

SOUTH AFRICAN
INDIGENOUS
ARTISTS



DELIVERY PROGRAM AND OPERATIONAL PLAN 2022/23

July to December 2022

Progress Report

ACKNOWLEDGEMENT OF COUNTRY

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

Contact Details
4-20 Eton Street Sutherland NSW
Australia

Locked Bag 17,
Sutherland NSW 1499

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

Image: Walk the Walls Cronulla 2022

Prepared by
Sutherland Shire Council

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OUR VISION

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



OUR VALUES



COLLABORATE

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



ACHIEVE

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



OUR PURPOSE

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



RESPECT

We communicate openly, act with integrity and are inclusive.



EVOLVE

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

OUR JULY TO DECEMBER 2022

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

That's why we created the four-year Delivery Program for 2022-2026, with a one-year Operational Plan and Budget for 2022/23 and have based it on the six key outcome areas you told us were most valuable and needed to maintain your quality of life.

The six outcomes we are working to achieve are:

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

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

We are proud to report back on the first year of our Delivery Program 2022-2026 and this report outlines our progress on the Operational Plan for 2022/23, including achievements and challenges in the first six months, as well as the focus for the next six months.

Take a look at some of the programs and projects we delivered during July to December 2022, each of which are contributing to delivering our community's vision for the future.



OUR JULY TO DECEMBER HIGHLIGHTS

Legacy of Dharawal woman Biddy Giles

More than 130 years after her passing, Dharawal woman Biddy Giles and her legacy as a towering figure in the history of the Sutherland Shire and beyond was formally recognised, with the official naming of the Biddy Giles Park in Kirrawee conducted in her honour.

Sutherland Shire's latest playground upgrades

Local youngsters and the young at heart can now enjoy more exciting outdoor experiences right across Sutherland Shire thanks to several playground renewals which has provided top-notch adventures for active families all year round.

Sutherland Shire Council's Bushcare Fair

Sutherland Shire Council's Bushcare Fair returned in September, offering residents a plethora of native plant species and specialised advice to support horticulture hobbyists across the community.

Council flicks the switch on renewable energy

Council joined 24 fellow councils in its pledge to sourcing energy supplies from NSW solar farms, to operate facilities and services such as leisure centres, libraries, sports fields, waste depots and halls on renewable energy.

Queen's legacy set to grow with Council and students leading leafy tribute

The first of a series of living tributes to Her Majesty, the late Queen Elizabeth the Second took root, with Sutherland Shire Council working with staff and students at Cronulla South Public School beginning a major tree planting project in honour of the Queen and her remarkable seventy-year reign.

Grandparents Day and Children's Week at Library on the Lawn

We celebrated Grandparents Day and Children's Week at Library on the Lawn in the beautiful Hazelhurst gardens.

Sutherland Shire Council's Animal Shelter Open Day

Sutherland Shire pet lovers had the chance to make some new four-legged friends at our fun filled Animal Shelter Open Day. The long-awaited return of this popular family event provided the opportunity to learn more about Council's Animal Shelter and pet adoption.

Annual 'Walk for Respectful Relationships' against domestic violence

Local residents, schools and community groups came together once again to play their part in tackling the issue of domestic and family violence within our community, with the return of the annual 'Walk for Respectful Relationships'.



Walk the Walls Cronulla

Our much-loved street art festival 'Walk the Walls' returned providing local fun with three days of live artwork, food and music. This joint initiative funded by the NSW Government, aims to prevent graffiti and vandalism and revitalise our open spaces.

Bellingara Netball Courts upgrade

A substantial upgrade to one of Sutherland Shire's most utilised sports facilities, Bellingara Netball Courts, received an enthusiastic thumbs up from local netball clubs, with Council having completed a renewal project aimed at improving facilities for players, spectators and officials.

Sandy Point boat ramp upgrade

Boating enthusiasts, kayakers and paddlers of all kinds are set to enjoy greater ease of access to the spectacular Georges River with the delivery of vastly improved boat ramp facilities at Sandy Point.

Annual Seniors Christmas Concert

Council's 47th Annual Seniors Christmas Concert celebrated the Christmas spirit with two concerts at the newly renovated Sutherland Arts Theatre (formerly called School of Arts).

Cut Short Film Competition

Presented by Sutherland Shire Council, Cut Short is a newly established film competition that provided a platform for local and emerging filmmakers, whilst supporting the arts industry in Sutherland Shire and beyond.

ShireABILITY Art Award

The ShireABILITY Art Award again provided an opportunity for artists of all ages who live with disability to share their creative talent and have their works exhibited at Hazelhurst Arts Centre.

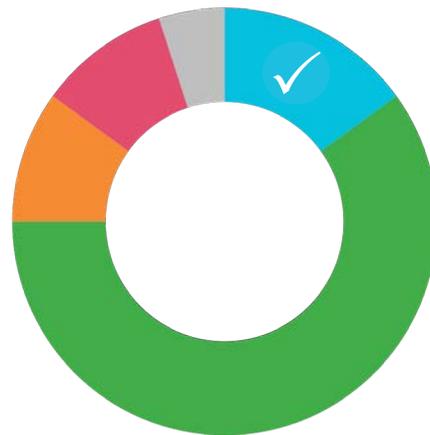


HOW TO READ THIS REPORT

How we rate the Status

The focus for this Annual Report is on the 2022/23 Operational Plan actions which contribute to the overall Delivery Program 2022-2026.

The Plan contains actions which reflect both ongoing services and new projects or initiatives which are contributing to the four-year deliverables and supporting continuous improvements. The commentary against individual actions in the appendix reflects if they are either 'Complete', 'On Track', 'On Hold', 'Needs Attention' or 'Off Track'.



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

How the information is presented

High level summaries of progress of the Plan actions followed by detailed status and commentary of the Plan actions for each Outcome are documented in this report.

Further information supporting the status of each element and detailed status criteria is maintained by the Council for audit and internal reporting purposes.

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

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

Civic Leadership



Environmental



Economic



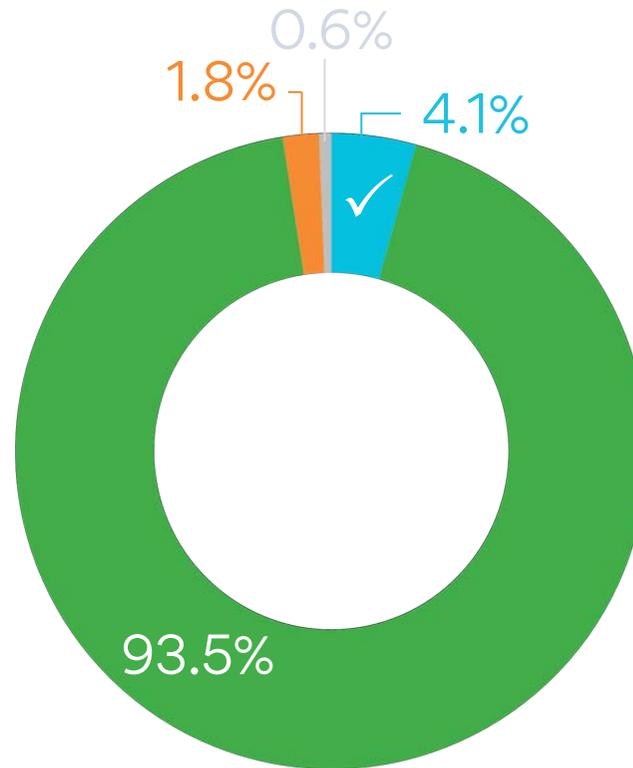
Social





OVERALL PROGRESS

We have completed the first six months of the first year of our Delivery Program 2022-2026 with 4.1% of actions completed in the 2022/23 Operational Plan, with a further 94% due for completion within their agreed timeframes.



Action Status

	Complete	7
	On Track	159
	On Hold	1
	Needs Attention	3
	Off-Track	-

OUTCOME

1

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

Council
Jenola Park
Masterplan is
and safe destination
community with diverse
and in the future.

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

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



For more information
sutherlandsh
Council's Op
on 02 9710 0

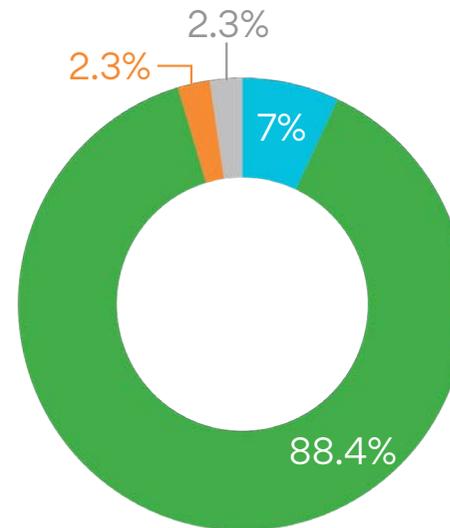
OUTCOME 1

Strong civic leadership trusted by an informed and engaged community

A key ingredient in the high quality of life experienced by our residents is a feeling of belonging to our local community. By committing to exercising quality civic leadership, our goal is that each resident feels empowered to state their views on Sutherland Shire’s future and that Council is able to advocate effectively on behalf of its community to achieve our shared aspirations for the future.

Our research has identified the need to improve our engagement practices and actively engage residents across the generations in ongoing conversations. We will aim to empower our community to better understand the challenges posed by change and growth and evolve a partnership where we can each share our aspirations, concerns and values.

Establishing and sustaining this partnership will allow the community to participate in a meaningful way about decisions for our future and have confidence that Council is making decisions in the best interests of the community.



Action Status

	Complete	3
	On Track	38
	On Hold	1
	Needs Attention	1
	Off Track	-

Achievements

- Investigation of options for records digitisation completed

- 2021/22 Financial Statements finalised

- New Council website launched delivering an enhanced digital experience platform

- Development of Customer Service Strategy commenced

- Procurement Strategy developed

- OneCouncil Modules implemented: Financial Management, Supplier & Contract Management, Corporate Performance Management, and Request Management for selected services

- 2021/22 Annual Report endorsed

- New IM&T operating model endorsed

- Supporting documents for Community Leasing Policy finalised including a standardised lease and frequently asked questions document

 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

1A

2022/23 Actions

Commentary

Review and update the Community Engagement Strategy based on social justice principles, for engagement with the local community to support Council in developing its plans

- Draft strategy reported to Council in December 2022, with strategy progressing to community consultation in February - March 2023. A report will be presented back to Council in May 2023 to consider results of the consultation and final adoption of strategy.



Deliver a new digital experience platform

- New Council website launched to the community on 27 October 2022 delivering an enhanced digital platform for the community to access the information and digital services they need at any time from any device.



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

1B

2022/23 Actions

Commentary

Develop a Customer Service Strategy to deliver an enhanced customer centric approach

- Initial research and needs analysis commenced.



Develop customer journeys to inform priorities for Customer Experience enhancement

- Priority customer journeys identified and mapped to inform request management module and website upgrade to deliver enhanced customer experience. Identification and prioritisation of user journeys continues to inform web subsite upgrades and Customer Service Strategy development.



Develop Customer Service levels across customer touchpoints

- In progress as part of the deployment of the new Request Management Module. Established for Waste Services requests in Q1, with remaining customer response service levels implemented in conjunction with the progressive Request Management rollout.
- Review of service levels for customer service touchpoints is being undertaken in conjunction with the development of the Customer Service Strategy.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

1B

2022/23 Actions

Commentary

Implement customer satisfaction measurement at key customer touchpoints

- Needs analysis completed and procurement in progress for fit for purpose customer satisfaction measurement tool. On track to commence implementation in Q3 2023.



Develop key customer personas

- Key customer personas developed to inform website upgrade which went live in October 2022.
- Further analysis and identification of customer segments and personas for different service touch points continues as part of the Customer Service Strategy development.



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

1C

2022/23 Actions

Commentary

Advocacy for prominent issues impacting the Sutherland Shire or the local government industry

- Council continues to advocate for prominent community issues to the relevant State and Federal Government Ministers and agencies.



Engagement in Southern Sydney Regional Organisation of Councils

- Pro-active participation in SSROC at all levels, elected member, CEO and subject matter expert working groups maintained.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

1D

2022/23 Actions

Commentary

Facilitate effective delivery of the 2022/23 Operational Plan

- The annual operational plan commenced 1 July 2022 and is currently being implemented. Oversight of the annual operational plan continues to ensure integration with other strategic documents.
- Planning has commenced for the development of the 2023/24 Delivery Program/Operational Plan including budget and capital program.



Deliver the Capital Infrastructure Program

- The Capital Infrastructure Program has achieved 67% committed contracts for delivery within the financial year. The program is being monitored closely due to impacts from industry increased material and labour costs and ongoing wet weather delays.



Regularly monitor progress and performance against adopted plans, and provide updates to the community

- Council regularly reviews and evaluates progress towards achieving our strategic goals.
- The 2021/22 Annual Report was presented to Council at the meeting held 21 November 2022.
- The 2022/23 Six Month Progress Report is currently being developed and will be reported to Council in March 2023.



Develop and implement a Service Review Program focused on continuous improvement

- Preliminary scoping of this project has commenced. This project has a number of elements including reviewing and enhancing the current suite of Service Plans which will be undertaken during Q3 2023.
- Development of a Service Review Framework will also commence during Q3 2023.



Develop and implement a Performance Measurement Program

- Preliminary preparation has commenced with updates to performance measurements within OneCouncil Performance Planning.
- Work will commence with Senior Managers in Q3 2023 to develop performance measurements for the 2023/24 Operational Plan actions.
- Development of a Performance Measurement Framework will commence in Q3 2023 with a focus on how we measure and report our performance for strategic actions for the Delivery Program/Operational Plan and other strategic documents.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Secure Council's Financial Sustainability

1E

2022/23 Actions

Commentary

Review and update the Long Term Financial Plan

- The Long Term Financial Model was updated as part of the 2022/23 annual planning process. Next review has commenced in Q2 as part of the 2023/24 annual planning process.



Monitor Council's progress against the financial strategy parameters as set out in the Long Term Financial Plan

- The 2021/22 Financial Statements were finalised and submitted to the Office of Local Government on 19 October 2022.
- Preparations for the Q2 Budget Review for the 2022/23 Budget commenced.



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

1F

2022/23 Actions

Commentary

Enhance and embed core elements of Governance Framework

- Implementation and enhancement of the core elements of the Governance Framework continues and is running to schedule.



Implement core elements of Enterprise Risk Management Framework

- Council has adopted a new Enterprise Risk Management Policy and Risk Appetite Statement and implementation of core elements of the Enterprise Risk Management Framework is proceeding according to schedule.



Embed new State Government Internal Audit and Risk Management Guidelines

- Awaiting release of final new State Government Internal Audit and Risk Management Guidelines. The Guidelines have been approved, however, the Office of Local Government (OLG) has been advised that the amendments to the Local Government (General) Regulation 2021 giving statutory force to elements of the Guidelines will not be made until early 2023.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

1G

2022/23 Actions

Commentary

Develop procurement data analytics functionality

- Procurement data analytics and reporting functionality currently in development stage.



Develop a supplier performance assessment process

- Supplier performance assessment process currently in development.



Enhance vendor partnerships and develop smart sourcing solutions

- Procurement Strategy developed which includes actions to refresh existing documentation, establish forward calendar of activities, investigate opportunities for packaging of works and establish supplier KPI's.



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

1H

2022/23 Actions

Commentary

Implement and continuously support a robust Cyber Security Framework

- Cyber Security Framework defined, approved and operating. Operation of the framework is ongoing and subject to continual improvement.



Upgrade connectivity for the Emergency Operations Centre

- Internal connectivity and equipment upgrade completed October 2021.
- External network link to be upgraded 2023 as part of the Council wider network upgrade program. The new service has been ordered and an installation date is pending from the vendor.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

1H

2022/23 Actions

Commentary

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

• The new Information Management & Technology (IM&T) operating model was endorsed for activation in December 2022. Realignment of existing positions and recruitment for new roles has commenced using a phased implementation approach. The model includes the new capabilities as defined in the IM&T Strategy.



Move ICT infrastructure to a Hybrid Cloud Platform

• A number of council key systems and services have already been moved to cloud hosted infrastructure. The movement to the cloud of Councils remaining Crown Jewel systems has been included in the Draft 2023/24 Operational Plan which is currently in development, and will progress through Council for exhibition and adoption in Q4 of 2022/23.



Investigate options for records digitisation

• Investigation of options completed. A business case has been developed for the digitisation of all paper records that need to be retained by Council. The proposed digitisation project has been included in the Draft 2023/24 Operational Plan which is currently in development and will progress to Council for exhibition and adoption across Q4 of 2022/23. If endorsed, will progress to implementation.



Implement Project Rocket - OneCouncil business transformation project

• Delivered:

- July 2022 - Financial Management, Supplier & Contract Management, Corporate Performance Management
- October - December 2022 - Request Management for Waste, Public Safety & Lifeguards, Park Operations, Environmental Science, Environmental Health & Building, Traffic & Public Domain Services

• Scheduled:

- March 2023 - Request Management for remaining business units
- Mid 2023 - Human Resources & Payroll, Portfolio Lifecycle Management, Enterprise Asset Management
- Mid 2024 - Enterprise Content Management, Property & Rating, Spatial & Mapping





Complete



On Track



On Hold



Needs Attention



Off Track

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

11

2022/23 Actions

Commentary

Implement core elements of Safety Roadmap

- Delivery of planned outcomes for the Safety Roadmap Pathways 2 - Right Information, Right Time; and Pathway 3 - Safety Systems Easy to Use and Understand is progressing in accordance with agreed timeframes.
- Delivery of Pathway 1 - Active Partnerships has commenced with progression planned to escalate in Q3 2023.



Develop and implement Health & Wellbeing Program

- Health Monitoring program for employees identified as potentially exposed to detrimental environments/substances has commenced, with follow-up education programs in place to increase employee awareness of protective strategies for management of exposure (e.g. hazardous noise, hazardous chemical, sun exposure).
- Wellbeing strategy framework in development for current and future proposed strategies to improve employee wellbeing.



Deliver a new intranet platform to support enhanced internal communications

- In progress for transition to new SharePoint site by 30 June 2023.



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

- Resources and programs supported in Q2 include annual reward and achievements highlights, Safe Work Month initiatives, training and resources for intranet and website content development support for new website.



Deliver Council's Diversity Equity and Inclusion initiatives for employees

- Actions under the DIAP and RAP for 2022-23 have been incorporated into the Resourcing Strategy - Workforce and are on track for delivery.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

1J

2022/23 Actions

Commentary

Develop an Apprentice, Graduate & Trainee Program

• A proposal has been developed to implement a trainee, apprentice and graduate program. Next steps are to engage with key stakeholders for further feedback and refinement, to ensure proposed program is flexible and fit for purpose. Overall financial impact will be examined as part of this.



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

• OneCouncil integrated human resource management modules are on track for delivery mid 2023.



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

• An approach to design and deliver an updated mandatory and compliance training framework has been developed. Next steps are to engage with the business and key stakeholders and commence a gap analysis.



Conduct an Annual Workforce Needs Analysis

• An approach to deliver a workforce change and planning framework has been developed. Next steps are for the framework documents to be created and then socialised.



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

1K

2022/23 Actions

Commentary

Deliver levels of service that align with the community's expectations

• Service levels are being set progressively in each Service Strategy through comprehensive community engagement.
• As identified in each strategy a series of reviews of operations will identify any gaps for consideration.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

1K

2022/23 Actions

Commentary

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

- Service Strategies are progressively identifying future assets through comprehensive community engagement.
- Progressively each annual review of the Asset Management Plans will incorporate specific actions from the Service Strategies.



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

- Council has commenced an assessment of the asset portfolio based on risk and life cycle resilience.



Enhance asset management maturity levels to support transparent decision making

- Council has commenced development of an asset improvement program including implementation of the OneCouncil Technology, program of revaluations and improvement of the quality of the asset register.



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

1L

2022/23 Actions

Commentary

Develop a standardised suite of supporting documents for the Community Leasing Policy

- Community Leasing Policy adopted April 2022, standardised suite of supporting documents including Plain English community lease and Frequently Asked Questions to support tenants understanding of the lease have been finalised. All documentation required to support the implementation of the Community Leasing Policy is now complete.



Explore utilisation of Council property to support Jannali town centre activation

- Council is progressing the utilisation of its property to support Jannali town centre activation. Planning proposal to rezone Jannali car park has been finalised by Department of Planning and the land is now appropriately zoned for development. An environmental investigation of the land to determine the viability of proposed redevelopment has been undertaken. The proponent has advised a need to review overall feasibility of the planned redevelopment, in light of prevailing economic conditions, with an anticipated response to Council by late March 2023. Council officers continue to meet monthly with Transport for NSW for opportunities for inclusion of a commuter car park within the site redevelopment.



- Council will await advice from proponent, following their feasibility review.



OUTCOME

2

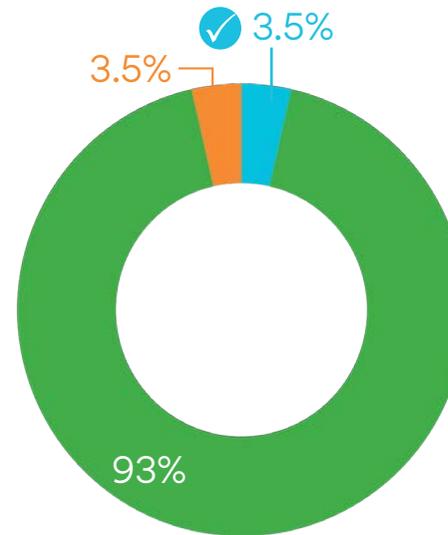
We want to protect and sustain our beautiful natural environment and enhance the places we live and play in.

OUTCOME 2

A beautiful, protected and healthy natural environment

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

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



Action Status

	Complete	1
	On Track	26
	On Hold	-
	Needs Attention	1
	Off Track	-

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

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

Achievements

- Development of communication plan for draft Climate Clean Strategy commenced
- Milestones 1 and 2 of the Global Covenant of Mayors for Climate and Energy Program completed
- Bushcare volunteers serviced 77 sites
- Waste workshops delivered: Avoiding Food Waste, Bokashi, and Composting
- Emissions profile for Council operations developed
- Solar My School project commenced
- Draft Waste Strategy placed on public exhibition
- Development of an Air Quality Management Plan commenced

 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Demonstrate leadership in Climate Change mitigation and adaptation

2A

2022/23 Actions

Commentary

Develop and implement a Communication Plan for the draft Climate Clean Strategy

- The development of the communication plan has commenced and is on track. The Plan will ensure Council effectively engages with all key stakeholders once it is adopted.



Focus efforts to drive efficiency and manage demand for energy across Council operations and reduce corporate emissions

- An emissions profile has now been developed for Council operations. We are presently examining pathways to achieve our emission reduction targets, noting that significant reductions have already been achieved this year including the purchase of 100% renewable energy.



Participate in the Global Covenant of Mayors for Climate and Energy Program

- The Global Covenant has four milestones to be met over a 3-year period. Milestones 1 and 2 are complete. Milestone 3, pathways and targets, is on track for completion in June 2023. Milestone 4 will be completed next financial year.



Support local adoption of clean renewable energy

- Council has commenced several clean renewable energy initiatives including the Solar my Schools project, signing up with Greenpower and promoting energy efficiency and renewable energy at community events and on our website.



Implement priority actions to reduce fleet emissions

- Fleet renewal programs are being maintained to ensure councils fleet has the most modern low emission diesel available. Further transition to Electric Vehicle is dependent on manufacturers availability of EV's in the commercial vehicle and heavy vehicle segment.
- Q2 812t CO2e decreased from prior year of 842t CO2e.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Deliver programs that enhance and protect the natural environment

2B

2022/23 Actions

Commentary

Deliver the annual Bushcare Program

- Volunteer numbers are increasing higher than anticipated with the annual Bushcare Program servicing 77 sites.



Deliver the annual Biosecurity Program

- Annual Biosecurity Program is being delivered in accordance with all relevant schedules and service standards.



Deliver the annual Feral Animals Control Program

- Annual Feral Animals Control Program is being delivered in accordance with all relevant schedules and service standards.



Mitigate the risk of unstable former landfill at Ferntree Gully Engadine

- Concept stabilisation design completed and being assessed by external Geotechnical consultant.



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

2C

2022/23 Actions

Commentary

Develop the Waste Management Strategy

- The Draft Waste Strategy was recently placed on public exhibition.
- Favourable feedback has been received from the community. The Draft will now be reported to Council in early 2023 for final adoption.



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

- Council is currently working with the Southern Sydney Regional Organisation of Councils to ensure infrastructure and service providers are prepared to commence the processing of FOGO.



Develop and implement a Waste and Sustainability Communications Plan

- A draft Communications Plan has been prepared to assist with the implementation of our Waste Strategy. The Plan contains a variety of communication and engagement tools including web pages, videos and social media.



Participate in regional waste diversion and minimisation projects in collaboration with the Southern Sydney Regional Organisation of Councils

- Currently participating in two key SSROC group waste management initiatives; 1. Transfer Station options analysis - working with industry consultant to determine feasibility of potential future operating models within Sutherland LGA. 2. Domestic Waste Compositional Audits - procurement process completed with industry expert selected to conduct several waste stream audits during Q3 to Q4 in 2022-23 financial year.



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

- Program of community education initiatives progressing as planned for first half 2022-23 financial year, waste workshops include: Avoiding Food Waste, Bokashi, and Composting, with financial assistance provided by NSW EPA via the Better Waste Recycling Funds.



Procure and implement a fleet-waste technology platform / application, including a new customer booking system for booked clean-up services

- Two stage procurement in progress with stage 1 open tender complete and stage 2 select tender in the final phases for final recommendation. The project is expected to commence in Q4.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

2C

2022/23 Actions

Commentary

Review the feasibility and community interest in establishing a Community Recycling Centre (CRC) in the Sutherland Shire LGA

- This initiative is listed as a short-term action under Council's Draft Waste Management Strategy, pending Council approval. Feasibility study planned to commence in Q4.



Review the feasibility of Council's current commercial business waste services to determine ongoing operating position

- Initial scoping of the review is in progress.



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

2D

2022/23 Actions

Commentary

Review the feasibility and community interest in establishing a Community Recycling Centre (CRC) in the Sutherland Shire LGA

- Council has commenced the development of the Air Quality Management Plan. This includes working with external agencies to establish air monitoring stations.



Review the feasibility of Council's current commercial business waste services to determine ongoing operating position

- There is an increase in demand for water which aligns with utilisation needs following previous large rainfall events earlier in the year.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

2E

2022/23 Actions

Commentary

Deliver the Green Streets Planting Program

- Due to limited resources, a reduced Tree Planting program was delivered.



Review conditions of consent relating to tree planting and offset planting

- A review of the conditions of consent for tree planting has been completed.
- Council is continuing to liaise with key relevant agencies as part of this review.



Investigate contract management options for public place tree planting, required under Development Consents & Roads Act approvals

- Council has reviewed and updated its tree planting contract management arrangements. Service providers will be appointed in coming months to supply, plant and care for the trees.



Implement strategies to enhance environmental conservation and diversity of natural habitats

2F

2022/23 Actions

Commentary

Develop and implement a Grey-headed Flying Fox Management Plan for new camps within the Sutherland Shire

- The Grey-headed Flying Fox Management Plan for Temporary and Seasonal (new) Camps has been completed and adopted. Implementation has now commenced.
- Council continues to monitor and manage Grey-headed Flying Fox camps in the Sutherland Shire.
- Management actions include limiting habitat where Flying Foxes roost.
- Flying Fox numbers vary between years and seasons. At present numbers of Flying Foxes are low.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

2G

2022/23 Actions

Commentary

Develop and implement the Catchment and Waterways Strategy and Implementation Plan

- Initial community consultation complete and the strategy development is in progress. Further community engagement will take place as part of a future public exhibition.



Commence Stage 1 of the Port Hacking Coastal Management Program

- The Port Hacking Management Sub-Committee was formed to oversee the development of the Coastal Management Program.



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

- There are four stages required to be completed to reach gazettal of the Coastal Management Program. Stage 1 of the Coastal Management Program is complete. Stage 2-4 design has been initiated by Georges Riverkeeper.



Implement the Bate Bay Coastal Management Program

- The Bate Bay Coastal Management Program was adopted by Council in 2022 and is pending final approvals before being gazetted. A series of public forums is being planned to further inform the community about the works required within the Coastal Management Program including dune management.



Effectively manage planned and reactive maintenance of stormwater and water quality assets

- Scheduled and planned works performance for maintenance of stormwater and water quality assets on track. 74% planned works complete, 948 tonnes of litter, organics and sediment collected.



OUTCOME

3



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

OUTCOME 3

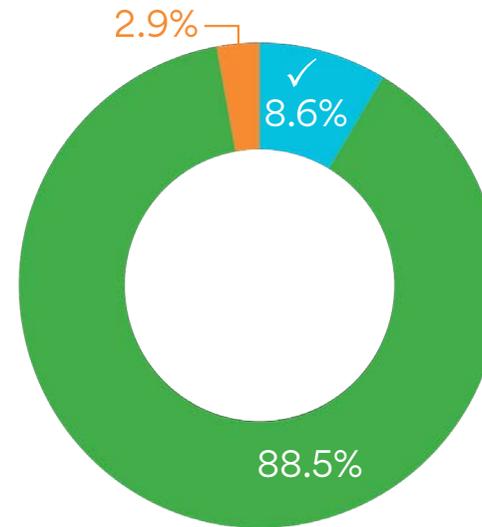
A creative, caring and healthy community that celebrates culture and diversity

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

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

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

Culture is a vital part of a healthy and connected community. Council understands the responsibility and role that we play



Action Status

	Complete	3
	On Track	31
	On Hold	-
	Needs Attention	1
	Off Track	-

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

Achievements

- | | | | |
|--|---|--|---|
| <ul style="list-style-type: none"> Rollout of keyless access to community venues commenced | <ul style="list-style-type: none"> 2022-26 Disability Inclusion Action Plan (DIAP) endorsed | <ul style="list-style-type: none"> Hosted over 200 attendees at the ShireAbility Art Award | <ul style="list-style-type: none"> Swimming pool safety education campaign delivered |
| <ul style="list-style-type: none"> Cut Short Film Competition delivered | <ul style="list-style-type: none"> Coordinated 16 Days of Activism events and activities including public art exhibition and the Walk for Respectful Relationships | <ul style="list-style-type: none"> Rally 4 Ever free 10 week tennis program at Seymour Shaw Tennis Courts delivered | <ul style="list-style-type: none"> School holiday program delivered a free movie screening, outdoor cinema sessions and a surfboard art workshop |
| <ul style="list-style-type: none"> Club Grant program delivered – 29 projects across 25 organisations | <ul style="list-style-type: none"> Development and coordination of LGBTQIA+ think tank collaborative | <ul style="list-style-type: none"> Community Grants program delivered – 47 programs across 38 Community Organisations | <ul style="list-style-type: none"> Sports Strategy adopted |

 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Provide contemporary community facilities to support an inclusive and connected community

3A

2022/23 Actions

Commentary

Upgrade and improve the quality of existing community facilities to be purposeful, flexible and multipurpose

- Community Venue Strategy will be tabled at the February 2022 Shire Services Committee recommending adoption. Currently reviewing all community venues and assessing internal layouts, assets and finishes.



Develop service levels for Community Facilities to increase the quality, function, and accessibility

- Community Venue Strategy will be tabled at the February 2022 Shire Services Committee recommending adoption. Service levels have been incorporated into this Strategy.



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

- A proposed fee structure for 23/24 Fees & Charges has been drafted for Council consideration as part of the 2023/2024 Budget.



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

- Continued engagement with venue hirers and community members has commenced with the rollout of keyless access to community venues. This will enable the utilisation of venue data to be captured and tracked over the coming months.



Investigate possible upgrade options for Gunnamatta Pavilion improving visual connections, layout, usable space, opportunities to integrate the building and the park and activate the former cafe space to create a more purposeful and inviting space

- Report to Council in September 2022 endorsed with recommendation for Development Approval be prepared for 'Gunnamatta Pavilion Option 4 Reconnect' by July 2023. Council Officers have commenced the procurement of an operator for the food and beverage facility, which may proceed subject to all necessary approvals and Council approve the allocation of \$300,000 from Major Strategic Priorities Reserve from General Revenue for 2022/23 to advance the Gunnamatta Pavilion design development.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Provide contemporary community facilities to support an inclusive and connected community

3A

2022/23 Actions

Commentary

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

- A marketing plan is currently being developed that will include an updated photo catalogue of all facilities that will be linked to Council's website.



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

- Digital access to all community venues is currently underway that will enable greater accessibility for all venue users.



Promote active exercise and recreation to enhance community wellbeing

3B

2022/23 Actions

Commentary

Develop and implement the Leisure Centres Strategy to set a framework for the delivery of Leisure Centre based services

- The Draft Leisure Strategy will be presented to Council in March 2023 for public exhibition. Extensive internal and external stakeholder engagement has been undertaken to shape the Draft Strategy.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Provide for the needs and expectations of our growing sporting community

3C

2022/23 Actions

Commentary

Develop and implement the Sport Strategy to set a framework for the creation of an active, safe, healthy, vibrant and liveable community

- Sports Strategy endorsed by Council December 2022.



Empower the community so they can access care and support

3D

2022/23 Actions

Commentary

Deliver proactive community programs to reduce loneliness and social isolation

- Community Programs delivered included:
 - Refugee Welcome picnic - 38 attendees from CALD background
 - Free movie screening as part of school holidays program for youth, children and families. Sold out - 225 attendees
 - Hosted the ShireAbility Art Award event for people with a disability and their families and friends - over 200 attendees
 - Hosted outdoor cinema event targeting young people - over 100 attendees
 - 3 free movies for local seniors as part of the 'Let's Get Festive' - series - 360 attendees
 - Surfboard art workshop as part of school holidays program for young people - 29 attendees



Deliver proactive programs to enhance mental health and wellbeing

- Council delivered a number aimed at mental health and wellbeing. These included:
 - Healthy Ageing awareness and seminar series for seniors - 96 attendees
 - Compassionate communities series including 10 Things To know before you Go and 2 x Death cafes - end of life planning
 - Assisted with the HSC Rescue in partnership with libraries - supported over 400 year 12 students
 - Rally 4 Ever free 10 week tennis program at Seymour Shaw tennis courts



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Empower the community so they can access care and support

3D

2022/23 Actions

Commentary

Deliver proactive programs addressing domestic and family violence, abuse of older people and people with disabilities

- Council assisted in a number of initiatives including:
 - DFV Pets and Animal Welfare (PAWS) Grants Program - successfully housed 5 pets
 - Coordinated 16 Days of Activism events and activities including public art exhibition and the Walk for Respectful Relationships
 - Launched 3 short videos highlighting different forms of domestic violence that was funded through community grants program
 - Participated in the Sutherland Shire Domestic Violence Committee
 - Participated in the Sutherland Shire Elder Abuse Collaborative



Empower the community through provision of asset-based community development training

- Asset-based community development training is scheduled to commence in October 2023



Increase awareness of and access to community services

- A number of programs have been initiated including:
 - LGBTQIA+ Aged Care awareness training to service provider workers providing aged care
 - Developed resource for programs available for young people with a disability
 - Developed a new and improved community directory
 - Updated and reprint of youth info cards
 - Delivered Senior Services directories to local community organisations
 - Delivered carers week morning tea providing information and resources to support carers in our community
 - Launched domestic violence videos highlighting to local services



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

3E

2022/23 Actions

Commentary

Support the rights of people with disabilities and enhance access and inclusion through development of Disability Inclusion Action Plans (DIAP)

- The 2022-26 DIAP was endorsed at Council in September 2022 setting out the framework for Council moving forward.



Provide for an active, connected and inclusive community

3F

2022/23 Actions

Commentary

Implement Reflect Reconciliation Action Plan (RAP)

- The endorsed Reflect RAP is currently being implemented through responsible units across the organisation.



Develop Diversity Action Plan

- The Draft Diversity Action Plan will commence early 2023 with community engagement to be the first milestone.



Deliver and resource an annual program of community events aimed at celebrating and connecting community

- A number of community events were undertaken including:
 - Refugee Welcome picnic - 38 attendees
 - Free movie school holidays - 225 attendees
 - Virtual reality education program for carers - 6 attendees
 - Healthy Ageing seminar- 95 attendees
 - Delivered 2 x Death cafes for local seniors - 82 attendees
 - Shire Ability Art Award received over 50 submissions, with over 200 people attending the celebration event
 - Outdoor Cinema event for targeting youth, child and family - over 100 attendees



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Provide for an active, connected and inclusive community

3F

2022/23 Actions

Commentary

Deliver annual initiatives that facilitate opportunities for intergenerational sharing and learning

- Grandparents Week activities delivered in October 2022 as part of Councils community intergenerational sharing and learning.



Partner with community organisations and groups to promote and support local opportunities for volunteerism

- A number of forums were held to promote volunteerism within our community. They included the seniors reference group, youth reference group and promoting the third-party volunteer recruitment programs.



Develop initiatives to activate neighbourhoods and build neighbour and community connections

- Various community Activations including seniors festival, youth week and neighbour day to commence from Jan 2023.



Create partnerships with community organisations and groups to activate spaces and places, and enhance community connections and wellbeing

- A number of programs were delivered in partnership with community organisations that included the NAIDOC public art exhibition, Refugee Welcome Picnic, Free Movies, Health Aging Seminar and Death Cafe, ShireABILITY Art Award and Walk for Respectful Relationships.



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

3G

2022/23 Actions

Commentary

Coordinate grants and subsidies to support prioritised community development

- The Community Grants program was delivered with 38 Community Organisations receiving funds for 47 Programs. This included \$499,729.54 of grant funds (\$439,883.90 cash funding and \$59,845.64 in venue hire subsidies)
- The Club Grants program was delivered that supported 29 projects over 25 organisations. The included a total of \$310,388.50 of grant funds.



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

- Council has undertaken a number of initiatives to partner with key stakeholders including:
 - The distribution of various grant programs on a weekly basis.
 - Development of Loneliness and Isolation resources in partnership with NSW Health
 - Membership of Aboriginal Cultural Safety Project Working Party in partnership with the Department of Communities and Justice.
 - Development and coordination of LGBTQIA+ think tank collaborative
 - Member of Aboriginal Workforce Development, Recruitment and Retention Partnership Focus Group in partnership with NSW Health
 - Developing Vaping resources in collaboration with NSW Health
 - Coordinator of Sutherland Shire Homelessness Assertive Outreach Collaborative
 - Attendance at Community Voice Disability Sector Network Meeting
 - Member of Sutherland Shire Domestic Violence Committee



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

3G



2022/23 Actions

Commentary

Provide ongoing sector support through coordination and participation in collaborative forums

- Collaboration with our community stakeholders has included:
 - Disability interagency
 - Youth Reference Group
 - Youth Network Interagency
 - Child & Family Interagency
 - Seniors Reference Group
 - Elder abuse collaborative/interagency
 - Walk for Respectful relationships committee
 - St George & Sutherland Shire Homeless Assertive Outreach Collaborative
 - Multicultural interagency
 - Dementia Alliance
- LGBTIQ+ think tank collaborative
- Member of Aboriginal Cultural Safety Project Working Party in partnership with DCJ
- Member of Aboriginal Workforce Development, Recruitment and Retention Partnership Focus Group in partnership with NSW Health
- Attendance at Community Voices disability network meeting



Deliver an annual program of sector support and development training and education to upskill and resource community services and develop a toolbox of resources

- Council has delivered the following training and education support for community sector stakeholders:
 - LGBTQIA+ Aged Care awareness training to service provider workers providing aged care- 20 attendees
 - LGBTQIA+ awareness training to youth service providers - 18 attendees
 - Delivered seniors interagency network for September 2022



Provide employment learning and skills programs and work placements for young people, people with disabilities, culturally and linguistically diverse communities and the older workforce

- Training and development offered to the sector included:
 - Free courses for young people for White card, First aid, RSA and Barista, in partnership with Headspace and TAFE NSW - 40 participants
 - Bright Sparks: Sutherland Shire Youth Design Challenge in partnership with ANSTO



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Deliver programs to the community that enhance public health and safety

3H

2022/23 Actions

Commentary

Develop and deliver online Food Safety Seminars

• Council has now developed the online food safety seminar. The seminars are on track to be held in early 2023. 

Develop and deliver online community education campaigns on Swimming Pool Safety

• A community education campaign for swimming pool safety was developed, and then delivered through Councils media channels in late 2022. 



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

3I

2022/23 Actions

Commentary

Investigate and implement opportunities to increase access to content on local history and stories

• The new Cut Short Film Competition to support local artists and feature local content was successfully completed and winners announced in November 2022. 
• The major exhibition Quintet featuring the work of five local artists and local stories was presented at Hazelhurst Arts Centre September to November 2022.

Develop and deliver a diverse and engaging Performing Arts Program across a range of venues including the refurbished Sutherland Entertainment Centre

• The new Pavilion Performing Arts Centre Sutherland is scheduled to officially open March 2023 with planned programming for 2023 is well underway. The refurbished Sutherland Arts Theatre in the Sutherland Memorial School of Arts officially opened in December 2022 and the Seniors Christmas concerts were successfully presented there in December. 

Deliver the artistic program for Hazelhurst Arts Centre

• Exhibition program at Hazelhurst successfully delivered including Quintet, a series of solo exhibitions by five southern Sydney artists which ran from late September to mid November and was attended by 11,826 visitors. Three exhibitions from the Australian Design Centre opening on 25 November and have had 7,263 visitors to date as well as 350 people in attendance for Hazelhurst At Night in December. Six exhibitions were held in the Broadhurst Gallery featuring the work of 66 artists as well as works by dozens of primary school children in the biennial Not Just A Brush exhibition. 



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

3I

2022/23 Actions

Commentary

Utilise public art to enhance the urban environment and create a sense of place

- A public artwork for The Pavilion Performing Arts Centre is currently being installed. The work has been developed by the Gujaga Foundation who were commissioned to create a work of that focusses on local culture. The work will be completed by March 2023. Hazelhurst worked in partnership with the Communities team to produce the public outdoor exhibition From the Shadows into the Light which was held at Cronulla to coincide with 16 Days of Activism Against Gender-based Violence until 10 December.



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

3J

2022/23 Actions

Commentary

Identify and implement opportunities to help ensure accessibility of arts and cultural programs and celebrate diversity in the community

- Two accessible programs have been introduced at Hazelhurst including Auslan Tours and Gesture Tours which extend to hard of hearing and hearing audiences to build understanding. The excursion and guided tour program at Hazelhurst continues to be inclusive and this quarter included groups of students with behavioural needs and refugees with language needs. Hazelhurst held the ShireAbility Art Award which was developed in partnership with the Communities team. The exhibition featured the work of 22 artists and collaboratives with a special award ceremony held on the International Day for People with a Disability with over 150 people in attendance.



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

3K

2022/23 Actions

Commentary

Investigate and implement opportunities to increase recognition and access to content on Dharawal and First Nations culture

- The major Hazelhurst exhibition Quintet in September featured the work of local Aboriginal artist Kerry Toomey. Public programs included artist talks and workshops with discussions about sharing culture. The exhibition Ikuntji Artists: Prints was developed in partnership with Ikuntji Arts, an Aboriginal owned arts centre from Central Australia, and showcased the work of 17 artists.



OUTCOME

4

Early
Readers

2

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

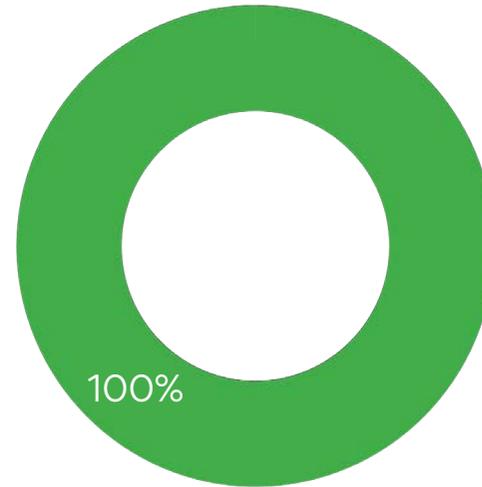
OUTCOME 4

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

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

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

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



Action Status

	Complete	-
	On Track	18
	On Hold	-
	Needs Attention	-
	Off Track	-

Achievements

- 2022 Council Biennial Business Survey completed

- Collaborated with Cronulla and Sutherland Shire Business Chambers to present two Small Business Month events

- Flora Street Parklet project in Sutherland implemented

- Hospitality Discovery Day held to promote jobs within the hospitality industry

- 99 Event permits issued and 31 Filming Permits issued

- Library Strategy adopted

- 369 library events facilitated including Mark Tedeschi author talk, Sip and Paint After Hours and the Bilingual Christmas Storytime

- Two Pop-Up Libraries provided for Mental Health Month and Walk the Walls Festival

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

4A



2022/23 Actions

Commentary

Encourage a diverse, resilient and self-sustaining business community

- Engagement with the business community included the following:
 - Completed the 2022 Council Biennial Business Survey with 312 respondents
 - Distributed monthly Business Now E newsletter
 - Social media activities undertaken
 - Implemented the Flora Street Parklet project as part of the Streets as Shared Spaces Grant program
 - Supported launch of the Sutherland Shire Innovation Network and provide representation on board



Support the growth and value of tourism's contributions to the Sutherland Shire economy

- Tourism has been promoted via the following channels:
 - Australian Traveller print & digital campaign completed Oct 2022. Theme: Holiday with your Fur Baby in the Sutherland Shire
 - Print campaign in Probus Tour Officer Travel Summer Handbook
 - Social media posts undertaken weekly
 - Instagram Followers increased to 5212
 - Facebook 16,000 followers
 - Distributed Tourism Industry e-newsletter
 - 3 Visit Sutherland Shire Blogs distributed



Facilitate third party events and filming activities on Council public land

- Over the past 6 months:
 - 99 Event Permits Issued
 - 6 Events cancelled due to weather
 - 31 Filming Permits issued



Enable a prosperous community with a fulfilling work life balance

4B



2022/23 Actions

Commentary

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

- A number of Council initiatives were undertaken to promote the Sutherland Shire including:
 - Distributed 3 Business Now E-Newsletter
 - Social media activity on Facebook for events, training and grant opportunities and business news updates
 - Liaised with Service NSW to provide relevant information to local businesses about new services and business support opportunities
 - Collaborated with Cronulla and Sutherland Shire Business Chambers to present two Small Business Month events
 - Updated Council Business Investment webpages for new website
 - Participated in the planning committee for a combined Council Small Business Expo for 2023
 - Coordinated an Introduction to Hospitality Jobs at Club Central with Dept of Employment, Training Services NSW and Ausria



Support the growth of a skilled workforce contributing to the needs of the local economy

- A Hospitality Discovery Day held at Menai Club Central in October to promote jobs within the hospitality industry. In addition the monthly Business Now E-Newsletter was distributed and Council partnered with business chambers to undertake two Small Business Month events.



Collaborate with Universities and TAFE to expand education opportunities in the Sutherland Shire

- The Business and Industry Sub-Committee has representatives from Wollongong University, TAFE & SSGCC that enables collaboration between Council and these key stakeholders. Meetings are held quarterly - the last meeting was held in November 2022.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Deliver Quality Early Education and Care programs

4C

2022/23 Actions

Commentary

Provide quality early learning programs with an enhanced customer experience and strong governance of the National Education and Care Regulations

- Children's Services is operating within budget and has averaged an occupancy of 98.28% during this reporting period and 98.1% over the 6 month period. All services are rated at 'Meeting' or 'Exceeding' the National Quality Standard and have engaged in a quality assurance program. However, resourcing within this industry continues to be an issue.



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

- Council has an obligation to meet Child Safe standards and this involves implementing and embedding ten key principles throughout practice, policy and procedures in all areas of the organisation. Research is underway to plan this project.



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

4D

2022/23 Actions

Commentary

Implement the Library Facilities Plan 2022-2032 to plan for and provide library spaces that support everyone in the community

- The Facilities Plan 2022-2032 was included as an appendix of the Library Strategy 2022-2032 and was adopted by Council in August 2022. The plan has been reviewed and alignment with the library strategy continues to be monitored.



Explore avenues to provide more semi-open space as part of the library to create more indoor and outdoor connections

- A working group has reviewed each library to determine possible indoor/outdoor connections.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

4D

2022/23 Actions

Commentary

Investigate the options to provide a flexible, innovative library community hub at the planned South Village community space at Kirrawee. Ensure this service is integrated with social, technological and community meeting spaces

- Studio Hollenstein have drafted a concept design for a Library, Technology and Community Hub at South Village. Grant application notifications will determine the finalised design.



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

4E

2022/23 Actions

Commentary

Provide community-driven collections

- The Library Collection Management Policy was updated and adopted by Council - November 2022.
- The Collection Diversity Working Group have undertaken investigation and review of the collections across the service. This will determine community needs and provide community driven collections.



Increase access to and visibility of the local history collections

- 137,553 items are available on the Discover Local History online resource.
- 322 users have engaged with the resource.
- The crowdsourcing project for Discover Local History has been launched, with 38 volunteers commencing the correction of card records. 34 tags and 26 recollections have been added.
- The State Library of NSW digitisation grant project has been completed and acquitted. The vertical files collection has been digitised, giving wider access to the resources and ensuring the access to them is available into the future.



Develop a 5 year Marketing Plan to increase community awareness of Libraries' collection and services and increase library membership

- The draft Marketing Plan for the Library services and collections will be reviewed in February 2023.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

4E

2022/23 Actions

Commentary



Conduct a feasibility study to harmonise library opening hours using visitor analytics and community feedback

- A working group have been collecting data to assist the review of opening hours for each library. Community consultation survey drafts are underway.



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

4F

2022/23 Actions

Commentary



Activate spaces with innovative library programs and events

- The library facilitated 369 events with 9,918 people attending. Event highlights included the Mark Tedeschi author talk, Sip and Paint After Hours and the Bilingual Christmas Storytime.



Deliver a range of learning opportunities to support readers and literacy

- During the October Holidays a Stem focus program was offered which included VR for teens. The HSC Rescue Program was well received.
- Storytime at the Hazelhurst was a new initiative collaborating with the team at Hazelhurst providing a storytime to support one of the exhibitions. This initiative will continue in 2023.
- Library on the Lawn and Books Before School programs were held.
- Christmas storytimes across all libraries with a Santa visit saw over 200 people attending.
- 331 people have engaged with the Book Before School program and 148 people have joined the Summer Reading Program.



Increase connection with new and existing customers

- Two successful Pop-Up Libraries took place for Mental Health Month and Walk the Walls Festival, with partnerships developed between Libraries and Community Services, Public Safety & Lifeguards, the Animal Shelter, Hazelhurst Arts Centre, and Waste Services. Training and onboarding have been completed for automated marketing system Patron Point. A Customer Experience Working Group is mapping services to identify pain-points and enhance customer experience to ensure the Library Service is easy to do business with.





OUTCOME

5

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

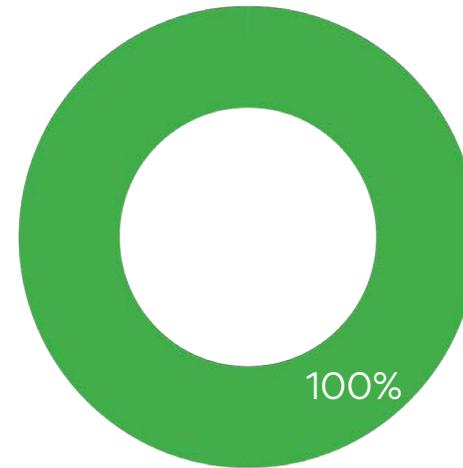
OUTCOME 5

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

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

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

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



Action Status

	Complete	-
	On Track	32
	On Hold	-
	Needs Attention	-
	Off Track	-

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.

Achievements

- Bike to the Beach event held

- Development of Open Space Inclusion Program commenced

- Mapping of bushland categories completed

- Walk the Walls Cronulla 2022 delivered

- Draft Public Domain Strategy developed for public exhibition

- Emergency Operations Centre upgraded and Emergency Management Dashboard launched

- 2022-23 Surf Awareness and Survival education program recommenced at full capacity

- Safety focused initiatives and community education campaigns developed and delivered including Dangerous and Menacing Dog Rule, Motor Vehicle Theft, and Parking Education Day

 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

5A

2022/23 Actions

Commentary

Deliver community events and programs to promote active transport

- The Bike to the Beach community event was held on 18 September 2022. One further event is now planned for delivery in coming months.



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

- The 2022/23 capital program incorporates enhancements to footpaths, cycleways and shared paths, and it is proceeding on scheduled. Further works have been prioritised and included in the Draft 2023/24 Capital Program and these will be exhibited in the first half of 2023.



Review, manage and maintain wayfinding signage

- New wayfinding signage for Sutherland and Engadine Town centres is scheduled to be installed by May 2023.



Advocate for Sutherland to Cronulla Active transport Link (SCATL) utilising the rail corridor

- Council officers have continued to advocate for the SCATL to utilise the rail corridor. Despite this, stage 2 (East) of the project has now been awarded and is outside the rail corridor. The Stage 2 (west) portion of the project still has opportunity to utilise the rail corridor.



Effectively manage planned and reactive maintenance of footpath assets

- 71% scheduled and planned maintenance of footpath assets complete for the period.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

5B

2022/23 Actions

Commentary

Engage with our community on the management of open spaces and how the community can provide input for future improvements

- Regular consultation with the community occurs for open space projects. All web pages for open space facilities and services updated and new Council website launched to the public in November 2022.



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

- Analysis of land opportunities is underway with key stakeholders.



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

- Council has commenced developing a program to roll out masterplans that align with the adopted Open Space Strategy. Masterplans currently in development include Oyster Bay Oval, Box Road Reserve, Kareela Reserve, The Ridge Sport Complex, and Gunnamatta-Tonkin Reserve.



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

- Generic Plan of Management adopted. Gunnamatta Park Plan of Management currently submitted to Crown Lands for review seeking endorsement to move to public exhibition.



Deliver the service standards associated with the actions from the Parks and Open Space Asset Class Management Plan

- Quality assurance inspections continue on program.
- 89% of all scheduled park maintenance and 82% of sports field maintenance completed. Ongoing wet weather is impacting on completion rate.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Provide accessible and diverse open spaces for everyone

5C

2022/23 Actions

Commentary

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

- Development of the open space inclusion program has commenced utilising the principles and actions from the Open Space Strategy and the Disability Inclusion Action Plan.



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

- Council is implementing a program of Plans Of Management reviews across the LGA, commencing with the draft Gunnamatta Park Plan of Management.



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

5D

2022/23 Actions

Commentary

Develop and implement a consistent Public Interest Test for commercial activities, private functions and events in open space

- Commenced development of a Public Interest Test as a tool for community engagement on the utilisation of open space for commercial, private functions or events.



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

- Optimisation of recreation assets including shared use of facilities undertaken as part of ongoing masterplan development.





Complete



On Track



On Hold



Needs Attention



Off Track

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

5D

2022/23 Actions

Commentary

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

- Service needs assessment of existing public toilet assets portfolio has commenced.



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

5E

2022/23 Actions

Commentary

Map all bushland and natural areas to the Open Space Service Standards

- Mapping for bushland categories complete and being integrated into GIS system.



Enhance Emergency Management Maturity

5F

2022/23 Actions

Commentary

Implement continuous emergency management improvement actions to enhance community safety and resilience

- Program of Community Resilience Building and Emergency Management capability improvement actions in progress. The Emergency Operations Centre was recently upgraded to ensure critical technology was assured and the Emergency Management Dashboard was launched.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Enhance opportunities for everyone to experience best value play spaces

5G

2022/23 Actions

Commentary

Analyse current play space distribution and demographic data for clusters and gaps and recommend play spaces for acquisition, creation, service level change and removal, considering equity and access needs

- Analysis in progress including mapping and costing.



Analyse current play space distribution and recommend future priorities for implementing youth recreation spaces and fitness and exercise spaces for adults aligned with the Play Service Standards

- Analysis in progress including mapping and costing.



Collaborate in the preparation of the precinct based centre plans to better meet the community's current and future needs for passive recreational play space services

- Identification of opportunities in progress to improve service provision in the growth centres of Caringbah, Miranda and Sutherland-Kirrawee. Land successfully acquired within Caringbah growth precinct for provision of a new town centre park.



Create opportunities for play in bushland and other natural environments

- Identification for opportunities for play associated with bushland is in progress and assessed as part of masterplan development and playground renewal projects.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

5H

2022/23 Actions

Commentary

Develop the Public Domain Strategy

- Following endorsement by Council, the draft Public Domain Strategy was placed on public exhibition between 6 October and 24 November 2022. Feedback has been generally favourable, and a report seeking adoption of the strategy will be submitted for Council consideration during March 2023.



Provide welcoming, safe and accessible places and spaces

5I

2022/23 Actions

Commentary

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

- Council Officers have continued to develop and deliver a number of safety focused initiatives and community education campaigns - including:
 - Dangerous & Menacing Dog Rules – Posted July 2022
 - Cleaning up after your dog – Posted September 2022
 - Theft from motor vehicle and motor vehicle theft - September & November 2022
 - 27 October Parking Education Day



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

- Council Officers have continued to promote and delivery of crime prevention and safety programs in order to maximise safety and accessibility for everyone. Examples include;
 - Abandoned vehicle operation with NSW Police 27 July 2022
 - 53 patrols undertaken in known problematic streets by Public Safety Officers targeting light traffic thoroughfare and heavy vehicle compliance
 - Currently undertaking Dangerous and Menacing Dog compliance inspections
 - Peak Summer Animal Control Educational Program for Off Leash Beach areas educating on where and how you can take your dog out in Cronulla Area Dec 22 - Jan 23
 - Mobi Mat Trial Deployment at Cronulla (south) and Gunnamatta Bay during Dec 22 - Jan 23
 - Buses to Beaches Program for Culturally and Linguistically Diverse (CALD) community upcoming in January 2023 with Lifeguards educating on Surf Safety



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Provide welcoming, safe and accessible places and spaces

51

2022/23 Actions

Commentary

Plan and implement programs that address long-term community safety needs

- Council Officers continue to work with internal and external stakeholders and community groups to plan and implement programs that address long term community safety needs.
- In July 2022, Crime Prevention & Security increased its current Rapid Deployment Cameras inventory by adding an extra four cameras for crime prevention activities at hot spots.
- In December 2022 delivered “Walk the Walls Cronulla 22” which is a crime prevention program that aims to reduce instances of graffiti vandalism whilst revitalising run-down spaces through art.



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

- Council Officers continued to meet and work collaboratively with internal and external agencies, including Police, Surf Life Saving, Coastal Safety Group and other emergency services. A weekly Beach Safety Working Group has also been attended to ensure real time issues or concerns are discussed with key stakeholders.



Deliver the 2022-23 Surf Awareness and Survival education program

- School education program recommenced with Term 4 2022 bookings at full capacity. Expectations of some impact to number of schools and participants due to La Nina Weather predictions and also beach conditions and erosion.
- Continued participation at Multicultural Water safety events.



Participate in the Rock Fishing Safety Program

- Regular patrols are undertaken with inspectors patrolling black spot locations. Officers have also issued a numerous formal warnings and provided additional education to those community members participating in rock fishing.



Participate in Police Local Area Command Safety Precinct Committee and Local Liquor Accord

- Ongoing collaboration with external agencies and community groups. Continued attendance by Council at the Police Local Area Command Safety Precinct Committee and Local Liquor Accord.



Provide welcoming, safe and accessible places and spaces

51



2022/23 Actions

Commentary

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

- Animal shelter continues to operate and provide care and control of animals 7 days a week and achieving a greater than 100% rehoming rate of animals received at the shelter.
- Vet services provided to animals at shelter or through transportation to vets.
- Education initiatives and promotion of responsible pet ownership via social media posts, pamphlet mailouts, and face to face programs such as reading with the cats, library talks and open days.
- Upcoming Cat adoption week campaign in January 2023.
- Unregistered Animal Notification mailout October 2022.



Deliver the 2022-23 School education program, promoting safe behaviour by motorists around schools

- Council continues to deliver the school education program by promoting safe behaviour by motorists around school zones and undertaking regular patrols to monitor for compliance.
- Number of School zones patrolled - 673.
- Number of time portable radar deployed at school zones - 60.
- Currently reviewing education material in preparation for delivering the 2023 school education program at the start of term 1 of the 2023 school year.



Mitigate graffiti vandalism

- In the year to date 352 graffiti incidents were added to the national graffiti database (AUSGR) and removed, 89% of all graffiti was removed within 7 days (Target >80%).





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

OUTCOME

6



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

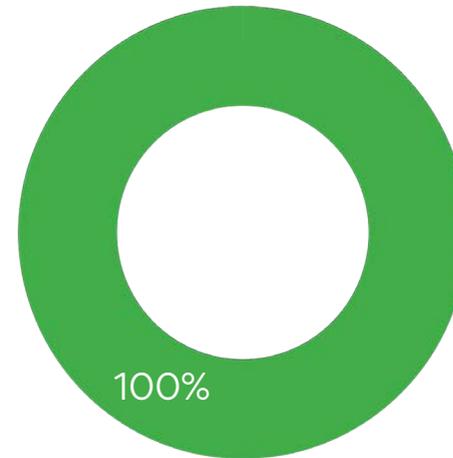
OUTCOME 6

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

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

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

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



Action Status

	Complete	-
	On Track	14
	On Hold	-
	Needs Attention	-
	Off Track	-

Achievements

- Development of draft Housing Strategy progressing

- Initial drafts of Precinct Plans for Sutherland/Kirrawee, Miranda and Caringbah prepared

- Draft Pedestrian Access Mobility Plans for retail centres prepared

- Bus Stop Accessibility Upgrade Program 2022/23 commenced

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

6A

2022/23 Actions

Commentary

Develop the Housing Strategy to facilitate the delivery of housing in the Sutherland Shire to 2036

- All elements of the forthcoming draft Housing Strategy have now been reported to Council. Specific direction has been provided to finalise the Strategy. A report seeking the public exhibition of the draft strategy is scheduled to be presented to Council in May 2023.



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

6B

2022/23 Actions

Commentary

Represent the best interests of the community by taking an active role in planning reforms

- Council has continued to make submissions on all legislative changes or planning issues exhibited for comment in 2022.



Manage new and existing development within a robust and effective framework

6C

2022/23 Actions

Commentary

Finalise Sutherland-Kirrawee Centre Precinct Plan

- The initial draft Precinct Plan for the Sutherland-Kirrawee Centre was prepared in December 2022. Following referrals and finalisation, the draft plan will be reported to Council in May 2023. It is proposed to publicly exhibit the Plan concurrently with the Housing Strategy in mid-2023.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

Manage new and existing development within a robust and effective framework

6C

2022/23 Actions

Commentary

Finalise Miranda Centre Place Plan

- The initial draft Precinct Plan for the Miranda Centre was prepared in December 2022. Following referrals and finalisation, the draft plan will be reported to Council in May 2023. It is proposed to publicly exhibit the Plan concurrently with the Housing Strategy in mid-2023.



Finalise Caringbah Centre Plan

- The initial draft Precinct Plan for the Caringbah Centre was prepared in December 2022. Following referrals and finalisation, the draft plan will be reported to Council in May 2023. It is proposed to publicly exhibit the Plan concurrently with the Housing Strategy in mid-2023.



Deliver an efficient and balanced assessment of planning applications

- Council has introduced a series of measures to reduce the time taken for development applications to be considered in line with best practice. In the past six months, there has been an increase in DA determinations and a reduction in active DA's. Council is aiming to process standard DA applications, on average, within 40 days.



Review, develop and implement plans and strategies to deliver assessment priorities as they emerge from the Department of Planning and Environment's State Environmental Planning Policy (SEPP) review and amalgamation

- Council officers continue to work closely with the Department of Planning to implement planning reform set by the State Government. These projects currently include standardising conditions through the Planning Portal and implementing mandatory changes to the Panel processes.



Develop and implement process and procedure to achieve the Minister's "Statement of Expectation to Councils" with respect to assessment key performance indicators and priorities

- Regionally significant DAs have continued to be on track with meeting the 250 day timeframe. Council is focusing on reducing the number of applications on hand, and particularly any that are over 180 days old. New process changes introduced will substantially reduce timing in the first half of 2023.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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

6D

2022/23 Actions

Commentary

Advocate for the duplication of Heathcote Road

- Council has sought an update from Minister for Metropolitan Roads on the current status of Heathcote Road duplication planning report announced in 2020. We continue to advocate for these works, and work with other key stakeholders seeking the same.



Effectively manage planned and reactive maintenance of the road network

- 55% scheduled and planned maintenance of road network complete. Ongoing wet weather impacting the program.



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

6E

2022/23 Actions

Commentary

Promote safe access to public transport and transport hubs

- The Draft Pedestrian Access Mobility Plans for all retail centres have now been prepared and reviewed. These plans assist in the determination of the primary paths of pedestrian travel to transport hubs, identify supplementary needs and prioritise future infrastructure works that improve safe access to public transport.



Advocate for priority planning and delivery of key state public transport infrastructure projects

- Initial advocacy will commence in early 2023 for the Kurnell Ferry project and to seek a review of the feasibility study for a rail station at Sutherland Hospital. Council officers are also intending to advocate to National Parks regarding an expanded shuttle bus service within Royal National Park. An update will also be sought in early 2023 for the planning of the Kogarah to Miranda mass transport link.



Integrate public transport options and access considerations into future land use and infrastructure planning

- In the past six months draft Town Centre plans for Sutherland/Kirrawee, Caringbah and Miranda have been developed that consider opportunities to improve access to public transport. These draft plans will be put forward for Council consideration in May 2023.



Advocate for and provide affordable and equitable distribution of public transport options

- The Bus Stop Accessibility Upgrade Program for 2022/23 is underway with 39 sites planned for upgrade. Advocacy with Transport for NSW for on-demand transport (shuttle buses) is scheduled to commence in early 2023.





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