a collaboration with a former carer and artist Bec Louise and chronicles her time as a carer for her late partner.

Individual partnerships reported

8 partnerships

Hazelhurst has revitalised its partnership with Moran Health Group staging an exhibition of works from Bundeena based artists at their aged care facility. This project had been on hold as COVID had limited access to the aged care centre.

Hazelhurst continues to offer direct opportunities for artists to exhibit in a commercial setting through our Broadhurst Gallery program alongside the upcoming Made by Hand Market.

Engaged for the July NAIDOC 2024 event delivery:

'Wiana' Dance Group - Aboriginal Cultural Dancers; Urban Zenadeth Kes - Torres Strait Cultural Dancers; Raphael - Yidaki Performance; Col Hardy Band and Evie J

Willie performed along with cultural workshops presented by Dean Kelly and Calita Murray.

There were also local event equipment s service providers, local photographers, and caterers.

Local Photographers, the Master of Ceremonies, venue hire, and performers were utilised for the August Citizenship Ceremony at The Pavilion.

**3G.25.05** **Develop events based on local history and stories through partnerships, events and programs that cater to a diverse range of audiences**

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



**Progress Commentary**

A program of events is under development for delivery throughout the remainder of the year.

The Nov 1 and Nov 2 ' Jannali Moonrise Festival' will be a multi-day community street event funded by a grant from Transport NSW as part of its Open Streets Program. The open streets program aims to improve vibrancy of local streets and centres by temporarily closing streets to vehicles and opening them for people to enjoy, discover and celebrate.

The festival theme 'Moonrise' is inspired by the Dharawal meaning of 'Jannali - place of many moonrises'. Cultural performances, multiple local First Nations stallholders, community groups and Kurranulla Aboriginal Corporation will feature in the family friendly fun street fair.

**Measure**

Number of Events and programs delivered with historical content

**Measure Progress**

0 events

**3G.25.06 Continue investigation and development of the Hazelhurst Arts Centre Masterplan**

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



**Progress Commentary**

A request for quote process is underway to procure an architect/designer specialising in designs for gallery and arts centre spaces. The outcome is to provide a site plan outlining future scope.

**Measure**

Draft future Masterplan developed

**Measure Progress**

25% milestones met

**3G.25.07 Develop a Public Art Plan that aims to enhance the urban environment and creates a sense of place**

**Action Due Date**

30 Jun 2025

**Overall Progress**

25%



**Progress Commentary**

Key internal stakeholders were consulted regarding elements to be considered for the plan. A Public Art Plan has now been drafted and is currently being reviewed before consultation with internal stakeholders.

**Measure**

Key internal stakeholder meetings held to identify planning considerations by August 2024

**Measure Progress**

50% milestones met

Public Art Plan to be presented to Council for endorsement by December 2024

20% milestones met

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



#### 3H.25.01 Explore opportunities to increase representation of our diverse community in our programs and services

##### Action Due Date

30 Jun 2026

##### Overall Progress

33%



##### Progress Commentary

Hazelhurst Arts Centre delivered the exhibition Logos and an associated Greek Festival in partnership with Saint Stylianos Greek Church. The exhibition showcased the work of 40 artists of Greek History. The Greek Festival drew 3000 visitors to our site for a multicultural festival celebrating the area's diversity. The Festival was a platform for over 50 local performers including musicians, dancers and DJs as well as an opportunity for local Greek artisans to sell their wares.

Hazelhurst has revitalised AUSLAN tours for the deaf community and have now made them a part of each exhibition. The Auslan tour for the exhibition New South in August had 12 participants from the community.

##### Measure

1-3 programs presented

##### Measure Progress

2 programs

#### 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

##### Action Due Date

30 Jun 2026

##### Overall Progress

25%



##### Progress Commentary

Beyond Hazelhurst, the existing Broadhurst program provides accessible exhibition opportunities for emerging artists, The Arts and Libraries business unit are delivering the Cut Short Film festival which embraces emerging local film makers. The screening of the films is scheduled for late November.

Hazelhurst Arts Centre continues to develop the secondary school's exhibition program and has rebranded the HSC exhibition to Class of 24. Other programs

##### Measure

Number of attendees for each partnership, event or program

##### Measure Progress

event to be held in November



include ARTEXPRESS and the annual collaboration with graduating students of University of Wollongong titled Vital Signs.

The Made by Hand markets is planned and offers opportunities for makers outside the realm of Fine Arts. In October, 70+ stall holders will have the opportunity to sell their wares to an estimate audience of 3000 visitors.

**3H.25.03 Support connections between community cultural organisations to develop synergies and as a source of community engagement with Council**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

**Measure**

**Measure Progress**

Council has committed this quarter to engaging more broadly with both Aboriginal specific organisations and multicultural service providers. These connections provide opportunities to strengthen existing partnerships with the aim of collaborating on future projects.

Number of partnerships with cultural organisations and community groups 4 partnerships

Current First Nations collaborations include working with Dharawal artist to design digital artwork for Council's Reconciliation Action Plan. In addition, Council have hosted regular meetings with significant elders within the Aboriginal community to develop yarning circles, workshops, and reconciliation activities.

New partnerships have been developed with Sydney Aboriginal Family Services and the Aboriginal Children's Advancement Society.

**3I**

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



**3I.25.01 Explore, develop and implement opportunities to increase access to Dharawal and First Nations culture through**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**partnerships, exhibitions, events and programs that cater to a diverse range of audiences**

Progress Commentary	Measure	Measure Progress
<p>The exhibition New South 6/7/24 – 8/9/24 hosted at Hazelhurst had a significant First Nations presence from both Urban Aboriginal artists Dean Cross, Reko Rennie and remote artists Sally Scales and Rhoda Tjitayi. These artists represent some of the most renowned First Nations artists in their field.</p> <p>The Arts and Libraries business unit are currently working on a project honouring local first nations people through plaque recognition.</p> <p>The 2024 NAIDOC event was held in Partnership with Kurranulla Aboriginal Corporation and included cultural performances from local Community Elders, Entertainers, La Perouse Local Aboriginal Land Council, and multiple First Nations Community Groups with over 3000 attendees throughout the event.</p>	1-3 opportunities presented	2 opportunities

**31.25.02 Develop opportunities to increase Dharawal and First Nations Culture through events, community and business engagements that cater to a diverse range of audiences**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



Progress Commentary	Measure	Measure Progress
<p>Jannali Moonrise Festival - Planning is underway Cultural performances, Multiple Local first Nations stallholders, community groups and Kurranulla Aboriginal Corporation will feature in the family friendly fun street fair.</p> <p>NAIDOC Week 11 July - The annual event, in partnership with Kurranulla Aboriginal Corporation, attracted over 3000 attendees (mostly families) and is now positioned as one of the largest Sydney events. Over 46 groups participated inc. local contractors, performers, NFP groups, First Nations stallholders and cultural service providers supported the even</p>	Number of events with Dharawal & First Nations Culture focus	1 event
	Number of attendees	3,000 attendees
	Survey of attendees	0% milestones met

**31.25.03 Develop guidelines to support the recognition and acknowledgement of Dharawal people across Council's**

**Action Due Date**

**Overall Progress**



**corporate communication channels, in line with the adopted Reconciliation Action Plan**

30 Jun 2025

100%

Progress Commentary	Measure	Measure Progress
<p>'Aboriginal and Torres Strait Islander peoples and history: A communication guide for staff', was completed, endorsed by Executive and has been launched internally. The launch has been supported by targeted briefings with staff groups including Senior Managers and Marketing roles and has been supported by an internal communications campaign to promote the guideline to all staff.</p>	Guidelines endorsed by Executive	100% milestones met
	Guidelines published on internal communications channels	100% milestones met
	Targeted training provided to all members of the Marketing Communities of Practice	100% milestones met
	Promotion of guidelines and their use	100% milestones met

---

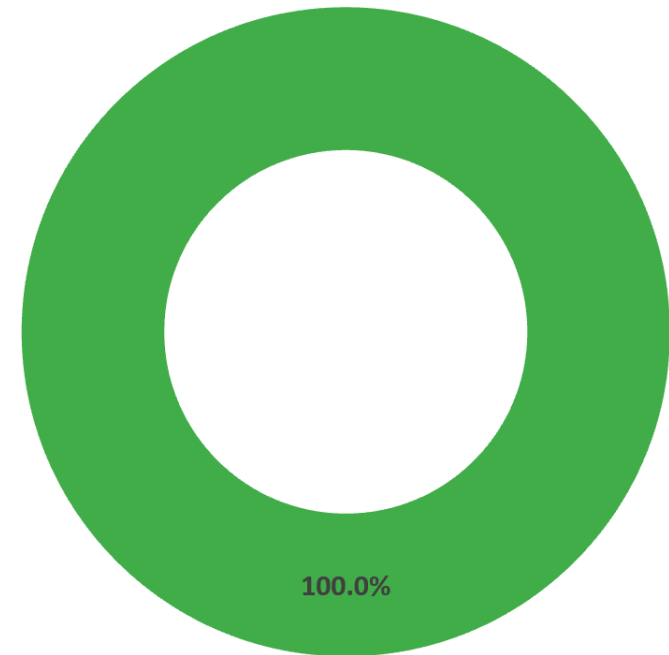
# OUTCOME 4






## 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.



	Completed	0
	On Track	16
	Needs Attention	0
	Off Track	0
	On Hold	0

## 4A Enable a diverse and self-sustaining business community to foster economic resilience



### 4A.25.01 Support and encourage the growth and skills of the local business community

#### Action Due Date

30 Jun 2026

#### Overall Progress

25%



#### Progress Commentary

2024 Business Summit undertaken at The Pavilion with 200 local business operators attending.

3 Business Now e-newsletters distributed.

Small Business Month event in planning for October.

#### Measure

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

#### Measure Progress

\$9.528 million industry value

1 programs/events/training

1,797 registrations

### 4A.25.02 Support the growth of tourism and proactively market the Sutherland Shire as a destination of choice to potential visitors

#### Action Due Date

30 Jun 2026

#### Overall Progress

25%



#### Progress Commentary

Council has distributed 3 Visit Sutherland Shire blogs and e-newsletters.

2 Tourism Industry e-newsletters have been distributed to local tourism providers.

A one month 'Time Out' Digital campaign commenced 2 September promoting Wellness activities in the Sutherland Shire.

Australian Traveller campaign from August - October highlighting the Sutherland Shire as a foodie destination.

#### Measure

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

#### Measure Progress

no results available

2%%

2 blogs

event scheduled for April 2025

**4A.25.03 Facilitate third party events to meet social, cultural and economic needs of the community**

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



**Progress Commentary**

Council has issued 62 Events Permits.

Council supported the following major events:

- Cronulla Fest
- Sutherland 2 Surf
- Sylvanvale WWII Car Show

**Measure**

Minimum number of 200 Event Permits issued

4 event sites to operate under generic event DA's

**Measure Progress**

62 permits issued

0 event sites

**4A.25.04 Actively promote and facilitate filming within the Sutherland Shire to support the local economy**

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



**Progress Commentary**

Council has issued 38 Filming Permits.

1 Industry E-newsletter distributed promoting the Sutherland Shire as a film friendly location.

**Measure**

4 quarterly industry e-newsletter distributed

120 Filming Permits issued

**Measure Progress**

1 e-newsletter

38 permits issued

**4A.25.05 Survey Sutherland Shire businesses to understand their challenges, needs, trends, growth and confidence to inform decision making**

**Action Due Date**

30 Jun 2025

**Overall Progress**

0%



**Progress Commentary**

The Business Survey will be open to businesses for participation from 30 Oct - 30 Nov.

**Measure**

350 Businesses to complete the 2024 Business Survey

**Measure Progress**

30 businesses

**4A.25.07 Explore opportunities for events or activations in Jannali Town Centre**

**Action Due Date**

30 Jun 2025

**Overall Progress**

70%



Progress Commentary	Measure	Measure Progress
Council was successful in receiving a NSW Government Grant as part of the Open Streets Program. Planning is underway for the Jannali Moonrise Festival which will be held on 1-2 November in Box Road Jannali.	Development and implementation of 75% milestones met one or more events or activations within Jannali	

---

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



**4B.25.01 Support and promote local employment opportunities by partnering with local job providers to implement local programs and events to increase employment**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
25%



Progress Commentary	Measure	Measure Progress
Council was a stallholder at Trades & Traineeships Expo.	Number of jobs to increase by 10,000FTE (87,937 jobs) by 2030	87,097 jobs
Partnered with IgniteAbility for a series of workshops to assist people to start their own businesses.	3 industry specific employment events delivered	2 events
Distributed 3 Business Now e-newsletters.		
Partnering with University of Wollongong for a business event in October.		



## 4C

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



## 4C.25.01 Implement actions arising from the Child Safe Action Plan

## Action Due Date

30 Jun 2025

## Overall Progress

10%



## Progress Commentary

The Draft Child Safe Action Plan has been on public exhibition and will be presented to November Council meeting for adoption. Actions identified in the plan have commenced with the respective units.

## Measure

Percentage of Year 1 actions implemented

## Measure Progress

not commenced

## 4C.25.02 Undertake a review of the Children's Services Inclusion framework

## Action Due Date

30 Jun 2025

## Overall Progress

15%



## Progress Commentary

The project has been scoped for the review and key actions have commenced. Next steps will be to engage with stakeholders and analyse the data.

## Measure

Review completed by December 2024

## Measure Progress

15% milestones met

Draft Framework presented to Executive by March 2025

not due to commence

Implementation by June 2025

not due to commence

## 4C.25.03 Review Children's Services internal quality assurance framework

## Action Due Date

30 Jun 2025

## Overall Progress

20%



## Progress Commentary

Quality Assurance Framework review in progress and on track. Next steps are to consult with key stakeholders.

## Measure

Review completed by December 2024

## Measure Progress

20% milestones met

Draft Framework presented to Executive by March 2025

not commenced

Implementation by June 2025

not commenced

#### 4C.25.04 Review the Children's Services Curriculum Framework

##### Action Due Date

30 Jun 2025

##### Overall Progress

25%



##### Progress Commentary

Review of Curriculum Framework in progress and on track. The next steps are to consult with Key stakeholders and develop framework based on findings.

##### Measure

Review completed by December 2024

##### Measure Progress

25% milestones met

Draft Framework presented to Executive by March 2025

not commenced

Implementation by June 2025

not commenced

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



#### 4D.25.01 Finalise the operating model and open the Kirrawee Library+

##### Action Due Date

30 Jun 2025

##### Overall Progress

30%



##### Progress Commentary

The operating model for Kirrawee Library+ was endorsed by Council at the 17 June meeting. The endorsement included for the draft fees and charges for the new space to be placed on public exhibition. This is scheduled for 1-28 November.

##### Measure

Kirrawee Library+ open by April 2025

##### Measure Progress

30% milestones met

Construction commenced in early September after the complying development was finalised in late August.

#### 4D.25.02 Use Pop-up Library and other forms of outreach to promote Sutherland Shire Libraries' collections, services,

##### Action Due Date

##### Overall Progress



**programs and facilities outside of library walls to new and existing customers**

30 Jun 2026

25%

<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
Two Pop-up Libraries and one outreach visit has been held in Q1. Battle of the Bands Pop-up had 65 attendees and Bushcare Fair Pop-up had 35 attendees. Stories about the History of the Shire was presented to 25 attendees at Sylvania Ladies Probus.	3-4 Pop-Up Libraries or outreach opportunities	3 pop-ups
	Number of attendees	125 attendees

---

4E

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



4E.25.01

Increase access to, and visibility of the local history collections

**Action Due Date**

30 Jun 2025

**Overall Progress**

25%



**Progress Commentary**

**Measure**

**Measure Progress**

Two social media posts highlighting the history of the area.

100 or more items added to Recollect

0 items

Recollect – background work is underway on ensuring metadata is appropriate for new additions to the database. This review is necessary for integrity of the information made available.

2 social media posts promoting Recollect

2 posts

Outreach talks to Probus group - Stories about the History of the Shire

Library events

- A History of the Pleasure grounds on the Georges River – Maritime Museum speaker
- In conversation with Bruce Howell about the Matson Collection

4F

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



**4F.25.01** Develop and present intercultural programs to create connection with and improve knowledge of First Nations culture

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

Four intercultural programs to improve knowledge of First Nations culture have been held:

- NAIDOC with Dewrang Art for Primary School Kids
- NAIDOC with Dewrang Art for Teens
- Great Book Swap
- In Conversation with Bruce Howell on the Matson Collection.

**Measure**

1-3 programs presented for adults  
1-3 programs presented for younger audiences

**Measure Progress**

1 program  
3 programs

**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

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

Three programs representing our diverse communities have been held with three sessions of Connection Cafe for People with Dementia and their Carers.

**Measure**

1-3 programs presented for adults  
1-3 programs presented for younger audiences

**Measure Progress**

3 programs  
0 programs

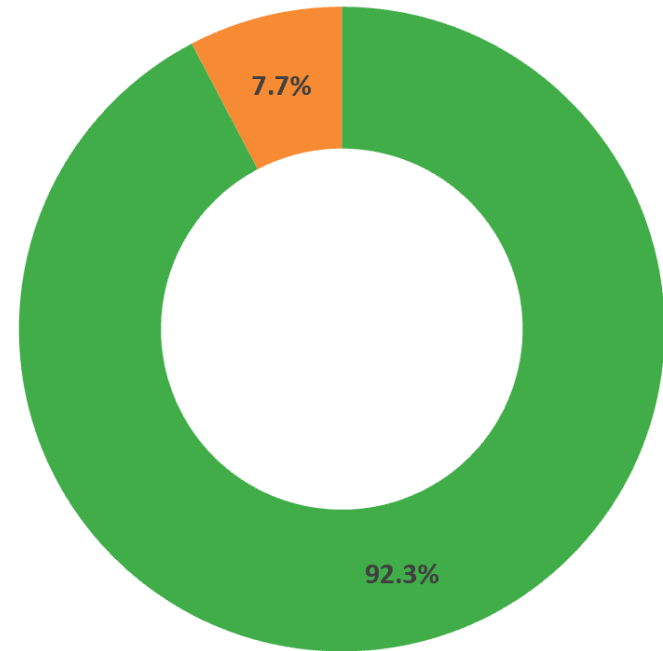
# OUTCOME 5






## 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.



	Completed	0
	On Track	36
	Needs Attention	3
	Off Track	0
	On Hold	0

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



<b>5A.25.01</b>	<b>Advocate to the NSW Government to support the planning and delivery of the Sutherland to Cronulla Active Transport Link (SCATL)</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 25%	
-----------------	--	---------------------------------------	--------------------------------	--

<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
Whilst staff continue to advocate for use of the rail corridor in the delivery of SCATL in line with Council's resolution, TfNSW have advised that this may not be feasible. The parties are therefore looking to achieve a collaborative solution, to ensure delivery of the project in the interest of the Sutherland community.	Number of representations made to TfNSW	2 representations

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



<b>5B.25.01</b>	<b>Deliver the Gymea Bay Reserve and Baths Masterplan and upgrades including planning, design and staged construction of the short and medium term improvements</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 45%	
-----------------	---	---------------------------------------	--------------------------------	--

<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
The Masterplan has been completed and adopted by Council in October 2022. Design documentation for the Stage 1 short term works plus the carpark is complete. Construction is planned to commence mid 2025 subject to State Government project endorsement.	Percentage of short term construction work commenced	0% construction not due to commence
	Percentage of short term construction work completed	0% due for completion June 2026

<b>5B.25.02</b>	<b>Develop and implement a plan for the review of plans of management for alignment with strategies</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 30%	
-----------------	---	---------------------------------------	--------------------------------	--

Progress Commentary	Measure	Measure Progress
A program for progressively updating site specific Plans of Management is in development and will be completed in 2024. Engagement with Crown Lands is ongoing in respect to the Generic Plans of Management, following the public consultation feedback process.	Project Plan developed by December 2024	30% milestones met
	Implementation commenced	not commenced
<b>5B.25.03 Deliver upgrades at Cooper Street Reserve including accessible and unisex facilities</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 25%
<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
Public amenities grant funding has been obtained for this project and Procurement of a design and construct contract was awarded in October 2024. Note, the delivery timeframe of this project may be impacted pending multiple approvals from 3rd party organisations before Council can commence works, an update will confirm position by December 2024.	Complete construction of the accessible toilets and change facility by June 2025	0% milestones met
<b>5B.25.04 Deliver the Seymour Shaw Playing Fields and Carpark</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 25%
<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
Construction of the carpark has commenced; however, 3rd party infrastructure impacts have delayed progress, in addition the design for the playing fields has been completed.	Commence construction of Stage 2 works and carpark	35% milestones met
	Complete construction of the carpark by December 2024	35% milestones met
	Complete construction of the playing fields by June 2025	not commenced
<b>5B.25.05 Progress the Hungry Point Reserve Cliff Top Walk Stage 1</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 25%
<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>



A contractor has been appointed and onsite works have commenced, including archaeological test excavation activity.

Hungry Point Clifftop Walkway  
opened for public use

10% milestones met

---

**5C Provide accessible and diverse open spaces for everyone**



**5C.25.01 Develop an open space inclusion program that prioritises equitable access to facilities across the Shire**

**Action Due Date**

30 Jun 2025

**Overall Progress**

25%



**Progress Commentary**

Analysis of playgrounds, youth play, exercise equipment, sports facilities and their associated carparks is complete and has informed the future capital works program which prioritises the upgrades required. Accessibility requirements are considered in the planning stage of each project.

**Measure**

Inclusion program developed by September 2024

**Measure Progress**

90% milestones met

Draft program presented to the Access and Inclusion Sub Committee by March 2025

0% milestones met

Program finalised by June 2025

0% milestones met

**5C.25.02 Prepare design guidelines for incorporation into Council's Public Domain Design Manual**

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



**Progress Commentary**

The review of services standards which inform the design guidelines has commenced with standardised technical drawings to be drafted for incorporation into the manual. This multi-year action will continue to progress and be finalised over the next two years.

**Measure**

Design guidelines for playgrounds developed by March 2025

**Measure Progress**

30% milestones met

50% of design guidelines developed for identified high priority assets as outlined in relevant strategies

0%

**5C.25.03 Deliver the Waratah Park All Abilities Playground and Amenities**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
25%



**Progress Commentary**

These two related projects are progressing on schedule, having recently completed the procurement phase and awarding the works contract.

**Measure**

Complete construction of the Playground by December 2024

Complete construction of the amenities by December 2024

**Measure Progress**

30% milestones met

30% milestones met

5D

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



5D.25.01

Implement an overarching framework for masterplan development that incorporates actions to be considered from informing strategies, prioritising Regional and District parks

Action Due Date

30 Jun 2026

Overall Progress

50%



Progress Commentary

A framework has been developed into a draft Master Plan Determination and Guideline with Executive endorsement planned by November 2024, once the Determination document is finalised the framework will be implemented in 2025 to guide future master plan activity.

Measure

Framework for regional and district parks masterplans developed by September 2024

Measure Progress

90% milestones met

Framework for annual masterplan program for regional and district parks implemented by December 2024

50% milestones met

5D.25.02 Develop a plan for public toilets

Action Due Date

30 Jun 2026

Overall Progress

10%



Progress Commentary

A draft Project Plan has been developed outlining the objectives, scope of work and program to review Council's public toilet provision versus community needs.

Measure

Actions to address non-compliances determined by March 2025

Measure Progress

10% milestones met

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



**5E.25.01** **Develop and implement a framework for promoting and enhancing the natural environment and heritage of our open spaces**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
0%



Progress Commentary	Measure	Measure Progress
<p>Opportunities for promoting and enhancing the natural environment and heritage are currently site specific and considered during the initial planning phase of each project. This framework criteria will be developed and formally implemented in early 2025 to promote and conserve of the natural environment and heritage items.</p>	<p>Framework developed by June 2025</p>	<p>0% milestones met not commenced</p>
	<p>Prioritisation program for preparation of Conservation Management Plans developed by June 2025</p>	<p>0% milestones met not commenced</p>
	<p>Communications information for community awareness of legislative protection of heritage items developed by June 2025</p>	<p>0% milestones met not commenced</p>

**5F Promote active exercise and recreation to enhance community wellbeing**



**5F.25.02 Utilise wayfinding principles to improve accessibility and visibility at the leisure centres**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
30%



**Progress Commentary**

Signage Audit of all centres completed in 2023, and standard operating procedure drafted for implementation to provide and maintain effective signage, including promotional, operational, and directional signage, across all Leisure Centres.

**Measure**

Audit leisure centre signage to ensure conformance with accessibility best practise and standards by December 2024

**Measure Progress**

25% milestones met

Implement signage in line with accessibility best practise and standards by June 2025

0% milestones met

**5F.25.03 Complete a review of our strategic partnerships to ensure governance, management and outcomes are in line with best practice**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
25%



**Progress Commentary**

Council has established a strategic partnership with Swimming NSW and created a high performance swimming centre.

**Measure**

Audit of strategic partnerships against best practice

**Measure Progress**

0% milestones met

A Steering Committee has been established and meet every 6 weeks to monitor, review and establish relevant outcomes in line with best practice.

**5F.25.04** Review and implement industry leading technologies to provide cost effective, efficient and seamless experience for customers

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
30%



**Progress Commentary**

The procurement for new leisure management software is underway with tenders received and are being evaluated for issue of contract.

**Measure**

Leisure Facility Customer Management Software implemented by June 2025

**Measure Progress**

20% milestones met

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



**5G.25.01 Identify suitable sites and areas to trial hybrid grass on sporting fields**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
25%



**Progress Commentary**

**Measure**

**Measure Progress**

Trial oval sites at Kareela and The Ridge continue to be monitored and consultation has commenced with Council Sport Services to identify two further sites and expand the hybrid grass trial during this quarter.

2 sites identified and trials undertaken

0 sites

**5G.25.02 Identify suitable sites to trial new technologies for targeted herbicide application**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
25%



**Progress Commentary**

**Measure**

**Measure Progress**

Drone technology will be utilised to survey and map weeds on 33 sports fields which will enable targeted herbicide application during the 2024-25 summer period.

2 sites identified and trials undertaken

0 sites

**5G.25.03 Identify and collaborate with sporting clubs and associations on future planning priorities**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

**Measure**

**Measure Progress**

The Sport and Active Communities Sub Committee meets every 2 months to discuss the direction and prioritisation of plans and policies within Council.

4 x meetings with the Sports and Active Communities Sub-committee per annum

0 meetings  
not due to commence

Following detailed presentations and discussion papers, associations were able to collaborate with Council regarding recommendations for prioritisation and direction of policies and plans, relevant to sports grounds and their use.


1 x meeting with each collaboration group under the Sports and Active Communities Sub-committee per annum

0 meeting/s




Last Sub Committee meeting was held 3 July 2024 and Committee is on hold due to Local Government Elections.

New Council will vote on when sub committees reconvene.

<b>5G.25.04</b>	<b>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</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 30%	
-----------------	---	---------------------------------------	--------------------------------	---

<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
<p>Sports Services continue to collaborate with both internal and external stakeholders on drafting of policies, guidelines and standard operating procedures which assist to guide the use of sporting facilities in the Shire. Examples include draft Sports Field Allocation Policy, draft Wet Weather guidelines and Change of Season Guidelines.</p> <p>Sports Services meet bi-monthly with School Infrastructure NSW (SINSW) Asset Activations team from the Department of Education to promote active partnership opportunities with school sporting infrastructure. Examples include agreement to use Illawong public school oval for football and league training.</p>	<p>2 new policies commenced by June 2025</p> <p>1 licensing agreement with a school commenced by June 2025</p>	<p>30% milestones met</p> <p>90% milestones met</p>

<b>5G.25.05</b>	<b>Adopt a set of minimum standards for the design and construction of new sports amenities buildings</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 15%	
-----------------	---	---------------------------------------	--------------------------------	--

<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
<p>Sports Services have submitted a business proposal seeking funding to engage a contractor to develop a suite of design options for sports field amenities buildings and clubhouses. This will include both "full renewal" and "minimal asset revitalisation" alternatives, ensuring that upgrades are both responsive to current needs and adaptable to future demands</p>	<p>Future sport amenities building projects are aligned with industry standards and Sport Strategy guidelines</p>	<p>15% milestones met</p>

**5G.25.06 Adopt a 'Hierarchy of Need' for supporting infrastructure and amenities which aligns with the facility hierarchy**

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



**Progress Commentary**

A sports facility hierarchy was adopted in December 2022 as part of the adopted Sports Strategy. Based on the Hierarchy of Sports Facilities the strategy also outlines the facility standards and infrastructure requirements for each level within each sport. This will be used to develop a suite of design options for sports field amenities buildings and clubhouses.

**Measure**

Facility hierarchy allocations and requirements are reviewed and aligned to industry standards

**Measure Progress**

40% milestones met

Relevant hierarchy and functional requirements are referenced in master planning documents

25% milestones met

All sport needs analysis includes scope to review and recommend facility rationalisation or replacement to meet future needs of the community

25% milestones met

**5G.25.07 Deliver facilities that are accessible and inclusive by incorporating universal design principles**

**Action Due Date**

30 Jun 2026

**Overall Progress**

15%



**Progress Commentary**

Sports Services have submitted a business proposal seeking funding to engage a contractor to develop a suite of design options for sports field amenities buildings and clubhouses. This will include both "full renewal" and "minimal asset revitalisation" alternatives, ensuring that upgrades are both responsive to current needs and adaptable to future demands. Design standards will ensure future sport facilities are inclusive and accessible.

**Measure**

Future sport facilities are inclusive, accessible and aligned with Disability Inclusion Action Plan (DIAP)

**Measure Progress**

15% milestones met

**5G.25.08 Establish and implement a formal Facility User Agreement**

**Action Due Date**

30 Jun 2025

**Overall Progress**

25%



**Progress Commentary**

**Measure**

**Measure Progress**

Sport Services is enhancing the process for allocating sports fields. As part of this effort, the existing Terms and Conditions are under review to create a more formal and comprehensive sport field facility use agreement.

Formal Facility User Agree developed by June 2025

25% milestones met

In addition, Council implemented a Community Lease Agreement in April 2022 and manage the community leasing portfolio, inclusive of sport clubhouses/amenities buildings.

**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**

**Action Due Date**

30 Jun 2026

**Overall Progress**

20%



**Progress Commentary**

The Leisure Centre Strategy was adopted by Council in September 2023. The planning phase was initiated in May 2024 and pending the facility assessment results due in early 2025, a feasibility and business case will be undertaken.

**Measure**

Feasibility study and options analysis completed

**Measure Progress**

0% milestones met

**5H Enhance Emergency Management Maturity**



**5H.25.01** Develop and implement asset management system functionality that enhances the efficiencies and capability of Natural Disaster Recovery Funding assistance claims

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
0%



**Progress Commentary**

This action has not yet commenced. The review of the asset management system functionality will commence in Q2.

**Measure**

Percentage review of natural assets completed  
0%

Percentage review of system capabilities completed  
0%

**Measure Progress**

**5H.25.02** Undertake review of environmental factors for identified areas of bushfire hazard reduction programs

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

Review of Environmental Factors has commenced and are continuing for the sites identified by Rural Fire Services in this year's bushfire hazard reduction program.

**Measure**

Annual program of Review of Environmental Factors completed

**Measure Progress**

25% milestones met

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



**5I.25.01 Deliver the Cronulla Town Centre Stage 2 Project**

**Action Due Date**

30 Jun 2026

**Overall Progress**

50%



**Progress Commentary**

Cronulla Plaza Stage 2B (Plaza) construction is 95% complete. Stage 2C (Town Square) tender documentation is in the final stage of development with procurement to commence in early 2025, followed by construction commencement mid-2025.

**Measure**

Project delivered within approved project schedule

**Measure Progress**

50% milestones met

**5I.25.02 Complete Public Domain plan for Jannali town centre**

**Action Due Date**

30 Jun 2025

**Overall Progress**

50%



**Progress Commentary**

Consultation with the community was completed in 2024 with over 1700 responses received. Councillors have since been briefed on the evaluation report and staff continue to work in support of the Notice of Motion MOT019-24 dated 12th August. In this regard, staff will provide a further update on the Public Domain Plan in March 2025. The Jannali Public Domain Plan is scheduled to be delivered in 24/25.

The Jannali Moonrise festival will occur 1st & 2nd November as part of the NSW Government Open Streets Program 2024-2025. As an early implementation item and legacy from the Moonrise Festival, Council have committed to installation of fairy lights within the Street Trees lining Box Road, Jannali, and a mural on both Quesy Lane and Box Road.

**Measure**

Number of projects included in Council's Capital Program

**Measure Progress**

0 projects

**5J Provide welcoming, safe and accessible places and spaces**



<p><b>5J.25.01 Prevent and reduce crime in the community through the creation and delivery of safety focused initiatives and community education campaigns</b></p>	<p><b>Action Due Date</b> 30 Jun 2026</p>	<p><b>Overall Progress</b> 25%</p> 
--	---	--

<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
<p>Council proceeds to develop and deliver a number of safety focused initiatives and community education campaigns including:</p> <ul style="list-style-type: none"> <li>• 'Safe Whale Watching' social media post July 2024</li> <li>• NSW Pet Registry update to assist in registration of companion animals posted in Our Shire August 2024</li> <li>• 'Where can I take my dog off leash' social media post September 2024.</li> </ul>	<p>4 initiatives or campaigns delivered per year</p>	<p>3 initiatives</p>

<p><b>5J.25.02 Promote crime prevention and safety programs targeted at vulnerable community groups to maximise safety and accessibility for everyone</b></p>	<p><b>Action Due Date</b> 30 Jun 2026</p>	<p><b>Overall Progress</b> 25%</p> 
---	---	--

<b>Progress Commentary</b>	<b>Measure</b>	<b>Measure Progress</b>
<p>Council pursues to promote the delivery of crime prevention and safety programs in order to maximize safety and accessibility for everyone. Examples include:</p> <ul style="list-style-type: none"> <li>• Commencing in September 2024 Councils Crime Prevention &amp; Security are working in collaboration with the Police Citizens Youth Club (PCYC) on the Youth Offenders Programs</li> <li>• Council in collaboration with NSW Police working towards greater education and awareness of the use of e-bikes and e-scooters</li> <li>• Each Sunday throughout September 2024 Council's Ocean Safety &amp; Lifeguards held multi-cultural water safety events and programs promoting water safety.</li> </ul>	<p>4 crime prevention or safety programs promoted per year</p>	<p>3 programs</p>

**5J.25.03 Plan and implement programs that address long-term community safety needs**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

Council continues to work with internal and external stakeholders and community groups to plan and implement programs that address long term community safety needs.

In September 2024 Council conducted a review of the lighting in Jannali Town Centre to improve safety and security for the community

Council continues with its safe schools parking education program providing our schools with 'Road Safety for Kindergarten Parents' information and facts sheets August 2024.

**Measure**

2 programs implemented per year

**Measure Progress**

2 initiatives delivered

**5J.25.04 Work with coastal-based agencies to ensure Council and stakeholders are appropriately prepared for emergencies and incidents**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

Council continues to meet and work collaboratively with internal and external agencies, including Police, Surf Life Saving, Local Emergency Management Team, and other emergency services.

Council's Ocean Safety Team have commenced pre-season training & certification to prepare for our peak summer period ahead.

Attendance at the NSW Coastal Safety Group & Surf Club District Meetings ongoing

The Beach Safety Working Group has also been scheduled to meet weekly during the summer patrol season from September to April to ensure real time issues and concerns are discussed with all key stakeholders.

**Measure**

Number of coastal agency group meetings attended

4 meetings

Number of Surf Club District Meeting meetings attended

3 meetings

Percentage of Beach Safety Working Group Meetings chaired during patrol season

25%

**5J.25.05 Deliver the annual Surf Awareness and Survival education program**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

Council continued its school education program 'Surf Survival & Awareness' throughout term 3 of 2024, with 12 schools and 455 students actively participating.

Council Lifeguards continued participation at Multicultural Water Safety Events and delivering community programs, including:

- Beach and Rock fishing safety awareness
- Ongoing partnership with Swim Brothers Water Safety & Educational Program each Sunday throughout September 2024.
- Gynea Community Aid Surf Safety Talks with 62 attendees.

**Measure**

70 schools to participate in program  
3,000 school students' attendance

**Measure Progress**

12 schools in term 3 schools  
455 school students

**5J.25.06 Participate in the Rock Fishing Safety Program**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

Council has conducted 13 patrols of black spot locations to raise awareness and ensure those participating in rock fishing is being undertaken safely.

On the 28 September 2024 Council's Lifeguards in collaboration with Surf Life Saving New South Wales met with community members participating in rock fishing to hold talks and provide additional education on rock fishing safety with 35 attendees.

**Measure**

40 Rock Fishing Patrols per year

**Measure Progress**

13 patrols



**5J.25.07 Participate in Police Local Area Command Safety Precinct Committee and Local Liquor Accord**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

Ongoing collaboration with external agencies and community groups.

On 17 September Council's Crime Prevention & Security attended the Liquor Accord meeting

On 24 September Council's Crime Prevention & Security attended the Sutherland Shire Community Safety Precinct Committee (CSPC) meeting working collaboratively with NSW Police to address concerns raised by the community.

**Measure**

4 Liquor Accord Meetings per year

4 Police Local Area Command Safety Precinct Committee Meetings per year

**Measure Progress**

1 meeting

1 meeting

**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**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
25%



**Progress Commentary**

Councils Animal Shelter continues to operate and provide care and control of animals 7 days a week and achieving a 90% rehoming rate of animals received at the shelter.

Education initiatives and promotion of responsible pet ownership via social media posts and face to face programs such as reading with the cats in July 2024.

For two weeks in August 2024 Council promoted the adoption of animals held at Councils Animal Shelter that resulted in the rehoming of 35 cats and 7 dogs.

On 10 & 11 August 2024 Council held its Animal Shelter awareness and Responsible pet ownership promotion at Bunnings

Further promotion of Animal Shelter activities, responsible pet ownership and adoption at Street Paws Festival 14 September 2024.

**Measure**

80% rehoming of animals that are received at the Animal Shelter

2 Unregistered Animal Notifications per year

3 responsible pet ownership promotions per year

**Measure Progress**

90%

0 notifications

3 promotions

**5J.25.09 Deliver the annual school education program, promoting safe behaviour by motorists around schools**

**Action Due Date**

30 Jun 2026

**Overall Progress**

25%



**Progress Commentary**

Councils Roads and Traffic Team continue to deliver the school education program by promoting safe behaviour by motorists around school zones and undertaking regular patrols to monitor for compliance.

The number of School zones patrols during Term 3 was 258.

The number of times portable radar deployed during term 3 at school zones was 60.

School Education program - 'Road Safety for Kindergarten Parents Facts Sheet' developed and provided to schools in August 2024

**Measure**

1,250 school zones patrolled

86 schools attended during education program

120 portable radar deployed to school zone area

**Measure Progress**

258 school zones patrolled

51 schools

60 portable radars

**5J.25.10 Review service standards for vehicle hardstands in the road reserve in residential areas**

**Action Due Date**

30 Jun 2025

**Overall Progress**

30%



**Progress Commentary**

A draft Vehicular Hardstand and Driveways policy is under development, for consideration by Council in 2024-2025.

**Measure**

Service Standard presented to Council for adoption by October 2024

**Measure Progress**

0% milestones met

**5J.25.11 Undertake E-bike education and safety program**

**Action Due Date**

30 Jun 2025

**Overall Progress**

20%



**Progress Commentary**

Council has partnered with NSW Police to undertake education in high-incident areas, including Cronulla Plaza and the Esplanade pathway. One program has been delivered in Q1 2024/25, and further campaigns will be undertaken as Council and Police resources permit. This includes a signage program currently being developed, to be delivered at high-incident locations.

To complement these actions, pamphlets and newsletter messaging will be delivered to high schools in November/December, to further educate students and parents of applicable rules. Social media messaging is also planned in the lead up to Christmas, to inform those purchasing e-bikes and e-scooters for Christmas presents.

**Measure**

Number of schools included in program

Number of program initiatives completed

**Measure Progress**

0 schools

1 initiative

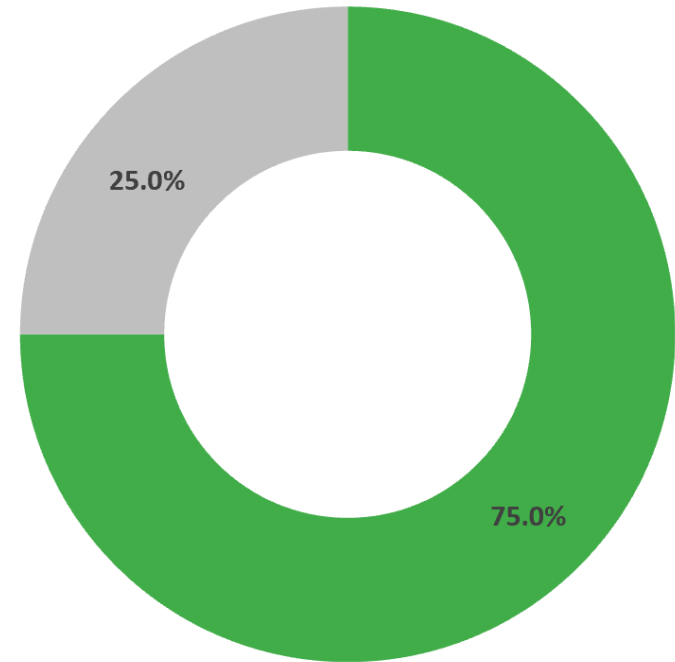
# OUTCOME 6

## 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.



●	Completed	0
●	On Track	9
●	Needs Attention	0
●	Off Track	0
●	On Hold	3

6A

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



### 6A.25.01 Finalise the Local Housing Strategy

**Action Due Date**

30 Jun 2025

**Overall Progress**

50%



#### Progress Commentary

In line with Council's resolution, preparation of the Local Housing Strategy was paused pending the outcome of the State Government planning reforms.

#### Measure

Community engagement completed  
Endorsement of Local Housing Strategy by Department of Planning and Environment

#### Measure Progress

action on hold  
action on hold

6B

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



### 6B.25.01 Update the Local Strategic Planning Statement

**Action Due Date**

30 Jun 2026

**Overall Progress**

0%



#### Progress Commentary

An update of the Local Strategic Planning Statement cannot be commenced until the State Government releases the new District Plan. This has been delayed by the State while it focuses on housing reforms.

#### Measure

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

#### Measure Progress

action on hold  
action on hold  
action on hold  
action on hold

Submissions considered by Council and LSPS adopted

**6B.25.02 Finalise amendments to SSLEP2015 to deliver the Affordable Housing Contributions Scheme**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
50%



**Progress Commentary**

In line with Council's resolution, preparation of the Affordable Housing Contributions Scheme was paused pending the outcome of the State Government reforms on housing supply.

**Measure**

Consideration of submissions and finalisation of Scheme

**Measure Progress**

action on hold

Implementation of Scheme through amendment to SSLEP2015

action on hold

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



**6C.25.02 Finalise Miranda Place Plan and its supporting Planning Proposal to implement actions of the Housing Strategy**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
75%



**Progress Commentary**

Although Council resolved to pause preparation of the Local Housing Strategy pending the outcome of State Government planning reforms, staff continue to progress the Place Plan for Miranda to improve housing options and support for business in centres. The Place Plan will be reported to Council in 2025.

**Measure**

Initial community engagement

75% milestones met

Initial reports to Council to inform content of Plan

75% milestones met

Draft Plan reported for adoption

75% milestones met

Council endorsed draft Plan for exhibition

0% milestones met

Submissions considered by Council and Plan adopted

0% milestones met

Implementation through amendment 0% milestones met to SSLEP2015

**6C.25.03 Finalise Sutherland-Kirrawee Place Plan and its supporting Planning Proposal to implement actions of the Housing Strategy**

**Action Due Date**

30 Jun 2026

**Overall Progress**

75%



**Progress Commentary**

Although Council resolved to pause preparation of the Local Housing Strategy pending the outcome of State Government planning reforms, staff continue to progress the Place Plan for Sutherland - Kirrawee to improve housing options and support for business in centres. The Place Plan will be reported to Council in 2025.

**Measure**

**Measure Progress**

Initial community engagement	75% milestones met
Initial reports to Council to inform content of Plan	75% milestones met
Draft Plan reported for adoption	75% milestones met
Council endorsed draft Plan for exhibition	0% milestones met
Submissions considered by Council and Plan adopted	0% milestones met
Implementation through amendment to SSLEP2015	0% milestones met

**6C.25.04 Finalise Caringbah Place Plan and its supporting Planning Proposal to implement actions of the Housing Strategy**

**Action Due Date**

30 Jun 2026

**Overall Progress**

75%



**Progress Commentary**

Although Council resolved to pause preparation of the Local Housing Strategy pending the outcome of State Government planning reforms, staff continue to progress the Place Plan for Caringbah to improve housing options and support for business in centres. The Place Plan will be reported to Council in 2025.

**Measure**

**Measure Progress**

Initial community engagement	75% milestones met
Initial reports to Council to inform content of Plan	75% milestones met
Draft Plan reported for adoption	75% milestones met
Council endorsed draft Plan for exhibition	0% milestones met
Submissions considered by Council and Plan adopted	0% milestones met
Implementation through amendment to SSLEP2015	0% milestones met

**6C.25.05 Update the Sutherland Shire Development Control Plan 2015**

**Action Due Date**

30 Jun 2025

**Overall Progress**

10%



**Progress Commentary**

The Sutherland Shire Development Control Plan is currently under review and will be reported to Council in 2025.

**Measure**

**Measure Progress**

Draft DCP reported for adoption	0% milestones met
Community engagement	0% milestones met
Consideration of submissions and finalisation of amendment	0% milestones met

**6C.25.06 Review and continuously improve the local development assessment process**

**Action Due Date**

30 Jun 2026

**Overall Progress**

40%



**Progress Commentary**

**Measure**

**Measure Progress**



The development assessment improvement program includes a number of sub projects, with a number of these nearing completion. This includes the production of correspondence templates, peer review of reports and workshops with staff to implement consistent work practices. It is envisaged that these actions in addition to the early triage and rejection of poor-quality applications received, will result in a reduction of overall assessment timeframes.

Further work under the development assessment improvement program continues.

Establish an assessment KPI for different types (complexities) of applications by December 2024	30% milestones met
Develop and implement best practice procedures for the entire development assessment process by November 2024	60% milestones met
Implement best practice from January 2025	0% milestones met
Performance against numerical standards in Customer Service Charter	0% milestones met

**6C.25.07 Review the section 7.11 and 7.12 Developer Contributions Plans**



<b>Action Due Date</b>	<b>Overall Progress</b>
30 Jun 2025	5%






**Progress Commentary**

Resources have been allocated to commence a review of the Developer Contributions Plans, in preparation for new development contribution framework.

<b>Measure</b>	<b>Measure Progress</b>
Project milestones completed on time and on budget consistent with adopted project plan	0% milestones met

6D Provide a safe and sustainable transport system for efficient and convenient movement around the Sutherland Shire 			
6D.25.01	Advocate for progress in the delivery of the M6 motorway between Sylvania and Loftus	<b>Action Due Date</b> 30 Jun 2026  <b>Overall Progress</b> 25%	
Progress Commentary	Measure	Measure Progress	
In response to Council's resolution to formally request a position on the project, the NSW Government have advised that there are currently no plans or allocated funding to progress the M6 south of Georges River. Council will continue to keep the community informed on this matter and advocate to progress this project. In the absence of this project, congestion on major roads will continue to increase.	Number of representations made to TfNSW	1 representation	

6E Plan, advocate and provide safe and accessible linkages to public transport connections  			
6E.25.01	Develop works programs to promote safely lit access to public transport hubs at Sutherland and Kirrawee	<b>Action Due Date</b> 30 Jun 2026  <b>Overall Progress</b> 50%	
Progress Commentary	Measure	Measure Progress	
A lighting audit is currently being finalised for priority paths in the Sutherland/Kirrawee area. This is due for delivery by the end of 2024, with works program to be assessed in early 2025.	Number of projects included in Council's Capital Program	0 projects	
6E.25.02	Advocate for priority in planning and delivery of improved public transport outcomes in bus and rail operations	<b>Action Due Date</b> 30 Jun 2026  <b>Overall Progress</b> 25%	
Progress Commentary	Measure	Measure Progress	

Council is seeking regular updates from Transport for NSW on:

- More Trains More Services Stage 3/3B (T4 line) timeframes
  - Heathcote Road Corridor Strategic Design
  - Maintenance and presentation of TfNSW assets in public transport hubs.
- 

Number of representations made to improve public transport outcomes 1 representation