



SOUTHERN  
SHIRE

# OUR SHIRE

Towards 2032

Community Strategic Plan

## ACKNOWLEDGEMENT OF COUNTRY

Sutherland Shire Council acknowledges the Dharawal people as the Traditional Custodians of the land within Sutherland Shire.

We value and celebrate Dharawal culture and language, and acknowledge 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.



### **Whales of Gweagal**

*The land of the Sutherland Shire always was, and always will be, the land of the Dharawal people.*



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## INTRODUCTION

The Community Strategic Plan (CSP) outlines the community's vision, aspirations and priorities for the future. It also includes strategies for how we will “work together” to achieve them.

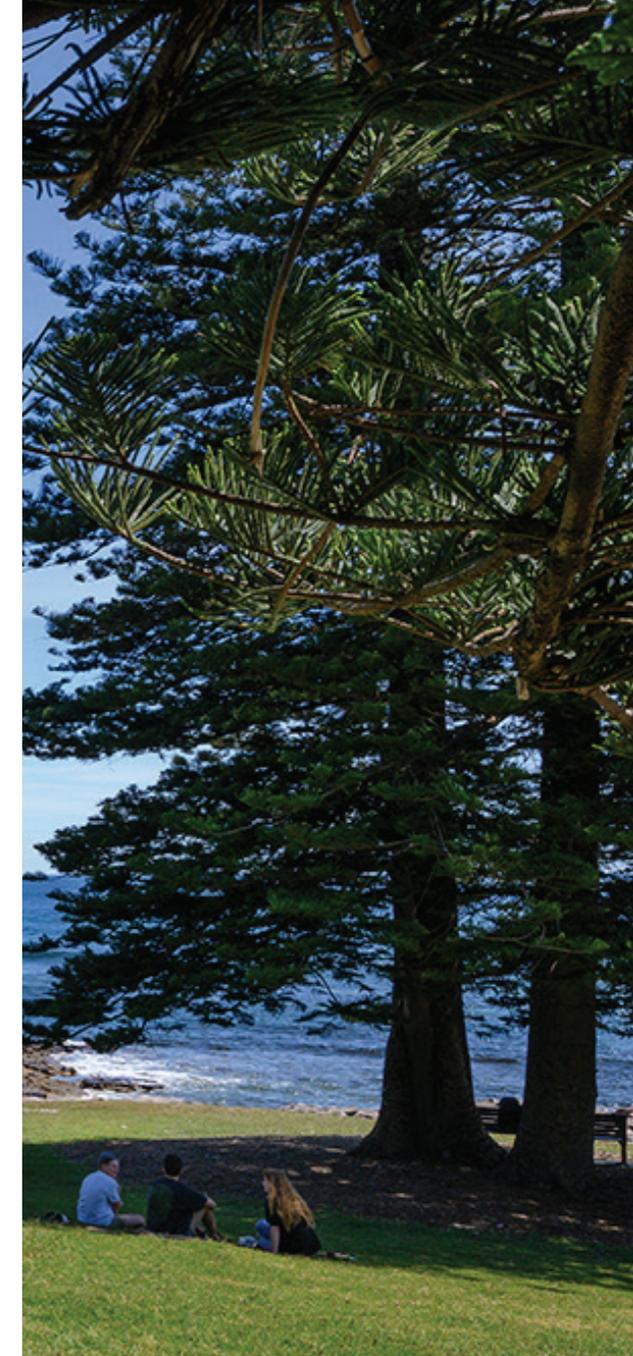
The Plan is prepared by Council in collaboration with, and on behalf of residents, other levels of government and local agencies.

### **Four key questions were considered throughout the development of this plan:**

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know we have arrived?

Social justice principles and consideration of social, environmental, economic and civic leadership issues have also been central to the development of this plan.

This is a community plan. 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 residents. Responsibility for achieving our long-term community vision and desired outcomes rests with all of us.



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



## STRATEGIC OUTCOMES

**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**

Our community goals have been developed based on community aspirations and seek to address the quadruple bottom line: our social, economic and environmental objectives as well as to demonstrate robust civic leadership.

Civic Leadership



Environmental



Economic



Social



## MESSAGE FROM THE MAYOR



There is a lot to love about living in the Sutherland Shire and we know residents are passionate about strengthening our community's defining qualities and character by remaining informed and engaged about our collective future.

At Sutherland Shire Council, we recognise we have a vital role to play in planning to accommodate this projected growth while maintaining the high quality of life we all value. We want to ensure the right mix of housing options while being respectful of our environment, and delivering accessible infrastructure and services that will continue to support our community's wellbeing. We also recognise the importance of fostering opportunities to connect with people in our community from all walks of life, celebrate our local identity and encourage a sense of belonging in the Sutherland Shire.

Our Community Strategic Plan not only establishes a set of principles to guide ongoing decision-making processes for our future; it articulates where we want to be as a community in 10 years' time, what we need to do to get there, and our benchmarks for success in realising this vision.

Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Sutherland Shire. However, delivering the long-term objectives of the Community Strategic Plan will require collaboration with, and delivery by, other partners, such as state agencies and community groups.

Again, thank you to all who were involved in shaping this plan, and to all those members of our community who – in a multitude of ways, both big and small – contribute to making the Sutherland Shire a place we can all proudly call home.

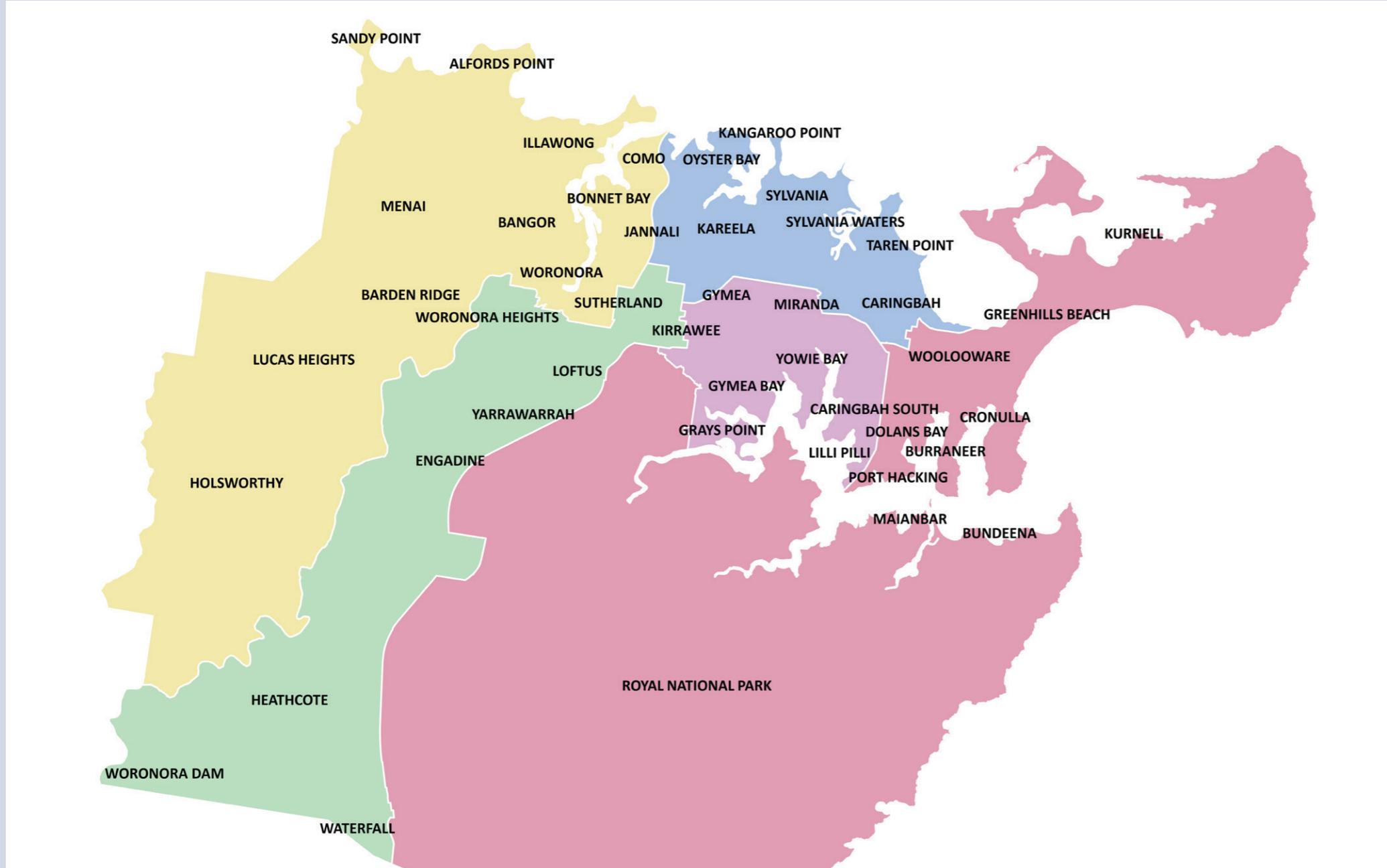
**Sutherland Shire Mayor**  
Councillor Carmelo Pesce

Many of you took the opportunity to share your thoughts on what is important to you as part of a series of community engagement events held by Council. This input has been crucial in informing the development of your Community Strategic Plan, and I thank all those who took part for their role in shaping the future of our community.

One of many engagement opportunities included the Community Satisfaction Survey, the results of which indicated 97% of Sutherland Shire residents rate their quality of life as good or excellent. This high quality of life stems from connections with our local natural environment, our healthy lifestyles, our ready access to a host of essential services, facilities and growing business hubs, and our vibrant, supportive community.

In planning for our shared future, we must acknowledge our community is growing and a large proportion of this growth is expected to be generated locally, as local families continue to grow and subsequent generations look for opportunities to stay connected to the community we know and love.

## OUR SUTHERLAND SHIRE



The Sutherland Shire is located 26 kilometres south of the Sydney CBD, covering an area of 369 km sq and home to approximately 242, 811 people. The Sutherland Shire is home to some of Sydney's most iconic beaches, and is surrounded by significant natural areas including the Georges River and Port Hacking waterways, Kamay National Park and the Royal National Park – Australia's oldest National Park to our south.

The original inhabitants of the area and the traditional custodians of the land are the clans of the Dharawal speaking people. The Sutherland Shire has a significant shared history with Aboriginal and Torres Strait Islander people, and is unique in Australia's history with Kamay Botany Bay in Kurnell being the location of the first recorded contact point between our First Nations people and Europeans in 1770. Sutherland Shire Council acknowledges that alienation from traditional lands following European settlement had a devastating impact on local Aboriginal and Torres Strait Islander peoples and their way of life and recognise that the impacts of colonisation continue for many Aboriginal and Torres Strait Islander peoples.

Sutherland Shire Council has a strong history of partnership and collaboration with Aboriginal and Torres Strait Islander peoples and acknowledging our rich shared local history. The development of a Reconciliation Action Plan in 2021 was an important step towards further strengthening relationships, creating opportunities for Aboriginal and Torres Strait Islander peoples and sharing and preserving culture.

As we look to the future, Council will continue to provide leadership as outlined in this Plan to grow and strengthen connections with Aboriginal and Torres Strait Islander communities, celebrate our rich cultural heritage and history, preserve sites of cultural significance and address areas of inequality.



## OUR DEMOGRAPHICS



### Population and Housing

- In 2022, an estimated 242,811 people call Sutherland Shire home.
- In our population, 23.4% of us are over 60 and 23.1% of us are under 17.
- More of us are older than 60 compared to Greater Sydney (23% over 60 in 2022).
- Our population is growing but our households are getting smaller.
- Our average household size is 2.68 people.
- We are a community of families. 38.8% of households were made up of couples with children, compared to 35.3% in Greater Sydney.
- As our population demographics change, so does where and how we choose to live. Between 2016 and 2020, apartments now make up an additional 3% of totally housing supply and the proportion of medium density has increased by 1%. Single dwellings are still the most common way of living in the Shire, making up 59% of total dwellings.
- We celebrate our culture and diversity. 1.1% of our residents identified themselves as Aboriginal and/or Torres Strait Islander. This percentage has increased since 2011.
- We are becoming more culturally diverse. While only 13% of our population spoke a language other than English at home compared to 35.8% of people in Greater Sydney, this is increasing over time. The top three languages other than English are Greek, Mandarin and Cantonese.
- We value our open spaces. We have a population density of 630.2 people per km<sup>2</sup>. This is much lower than the average population density of Southern Sydney (2,700).
- 9,352 people (or 4.3% of the population) in Sutherland Shire reported needing help in their day-to-day lives due to disability.



### Economics and Employment

- As a community, we contribute substantially to NSW's economy: Our Gross Regional Product is estimated at \$12.18 billion, which represents 1.94% of the state's Gross State Product.
- We support local: in 2020 we operated 22,646 local businesses (ABS) and local sales accounted for 80.9% of our economic output in 2019/20. This is a larger percentage compared to 63.7% in NSW.
- We have a much lower rate (2.6%) of jobseeker recipients compared to Greater Sydney (4.6%).
- The health care and social assistance sector was the largest local employer (16.14%) in 2019/20 in front of retail trade (15.15%) and construction (12.79%) as the largest providers of local employment.
- As a community, we have much higher car ownership than Greater Sydney with 58% of households owning two cars or more (46% in Greater Sydney) and 19.7% owning three or more cars. Over 60% of us travel to work in our cars.



### Environment

- The Sutherland Shire contributes 4.3% of Greater Sydney's total emissions.
- We have a much greater canopy cover compared to other Local Government Areas in Greater Sydney



### Where we will be in 2032

- Over the next ten years, our population will grow by 10.3% to 267,820 people.
- Our community will continue to age, with our over 60s population increasing to 25.1%.
- The number of residents under 17 will decrease to 22.4%.
- We will have more homes. The number of dwellings is forecast to grow from 89,572 in 2022 to 97,161 in 2032.
- Our average household size continues to fall from 2.68 in 2022 to 2.63 in 2032 due to our ageing population.
- There will be an increase in the number of couple households without children, lone person households and group households

*We celebrate our culture and diversity and value our open spaces.*



# OUR GUIDING PRINCIPLES

## 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. We want the principles of social justice to underpin the goals and the realisation of Our Shire We want everybody to enjoy the benefits of living in Sutherland Shire.



Section 8A of the Local Government Act 1993 requires that Councils must 'consider social justice principles' in decision making processes.

## 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, and to positively transform as a result.

**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, pandemics and terror attacks.

Improving the economic, environmental and social 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.

Over the past few years the Sutherland Shire has experienced several acute shocks such as extreme weather events and the impact of the COVID-19 pandemic. We will support urban resilience and the capacity of individuals, communities, institutions and businesses within the Sutherland Shire to survive, adapt and grow no matter what kinds of chronic stress and acute shocks we experience.

*We want everyone to enjoy the benefits of living in Sutherland Shire.*



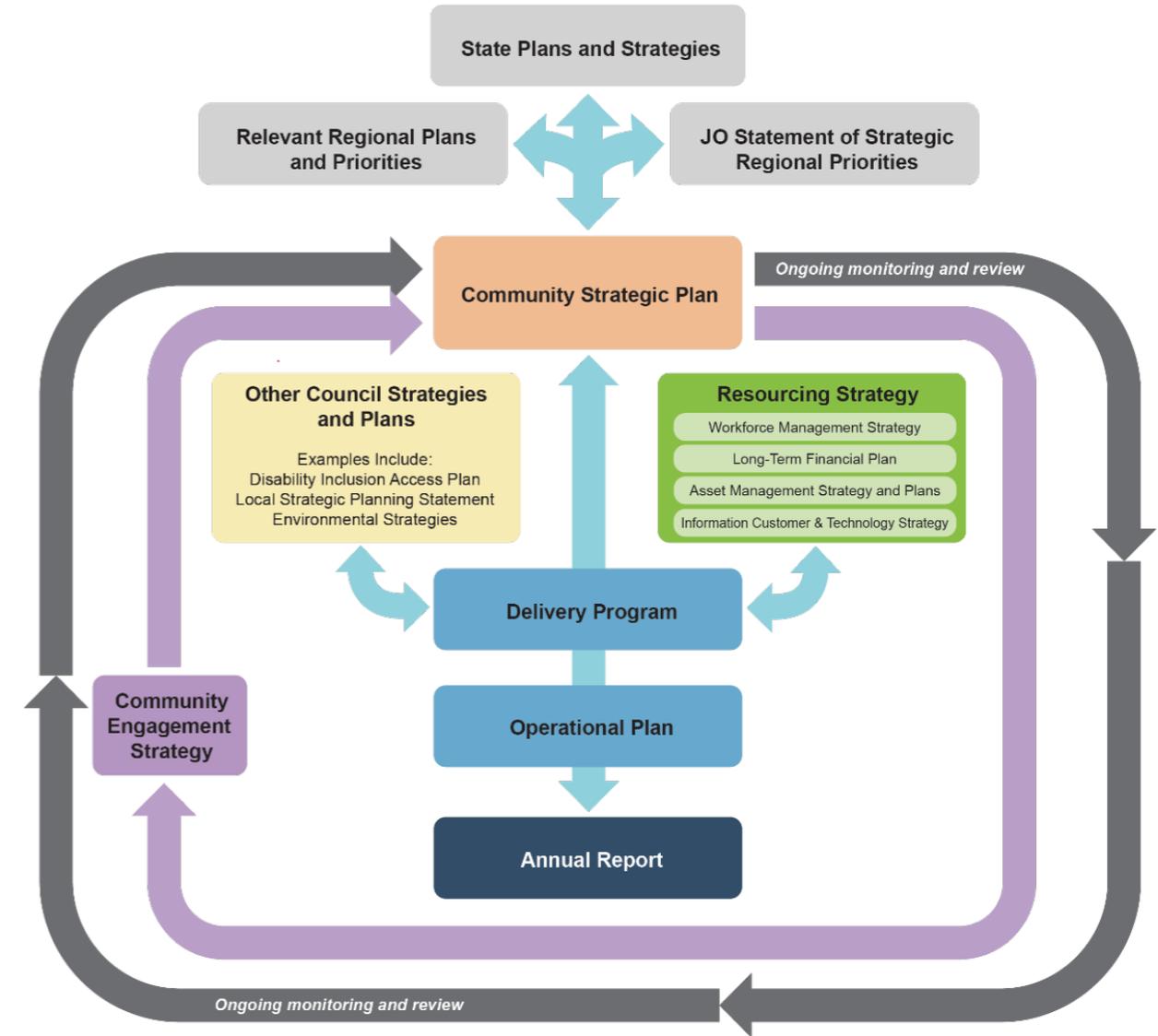


# THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework begins with the community’s aspirations for a period of at least 10 years. It includes a suite of integrated plans that set out a vision and goals, and strategic actions to achieve them. It involves a reporting structure to communicate progress to Council and the community as well as a structured timeline for review to ensure the goals and actions are still relevant.

This Plan sits at the top of Council’s planning framework and sets the strategic direction for Council’s Delivery Program and Operational Plans as shown in the diagram. The outcomes and strategies outlined in this plan will inform Council’s Delivery Program which sets out the objectives Council will work towards during its current term, and the annual Operational Plans that describe Council’s actions towards achieving those objectives.

Together, we have developed an ambitious long-term vision that deserves commitment. While Council has a custodial role in initiating, preparing and maintaining Our Shire, Council is not wholly responsible for its implementation. All our community, including government agencies, business, the not-for-profit sector and our residents have a role in its success.



*Together, we have developed an ambitious long-term vision that deserves commitment.*



## 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.

Residents and stakeholders have been involved in planning for the long-term future of the Sutherland Shire through an ongoing process of research and consultation. The updated Plan incorporates all this information along with knowledge that Council currently has about the local area and the community's aspirations and ideals expressed throughout engagement and consultation activities.

It also considers the NSW State Plan that guides policy and budgetary decision-making; A Metropolis of Three Cities - the Greater Sydney Region Plan and the South District Plan; and other key strategies for the area.

The completed plan outlines where we want to be, how we will get there and how we will know we have arrived.



Winning entries from Postcards from the Future competition



The completed plan outlines where we want to be, how we will get there and how we will know we have arrived.



## WHAT THE SUTHERLAND SHIRE COMMUNITY HAS TOLD US

Through ongoing engagement with the community, Council strives to understand the unique things our community values about living in the Shire, as well as the main concerns or areas of improvement for future planning. Together, the things we like and the things we want to improve inform Council's strategic priorities which are reflected in our outcomes.

"Affordable housing solutions to remain in the place we call home"

"Bike paths and cycling infrastructure in the western parts of the Shire"

What we value
Sense of belonging and community atmosphere
Natural surroundings: access to beaches, parks, trails
Active lifestyle: community sport, leisure facilities and active transport infrastructure
Community safety

"Let's keep this area beautiful for future generations."

"Keep advocating to state government for better transport infrastructure"

"Would be nice to see more licensed places to recreate and gather with friends - for young people as well as older people... increase the availability of multi-cultural foods in these areas"

What we would like to improve over the next ten years
Housing affordability
Balanced development
Transport, parking and traffic congestion
Collaboration between Council and the community

"Trees are vital to healthy living"

"Outdoor dining, wine bars with courtyards, attractive street planting, fountains, street art, utilise lanes for bars with lighting, street seating and footpaths"

"I would like to see streets and social landscapes less dominated by cars"

The completed plan outlines where we want to be, how we will get there and how we will know we have arrived.



## OUR PLACE IN SYDNEY, NSW AND THE WORLD

Sutherland Shire Council plays a significant role in community planning and advocacy and has developed this plan in partnership with the community. The outcomes highlighted in this plan are not the sole responsibility of Council. Our Shire sits alongside other local, district, state, federal and global plans to deliver outcomes to the community.

### Global



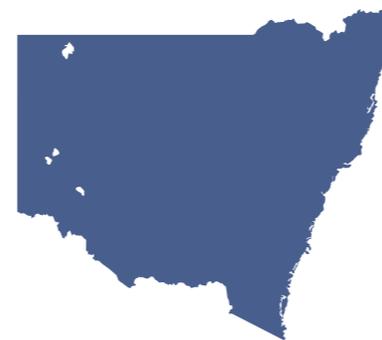
- UN Sustainability Goals
- Global Covenant of Mayors on Climate and Energy

### Federal



- Social Welfare
- NDIS assistance and inclusion

### NSW



- NSW Premiers Priorities
- Jobs and employment
- Quality education
- Customer service
- Breaking the cycle of disadvantage

### South District of Sydney



- Greater Sydney Commission: Greater Sydney Region Plan, South District Plan
- Local Health District Strategic Plans
- Our Resilient Sydney
- State Emergency Service Strategic Plans for the Region

### Our Sutherland Shire



- Local Strategic Planning Statement
- Disability Inclusion Action Plan
- Reflect: Reconciliation Action Plan
- Other Council Strategies and Plans

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

# UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



The United Nations Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Australia is one of 193 countries that committed to the goals in September 2015 as part of the 2030 Agenda for Sustainable Development.

There are 17 SDGs which aim to increase global well-being through addressing some of society's key challenges including climate change, economic and gender inequality, sustainable consumption and innovation. Many of the goals are relevant to local governments. Goal 11, to "Make cities and human settlements inclusive, safe, resilient and sustainable", is particularly relevant to local government planning.

Individuals, communities, businesses and all levels of government must work together to achieve these goals by 2030. Each strategic outcome in Our Shire works towards a number of these goals.



*Individuals, communities, businesses and all levels of government must work together to achieve these goals by 2030.*

# OUTCOME ONE



## The Sutherland Shire

Strong civic leadership trusted by an informed and engaged community

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

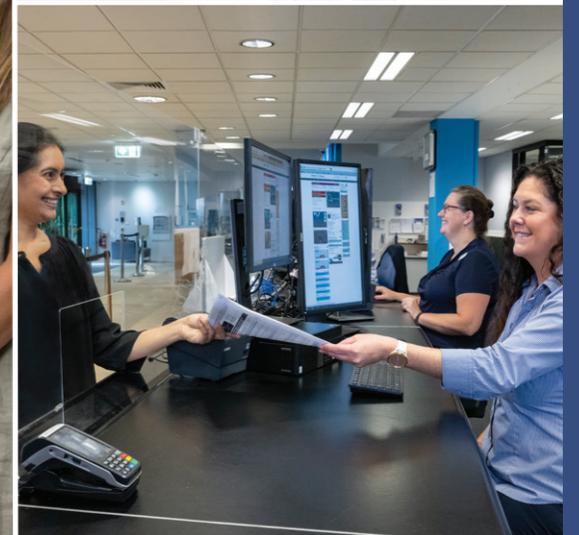
### Sustainable Development Goals:



### Quadruple Bottom Line:



*Strong civic leadership trusted by an informed and engaged community.*





## WHY IS IT IMPORTANT?

Sutherland Shire Council wants to proceed towards the future knowingly, in recognition of our heritage, our legacy and what our community needs are. 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.

You told us that 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.

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.

In this Plan, Council commits to developing improved engagement strategies and continuing to operate under a transparent governance framework which increases community confidence that Council is making decisions in the best interests of the community.

**71%** overall satisfaction with the performance of Council

**59%** satisfaction with Council's long term planning for the Shire

**62%** satisfaction with Council working in the best interests of the community

**58%** satisfaction with Council's consideration of local community views in decision making

**66%** satisfaction that Council makes the community feel valued and respected

**61%** satisfaction with the timeliness of information on Council decisions

**58%** satisfaction with the opportunities to participate in Council's decision-making

**62%** satisfaction that information about Council and its decisions is clear and accessible

**66%** satisfaction with Council's financial management

*Making decisions in the best interests of the community.*

## COMMUNITY GOALS

<b>Strategy 1.1 Our community and leadership will collaborate to support the lifestyle and environment to which we aspire.</b>
1.1.1. Community leaders foster two-way conversation with the community around the changes, challenges and opportunities in our urban, natural and social environment.
1.1.2. Actively engage with the community to understand their views and aspirations in order to develop and deliver community centric strategies.
1.1.3. Improve accessibility of information to enable informed participation in Council decision making processes.
1.1.4. Enhance opportunities for equitable and accessible community participation through multiple and varied platforms.
1.1.5. Council communicates in a direct and timely manner the reasons behind decisions that may impact on their lives.
1.1.6. Celebrate success and recognise achievements within our community.
<b>Strategy 1.2 Our leadership develops and maintains strong partnerships with a broad range of stakeholders to advocate effectively on behalf of the broader community.</b>
1.2.1. Evolve a constructive culture within Council to enable effective partnerships and information sharing across all levels of government.
1.2.2. Develop and maintain strategic partnerships with the non-government sector to achieve community aspirations.
<b>Strategy 1.3 Sutherland Shire Council demonstrates good governance and is trusted by the community to make informed decisions that reflect community values and aspirations.</b>
1.3.1. Embed a robust governance framework that supports transparency, accountability and sustainability.
1.3.2. Act ethically and with integrity in everything that we do.
1.3.3. Exercise sustainable financial management & responsible management of Council assets.
1.3.4. Utilise emerging technology and innovation to improve service delivery and ensure a positive customer experience.
1.3.5. Recruit and retain a highly capable, professional and resilient workforce and maintain a values-based workplace culture to promote acting ethically and with integrity.

## How we will measure success:

<b>Community Indicator</b>	<b>Measure</b>	<b>Source</b>	<b>Partners</b>
Council's long-term planning for the Shire	Increasing community satisfaction with Council's long-term planning for the Shire	Community Satisfaction Survey	NSW Office of Local Government
Council's consideration of community views	Increasing community satisfaction with Council's consideration of community views	Community Satisfaction Survey	Southern Sydney Region of Councils (SSROC) Department of Premier & Cabinet
Community involvement in decision-making	Increasing community satisfaction with and involvement in decision-making	Community Satisfaction Survey Participation data in engagement activities	NSW Electoral Commission
Overall community satisfaction with Sutherland Shire Council	Increasing overall satisfaction with Sutherland Shire Council	Community Satisfaction Survey	Federal Seats of Cook and Hughes NSW Seats of Cronulla, Miranda, Heathcote and Holsworthy
Customer Service	Increased satisfaction with Council's customer service	Council data	NSW Treasury
Community's access to information	Increasing the community's access to information	Council social media and website engagement data	Safework NSW
Council's sustainable financial management	Overall annual financial performance meets financial goals set by Council's Long-Term Financial Plan	Council's financial statements	NSW Auditor General
Community trust in Council making informed decisions that reflect community values and aspirations.	Increasing community trust in Council decision making	Community satisfaction survey	State Insurance Regulatory Authority The Sutherland Shire Community

## What you can do to help:

- Exercise your right to vote
- Attend a Council meeting
- Attend or comment on public consultations
- Participate on Join the Conversation
- Participate in Council-run competitions
- Engage with your local representative to improve your community
- Acknowledge and celebrate our community's achievements

# OUTCOME TWO



## The Sutherland Shire

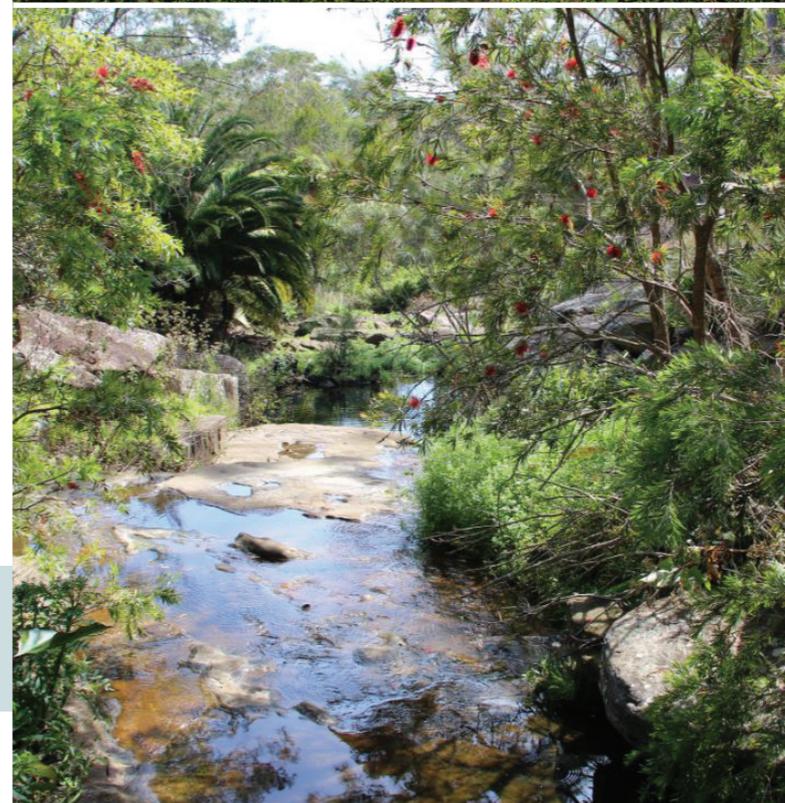
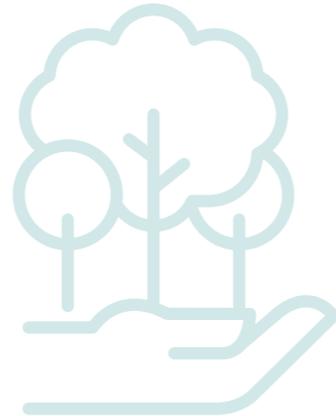
A beautiful, protected and healthy natural environment

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

### Sustainable Development Goals:



### Quadruple Bottom Line:



*A beautiful, protected and healthy natural environment.*

## WHY IS IT IMPORTANT?

Protecting and sustaining our beautiful natural environment is more important than ever. 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. We have over 1,000 parks and reserves and 3,000 hectares of land containing remnant vegetation. Our natural environment provides us with places to improve our health and wellbeing, cools our streets, and supports a more sustainable future for our Shire and our country. We want to maintain biodiversity, our natural resources, and our access to them.

However, our climate is changing and over the last several years our region has experienced weather events with unprecedented severity and frequency: bushfires, flooding and drought. Our changing climate has the biggest impacts on the most vulnerable members of our communities including our ageing population, our small children and our economically disadvantaged. We understand the need for ecologically sustainable development to ensure the Sutherland Shire can be enjoyed by current and future generations. We want to reduce our greenhouse gas emissions and promote sustainability throughout the Shire with the goal of a greener, more sustainable future.

Decision-making for our community should effectively integrate both long-term and short-term economic, environmental, social and equitable considerations. 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.

“Those of us that live in the Shire are proud of our area: it’s history, and its beaches, waterways and natural beauty in places like the National Park”  
*Year eight students*

“Advice and support to enable household sustainability ... with the goal of making the Shire a greener, smarter and more sustainable home for all of us”  
*Community member*

**55%** of residents mentioned the natural environment including access to beaches and parks is the ‘most valued’ aspect of living in the Sutherland Shire

**50%** of respondents said it was more important to have access to parklands during COVID

**69%** satisfaction with management of Shire tree coverage

**78%** satisfaction with management of beaches and waterways

**76%** satisfaction with management of local bushland

**78%** satisfaction with household waste

**75%** satisfaction with stormwater drainage

*Protecting our beautiful natural environment is more important than ever.*

## COMMUNITY GOALS

Strategy 2.1 Environment and climate risks and impacts are understood and managed.	
2.1.1.	Work in partnership with the community to build resilience, plan for and respond to the immediate and long-term impacts of climate change.
2.1.2.	Monitor and manage the environment to minimise the impacts of natural disasters and natural hazards.
2.1.3.	Develop and implement strategies to reduce the Council's ecological footprint.
2.1.4.	Empower and enable the community to reduce our collective greenhouse gas emissions output.
Strategy 2.2 Effectively manage and conserve our natural resources.	
2.2.1.	Avoid, reduce, reuse and recycle our natural resources.
2.2.2.	Promote and pursue energy and water efficiency, productivity and clean generation.
2.2.3.	Promote programs and partnerships that encourage awareness about sustainable practices and behavioural change within individuals, businesses and residents.
Strategy 2.3 Enhance and protect diverse natural habitats.	
2.3.1.	Enhance and protect our diverse flora, fauna and ecological communities.
2.3.2.	Manage, promote and enhance our tree canopy in urban and natural areas.
2.3.3.	Promote and facilitate responsible urban planning which balances growth with environmental sustainability and protection.
Strategy 2.4 Protect our beaches, rivers and oceans.	
2.4.1.	Manage catchments effectively to improve the cleanliness, health and biodiversity of our waterways.

## How we will measure success:

Community Indicator	Measure	Source	Partners
Recycling	Increased rates of recycling Increased satisfaction with household waste service, including rubbish and recycling	Council Data Community satisfaction survey	Local and regional environmental groups Sydney Water
Water quality	Maintaining water quality	Council data Sydney Water	Office of Environment and Heritage
Waste diversion	Increased waste diversion rates	Council Data	NSW National Parks and Wildlife Service
Greenhouse gas emissions	Reduced greenhouse gas emissions	Council Data	NSW Environment Protection Authority
Tree canopy	No net canopy loss in urban areas	Council Data	NSW Department of Planning and Environment
Management of local bushland and reserves	Increasing community satisfaction with local bushland and reserves management	Community satisfaction survey	State Emergency Service (SES)
The natural environment is respected and protected	Increasing community satisfaction that the natural environment is respected and protected	Community satisfaction survey	Aboriginal Land Council NSW Rural Fire Service
Beaches are kept clean and tidy	Maintaining community satisfaction that beaches are kept clean and tidy	Community satisfaction survey	The Sutherland Shire Community

## What you can do to help:

- Reduce, reuse and recycle
- Compost kitchen and green waste
- Choose energy efficient appliances
- Report illegal waste dumping, polluting or littering
- Carpool, walk, cycle or use public transport where available
- Participate in a Bushcare Group and or environmental events (eg Clean up Australia Day etc)
- Invest in a water tank or solar power
- Use public bins or take your rubbish with you
- Plant a tree

# OUTCOME THREE



## The Sutherland Shire

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

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

### Sustainable Development Goals:



### Quadruple Bottom Line:



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



## WHY IS IT IMPORTANT?

Having a strong sense of community is important to our residents. Access to quality and inclusive community facilities, services and programs to promote the wellbeing of our growing community helps us to belong. Around 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 an even stronger community through volunteering, inter-generational programs, the delivery of accessible community services, and community celebrations. Council and the community work together to develop and implement programs that promote health and wellbeing for all. 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. 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.

Council understands the responsibility and role that we play in working with the local Aboriginal and Torres Strait Islander community to promote cultural heritage and history, address areas of inequality, and preserve sites of cultural significance. As a community, we celebrate the valued social, ecological, economic and cultural contributions of Aboriginal and Torres Strait Islander residents and visitors to the vibrancy of our Sutherland Shire Community.

**19.2%** of residents participated in volunteering in 2016 (2.5% higher than Greater Sydney)

**84%** satisfaction with library services

**69%** satisfaction with information provided about local services and activities

**78%** satisfaction with childcare services

**71%** satisfaction with festival and events programs

**73%** satisfaction with Sutherland Entertainment Centre

**68%** satisfaction with cultural facilities and services overall

**87%** satisfaction with Hazelhurst regional gallery

**65%** of residents could see someone in their household potentially using support services during the COVID-19 pandemic

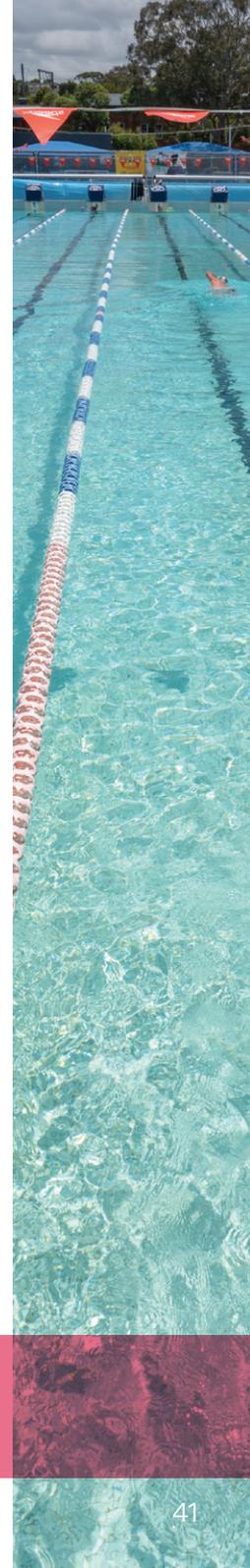
**65%** agreed that the community in Sutherland Shire is harmonious, cohesive and inclusive

**64%** agreed that there is a good range of community groups and support networks for residents

**63%** agreed that the Sutherland Shire community is compassionate and supportive of the most vulnerable in society

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

*Having a strong sense of community is important to our residents.*



## COMMUNITY GOALS

<b>Strategy 3.1 The community has access to quality services to support and enhance health and wellbeing.</b>
3.1.1. Plan, provide and advocate for quality medical, specialist, preventative and allied health services and facilities.
3.1.2. Deliver community services and facilities that respond to the changing needs of our community
<b>Strategy 3.2 Develop and enhance programs that support and enable the safety and wellbeing of all in our community.</b>
3.2.1. Deliver education and awareness programs to promote community safety and wellbeing.
3.2.2. Empower disadvantaged and vulnerable groups in the community.
3.2.3. Engage our young people to participate in community life.
3.2.4. Provide opportunities for social interaction for our ageing population.
3.2.5. Encourage volunteering to foster community wellbeing.
<b>Strategy 3.3 Foster opportunities to strengthen community connections.</b>
3.3.1. Provide opportunities for the community to gather in public spaces to celebrate events.
3.3.2. Encourage supportive relationships to be built between neighbours.
3.3.3. Identify and appreciate places, spaces and stories that contribute to our Sutherland Shire identity.
3.3.4. Develop and deliver opportunities that support and enhance our culture, identity and sense of belonging.
3.3.5. Encourage participation in arts and cultural experiences by supporting creative industries in the Sutherland Shire.

“Sense of belonging in the Shire is +6% on the national average”  
*Australian Liveability Census*

‘Foster more civic pride by having regular events when the whole community got involved’  
*Year 8 students*

## COMMUNITY GOALS

<b>Strategy 3.4. Facilitate cultural activities and experiences.</b>
3.4.1. 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.
3.4.2. Ensure development impacts lightly on places in Sutherland Shire that have exceptional cultural importance for our community.
<b>Strategy 3.5 Recognise and respect our Aboriginal and Torres Strait Islander heritage.</b>
3.5.1. Strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
3.5.2. Protect all places that hold cultural significance to our Aboriginal and Torres Strait Islander community.

### What you can do to help:

- Become a volunteer
- Join a community group
- Get to know your neighbours
- Show mutual respect and acceptance of others
- Become a mentor to a young person
- Attend or organise a community festival or event
- Support and promote multiculturalism
- Learn about local history including Aboriginal culture and heritage
- Support local creativity – attend events, buy a local work of art or visit our cultural facilities
- Become an organ donor
- Give blood

## How we will measure success:

Community Indicator	Measure	Source	Partners
Hospitals, medical, and mental health services are adequate and accessible	Increasing satisfaction that hospitals, medical, and mental health services are adequate and accessible	Community satisfaction survey	Australian Government Department of Health
Volunteering	Increasing participations rates in volunteering	Council data Census data	NSW Health
Opportunity to participate in community life	Increasing agreement that people have a fair opportunity to participate in community life	Community satisfaction survey	South East Sydney Local Health District
The range of community groups and support networks for residents	Increasing agreement that there is a good range of community groups and support networks for residents	Community satisfaction survey	National Disability Insurance Scheme Providers
The community is compassionate and supportive of the most vulnerable in society	Increasing agreement that the community is compassionate and supportive of the most vulnerable in society	Community satisfaction survey	Community not-for-profit organisations
Community events	Increasing number of people attending community events	Council data	NSW Department of Family and Community
Sense of Community	Maintaining the reported sense of community	Community satisfaction survey	Australia Council for the Arts
The community is harmonious, cohesive and inclusive	Increasing agreement that the community is harmonious, cohesive and inclusive	Community satisfaction survey	Create NSW
The range of opportunities for cultural and artistic activities and expression	Increasing agreement that there is a good range of opportunities for cultural and artistic activities and expression	Community satisfaction survey	Culture and creative industries Public Art Gallery Network
The cultural sector in the Sutherland Shire	Growth of the cultural sector in the Sutherland Shire	Council data	Kurranulla Aboriginal Corporation
Cultural Facilities and Events	Increasing visitor satisfaction with cultural facilities and events	Council data	Wollongong University
Protection of our Aboriginal Sites	Maintaining protection of our Aboriginal sites	Council data	The Sutherland Shire Community



# OUTCOME FOUR



## The Sutherland Shire

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

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

### Sustainable Development Goals:



### Quadruple Bottom Line:



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





## WHY IS IT IMPORTANT?

Our vibrant local centres are centred around thriving local businesses. Our schools and education centres 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 the Sutherland Shire to be a community in which each and every one of us has access to quality education, where people can work closer to home, and where our local businesses prosper and provide increased employment opportunities.

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.

Our community is relatively prosperous, with low unemployment rates and high average household incomes. Over the past several years our community has faced economic challenges. However, we have demonstrated resilience by embracing adaptability and continuing to support our local businesses.

However, there are still disadvantaged people living in our community. By helping our local economy grow and increasing opportunities for all in Sutherland Shire we build a strong base for our community.

In 10 years, 'new and renovated schools [are] fitted with the latest interactive education facilities'  
*Year ten student*

"we have an excellent opportunity to diversify our tourism in the Shire ...attracting visitors to spend money in our community"  
*Community Member*

**96.5%** average childcare occupancy between 2017-2020

**95%** satisfaction with Council's Early Education Centres in 2020

**70%** satisfaction with Council supporting local jobs and businesses

**69%** satisfaction with the streetscapes around shopping areas

**95%** satisfaction with library services

**4.3%** increase of local businesses since 2017, suggesting a level of business confidence

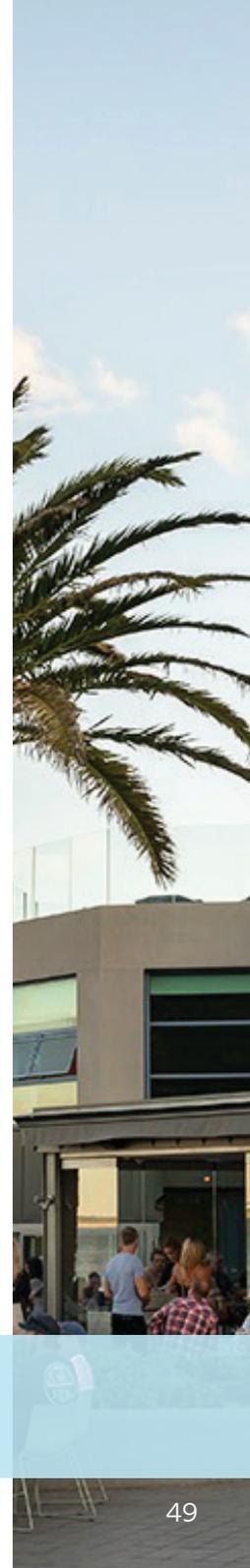
**63%** of residents agree that Council supports a variety of businesses

**59%** of residents agree that the local economy provides a wide range of work opportunities

**54%** of residents agree that the cost of living in the Shire is affordable to them

**53%** of residents agree that Council's planning of local economic growth and development is adequate

*Our local prosperity provides the foundation for how we live and enjoy life in Sutherland Shire.*



## COMMUNITY GOALS

Strategy 4.1 Collaborate with our business community to support thriving local business.
4.1.1. Foster and contribute to vibrant, productive local centres.
4.1.2. Support our growing business community by reducing barriers to growth and fostering economic resilience.
4.1.3. Promote our community as a place to visit, live, work and invest.
Strategy 4.2 Increase access to local employment and training opportunities.
4.2.1. Enhance and promote opportunities to work locally.
4.2.2. Enhance vocational training opportunities.
4.2.3. Promote and attract economic opportunities that leverage the skills of our community.
Strategy 4.3 Improve access to quality education at all stages of life.
4.3.1. Plan and support the provision of early education facilities and services that meet community needs.
4.3.2. Advocate for quality schools to support our growing population of children.
4.3.3. Advocate for tertiary educational facilities and services that meet community needs.
4.3.4. Provide quality library resources, accessible services and inclusive spaces where people can discover, relax, research, connect and learn.

### What you can do to help:

- Undertake vocational training or pursue a local education course
- Visit your local library
- Access advice on starting your own business
- Make use of employment services
- Be friendly to visitors and tourists
- Buy from local businesses

## How we will measure success:

Community Indicator	Measure	Source	Partners
Business Confidence	Increasing number of local businesses	Council data	Local Chambers of Commerce
Thriving local economy	Increase in Sutherland Shire's Gross Regional Product	Council data	Local business and major employers
Shops and services in shopping areas meet residents' needs	Increasing satisfaction that shops and services in shopping areas meet residents' needs	Community satisfaction survey	NSW Planning and Environment
Affordable cost of living	Increasing satisfaction that the cost of living in the Sutherland Shire is affordable to you	Community satisfaction survey	Greater Sydney Commission
The local economy provides a wide range of opportunities	Increasing satisfaction that the local economy provides a wide range of opportunities	Community satisfaction survey	NSW Department of Industry, Skills and Regional Development
Planning for local economic growth and development	Increasing satisfaction that planning for local economic growth and development is adequate	Community satisfaction survey	State Library of NSW
Local employment	Increase in local employment	Census data Council data	The Australian Children's Education and Care Quality Authority
Quality education is available and accessible	Increasing satisfaction that quality education is available and accessible Childcare occupancy rates Increasing parent satisfaction in Council childcare centres Increasing rates of library membership and visitor satisfaction	Community satisfaction survey Council data	NSW Department of Education  TAFE NSW  The Sutherland Shire Community

# OUTCOME FIVE



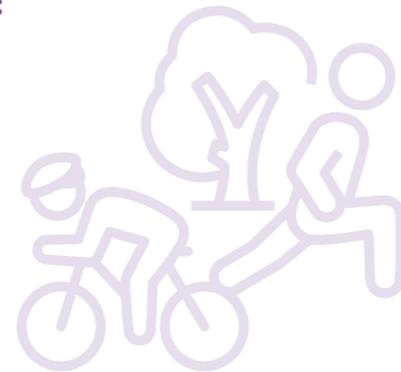
## The Sutherland Shire

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

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

Quadruple Bottom Line:

Sustainable Development Goals:



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





## WHY IS IT IMPORTANT?

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 and shaded 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 and shaded public places where people can gather and socialise.

Additionally, community safety in the public domain is one of our community's most valued aspects of living in the Shire and is also a top priority. We have been rated as the fourth safest place in Sydney, and we have 70% less major crimes than other local government areas. Council commits to maintaining this level of safety perceptions through delivering safety services and partnering with stakeholders to keep our places and spaces safe.

“Team sporting grounds must remain free and accessible to all”  
*Community member*

“Outdoor dining, wine bars with courtyards, attractive street planting, fountains, street art, utilize lanes for bars with lighting, street seating and footpaths have the same throughout all suburbs, fairy lights in trees”  
*Community member*

- 77% satisfaction with ovals and sportsgrounds
- 66% satisfaction with the overall condition of the local footpath network
- 59% satisfaction with the condition/cleanliness of public toilets
- 69% satisfaction with domestic animal control in public places
- 69% satisfaction with graffiti removal in public places
- 61% satisfaction with the provision of bike paths
- 66% satisfaction with the provision of footpaths
- 58% satisfaction with the location/availability of public toilets
- 77% satisfaction with parks and playgrounds
- 78% satisfaction with leisure centres
- 96% agree that they feel safe in their home
- 95% agree they feel safe during the day

We want to maintain our green open spaces where people can gather, exercise and enjoy.



## COMMUNITY GOALS

Strategy 5.1. Promote and enhance places where people can enjoy active lifestyles.
5.1.1. Promote active transport through provision of cycleways and pedestrian networks and infrastructure.
5.1.2. Design and enhance open spaces and facilities to promote active and passive exercise, recreation and community wellbeing.
Strategy 5.2 Promote and ensure community safety in our places and spaces.
5.2.1. Provide and advocate for emergency, public health and safety, rescue and recovery services.
5.2.2. Partner with combat agencies to deliver Emergency Management functions to the community.
Strategy 5.3 Provide welcoming and accessible places and spaces.
5.3.1. Improve the design and accessibility of our public spaces and places.
5.3.2. Improve the connectivity of people, goods and businesses in our community.
5.3.3. Provide streetscapes and public places that are cool, attractive and where people feel safe.
5.3.4. Develop liveable and distinctive town centres and promote a village feel.
5.3.5. Retain and enhance green spaces near where people live, work and gather.

## How we will measure success:

Community Indicator	Measure	Source	Partners
Leisure and Recreation opportunities	Increased community satisfaction with a range of leisure and recreation opportunities	Community satisfaction survey	NSW Sport and Recreation
Sporting facilities meeting community needs	Increased community satisfaction with sporting facilities meeting community needs	Community satisfaction survey	Local Sport and Recreation Clubs NSW Ambulance Service
High quality of life	Increasing satisfaction with urban vitality that supports high quality of life Increasing rates of quality of life	Community satisfaction survey Australian Liveability Census	Fire and Rescue NSW State Emergency Services (SES)
Community safety	Maintain community perceptions of safety Decrease in domestic violence statistics	Community satisfaction survey Australian Liveability Census NSW Crime and Safety data	NSW Rural Fire Service NSW Police
Lifeguard services	Increasing community satisfaction with lifeguard services	Community satisfaction survey	The Sutherland Shire Community NSW Department of Transport
Active transport	Increased community satisfaction with the active transport network	Community satisfaction survey	

## What you can do to help:

- Exercise regularly
- Enjoy passive or active recreational activities
- Join, coach or sponsor a local sporting team
- Visit and enjoy our public spaces, parks and playgrounds
- Keep your neighbourhood clean and tidy
- Ride a bike for transport, fun and health
- Try out the many local walking trails
- Visit a Leisure Centre
- Treat public and private domain property and fixtures with respect
- Be a responsible and law abiding citizen
- Report criminal activity and antisocial behaviour

# OUTCOME SIX



## The Sutherland Shire

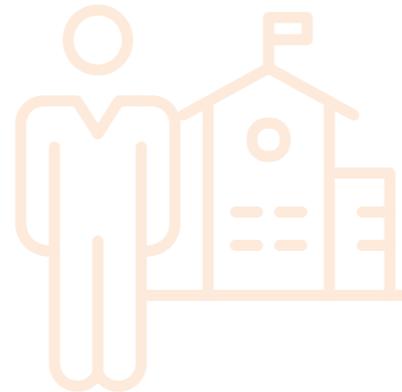
A high quality urban environment, supporting a growing and liveable community

- Housing
- Balanced development
- Efficient transport

### Sustainable Development Goals:



### Quadruple Bottom Line:



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



## WHY IS IT IMPORTANT?

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.

Quality of life is important to us. Around 97% of us rate our quality of life as good or excellent, however only 37% of us agree that we can afford a reasonable standard of housing in this area.

Additionally, as our population grows, we are becoming concerned about traffic congestion, parking availability and local development detracting from our quality of life.

Balanced development is key to maintaining our quality of life and creating liveable urban environments now and into the future. Council will continue to advocate for the community to improve transport links to, from and within the Shire.

Through a focus on increasing housing choice and affordability, supported by quality infrastructure, we can continue to live, work and play in the area we call home.

**37%** of residents agree that they feel able to afford a reasonable standard of housing in this area

**65%** satisfaction with the diversity and choice of housing types

**59%** satisfaction with neighbourhood traffic conditions/management

**65%** satisfaction with the overall condition of the local sealed road network



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

## COMMUNITY GOALS

<b>Strategy 6.1. Facilitate a diverse housing mix that provides choice and meets the needs of all community members.</b>
6.1.1. Plan for the delivery of a diversity of housing types that meets the needs of residents at different stages of their lives.
6.1.2. Develop and implement strategies to improve housing affordability.
6.1.3. Develop and implement strategies to improve the supply of affordable rental housing.
<b>Strategy 6.2. Ensure quality, well planned and balanced development supports the growth of our community.</b>
6.2.1. Ensure the local planning framework has capacity to deliver adequate housing supply to meet the changing needs of our community.
6.2.2. Raise the quality of development through consistent compliance monitoring.
<b>Strategy 6.3. Plan and develop integrated transport networks to provide transport choices that allow people to get around in a safe, accessible and efficient manner.</b>
6.3.1. Plan, advocate for and provide effective public transport networks.
6.3.2. Advocate for and implement better integration of transport networks within, to and from the Sutherland Shire.
6.3.3. Plan, advocate and provide effective road networks including managing traffic congestion.
6.3.4. Plan for and enhance access to equitable car parking.
6.3.5. Inform, educate and encourage community to utilise active and public transport.

### What you can do to help:

- Travel off peak
- Carpool or car share
- Think safe, travel safe - pedestrians, cyclists and drivers
- Comment on local planning issues and participate in public forums
- Acknowledge the need for a diverse range of housing options

“Affordable housing solutions [to] remain in the place we call home”  
*Community member*

In 10 years  
I would like to see ‘all corners accessible in the Shire, with transport systems plentiful...to harbour new people raising their families’  
*Year ten student*

### How we will measure success:

Community Indicator	Measure	Source	Partners
Housing choice	Satisfaction with diversity of housing types	Community satisfaction survey	Department of Planning and Environment
Housing is affordable	Satisfaction with housing affordability Increased provision of affordable housing Median housing rental costs Median housing valuation	Community satisfaction survey Council data Housing data	Housing NSW NSW Department of Transport
New developments are helping to preserve and enhance an attractive urban environment	Increasing community satisfaction that new developments are helping to preserve and enhance an attractive urban environment	Community satisfaction survey	Roads and Maritime Services Greater Sydney Commission
Public transport	Increased community satisfaction with public transport Decreased reliance on private car transport	Community satisfaction survey	Transport providers Ausgrid



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

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