

# DELIVERY PROGRAM AND OPERATIONAL PLAN 2021/22

January to June 2022  
Progress Report



AFRICA  
AND  
SOUTH  
AFRICA

## 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.



Prepared by  
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Fire Stories, April 2022

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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 JANUARY TO JUNE 2022

Sutherland Shire has a unique vibrancy. It makes our community a place where many people want to stay and never leave. Our role as Council is to use our community's vision to guide our plans for the future. That's why we created the five-year Delivery Program for 2017-2022, with a one-year Operational Plan and Budget for 2021/22 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:

- a community informed and engaged in its future
- a beautiful, protected and healthy natural environment
- a caring and supportive community
- a culturally rich and vibrant community
- a prosperous community for all
- a liveable place with a high quality of life.

Take a look at some of the programs and projects we delivered during 2021/22, each of which are contributing to delivering our Community's vision for the future.

# OUR JANUARY TO JUNE 2022 HIGHLIGHTS



## Fire Stories – Country, Clan & Culture

Council, in partnership with the Gujaga Foundation and La Perouse Local Aboriginal Land Council, hosted the first Fire Stories – Country, Clan & Culture event at Cronulla Park. It was a night of sharing and celebrating First Nations culture through song, dance, art, workshops and storytelling and paid tribute to Dharawal Country and its people.

A highlight of the evening was a ceremony and story of the locally significant Buri Buri whale, with fires illuminating the park as the sun went down.

## ‘Sutho Skate’ Event

Council’s inaugural ‘Sutho Skate’ event was held offering a thrilling line up of demonstrations and activities to appeal to the growing young skateboarding community.

## Playground Renewals

Council completed the following playground renewals to assist our community to enjoy active lives connected to nature:

- Albert Hutchingson Reserve, Sutherland
- Billa Road Oval Playground, Bangor
- Bundeena Oval Playground, Bundeena
- Canberra Road Oval Playground, Sylvania
- Corea Oval Playground, Sylvania
- Venno Street Reserve, Heathcote

## Community once again unites for ‘Meeting of Two Cultures’ event

One of the most significant moments in Australian history has again been acknowledged with the staging of Council’s ‘Meeting of Two Cultures’ event, marking the anniversary of the first contact between Europeans and the First Nations peoples of Australia’s east coast.

# DELIVERY PROGRAM 2017 - 2022



In response to COVID-19, the NSW Office of Local Government postponed the 2020 local government elections and has extended the Integrated Planning & Reporting cycle for 12 months, making the current Delivery Program a five-year program, 2017 - 2022.



## Loneliness Forum

Council worked with key local service organisations and leading experts to host a Loneliness Forum to bring residents, local community services and groups together to collaborate and gain resources to combat social isolation within our community.

## Community Strategic Plan and Delivery Program

In June Council endorsed Our Shire: Community Strategic Plan which sets the community's aspirations and priorities for the future.

The 2022-2026 Delivery Program was adopted along with our Resourcing Strategy and annual Operational Plan, Budget, and Capital Works program. These important documents detail the activities and actions we will deliver for our community.

## Operation Marsupial - Joint tree planting project to provide big benefit for small creatures

Council staff and NSW Wildlife Information Rescue and Education Service (WIRES) collaborated for a joint tree planting effort on Council owned property at Barden Ridge which is hoped will provide a sustainable food source for native animal populations, along with providing an ongoing source of vegetation that WIRES volunteers can use to sustain sick and injured native animals in their care.

## Opportunities far and wide to mark Australia Day 2022 in Sutherland Shire

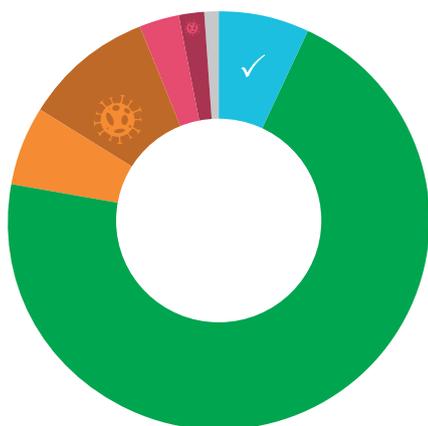
Council's annual events program provided a host of activities, entertainment and experiences to encourage stronger local connections.

# HOW TO READ THIS REPORT

The focus for this January to June 2022 progress report is on the 2021/22 Operational Plan actions which contribute to the overall Delivery Program 2017-2022.

The Plan contains actions which reflect both ongoing services and new projects or initiatives which are contributing to the five year deliverables and supporting continuous improvements. The commentary against individual actions in the appendix reflects if they are either 'Complete', 'On-Track', 'Monitor', 'Monitor-Impacted by COVID-19', 'Off-Track', 'Off-Track-Impacted by COVID-19' or 'Cancelled'.

## HOW WE RATE THE STATUS



	Complete	All agreed delivery milestones achieved.
	On-Track	Deliverable is on time, within budget and meeting agreed levels.
	Monitor	Minor delays on critical milestones, a forecast minor overspend or quality issues. Expected completion within a revised timeframe.
	Monitor-Impacted by COVID-19	Minor delays on critical milestones, due to impact of COVID-19.
	Off-Track	On hold or delayed on critical milestones, a significant overspend or significant quality issues.
	Off-Track-Impacted by COVID-19	On hold or delayed on critical milestones due to significant impacts to the Service caused by COVID-19.
	Cancelled	Deliverable is no longer proceeding.

## HOW THE INFORMATION IS PRESENTED

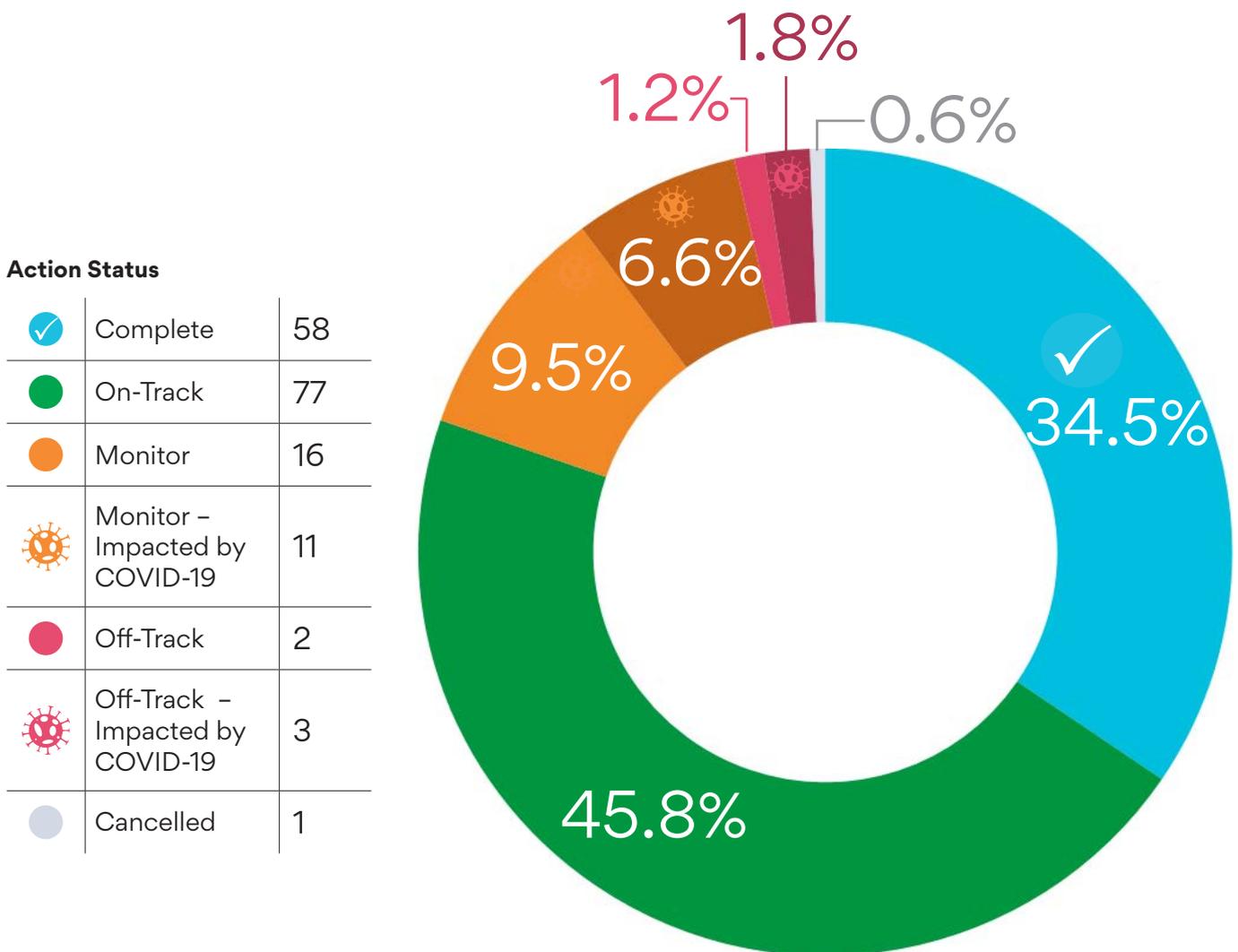
High level summaries of progress of the Plan actions by Outcome are documented in the main section of the report.

Detailed status and commentary of each Plan action is documented in the Appendix.

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

# OVERALL PROGRESS

We have completed the fifth and final year of our Delivery Program 2017-2022 with 34.5% completed in the 2021/22 Operational Plan, with a further 45.8% due for completion within their agreed timeframes.



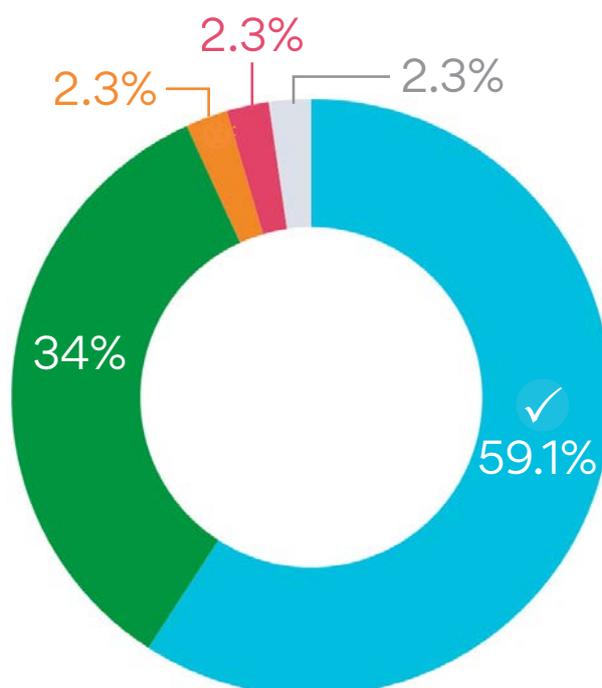
# OUTCOME 1

## A COMMUNITY INFORMED AND ENGAGED IN ITS FUTURE

We identified the need to improve our engagement practices and actively inform and engage residents across the generations in ongoing conversations. Sustaining this relationship with the community will result in greater ownership and take up of ideas, which will lead to the achievement of better outcomes for all. Over the next 10 years we want to improve on customer experience, engagement and communications. We continue to work towards better defining our informing strategies and aligning resources to meet the objectives of our Delivery Program 2017-2022.

### Action Status

	Complete	26
	On-Track	15
	Monitor	1
	Monitor – Impacted by COVID-19	-
	Off-Track	1
	Off-Track – Impacted by COVID-19	-
	Cancelled	1



### ACHIEVEMENTS

- Cyber Security Framework developed and implemented.
- Senior leadership development program launched.
- ASPIRE Employee development and review program developed.
- Internal Communications Framework developed.
- Community engagement and consultation for 27 projects undertaken.
- Onboarding and induction of new and returning Councillors completed following the 2021 Local Government Election.
- Asset Management Strategy adopted.
- Workforce Strategy 2022-26 adopted.
- Long Term Financial Plan adopted.
- Service Plans developed and included in the 2022-2026 Delivery Program and 2022-23 Operational Plan.

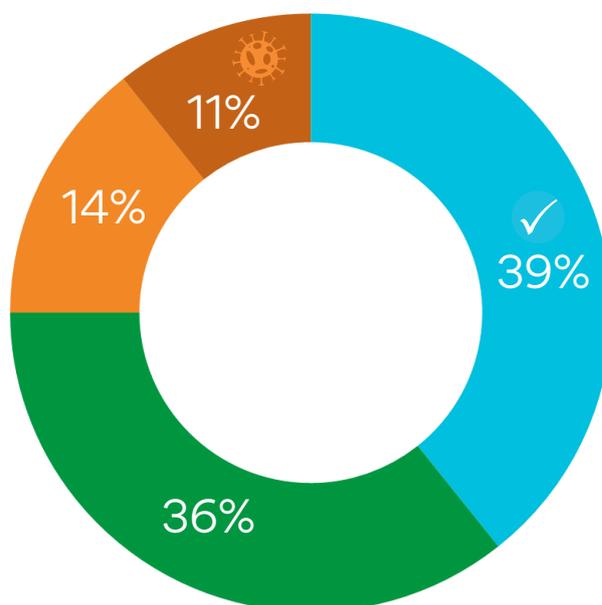
# OUTCOME 2

## A BEAUTIFUL, PROTECTED AND HEALTHY NATURAL ENVIRONMENT

Our community strongly values our access to the rich and diverse natural environment of Sutherland Shire. The natural environment supports our health and wellbeing. Residents, community groups, schools, businesses, council and developers all have a role in protecting our environment and reducing our resource consumption for the benefit of us and our future generations. Over the next 10 years we want to protect and sustain a beautiful natural environment and enhance the streets in public places.

### Action Status

	Complete	11
	On-Track	10
	Monitor	4
	Monitor – Impacted by COVID-19	3
	Off-Track	-
	Off-Track – Impacted by COVID-19	-
	Cancelled	-



### ACHIEVEMENTS

- Bate Bay Coastal Management Program adopted by Council.
- Operation Cool Down Miranda completed.
- Water quality sampling undertaken as part of annual schedule to monitor waterway health.
- 2021-22 Greenweb 2021-22 delivered with increased community participation in private property program.
- 2021-22 Bushcare Program delivered with 650 volunteers across 110 sites.
- 2021-22 Biosecurity Program (Weed Control) delivered.
- 2021-22 Feral Animals Control Program delivered.
- Sutherland Emergency Plan review and update completed and Royal National Park Emergency Sub-Plan developed.
- Disaster Dashboard developed as a single point of reference to emergency updates and data for residents.
- 19 tonnes of soft plastics and textiles diverted from landfill. 142 tonnes of E-waste and 165 tonnes of chemicals collected and disposed of.
- Environmentors program visited 18 schools educating over 2,000 students.

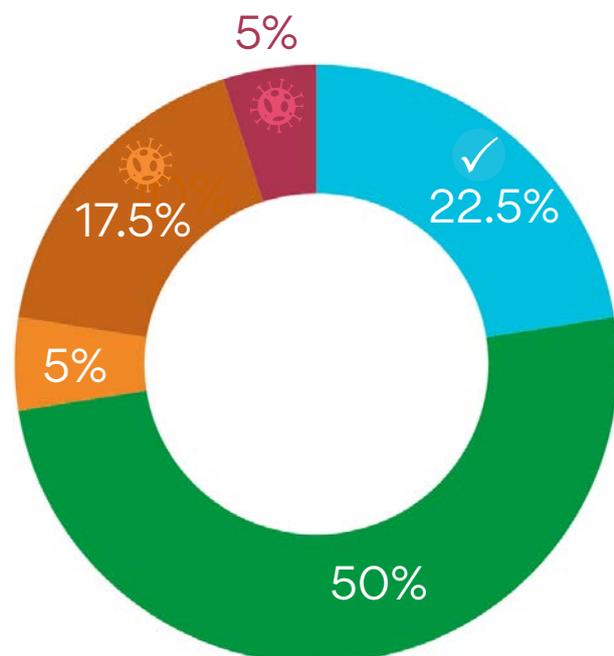
# OUTCOME 3

## A CARING AND SUPPORTIVE COMMUNITY

Through consultation 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. Over the next 10 years we want to sustain and build a resilient and inclusive community that cares for the well-being of all.

### Action Status

	Complete	9
	On-Track	20
	Monitor	2
	Monitor – Impacted by COVID-19	7
	Off-Track	-
	Off-Track – Impacted by COVID-19	2
	Cancelled	-



### ACHIEVEMENTS

- Property Strategy developed.
- Safer Communities Strategy developed.
- ‘Sutho Skate’ event held to inspire young skateboarders in the community.
- Delivered Loneliness Forum to combat social isolation in the community.
- Delivered 30 specialised events and activities during the Seniors Festival.
- Delivered 12 events for Youth Week.
- Annual Community Sector Plans developed for Seniors, Youth, Aboriginal and Torres Strait Islander, Disability and Multicultural sectors.
- Delivered programs to enhance mental health and wellbeing, and increase awareness of active healthy living.
- Reconciliation Action Plan (RAP) developed and Reconciliation Week 2022 events delivered.
- COVID-19 response grant delivered.

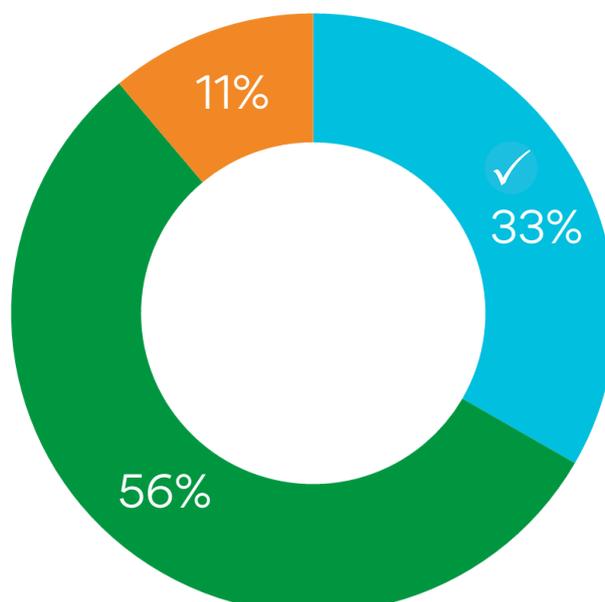
# OUTCOME 4

## A CULTURALLY RICH AND VIBRANT COMMUNITY

Culture is a vital part of a healthy and connected community. Over the next 10 years, we will celebrate who we are through cultural experiences, events, and facilities, by retaining local special places and by building a cohesive local identity. We will nurture creativity, celebrate our shared heritage and embrace diversity, helping us to create a sense of community identity and value what is important to all of our lives.

### Action Status

	Complete	3
	On-Track	5
	Monitor	1
	Monitor – Impacted by COVID-19	-
	Off-Track	-
	Off-Track – Impacted by COVID-19	-
	Cancelled	-



### ACHIEVEMENTS

- Cultural Strategy completed and adopted by Council.
- Continued progress on the refurbishment of the Sutherland Entertainment Centre.
- Archibald Prize exhibition held at Hazelhurst Arts Centre with 13,000 visitors.
- Delivered artistic program for Hazelhurst with increasing enrolments across all age groups.
- Six donations of significant items to the Local Studies collection.
- Fifty virtual and five in person Citizenship ceremonies delivered.
- New range of public events developed to support public gatherings including:
  - Australia Day events delivered across 9 locations to over 20,000 community members.
  - Fire Stories event delivered with over 5,000 attendees
  - Cinema Under the Stars delivered at 5 locations.

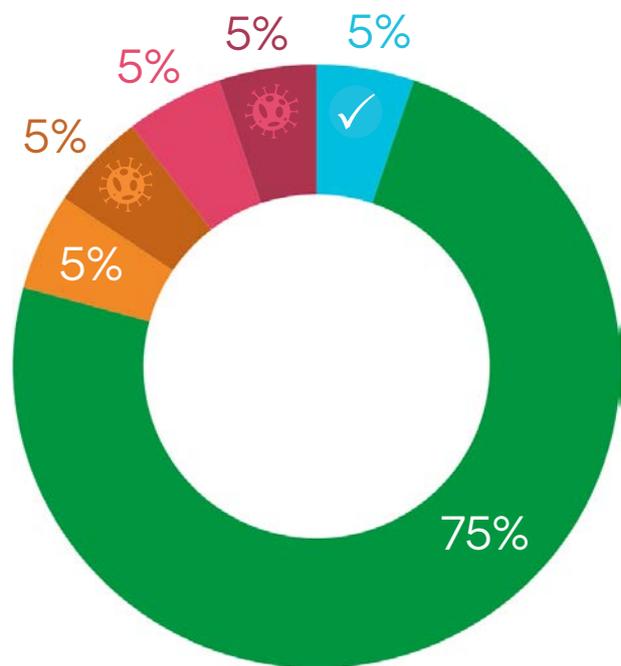
# OUTCOME 5

## A PROSPEROUS COMMUNITY

Investing in education and learning, from early childhood to later years, is not just good for individuals – but for communities as a whole. Over the next 10 years in Sutherland Shire, we want to work towards being a community in which every one of us is educated, where people can work closer to home, and where our local businesses prosper and provide increased employment opportunities.

### Action Status

	Complete	1
	On-Track	14
	Monitor	1
	Monitor – Impacted by COVID-19	1
	Off-Track	1
	Off-Track – Impacted by COVID-19	1
	Cancelled	-



### ACHIEVEMENTS

- FutureMap Workshop undertaken with ANSTO and Southern Strength.
- Small Business Month Summit held with 180 local businesses in attendance.
- 101 filming permits issued.
- ‘Gymea Nights’ festival held with live performances, activities and lighting displays to support local businesses.
- Draft Library Strategy endorsed for public exhibition.
- Cinema Under the Stars events held at 5 locations.
- 169 people joined the Books Before School program.
- Sutherland Shire Investment Prospectus reviewed and promoted.
- Training and motivation events for local businesses provided.

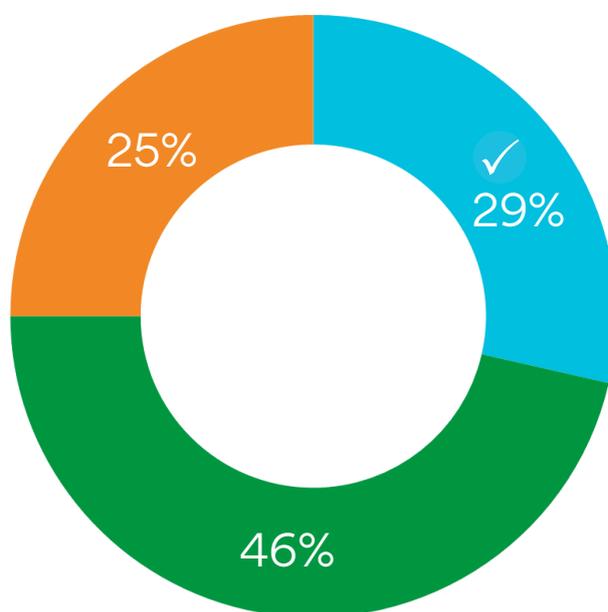
# OUTCOME 6

## A LIVEABLE PLACE WITH A HIGH QUALITY OF LIFE

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 a strong sense of connection and safety in our community and liveability of our urban environment. Over the next 10 years, we want a liveable Sutherland Shire, where growth is balanced with social and environmental outcomes, where we can access a range of transport options, where we can afford a home, and where we can maintain and improve our quality of life.

### Action Status

	Complete	8
	On-Track	13
	Monitor	7
	Monitor – Impacted by COVID-19	-
	Off-Track	-
	Off-Track – Impacted by COVID-19	-
	Cancelled	-



### ACHIEVEMENTS

- Draft Bike Plan prepared.
- Continued development of the Parking Strategy, and Roads and Freight Strategy.
- Draft Active Transport Strategy endorsed for public exhibition.
- Draft Public Transport Strategy endorsed for public exhibition.
- Continued development of Public Domain Strategy.
- Progressed the development of Precinct Plans for Sutherland-Kirrawee, Miranda and Caringbah.
- Stage 1 LEP Amendment gazetted.
- Graffiti management delivered in accordance with adopted plan.
- Five educational initiatives delivered to increase awareness of Council's statutory roles and promote the services provided by Public Safety Inspectors.

# APPENDIX

## DP/OP DETAIL ACROSS ALL OUTCOMES

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>1A</b>	<b>Implement the Integrated Planning and Reporting Framework</b>		<b>Corporate Strategy</b>		
1A.22.01	Facilitate effective delivery of the 2021/22 Operational Plan	Operational Plan actions are completed on time, within budget and agreed quality expectations	Corporate Strategy		<ul style="list-style-type: none"> <li>Complete.</li> <li>Final six month Progress Report is being prepared and will be reported to the Council Meeting in September 2022.</li> </ul>
1A.22.02	Facilitate the review of the Community Strategic Plan	The Community Strategic Plan is reviewed and updated in conjunction with the community and in accordance with the Integrated Planning and Reporting guidelines	Corporate Strategy		<ul style="list-style-type: none"> <li>Complete.</li> <li>Our Shire: Community Strategic Plan was endorsed by Council on 23 May 2022.</li> </ul>
1A.22.03	Commence development of the 2022 - 2025 Delivery Program	The 2022 - 2025 Delivery Program is developed in accordance with the Integrated Planning and Reporting guidelines	Corporate Strategy		<ul style="list-style-type: none"> <li>Complete.</li> <li>The 2022-2026 Delivery Program and 2022-23 Operational plan was adopted by Council on 27 June 2022.</li> </ul>
1A.22.04	Develop a suite of Service Plans for inclusion in the 2022 - 2025 Delivery Program	Service Plans are developed for each Service area of Council	Corporate Strategy		<ul style="list-style-type: none"> <li>Complete.</li> <li>A suite of 31 Service Plans were included in the 2022-2026 Delivery Program and 2022-23 Operational Plan which was adopted by Council on 27 June 2022.</li> </ul>
1A.22.05	Deliver the 2021/22 Infrastructure Works Program	Delivery of the program of works identified in delivery program	Project Delivery		<ul style="list-style-type: none"> <li>Complete</li> <li>The 2021/22 Delivery Program is progressing with 95% committed and approximately 85% delivered.</li> <li>Project changes that have been approved through Council's Quarterly review process have been approved in the adoption of the 2022/23 Delivery Plan and Operational Plan by Council on 27 June 2022.</li> <li>COVID-19 impacts are effecting supply and price of some construction materials and resource availability.</li> <li>All construction activities have been impacted by the abnormally wet weather experienced between Dec-June 2022."</li> </ul>

 Complete 
  On-Track 
  Monitor 
  Monitor- Impacted by COVID-19 
  Off-Track 
  Off-Track- Impacted by COVID-19 
  Cancelled

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>1B</b>	<b>Develop and implement an Engagement Strategy and Plan</b>		<b>Communication &amp; Engagement</b>		
1B.22.01	Deliver an Engagement Program utilising diverse channels and methods to enhance community awareness and participation in Council services and decision making	Number of community engagements undertaken Participation in engagement (numbers reached, number of submissions)	Communication & Engagement		<ul style="list-style-type: none"> <li>Complete.</li> <li>27 project consultations.</li> <li>More than 1,583 active participants in online and offline engagements.</li> </ul>
1B.22.02	Deliver a monthly external e-newsletter on engagement opportunities, results and decision making outcomes	Distribution Increase in Registration Open Rate (target > greater industry benchmark)	Communication & Engagement		<ul style="list-style-type: none"> <li>Complete</li> <li>Monthly newsletters distributed to approximately 10,000 subscribers</li> </ul>
1B.22.03	Undertake biennial community satisfaction research to inform ongoing service planning	Research complete	Communication & Engagement		<ul style="list-style-type: none"> <li>Complete.</li> <li>Biennial community satisfaction research completed.</li> </ul>
1B.22.04	Undertake an education campaign to the community on Council's role in the Planning process	Campaign delivered in accordance with Engagement Plan	Development Assessment		<ul style="list-style-type: none"> <li>In progress.</li> <li>The Assessment Teams are assisting in resourcing the Council website review - which is underway and is a critical strategy.</li> </ul>
<b>1C</b>	<b>Implement the Information Management &amp; Technology Strategy and Plan</b>		<b>Information Management &amp; Technology</b>		
1C.22.01	Development of a Cyber Security Framework	Cyber Security Framework developed Cyber Aware campaign across Council implemented	Information Management & Technology		<ul style="list-style-type: none"> <li>Complete.</li> <li>Cyber Security Framework based on ISO27001 developed, implemented and in operation.</li> <li>Framework includes policy, determinations and procedures, defined security roles, endorsed objectives and regular reporting on security maturity progress.</li> </ul>
1C.22.02	Improve Council's website focusing on user experience	Improved user experience Increase in visits to website	Communication & Engagement		<ul style="list-style-type: none"> <li>In progress.</li> <li>Website project upgrade on track for project milestones.</li> </ul>
1C.22.03	Develop Cloud Strategy	Cloud Strategy developed and presented to Executive for endorsement	Information Management & Technology		<ul style="list-style-type: none"> <li>Complete.</li> <li>Delivered as part of the Information Customer and Technology Strategy.</li> </ul>
1C.22.04	Reimplementation of Confirm Asset Management System to include all asset classes	Reimplementation completed Asset class data maintained in Confirm	Information Management & Technology		<ul style="list-style-type: none"> <li>Cancelled.</li> <li>No longer required due to the One Council implementation.</li> </ul>

 Complete
  On-Track
  Monitor
  Monitor- Impacted by COVID-19
  Off-Track
  Off-Track- Impacted by COVID-19
  Cancelled

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
1C.22.05	Improve customer interaction utilising automated engagement	Increased use of self service engagement channels Enhanced customer experience	Communication & Engagement	●	<ul style="list-style-type: none"> <li>In progress.</li> <li>Commenced enhancements to enable and direct customers to self service and improved customer experiences through new website and customer request management.</li> <li>On track for launch in line with project milestones."</li> </ul>
1C.22.06	Implement vehicle technology systems that support operational efficiencies and legislative compliance	Business case developed and procurement action undertaken to identify and implement vehicle technology systems	Fleet and Logistics	●	<ul style="list-style-type: none"> <li>In progress.</li> <li>Vehicle technology solutions procurement selection in progress."</li> </ul>
<b>1D</b>	<b>Develop and Implement a Customer Experience Strategy and Plan</b>		<b>Customer Services</b>		
1D.22.01	Develop customer journey maps to inform improvements to customer experience with Council	5 core customer journey maps developed Improved customer interactions with Council	Communication & Engagement	●	<ul style="list-style-type: none"> <li>In progress.</li> <li>Priority customer journey research completed to inform website and customer request management projects.</li> </ul>
1D.22.02	Development of a Digital Customer Strategy	Strategy developed and presented to Council for adoption	Communication & Engagement	✓	<ul style="list-style-type: none"> <li>Complete.</li> <li>Delivered as part of the Information Customer and Technology Strategy.</li> </ul>
<b>1E</b>	<b>Implement the Finance Strategy including the Long Term Financial Plan</b>		<b>Financial Services</b>		
1E.22.01	Comprehensive review of the Long Term Financial Plan	Revised Resourcing Strategy including Long Term Financial Plan developed and presented to Council for adoption	Financial Services	✓	<ul style="list-style-type: none"> <li>Complete.</li> <li>The Long Term Financial Plan was adopted as part of the Resourcing Strategy at the June 2022 Council Meeting.</li> </ul>
1E.22.02	Identify and implement improvement opportunities to optimise Council's financial information systems and processes	Implementation of the Financial Systems Improvement Action Plan	Financial Services	✓	<ul style="list-style-type: none"> <li>Complete.</li> <li>The development of a Financial Systems Improvement Plan culminated in the commencement of Project Rocket OneCouncil business transformation project.</li> </ul>
1E.22.03	Provide accurate and timely financial reports monthly, quarterly and via the annual financial statements	Reports presented in accordance with financial reporting calendar	Financial Services	✓	<ul style="list-style-type: none"> <li>Complete.</li> <li>All financial reporting has been provided in accordance with statutory or pre-approved timeframes.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>1F</b>	<b>Implement the 2017-21 Workforce Strategy</b>		<b>People &amp; Culture</b>		
1F.22.01	Develop an Internal Communications Framework, including establishment of channels, protocols and resources	Framework developed and adopted  Channels, protocols and resources developed and implemented  Uptake and engagement (% participation, positive uptake trend)	Communication & Engagement		<ul style="list-style-type: none"> <li>In progress.</li> <li>Internal Communications framework adopted.</li> <li>Regular internal communications delivered through multiple channels and identified projects on track.</li> </ul>
1F.22.02	Deliver a contemporary suite of human resource policies and procedures	All policies and procedures reviewed, updated, and approved. Stakeholders engaged in review process. Forward schedule of rolling policy review developed.	People & Culture		<ul style="list-style-type: none"> <li>In progress.</li> <li>Developed an effective framework to develop, consult and deliver contemporary employment determinations and guidelines.</li> </ul>
1F.22.03	Review Council's Core Enterprise Agreement	Review of Core Enterprise Agreement completed	People & Culture		<ul style="list-style-type: none"> <li>Complete.</li> <li>Industrial and financial review of Council's Core Enterprise Agreement (2004) has been completed.</li> </ul>
1F.22.04	Deliver a Leadership Development Program	Leadership development Program delivered to Senior Managers and Pilot Team Leaders	People & Culture		<ul style="list-style-type: none"> <li>In progress.</li> <li>Senior leadership development program 'elevate' launched in February 2022 and is being rolled out.</li> </ul>
1F.22.05	Design and implement an organisational Capability Framework	LGNSW Capability Framework adapted for organisational purpose and rolled-out	People & Culture		<ul style="list-style-type: none"> <li>Complete.</li> <li>LGNSW capability framework has been incorporated into senior manager performance reviews and senior leadership development program</li> </ul>
1F.22.06	Develop a new Workforce Strategy 2022 - 2025 to support the upcoming 2022 - 2025 Delivery Program	2022-25 Workforce Strategy developed with all key stakeholders engaged during development	People & Culture		<ul style="list-style-type: none"> <li>Complete.</li> <li>Workforce Strategy 2022-26 developed and adopted by Council in June 2022.</li> </ul>
1F.22.07	Develop and implement an updated performance review framework	Modernised performance appraisal process rolled-out organisationally	People & Culture		<ul style="list-style-type: none"> <li>Complete.</li> <li>ASPIRE employee development and review program to launch in July 2022.</li> </ul>
1F.22.08	Commence the review of Council's Cadets Apprentices and Trainee Program	Review of Council's existing Apprentices and Trainee program commenced	People & Culture		<ul style="list-style-type: none"> <li>In progress.</li> <li>Review of existing apprentices and trainee provider commenced.</li> </ul>

 Complete
  On-Track
  Monitor
  Monitor- Impacted by COVID-19
  Off-Track
  Off-Track- Impacted by COVID-19
  Cancelled

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>1G</b>	<b>Implement the 2017-21 Asset Management Strategy</b>		<b>Asset Services</b>		
1G.22.01	Implement improvement actions from Strategic Asset Management Plan and the Asset Class Management Plans for Open Space, Stormwater and Waterways, Transport and Building Assets	Number of actions completed on schedule	Asset Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>Actions continued to be monitored and programmed for completion across the year.</li> <li>This included new Service Level Agreements, embedding needs into relevant informing strategies, enhancing asset hierarchies, allocation of asset custodian roles and asset management professional development.</li> <li>Improvement plans are continuously delivered and updated every four years.</li> </ul>
1G.22.02	Enhance the Asset Management Strategy to best practice	Revised Asset Management Strategy developed and presented to Council for adoption	Asset Services		<ul style="list-style-type: none"> <li>Complete.</li> <li>Strategy completed, exhibited and adopted.</li> <li>Features new key focus area for resilience.</li> </ul>
1G.22.03	Complete Transport Asset Class Asset Condition Inventory and Revaluation	Revaluation Completed	Asset Services		<ul style="list-style-type: none"> <li>Complete.</li> <li>Inventory enhanced and now includes retaining structures, cycleways and traffic facilities.</li> <li>Assets were independently valued.</li> </ul>
1G.22.04	Complete the collection of Councils infrastructure asset information and enhance to a consistent industry best practice standard	New asset records structure established, all data collection complete and integrated into a single data platform	Asset Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>Asset inventories now updated to revised hierarchy, and prepared for inclusion.</li> <li>Council has committed to a new single system which will be implemented over the next few years.</li> </ul>
1G.22.05	Implement the actions from the Fleet Asset Management Plan	Maintenance Targets <ul style="list-style-type: none"> <li>Planned service schedules completed &gt;90%</li> <li>Planned versus Reactive maintenance ratio achieved &gt;60:40 ratio</li> </ul>	Fleet and Logistics		<ul style="list-style-type: none"> <li>In progress.</li> <li>Maintenance Target KPI met.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>1H</b>	<b>Develop and implement an Enterprise Risk Management Framework</b>		<b>Corporate Governance</b>		
1H.22.01	Develop, review and maintain organisational risk registers	Strategic Risk Register updated Enterprise Risk Register developed & maintained Business Risk Registers reviewed Key risk indicators developed	Corporate Governance		<ul style="list-style-type: none"> <li>In progress.</li> <li>Workshops to develop Strategic Risk Register completed</li> <li>An Enterprise Risk Register &amp; Management Plan has been developed and has started to be populated now the Strategic Risk Register is nearing completion.</li> <li>Workshops to develop refreshed Business Unit Risk Registers commenced for higher risk units.</li> </ul>
1H.22.02	Implement the Safety Road Map	Milestones in project plan delivered	Corporate Governance		<ul style="list-style-type: none"> <li>In progress.</li> <li>The Safety Road Map deliverables continue toward full implementation.</li> <li>90-day objectives have been set by the team to progress delivery against all three Pathways, delivery of the WHS Compliance Audit program and simplification of the Injury Management System.</li> </ul>
1H.22.03	Review, update, and test Council's Business Continuity, Disaster Recovery, and Crisis Management Plans	Revised Plans developed Revised Plans tested	Corporate Governance		<ul style="list-style-type: none"> <li>In progress.</li> <li>IMT have successfully completed and tested failover and back of main server, and commenced activities to mitigate dependency on server-based systems.</li> <li>All critical service business continuity action plans have been reviewed for effectiveness and currency.</li> </ul>
1H.22.04	Implement Fleet Safety Initiative Program	Fleet safety improvement project plan and business case implemented	Fleet and Logistics		<ul style="list-style-type: none"> <li>On hold.</li> <li>Supporting resources and framework for verification of competency training has delayed implementation.</li> <li>Project is proposed to be re-phased post One Council implementation.</li> </ul>
1H.22.05	Implement Depot Safety and Improvement Program	Depot site safety risk assessment and traffic management plan and signage review implemented	Fleet and Logistics		<ul style="list-style-type: none"> <li>Complete.</li> <li>Depot safety improvements, traffic plan review and signage audit completed.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>1I</b>	<b>Review, revise, and implement the Governance Framework</b>		<b>Corporate Governance</b>		
1I.22.01	Implement a revised set of delegations in accordance with new framework	Milestones in project plan delivered Revised delegations implemented	Corporate Governance		<ul style="list-style-type: none"> <li>Complete.</li> <li>This project is now complete, fully implemented and returned to the Governance unit for ongoing management of business as usual.</li> </ul>
1I.22.02	Support the rolling review of Council and Management Policies	Policy reviews completed in accordance with review cycle	Corporate Governance		<ul style="list-style-type: none"> <li>Complete.</li> <li>This project is now complete and fully implemented with an ongoing business as usual review schedule in place.</li> </ul>
1I.22.03	Facilitate successful conduct of the 2021 local government elections, and induction of the new Council	Elections conducted in accordance with the NSW Local Government Act Induction of new Council completed in accordance with approved program	Corporate Governance		<ul style="list-style-type: none"> <li>Complete.</li> <li>This project is now complete and fully implemented.</li> <li>Ongoing Councillor Professional Development Program implemented following completion of Councillor induction program.</li> </ul>
<b>1J</b>	<b>Establish and facilitate the Independent Audit, Risk &amp; Improvement Committee</b>		<b>Corporate Governance</b>		
1J.22.01	Deliver the 2021-22 Internal Assurance Program	Number of Audit & Risk Improvement Committee meetings Number of Program actions delivered	Corporate Governance		<ul style="list-style-type: none"> <li>In progress.</li> <li>Of the 31 assurance reviews in the current program, 23 are complete; five have commenced and are moving through the exit stage for completion by Sept 23, three have been deferred to the FY 2023 plan.</li> </ul>
<b>1K</b>	<b>Advocate and maintain dialogue across all levels of government and with key stakeholders around issues impacting our community</b>		<b>Chief Executive Officer</b>		
1K.22.01	Advocacy undertaken for prominent community issues	Participation in meetings Number of submissions	Chief Executive Officer		<ul style="list-style-type: none"> <li>Complete.</li> <li>Council continues to advocate for prominent community issues to the relevant State and Federal Government Ministers and agencies.</li> </ul>
1K.22.02	Participate in Southern Sydney Regional Organisation of Councils	Participation in meetings	Chief Executive Officer		<ul style="list-style-type: none"> <li>Complete.</li> <li>Council continues to participate in SSROC and attend meetings.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>2A</b>	<b>Review, develop and implement the Environment and Sustainability Informing Strategy and Plans</b>		<b>Environmental Science</b>		
2A.22.01	Develop the Climate Clean Council 2030 Strategy and Action Plan	Draft Strategy and Implementation Plan developed and presented to Council for adoption	Environmental Science		<ul style="list-style-type: none"> <li>In progress.</li> <li>In July 2021 Council joined the Global Covenant of Mayors program. The GCoM provides a 4 step process to guide our progress towards greenhouse gas emissions reduction.</li> <li>Step 1 - Register Commitment, was completed in July 2021 when Council joined GCoM.</li> <li>Step 2 - Emissions inventory, is almost complete.</li> </ul>
2A.22.02	Deliver the 2021-22 Green web Program	Number of participants - Private Property Number of participants - Schools	Environmental Science		<ul style="list-style-type: none"> <li>In progress.</li> <li>Greenweb private property program expanding due to increased community participation.</li> <li>There has been a reduction in schools in Greenweb, due to COVID disruptions.</li> </ul>
2A.22.03	Implement the Grey-headed Flying Fox Management Plans for Kareela and the Camellia Gardens	Plans implemented and impacts to the community managed	Environmental Science		<ul style="list-style-type: none"> <li>In progress.</li> <li>Grey Headed Flying Fox numbers continue to be monitored weekly as part of requirements from DPE. <ul style="list-style-type: none"> <li>Numbers are lower this year than last and GHFF are only present in Camellia Gardens and Kareela camps.</li> </ul> </li> <li>Community complaints are minimal and management techniques introduced over past years to reduce the impacts of camps on the community have proven successful.</li> <li>Temporary and Seasonal GHFF Camp Management Plan endorsed by Council.</li> </ul>
2A.22.04	Deliver the 2021-22 Bush care Program	Number of volunteers Number of sites maintained	Parks Operations		<ul style="list-style-type: none"> <li>Complete.</li> <li>650 volunteers actively re-engaged since COVID bans lifted.</li> <li>110 sites under management.</li> </ul>
2A.22.05	Deliver the 2021-22 Biosecurity Program (Weed Control)	Biosecurity weed program completed according to schedule and service standards	Parks Operations		<ul style="list-style-type: none"> <li>Complete.</li> <li>Priority weed program completed successfully with all obligations and requirements under the Biosecurity Act completed and exceeded.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
2A.22.06	Deliver a Fire Hazard Reduction Program (FHRP)	Undertake burns as scheduled through the BFMC (Bushfire Management Committee)	Parks Operations		<ul style="list-style-type: none"> <li>Complete.</li> <li>Agreement has been reached with RFS/FRNSW to assume responsibility for small scale local burns to be undertaken by RFS with SSC guidance to achieve environmental outcomes.</li> </ul>
2A.22.07	Deliver the 2021-22 Feral Animals Control Program	Feral Animal Control program completed according to schedule and service standards	Parks Operations		<ul style="list-style-type: none"> <li>Complete.</li> <li>Ongoing fox and deer programs completed with some delays during COVID restrictions and wet weather.</li> <li>New incursion outbreaks of cane toads and red eared slider turtles managed successfully.</li> </ul>
2A.22.08	Explore opportunities to expand Council's fleet to sustainable electric vehicles and expand on supporting infrastructure	Business cases completed Identified existing assets are replaced with electric vehicles	Fleet and Logistics		<ul style="list-style-type: none"> <li>In progress.</li> <li>Fleet sustainability actions being developed through Climate Clean Council Strategy.</li> <li>Expanding current electric fleet has been limited by the manufacturers lag in development of electric commercial vehicle and heavy truck options.</li> </ul>
<b>2B</b>	<b>Review, revise, and implement canopy Management Program</b>		<b>Environment Health &amp; Building</b>		
2B.22.01	Deliver the Green Street planting Program 21-22	Trees planted and maintained	Environment Health & Building		<ul style="list-style-type: none"> <li>Complete.</li> <li>Operation Cool Down Miranda completed July 2022.</li> <li>400 street trees planted.</li> </ul>
2B.22.02	Undertake a pilot water sensitive urban design project in conjunction with a carpark and/or streetscape upgrade	Project complete and evaluated to determine water quality benefits and savings on irrigation	Traffic & Public Domain Services/ Asset Services		<ul style="list-style-type: none"> <li>Complete.</li> <li>A trial project was identified and reviewed.</li> </ul>
<b>2C</b>	<b>Develop and implement a Catchment and Waterway Management Strategy and Plans</b>		<b>Asset Services</b>		
2C.22.01	Complete Year One Implementation Actions from Catchment and Waterway Management Strategy and Plan	Actions completed on time as per schedule, within budget and agreed quality expectations	Asset Services		<ul style="list-style-type: none"> <li>In progress - impacted by COVID-19</li> <li>Preparation of the Catchment and Waterway Strategy and Implementation Plan has not progressed as planned due to resourcing impacts from COVID-19. The completed is expected to be put to Council for adoption in late 2022.</li> </ul>
2C.22.02	Deliver a catchment and waterway health monitoring program encompassing a water quality monitoring program	Program objectives and deliverables met Report outlining performance measures within the plans is prepared and distributed	Environmental Science		<ul style="list-style-type: none"> <li>In progress.</li> <li>Water quality sampling progressing according to annual sampling schedule.</li> </ul>

 Complete
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<b>2D</b>	<b>Participate in the development and implementation of the Sutherland Shire Local Emergency Management Plan</b>		<b>Fleet and Logistics</b>		
2D.22.01	Implement Emergency Management Continuous Improvement Actions	Improvement in capacity and maturity levels based on health check actions, NSW Bushfire Inquiry and Federal Royal Commission Recommendations	Fleet and Logistics		<ul style="list-style-type: none"> <li>In progress.</li> <li>Sutherland Emergency Plan review and update completed.</li> <li>Royal National Park emergency sub plan developed.</li> <li>Disaster Dashboard developed as a single point of reference to emergency data and updates for residents to better plan, prepare, respond and recover from events, to enhance community resilience.</li> </ul>
2D.22.02	Establishment of a State Emergency Service (SES) eastern area unit facility	Advocate for provision of a suitable site to enable SES volunteer training and operations	Fleet and Logistics		<ul style="list-style-type: none"> <li>In progress.</li> <li>SES strategic plan is pending to detail requirements.</li> <li>Formal request made to State to assist with identifying and funding an eastern site.</li> </ul>
<b>2E</b>	<b>Review, revise, and implement the Waste Management Policy and Strategy</b>		<b>Waste Services</b>		
2E.22.01	Develop the Sutherland Shire Council Waste Strategy	Strategy and implementation Plan developed and presented to Council for adoption	Environmental Science		<ul style="list-style-type: none"> <li>In progress.</li> <li>Waste Strategy - Action Plan currently being prepared and reviewed.</li> <li>Draft Objectives and Targets presented to Environment and Sustainability Sub-Committee and supported.</li> </ul>
2E.22.02	Implement the Sutherland Shire Council Waste Strategy	Actions as outlined in the Strategy implemented according to the delivery timeframe	Waste Services		<ul style="list-style-type: none"> <li>Yet to commence.</li> <li>Draft 20 year Waste Strategy due for release in November 2022.</li> </ul>
2E.22.03	Participate in initiatives through Southern Sydney Regional Organisation of Councils, specifically focussing on waste diversion and minimisation options	<p>Participation in Southern Sydney Regional Organisation of Councils meetings</p> <p>Lobby State Government for alternatives to landfill</p> <p>Waste management initiatives delivered using Better Waste Recycling Funds grant funding in agreement with EPA</p>	Waste Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>Actively participated in SSROC projects and meetings.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
2E.22.04	Deliver community education and engagement programs focused on reducing contamination of recycling bins, improving recovery of recyclables from the general waste and reducing the incidence of problem waste	Annual improvements in resource recovery of residential and commercial waste material  Implement actions from Waste Strategy	Waste Services		<ul style="list-style-type: none"> <li>• Complete.</li> <li>• Thirteen workshops Completed with 121 participants, topics included Online Compost and Worm Farming Workshop, Reusable Cloth Nappy Online Workshop, Online Food Preserving and Pickling Making.</li> <li>• Commenced a truck fire awareness campaign which included truck stickers, bus shelter signs and various media articles.</li> <li>• Diverted 19 tonnes (8,817 bags) soft plastics and textiles from landfill through the Recycle Smart program.</li> <li>• Collected 142 tonnes of E-waste from over 3,200 participating residents as well as correctly disposing of 165 tonnes of chemicals from over 4,600 participants as well as servicing 18 collection points for battery and globe recycling within our Council facilities.</li> <li>• Over 370 orders were placed for compost bins and worm farms through compost revolution.</li> <li>• Through our Enviromentors schools program we have visited 18 schools educating over 2,000 students.</li> <li>• Sixty five households participated in the garage sale trail, 34 sites participated in Clean Up Australia Day and Council ran 5 green waste chipping days.</li> <li>• Through social media we posted 72 articles with a reach of over 153,000 residents.</li> </ul>
2E.22.05	Develop and implement recycling and Container Deposit Scheme (CDS) Processing Services Agreement	New Agreement in place including service performance measures	Waste Services		<ul style="list-style-type: none"> <li>• In progress.</li> <li>• New commercial terms agreed to (in principle), new contract pending.</li> </ul>
2E.22.06	Develop and implement domestic waste Disposal & Processing services Agreement	New Agreement in place including service performance measures	Waste Services		<ul style="list-style-type: none"> <li>• Complete.</li> <li>• A Council report for T1004/21 resolved to directly negotiate with SUEZ.</li> </ul>
2E.22.07	Improve customer service delivery times for domestic waste clean-up collections	Clean-up collection service booking time 8 weeks or under	Waste Services		<ul style="list-style-type: none"> <li>• In progress.</li> <li>• Current average service wait time across all 10 Shire zones is 6-7 weeks to book and receive a clean-up for single dwellings.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>2F</b>	<b>Develop &amp; Implement Coastal Management Programs and Floodplain Risk Management Plans</b>		<b>Asset Services</b>		
2F.22.01	Commence Stages 2, 3 and 4 of the Georges River Coastline Management Program	Coastal Management Program Stage 2 complete	Asset Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>The Georges Riverkeeper has now completed the Stage 1 Scoping Study. This was substantially refined before being finalised in May 2022.</li> </ul>
2F.22.02	Finalise the development of the Bate Bay Coastal Management Program	Coastal Management Program adopted by Council	Asset Services		<ul style="list-style-type: none"> <li>Complete.</li> <li>Bate Bay Coastal Management Program adopted by Council in April 2022.</li> </ul>
2F.22.03	Commence Stage 1 of the Port Hacking Coastal Management Program	Coastal Management Program Stage 1 Scoping Report Completed	Asset Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>Sub-Committee has been appointed including Community Representatives.</li> <li>The CMP has not progressed as planned due to resourcing impacts from COVID-19. A new resource to prepare the CMP has been appointed.</li> </ul>
2F.22.04	Complete the shire-wide overland Flood Study	Flood Study Adopted by Council	Asset Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>Draft mapping and study document 90% complete.</li> <li>Expect to place on public exhibition in late 2022 and adopt in first half of 2023.</li> </ul>
<b>2G</b>	<b>Review and implement Corporate Energy and Water Efficiency Plan</b>		<b>Asset Services</b>		
2G.22.01	Continue to consider opportunities for investment to Corporate Energy and Water Efficiency Plan and implement all approved actions	All approved opportunities implemented to program Estimated annual recurrent savings generated	Asset Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>Council completed new electricity supply arrangements which commenced July 2022 whereby 100% of electricity is now renewable.</li> <li>Council continues to implement projects that have the greatest benefit on long term sustainability such as sports field subsoil irrigation, LED lighting of sports fields and Council premises, and efficient Leisure Centre plant.</li> </ul>
2G.22.02	Advocate to AUSGRID for accelerated program for improved efficiency in Main Road LED Lighting	Advocacy Plan developed and actions completed on time as per schedule	Asset Services		<ul style="list-style-type: none"> <li>Complete.</li> <li>Agreement reached for Ausgrid to complete the main road and local road compact fluorescent light (CFL) replacement with LED lamps. It will take 3 years to deliver.</li> </ul>

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<b>2H</b>	<b>Develop and Implement Open Space Recycled Water Plan</b>		<b>Building Operations</b>		
2H.22.01	Optimise Cronulla Woollooware Wastewater Re-use Scheme (CWWRS).	Water treated and supplied as per agreed allocations (Target 100%)  Opportunities for increased usage identified and implemented.	Building Operations		<ul style="list-style-type: none"> <li>Complete.</li> <li>Water supplied to meet end-user needs.</li> <li>Plant was offline/shutdown for extended periods (36% of the period) due to rain events.</li> <li>Additional usage identified but not taken up due to a reduced demand during the period.</li> </ul>
<b>3A</b>	<b>Empower the community so they can access care and support</b>		<b>Business &amp; Community</b>		
3A.22.01	Empower the community through provision of asset based community development training	ABCD Training delivered bi-annually	Business & Community		<ul style="list-style-type: none"> <li>Yet to commence.</li> <li>ABCD training to commence February 2023."</li> </ul>
3A.22.02	Provide ongoing support of community-led initiatives meeting identified localised needs	Support provided through: -ShireAbility Working Party -Access Committee -Youth Reference Group -Youth Network Interagency, -Child & Family Interagency -Seniors Reference Group -Elder abuse collaborative/interagency - community connection points.  Number of initiatives or projects supported in Grant priorities	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Regular attendance and/or coordination of: <ul style="list-style-type: none"> <li>- ShireAbility Working Party;</li> <li>- Disability interagency;</li> <li>- Access Committee;</li> <li>- Aboriginal Advisory Committee;</li> <li>- Youth Reference Group;</li> <li>- Youth Network Interagency;</li> <li>- Child &amp; Family Interagency;</li> <li>- Seniors Reference Group;</li> <li>- Elder abuse collaborative/interagency - community connection points;</li> <li>- Sutherland Homeless Assertive Outreach Collaborative; and</li> <li>- Multicultural interagency.</li> </ul> </li> <li>Delivery of COVID-19 response grant.</li> </ul>
3A.22.03	Increase awareness of and access to community services	Increased Awareness (via survey)  Directories and information resources developed and distributed  Expo or awareness-raising seminars delivered	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>New content for website delivered.</li> <li>Distribution of updated COVID information and services, including translated information.</li> <li>School services morning tea delivered.</li> <li>Delivered 2 Healthy Ageing Seminars</li> <li>Delivered Refugee Week initiative, sharing information and raising awareness of local services.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
3A.22.04	Promote and increase awareness of active healthy living to improve wellbeing	Collaborative promotion undertaken with NSW Health, Central Eastern Sydney Primary Health Network, Community Organisations and sporting groups that raises awareness of healthy living.	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Delivered 2 Healthy Ageing Seminars.</li> <li>Delivered Seniors Festival activities.</li> <li>Delivered Youth Week activities.</li> <li>Shared NSW Health resources to networks on a regular basis.</li> <li>Supported implementation of the Aboriginal Health and Wellbeing Day.</li> </ul>
3A.22.05	Develop annual Community Sector Plans and Action Plans that addresses local needs and challenges, and mobilises community assets	Annual Sector plans developed and delivered	Business & Community		<ul style="list-style-type: none"> <li>Complete.</li> <li>Sector Plans developed for Seniors, Youth, Aboriginal and Torres Strait Islander, Disability and Multicultural Sectors.</li> </ul>
3A.22.06	Deliver proactive community programs to reduce loneliness and social isolation	Programs delivered	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Delivery of Neighbour Day social media campaign.</li> <li>Delivery of Loneliness Forum</li> <li>Delivered Seniors festival activities.</li> <li>Delivered youth Week activities.</li> </ul>
3A.22.07	Deliver proactive programs to enhance mental health and wellbeing	Programs delivered	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Delivered Seniors Festival activities.</li> <li>Delivered Youth Week activities.</li> <li>Positive Ageing Forum: Keeping Connected: Social health and ageing forum.</li> <li>Loneliness Forum delivered.</li> </ul>
3A.22.08	Advocate and provide support for unpaid carers who provide unpaid assistance to a person with a disability, long-term illness or old age	Events and activities facilitated by the Disability Interagency that promote and recognise Carer organisations	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Seniors Wellbeing Resilience Seminar/Carers morning tea delivered.</li> </ul>
3A.22.09	Partner with Department of Health, NSW Department of Communities and Justice and NSW Health to deliver targeted projects addressing local needs	Projects delivered in partnership	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Participating in Keep Active Healthy and Well Reference Group with NSW Health.</li> <li>Coordination of Sutherland Homeless Assertive Outreach Collaborative partnering with DCJ.</li> <li>Sharing information regarding COVID-19</li> <li>Continued collaboration on the DID grants program.</li> <li>Developing Vaping forum in Sutherland Shire with NSW Health.</li> <li>Partnering with Service NSW to deliver educational seminars to community sectors.</li> </ul>

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<b>3B</b>	<b>Maintain and enable community facilities and services that meet the needs of the local community</b>		<b>Business &amp; Community</b>		
3B.22.01	Undertake research to inform existing and future community services	Demographic research study (completed every 5 years)  Audit of community services provided by sector (completed every 2 years) - 2022  Geocortex Community Services mapping (completed every 2 years) - 2022	Business & Community		<ul style="list-style-type: none"> <li>• Yet to commence.</li> <li>• Due to commence in the second half of 2022.</li> </ul>
3B.22.02	Undertake detailed place based planning in localities transitioning or likely to transition to higher densities to inform planning and provision of community facility and services	Place based planning undertaken including: -Community Service Hubs provided in Strategic Centres (Sutherland and Miranda) -Community Centres provided in Town Centres servicing over 30,000 residents -Developer Contribution Plans updated to include community centre facilities	Business & Community		<ul style="list-style-type: none"> <li>• In progress.</li> <li>• Participation in Cooper Street Reserve and Seymour Shaw Masterplan Project Working Groups.</li> <li>• Investigating community HUB in Caringbah as part of centre masterplan.</li> </ul>
<b>3C</b>	<b>Provide for an active, connected and inclusive community</b>		<b>Business &amp; Community</b>		
3C.22.01	Recognise, respect and support Aboriginal and Torres Strait Islander communities through development of a Reconciliation Action Plan (RAP)	RAP delivered on time and budget, Reconciliation Week 2021 and NAIDOC 2021 events and activities delivered	Business & Community		<ul style="list-style-type: none"> <li>• Complete.</li> <li>• Reconciliation Action Plan developed</li> <li>• Reconciliation Week 2022 events and activities delivered, including 38 banners placed throughout the community showcasing local Aboriginal artwork.</li> </ul>
3C.22.02	Deliver and resource an annual program of community events aimed at celebrating and connecting community	Number of Community events coordinated that celebrate and connect the community	Business & Community		<ul style="list-style-type: none"> <li>• In progress.</li> <li>• Number of events delivered across all community sectors including: Sandwich Generation, youth skate event, Youth Week, Seniors Festival, Harmony Week, Refugee Week, and Aboriginal Health and Wellbeing Day.</li> </ul>
3C.22.03	Deliver annual initiatives that facilitate opportunities for intergenerational sharing and learning	Number of initiatives delivered that facilitate intergenerational opportunities	Business & Community		<ul style="list-style-type: none"> <li>• In progress.</li> <li>• Delivered Neighbour Day campaign.</li> <li>• Delivered Youth Week and Seniors Festival.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
3C.22.04	Partner with community organisations and groups to promote and support local opportunities for volunteerism	Number of partnerships facilitated that promote and support volunteerism	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Provided opportunities for volunteering via engagement with members of the community for various reference groups including Youth, Seniors and Multicultural Reference Groups.</li> <li>Provided volunteering opportunities within programs including Seniors Festival, Refugee Week and Youth Week.</li> </ul>
3C.22.05	Develop initiatives to activate neighbourhoods and build neighbour and community connections	Number of initiatives developed that provide neighbourhood activation and connect the community	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Delivered events providing opportunities to connect including: <ul style="list-style-type: none"> <li>- Neighbour Day campaign;</li> <li>- Refugee Week picnic;</li> <li>- 30 events for Seniors Week;</li> <li>- 12 events for Youth Week.</li> </ul> </li> </ul>
3C.22.06	Create partnerships with community organisations and groups to activate spaces and places, and enhance community connections and wellbeing	Number of partnerships with community organisation that enhance community connections	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Delivered a number of events in collaboration with various partnering organisations including: <ul style="list-style-type: none"> <li>- 30 events for Seniors Festival;</li> <li>- 12 events for Youth Week;</li> <li>- Youth Skate event (over 300 attendees);</li> <li>- Refugee Week picnic;</li> <li>- Aboriginal Wellbeing Day.</li> </ul> </li> </ul>
<b>3D</b>	<b>Build and support the capacity of the community sector to be more skilled, resilient and responsive</b>		<b>Business &amp; Community</b>		
3D.22.01	Advocate and partner with Government, businesses and community services to provide facilities, funding and capacity building to meet community needs	Number of new facilities, services or funding identified	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Developed Relationships with key state agencies.</li> <li>Utilising Council assets to offer different services to meet vaccination targets.</li> <li>Distribution of various grant programs on a weekly basis.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
3D.22.02	Provide ongoing sector support through coordination and participation in collaborative forums	Collaborative forums coordinated	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Continued participation and/or coordination of: <ul style="list-style-type: none"> <li>Shire Ability Working Party;</li> <li>Disability interagency;</li> <li>Access Committee;</li> <li>Aboriginal Advisory Committee;</li> <li>Youth Reference Group;</li> <li>Youth Network Interagency;</li> <li>Child &amp; Family Interagency;</li> <li>Seniors Reference Group;</li> <li>Elder Abuse collaborative/interagency - community connection points;</li> <li>St George &amp; Sutherland Shire Homeless Assertive Outreach Collaborative;</li> <li>Multicultural interagency;</li> <li>Dementia Alliance;</li> <li>Collaborative for the Abuse of Older People;</li> <li>Domestic Violence Committee;</li> <li>Walk for Respectful Relationships Committee.</li> </ul> </li> </ul>
3D.22.03	Deliver an annual program of sector support, training and education to upskill and resource community services	Annual program delivered with education and training opportunities for Community Service organisations	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Sector support delivered to meet the needs of community sector, including: <ul style="list-style-type: none"> <li>Youth mental health first aid;</li> <li>School services morning tea.</li> </ul> </li> </ul>
3D.22.04	Deliver the 2021-22 Annual Community Grants Program and the 2021-22 NSW Club Grants Program	Annual Community Grants program delivered in accordance with the Local Government Act 1993, Club Grants program delivered in partnership with Clubs NSW in accordance with the Gaming Machine Tax Act 2001	Business & Community		<ul style="list-style-type: none"> <li>Complete.</li> <li>Community Grants program delivered.</li> <li>Club Grants program delivered.</li> <li>Letter of congratulations sent to successful applicants in lieu of presentation ceremonies.</li> </ul>
<b>3E</b>	<b>Enhance safety and accessibility at our ocean through a range of programs and partnerships</b>		<b>Public Safety &amp; Lifeguards</b>		
3E.22.01	Deliver the 2021-22 Surf Awareness and Survival education program	Number of participants Number of Schools attending	Public Safety & Lifeguards		<ul style="list-style-type: none"> <li>Complete.</li> <li>School / Surf and Beach Education programs for Term 1 and 2 commenced.</li> <li>Water safety sessions and programs conducted during Terms 1 and 2 2022: 29 Schools, 945 students/ participants.</li> <li>Programs are still affected by COVID and significantly by the wet weather and beach erosion/access issues.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
3E.22.02	Participate in the Rock Fishing Safety Program	Number patrols undertaken Number of Education Initiatives undertaken	Public Safety & Lifeguards		<ul style="list-style-type: none"> <li>In progress.</li> <li>Rock Fishing register and roster implemented with success.</li> <li>Regular patrols are undertaken by Lifeguards and Public Safety Inspectors at black spot locations.</li> </ul>
3E.22.03	Collaborate with government bodies to support delivery of ocean safety programs to culturally and linguistically diverse communities	Number of presentations Number of tours Number of participants in programs Number of meetings with government bodies	Public Safety & Lifeguards		<ul style="list-style-type: none"> <li>In progress - impacted by COVID-19.</li> <li>Attended South East Sydney Multicultural Committee – 5 meetings during report period.</li> <li>2 Presentations Intensive English programs through Red Cross Australia.</li> <li>1 Surf Awareness program face to face at Kogarah Intensive English.</li> <li>Presented at Tafe NSW Multilingual classes. Beach/ Water and Rock Fishing Safety.</li> <li>Water Safety Presentation at Refugee Picnic Week.</li> </ul>
3E.22.04	Collaborate with surf lifesaving clubs, board riders and sporting and community groups relating to ocean safety	Participation in meetings, events, communications and special projects	Public Safety & Lifeguards		<ul style="list-style-type: none"> <li>Complete.</li> <li>Regular meetings held with each of the complimentary surf clubs, sporting groups and key stakeholder groups.</li> </ul>
3E.22.05	Provide seasonal seven days per week coverage of beaches by professional lifeguards	Service provision and initiatives over and beyond the deliverable/actions	Public Safety & Lifeguards		<ul style="list-style-type: none"> <li>Complete.</li> <li>All Ocean Safety and Lifeguard service provision provided to the community.</li> </ul>
<b>3F</b>	<b>Enhance public health and safety through a range of programs</b>		<b>Environment Health &amp; Building</b>		
3F.22.01	Develop and undertake the swimming pool safety education Program	Education activities undertaken and evaluated	Environment Health & Building		<ul style="list-style-type: none"> <li>On hold.</li> <li>Impacted by COVID lockdown period and restricted activities including pool inspections and safety program as part of Council's COVID risk prevention measures.</li> <li>Reduced staff resourcing in the pool inspection team for the period July 2021 to June 2022 and additional COVID restrictions required prioritisation of inspections ahead of safety programs.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
3F.22.02	Develop and undertake targeted food safety seminars	Seminars undertaken and evaluated	Environment Health & Building		<ul style="list-style-type: none"> <li>On hold.</li> <li>Impacted by COVID lockdown period and restricted activities including food shop inspections and seminars as part of Council's COVID risk prevention measures.</li> <li>Increased complaints, limited resourcing during this time and weather events in first 6 months of 2022 impacting delivery which required prioritised activity.</li> </ul>
<b>3G</b>	<b>Develop and implement the Long Term Sutherland Sport &amp; Leisure Strategy and Plan</b>		<b>Sport &amp; Leisure</b>		
3G.22.01	Deliver the Long-Term Leisure Centre Strategy and Plan	<p>Strategy and Implementation Plan developed and presented to Council for adoption</p> <p>Strategy integrates with Caringbah Town Centre Plan</p> <p>Strategy integrates with the Waratah Park Master Plan</p>	Sport & Leisure		<ul style="list-style-type: none"> <li>In progress.</li> <li>The impacts of COVID on Local Government Election altered the presentation and reporting to Council during caretaker period, and further consultation was conducted in order to brief new Council.</li> </ul>
3G.22.02	Deliver the 2021-22 Aquatic Program (including learn to swim, squad, school program)	<p>Number of learn to swim enrolments</p> <p>Number of squad enrolments</p> <p>Number of school enrolments</p> <p>Customer satisfaction surveys maintain or improve on previous year</p>	Sport & Leisure		<ul style="list-style-type: none"> <li>In progress.</li> <li>Centres were closed for 1 full quarter, and LTS and Squad impacted by restrictions for a further quarter.</li> <li>LTS had 2100 enrolments which is consistent with 2020/21, however lower than pre-COVID enrolments and attendances of over 3000.</li> <li>Squad averaged 1,300 per month.</li> <li>Schools - 10,485 attendances for the period compared to 11,910 in 2020/21.</li> </ul>
3G.22.03	Deliver the 2021-22 Health and Fitness Program	<p>Number of memberships (maintain or exceed previous year)</p> <p>Customer satisfaction surveys maintain or improve on previous year</p>	Sport & Leisure		<ul style="list-style-type: none"> <li>In progress.</li> <li>Monthly average for the period is 2,611 with a peak of 2,707, compared to average 2,755 and peak 2,801 from 2020/21.</li> <li>Q1 shutdown due to COVID-19 and COVID Safe restrictions under PHOs during Q2 -Q3 have impacted ability to deliver service along with consumer behaviour.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
3G.22.04	Deliver high quality Leisure Services for 2021-22	Number of visitations (maintain or exceed previous year)  Customer satisfaction surveys maintain or improve on previous year	Sport & Leisure		<ul style="list-style-type: none"> <li>In progress.</li> <li>Number of visitations is 438,130 which is ~2.8% higher than the corresponding period in 2020/21. However, total attendance for the year is down ~3.9% on 2020/21.</li> <li>The presence of COVID-19 and the related protocols, along with the La Nina weather system have impacted consumer activity.</li> </ul>
3G.22.05	Develop the Customer Experience Improvement Plan for Sport & Leisure	Plan Developed  Alignment with Councils Customer Service Strategy	Sport & Leisure		<ul style="list-style-type: none"> <li>In progress.</li> <li>Disruption to service delivery and industry labour shortages, reorientated priorities to grow Learn To Swim, Squad, and Fitness.</li> </ul>
<b>3H</b>	<b>Develop and Implement a Property Services Business Plan</b>		<b>Property Services</b>		
3H.22.01	Develop Property Portfolio Strategy and implement the Property Portfolio Strategy Implementation Plan	Property Portfolio Strategy and Implementation plan developed and presented to Council for adoption	Property Services		<ul style="list-style-type: none"> <li>Complete.</li> <li>Draft Property Strategy finalised.</li> <li>Council endorsed public exhibition in April 2022. Strategy publicly exhibited for 28 days and reported to Council July 2022 for adoption.</li> <li>Implementation of the actions outlined in the strategy have commenced.</li> </ul>
3H.22.02	Develop Community Facilities Strategy and implement the Community Facilities Strategy Implementation Plan	Community Facilities Strategy and Implementation plan developed and presented to Council for adoption	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Consultation undertaken and strategy being drafted.</li> </ul>
<b>3I</b>	<b>Develop and implement plans to facilitate healthy, connected, caring, inclusive, resilient and liveable communities</b>		<b>Public Safety &amp; Lifeguards</b>		
3I.22.01	Develop and commence implementation of a Safer Communities Strategy including Crime Prevention and CCTV	Strategy developed and presented to Council for Adoption	Public Safety & Lifeguards		<ul style="list-style-type: none"> <li>Complete.</li> <li>Strategy complete and exhibited for community consultation over May. Five responses - all positive, nil revisions required.</li> <li>Likely adoption at next Committee Meeting in July.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
31.22.02	Maintain and develop partnerships with relevant NSW Government agencies	Partnerships developed Initiatives implemented	Public Safety & Lifeguards		<ul style="list-style-type: none"> <li>Complete.</li> <li>Ongoing liaison with NSWPOL, Office of Local Government, and the Office of Liquor &amp; Gaming.</li> <li>The Beach Safety Working Group has been established and facilitated over the peak summer season with membership including specific Council units, Police, and emergency services.</li> </ul>
31.22.03	Participate in Police Local Area Command Safety Precinct Committee and Local Liquor Accords	Participation in Committee Initiatives supported	Public Safety & Lifeguards		<ul style="list-style-type: none"> <li>In progress.</li> <li>Participation ongoing. Four CSPC meetings attended and three Liquor Accord meetings attended (one was cancelled due to COVID).</li> </ul>
31.22.04	Provide a high quality animal shelter facility which promotes best practice in the care of companion animals and promotion of responsible pet ownership	Education initiatives delivered  Maintain veterinary services agreement No. of companion animals rehomed or reunited with owners  Adherence to hygiene requirements for animal shelters as set out in legislation and Codes of Practice	Public Safety & Lifeguards		<ul style="list-style-type: none"> <li>In progress.</li> <li>Animal Shelter continues to operate by appointment only following COVID-19 to allow serious adopters of animals priority and safer access to animals.</li> <li>Vet services continue for animals either at shelter or through transportation to vets.</li> <li>Education continues via Social Media and marketing or over phone due to COVID-19 restrictions.</li> <li>To provide best practice promotion in facility continued review of practices and procedures undertaken to ensure compliance with Codes of Practice and hygiene requirements.</li> </ul>
<b>3J</b>	<b>Develop and implement a strategy for sport that reflects the needs and expectations of our growing sporting community and sets a framework for the creation of an active, safe, healthy, vibrant and liveable community.</b>		<b>Business &amp; Community</b>		
3J.22.01	Develop a Sport Strategy	Sport Strategy and Implementation Plan developed and presented to Council for adoption	Sport & Leisure Services		<ul style="list-style-type: none"> <li>In progress - impacted by COVID-19.</li> <li>The impacts of COVID on Local Government Election, altered the presentation and reporting to Council during caretaker period, and further consultation was conducted in order to brief new Council.</li> </ul>

 Complete
  On-Track
  Monitor
  Monitor- Impacted by COVID-19
  Off-Track
  Off-Track- Impacted by COVID-19
  Cancelled

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>4A</b>	<b>Develop and present a diverse, dynamic, and inspiring Arts &amp; Culture Strategy and Plan</b>		<b>Arts &amp; Culture</b>		
4A.22.01	Deliver artistic program for Hazelhurst Arts Centre	Number of exhibitions, art classes and programs. Number of visitors, enrolments and participants.	Arts & Culture		<ul style="list-style-type: none"> <li>In progress.</li> <li>Following reopening of Hazelhurst Arts Centre on 18 October 2021 post COVID restrictions the exhibitions program resumed and modified art classes were progressively reintroduced from November.</li> </ul>
4A.22.02	Deliver artistic program for School of Arts and Events	Number of performances and events. Number of attendees.	Arts & Culture		<ul style="list-style-type: none"> <li>In progress.</li> <li>During lockdown up to October 2021 public events were cancelled under Public Health Orders however citizenships were successfully delivered on-line.</li> <li>A new range of public events were developed to support public gatherings for Australia Day, Meeting of Two Cultures and the Fire Stories event in April.</li> <li>The School of Arts was closed for renovations during 2021/22.</li> </ul>
4A.22.03	Refurbish the Sutherland School of Arts	Deliver refurbishment works in accordance with key construction program milestones.	Project Delivery		<ul style="list-style-type: none"> <li>In progress.</li> <li>This project has continued into the 2022/23 financial year, delays have been experienced with wet weather, COVID and changes to the construction certificate for the work.</li> <li>The commercial operation of the School of Arts will be included in the operation model of the Sutherland Entertainment Centre.</li> <li>Works expected to be finished by August 2022.</li> </ul>
4A.22.04	Refurbish the Sutherland Entertainment Centre	Deliver refurbishment works in accordance with key construction program milestones.	Project Delivery		<ul style="list-style-type: none"> <li>In progress.</li> <li>Notable construction progress has occurred in the areas of the fly-tower, foyer structure and theatre. Rough-in works are progressing well.</li> <li>The key milestones currently in progress are the completion of roofing and installation of the glazing.</li> <li>Signage DA has been submitted and the Eton Street Frontage works are being documented to allow pricing in July 2022.</li> <li>The project is progressing to the contract program, at a low-risk rating and well within the approved project budget.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>4B Develop and Implement the Cultural Informing Strategy and Plan</b>					
			<b>Arts &amp; Culture</b>		
4B.22.01	Develop Cultural Strategy with community and stakeholder consultation	Draft Strategy and Implementation Plan developed and presented to Council for adoption	Arts & Culture		<ul style="list-style-type: none"> <li>Complete.</li> <li>The Cultural Strategy was completed, placed on Public Exhibition for further community consultation and approved by Council on 26 April 2022 for adoption.</li> </ul>
4B.22.02	Develop Public Art Policy	Policy developed and adopted by Council.	Arts & Culture		<ul style="list-style-type: none"> <li>Complete.</li> <li>The Public Art Policy was completed, placed on Public Exhibition during July 2021 and approved for adoption by Council.</li> </ul>
<b>4C Implement Sutherland Libraries Business Plan</b>					
			<b>Library Services</b>		
4C.22.01	Manage the development of the staged Sutherland Library refurbishment plan in accordance with Libraries Grant	Building works undertaken in accordance with Grant and opportunities to widen scope of the Grant to other library facilities explored	Library Services and Project Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>Stage 1: 100 % completed.</li> <li>Stage 2: To include lighting renewal and relocation of customer desk and event space.</li> </ul>
4C.22.02	Continue to develop and enrich content of the Local Studies collection through the Local History Sutherland Shire online application	<p>Number programs delivered</p> <p>Amount of data made available online</p> <p>Amount of community contribution received</p>	Library Services		<ul style="list-style-type: none"> <li>Complete.</li> <li>Three events with outreach at two community events to promote Recollect and a presentation to the Recollect User Community about the Crowdsourcing project.</li> <li>Increase in items: focused on the completion of the digitisation of the Vertical File with the physical items now sorted and in the process of being digitised.</li> <li>Six donations to the collection of significant items."</li> </ul>
<b>4D Implement legislative requirements to ensure environmental, archaeological and Aboriginal heritage are conserved and valued</b>					
			<b>Asset Services</b>		
4D.22.01	Implement year one actions from the Sutherland Shire Aboriginal Cultural Heritage Management Plan	Actions completed on time as per schedule, within budget and agreed quality expectations	Asset Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>The Aboriginal Cultural Heritage Management Plan is an internal document Council applies in the management of locations known to contain aboriginal cultural heritage.</li> <li>The Plan is prepared. Key stakeholders are providing further input into the next edition.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>5A</b>	<b>Develop and Implement an Economic Development Strategy and Plan that supports economic growth aimed at sustaining a prosperous community</b>		<b>Business &amp; Community</b>		
5A.22.01	Connect tertiary education providers with local businesses to realise opportunities and benefits	Connections and opportunities facilitated.	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Shared information via Business Now e-newsletter.</li> </ul>
5A.22.02	Encourage the growth of the Professional, Scientific and Technical Services and Health Care and Social Assistance sectors including supporting the ANSTO Innovation Precinct at Lucas Heights	Support provided to ANSTO. Monitoring of Professional, Scientific and Technical Services statistics. Actions endorsed by Economic Development and Tourism Committee delivered	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>FutureMap Workshop undertaken with ANSTO and Southern Strength.</li> </ul>
5A.22.03	Advocate Central and Eastern Sydney Primary Health Network and Greater Sydney Commission to explore opportunities	Identify interest for a local networking platform that connects the public and private health sectors	Business & Community		<ul style="list-style-type: none"> <li>On hold.</li> <li>Opportunities will be explored and reviewed in 2023 due to ongoing priorities following COVID-19.</li> </ul>
5A.22.04	Advocate to relevant departments to ensure small business programs are accessible and of value	Regular contact with government agencies that support small business to identify new initiatives	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Service NSW Partnership Agreement finalised.</li> <li>DESE collaboration for hospitality employment event.</li> </ul>
5A.22.05	Proactively market Sutherland Shire as a location of choice for business, investment and a skilled workforce	Investment prospectus developed and actions endorsed by Economic Development and Tourism Committee delivered	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Distributed bi-monthly Business Now e-newsletter.</li> <li>Reviewed and promoted Sutherland Shire Investment Prospectus.</li> </ul>
5A.22.06	Proactively market the Sutherland Shire as a destination of choice to potential visitors	Tourism Marketing plan executed	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Visit Sutherland Shire E-Newsletter distributed.</li> <li>Social media posts undertaken on Facebook, Instagram and Pinterest.</li> <li>Probus Advertising Campaign.</li> </ul>
5A.22.07	Ensure local operators have access to information, opportunities, research and programs to enhance skills to grow the tourism sector	Sourcing and sharing information via our monthly Business Now E-newsletter	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>E-Newsletter distributed to local tourism industry providers.</li> </ul>
5A.22.08	Deliver programs to support local businesses (skills development, workshops and events)	Programs, workshops and events delivered	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Training and motivational events for local businesses provided.</li> <li>Sutherland Shire Business Awards.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
5A.22.09	Deliver a Small Business Month Event	Small Business Month event delivered	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>March event completed with 180 local businesses in attendance.</li> </ul>
5A.22.10	Enhance product development and grow visitor experiences	New products and experiences offered	Business & Community		<ul style="list-style-type: none"> <li>On hold.</li> <li>Product development limited due to COVID.</li> </ul>
<b>5B</b>	<b>Develop Framework and Plan to activate public spaces to meet the many and varied needs of the community (social, economic, sporting and cultural)</b>		<b>Business &amp; Community</b>		
5B.22.01	Actively source, promote and facilitate assessment and approvals to external filming and photography requests on Council open space	Filming marketing plan executed, Filming and Photography approvals and permits processed in line with the Local Government Filming Protocol	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>101 filming permits issued.</li> <li>Filming has continued popularity within the Sutherland Shire.</li> </ul>
5B.22.02	Facilitate a Night Time Economy (NTE) that meets needs of current & future population	Research undertaken; Action Plan developed	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Summer Night Fund Grant received.</li> </ul>
5B.22.03	Attract major events to the Sutherland Shire	Major event approvals and permits processed. Grant program developed	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Major concert event booked March 2023.</li> </ul>
5B.22.04	Actively source, promote and facilitate assessment and approvals to third parties to undertake events, casual leasing and product sampling on Council open space	Events, casual leasing and product sampling approvals and permits processed, EOIs developed	Business & Community		<ul style="list-style-type: none"> <li>In progress.</li> <li>Events are slowly recovering however many have been impacted by rain since March and had to cancel.</li> </ul>
5B.22.05	Establish a Short Film Festival including an open air Starlight Cinema Series	Short Film Festival including an open air Starlight Cinema Series delivered	Arts & Culture		<ul style="list-style-type: none"> <li>In progress.</li> <li>Project Plan for Short Film Competition (SFC) and Cinema Series developed and approved for implementation.</li> <li>Terms and conditions developed for the SFC, key elements developed and launch plan finalised.</li> <li>The first Cinema Under the Stars program was successfully implemented in February 2022.</li> </ul>
<b>5C</b>	<b>Deliver lifelong learning opportunities and initiatives through the Library Services Program</b>		<b>Library Services</b>		
5C.22.01	Develop the Library Strategy	Strategy and Implementation Plan developed and presented to Council for adoption	Library Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>Draft Library Strategy was placed on Public Exhibition 1-30 June. Feedback reviewed, minor amendments made.</li> <li>The Library Strategy 2022-2032 will be presented to the August Council Meeting for endorsement.</li> </ul>

 Complete
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  Monitor
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ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
5C.22.02	Continue to develop the Books Before School program to encourage and support pre-literacy skills in pre-school children	Number of families engaged in the Books Before School program Number of pre-school programs delivered Attendance at pre-school programs	Library Services		<ul style="list-style-type: none"> <li>Complete.</li> <li>Number of families engaged in the Books Before School program: 169 people have joined the program, with 100% joining through self registration in Beanstack.</li> <li>Number of pre-school programs delivered: 433</li> <li>Attendance at pre-school programs: 6,384 (parents - 3,031 and children - 3,353) - bookings were still required for attendance, which is the last measure that has been removed from July 2022.</li> </ul>
<b>5D</b>	<b>Develop and Implement Children's Services Strategic Plan 2017 - 2020</b>		<b>Children's Services</b>		
5D.22.01	Develop a holistic curriculum framework to support children in the year prior to school based on the approved Early Years Learning Framework, Education and Care Regulations and National Quality Standards	Review undertaken of current system with all stakeholders Research completed incorporating practices from other providers and legislative standards Holistic Curriculum developed Implementation plan developed incorporating training, systems and procedures Parent satisfaction regarding their child's preparation for school	Children's Services		<ul style="list-style-type: none"> <li>In progress - impacted by COVID-19.</li> <li>The unit has continued to provide a sound educational program for all children attending Council's Early Education and Care centres.</li> <li>The services have been recognised as meeting the National Quality Standards, with all services rating as 'Meeting' or 'Exceeding' Quality Area 1 'Educational Program and Practice'.</li> <li>Families have also reported a level of satisfaction on their children's educational outcomes.</li> </ul>
5D.22.02	Review the customer experience journey and develop a continuous improvement plan to ensure the services remain as a competitive and attractive quality offering in the local community.	Customer satisfaction Occupancy Review completed with recommendations for continuous improvement New procedures and practices reflect the Customer Experience strategy Software enhancements are completed Resource and facility improvement plan developed	Children's Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>The Unit has an ongoing continuous improvement cycle of gaining feedback from families and embedding actions into each Centres Quality Improvement Plan under Quality Area 6 'Collaborative Partnerships with Families'.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>6A</b>	<b>Develop and implement an Integrated Transport Strategy and Plan</b>		<b>Traffic &amp; Public Domain Services</b>		
6A.22.01	Implement a trial of parking occupancy technology at nominated locations	Trial implemented data reviewed and reported to Council	Traffic & Public Domain Services	●	<ul style="list-style-type: none"> <li>In progress.</li> <li>Council is currently assessing the feasibility of participating in the NSW Government Mobility Parking space sensor trial.</li> </ul>
6A.22.02	Develop and implement a Bike Plan as part of Active Transport Strategy	Bike plan submitted to Council for adoption	Traffic & Public Domain Services	●	<ul style="list-style-type: none"> <li>In progress</li> <li>The draft plan is substantially prepared in readiness for exhibition.</li> </ul>
6A.22.03	Develop and implement a Advocacy Plan to assist inter government submissions on Transport	Advocacy Plan presented to Council for adoption	Traffic & Public Domain Services	●	<ul style="list-style-type: none"> <li>In progress.</li> <li>The draft plan is substantially prepared.</li> </ul>
6A.22.04	Advocate for duplication of Heathcote Road bridge over Woronora River	Number of advocacy activities undertaken	Traffic & Public Domain Services	✔	<ul style="list-style-type: none"> <li>Complete.</li> <li>NSW Government announcement of bridge duplication in December 2021.</li> </ul>
6A.22.05	Finalise development of Parking Strategy and commence implementation	Strategy presented to Council for adoption Year 1 actions implemented	Traffic & Public Domain Services	●	<ul style="list-style-type: none"> <li>In progress.</li> <li>Further development of draft strategy has occurred ahead of engagement with the community.</li> </ul>
6A.22.06	Finalise development of Roads and Freight Strategy and commence implementation	Strategy presented to Council for adoption Year 1 actions implemented	Traffic & Public Domain Services	●	<ul style="list-style-type: none"> <li>In progress.</li> <li>Further development of draft strategy has occurred ahead of engagement with the community.</li> <li>Ongoing collaboration with Transport for NSW on major road projects has resulted in better community outcomes.</li> </ul>
6A.22.07	Finalise development of Active Transport Strategy and commence implementation	Strategy presented to Council for adoption Year 1 actions implemented	Traffic & Public Domain Services	●	<ul style="list-style-type: none"> <li>In progress.</li> <li>Draft strategy exhibited in June 2022.</li> </ul>
6A.22.08	Finalise development of Public Transport Strategy and commence implementation	Strategy presented to Council for adoption Year 1 actions implemented	Traffic & Public Domain Services	●	<ul style="list-style-type: none"> <li>In progress.</li> <li>Draft strategy exhibited in June 2022.</li> </ul>
<b>6B</b>	<b>Manage new and existing development within a robust and effective framework</b>		<b>Strategic Planning</b>		
6B.22.01	Deliver a Place-based Precinct Plan for Sutherland-Kirrawee Strategic Centre	Strategy presented to Council for adoption	Strategic Planning	●	<ul style="list-style-type: none"> <li>In progress.</li> <li>Analysis complete. Council report being prepared for September/October 2022 meeting.</li> </ul>
6B.22.02	Deliver a Place-based Precinct Plan for Miranda Strategic Centre	Strategy presented to Council for adoption	Strategic Planning	●	<ul style="list-style-type: none"> <li>In progress.</li> <li>Analysis complete. Council report being prepared for September 2022 meeting.</li> </ul>

Complete
 On-Track
 Monitor
 Monitor- Impacted by COVID-19
 Off-Track
 Off-Track- Impacted by COVID-19
 Cancelled

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
6B.22.03	Deliver a Place-based Precinct Plan for Caringbah Centre	Strategy presented to Council for adoption	Strategic Planning		<ul style="list-style-type: none"> <li>In progress.</li> <li>Analysis complete. Council report being prepared for September 2022 meeting.</li> </ul>
6B.22.04	Review Barriers to employment growth in industrial zones to inform a study and amendments to the Local Environmental Plan and Development Control Plan	Strategy presented to Council for adoption	Strategic Planning		<ul style="list-style-type: none"> <li>In progress.</li> <li>The strategy can be finalised once the DPE employment zone reform is complete. This will become a background document to the draft LEP 2023.</li> </ul>
6B.22.05	Stage1: Complete review of Local Environmental Plan to better align with the South District Plan and Local Strategic Planning Statement	Stage 1 LEP drafted and adopted by Council for submission to the Department of Planning, Industry and Environment for Gateway Determination	Strategic Planning		<ul style="list-style-type: none"> <li>Complete.</li> <li>Stage 1 LEP amendment gazetted 29 April 2022.</li> </ul>
6B.22.06	Stage 2: Comprehensive review of Local Environmental Plan to plan for development outcomes to 2041	Stage 2 LEP drafted and adopted by Council for submission to the Department of Planning, Industry and Environment for Gateway Determination	Strategic Planning		<ul style="list-style-type: none"> <li>In progress.</li> <li>The LEP amendment can only be drafted once the Housing Strategy and Centre Plans are finalised. If adopted by Council in October, these will be exhibited Dec/Jan.</li> </ul>
6B.22.07	Review Development Contribution Plans	Draft Development Contribution Plans presented to Council for adoption	Strategic Planning		<ul style="list-style-type: none"> <li>Yet to commence.</li> <li>The Contribution Plans must follow the Housing Strategy. Also the Action Plans for Open Space, Play and Sport are needed to inform the plan.</li> </ul>
6B.22.08	Review and appoint membership to the Assessment Panels (Local Planning Panel and Design Review Forum)	Community and Specialist representation on the Assessment Panels reviewed and appointed in accordance with approved timetables	Development Assessment		<ul style="list-style-type: none"> <li>In progress.</li> <li>The Design Review Forum panel member refresh is timetabled for late 2022.</li> </ul>
<b>6C</b>	<b>Support enhanced housing diversity, accessibility and affordability to meet the diverse needs of the community</b>		<b>Strategic Planning</b>		
6C.22.01	Develop Stage 2 of the Housing Strategy	Housing Strategy presented to Council for adoption	Strategic Planning		<ul style="list-style-type: none"> <li>In progress.</li> <li>Council report being prepared for September 2022 meeting.</li> </ul>
<b>6D</b>	<b>Enhance safety and accessibility in the public domain through a range of programs and partnerships</b>		<b>Traffic &amp; Public Domain Services</b>		
6D.22.01	Develop a Public Domain Strategy for public spaces	Strategy developed and presented to Council for adoption	Traffic & Public Domain Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>The draft plan is well advanced and expected to be presented to Council for exhibition approval in October 2022.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
6D.22.02	Develop a service management plan for Cronulla Plaza	Plan presented to Council for adoption	Traffic & Public Domain Services		<ul style="list-style-type: none"> <li>Complete.</li> <li>The need for the plan has been removed as the result of a change of scope of the Cronulla Plaza Project.</li> </ul>
6D.22.03	Deliver the 2021-22 Parking Patrol Program	Number of Patrols conducted. Staff deployed daily across LGA	Public Safety & Lifeguards		<ul style="list-style-type: none"> <li>Complete.</li> <li>CBD's patrolled each day including weekends, school zones patrolled daily each term. 650 school zones patrolled throughout the financial year.</li> </ul>
6D.22.04	Provide education to the community across a range of Council's statutory roles to improve awareness and increase compliance.	Education initiatives delivered. Use of social media platforms to reach broader community. Number of school education packs delivered and school zones patrolled	Public Safety & Lifeguards		<ul style="list-style-type: none"> <li>Complete.</li> <li>Five educational initiatives delivered including;               <ol style="list-style-type: none"> <li>Services Public Safety Inspectors provide</li> <li>Peak summer period reminders</li> <li>Nature strip encroachments</li> <li>Crown lands service provided</li> <li>Dangerous and Menacing Dog rules</li> </ol> </li> </ul>
6D.22.05	Undertake Council's prescribed regulatory role in relation to matters of public safety	Number of patrols conducted Number of regulatory activities undertaken. Continue with joint operations and engagement with external stakeholders, i.e. NSW Police, RID, EPA	Public Safety & Lifeguards		<ul style="list-style-type: none"> <li>In progress.</li> <li>42 Inspections for Dangerous/ Menacing dog compliance.</li> <li>6 week summer operations with Lifeguards and NSW Police undertaken.</li> <li>Public safety Inspectors daily engagement with the public performing animal control duties and other public safety issues.</li> <li>78 patrols for light traffic thoroughfare and heavy vehicle compliance.</li> </ul>
6D.22.06	Deliver graffiti management in accordance with adopted Policy and Plan.	% of graffiti incidents removed within 7 days (Target >80%) % of graffiti incidents proactively reported by SSC (Target >60%) Reduction in incidents and volume removed (from the previous year) Actions implemented as per plan.	Building Operations		<ul style="list-style-type: none"> <li>Complete.</li> <li>79% of all graffiti vandalism (341 incidents) removed within 7 days (Target &gt;80%).</li> <li>62% of all graffiti (269 incidents) pro-actively reported (Target &gt;60%).</li> <li>6% reduction in the volume of graffiti removed (or 154 m2) when compared to 2020/21 period.</li> <li>Actions implemented as per plan.</li> </ul>

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
<b>6E</b>	<b>Progress the development of the Cronulla Public Domain Master Plan</b>		<b>Asset Services</b>		
6E.22.01	Complete the detailed design for the Town Square	Design reported to Council	Asset Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>A proposed concept design was put to Council in late 2021 and this is now supported.</li> <li>Playground design now complete and tendered.</li> <li>Detailed design is proceeding for the plaza now ahead of the Town Square.</li> </ul>
6E.22.02	Implement Cronulla Plaza Stage 2 works	Construction completed in accordance with approval schedule and budget  Disruption to the community minimised	Project Delivery		<ul style="list-style-type: none"> <li>In progress.</li> <li>Kingsway construction is at 90% completion. Delays in removing public lighting from utility provider is impacting completion, current finish date is late-August 2022.</li> <li>Cronulla Stage 2B – Plaza and Stage 2C - Town Square is proceeding into the detail design phase.</li> </ul>
<b>6F</b>	<b>Develop and implement an Open Space Leisure and Recreation Strategy and Plan</b>		<b>Asset Services</b>		
6F.22.01	Implement year one actions from the Open Space Strategy and Implementation Plan	Actions completed on time as per schedule, within budget and agreed quality expectations	Asset Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>The Open Space Strategy includes a series of Year 1 actions that are programmed for completion in 22/23.</li> </ul>
6F.22.02	Implement year one actions from the Play Strategy and Implementation Plan	Actions completed on time as per schedule, within budget and agreed quality expectations	Asset Services		<ul style="list-style-type: none"> <li>In progress.</li> <li>The Play Strategy includes a series of Year 1 actions that are programmed for completion in 22/23.</li> </ul>
6F.22.03	Implement actions from the Parks and Open Space Asset Class Management Plan	Monthly review of all public open spaces completed to meet the service standards Service levels met Regular inspections of sport fields and facilities reporting on condition assessment	Parks Operations		<ul style="list-style-type: none"> <li>Complete.</li> <li>All activities and measurements are within agreed standards.</li> </ul>





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