

SUTHERLANDSHIRE



# DELIVERY PROGRAM AND OPERATIONAL PLAN 2022/23

January to June 2023  
Progress Report



## ACKNOWLEDGEMENT OF COUNTRY

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

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Image: 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 JANUARY TO JUNE 2023

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. Take a look at some of the programs and projects we delivered during 2022/23, each of which are contributing to delivering our community's vision for the future.





# OUR JANUARY TO JUNE HIGHLIGHTS

## Return of 'Cinema Under the Stars'

Cinema Under the Stars series returned this year, with local families able to enjoy free outdoor twilight movie screenings at various locations throughout the Sutherland Shire in January and February.

## Celebrations for Seniors Festival

Local seniors were given more reasons to celebrate living in Sutherland Shire in February with Council's annual Seniors Festival providing exciting opportunities for residents to build connections and explore the many valuable local services on offer to enhance their lifestyles.

## Miranda's Seymour Shaw Park

One of the Sutherland Shire's most used and best loved outdoor recreational areas started undergoing a major regeneration, with work on the first stage of the Seymour Shaw Park upgrade officially commencing with a sod-turn ceremony conducted onsite in February.

## Port Hacking dredging

A major project to improve local boating channels and rejuvenate the Cronulla coastline commenced in February as part of a joint dredging project between Sutherland Shire Council and the NSW Government.

## Pavilion Performing Arts Centre Sutherland

The Sutherland Shire played host to some of the country's favourite performers, biggest personalities and leading arts luminaries as part of the official launch of The Pavilion Performing Arts Centre Sutherland in March.

## Sutherland Shire Council win in engineering excellence

Sutherland Shire Council was recognised for excellence in engineering, at the prestigious 2023 Institute of Public Works Engineering Australasia (IPWEA) NSW & ACT Excellence Awards in Sydney. Council took out the award for New or Improved Techniques in recognition of its rapid response to recent, severe beach erosion that threatened public assets along Bate Bay beaches.





### **Council's Community Nursery Open Day**

Council's Community Nursery hosted an open day in March where staff and volunteers eagerly welcomed visitors through the gates providing more opportunities for residents to visit and collect their two free native seedlings offer.

### **Return of NSW Youth Week**

Sutherland Shire Council, in partnership with the NSW Government, community organisations and local businesses, presented a full program of events to celebrate NSW Youth Week 2023 in April.

This year's theme, as set by the NSW Youth Advisory Council, was 'Connect. Participate. Celebrate' and encouraged young people of all abilities to get involved in events staged throughout their local community.

### **New public artwork celebrating Dharawal culture**

A powerful new artwork celebrating the culture and customs of the traditional owners of the land on which the Sutherland Shire sits was officially launched by Sutherland Shire Council in June, standing as a striking link to one of the most pivotal moments in our nation's history.

The artwork, titled "girawaa ba gamai" (stingray and spear) features four spears and three stingrays, symbolising the traditional hunting practices of the Dharawal people, the First Nations custodians of the Sutherland Shire.

### **Council recognised for driving culture of inclusion at industry awards**

In June, Sutherland Shire Council was recognised as among the leaders in the local government sector for promoting values of diversity and inclusion, with two Council lead programs highly commended at the 2023 NSW Local Government Excellence Awards.

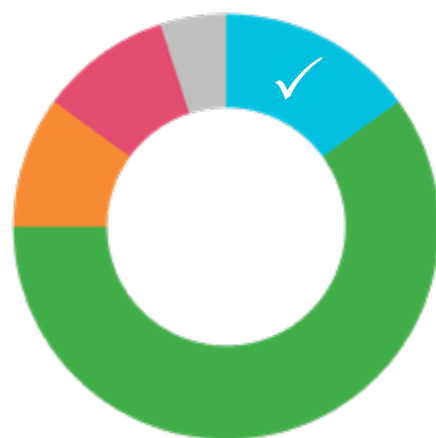


# HOW TO READ THIS REPORT

## 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 actions contained within the Plan, followed by detailed status and commentary for each action 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:

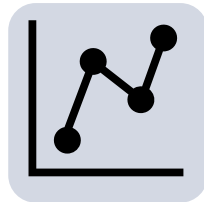
Civic Leadership



Environmental



Economic



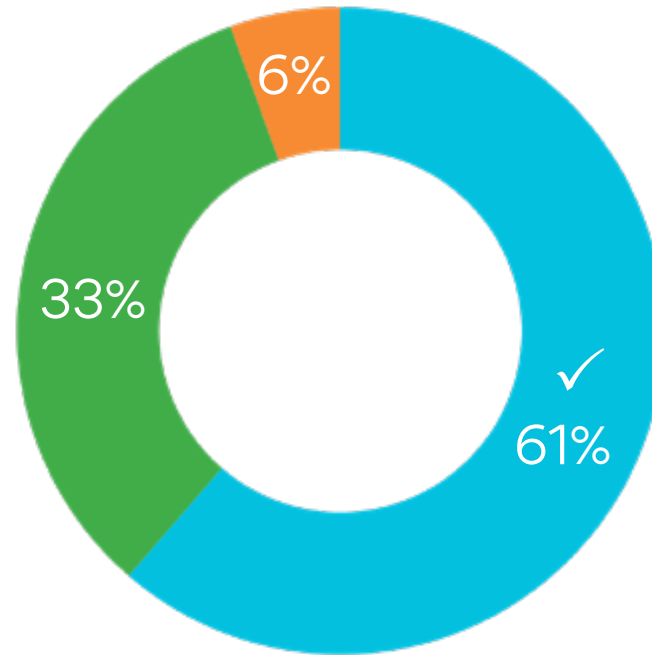
Social





## OVERALL PROGRESS

We have completed the final six months of the first year of our Delivery Program 2022-2026 with 61% of actions completed in the 2022/23 Operational Plan, with a further 33% due for completion within their agreed timeframes.



### Action Status

✓	Complete	100
●	On Track	54
●	On Hold	-
●	Needs Attention	9
●	Off-Track	-





# OUTCOME 1



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



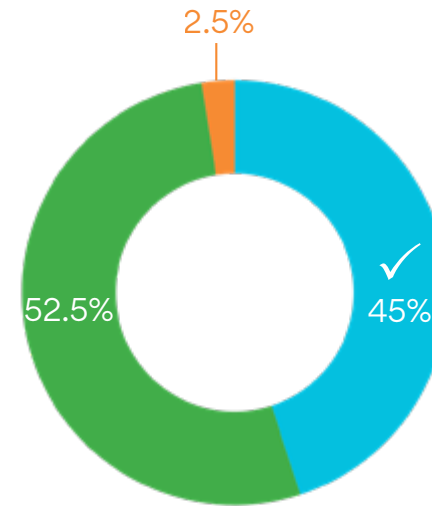
# OUTCOME 1

## 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	18
	On Track	21
	On Hold	-
	Needs Attention	1
	Off Track	-

## Achievements

- Reviewed and updated the Community Engagement Strategy

- Implemented customer satisfaction measurement at key customer touchpoints

- Delivered a new intranet platform

- Developed Internal Communication tools and resources

- 2023/24 Operational Plan endorsed

- Reviewed and updated the Long Term Financial Plan

- Upgraded connectivity for the Emergency Operations Centre

- OneCouncil modules delivered: Project Lifecycle Management, Request Management and Enterprise Asset Management



# 1A

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



### 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

- Following a one-month community consultation to seek feedback on the draft, the revised Community Engagement Strategy was adopted by Council on 22 May 2023.



# 1B

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



### 2022/23 Actions

### Commentary

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

- Development of a holistic Customer Experience Strategy has commenced. Initial activities include a Customer Experience maturity assessment and community research to inform strategy development.



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 process improvements and digital services. Focus area from Jan - June 2023 have included Development Assessment (DA) and Planning as part of the project to deliver a more streamlined DA service.
- Identification of further priority customer journeys will occur as part of the Customer Experience Strategy development which has commenced.



1B

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



**2022/23 Actions**

**Commentary**

Develop Customer Service levels across customer touchpoints

- Establishment of customer service levels for customer request management is in progress as part of the deployment of the new OneCouncil Request Management Module. This will include the establishment of, and reporting on, customer response service levels across all customer enquiry categories.
- Review of service levels for all customer service touchpoints is being undertaken in conjunction with the development and implementation of the Customer Service Strategy which is underway for development in 23/24.



Implement customer satisfaction measurement at key customer touchpoints

- Voice of Customer program to measure customer satisfaction at key touchpoints commenced in May 2023, across call centre and digital requests lodged through our website. A review will occur after the initial pilot period of 3 months, with learnings to inform rollout of additional two touchpoints across the subsequent 12 months. Data will be reported to all service areas to inform ongoing service planning and process improvements.
- First full month data for 1 - 30 June 2023, showed key metrics of:
  - Call Centre: 85% Top 2 rating (on a 5 point scale) for Ease of Service, and 87% Top 2 rating for Satisfaction, with a 29% response rate
  - Website request: 75% Top 2 rating (on a 5 point scale) for ease of service, and 23% response rate.



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 will continue as part of the Customer Experience Strategy development in 2023/24.





# 1C

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



### 2022/23 Actions

### Commentary

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

- Council advocated on sector specific issues via advocacy partners LGNSW, SSROC or directly to State Government agencies or State Government, including:
  - Defibrillators in the Sutherland Shire LGA
  - Sutherland to Cronulla Active Transport Link (SCATL) route
  - RFS Red Fleet assets to Council
  - Heathcote Road dual carriageway
  - Suspension of Sydney Water Rezoning of land at Woronora Heights
  - Jannali Town centre activation / commuter carparking
  - Support for sustainable funding for Trove, Australian Libraries Search Engine
  - Emergency Services Levy increase due to non-provision of grant support by State Government



Engage with Southern Sydney Regional Organisation of Councils

- Active engagement with SSROC via attendance and participation at monthly meetings (all but one meeting attending during 2022/23, by the CEO and/or the Acting CEO), specialist forums held by lead SSROC councils on emergency management, waste & planning (City of Sydney) as well ensuring an active informal network between CEOs / GMs.



# 1D

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



### 2022/23 Actions

### Commentary

Facilitate effective delivery of the 2022/23 Operational Plan

- Oversight of the operational plan continues to ensure integration with other strategic documents. Actions from the 2022/23 Operational Plan were delivered over the last year, with any multi-year actions or actions that were not completed by the end of the year, included in the 2023/24 Operational Plan and will continue to be delivered in the current financial year.



# 1D

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



### 2022/23 Actions

### Commentary

Deliver the Capital Infrastructure Program

- The Capital Infrastructure Program has achieved 81% of actual expenditure and 97.6% with the inclusion of commitments based on revised budget.
- Council has developed a 4 year rolling capital works program based on a pipeline of plan, design and construct projects to improve the delivery of the capital works program in the future. This will create a pipeline of well-planned and designed infrastructure projects that can be delivered within the financial year that the funding is allocated.



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 six-month Delivery Program/Operational Plan progress report for Q1 and Q2 was presented to the March 2023 Ordinary Council Meeting. The 2022/23 Annual Report will be presented to the November Ordinary Council Meeting.
- 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

- An enhanced suite of Service Plans were included in the 2022-2026 Delivery Program and 2023/24 Operational Plan, which was adopted by Council at the meeting of 26 June 2023.
- Scoping has commenced for the Development of a Service Review Framework including the development of an approach and methodology for a Service Review Program. This action will continue in 2023/24.



Develop and implement a Performance Measurement Program


- Work has commenced to define how the chosen Performance Management methodology will be implemented. This includes defining how each outcome for key strategic documents will be measured.





 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

## 1E Secure Council's Financial Sustainability



### 2022/23 Actions

### Commentary

Review and update the Long Term Financial Plan

- The review of the Long Term Financial Plan was completed as part of the development of the 2023/24 Operational Plan and Budget and was placed on public exhibition with the other suite of documents. The Long Term Financial Plan was adopted at the June Ordinary Meeting of Council.



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

- The Quarter 3 Budget Review for the 2022/23 Budget was adopted at the May 2023 Council Meeting following consideration at the May Corporate Governance Committee Meeting.
- The 2023/24 Budget was developed in accordance with the financial strategy parameters and adopted at the June 2023 Council Meeting following a period of public exhibition.



## 1F Ensure appropriate strategies and systems are in place that support and promote good governance



### 2022/23 Actions

### Commentary

Enhance and embed core elements of Governance Framework

- Ongoing enhancement and maintenance of Council's Governance Framework continues so as to ensure a strong governance infrastructure to meet legislative and regulatory obligations and application of best practices. Ongoing enhancement and embedding of the Governance Framework continues within the following:
  - Fraud and Corruption Control Framework
  - Public Interest Disclosures
  - Legislative Compliance Framework
  - Delegations Framework
  - Policy Framework
  - Mandatory Compliance Training for Code of Conduct
  - Councillor Professional Development



# 1F

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



### 2022/23 Actions

### Commentary

Implement core elements of Enterprise Risk Management Framework

- Significant progress has been made in refreshing and updating risk management plans across Council and on fully integrating the risk management process into Council’s existing operational systems.
- Council’s Business Continuity Plans (BCP) are also substantially updated and BCP scenario testing is now scheduled.



Embed new State Government Internal Audit and Risk Management Guidelines

- A gap analysis against the latest Office of Local Government draft guidelines has been undertaken. Changes are being made to align Council’s practices and policies with the updated guidelines.
- A compliance review by our internal audit provider has been scheduled for Q4 FY24.



# 1G

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



### 2022/23 Actions

### Commentary

Develop procurement data analytics functionality

- Procurement data analytics and reporting functionality is progressing via contract data now established in OneCouncil and a strategy in place for reporting and dashboard development.



Develop a supplier performance assessment process

- Supplier performance assessment process currently in development. The Supplier Review module in OneCouncil has commenced setup in the Test environment. Initial testing will be undertaken internally in the coming quarter with a view to testing a sample of preferred suppliers to a nominated Business Unit / Project Manager.



Enhance vendor partnerships and develop smart sourcing solutions

- Procurement Strategy developed and in operation, which includes a refreshed suite of template documentation and forward calendar of activities. Opportunities for the packaging of works and establish of supplier KPI’s is continuing.





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



### 2022/23 Actions

### Commentary

Implement and continuously support a robust Cyber Security Framework

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



Upgrade connectivity for the Emergency Operations Centre

- Internal connectivity and equipment upgrade was completed Oct 2021.
- External network link was upgraded during 2023 as part of the Council wider network upgrade program. The new service has been installed by the vendor and commissioned by SSC. The upgrade is complete.



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

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



Move ICT infrastructure to a Hybrid Cloud Platform

- 53% of Councils key systems and services have been moved to cloud hosted infrastructure. Move to the cloud of remaining Crown Jewel systems was endorsed by Council in June as part of 2023/24 Operational Plan.



Implement Project Rocket - OneCouncil business transformation project

- Modules Delivered:  
Jul 2022 - Financial Management, Supplier & Contract Management, Corporate Performance Management  
Oct-Dec 2022 - Request Management for Waste, Public Safety & Lifeguards, Park Operations, Environmental Science, Environmental Health & Building, Traffic & Public Domain Services  
Feb 2023 - Portfolio Lifecycle Management  
Mar 2023 - Request Management for Asset Services, DA & CERT, Strategic Planning, Civil Ops, Building Ops, Property, Childrens Services, Sports & Leisure, Rates  
May 2023 - Request Management for remaining business units (excluding Trees)  
May 2023 - Enterprise Asset Management



11

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



### 2022/23 Actions

### Commentary

Implement core elements of Safety Roadmap

- Core elements of the Safety Roadmap are on track for completion. Progress over 2022/23 has included:
  - Delivery of Active Partnerships has commenced with progression to implement in full in Q1 23/24.
  - Delivery of planned outcomes for the Safety Roadmap Right Information, Right Time
  - Safety Systems Easy to Use and Understand is progressing to completion in accordance with agreed timeframes.



Develop and implement Health & Wellbeing Program

- Wellbeing strategy framework is in development for current and future proposed strategies to improve employee wellbeing. In the meantime, a range of programs are now offered to employees as part of this program - including: Sutherland2Surf Team Employee Team, Health Monitoring Program, Skin Check Program for Outdoor Workers, Early Intervention Physiotherapy, Employee Assistance Program, Flu Shots, Critical Incident Response service, Breastfeeding support services and Wellbeing and Wellness Hub information available on a range of topics on Council's intranet.



Deliver a new intranet platform to support enhanced internal communications

- Deployment to new SharePoint site completed in May 2023. New site has delivered enhanced look and feel, improved functionality, speed, stability and security.



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

- Program of internal communications delivered as planned, including ongoing fortnightly staff newsletter, management updates, intranet stories and educational articles.
- Resources and programs supported in Q3 & Q4 included CARE Day, Inclusion Month program of communications and events, training and resources to support the transition to new SharePoint intranet platform.



Deliver Council's Diversity Equity and Inclusion initiatives for employees

- Council continues to support and deliver diversity and inclusion initiatives. Highlights include, a session held with senior managers during NAIDOC week to raise cultural awareness. A dedicated Diversity and Inclusion policy and intranet page developed and implemented for all employees. Council representatives attended an industry based international women's day event.





# 1J

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



### 2022/23 Actions

### Commentary

Develop an Apprentice, Graduate & Trainee Program

- A new apprentice, graduate and trainee program is under development, with the first cohort planned to be recruited to commence at Council in early 2024.



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

- Progress is being made to deliver an integrated Human Resource system including Recruitment, Onboarding, Learning Management System (LMS), Payroll, Performance Management and Offboarding.



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

- An updated mandatory and compliance training framework has been developed, in consultation with key stakeholders, to meet current and future needs. The updated framework is planned to be implemented across the organisation from October 2023.




Conduct an Annual Workforce Needs Analysis

- A workforce analysis, planning and change framework has been developed and is being socialised with key stakeholders. The next stage involves the framework being endorsed, and then implemented organisationally, to enhance the capability of Council's people leaders to plan for and deliver effective workforce change to support evolving business needs.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

1K

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



### 2022/23 Actions

### Commentary

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

- The adopted service standards in the Open Space Strategy & Implementation Plan, Play Strategy & Implementation Plan, Sport Strategy & Implementation Plan have been considered in all parks, masterplans, foreshore facilities play projects undertaken this year.
- An operational Service Review was completed this year that has identified a range of improvement actions included in the open space service delivery. These will be considered next year as part of a continuous improvement plan.



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.
- 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 progressed an assessment of the asset portfolio based on risk and life cycle resilience in line with the adopted Community Strategic Plan. Consideration of risk and resilience at all stages of the capital works is embedded into the Project Lifecycle Management System. Risk and resilience will be identified in the next Asset Management Plan review.



Enhance asset management maturity levels to support transparent decision making


- Key actions of the asset management improvement plan have been completed including the implementation of the Enterprise Asset Management System and the development of the single source of truth asset register. An assessment of maturity is planned in Q1 of the next year followed by a reassessment of the improvement actions.





 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

1L

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



### 2022/23 Actions

### Commentary

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 validity of proposed redevelopment has been undertaken. Proponent is seeking approval to reuse excavated material to reduce proposed project costs. Once received the proponent will finalise the overall feasibility of the planned redevelopment, Council officers anticipate a response by end June 2023 as such estimated due date for this action has been revised to 31 December 2023.
- Council officers continue to meet monthly with Transport for NSW for inclusion of a commuter car park within the site redevelopment.





**OUTCOME**

**2**

A scenic view of a lake with a wooden boardwalk, a boat, and people enjoying the outdoors. The boardwalk is made of light-colored wood and has a white railing. A person is sitting on a bench on the boardwalk. In the background, there is a blue lake with a small boat and a person standing on the shore. The sky is clear and blue. There are trees and bushes in the foreground and background.

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

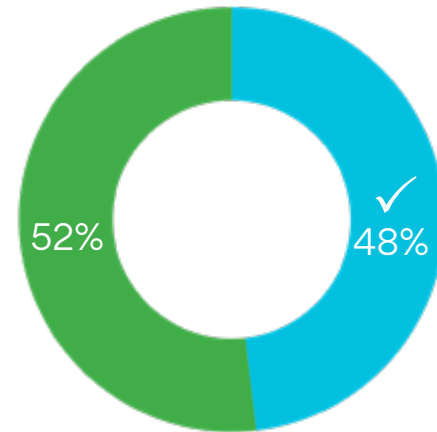


## OUTCOME 2

### 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 (30km<sup>2</sup>) of land containing bushland vegetation under Council management. Results from our Life During COVID-19 consultation conducted in 2020 showed that 85% of residents who participated in the survey said it was as important or more important to have access to playgrounds and parklands than before the COVID-19 pandemic. Being surrounded by our beautiful beaches, parks and nature reserves continues to be the most valued aspect about living in the Sutherland Shire.

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



#### Action Status

	Complete	13
	On Track	14
	On Hold	-
	Needs Attention	-
	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

- Waste Management Strategy adopted by Council

- Waste and Sustainability Communications Plan was developed

- Delivered the annual Feral Animals Control Program

- 100% of planned works for stormwater and water quality assets completed

- Bushcare volunteers serviced 92 sites

- Annual Biosecurity Program delivered

- Waste education programs facilitated

- Bate Bay Coastal Management Program implemented

## 2A

### Demonstrate leadership in Climate Change mitigation and adaptation



#### 2022/23 Actions

#### Commentary

Develop and implement a communication plan for the draft Climate Clean Strategy

- A Draft Communications strategy has been developed, which is now being finalised and moving to the implementation phase. The communications strategy ensures Council effectively engages with all key stakeholders throughout the development and implementation of the climate strategy. Throughout April and May 2023 Council engaged with the community to determine support for our emissions reduction targets and pathways to achieve carbon neutrality for Council by 2030 and the community by 2050. Key actions for inclusion in Council Climate Strategy Action Plan were also identified.



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

- An emissions profile has been developed for Council operations. Pathways and targets to achieve our overall emission reduction target of carbon neutrality by 2030 is due to go to Council in July 2023. Noting that significant reductions have already been achieved this year including the purchase of 100% renewable energy. Community consultation to gauge support for various emission reduction actions was undertaken in April and May 2023. Work on developing the specific action plan to reduce corporate emissions commenced in June 2023



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

- The Global Covenant of Mayors program has four milestones to be met over a 3-year period. Milestone 1 - make a commitment to addressing climate change was achieved in July 2021 when Council joined the Global Covenant for Mayors Program. Milestone 2 - an audit of council and community emissions was completed in June 2022. Milestone 3 - develop pathways and targets to achieve our climate goals is due to go by Council in July 2023. Milestone 4 - develop an action plan, will commence and will be completed next financial year.



Support local adoption of clean renewable energy

- Council has commenced several community renewable energy initiatives including the Solar my Schools project, signing up with Greenpower and promoting energy efficiency and renewable energy at community events. Council has recently built a sustainability webpage to promote energy saving partnerships, and educate the community on energy saving opportunities and behaviours. Throughout April and May 2023, Council engaged with the community to determine support for a range of actions to support them in reducing their emissions. The recent adoption of the Sutherland Shire Waste Management Strategy 2022-42 will assist the community to reduce emissions associated with waste.





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



### 2022/23 Actions

### Commentary

Implement priority actions to reduce fleet emissions

- Council's fleet sustainability actions and transition planning to Electric Vehicle technologies are currently being considered and developed as an integral part of Councils Clean Climate Strategy with dependency on manufacturers availability of EV's in the commercial vehicle and heavy vehicle segment. In the interim, Fleet renewal programs are being maintained to ensure councils fleet has the most modern low emission diesel available. Q4 864t CO2e increased from same prior year of 783t CO2e.



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



### 2022/23 Actions

### Commentary

Deliver the annual Bushcare Program

- Volunteer Bushcare was undertaken across 92 sites, which is an increase from previous 77 sites and in the nursery on propagation days. Despite a decline in volunteer numbers, the hours on the ground for them has increased.
- Events were successfully held throughout the month of May to celebrate the 30-year anniversary of the Bushcare program.



Deliver the annual Biosecurity Program

- The annual Biosecurity Program was delivered in accordance with all relevant schedules and standards.
- 6 grant funded biosecurity programs covering priority weed control, invasive animal species and the restoration of endangered ecological communities were undertaken.
- On ground control of priority weeds across council lands continued including the delivery of the aquatic weed control program, boneseed program and pampas grass control program.
- Proactive collaboration with state government bodies was undertaken to ensure all requirements were being met in accordance with the Biosecurity Act 2015.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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



### 2022/23 Actions

### Commentary

Deliver the annual Feral Animals Control Program

- Feral animals program continued to run without incident, achieving positive outcomes for the community and environment including:
  - 11 Deer culling operation
  - 11 Fox culling operations
  - Surveillance of high-risk pest species (cane toads, red eared slider turtles) continued



Mitigate the risk of unstable former landfill at Ferntree Gully Engadine

- A preliminary design is complete with staging and costing under review for future budget planning.



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



### 2022/23 Actions

### Commentary

Develop the Waste Management Strategy

- Waste Strategy was adopted by Council on 20 March 2023. Council is now moving into the implementation phase. The Waste Strategy contains targets for waste reduction and focuses on three key action areas for reducing our waste by a further 30% by 2030. These key action areas are: introducing a Food Organics and Garden Organics (FOGO) collection service, improved waste and sustainability community engagement, and creating a circular economy and Community Recycling Centre (CRC).



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

- Currently a lack of capacity within the Sydney area to receive and process FOGO limits Council's ability to implement a FOGO collection service. To address this Council continues to work with regional groups to identify opportunities for FOGO receipt and processing. Council also continues to monitor the experience of other Councils who have rolled out a FOGO collection service to identify best practice. In June 2023 Council resolved to write to the State Government requesting greater support and funding for waste recovery infrastructure, such as FOGO.







2022/23 Actions

Commentary

Develop and implement a Waste and Sustainability Communications Plan

- Improved waste and sustainability community engagement is a key action identified in our recently adopted 20 Year Waste Strategy. A Communications strategy has been developed and is now in the implementation phase. The communications strategy ensures Council effectively engages with all key stakeholders and the community throughout the implementation of the Waste Strategy. It focuses on tailored communications to improve awareness of all waste services and recycling opportunities. Implementation will continue in July and August with the launch of the “30 by 30 - How low can we go?” campaign (reduce our waste by a further 30% by 2030).



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

- During 2022/23 Council Participated in 6 joint SSROC Projects including; Waste Management Mayoral Summit 18 May 2023 (MM006-23), Food Organics, FOGO procurement map, Strata Survey on Food Organic collections, Waste Audits, Whitegoods recovery feasibility review, Transfer Station Options Analysis



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

- A number of community educational workshops and online content facilitated by Council to the community were held over the year 2022/23.
- Highlights include:
  - a pop up recycling event
  - 2 E-waste collections events
  - 2 chemical collections events
  - 17 waste wise workshops
  - 114 environmental education programs as part of the Environmentor Program
  - Clean Up Australia Day
  - 6 green waste “wood chipping” service days
  - 115 waste management and recycling articles published.



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

- Procurement and contract phase completed for the Fleet -Waste IMT Business solution project completed. Implementation commencing Q1 of 2023/24 financial year. The clean-up booking system is including in the kerb side clean up contract is due to go to Council in July 2023.



## 2C

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



#### 2022/23 Actions

#### Commentary

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

- Councils Waste Strategy was recently adopted in March 2023. A service improvement action from the Waste Strategy is to complete a feasibility study on establishing a Community Recycling Centre (CRC) within the Sutherland Shire LGA. Budget is included in the 2023/24 operational plan and the feasibility will commence in Q2.



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

- A review of the commercial waste services was undertaken including financial review, in-field operations service audit and benchmarking against other Councils and Commercial services. Recommendations for future management options are being developed to determine the next steps for Councils consideration.



## 2D

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



#### 2022/23 Actions

#### Commentary

Develop and implement a local Air Quality Management Plan

- Council has commenced the preparation of an Air Quality Management Plan (AQMP) to measure and help manage air pollution in the Sutherland Shire. Coinciding with the AQMP is a proposal by the NSW Department of Planning and Environment (DPE) to install a regional air monitoring station in the Sutherland Shire. Council is working with the DPE to find a suitable site for the monitoring station. To help measure air quality in the Sutherland Shire, Council in May 2023 deployed 3 low cost air monitoring sensors at sites in the Woronora River, the Hacking River catchments and at Miranda. The air monitoring sensors are being implemented as part of Councils participation in the OPENAIR program supported by the NSW DPE, TfNSW, UTS, UWS, Syd Uni and CSIRO. The air quality sensors will form the basis of a future local air monitoring network in the Shire.




Optimise the supply of recycled water through the Cronulla Woolooware Water Recycling Scheme

- This year, 78,757kL water was supplied to meet all end-user needs with a decrease in demand by 9385kL from the previous year. The repairs and maintenance program continue without disruption to end users.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

2E

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



### 2022/23 Actions

### Commentary

Deliver the Green Streets Planting Program

- A revised scope of the program was delivered with emphasis on site selection and stock procurement during the second half of 2022/23. A new program and work scope will be set for 2023/24.



Review conditions of consent relating to tree planting and offset planting

- A review of the conditions of consent for tree planting was completed within the reporting period. Council continues to liaise with key relevant agencies and update conditions on an as needs basis, as part of an ongoing review process.



2F

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



### 2022/23 Actions

### Commentary

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

- Management Plans have been developed for all Grey-headed Flying Fox camps in the Sutherland Shire, including most recently, a Management Plan for temporary or seasonal camps. Council continues to monitor and manage Grey-headed Flying Fox camps in the Sutherland Shire, including those at Kareela and the Camellia Gardens. Management actions include limiting habitat where Flying Foxes roost and removing inappropriate food trees in surrounding urban areas. Flying Fox numbers vary between years and seasons. At present numbers of Flying Foxes at Kareela are low, but significant numbers are present at the Camellia Gardens.





 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

2G

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



### 2022/23 Actions

### Commentary

Develop and implement the Catchment and Waterways Strategy and Implementation Plan

- Initial community consultation complete and the strategy development is underway. Further community engagement will take place as part of the future public exhibition after consideration of the draft next year.



Commence Stage 1 of the Port Hacking Coastal Management Program

- The Port Hacking Management Sub-Committee met in June and commenced discussion regarding the development of the plan. Procurement for a specialist will commence in Q2 following the Sub Committees consideration of the brief.



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. Work on Stage 2-4 is being undertaken in conjunction with the Georges Riverkeeper, including the development of a brief and consideration of an appropriate funding model. Expression of interest to shortlist consultants for Stage2-4 has been issued 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. Community education for Dune Management is planned for the 2023/24 summer. The maintenance activities identified in the Business Plan are being considered for incorporation into operational services. Actions requiring budget are being considered in the 2024/25 budget process.



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. 100% planned works complete, 1,986 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

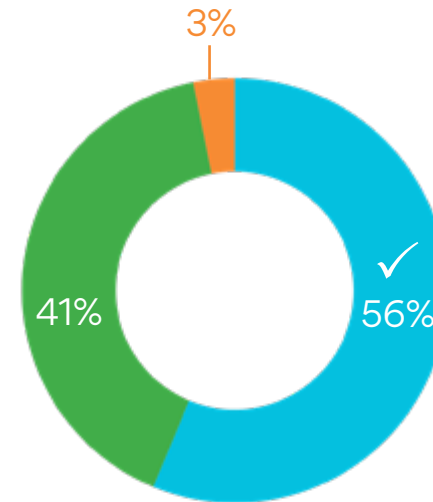
### A creative, caring and healthy community that celebrates culture and diversity

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	18
	On Track	13
	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

- Community Programs were delivered across numerous sectors of the community

- Delivered and resourced an annual program of community events

- Provided employment learning and skills programs and work placements

- The 2022/2023 Community Grants program was delivered with 38 Community Organisations receiving funds for 47 Programs

- Reflect Reconciliation Action Plan has been implemented

- Promoted and supported local opportunities for volunteerism

- The food safety seminar was delivered in May, with 25 participants



### 3A

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



### 2022/23 Actions

### Commentary

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

- Venue maintenance and improvements have been actioned in response to customer requests and general condition of venues and have since seen a reduction in customer complaints.
- Planning for proactive venue improvements progressing and this will also guide capital projects budgets in the coming 12 months.
- A major works completed during the year was the installation of Keyless access systems, with 24 of 29 venues online and undergoing testing.
- There was also multiple improvements completed to venues across the portfolio.



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

- Conducted ongoing site specific service reviews to consolidate improvement projects to ensure budget alignment and consistency in approach to service changes and meeting customer needs.
- During 2022/23 completed; audits of storage spaces and cleaning, inspection and replacement program for kitchen appliances, regular yard servicing of outdoor spaces, review of Engadine Community Centre service arrangements, implementation of key pick up appointments, central phone number to improve point of contact for customers, additional resources to the website.
- Additional site specific service reviews being undertaken to ensure changes meet needs of hirers and are sustainably implemented.



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

- Venue fees reviewed and aligned to standard pricing structure based on service level, condition and size of hireable space. The fees have been adopted by Council.



### 3A

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



### 2022/23 Actions

### Commentary

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

- Throughout the 2022/23 lessees and hirers have been engaged with on various area to improve community facilities utilisation. This includes:
  - Updating Terms and Conditions
  - Review of signage
  - Increasing flexibility for hirer booking periods
  - Access to storage areas



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

- Analysis, review and consultation undertaken. Report to Council in September 2022 endorsed with recommendation for Development Approval be prepared for 'Gunnamatta Pavilion Option 4 Reconnect' by July 2023. Council 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.
- Tender for Architect advertised and appointed.



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

- Keyless access systems have been installed and are being tested in Venues. A gradual rollout for keyless access system is planned starting in August 2023.



### 3A

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



### 2022/23 Actions

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

### Commentary

- A Marketing Plan has been drafted and a review has begun of current Marketing resources to support the draft plan.
- There have been Improvements to websites and better linking with google.
- QR codes for booking venues directly has been rolled out.
- Keyless access systems have been installed.
- Updated Terms and Conditions.



### 3B

## Promote active exercise and recreation to enhance community wellbeing



### 2022/23 Actions

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

### Commentary

- Draft Strategy went on public exhibition for 42 days on 25 May 2023.
- Online surveys and drop in sessions were provided with over 1,200 survey responses received. The Draft Strategy is now planned to be presented to Council in September 2023, to adequately respond to all submissions and appropriate briefings to Council.





 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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



### 2022/23 Actions

### Commentary

Deliver proactive community programs to reduce loneliness and social isolation

- Programs were delivered across numerous sectors of the community including seniors, young people, those living with disability and mental health concerns, together with people who are from a culturally or linguistically diverse background.
- Key celebrations were marked with annual community events to support each group such as Seniors Week in February 2023, Harmony Week in March 2023 and Youth Week in April 2023.



Deliver proactive programs to enhance mental health and wellbeing

- Council delivered a number of programs and events aimed at increasing mental health and wellbeing of Shire residents. These included:
  - Healthy Ageing awareness and seminar series for seniors - 230 attendees across 2022/2023
  - Compassionate communities series targeted at seniors including sessions on “10 Things To know before you Go”, related to end of life planning
  - Successfully building upon partnership with St George and Sutherland Community College by strengthening the College’s capacity to operate two Death cafes which assist people experiencing bereavement
  - Assisted young people with the HSC Rescue in partnership with libraries - supported over 400 year 12 students in 2022. This initiative is planned again for 2023
  - Rally 4 Ever free 10 week tennis program aimed at supporting people living with disability to participate in playing tennis at Seymour Shaw tennis courts.



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

- Council assisted in a number of domestic violence initiatives including:
  - Domestic Family Violence Pets and Animal Welfare (PAWS) Grants Program - successfully housed 5 pets to assist women experiencing domestic violence
  - Coordinated 16 Days of Activism events and activities including public art exhibition and the Walk for Respectful Relationships in November 2022
  - 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



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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



### 2022/23 Actions

### Commentary

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

- Council is committed to delivering this training on a biennial basis. This training will be offered again during the 2023/2024 year.



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 a resource for programs available for young people with a disability
  - Developed a new and improved community directory
  - Updated and reprint of youth information 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



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



### 2022/23 Actions

### Commentary

Implement Reflect Reconciliation Action Plan (RAP)

- The endorsed Reflect Reconciliation Action Plan (RAP) has been implemented through responsible units across the organisation with 49 out of 51 actions complete. The outstanding actions will be compiled into the next Innovate RAP. Planning is underway for the Innovate RAP with the Innovate RAP Working Group recruited.



Develop Diversity Action Plan

- Council has been working to develop the Diversity Action Plan. This plan will be completed and distributed for community consultation by the end of 2023. To ensure that the plan is clear for the community it will be retitled as a “Multicultural Action Plan”.



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



### 2022/23 Actions

### Commentary

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 seminars- 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.
  - Youth Week events attracted over 420 attendees



Deliver annual initiatives that facilitate opportunities for intergenerational sharing and learning

- A number of programs were delivered as part of our intergenerational sharing:
  - Heart and Soul Intergenerational program
  - Intergenerational fashion parade in youth week in April 2023
  - Grandparents Week activities in October 2022



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.
- Volunteer opportunities at Council include the Reconciliation Action Plan working group, Diversity Action Plan working group, seniors reference group, youth reference group and multicultural reference group.



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 Week celebrations in collaboration with the Refugee Council of Australia. Harmony Week activations included a cooking competition at Westfield Miranda.
- Council provided Seniors Festival events in February 2023 together with various health ageing seminars and Youth Week celebrations in April 2023. Numerous other initiatives included the Shireability Art Awards and the Walk for Respectful Relationships.





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



### 2022/23 Actions

Develop initiatives to activate neighbourhoods and build neighbour and community connections

### Commentary

- Various community activations including:
  - 23 Council led activities for seniors festival events in February 2023
  - Neighbour day community mural installed in Engadine
  - Delivered Activate Inclusion sports Day for people living with disability.
  - Accessible Art Competition to celebrate International Day of People with Disability in December 2022
  - Delivered Harmony week cooking competition
  - Delivered 3 Harmony week community celebrations
  - Provided 8 Youth week events in April 2023 across the Sutherland Shire
  - Pride Month was celebrated across two local high schools in June 2023



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



### 2022/23 Actions

Coordinate grants and subsidies to support prioritised community development

### Commentary

- The 2022/2023 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.



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



### 2022/23 Actions

### Commentary

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:
  - Partnered with Grant Guru, to enable community organisations and local businesses to access more grant opportunities.
  - The distribution of various grant programs on a weekly basis.
  - 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
  - Coordinator of Sutherland Shire Homelessness Assertive Outreach Collaborative
  - Attendance at Community Voice Disability Sector Network Meeting
  - Member of Sutherland Shire Domestic Violence Committee



Provide ongoing sector support through coordination and participation in collaborative forums

- Council has continued collaborating with our community stakeholders by regularly participating the following forums:
  - Disability interagency
  - Disability Employment working party
  - Youth Reference Group
  - Youth Network Interagency
  - Child & Family Interagency
  - Seniors Reference Group
  - Elder abuse collaborative/interagency - community connection points
  - St George & Sutherland Shire Homeless Assertive Outreach Collaborative
  - Member of Aboriginal Cultural Safety Project Working Party in partnership with the Department of Communities and Justice.
  - Multicultural interagency
  - St George & Sutherland Shire Mental Health Interagency
  - Dementia Alliance
  - Collaborative for the Abuse of older people
  - Domestic Violence Committee



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

3G

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



### 2022/23 Actions

### Commentary

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 partnered with numerous organisations to deliver free training to various groups within our community. One key focus has been to contribute to youth training programs. This included 40 young participants receiving training in White Card, First Aid, RSA and Barista skills.



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 youth 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
  - Inclusive training delivered on LGBTQIA+ communities for youth workers and aged care workers



3H

## Deliver programs to the community that enhance public health and safety



### 2022/23 Actions

### Commentary

Develop and deliver online Food Safety Seminars

- The food safety seminar (webinar) was delivered on 24 May 2023, with 25 participants.





# 31

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



### 2022/23 Actions

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

### Commentary

- Over the last twelve months a number of Art & Culture initiatives have been conducted to increase access to content on local history and stories.
  - At Hazelhurst, 7 local artists held solo exhibitions in the Broadhurst Gallery.
  - Local First Nation’s artist Amy Hill Trindall held a solo exhibition in the Broadhurst Gallery with many of the works focussing on her community in southern Sydney.
  - Southern Printmakers Association held their biennial exhibition in the Broadhurst Gallery exploring ideas around inside and outside.
  - Celebrating Centenarians event was held during June.
  - The 253rd anniversary of the landing of James Cook in 1770 at Botany Bay – the annual Meeting of Two Cultures event was delivered on 29th April. 2023.
  - Pop up educational workshops were conducted by Sutherland Libraries at the January 25 Cultural Ceremony conducted at Burnum Burnum Sanctuary as well as the Meeting of Two Cultures in April at Kurnell to share literature on the history of the Sutherland Shire.



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

- Council has successfully developed and delivered a diverse and engaging Performing Arts Program in 2022/23.
- The first 6 months of The Pavilion Performing Arts Centre has seen a broad range of performances and experiences. Comedy has proven the most in-demand with sell-out or close to sell-out sessions.
- The reopening of the Sutherland Arts Theatre saw performances by Helpmann Award winning artist Michael Griffiths in December 2022 followed by two Seniors Christmas Concerts. Miranda Musical Theatre Company’s sold-out Addams Family.
- The major Australia Day free concert at Cronulla featured leading artists Sheppard, Samantha Jade, Jess and Matt and Caravana Sun with an added Symphony on the Park concert on 27th January which included many local performing artists and key local production crew.
- In addition to Australia Day Citizenship ceremony and another 12 ceremonies, approximately 850 residents received Citizenship and multiple performers and local businesses were engaged in delivery of services.



31

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



**2022/23 Actions**

**Commentary**

Deliver the artistic program for Hazelhurst Arts Centre

- The artistic program at Hazelhurst has been successfully delivered with curated exhibitions, major public programs and a successful series of art classes.
  - The exhibition program included thirteen exhibitions in the Main Gallery in 2022/23.
  - The major exhibition of outstanding HSC art in ‘ArtExpress’ saw 15,700 visitors and was supported by a successful ArtFest day with over 3,000 attendees as well as artist talks, workshops and excursions.
  - Thirty exhibitions have been held in the Broadhurst Gallery featuring the work of 367 artists and 1300 primary students.
  - In the Arts Centre over enrolments continued to grow across the year with over 700 students enrolled in 63 courses across painting, drawing, ceramics, printmaking, sculpture and illustration in both Term 1 and 2 2023.
  - A diverse range of art classes were developed for school holidays and attendances grew to 640 students in the January school holidays and 518 in the Autumn program which is very high level.



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

- Two public art exhibitions including NAIDOC Week in July 2022 at Southgate Shopping Centre and ‘From the Darkness in the Light’, at Cronulla to coincide with the annual Walk Against Domestic Violence were held developed in partnership by Hazelhurst Arts Centre and Council’s Communities team. A solo video installation of work by Rebecca Litvan was presented at Westfield Miranda. The new public artwork girawaa ba gamai (stingray and spear) was installed in the forecourt of The Pavilion Performing Arts Centre in March 2023 and marked by a cultural program held on Friday 2 June with a smoking ceremony, performances by the Gamay Dancers and official speeches. As part of the implementation of the Public Art Policy the new Public Art Panel has been established and the first meeting was held in April to review submissions and provide feedback



3J

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



2022/23 Actions

Commentary

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

- Opportunities to ensure accessibility of arts and cultural programs and celebrate diversity in the community continue to be explored.
  - The inaugural ShireAbility Art Award which featured the work of 34 local artists living with a disability in Hazelhurst’s Broadhurst Gallery.
  - Keith Rutherford held a solo exhibition in that Gallery in February with audio descriptions for several works, he also held a workshop with a workshop for Hazelhurst staff and guides on how to best describe the exhibition and artwork to the vision impaired.
  - Accessible programs continue to be a focus with Auslan interpreted tours and events, gesture tours, captioned films and interviews.
  - An accessibility program has been developed for people with a disability and autism.
  - Vision Australia held an event for their volunteers, many of whom were blind or vision impaired, at Hazelhurst including a guided exhibition tour and artmaking workshop.
  - At the free 2023 Australia Day Concert, a specially allocated accessible viewing area and kiss and ride zone is promoted to ensure accessibility to event site.
  - Centenaries morning tea, a management plan incorporating accessible needs and support to guests of 100 years.
  - At a number of Council events we offer to arrange any special accessible requirements including access, seating and audio hearing loops where required.





# 3K

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



### 2022/23 Actions

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

### Commentary

- Continuing to investigate and implement opportunities to increase recognition and access to content on Dharawal and First Nations Culture.
  - Local First Nations artist Kerry Toomey was commissioned to develop a new solo exhibition in the Main Gallery at Hazelhurst.
  - The Vision Splendid exhibition featured a large number of works by First Nations artists from across Australia and was one of the key focus areas of the exhibition.
  - Ikuntji Artists from central Australia were invited to hold an exhibition of printmaking works in the Broadhurst Gallery to acknowledge their 30th anniversary.
  - Local First Nations artist Amy Hill Trindall held her first solo exhibition in the Broadhurst Gallery.
  - A Sunset Cultural Ceremony on 25 January 2023 was led by local community First Nations Elders at Burnum Burnum in Woronora.
  - At the Australia Day Citizenship Ceremony each new citizen was gifted a notebook hand painted by a local Aboriginal Elder.
  - From March 2023, every performance at the Pavilion opens with a Welcome to Country voice over and a permanent Welcome message in Gweagal language on display in the entrance foyer.
  - The annual Meeting of Two Cultures event at Kamay Botany Bay National Park was delivered.
  - During Reconciliation Week in June 2023 and In partnership with Gujaga Foundation, a cultural event unveiling the public artwork of 'Girrawa and Gamai' located at the entrance to the Pavilion.



OUTCOME

4

Early  
Readers

2

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

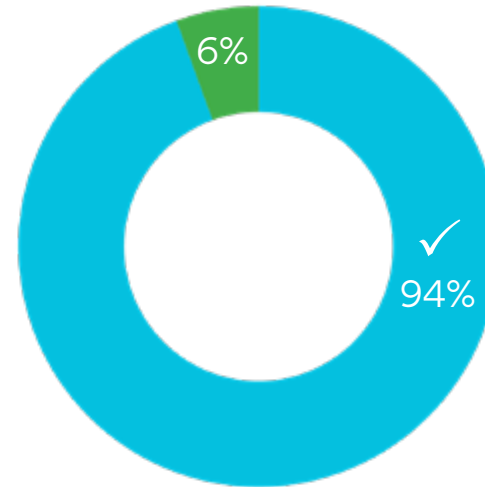
# OUTCOME 4

## 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	17
	On Track	1
	On Hold	-
	Needs Attention	-
	Off Track	-

## Achievements

- Implemented the Library Facilities Plan 2022-2032
- Increased access to and visibility of the local history collections through outreach events
- Investigated options to provide a flexible, innovative library community hub at the planned South Village community space at Kirrawee
- Libraries held 1,024 events with 24,987 people attending
- 192 event permits and 65 filming permits were issued
- 5 year Marketing Plan developed to increase community awareness of the collection and services provided by Sutherland Shire Libraries
- Sponsorship for The Youth Partnership in Excellence Awards
- Libraries held 9 pop ups across the year
- Education and Care centres have maintained an occupancy rate of 94.26% with all centres being rated as Meeting or Exceeding National Quality Standards
- School holiday, HSC and Youth programs held at Libraries across the year
- 10 Tourism blogs distributed

## 4A

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



#### 2022/23 Actions

#### Commentary

Encourage a diverse, resilient and self-sustaining business community

- Distributed 11 Business Now monthly e-newsletters to database of 3,080 organisations, containing business news, available grants, events and networking opportunities.
- Delivered business webinar on ‘How to Write a Marketing Plan’ to 68 local businesses.
- Completed the 2022 Council Biennial Business Survey with 312 respondents.
- Implemented the Flora Street Parklet project as part of the Streets as Shared Spaces Grant program.
- Supported local innovation economy Shark Dive Event and participate in the Southern Sydney Innovation Network.
- Developed Expression of Interest for Lunchtime Learning Business Education Webinar Series for implementation in July.



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

- Australian Traveller print & digital campaign undertaken July -Oct 2022. Theme: Holiday with your Fur Baby in the Sutherland Shire.
- Print campaign undertaken in Probus Tour Officer Travel Handbook.
- Social media posts undertaken weekly.
- Social Media Strategy developed and implemented focusing on Instagram and Facebook to promote the Sutherland Shire as a tourism destination and support local business.
- 10 Tourism blogs were distributed with the monthly Visit Sutherland Shire e-newsletter.
- To support and upskill local tourism providers, Council held a Tourism Industry Workshop on 23 May with Destination NSW.
- ‘Timeout’ digital campaign undertaken to promote Sutherland Shire Art & Culture scene and encourage visitation during June.



Facilitate third party events and filming activities on Council public land

- For the period of July 2022-June 2023 the following permits were issued:
  - 192 Event permits.
  - 64 Casual Leasing permits.
  - 8 Product Sampling permits.
- There were 16 event cancellations due to wet weather.
- There were 65 Filming Permits issued.
- 2 Filming Industry E-newsletters issued.





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



### 2022/23 Actions

### Commentary

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

- 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.
- Developed 5 local business case study videos for our Investment Prospectus webpages and social media channels, to promote and attract businesses to the Sutherland Shire.
- Undertook social media activity to share information and events to local businesses.
- Implemented new business Customer Relationship System so that communications can be targeted to local businesses and relationships recorded.
- Council sponsored the local Small Business Awards program.



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

- A Hospitality Discovery Day was held at Menai Club Central in October to promote jobs within the hospitality industry.
- Council provided sponsorship for The Youth Partnership in Excellence Awards and has continued to promote educational opportunities via Business Now E-newsletter and social media.
- Council officer are currently liaising with ANSTO & CSIRO on joint project opportunities.



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.
- The University of Wollongong has renamed the Loftus campus to The University of Wollongong Southern Sydney.



## 4C Deliver Quality Early Education and Care programs



### 2022/23 Actions

### Commentary

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

- The Education and Care centres have maintained an occupancy rate of 94.26% for the duration of the 22/23 year. All centres maintained a rating of 'Meeting' or 'Exceeding' the National Quality Standards and parent satisfaction over 90%. The unit's core focus continues to be on employee attraction and retention to ensure consistency for children and families, which is a fundamental contributing factor to the quality of service provision.



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

- The Child Safe Standards policy is currently under review. This will involve a 28 day public exhibition period, commencing at the end of July.
- An assessment on the Child Safe Standards will be undertaken in the coming months to determine the organisation's current status and gaps with respect to awareness and implementation of the 10 National standards.
- An action plan will be implemented following the analysis of the data obtained through the assessment process.



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



### 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 reviewed each quarter ensuring alignment with the Library Strategy. The new Kirrawee space has moved to detailed design. The staff signage working group have provided recommendations for future consideration. Recommendations for future considerations for indoor and outdoor connections have been finalised by the staff working group.



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

- Following the successful pilot project at Miranda Library, permanent outdoor furniture will be provided. Recommendations for future considerations have been provided by the staff working group.



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

### 2022/23 Actions

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

### Commentary

- The concept design was endorsed by Council in April and the project is now in design phase. Community Engagement was undertaken from 15 May - 30 June. Feedback indicated that 91% were supportive of the plans. The final design, costs, operating model will be presented to Council in preparation for construction to proceed.



## 4E Provide contemporary library resources to enable easier access to collections and services

### 2022/23 Actions

Provide community-driven collections

- Assessment of the Junior Easy, Community Language and Adult Fiction collections were completed.
- Recommendations to improve purchasing, retention of diverse titles, access, usage and promotion will be actioned by relevant staff.



Increase access to and visibility of the local history collections

- Outreach events throughout the year included a successful talk to 80 participants about Thomas Holt. A historical walk presented to the Sutherland Shire Military History Club with 14 attendees and participation in the Heritage Fair hosted by the Botany Bay Family History Society. During this event, staff talked to 155 attendees about the Local History collection.
- A memorandum of understanding is in place with the Cronulla Sharks to share content to expand and improve both collections.
- Engaged Bruce Howell to begin researching and cataloguing the Matson Collection of Aboriginal artefacts. This is a unique collection that requires specialised knowledge to ensure the integrity of the artefacts.
- Recollect now has 137,648 items available and 368 users.



## 4E

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



#### 2022/23 Actions

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

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

#### Commentary

- A Marketing Plan 2023-2028 has been developed to increase awareness of the collection and services provided by Sutherland Shire Libraries over the next five years. It sets out the communication tools, methods and voice to be used.

- A draft report has been finalised and reviewed by the opening hours working group. To be reviewed by the library leadership team to determine actions and recommendations.



## 4F

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



#### 2022/23 Actions

Activate spaces with innovative library programs and events

#### Commentary

- Between July 2022 and June 2023 inclusive, Libraries held 1,812 events and programs for 44,525 attendees.
- Of these, 1,230 events and programs were for 37,735 attendees – including children, youth, and cross-generational audiences.
- For adults, 582 events were held for 6,790 attendees – including adults, seniors, and cross-generational audiences.





# 4F

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



### 2022/23 Actions

### Commentary

Deliver a range of learning opportunities to support readers and literacy

- Youth programs in 2022/23 included supporting HSC students with HSC Rescue stress-relief and resource-provision programs. School holiday activities focused on creativity and problem solving with an Escape Room Experience. Youth Week offered fun and leisure activities to create connection and community.
- Increased attendance at regular Early Childhood programs has been steady this year, with numbers reaching previous high attendance.
- School holiday activities are also achieving high attendance, reflecting the community’s desire to participate in activities in their community.
- Books Before School - 508 registered with 197 active readers.



Increase connection with new and existing customers

- 9 successful pop ups were held across the year including Walk the Walls, Southgate Shopping Centre, the Sunset Cultural Ceremony at Burnum Burnum Sanctuary, the Seniors Festival Expo at Gynea Tradies, and the Meeting of Two Cultures at Kamay Botany Bay Park National Park.
- A total of 626 community members were engaged via our pop-up libraries.
- Transition to a new automated marketing and email platform, Patron Point, achieved in May 2023. The new system allows more segmented, targeted marketing and engaging email campaigns relevant to customers promoting Libraries services and programs.





**OUTCOME**

**5**



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



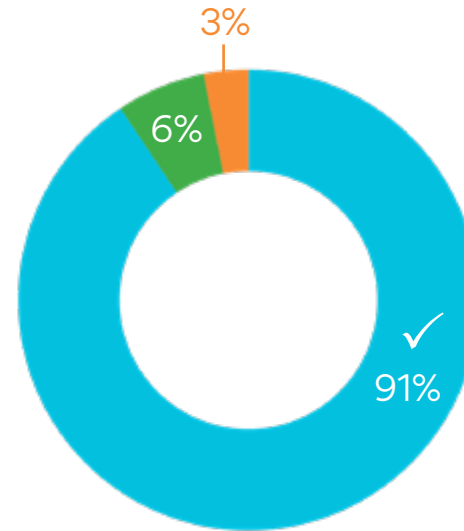
## OUTCOME 5

### 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	29
	On Track	2
	On Hold	-
	Needs Attention	1
	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

- Public Domain Strategy adopted

- Mapping for bushland categories and service standards completed

- Bike to the Beach event held

- Mapping and analysis of distribution of public toilet facilities is underway

- 4 extra cameras added for crime prevention activities at hot spots

- Greater than 90% rehoming rate of animals at the animal shelter

- Three masterplans have been adopted by Council for Don Lucas Reserve, Heathcote Oval, Gymea Bay Baths

- 3,933 students attended Surf Awareness and Survival education program from across 81 schools

- Play Service Analysis and Implementation Plan adopted by Council

 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

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



### 2022/23 Actions

### Commentary

Deliver community events and programs to promote active transport

- The Bike to the Beach event held in September 2022 with relatively small participation numbers. Additional educational and promotional opportunities will be detailed in the Draft Bike Plan to be considered by Council before the end of 2023.



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

- Scheduled new footpath program for 2022/23 has been completed. Nicholson Parade Cronulla shared path works at Gunnamatta Park completed. New footpath proposal for Surf Lane Cronulla put on public consultation in June 2023.



Review, manage and maintain wayfinding signage

- 2022/23 works completed. Wayfinding Infrastructure installed in Engadine and Sutherland town centres during March 2023.



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

- Council staff and the community have been consistent in advocating the merits of the rail corridor as the preferred route for SCATL and the outcome of this advocacy is expected to be made public by TfNSW before the end of 2023.



Effectively manage planned and reactive maintenance of footpath assets

- 100% scheduled and planned maintenance of footpath assets complete for the period with a 73% rate of planned versus reactive for footpath works.





## 5B

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



#### 2022/23 Actions

#### Commentary

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

- Website including open space facilities, services and projects updated.
- Community and key stakeholders consulted on all open space masterplans developed this year, as well as major new projects and changes to services such as playgrounds, youth precincts, dog parks.



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 continues with key stakeholders and as part of the master planning process and service analysis, to increase accessibility and utilisation of councils open space.



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

- Three masterplans have been adopted by Council for Don Lucas Reserve, Heathcote Oval, Gynea Bay Baths. a fourth Draft masterplan has been prepared and exhibited for Oyster Bay Oval.



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

- The Crown Reserves Generic Plan of Management was recently approved by the Crown for public exhibition. The draft Plan of Management for Gunnamatta Park was endorsed by Council and is pending Crown Lands approval for public exhibition.
- A prioritised plan of management review program is being developed for ongoing revision of POMs.



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

- Quality assurance audits undertaken across all maintenance activities during the period.
- 89% of all scheduled parks maintenance was completed during the period.
- 82% of all sport-fields maintenance was completed during the period.
- 121 Sports-field inspections undertaken (Target >60).



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



### 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 is progressing, utilising the principles and actions from the Open Space Strategy and the Disability Inclusion Action Plan. Accessibility principles are being incorporated into all new and renewed play spaces.



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

- Draft Crown Reserves Generic Plan of Management prepared and approved by Department for public exhibition.
- Draft Plan of Management for Gunnamatta Park submitted to Department for review and approval for public exhibition. An ongoing rolling program of Plan of Management revision will continue.



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



### 2022/23 Actions

### Commentary

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

- A draft Public Interest Test is developed for the utilisation of open space for commercial, private functions or events. The Policy will be considered by Council for approval and Public Exhibition in Q1 and 2 of next financial year.



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.



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



### 2022/23 Actions

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

### Commentary

- Mapping and analysis of distribution of public toilet facilities is underway. The gap analysis and condition assessment is planned for 2023/24 financial year.



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



### 2022/23 Actions

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

### Commentary

- Mapping for bushland categories and service standards is complete. This is being considered as part of the Tree and Bushland Strategy. The mapping will be integrated into Council's Geographic Information System (GIS) system.



## 5F Enhance Emergency Management Maturity



### 2022/23 Actions

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

### Commentary

- Program of Community Resilience Building and Emergency Management capability improvement actions in progress. Bushfire Inquiry and Royal Commission into Natural Disaster response recommendations relating to local government - 46 actions identified, to date 10 completed and 15 in progress. A program of community and infrastructure resilience building projects continue being implemented through NSW Government advanced disaster recovery grant funding payments. Submission made to the Independent Review Commonwealth Disaster Funding Consultation.



## 5G

### Enhance opportunities for everyone to experience best value play spaces



#### 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

- The Play Service Analysis and Implementation Plan was adopted by Council on 24/04/2023.



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

- Works have commenced on the analysis of future needs for youth recreation spaces and fitness and exercise facilities. This gap analysis will be undertaken in a staged program with priority regional and district facilities identified initially.



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

- Internal stakeholders continue to collaborate in the development of precinct based centre plans for Caringbah, Miranda and Sutherland-Kirrawee



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. This includes opportunities for nature play being incorporated as part of the current round of playground renewals.





## 5H

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



#### 2022/23 Actions

#### Commentary

Develop the Public Domain Strategy

- Following public exhibition of the draft Strategy Council considered the feedback received and adopted the Strategy on 20 March 2023



## 5I

### Provide welcoming, safe and accessible places and spaces



#### 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
  - Cronulla beach safety outreach day with NSW Police February 2023
  - Westfield Miranda youth crime outreach afternoon with NSW Police March 2023
  - Illegal Dumping comes at a cost to all - Posted May 2023
  - Dealing with Barking Dogs - Posted June 2023



# 51

## Provide welcoming, safe and accessible places and spaces



### 2022/23 Actions

### Commentary

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 and March 2023
  - 56 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.
  - School zone education program during first 3 weeks of term one 2023, which educates parents and carers about parking rules around school zones.
  - Community awareness campaign of NSW Government AED register
  - DrinkSafe Campaign - May 2023
  - How to stay safe this whale watching season - Posted May & June 2023



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. Additional cameras have now been scoped to increase Council's Coastal Surveillance network and hot spot areas and are due for deployment by end 2023.
- 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.



# 51

## Provide welcoming, safe and accessible places and spaces



### 2022/23 Actions

### Commentary

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 scheduled during the summer patrol season from October to April 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 back pre- Covid 19 scheduling, with over 3933 students attending program from across 81 schools, including 18 schools outside the Sutherland Shire.
- Council Lifeguards continued participation at Multicultural Water Safety Events and Programs, including:
  - Red Cross Surf Safety – Beverly Hills Intensive English & Kogarah Intensive English
  - Refugee Water Safety Week
  - Island Time (Fa’avae) Program
  - Swim Brothers
  - Australia Water Safety Program/ Day
  - Bankstown “Day at the beach program” SLS – Bankstown Senior College
  - Rock Fishing Safety Day Kurnell
  - Birrong Boys “Day at the Beach”
  - TAFE NSW Water Safety Sessions
  - World Oceans Day beach clean Cronulla



Participate in the Rock Fishing Safety Program

- Regular patrols are undertaken by Council Lifeguards and Public Safety team with inspectors patrolling black spot locations. Officers have also issued numerous formal warnings and provided additional education to those community members participating in rock fishing. Officers have observed a positive change in safety behaviour and compliance.



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’s Crime Prevention Staff at the Police Local Area Command Safety Precinct Committee and Local Liquor Accord.



# 51

## Provide welcoming, safe and accessible places and spaces



### 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 90% 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.
- Cat adoption week campaign in January 2023 and discount adoption and microchipping week including “Cat-ur-day Saturday” in February.
- Unregistered Animal Notification mailout October 2022 and March 2023.
- Dogs in the Park promotion at Don Lucas reserve Cronulla and to celebrate Youth Week, the Animal Shelter unveiled two new murals at the centre.



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

- The Roads and Traffic Team continue to deliver the school education program by promoting safe behaviour by motorists around school zones and undertaking regular patrols to monitor for compliance.
- Number of School zones patrolled - 1408
- Number of time portable radar deployed at school zones - 138
- School Education Campaign run during the first three weeks of term 1 2023, with Officers educating parents and carers about parking rules and to encourage everyone to get to and from school safely.



Mitigate graffiti vandalism

- 1392 graffiti incidents were added to the national graffiti database (AUSGR) and removed., for the July 2022 - June 2023.
- 84% of all graffiti (1169 incidents) were removed within 7 days (Target >80%).
- Council Continue to adhere to the adopted Policy and deliver actions as per the Graffiti Management plan.





**OUTCOME**

**6**

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



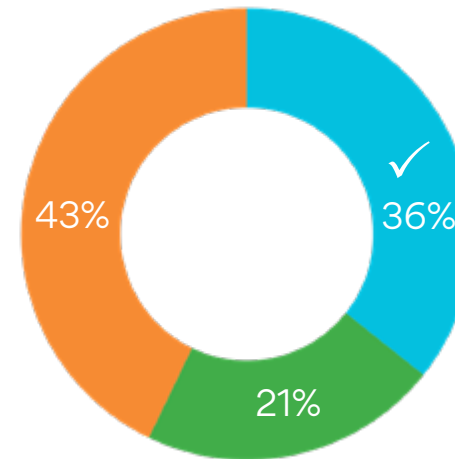
## OUTCOME 6

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

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

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

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



#### Action Status

	Complete	5
	On Track	3
	On Hold	-
	Needs Attention	6
	Off Track	-

### Achievements

- 7 detailed submissions to the State government on various reforms to planning legislation

- Progressed the Draft Housing Strategy

- Draft place based plans for Miranda, Caringbah and Sutherland-Kirrawee have been prepared

- Strategic transport input provided into Precinct planning and Housing Strategy preparation

- 100% reactive maintenance of the road network completed

- All changes to the State Environmental Planning Policies (SEPPs) and technological initiatives set by the Department of Planning and Environment have been implemented



## 6A Support enhanced housing diversity, accessibility and affordability to meet the diverse needs of our community

### 2022/23 Actions

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

### Commentary

- A Housing Strategy is required by State legislation to provide for the future housing needs of residents. This draft strategy was considered by Council on 26 June 2023 however no resolution was passed, it will be reconsidered by Council at a future meeting. Following adoption of the draft Housing Strategy by Council, it must be publicly exhibited. Then it must be endorsed by the Department of Planning and Environment. The Housing Strategy forms the framework for the place based centre plans.



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

### 2022/23 Actions

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

### Commentary

- Council made 7 detailed submissions to the State government on various reforms to planning legislation. The submissions seek to represent the best interests of the community in planning matters.



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

### 2022/23 Actions

Finalise Sutherland-Kirrawee Centre Precinct Plan

### Commentary

- The draft place based plan for Sutherland-Kirrawee has been prepared by staff. It will be reported to Council following consideration of the Housing Strategy. This plan seeks to revitalise the centre and provide for employment and housing options, and upgrades to the public domain. The draft plan will form the basis of a planning proposal.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

## 6C

### Manage new and existing development within a robust and effective framework



#### 2022/23 Actions

#### Commentary

Finalise Miranda Centre Place Plan

- The draft placed based plan for Miranda has been prepared by staff. It will be reported to Council following consideration of the Housing Strategy. This plan seeks to revitalise the centre and provide for employment and housing options, and upgrades to the public domain. The draft plan will form the basis of a planning proposal.



Finalise Caringbah Centre Plan

- The draft placed based plan for Caringbah has been prepared by staff. It will be reported to Council following consideration of the Housing Strategy. This plan seeks to revitalise the centre and provide for employment and housing options, and upgrades to the public domain. The draft plan will form the basis of a planning proposal.



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. There has been a reduction in active DA's and DA's received in 2023 are being processed with improved timeframes. Further analysis and implementation of recommended actions are being undertaken to ensure long term and sustained improvements.



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

- All changes to the State Environmental Planning Policies (SEPPs) and technological initiatives set by the Department of Planning and Environment have been implemented.



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

- Development assessment time frames are improving under new processes. Work is being undertaken to improve assessment times and processes for the long term.





 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

6D

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



### 2022/23 Actions

### Commentary

Advocate for the duplication of Heathcote Road

- Advocacy activities for 2022/23 completed. Advocacy efforts impacted by NSW election and change of government. Renewed effort to be made in 2023/24.



Effectively manage planned and reactive maintenance of the road network

- 100% reactive maintenance delivered. Council received road maintenance grant for \$8.9M in January 2023 for action by February 2024. Contractors are engaged for delivery by December 2023.



6E

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



### 2022/23 Actions

### Commentary

Promote safe access to public transport and transport hubs

- Identification of primary paths of travel for all rail stations undertaken. Some delay in progressing to next stage being the compliance audit of primary paths of travel around Sutherland and Kirrawee stations as first priorities.




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

- Advocacy efforts have been made but are limited due to a request by TfNSW to delay briefing the Council to enable a review of future rail projects after the election of the new NSW Government in March 2023. Once this review is completed clarity on future projects should be established.



 Complete

 On Track

 On Hold

 Needs Attention

 Off Track

## 6E

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



#### 2022/23 Actions

#### Commentary

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

- Strategic transport input provided into Precinct planning and Housing strategy preparation. Further input will rely on level of feedback received during public exhibition of the precinct plans and Housing Strategy. Input to major development proposals has been provided.



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

- Advocacy efforts impacted by review of More Trains More Services program and change of government. Renewed effort to be made in 2023/24. Immediate focus will be on reliability of bus service operations.







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