

DELIVERY PROGRAM AND OPERATIONAL PLAN 2023/24

January to June 2024
Progress Report



ACKNOWLEDGEMENT OF COUNTRY

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

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Image: Fire Stories, April 2022

Prepared by
Sutherland Shire Council

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*Authorised by the Chief Executive Officer, Clare Phelan
on behalf of Council as a record of Council business.*



CONTENTS

Our Vision, Our Purpose, Our Values	4
Integrated Planning and Reporting	5
Our January to June 2024	6
Our January to June Highlights	7
How to Read this Report	9
Overall Progress	11
Outcome 1: Strong civic leadership trusted by an informed and engaged community	12
Outcome 2: A beautiful, protected and healthy natural environment	40
Outcome 3: A creative, caring and healthy community that celebrates culture and diversity	54
Outcome 4: A prosperous, well-educated community with a diverse range of economic opportunities	79
Outcome 5: An active community that enjoys safe, accessible and diverse open places and spaces	89
Outcome 6: A high quality urban environment, supporting a growing and liveable community	118

OUR VISION

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

OUR PURPOSE

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



OUR VALUES



COLLABORATE

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



ACHIEVE

We have a can-do attitude and deliver on our commitments. We pursue excellence and believe in making a positive contribution to our community.



RESPECT

We communicate openly, act with integrity and are inclusive.



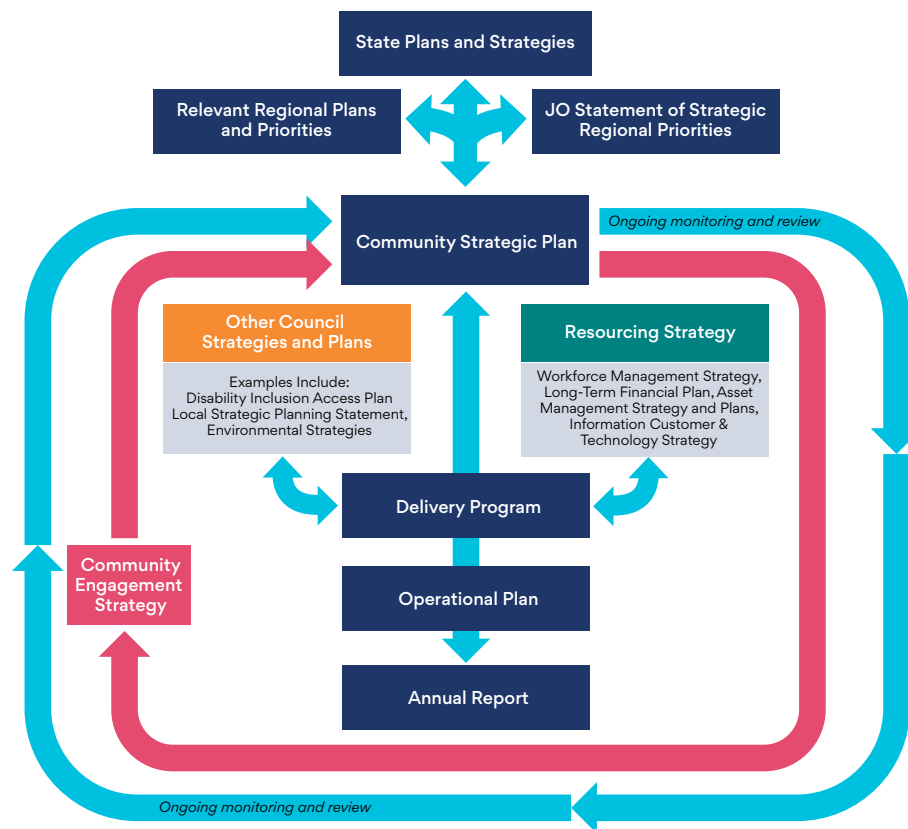
EVOLVE

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

INTEGRATED PLANNING AND REPORTING

Progress against actions identified in the Delivery Program is reported to Council and the community every six months. 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.

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



OUR JANUARY TO JUNE 2024

Sutherland Shire has a unique vibrancy. It makes our community a place where many people want to stay and never leave. Our role as Council is to use our community's vision to guide our plans for the future.

That's why we created the four-year Delivery Program for 2022-2026, with a one-year Operational Plan and Budget for 2023/24 and have based it on the six key outcome areas you told us were most valuable and needed to maintain your quality of life.

The six outcomes we are working to achieve are:

- strong civic leadership trusted by an informed and engaged community
- a beautiful, protected and healthy natural environment
- a creative, caring and healthy community that celebrates culture and diversity
- a prosperous, well-educated community with a diverse range of economic opportunities
- an active community that enjoys safe, accessible and diverse open places and spaces
- a high quality urban environment, supporting a growing and liveable community.

Residents have indicated a desire to be better informed and engaged in decision-making and are committed to supporting Council to achieve that.

We are proud to report back on the second year of our Delivery Program 2022-2026 and this report outlines our progress on the Operational Plan for 2023/24. Take a look at some of the programs and projects we delivered during January to June 2024, each of which are contributing to delivering our community's vision for the future.



OUR JANUARY TO JUNE HIGHLIGHTS

Stellar line-up of events offered as part of annual Youth Week celebrations

Council, supported by the NSW Government, community organisations and local businesses, hosted a wide array of events for young people (aged 12-24 years) to experience and express themselves. This year's theme was 'Express. Empower. Get loud!'. Young people of all abilities were able to participate in an extensive program of events across Sutherland Shire and encouraged to get involved and voice their views and ideas.

Sutherland Library unveiled links to local Indigenous history with the launch of the celebrated Matson Collection

Visitors to Sutherland Library are now able to explore a unique window into the past, following the launch of a permanent display showcasing an extensive collection of Aboriginal artefacts gathered across the Sutherland Shire. The painstakingly curated collection of artefacts known as 'The Matson Collection' offers local history buffs and those interested in learning more about local Indigenous culture and customs a unique glimpse of life as it was before European arrival.

Switch to solar power makes a 'reel' difference at local anglers club

The conversion to solar power for the St George and Sutherland Shire Anglers Club follows extensive work undertaken by Council to determine the best way to ensure ongoing power supply to the popular fishing facility. The facility now runs entirely via solar power generated onsite and marks the first time one of the many properties managed by Sutherland Shire Council has made the switch to 100% renewable energy.

Selfless local residents and newest citizens share the spotlight at Australia Day celebrations

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

Annual Seniors Festival

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

Launch of the amazing new facilities after \$6.2m upgrade to Engadine's Cooper Street Reserve

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

Celebrating the incredible contributions of our community of volunteers

Throughout our community there are countless charities, sports clubs, service organisations and other worthy initiatives which simply could not operate without the support of local volunteers. Around 14% of all local Sutherland Shire residents engage in some form of volunteering which translates to approximately 26,000 each year. National Volunteer Week 20 - 26 May provided the opportunity to take time out to recognise the selfless contributions of all our volunteers and their efforts in improving the quality of life for those around them.

National Reconciliation week

In partnership with Sutherland Shire Reconciliation, Council proudly supported National Reconciliation Week this year with a picnic held at Parc Menai on Sunday 2 June. This event provided our whole community the opportunity to engage and learn more about local Indigenous culture and heritage, with a focus on building positive relationships that reach across all sections of our community.



HOW TO READ THIS REPORT

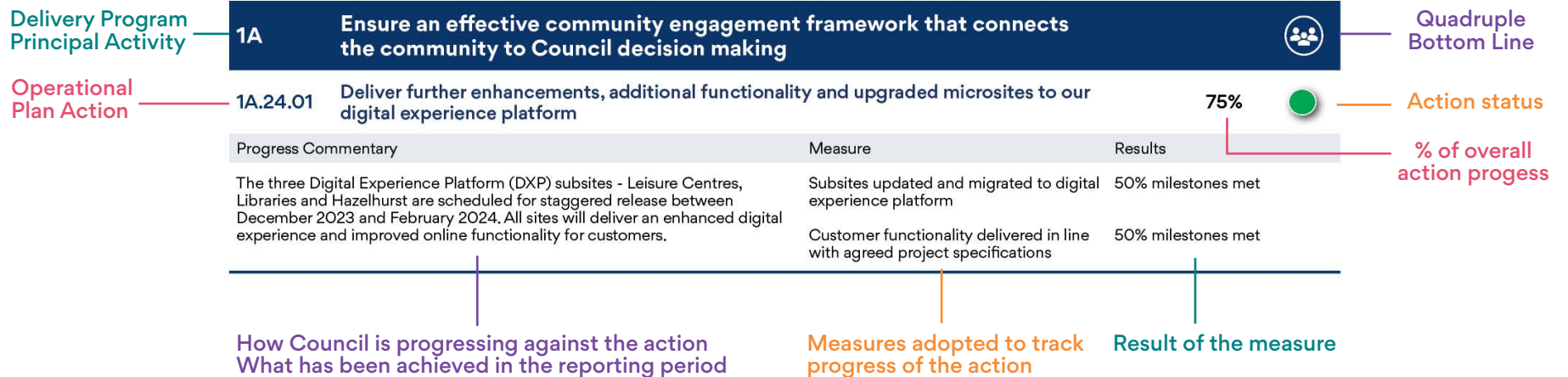
How we measure progress

Progress against actions identified in the Delivery Program is reported to Council every six months. An annual report is also prepared that reflects and reports on Council's overall performance for the financial year. This report demonstrates how each action has progressed over the final six months of the Operational Plan 2023/24.

How the information is presented

Actions in the Operational Plan are aligned with the principal activities from the Delivery Program, the Community Strategic Plan outcomes that they contribute to, and the quadruple bottom line.






Each action details the specific action to be undertaken, progress against the action, commentary on how we have progressed during the reporting period, how it will be measured and progress against the measurement.



How we rate the Status

The Operational Plan contains actions which reflect both ongoing services and new projects or initiatives which are contributing to the four-year deliverables in the Delivery Program and supporting continuous improvements. Some of the actions have multi-year timeframes for implementation. The status against individual actions reflects if they are either 'Complete', 'On Track', 'On Hold', 'Needs Attention' or 'Off Track'.



	Complete	All agreed delivery milestones achieved.
	On Track	Deliverable is on time, within budget and meeting agreed levels.
	On Hold	Progress is on hold due to factors outside of Council's control.
	Needs Attention	Minor delays on critical milestones, a forecast minor overspend or quality issues. Expected completion within a revised timeframe.
	Off Track	Delayed on critical milestones, a significant overspend or significant quality issues.

Quadruple Bottom Line

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

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

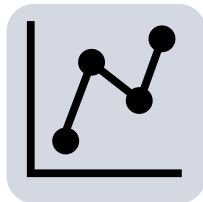
Civic Leadership



Environmental



Economic



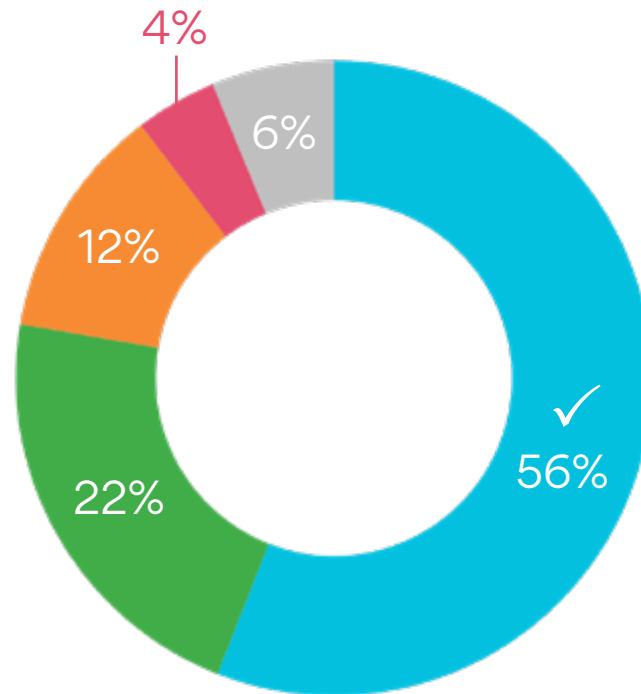
Social





OVERALL PROGRESS

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



Action Status

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

OUTCOME

1

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

County of Sutherland
Jenola Park
Masterplan
and safe destination
community with diverse
and in the future.

We are seeking your feedback
Masterplan for Jenola Park on
17 December 2021:

- **Online** via Join the Conversation
sutherlandshire.nsw.gov.au
- **In writing** to: Jenola Park Master
Plan Open Space Assets Team,
Sutherland Shire Council, L
Sutherland 1499.



For more info
sutherlandshire.nsw.gov.au
Council's Open Space Assets Team
on 02 9710 0000

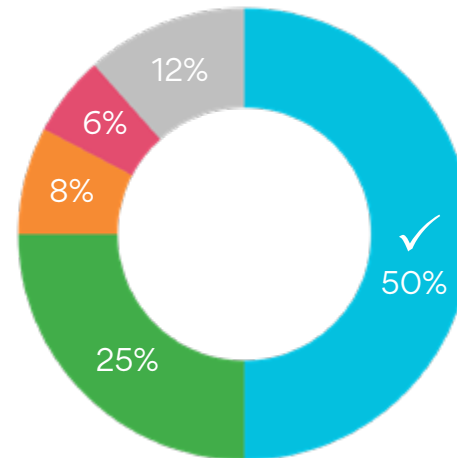
OUTCOME 1

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.



Action Status

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

Achievements

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> Developed a Service Review Program focused on continuous improvement | <ul style="list-style-type: none"> Developed an Apprentice, Graduate & Training Program | <ul style="list-style-type: none"> Implemented core elements of Safety Roadmap |
| <ul style="list-style-type: none"> Completed the biennial community satisfaction research to inform ongoing service planning | <ul style="list-style-type: none"> Delivered further enhancements, additional functionality and upgraded microsites to our digital experience platform | <ul style="list-style-type: none"> Implemented customer satisfaction measurement at key customer touchpoints |

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

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

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

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

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



Complete



On Track



On Hold



Needs Attention



Off Track

1B

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



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

100%



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

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

90%



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



Complete



On Track



On Hold



Needs Attention



Off Track

1C

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



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

100%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

1D

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



1D.24.01 Deliver the Capital Infrastructure Program

100%



Progress Commentary

The Original 2023/24 Capital Works Program was adopted in June 2023 at \$76.116M. The Program was reviewed at various times as part of the quarterly budget review process, with the final Revised Budget for the financial year being \$64.250M.

As at 30 June 2024, the expenditure against the Program was \$60.164M, with \$2.498M of unexpended funding being carried forward into the 2024/25 financial year. These carried forward funds relate to 17 projects within the program (CORO42-24).

Measure

Progress reported within quarterly financial reports presented to Council

Results

4 quarterly reviews complete

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

100%



Progress Commentary

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

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

The final six-month progress report for 2023/24, which will report against full year progress, will be presented to the Council Meeting in September 2024.

Measure

Progress reports presented to Council every six months

Results

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

1E Secure Council's Financial Sustainability



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

100%



Progress Commentary

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

Measure

Annual adoption of LTFP with the Operational Plan

Results

100% milestones met

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

100%



Progress Commentary

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

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

Measure

Financial Strategy parameters reported through the Quarterly Budget Review Statement

Results

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

1F

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



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

100%



Progress Commentary

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

This action will be an annual ongoing action as we continue to enhance and further embed the Governance Framework.

2024 LG Election Project developed with implementation progressing to ensure required project deliverable timeframes are met.

Measure

Quarterly reports for Gifts & Benefits and Conflicts of Interest presented to the Executive Forum

Quarterly reports for Fraud & Corruption presented to the Audit Risk and Improvement Committee

Core governance framework elements developed and implemented

Increased community awareness of zero tolerance position for fraud and corruption

Review of Council policies and determinations undertaken in accordance with the Rolling Policy Review schedule

Code of Conduct refresher training undertaken by all Council staff

Results

4 reports

1 report

100% milestones met

100% milestones met

100% milestones met

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

85%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

75%



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



Complete



On Track



On Hold



Needs Attention



Off Track

1G

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



1G.24.01 Develop procurement data analytics functionality

100%



Progress Commentary

Baseline procurement data analytics functionality has been established in OneCouncil. A core suite of basic procurement Dashboards have now been developed. Further work to review and enhance data analytics functionality will occur as part of ongoing service plan activities.

Measure

Enhanced analytics capability developed and in use by Procurement team and customers

Results

100% milestones met

1G.24.02 Develop a supplier performance assessment process

20%



Progress Commentary

This action currently needs attention due to key competing priorities combined with a challenging recruitment environment for specialist resources. Active measures are being taken to address these issues.

Measure

Supplier performance assessment process developed, approved, and implemented, with appropriate training and support

Results

20% milestones met

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

30%



Progress Commentary

This action currently needs attention due to competing priorities combined with a challenging recruitment environment for specialist resources. Active measures are being taken to address this issue.

Measure

Strategic partnerships and smart sourcing solutions implemented for identified areas of need

Results

30% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

1H

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



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

100%



Progress Commentary

Cyber Security Framework defined, approved and operating successfully for 12 months. Tangible evidence of key risk reduction. Operation of the framework is ongoing and subject to continual improvement.

Measure

Increase in cyber security maturity rating

Results

100% milestones met

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

100%



Progress Commentary

The new Information Management & Technology operating model was endorsed for activation in December 2022. Realignment of existing positions and recruitment for new roles has largely completed. The new leadership team is in place. The model includes the new capabilities as defined in the Information Management & Technology Strategy.

Measure

Revised Structure and Services established

Results

100% milestones met

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

60%



Progress Commentary

60% of critical IT Services are now Cloud hosted. Migration completed for Pinforce (Infringement Mgt System).

Measure

Number of services on premises vs cloud hosted

Results

60% hosted on cloud



Complete



On Track



On Hold



Needs Attention



Off Track

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

65%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

1H.24.06 Digitise records for information self service

2%



Progress Commentary

Commencement of bulk scanning and import processes are on hold until after the implementation of OneCouncil ECM and Objective records migration due to resource and technical constraints.

Recruitment for specialist project resources is progressing. Test scanning of records, to prove process and quality of scans, is underway.

Measure

100% of identified physical corporate records are digitised and available for internal Self Service by June 2026

Results

Action on hold

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

5%



Progress Commentary

Project is on hold as it is dependent on the completion of OneCouncil implementation.

Mitigating actions for the data centre risk have been implemented.

Measure

All Primary IT Data Centre load to be operating from either a co-location data centre or cloud services by end of June 2024

Results

5% milestones met
Action on hold



Complete



On Track



On Hold



Needs Attention



Off Track

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



11.24.01 Implement core elements of Safety Roadmap

100%



Progress Commentary

The 2019-2023 Roadmap is now functionally complete. All deliverables have been completed with one project - the Communities of Practice model for staff involvement in safety matters - still in flight and carrying into the new 2024-2026 Roadmap.

Measure

Safety roadmap initiatives implemented in accordance with agreed timeframes

Results

100% milestones met

11.24.02 Develop and implement Health & Wellbeing Program

50%



Progress Commentary

Work continues on the development of a strategy document for the management of the current Wellness and Wellbeing initiatives and to provide an overarching strategy for the implementation of a corporate direction for Wellness and Wellbeing.

Measure

Health & Wellbeing strategy developed, with program being implemented

Results

40% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

11.24.03 Develop an Employee Experience Framework

15%



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

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

65%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

11.24.06 Review cultural learning needs across Council

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

11.24.07 Deliver cultural awareness training

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

1J

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



1J.24.01 Develop an Apprentice, Graduate & Trainee Program

100%



Progress Commentary

Implementation of the endorsed Pathfinders Program has commenced with the recruitment of four trainees, and another eight trainees working through training organisations

Measure

Number of apprentices, graduates and trainees that we attract to the organisation, to develop our talented workforce

Results

35 apprentices, graduates and trainees

1J.24.02

Deliver integrated Human Resource systems including Recruitment, Onboarding, Learning Management System (LMS), Payroll, Performance Management and Offboarding

20%



Progress Commentary

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

Measure

Delivered with project milestones met

Results

50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

1J.24.03 Conduct an Annual Workforce Needs Analysis

100%



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

1J.24.04 Design and implement a smart workplaces strategy

10%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

1J.24.06

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

1K

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



1K.24.01

Ensure assets cater for current and future users, balancing heritage and environmental value with inclusion and equity

75%



Progress Commentary

Measure

Results

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

Number of actions completed

1 action completed

1K.24.02

Consider and address asset risk and resilience at all stages of the asset lifecycle

75%



Progress Commentary

Measure

Results

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

Number of actions completed

1 action completed



Complete



On Track



On Hold



Needs Attention



Off Track

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

75%



Progress Commentary

The asset management improvement plan remains a focus area and progress on actions is monitored monthly by an internal working group.

Asset maturity will be formally measured in 2024/25 to inform the next Asset Management Strategy.

Measure

Asset maturity rating increases each time it is measured

Results

Core – Asset Management Maturity (IIMM Scale) – 2021 Asset Management Review

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

10%



Progress Commentary

The OneCouncil Strategic Asset Management module is currently underway to be by December 2024. A data improvement program is being developed to enable modelling of scenarios and lifecycle costs. A buildings data collection project will be completed by December 2024. Further improvements will be delivered as part of business as usual.

Measure

Tool implemented and modelling complete for all capital expansion investments over \$1Million

Results

75% milestones met

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

75%



Progress Commentary

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

Measure

All high risk locations analysed

Results

75% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

25%



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

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

75%



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



Complete



On Track



On Hold



Needs Attention



Off Track

1L

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



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

50%



Progress Commentary

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

Measure

Utilisation of Council property considered and reported to Council

Results

50% milestones met
Action on hold

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

100%



Progress Commentary

Investigation has resulted in recommendation to progress design and delivery of clubhouse and associated facilities at The Ridge. Funding for design and construction allocated in forward capital budgets commencing 2024/25FY. An action to reflect the design component has been incorporated into the endorsed 2024/25 Operational Plan.

Measure

Options explored and reported to Council for consideration

Results

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

30%



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

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

0%



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

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

0%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

82%



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

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

100%



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

OUTCOME

2

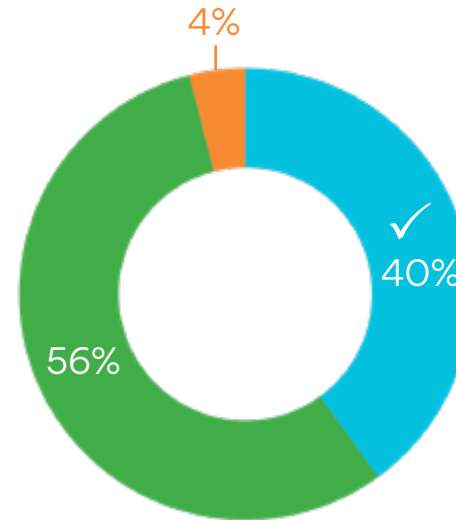
We want to protect and sustain our beautiful natural environment and enhance the places we live and play in.

OUTCOME 2

A beautiful, protected and healthy natural environment

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

There are a range of factors impacting the natural environment. Our climate is changing and over the last several years our region has experienced weather events with unprecedented severity and frequency: bushfires, flooding and drought.



Action Status

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

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

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

Achievements

- Draft Tree and Urban Bushland Strategy endorsed to be placed on public exhibition
- Planted 420 trees in 22 public locations as part of the Green Streets planting program
- Completed the review of the commercial business waste service to ensure sustainable waste and resource recovery service
- Study underway to determine the feasibility of a Community Recycling Centre in Sutherland LGA
- Conducted 9 waste workshops with 113 participants
- Diverted 12.23 tonnes of soft plastics and textiles from landfill through 3,733 collections via our partnership with Recycle Smart



Complete



On Track



On Hold



Needs Attention



Off Track

2A Demonstrate leadership in Climate Change mitigation and adaptation



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

80%



Progress Commentary

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

Measure

100% Council's operational energy from renewable sources

Results

49.5% from renewable sources

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

80%



Progress Commentary

Council has made significant strides in promoting and increasing the use of renewable energy in both Council operations and the community. Key initiatives include educating and encouraging the community to adopt renewable energy sources. The completion of the "Hooked on Solar" project, which aims to make the St George and Sutherland Angler's Club off-grid and energy resilient, marks a significant milestone. Additionally, Council focuses on enhancing building infrastructure renewals, decreasing consumption, and increasing energy production.

Council staff have collaborated with Resilient Sydney and the Southern Sydney Regional Organisation of Councils to advocate for renewable energy infrastructure and funding from the state government and Ausgrid. These efforts aim to secure community batteries for electricity storage and public charging stations to support the transition to electric vehicles. These initiatives are part of Council's broader strategy to boost renewable energy use, driving towards a sustainable future.

Currently, 49.5% of the energy consumed in Council operations is from renewable sources. Council aims to increase this percentage further.

Measure

Reduction in greenhouse gas emissions generated by Council and the community in accordance with targets and commitments identified in Global Covenant of Mayors

Results

49.5% of Council's operational energy from renewable sources



Complete



On Track



On Hold



Needs Attention



Off Track

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

85%



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

2A.24.04 Support local adoption of clean renewable energy

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

2A.24.05 Implement priority actions to reduce fleet emissions

75%



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



Complete



On Track



On Hold



Needs Attention



Off Track

2B Deliver programs that enhance and protect the natural environment



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

35%



Progress Commentary

Maintenance and interim works have been completed to stabilise the landfill site in the short term. The site is currently being monitored and any works required undertaken. Currently in the design stage including determining the proposed staging and scope. Funding is currently incorporated in 4 year capital program with design 2024/25 and construction 2025/26.

Measure

Design completed by June 2024

Stage 1 construction completed by June 2025

Results

35% milestones met

Not yet commenced

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

100%



Progress Commentary

Crown Land Grant (CRIF) obtained. Works to commence from August 2024.

Measure

Grant application prepared and submitted

Results

100% grant application submitted

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

100%



Progress Commentary

Grant funding received and programs developed. Works will continue to be delivered across 2024/25.

Measure

Grant application prepared and submitted

Results

100% grant application submitted



Complete



On Track



On Hold



Needs Attention



Off Track

2C

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



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

50%



Progress Commentary

Council has endorsed the Food Organics Garden Organics (FOGO) service implementation roadmap including community engagement stage 1 plan, milestones and service high level scope. Further feasibility has commenced on the preferred service delivery method and development of a transition plan for the FOGO service commencement.

Measure

Program for implementation and adoption of FOGO service developed

Results

50% milestones met

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

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

100%



Progress Commentary

Council participated in four key Southern Sydney Regional Organisation of Councils joint waste management initiatives throughout the financial year, the most relevant / significant to Sutherland Shire being the Organics Transfer Station, Recycling tender (CRESS), Waste Risk & Resilience and Domestic Waste Composition Audit projects, these projects were completed as planned by the group of Councils

Measure

Completion of the first phase of project / feasibility study

Results

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

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

45%



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

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

100%



Progress Commentary	Measure	Results
The service review is complete in line with actions resolved by Council in December 2023. It is forecast that at the end of the 2023-24 financial year there will be a \$216K subsidy from general revenue. Updated fees and charges were adopted and are in place from 1 July 2024. Council will receive a report in December on the progress of the endorsed actions. Council Waste Services Officers have notified all business customers of the increase in 2024-25 financial year fees and are now accepting new customers from 1 July 2024.	Conduct review of commercial waste service and develop a report recommendation to Council on service position	100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

2D

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



2D.24.01 Implement a local air quality monitoring program

85%



Progress Commentary

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

Measure

Monitoring of local air quality undertaken

Results

75% milestones met

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

100%



Progress Commentary

Cronulla Waste Water Recycle Scheme Performance - Annual Q1-Q4

- Recycled water delivered 99,956 KL meeting 100% of customer demands
- Plant availability annual (Q1-Q4 average) 84%

Measure

Recycled water treated and supplied to meet end users needs

Results

100% user needs met



Complete



On Track



On Hold



Needs Attention



Off Track

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



2E.24.01 Deliver the Green Streets Planting Program

100%



Progress Commentary

The Green Streets planting program has delivered 420 trees planted in 22 public locations over the 12-month period. Trees planted under this program are maintained for 12 months, after which they form part of the overall tree maintenance service.

Measure

Trees planted and maintained for two years

Results

100% milestones met
420 trees planted on public land

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

100%



Progress Commentary

This action is delivered as part of the Green Streets planting program. The Green Streets planting program has delivered 420 trees planted in 22 public locations over the 12-month period.

Measure

Trees are replaced in the road reserve with quality stock and ongoing maintenance

Results

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

2F

Implement strategies to enhance environmental conservation and diversity of natural habitats



2F.24.01

Work with the Southern Sydney Koala Management Team to develop a Koala Plan of Management for the Sutherland Shire

60%



Progress Commentary

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

Measure

Increased koala population in the Sutherland Shire

Results

21 koala increase in population

Plan presented to Council for adoption

20% milestones met

2F.24.02

Develop a Tree and Urban Bushland Strategy

85%



Progress Commentary

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

Measure

Strategy presented to Council for adoption

Results

80% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

2G

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



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

15%



Progress Commentary

Catchments & Waterways Study, Strategy and Implementation Plan is on track for delivery Mid 2025. Further Community Engagement will be undertaken in Q1 2024/25.

Measure

Number of actions completed

Results

The Strategy is in progress

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

25%



Progress Commentary

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

Measure

Stage 1 completed

Results

25% milestones met

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

25%



Progress Commentary

The scoping stage involved collecting and reviewing existing information, identifying key stakeholders and mapping future engagement, determining knowledge gaps, identifying studies that are needed, and developing a forward plan. Georges Riverkeeper and Sydney Coastal Council's Group are progressing with engaging consultant.

Measure

Stages 2, 3 and 4 completed

Results

25% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

2G.24.04 Implement the Bate Bay Coastal Management Program

85%



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

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

30%



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

OUTCOME

3



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

OUTCOME 3

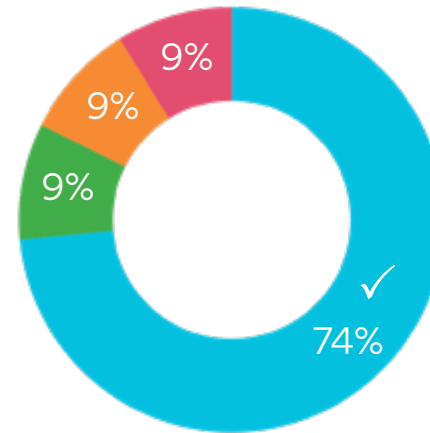
A creative, caring and healthy community that celebrates culture and diversity

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

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

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



Action Status

	Complete	25
	On Track	3
	On Hold	-
	Needs Attention	3
	Off Track	3

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

Achievements

- Gunnamatta Pavilion design has progressed to the Development Application stage

- Delivered proactive programs to enhance mental health and wellbeing

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

- Partnered with members of the Domestic Violence Committee to promote informative videos and assist affected residents to seek support

- Volunteer Expo organised to connect those experiencing loneliness with organisations recruiting for volunteers

- Explored, developed and delivered opportunities to increase access to Dharawal and First Nations culture through partnerships, exhibitions, events and programs that cater to a diverse range of audiences



Complete



On Track



On Hold



Needs Attention



Off Track

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



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

40%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

80%



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

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

70%



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

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

96%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

35%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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



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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

50%



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



Complete



On Track



On Hold



Needs Attention



Off Track

3C

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



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

100%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

3D

Provide for an active, connected and inclusive community



3D.24.01 Develop an Innovate Reconciliation Action Plan

65%



Progress Commentary

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

Measure

Innovate Reconciliation Action Plan developed

Results

65% milestones met

Plan endorsed by Council and Reconciliation Australia

85% milestones met

3D.24.02 Develop Diversity Action Plan

60%



Progress Commentary

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

Measure

Diversity Action Plan developed

Results

60% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track


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

100%



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

 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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



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

100%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

3F

Deliver programs to the community that enhance public health and safety



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

100%



Progress Commentary

Measure

Results

A review of pool safety information on Council’s website was completed and an online community education campaign delivered through Council’s social media channels. This campaign reached 5,875 by social media channels and there were 9,054 visits to the pool safety information on Council’s website.

Information provided by social media

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

3G

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



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

100%



Progress Commentary

NAIDOC Celebrations event provided an opportunity to hear stories from our Local Elders including growing up in Sutherland Shire during the time of the Referendum.

The Australia Day Awards campaign comprised of four categories including Citizen, Community Group, Young Citizen and Environmental Citizen of the Year. These awards recognise outstanding contributions by our community members and celebrates their stories and selfless generosity. The winners were announced at the Citizenship Ceremony on 26 January 2024.

Over 3,000 attended the Sunset Cultural Ceremony on 25 January, acknowledging the Burnum Burnum Sanctuary site as a local place of significance with cultural storytelling shared.

On 26 January 2024 local stories were shared by Aboriginal Elders and local leaders welcoming over 151 new citizens. 21 local Australia Day Award nominees were recognised with sharing of their own local stories of achievement with over 500 guests in attendance.

In April the Meeting of Two Cultures event took place with over 500 attendees, this coincided with the announcement of the Return of the Gamay Spears by the La Perouse Local Aboriginal Land Council. Chairperson of the La Perouse Local Aboriginal Land Council Noeleen Timbery shared the story of the return of her ancestors' belongings back to Country with Council staff at Sutherland Library.

In May 183 New citizens celebrated their citizenship and were welcomed into the community. Seven Citizenship Ceremonies were held across the year.

In June 12 local Centenarians were invited to a morning tea celebration at Hazelhurst with a booklet produced sharing their incredible personal community stories. Over 50 invitations were sent to local 100 plus year-old guests.

Due to the interest and reception at the NSW Local Studies Group, the presentation on the Acetate Negative Project was presented to the Wider Local History Group, which is made up of people from all over Australia. 80 people heard the presentation and shows that Sutherland Library Local History is a leader in collection management and preserving our history.

Measure

Opportunities investigated and implemented with increased content evidenced

Results

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

40%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



Progress Commentary

Measure

Results

Consultation on the Masterplan with the Hazelhurst Arts Centre Board Sub-Committee was undertaken. Feedback will be reviewed and assist with the next phase of the masterplan.

Masterplan consultation and investigation undertaken and reported to Hazelhurst Board

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

3H

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



3H.24.01

Explore opportunities to increase representation of our diverse community in our programs and services

100%



Progress Commentary

In the Main Gallery program, six culturally and linguistically diverse (CALD) artists and one artist with a disability were included in 'In the arms of unconsciousness' exhibition; 21 CALD artists and three artists with a disability were finalists in the Hazelhurst Art on Paper Award 2023.

ARTEXPRESS featured numerous artists from diverse CALD backgrounds. The exhibition also featured two First Nations artists. Seniors Week programs included Art in the Garden, ARTEXPRESS tours and the Art Engage dementia program.

Art Engage has seen up to 16 people attend each monthly session of this immersive experience for people living with dementia.

Measure

Opportunities identified and implemented in arts and culture exhibitions, performances, events and library programs

Results

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

3H.24.02

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

31

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



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

100%



Progress Commentary

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

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

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

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

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

Measure

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

Results

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

OUTCOME

4

Early
Readers

2

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

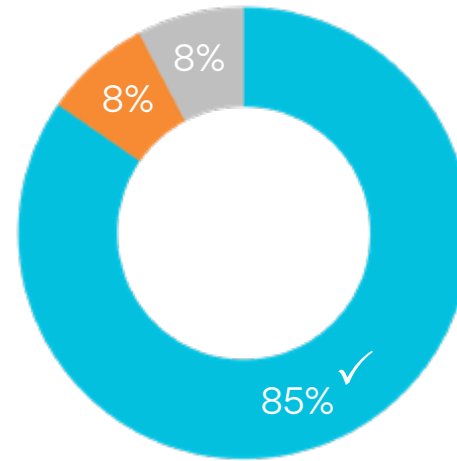
OUTCOME 4

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

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

We know that quality early education services enrich the lives of children and families, and lifelong learning and engagement builds social and neighbourhood connections. Strong education and training outcomes bring more and better jobs to an area and improve local business and economic outcomes for everyone.

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



Action Status

	Complete	11
	On Track	-
	On Hold	1
	Needs Attention	1
	Off Track	-

Achievements

- Launched a new Visit Sutherland Shire website to support the growth and value of tourism to the Sutherland Shire
- Develop a Child Protection Action Plan to support the organisation's adherence to the 10 National Child Protection Principles

- Completed the design and operating model for the Kirrawee Library, Technology and Community Hub
- Delivered opportunities to increase representation of our diverse community in our programs and services including people with disabilities, Culturally and Linguistically diverse (CALD) audiences and LGBTQIA+ communities

- 2 Business Now E-newsletters distributed to a database of 2919 subscribers containing business news, grants, events and networking opportunities and has an average monthly open rate of 42%
- Presented intercultural programs to create connection with and improve knowledge of First Nations Culture



Complete



On Track



On Hold



Needs Attention



Off Track

4A

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



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

100%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

4A.24.04 Review and update the Economic Strategy

0%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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



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

100%



Progress Commentary	Measure	Results
<p>Council sponsored the Small Business Awards.</p> <p>Council attended the Sutherland Shire Careers Expo.</p> <p>Distributed 12 Business Now e-newsletters promoting grant opportunities, networking events and business news.</p>	Number of jobs to increase by 10,000FTE (87,937 jobs) by 2030	Data not available

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

100%



Progress Commentary	Measure	Results
<p>Council representation in the Local Jobs and Skills Taskforce. Discussions held for upcoming events based on market need.</p> <p>Council hosted 2 educational business events.</p> <p>Council attends Career Advisor meetings.</p> <p>Council supported an Over 45's Employment event.</p> <p>Council hosts 35 apprentices, graduates and trainees.</p>	Number of residents holding employment qualifications to increase to 75% by 2030	65.8% of residents hold qualifications

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

100%



Progress Commentary	Measure	Results
Wollongong University and TAFE continue to participate in the Business & Industry Sub-Committee and provide updates and information relevant to their expansion plans.	Opportunities to expand education options explored	100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

4C

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



4C.24.01

Develop a Child Protection Action Plan to support the organisation's adherence to the 10 National Child Protection Principles

95%



Progress Commentary

Measure

Results

The Draft Child Safe Action Plan is in its final stages of completion. The document has been developed following extensive consultation and captures key actions that will uplift the organisations level of maturity to the Child Safe Standards.

Child Protection Action Plan Developed and implemented in accordance with agreed timeframes

95% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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



4D.24.01 Review and improve wayfinding for existing libraries

100%



Progress Commentary	Measure	Results
Banner signage has been designed and commissioned to be displayed at several highly visible locations in the Sutherland Shire. These will be displayed across the year when allocated time is available.	Recommendations for wayfinding improvements presented	100% milestones met

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

100%



Progress Commentary	Measure	Results
The architect presented the agreed 75% design. After a successful tender application a builder has been engaged with the design to be finalised and construction anticipated to commence in August/September 2024. The operating model was endorsed by Council at the 17 June Council Meeting. This action is completed for this phase and will continue as a new action in 2024/25 for the construction and opening of the new Kirrawee Library+.	Operating model and design endorsed	100% milestones met
	Costs outlined	100% milestones met
	Development application finalised	50% milestones met
	Construction commenced and completion date set	5% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

4E

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



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

100%



Progress Commentary

Technology Plan completed. This plan has been extensively researched and discussed to ensure that it meets the expectations of the community, Library and Council. Using key Council documents, State and Federal Library technology plans to assess the current state of Sutherland Library resources, services and staff.

The Implementation Plan has been developed to set out actions to ensure that the Library continues to provide what is expected by the community and remain capable of meeting the needs into the future in a constantly changing environment.

Measure

Technology Plan endorsed

Resourcing reviewed and maintained

Results

100% milestones met

100% milestones met

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



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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

4F.24.02

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

100%



Progress Commentary

Measure

Results

A total of 25 events have been held representing our diverse community, People with disabilities (16):

- Ten Connection Café events for people living with Dementia and their carers
- Three Healthy Ageing Seminars on hearing loss, Carer gateway, and Palliative Care
- Special Storytime for World Down Syndrome Day
- Aged Care Reform Hub
- Early Signs of Dementia and how to Manage the Symptoms

1-3 programs presented for adults

20 events

1-3 programs presented for younger audiences

5 events

Culturally and Linguistically Diverse (CALD) Communities (6):

- Four Bilingual Storytimes
- Author talk with Suzan Mutesi, The immigrant that found her unapologetic voice
- Chat In English | Harmony Day Conversation

LGBTQIA+ Communities (3):

- Short Story Writing with Will Kostakis (Youth Week)
- Write Fearlessly with Nigel Featherstone
- Queer Authors Discuss Pride Month Panel

OUTCOME

5

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

OUTCOME 5

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

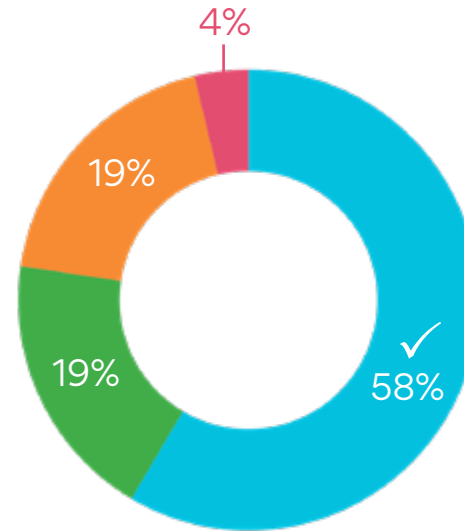
We are an active community who enjoy the many open places and spaces in the Sutherland Shire near to where we live and work. Our many parks, ovals, playing fields, walking trails and cycle paths facilitate passive and active recreation, as well as group sports and gatherings. We want to maintain and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

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

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

Achievements

- Cooper Street Engadine Active Sports Precinct and All Abilities Playground opened
- Annual Surf Awareness and Survival education program delivered
- Continued to provide a high quality animal shelter facility promoting best practice companion animal care and responsible pet ownership
- Design for Stage 1 and carpark completed for Gymea Bay Reserve and Baths upgrade
- 4 sites trialling hybrid grass on sporting fields has been completed
- Signage at all Leisure Centres has been updated as necessary to improve visibility and inclusiveness



Action Status

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

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.



Complete



On Track



On Hold



Needs Attention



Off Track

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



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

100%



Progress Commentary

Measure

Results

The works program for 2023/24 was completed with key projects including:

- Tonkin Street, Cronulla - 170m
- Easton Ave, Sylvania - 825m
- Holt Road / Apsley Place, Taren Point - 250m
- Dalley Road, Heathcote - 495m
- Brooke Road, Engadine - 830m
- Hall Drive / Windle Place, Menai - 335m
- Warraba Street, Como - 250m

Metres of new infrastructure constructed categorised by type (m2) 2,505m2

The capital works program and footpath designs for 2024/25 have been completed and are ready for construction. The draft program for 2025/26 capital works program is complete with designs to commence shortly. A ten-year Footpath Expansion Plan is underway and is expected to be completed by the end 2024.



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



Progress Commentary	Measure	Results
TfNSW have advised it is not feasible to construct any of the remaining stages of SCATL within the rail corridor and are seeking Council support to continue the project outside of the rail corridor. A report is being presented to Council in July 2024, seeking Council's position.	Percentage of SCATL route approved within rail corridor	0% constructed within rail corridor

5A.24.03 Implement the Bike Plan

50%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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



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

80%



Progress Commentary

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

Measure

Analysis completed and actions developed

Results

90% milestones met

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

60%



Progress Commentary

Kareela Masterplan was endorsed in October 2023 and Oyster Bay Masterplan was endorsed in April 2024. A masterplan review is underway for Marton Park, with the Bate Bay Parks masterplan to commence shortly.

Measure

Four site specific masterplans completed each year

Results

2 site specific Masterplans

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

50%



Progress Commentary

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

Measure

All Plans of Management reviewed to consider community input and commercial use needs

Results

60% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

20%



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

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

100%



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

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

40%



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



Complete



On Track



On Hold



Needs Attention



Off Track

5C Provide accessible and diverse open spaces for everyone



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

25%



Progress Commentary

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

Measure

Inclusion program prepared, funded and reported to the Access Committee

Results

25% milestones met

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

50%



Progress Commentary

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

Measure

All Plans of Management Upgraded and Adopted by Council

Results

25% milestones met

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

25%



Progress Commentary

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

Measure

Guidelines prepared by June 2024

Results

25% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

5C.24.04 Assess the unique attributes and recreational uses of all open spaces and assemble this information for the community to access online

100%



Progress Commentary

Measure

Results

Information can be found on our website by suburb, with information on each site, typically with a location map and photos.

Website updated by December 2023

100% milestones met

5C.24.05 Complete an inventory of all bush-walking tracks and nature based recreation facilities and ensure this is readily accessible to the public.

100%



Progress Commentary

Measure

Results

Information on walking tracks and fire trails are available on the website.

Website updated by June 2024

100% milestones met

Fire trails are mapped and available to the public through Shire Maps - under the Property Layer - RFS Fire trails. A number of parks and reserves pages identify access to walking tracks.

5C.24.06 Finalise delivery of Cooper Street Engadine Active Sports Youth Precinct & All Abilities Playground

100%



Progress Commentary

Measure

Results

The Cooper Street Engadine Active Sports Youth Precinct and All Abilities Playground was opened to the public on the 25 June 2024.

Project delivered by June 2024

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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



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

75%



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

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

15%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



Progress Commentary

Measure

Results

The Communications Framework identified the new website launched in 2022/23 as the primary communication platform for information about open space and recreation facilities across the Shire. The information on the website will continue to be audited and maintained as part of business as usual.

Framework completed by June 2024

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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



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

100%



Progress Commentary

All bushland areas are included on the greenweb and vegetation community layers on Shire Maps. In addition, all Bushcare locations are mapped.

Measure

Bushland mapping complete and updated on Shire Maps

Results

100% milestones met

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

100%



Progress Commentary

The website information is regularly reviewed and updated. The standard parks signage provides baseline information on permitted uses. Further wayfinding signage is now incorporated in our BAU rolling 4-year capital works program pipeline and delivered as part of projects delivery operations.

Measure

Website updated by June 2024

Signage progressively updated aligned to capital works program

Results

100% milestones met

50% milestones met

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

35%



Progress Commentary

With the recent development of two Plans of Management in consultation with Crown Lands, consideration of cultural significance has been included. As plans of management are progressively reviewed, assessment of cultural significance will be undertaken. This action has been incorporated into the 2024/25 Operational Plan.

Measure

Review completed by June 2024

Results

50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

5F

Promote active exercise and recreation to enhance community wellbeing



5F.24.01

Finalise development of the Leisure Centre Strategy to set a framework for the delivery of Leisure Centre based services

100%



Progress Commentary

Measure

Results

Council adopted the Sutherland Shire Leisure Centre Strategy 2023 - 2038 and Implementation Plan at its meeting on 18 September 2023. Implementation of the strategy will continue to be delivered as part of the actions of the 24-25 Operational Plan.

Strategy presented to Council for adoption

100% milestones met

5F.24.02

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

30%



Progress Commentary

Measure

Results

The Leisure Centre Strategy was adopted by Council September 2023.

The tender process has been finalised to undertake an engineering assessment of the remaining useful life of each pool and plant room across all facilities and set up a structured asset register and management plan with a 10-year costs maintenance and renewal schedule. Condition Assessments and Asset Plan completion is due late 2024.

Engineering assessment report completed

30% milestones met

10-year asset maintenance program developed for the pool and plant rooms

30% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



Progress Commentary

Leisure Centre working party have implemented recommendations provided by Latrobe Community Health Services that will provide the community with better accessibility at Sutherland Shire Leisure Centres. Examples include updated directional, communication and safety signage, Tactile ground surface indicators, digital review of website to include accessibility features and updated staff training in WHS and accessibility compliance and reporting.

Measure

Gap analysis report for Work Health Safety requirements completed

Action plan for identified within the Gap analysis report for Accessibility Compliance requirements developed

Results

100% milestones met

100% milestones met

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

30%



Progress Commentary

The assessment will be completed as part of the broader Leisure Centres condition assessment and asset management plans action 5F.24.02 currently being progressed. Tender has been finalised with completed assessments due late 2024.

Measure

Assessment report completed

Recommendation paper on re-purposing outdoor change room space at Engadine Leisure Centre developed.

Results

30% milestones met

0% milestones met

5F.24.05 Replace the Menai Indoor Sports Centre roof

30%



Progress Commentary

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

Measure

Replacement of roof completed

Results

30% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

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

100%



Progress Commentary	Measure	Results
Leisure Services has reviewed extensively, opportunities for using industry-leading technology to improve the operational efficiency and customer experience. Through internal stakeholder workshops, and market review, Leisure services has developed a scope of over 200 requirements to take to tender for a new leisure management software.	Recommendation paper on leisure management software solution for our customers and service developed	100% milestones met

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

15%



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



Complete



On Track



On Hold



Needs Attention



Off Track

5G

Provide for the needs and expectations of our growing sporting community



5G.24.01

Develop a set of policies and identify opportunities to increase sport field provision in Sutherland Shire

90%



Progress Commentary

Measure

Results

The measurement for sport field provision is 1.4ha per 1,000 people, the standard was adopted within the Sports Strategy and Implementation Plan 2022-2037 in December 2022.

A sports field hierarchy was adopted in December 2022, that includes priority evaluations for fields requiring irrigation, drainage, floodlighting and field reconfiguration.

Council's Sport and Active Communities Sub Committee are engaged and consulted to assist Council to review updated plans and priorities as they relate to the implementation of the Sports Strategy, upgrading of fields and allocation of space.

Sport field provision of 1.4ha per 1000 people included in VPA's and Future Contribution plans

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

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

95%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

80%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

5H

Enhance Emergency Management Maturity



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

100%



Progress Commentary

OneCouncil EAM system has the required functionality to record/capture/track Emergency Response expenditure relating to Natural Disasters. This enables Council to efficiently identify and recover expended funds in relation to processing/submitted claims. This system has been tested in the most recent storm event in April 2024.

Measure

Sutherland Emergency Management Plan currency maintained

Improvement actions prioritised and implemented

Results

100% milestones met

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

51 Enhance opportunities for everyone to experience best value play spaces



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

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

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

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

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

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



Complete



On Track



On Hold



Needs Attention



Off Track

5J

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



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

50%



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

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

50%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

5K Provide welcoming, safe and accessible places and spaces



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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

5K.24.06 Participate in the Rock Fishing Safety Program

100%



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

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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



OUTCOME

6

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

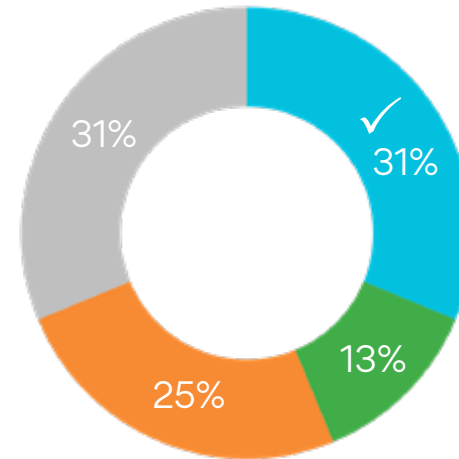
OUTCOME 6

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

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

As our population grows, the community is becoming concerned about housing affordability, traffic congestion, parking availability and local development detracting from our quality of life. We want a future where growth is balanced with environmental and social outcomes to create a liveable urban environment now and into the future.

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



Action Status

	Complete	5
	On Track	2
	On Hold	5
	Needs Attention	4
	Off Track	-

Achievements

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



Complete



On Track



On Hold



Needs Attention



Off Track

6A

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



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

50%



Progress Commentary

Measure

Results

Council resolved (COR001-24 on 19/2/24) to delay progressing the Housing Strategy pending the progress on the State reforms on housing supply.

Engagement complete

Action on hold

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

50%



Progress Commentary

Measure

Results

Council resolved (COR001-24 on 19/2/24) to delay progressing the Affordable Housing Contributions Scheme pending the progress on the State reforms on housing supply.

Engagement complete

Action on hold



Complete



On Track



On Hold



Needs Attention



Off Track

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



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

100%



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

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

30%



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

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

0%



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



Complete



On Track



On Hold



Needs Attention



Off Track

6C

Manage new and existing development within a robust and effective framework



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

75%



Progress Commentary

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

Measure

Plan presented to Council for adoption

Results

0% milestones met

6C.24.02 Finalise development of Miranda Place Plan

75%



Progress Commentary

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

Measure

Plan presented to Council for adoption

Results

0% milestones met

6C.24.03 Finalise development of Caringbah Place Plan

75%



Progress Commentary

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

Measure

Plan presented to Council for adoption

Results

0% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

6C.24.04 Develop Menai-Illawong Place Plan

0%



Progress Commentary

The Place Plan for Menai - Illawong will be prepared to improve housing options and support for business in centres.

Measure

Plan presented to Council for adoption

Results

0% milestones met

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

0%



Progress Commentary

Place plans will be reported to the new Council and the accompanying Planning Proposals will follow.

Measure

Planning Proposals progressed

Results

Action on hold

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

50%



Progress Commentary

Significant work has occurred to see a reduction in the number of applications currently under assessment by Officers. Further process improvements are now being investigated to streamline the application process and focus on customer touch points. This is with the aim of driving down average assessment times to meet the Statement of Expectations issued by the Planning Minister. For 2023/24 854 Development Applications were assessed with an average assessment time of 232 days. As at 30 June 2024 the total number of undetermined development applications on hand was 434.

Measure

Assessment of planning applications undertaken in accordance with legislative requirements and the requirements set by the NSW Department of Planning and Environment

Results

50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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

100%



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



Complete



On Track



On Hold



Needs Attention



Off Track

6D

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



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

75%



Progress Commentary

A draft Road Safety Plan has been prepared and after internal review, public exhibition is envisaged to take place during late 2024.

Measure

Adoption of Plan by Council

Results

75% milestones met

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

100%



Progress Commentary

Following Council resolution, Council have written to the NSW Government to formally request an update on delivery of the M6 motorway between Sylvania and Loftus. In response, the NSW Government have advised that there are currently no plans or funding to progress the M6 south of Georges River. Council will continue to advocate on the community's behalf to progress this project.

Measure

Progress in planning by Transport for New South Wales

Results

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

6E

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



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

100%



Progress Commentary

13 Seniors Pedestrian Safety workshops provided were also delivered during 2023/24 under NSW Health's Stepping On program.

A rolling program of bus stop access upgrade works is occurring through the planning, design and construction phases of Council's capital works program.

Measure

Percentage of primary paths of travel to transport hubs reviewed by safety audit

Results

50%

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

100%



Progress Commentary

Council is seeking regular updates from Transport for NSW on:

- Timeframes for more Trains Services for Stage 3/3B (T4 line)
- Heathcote Road corridor strategic design
- Maintenance and presentation of TfNSW assets

Measure

Number of advocacy representations and activities made per year

Results

10 advocacy representations



Council will continue to advocate for the community to improve transport links to, from and within the Shire.