OUR COMMUNITY PLAN

Working together to achieve our vision for the future
There is something special about the area nestled between the bays, rivers, beaches and national parks in Sydney’s south. It’s a place anchored in nature with a strong sense of community and an active lifestyle that is alive and evolving. That’s why Sutherland Shire is a place for life – its vibrancy brings people to life and makes it a place they want to stay forever.

Prepared by Sutherland Shire Council in consultation with the Sutherland Shire community.

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Photography by Sutherland Shire Council
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Sutherland Shire Council Community Strategic Plan 1
The Community Strategic Plan outlines the community’s aspirations and long-term vision for Sutherland Shire.

It is based on collaboration between all levels of government, local agencies, residents and visitors of the Shire. It is a road map for the long-term which will be used to guide shorter-term planning and actions.

This plan is a community plan. It is prepared by Council in collaboration with, and on behalf of residents, other levels of government and agencies.

Responsibility for meeting the long-term community vision and desired outcomes rests with everyone.

When the plan makes reference to ‘we’, it refers to the collective Sutherland Shire community including Council, government agencies and other organisations, as well as its residents.

Both our individual and organisational decisions and actions (or inaction) have a result or impact on our community life. They have implications not only for what we are working towards achieving but also what we are giving up to achieve something else.
OUR VISION

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

OUR GOALS

We want to:

1. work together in Sutherland Shire as a community informed and engaged in its future
2. enhance and protect the beautiful and healthy natural environment of Sutherland Shire
3. sustain Sutherland Shire as a caring and supportive community
4. evolve Sutherland Shire’s culturally rich and vibrant community
5. progress the Sutherland Shire as a prosperous community for all
6. sustain Sutherland Shire as a liveable place where we can all continue to enjoy a high quality of life.
MESSAGE FROM THE MAYOR

The Sutherland Shire is a great place to live. More than 90 percent of the residents we recently surveyed rated our quality of life as good or excellent. We highly value the natural environment that envelops us, the connected and caring nature of our community and the culture of the area that has evolved over 50,000 years. We are immensely proud of who we are and where we live.

The community strategic planning process provides an opportunity for us all to reflect on where we are and where we want to be in 10 years.

Achieving the objectives of the Plan is everyone’s responsibility. Each level of government has a key role to play. We must also build and sustain productive partnerships with local businesses, community organisations and many others. And it is you, our community, who can provide us with inspiration as we plan for and deliver the outcomes described in this plan.

Inevitably change and challenges will confront us, but together we have the skills and knowledge to capitalise on and create new opportunities that will continue to enrich our lives.

As Mayor of the Sutherland Shire I am proud of Council’s role in facilitating the development of this Plan on behalf of our community. At Council we look forward to playing our part in achieving our community’s vision for the future.

Cr Carmelo Pesce
Sutherland Shire Mayor
WHAT WE VALUE

Consultation with our community identified what’s most important to us and what we value the most about Sutherland Shire.

We value:
- our access to our beautiful beaches, parks and natural reserves
- our sense of community – we are a place of locals
- our location - it’s near to the city without being too close
- our lifestyle and quality of life
- our peace and quiet
- our safety.
OUR GUIDING PRINCIPLES

In developing Our Community Plan we have established a set of principles to guide its development and to guide the ongoing decision-making in planning for the Sutherland Shire community’s future. These principles will also help us assess the effectiveness of Our Community Plan.

PRINCIPLE 1:  
We recognise and respect Sutherland Shire is on Aboriginal Land.

We want to acknowledge and respect the traditional custodians of the Sutherland Shire, the Dharawal and Gandangara peoples and to encourage appreciation of their heritage and culture. The land of Sutherland Shire always was, and always will be, the land of the Dharawal and Gandangara peoples. By acknowledging this, we who now call the Sutherland Shire home are recognising our heritage, and can learn from this.

The Sutherland Shire has the distinction of being the first place of significant contact on the east coast of Australia between the original peoples of this continent and visitors from outside. From that meeting in 1770, the journals of Cook, Banks, Parkinson and others described the daily life of the local people. There is evidence throughout the Shire that shows that it was occupied prior to that first contact for thousands of years.

Indigenous Australians are the longest continuous culture on Earth, dating back more than 50,000 years. We can learn a lot from their resilience to address our future sustainability challenges.

In some places of the Sutherland Shire the Aboriginal landscape including the Royal National Park, Heathcote National Park, and various reserves like Koolangarra Reserve at Bonnet Bay and Delardes Reserve at Illawong conserve over 1,400 Aboriginal sites. These sites feature shell middens, grinding grooves, engravings, hand stencils and shelter art. These remind us of those who occupied this land long ago.

We want to acknowledge and honour the culture and heritage of the Dharawal and Gandangara peoples. We want to cherish and protect the middens, engravings and other cultural relics as they are irreplaceable. They are our shared cultural heritage that we can learn from for a sustainable future for all.
**PRINCIPLE 2:**
*We recognise the importance of social justice principles in Sutherland Shire.*

The social justice principles of equity, access, participation and rights are fundamental to the development of our Plan. These social justice principles have been applied to Councils in New South Wales through the Charter of Local Government as set out in Section 6A of the Local Government Act 1993 which requires every council: ‘to exercise its functions in a manner that is consistent with and promotes social justice principles of equity, access, participation and rights’.

**Equity:** there should be fair and ethical decision-making with process in place to prioritise and allocate resources with special consideration given to those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

**Access:** all people should have fair access to services, resources and opportunities to maintain and improve their quality of life.

**Participation:** everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

**Rights:** everyone should be recognised and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds, to participate in community life.

We want the principles of social justice to underpin the goals and the realisation of Our Community Plan. We want everybody to enjoy the benefits of living in Sutherland Shire.
PRINCIPLE 3:  
We understand the need for ecologically sustainable development.

To sustain our community socially and environmentally, decision-making for our community should effectively integrate both long-term and short-term economic, environmental, social and equitable considerations as follows:

The Precautionary Principle: if there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation.

Inter-generational equity: that the present generation should ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.

Biological diversity and ecological integrity: the conservation of biological diversity and ecological integrity should be a fundamental consideration in decision-making.

Environmental costs need to be considered: that improved valuation, pricing and incentive mechanisms should be promoted – in assessing the costs and benefits of our actions, the costs to the environment need to be included.

We will embed the principles of ecologically sustainable development into Our Community Plan to ensure Sutherland Shire can be enjoyed by current and future generations.
PRINCIPLE 4: We want a resilient Sutherland Shire.

Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks it experiences.

Chronic stresses: weaken the fabric of a community on a day-to-day or cyclical basis. Examples include ongoing issues such as inequality, lack of social cohesion and limited public and active transport options.

Acute shocks: are sudden, sharp events that threaten a community. Examples include sudden incidents such as heatwaves, bushfires, floods, disease outbreaks and terror attacks.

Improving the systems and networks that make up a community will increase our resilience overall. Resilient systems withstand, respond to, and adapt more readily to shocks and stresses to emerge stronger after tough times, and live better in good times.

We will support urban resilience and the capacity of individuals, communities, institutions, businesses and systems within the Sutherland Shire to survive, adapt and grow no matter what kinds of chronic stress and acute shocks we experience.
THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

Together, we have developed an ambitious long-term vision that deserves commitment. While Council has a custodial role in initiating, preparing and maintaining Our Community Plan, Council is not wholly responsible for its implementation.

It is a plan which sets the direction for the whole of the Shire. All of our community, including government agencies, business, the not-for-profit sector and our residents have a role in its success.

WHAT WE WANT

OUR COMMUNITY PLAN

Our Community Plan articulates where we want to be as a community in 10 years’ time, what we need to do to get there, and how we will know when we have arrived. It is the highest level plan for the Sutherland Shire.

The 10-year plan is supported by a suite of documents that outline how Council will contribute to fulfilling the community’s vision and the activities and actions that will be taken.

The key partners to this plan:

- Australian government
- NSW government
- Sutherland Shire Council
- non-government organisations
- business chambers
- local business and industry
- individuals
- developers.
DELIVERY PROGRAM
The Delivery Program outlines the principal activities that Council will deliver over four years to implement the 10-year Community Strategic Plan.

HOW COUNCIL WILL HELP YOU ACHIEVE IT

THE OPERATIONAL PLAN
The Operational Plan is the annual plan that details the specific actions that Council will undertake and its budget for completing these.

WHAT COUNCIL PROPOSES TO DO

The Long-Term Financial Plan is about the financial resources needed over the next 10 years to ensure the plans can be delivered and Council continues to operate in a financially sustainable manner.

The Workforce Strategy is about our people and details the four-year staffing, skills and human resources that are required in Council to achieve the outcomes documented in the plans.

The Asset Management Strategy is about our infrastructure and outlines the 10-year plan for ensuring that our assets are developed, managed and maintained effectively and efficiently to meet current and future community needs.
HOW WE CREATED THIS PLAN

Sutherland Shire Council plays a significant role in community planning and advocacy and has developed this plan in partnership with the community.

The Plan is an update of Our Shire, Our Future, Our Guide for Shaping the Shire to 2030, first adopted by council in 1999 and subsequently reviewed in 2007 and 2011. It is based on the aspirations, knowledge and ideals that were expressed by those who participated in an engagement process to review the existing Strategic Plan.

Historically over 25,000 residents and stakeholders have been involved in planning for the long-term future of the Sutherland Shire. In developing the new plan we have given consideration to where we are now and where we are going.

The plan has been developed through a process of ongoing research and consultation which included a community survey involving over 800 participants. The plan incorporates this information and is also based on knowledge that council currently has about the local area and its people.

It considers the NSW State Plan that guides policy and budgetary decision-making; the Greater Sydney Region Plan and the Draft Toward a Greater Sydney 2056 Plan; and other key strategies for the area or region.

The completed plan outlines where we want to be, how we will get there and how we will know we have arrived.
The outcomes highlighted in this plan are not the sole responsibility of Council. The map below shows each of the suburbs that make up Sutherland Shire and the 5 ward boundaries.

From a Federal Government perspective Sutherland Shire has two electoral districts – Cook and Hughes. At the State Government level the Sutherland Shire has 4 electoral districts - Cronulla, Miranda, Heathcote and Holsworthy.
WHERE WE ARE NOW

OUR DEMOGRAPHICS TELL US:

- 229,017 people called Sutherland Shire home in 2017
- we grow, but not as fast as other parts of Sydney do - since 2011 our population has grown by 3% compared to the Greater Sydney area which has grown by 8.5%
- we are a community of families - 38% of our households are couple families with children and 10% of our households are single parent families

- we are a young community with a similar proportion of young people under 17 years as Greater Sydney
- but we are also an ageing population - many more of us are older than 60 compared to Greater Sydney
- we are relatively affluent, 27% of our households earn over $2,500 per week
- we have much lower unemployment than Greater Sydney (3.5% compared to 5.7%)
- we love our cars - as a community we have much higher car ownership than Greater Sydney with 57% of households owning two cars or more (44% in Greater Sydney) and 18% owning three or more cars; over 60% of us travel to work in our cars
- we love the Sutherland Shire - we have the lowest rate of departures of any council area in Sydney - only 4.3% of the Sutherland Shire residents moved out of the area in 2013/14 - half the average departure rate across Greater Sydney.

Based on current ABS statistics
WHERE WE WILL BE IN 10 YEARS

OUR DEMOGRAPHICS TELL US:

- we will have more people in Sutherland Shire. By 2026 our population will have grown by over 21,000 people to 250,269
- there will be more homes. The number of dwellings is forecast to grow from the 83,709 we had in 2011 to 96,009 in 2026
- at the same time, the average household size will fall. Currently there is an average of 2.69 people living in each home. This will drop to 2.66 by 2026 because our population is ageing.
- there will be an increase in the number of couple households without children
- more of us will be retired. There will be a 45% increase in those of us old enough to retire
- but there will also be more people working. There will be a 7% increase in the number of people of working age in Sutherland Shire
- we are becoming more culturally diverse. While only 11.5% of our population speak a language other than English at home compared to 34% of people in Greater Sydney this is increasing over time
- for the first time the largest increase in our population will be couple families without dependants.

DECREASE IN HOUSEHOLD SIZE TO 2.66

LONE PERSON HOUSEHOLDS (+4,348)

INCREASE IN COUPLES WITHOUT CHILDREN (+4,557 HOUSEHOLDS)

INCREASE IN DWELLINGS (+12,300)

23% AGED 60+ (INCREASE OF 15,762 PEOPLE)

23% AGED UNDER 17 YEARS (INCREASE OF 7,298 PEOPLE)

Icons designed by Photoroyalty / Freepik
Projections prepared by Profile ID for SCC
To achieve our vision for the future, our community is committed to:

- working together as a Sutherland Shire community informed and engaged in its future
- enhancing and protecting the beautiful and healthy natural environment of Sutherland Shire
- sustaining Sutherland Shire as a caring and supportive community
- evolving Sutherland Shire’s culturally rich and vibrant community
- progressing Sutherland Shire as a prosperous community for all
- sustaining Sutherland Shire as a liveable place where we can all continue to enjoy a high quality of life.
OUTCOME 1:

SUTHERLAND SHIRE: A COMMUNITY INFORMED AND ENGAGED IN ITS FUTURE

Our community is growing, more families are living in apartments, we are living longer in our homes. Sutherland Shire adapts to change with residents engaged in the process, understanding and being kept informed about what comes next, confident their views will be heard about how our community is evolving and responding to community needs.

We want to proceed towards the future knowingly, in recognition of our heritage, our legacy and what our community needs will be in the future with each resident feeling empowered to state their views on Sutherland Shire’s future.
WHY IS THIS IMPORTANT?

A high priority for our community is improved community engagement and access to information about decisions that affect us, including more opportunities to engage with Council. A sense of community is the main driver for our community in achieving quality of life.

We understand the need to improve community engagement including providing more information to enable better decision-making and consideration of community views.

We know that an engaged and informed community is more able to participate in a meaningful way about decisions for Sutherland Shire’s future, particularly on areas of concern including development, growth, facilities and services.

WHAT YOU TOLD US

- **91%** rate their quality of life in the Sutherland Shire as very good or excellent
- **61%** feel satisfied with Council’s performance
- **42%** feel that Council plans well to help secure the community’s long term future.
- **40%** feel that information about Council and its decisions is clear and accessible.
- **36%** feel that Council adequately considers community concerns and views in making decisions.

KEY PARTNERS

- Department of Premier & Cabinet
- Office of Local Government
- NSW Treasury
- Safework NSW
- State Insurance Regulatory Authority
- NSW Auditor General
- Southern Sydney Region of Councils (SSROC)
HOW WILL WE DO THIS?

<table>
<thead>
<tr>
<th>Strategy 1.1</th>
<th>Our community and leadership will collaborate to enable the lifestyle and environment to which we aspire.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1</td>
<td>Actively engage with the community to understand their views and aspirations.</td>
</tr>
<tr>
<td>1.1.2</td>
<td>Evolve, influence and deliver community strategies in partnership with the community to meet their aspirations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy 1.2</th>
<th>Our leadership empowers a broad range of stakeholders.</th>
</tr>
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<tbody>
<tr>
<td>1.2.1</td>
<td>Improve information, communications, and education for our community to enable informed participation in decision-making.</td>
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<tr>
<td>1.2.2</td>
<td>Evolve a constructive culture within Council to enable effective relationships and partnerships with a broad range of stakeholders.</td>
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<tr>
<td>1.2.3</td>
<td>Celebrate success and recognise achievements within our community.</td>
</tr>
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<tr>
<th>Strategy 1.3</th>
<th>The community is informed and empowered to rise to the challenges and opportunities presented by a changing world.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.1</td>
<td>Community leaders foster two-way dialogue around the changes and challenges in our urban, natural and social environment.</td>
</tr>
<tr>
<td>1.3.2</td>
<td>Residents are assisted to understand the reasons behind developments that may impact on their lives.</td>
</tr>
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<thead>
<tr>
<th>Strategy 1.4</th>
<th>Ensure community confidence in Sutherland Shire Council.</th>
</tr>
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<tbody>
<tr>
<td>1.4.1</td>
<td>Ensure a strong governance framework that provides transparency, accountability and sustainability.</td>
</tr>
<tr>
<td>1.4.2</td>
<td>Act ethically and with integrity in everything that we do.</td>
</tr>
<tr>
<td>1.4.3</td>
<td>Welcome independent oversight and take a risk based approach to delivering effective governance.</td>
</tr>
</tbody>
</table>

HOW WILL WE MEASURE SUCCESS?

- community satisfaction with long-term planning for Sutherland Shire
- community satisfaction with consideration of community views
- community satisfaction with involvement in decision-making
- overall satisfaction with Sutherland Shire Council.
Swimming at the pristine beaches of Bundeena and Cronulla, immersing yourself in nature in our National Parks, whale-watching from Cape Solander, boating in the waters of Port Hacking or Oyster Bay. Many come to play in the Sutherland Shire – but for us, it is home.

We want to protect and sustain our beautiful natural environment, including the streets and public places we live and play in. Residents, community groups, schools, Council, and developers all have a role in protecting our environment, and reducing our resource consumption, for the benefit of us all and our future generations.
WHY IS THIS IMPORTANT?

Our community strongly values our access to the special natural environment of Sutherland Shire, especially our beaches and national parks, our parks and nature reserves. We have over 1,000 parks and reserves and 3,000 hectares of land containing remnant vegetation. In addition to providing us with places to improve our health and wellbeing and build community, our natural environment cools our streets, and supports a more sustainable future for our Shire and our country.

However, our weather is changing, our city has experienced record-breaking heat trends, and at the same time our street tree canopy is reducing, making our streets hotter and increasing our energy bills. Our changing climate also has the biggest impacts on the most vulnerable members of our communities including our ageing population, our small children and our economically disadvantaged. We also have concerns about the impact of development on our beaches, parks and trees. We want to maintain biodiversity, our natural resources and our access to them.

WHAT YOU TOLD US

- 84% feel that beaches are kept clean and tidy
- 72% feel that local bushland and reserves are well managed
- 69% feel the natural environment is respected and protected

KEY PARTNERS

Office of Environment and Heritage
NSW National Parks and Wildlife Service
Environment Protection Authority
NSW Planning and Environment
Aboriginal Land Council
Rural Fire Service
Local environment groups
Sydney Water
## HOW WILL WE DO THIS?

<table>
<thead>
<tr>
<th>Strategy 2.1</th>
<th>Effectively manage and conserve our resources.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1</td>
<td>Avoid, reduce, reuse and recycle our resources.</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Promote and pursue energy and water efficiency, productivity and clean generation.</td>
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<thead>
<tr>
<th>Strategy 2.2</th>
<th>Enhance and protect diverse natural habitats.</th>
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<tbody>
<tr>
<td>2.2.1</td>
<td>Enhance and protect our diverse flora, fauna and ecological communities.</td>
</tr>
<tr>
<td>2.2.2</td>
<td>Manage, promote and enhance our tree canopy in urban and natural areas.</td>
</tr>
<tr>
<td>2.2.3</td>
<td>Encourage responsible urban planning which balances growth with environmental sustainability.</td>
</tr>
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<table>
<thead>
<tr>
<th>Strategy 2.3</th>
<th>Protect our beaches, rivers and oceans.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.1</td>
<td>Manage catchments effectively to improve the cleanliness, health and biodiversity of our waterways.</td>
</tr>
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<thead>
<tr>
<th>Strategy 2.4</th>
<th>Environment and climate risks and impacts are understood and managed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4.1</td>
<td>Plan for and respond to long-term climate related changes.</td>
</tr>
<tr>
<td>2.4.2</td>
<td>Monitor and manage the environment to minimise the impacts of natural disasters.</td>
</tr>
<tr>
<td>2.4.3</td>
<td>Build community resilience to respond and adapt to environment and climate risks.</td>
</tr>
</tbody>
</table>

## HOW WILL WE MEASURE SUCCESS?

- no net loss of tree canopy
- water quality monitoring
- rates of recycling
- waste diversion rates increased
- estimated energy and water savings
- reduced greenhouse gas emissions
- flora and fauna surveys
- community satisfaction that new developments are helping to preserve and enhance an attractive urban environment
- community satisfaction with local bushland and reserves being well managed
- community satisfaction that the natural environment is respected and protected
- community satisfaction that beaches are kept clean and tidy.
OUTCOME 3:

SUTHERLAND SHIRE: A CARING AND SUPPORTIVE COMMUNITY

As you cross Tom Uglys Bridge or spot the first trees of the Royal National Park, you feel it. Home. A place where you belong. A place that feels safe. A place where we help each other to live our best possible lives. A place that cares.

We want to ensure we can belong to Sutherland Shire and feel a part of a distinct local community life that is supportive of us all. A sense of belonging and connectedness that helps us feel better, cope better with challenges, be more resilient, and trust that we are important to each other, no matter who we are.
WHY IS THIS IMPORTANT?

Through consultation our community has talked about the importance of having a sense of community. We want to belong to Sutherland Shire as a place and as part of a community. Access to quality community facilities and services to meet the needs of our growing community helps us to belong.

23% of our population is aged under 17, but our future shows we have an ageing population, who may need additional care, community support and access to services. There are opportunities to create a stronger community through volunteering, inter-generational programs, the delivery of accessible community services, and community celebrations.

WHAT YOU TOLD US

- **88%** feel that healthy lifestyle opportunities are available in Sutherland Shire
- **84%** feel that living in Sutherland Shire gives you a sense of living in a community
- **79%** feel that people in Sutherland Shire have fair opportunity to participate in community life
- **66%** feel that there is a good range of community groups and support networks for residents
- **63%** feel that services in the LGA are accessible and adequate

KEY PARTNERS

- NSW Ministry of Health
- South East Sydney Local Health District
- NSW Department of Family and Community Services
- NSW Ambulance Service
- Fire and Rescue NSW
- State Emergency Services (SES)
- Community not-for-profit organisations
- National Disability Insurance Scheme Providers
**HOW WILL WE DO THIS?**

<table>
<thead>
<tr>
<th>Strategy 3.1</th>
<th>The community has access to services, programs and facilities to support and enhance health and wellbeing.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.1</td>
<td>Plan, provide and advocate for quality medical, specialist, preventative and allied health services and facilities.</td>
</tr>
<tr>
<td>3.1.2</td>
<td>Deliver community services and facilities that respond to the changing needs of our community.</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Provide emergency, rescue and public health and safety services which support community wellbeing.</td>
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<thead>
<tr>
<th>Strategy 3.2</th>
<th>Support and enable all in our community.</th>
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<tbody>
<tr>
<td>3.2.1</td>
<td>Empower disadvantaged and vulnerable groups in the community.</td>
</tr>
<tr>
<td>3.2.2</td>
<td>Engage our young people to participate in community life.</td>
</tr>
<tr>
<td>3.2.3</td>
<td>Provide opportunities for social interaction for our ageing population.</td>
</tr>
<tr>
<td>3.2.4</td>
<td>Encourage volunteering which fosters community wellbeing.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy 3.3</th>
<th>Opportunities will be fostered that help build a sense of community.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3.1</td>
<td>Provide opportunities for the community to gather in public spaces to celebrate events.</td>
</tr>
<tr>
<td>3.3.2</td>
<td>Encourage supportive relationships to be built between neighbours.</td>
</tr>
</tbody>
</table>

**HOW WILL WE MEASURE SUCCESS?**

- number of people attending community events
- participation rates in volunteering
- satisfaction with sense of community
- satisfaction that people have a fair opportunity to participate in community life
- satisfaction that there is a good range of community groups and support networks for residents
- satisfaction that the community is harmonious, cohesive, and inclusive
- satisfaction that the community is compassionate and supportive of the most vulnerable in society
- satisfaction that hospitals, medical, and mental health services are adequate and accessible
- number of rough sleepers.
OUTCOME 4:

SUTHERLAND SHIRE: A CULTURALLY RICH AND VIBRANT COMMUNITY

Whether it hits you when you are visiting an exhibition at Hazelhurst, dining at Cronulla, enjoying an outdoor concert at Illawong, exploring rock art at Bundeena or barracking at a Sharks home game, you know that this is your community. You couldn’t be anywhere else but in Sutherland Shire.

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

Culture is a vital part of a healthy and connected community. We not only live here but we play here. We love our cultural centres such as Hazelhurst Gallery and Arts Centre and our cultural events.

These help us create a unique cultural landscape and identity. Our shared culture helps us bond and helps us create a strong and respectful community of which we are proud. We are becoming more culturally diverse and have significant Aboriginal heritage in our area that we want to celebrate.

WHAT YOU TOLD US

79% feel that people living in Sutherland Shire have fair opportunity to participate in community life

55% feel that there is a good range of opportunities for cultural and artistic activities and expression

KEY PARTNERS

Create NSW
Australia Council for the Arts
Arts groups and societies
Culture and creative industry
Public Gallery Network: incl Art Gallery of NSW and National Gallery of Australia
Wollongong University
Kurranulla Aboriginal Corporation
State Library of NSW
### HOW WILL WE DO THIS?

<table>
<thead>
<tr>
<th>Strategy 4.1</th>
<th>Create and strengthen community connections through shared cultural experiences.</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.1</td>
<td>Identify and appreciate places, spaces and stories that contribute to our Sutherland Shire identity.</td>
</tr>
<tr>
<td>4.1.2</td>
<td>Develop and deliver opportunities that support and enhance our culture, identity and belonging.</td>
</tr>
<tr>
<td>4.1.3</td>
<td>Actively encourage participation in arts and cultural experience.</td>
</tr>
<tr>
<td>4.1.4</td>
<td>Foster artists and the creative industries in Sutherland Shire.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy 4.2</th>
<th>Maintain and enhance our cultural facilities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.1</td>
<td>Optimise the potential of our cultural facilities to deliver a range of engaging community and cultural experiences which strengthen connections with people from diverse backgrounds.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy 4.3</th>
<th>Protect our Aboriginal heritage.</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3.1</td>
<td>Protect all places with shell middens, grinding grooves, engravings, hand stencils and shelter art.</td>
</tr>
<tr>
<td>4.3.2</td>
<td>Ensure development impacts lightly on places in Sutherland Shire that have exceptional importance for our community.</td>
</tr>
</tbody>
</table>

### HOW WILL WE MEASURE SUCCESS?

- visitations to cultural facilities and events
- visitor satisfaction with cultural facilities and events
- community satisfaction with the range of opportunities for cultural and artistic participation
- growth of the cultural sector in Sutherland Shire
- protection of our Aboriginal sites.
Image credit: Installation view Hazelhurst Nganampa Kililpi
Our Stars 2016. Photographed by Silversalt Photography
OUTCOME 5:
SUTHERLAND SHIRE: A PROSPEROUS COMMUNITY FOR ALL

Our vibrant local centres are alive with thriving local businesses. Our schools and colleges ring with the sounds of people engaged in learning. Our local prosperity provides the foundation for how we live and enjoy life in Sutherland Shire.

We want Sutherland Shire to be a community in which each and every one of us can be educated well, where people can work closer to home, and where our local businesses prosper and provide more employment.
WHY IS THIS IMPORTANT?

Investing in education and learning (from early childhood to later years) is not just good for those involved - but for communities as a whole. It can build neighbourhood connections, bring more and better jobs to an area and improve local business and economic outcomes for everyone.

WHAT YOU TOLD US

- 63% feel that the Sutherland Shire Council supports a variety of businesses
- 51% feel that the local economy provides a wide range of work opportunities
- 47% feel that planning for local economic growth and development is adequate

Our community is relatively prosperous, with low unemployment rates and high average household incomes. However, there are still disadvantaged people living in our community. In addition we need to improve travel times to work within and out of the Sutherland Shire. By helping our local economy grow and increasing opportunities for all in Sutherland Shire we build a strong base for our community.

KEY PARTNERS

- NSW Department of Education
- TAFE NSW
- NSW Planning and Environment
- Greater Sydney Commission
- NSW Department of Industry, Skills and Regional Development
- Local Chambers of Commerce
- Local business and major employers
HOW WILL WE DO THIS?

<table>
<thead>
<tr>
<th>Strategy 5.1</th>
<th>Collaborate with our business community to support thriving local business.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.1</td>
<td>Develop vibrant, productive local centres.</td>
</tr>
<tr>
<td>5.1.2</td>
<td>Support our growing business community by reducing barriers to growth where possible.</td>
</tr>
<tr>
<td>5.1.3</td>
<td>Promote our community as a place to visit, live, work and invest.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy 5.2</th>
<th>Increase access to local employment and training opportunities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.1</td>
<td>Enhance and promote opportunities to work locally.</td>
</tr>
<tr>
<td>5.2.2</td>
<td>Enhance vocational training opportunities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy 5.3</th>
<th>Improve access to quality education at all stages of life.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3.1</td>
<td>Plan and provide early and middle education facilities and services that meet community needs.</td>
</tr>
<tr>
<td>5.3.2</td>
<td>Plan, provide and advocate for quality schools to support our growing population of children.</td>
</tr>
<tr>
<td>5.3.3</td>
<td>Plan, provide and advocate for tertiary educational facilities and services that meet community needs.</td>
</tr>
<tr>
<td>5.3.4</td>
<td>Support the provision of life-long learning that draws on the community’s diverse range of people.</td>
</tr>
</tbody>
</table>

HOW WILL WE MEASURE SUCCESS?

- NAPLAN results
- satisfaction that quality education is available and accessible
- business confidence
- satisfaction that shops and services in shopping areas meet residents’ needs
- satisfaction with urban vitality that supports high quality of life
- satisfaction that the local economy provides a wide range of opportunities
- satisfaction that planning for local economic growth and development is adequate
- satisfaction that the cost of living in the Sutherland Shire is affordable to you
- increase in Sutherland Shire’s Gross Regional Product
- increase in local employment.
OUTCOME 6:

SUTHERLAND SHIRE: A LIVEABLE PLACE WITH A HIGH QUALITY OF LIFE

We are an area with access to places and programs for a good life. A place we can bench press in the parks, where we walk in wild places, where we can ride our bikes. A place where our commute is short, shopping is easy and new development is balanced with community places and spaces.

We want a liveable Sutherland Shire, where growth is balanced with social outcomes, where we can access a range of transport options, where our children and workforce can afford a home, and where we can maintain and improve our quality of life.
WHY IS THIS IMPORTANT?

Quality of life is important to us. Around 90% of us rate our quality of life as good or excellent. However, we are concerned about traffic, congestion and local development detracting from our quality of life. We are an active community, and with recent and forecast growth, the use of our parks ovals and playing fields is nearing capacity.

How liveable Sutherland Shire is impacts greatly on our quality of life. Roads, parking, access to affordable housing, playing fields, and community facilities, and the design of our public spaces all influence the experience of life in Sutherland Shire. Even though we have been rated as the fourth safest place in Sydney, and we have 70% less major crimes than other local government areas. Community safety has also been identified as a high priority.

WHAT YOU TOLD US

88% feel that beaches are well patrolled by lifeguards
84% feel there is a good range of leisure and recreation opportunities
81% feel that sporting facilities in the area meet their needs
71% feel that Sutherland Shire is a safe area for pedestrians
62% feel that public transport is adequate for your needs
54% feel that there is a diversity of housing types to suit the needs of our community
47% feel that the cost of living in Sutherland Shire is affordable for you

32% feel that traffic systems provide for safe and efficient traffic flow
31% feel feel able to afford a reasonable standard of housing in this area
30% feel that Sutherland Shire is a safe area for cyclists
### HOW WILL WE DO THIS?

<table>
<thead>
<tr>
<th>Strategy 6.1</th>
<th>Plan and develop integrated transport networks to provide transport choices that allow people to get around in a safe, accessible and efficient manner.</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1.1</td>
<td>Plan, advocate and provide effective public transport networks.</td>
</tr>
<tr>
<td>6.1.2</td>
<td>Promote active transport through provision of cycle and pedestrian networks and infrastructure.</td>
</tr>
<tr>
<td>6.1.3</td>
<td>Explore and implement better integration of transport networks.</td>
</tr>
<tr>
<td>6.1.4</td>
<td>Plan, advocate and provide effective road networks.</td>
</tr>
<tr>
<td>6.1.5</td>
<td>Plan for and enhance access to equitable car parking.</td>
</tr>
<tr>
<td>Strategy 6.2</td>
<td>Facilitate a diverse housing mix that provides choice and meets the needs of all community members.</td>
</tr>
<tr>
<td>6.2.1</td>
<td>Through future development, plan for the delivery of a diversity of housing types that meets the needs of residents at different stages of their lives.</td>
</tr>
<tr>
<td>6.2.2</td>
<td>Develop and implement strategies to improve housing affordability.</td>
</tr>
<tr>
<td>6.2.3</td>
<td>Develop and implement strategies to improve the supply of social and affordable housing.</td>
</tr>
<tr>
<td>Strategy 6.3</td>
<td>Provide welcoming, safe and accessible places and spaces that encourage active lifestyles.</td>
</tr>
<tr>
<td>6.3.1</td>
<td>Improve the design, accessibility and safety of our spaces and places.</td>
</tr>
<tr>
<td>6.3.2</td>
<td>Improve the design and accessibility of our spaces and places.</td>
</tr>
<tr>
<td>6.3.3</td>
<td>Provide streetscapes and public places that are cool, attractive and where people feel safe.</td>
</tr>
</tbody>
</table>

### KEY PARTNERS

<table>
<thead>
<tr>
<th>NSW Planning and Environment</th>
<th>Transport providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater Sydney Commission</td>
<td>NSW Police</td>
</tr>
<tr>
<td>Housing NSW</td>
<td>Ausgrid</td>
</tr>
<tr>
<td>NSW Department of Transport</td>
<td>NSW Sport and Recreation</td>
</tr>
<tr>
<td>Roads and Maritime Services</td>
<td>Local Sport and Recreation Clubs</td>
</tr>
</tbody>
</table>
HOW WILL WE MEASURE SUCCESS?

- increased use of public transport
- satisfaction with diversity of housing types
- satisfaction with housing affordability
- increased provision of affordable housing
- perceptions of pedestrian safety and cycling
- decrease in domestic violence statistics
- decrease in incidents of malicious damage
- community satisfaction with public transport
- maintain community perceptions of safety
- community satisfaction with lifeguard services
- community satisfaction with a range of leisure and recreation opportunities
- community satisfaction with sporting facilities meeting community needs
- review NSW crime and safety data including a reduction in crime hotspots
- median housing rental costs
- median house valuation.
WHAT COULD YOU DO TO HELP ACHIEVE OUR GOALS?

• advocate to improve your community
• attend and support local cultural venues, events and activities
• as a community, celebrate our successes
• become an organ donor
• become a volunteer
• develop leadership skills in young people
• do regular exercise
• get involved in sporting and recreational activities
• get to know your neighbours
• give blood
• have fun in our public spaces
• join a community group
• keep your neighbourhood clean and tidy
• learn about local history
• learn a new skill
• look out for others
• observe the speed limit, keep to 50km/hr in local neighbourhood streets
• plant a tree
• promote multiculturalism
• put your elderly neighbour’s bin out
• recycle
• support local events and festivals
• walk or ride around your neighbourhood.