

SOUTH AFRICA
WILDSHIRE

**ANNUAL REPORT
2021/22**

ACKNOWLEDGEMENT OF COUNTRY

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

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Image: Fire Stories, April 2022

Prepared by
Sutherland Shire Council

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OUR VISION

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



OUR VALUES



COLLABORATE

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



ACHIEVE

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



OUR PURPOSE

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



RESPECT

We communicate openly, act with integrity and are inclusive.



EVOLVE

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

DELIVERY PROGRAM 2017 - 2022

OUR FINAL YEAR



We have completed the fifth and final year of our delivery program

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.

The five-year Delivery Program for 2017-2022, with a one-year Operational Plan and Budget for 2021/22 are based 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.



Operational Plan
2020/21

4th year

Operational Plan
2021/22

5th year

Residents have indicated a desire to be better informed and engaged in decision-making and are committed to supporting Council to achieve that. We are proud to report back on the fifth year of our Delivery Program 2017-2022 and this report outlines our progress on the Operational Plan for 2021/22, including achievements and challenges, as well as the focus for the next Operational Plan.

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.

HIGHLIGHTS FOR 2021/2022

- Council commenced working on a 20-year Housing Strategy and the community were invited to provide input on their own housing preferences, what the future mix of housing could look like and where across Sutherland Shire it could be located.
- Council continued to support and celebrate NAIDOC week by sharing a video with the community which highlighted NAIDOC Week and recognised Aboriginal and Torres Strait Island history and culture.

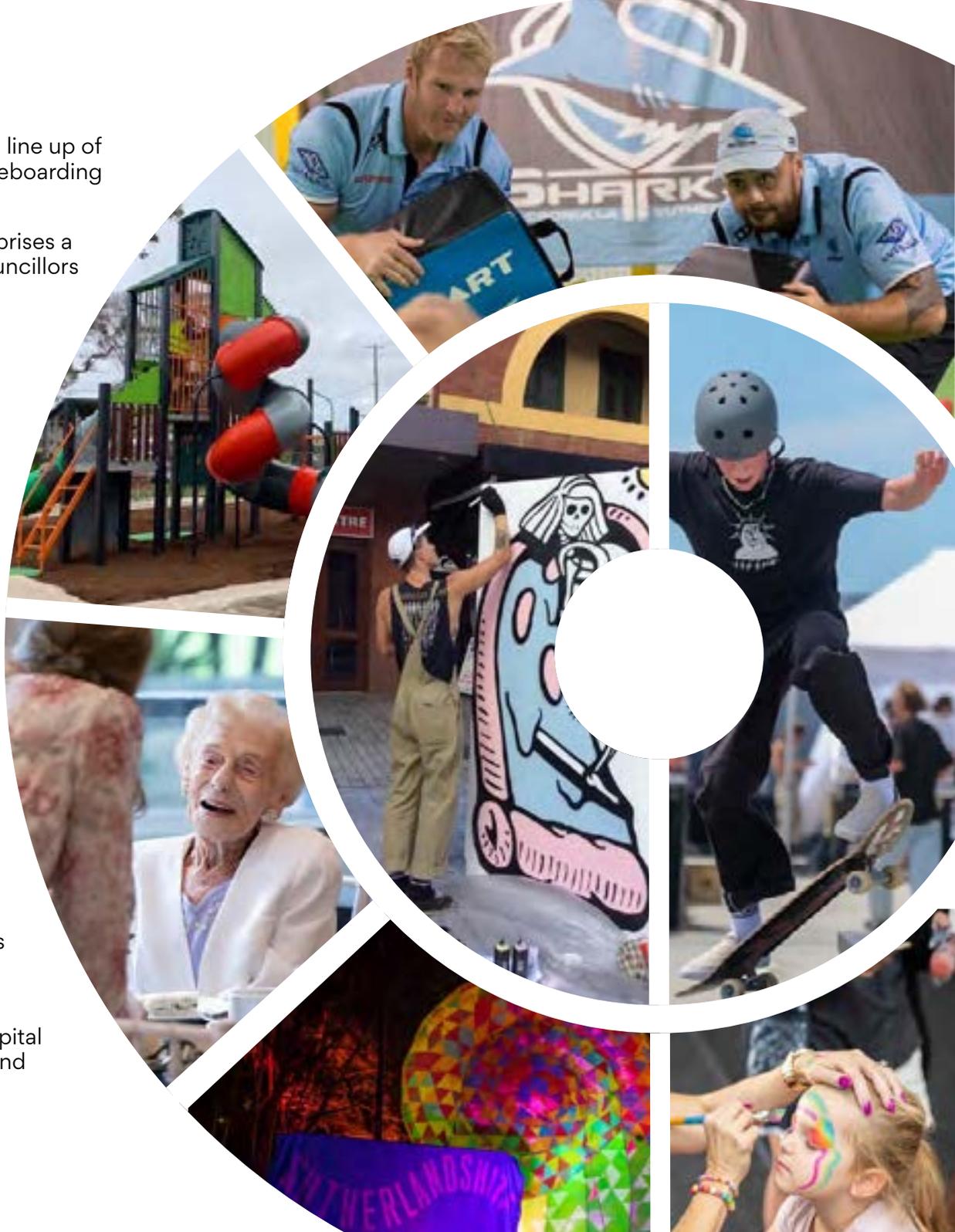
Click to play Highlights Video:

YouTube link 



- Sutherland Shire Libraries supported our local HSC students with daily HSC rescue refreshment stations.
- Council showcased a collection of prizewinning prose and much vaunted verse, with winning entries from this year's Sutherland Shire Literary Competition published online for local residents to peruse from the comfort of their home.
- Council continued to offer local residents opportunities to take up Australian Citizenship online and in person as restrictions on public gatherings eased.
- Council led the film competition ShireABILITY Film Festival which showcased the many local organisations, facilities and spaces which continually celebrate people living with disability and raised awareness of International Day of People with Disability.
- Council supported a number of initiatives designed to add a bit of extra festive cheer to the season for elderly local residents through the Seniors Christmas Festival program.
- Council led a collaborative project, commissioning a significant piece of public art, installed at Cronulla Park Lookout, acknowledging 250 years since the first encounter of European and First Nations people on the east coast of Australia.
- Council extended significant support to local not-for-profit service organisations and charities to further their efforts to support those in our community hit hardest by the COVID-19 pandemic and the economic impact of lockdown measures.
- Council's annual events program provided a host of activities, entertainment and experiences to encourage stronger local connections.
- In partnership with the Gujaga Foundation and La Perouse Local Aboriginal Land Council, Council hosted the first Fire Stories – Country, Clan & Culture event at Cronulla Park.

- 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.
- Local Government Elections were held, and the new Council comprises a diverse group of elected representatives including 8 returning Councillors and 7 new Councillors, all bringing a range of experience to the new term of Council.
- Council's annual Australia Day events program provided a host of activities, entertainment and experiences to encourage stronger local connections, across several locations.
- 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.
- One of the most significant moments in Australian history was again 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.
- Council staff and NSW Wildlife Information Rescue and Education Service (WIRES) collaborated for a joint tree planning effort on community land 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.
- In partnership with our community, Council created the new Our Shire: Community Strategic Plan, reflecting community aspirations and priorities for the years ahead.
- 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.



MESSAGE FROM THE MAYOR

Sutherland Shire is a beautiful, vibrant and welcoming place that I have been fortunate to call home throughout my life.

I feel very privileged to serve the Sutherland Shire once again as Mayor and to ensure we deliver a positive future for all those lucky enough to live and work in this incredible part of the world.

Reflecting on the achievements of the 2021/2022 financial year, I'm inspired by how people, groups, organisations and businesses have remained agile, optimistic and committed to their cause despite many challenges. The same can be said when reflecting on Sutherland Shire Council's achievements during this time.

In 2021/2022 Council's CARE values – collaborate, achieve, respect and evolve – once again provided significant guidance in working with our community and stakeholders. Here are a few examples of achievements from the year which clearly demonstrate our organisational values.

COLLABORATE

Council remained committed to actively encouraging opportunities for our community to make small changes which can lead to big differences, and to equip residents with the information and services they need to support a more sustainable lifestyle.

We delivered educational community programs focused on diverse topics from reducing contamination of waste in recycling bins to encourage productive organic gardening. We diverted 19 tonnes of soft plastics and textiles from landfill through the 'Recycle Smart' program, collected 142 tonnes of e-waste from over 3,200 contributors and correctly disposed of 165 tonnes of chemicals from over 4,600 contributors.

Waste education programs continued to be a focus for young people too, as we worked with 18 schools and over 2,000 students throughout the year to engage with our 'Environmentors' program. We also launched a major community education initiative urging local residents to take greater care in disposing of hazardous waste items commonly found around the home.

ACHIEVE

I was proud to see Council's Bate Bay Coastal Management Program adopted in April this year, mapping a way forward in how we care for our coastal environment. This program outlines the short and long-term plans to support local beaches against the threat of coastal erosion. The actions in the program are drawn from expert advice and three years of community consultation, and meet NSW Government guidelines on coastal management.

It was also encouraging to see Councillors, Council staff and members of our community successfully advocate for the duplication of the Heathcote Road bridge over Woronora River. These collective efforts to advocate for the upgrade of this key road link between the Sutherland Shire and south western Sydney have played a vital role in securing what will be a major boost to road safety for all those who use this key road link.

RESPECT

Council reached a very significant milestone this year by finalising our Reconciliation Action Plan (RAP). This plan underpins the commitments from Council to work with Aboriginal and/or Torres Strait Islander communities on an agreed set of actions to demonstrate respect, build relationships, share knowledge, as well as providing long-term opportunities to improve health, employment and engagement outcomes. The development of this plan has been a collaborative and inclusive process, drawing on the deep knowledge and cultural understanding held by local Aboriginal and/or Torres Strait Islander peoples.

I am proud of the work Council has undertaken in striving to achieve the goals of this plan and how we continue to respect and celebrate the history and culture unique to Sutherland Shire. This was seen through the major cultural celebration we staged earlier this year

in partnership with the Gujaga Foundation and La Perouse Local Aboriginal Land Council called 'Fire Stories', where Cronulla Park sparked to life with an immersive celebration of Dharawal culture, performance and history, and by how we continued to provide opportunities to reflect on our shared history through our annual 'Meeting of Two Cultures' event.

EVOLVE

Council has long held aspirations to deliver our community a truly first-rate performing arts facility that is capable of attracting big name performers and staging high-end productions while also directly supporting our local arts community and nurturing talented performers from our own backyard.

It's a cause that I have passionately pursued since I was first elected to Council in 2013, and I'm thrilled that this vision will soon be made a reality.

Progress on the \$41 million major refurbishment of the Sutherland Entertainment Centre built significant momentum this financial year, and those who have wandered along Eton Street in Sutherland will have likely stopped to observe the dramatic transformation as our showpiece performing arts centre evolves.

It's incredibly exciting to know that this facility – soon to be relaunched as 'The Pavilion' – will be open for the community in the 2022/2023 financial year, as will many other noteworthy projects and services.

I never lose sight of what an honour it is to serve as Mayor of the Sutherland Shire and it's a privilege to have the support of local residents and my fellow Councillors to lead them in championing the causes that matter to us here in the Sutherland Shire.

I look forward to seeing you out and about enjoying all the great things our vibrant community has to offer soon.

Cr Carmelo Pesce
Sutherland Shire Mayor



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

The start of the 2021/2022 financial year saw the community and Council continue in the face of stringent restrictions to how we lived, worked and played, to combat the spread of COVID-19 and limit harm.

By the end of the 2021/22 FY we faced the impacts of flooding, landslips and erosion from what became the wettest year on record for Sydney. Throughout this – as with many other sectors – Council has faced the challenge of scarcity of resources while committed to supporting its community. I'm proud of the resilience demonstrated by Council leaders and teams through this, am very appreciative to have the commitment and support of the elected Council and grateful for the understanding and cooperation of our community.

Moving forward post pandemic and emergencies

Providing services to our community in a safe manner has been paramount; as has been keeping our people safe as we navigated out of COVID-19 together. As part of this assurance to our customers and colleagues, Council's internal policies require our people to be vaccinated.

The pandemic has impacted and delayed the implementation of 10 of the 168 actions intended in Council's adopted 2021/22 FY Operational Plan. These will be carried forwards into the 2022/23 FY for completion.

The pandemic has also brought changes to our modes of service, with increased online booking capabilities, cashless transactions, augmented hours of operation to better match demand in our libraries and greater engagement through online meetings.

In response to community need post the recent weather event emergencies, Council has stood-up a 'Disaster Dashboard' – a one-stop online resource for our community to access essential information in real time from a wide range of emergency service and government agencies.

In 2022/23 FY, Council will launch its refreshed website which will provide improved access to Council information on any device, recognising that smart phones are now the most commonly used devices in the community.

In tandem with the above technology initiatives, Council has implemented the ISO27001 Cyber Security Framework, a system adopted for use by Council based on an international standard on how to manage information securely.

Financial performance

Council exceeded the set local government benchmarks for the six financial performance ratios used to monitor local councils' performances. Council's operating performance ratio of 2.44 was assisted by pre-payment of the Financial Assistance Grant, which was achieved in spite of significant headwinds in terms of reduced revenue in pandemic impacted services, such as Leisure Centres and Hazelhurst Arts Centre.

Annual rates and annual charges outstanding were at 4.4%, below the 5% benchmark, which indicates the community has been able to weather the current economic environment well.

Council's other ratio results such as source revenue (84.05%), unrestricted current ratio (4.06x) and debt service ratio (12.42x) place Council in a sound position to implement the actions within its range of adopted strategies progressively over the coming ten years.

The Audit Office has advised that as a result of Council not recognising the Rural Fire Service (RFS) red fleet assets as council assets on its statements, they will be qualifying Council's accounts for 2021/22 FY. This continues to be an industry wide issue, with Local Government NSW (LGNSW) advocating for change on behalf of councils.

Council's Audit, Risk and Improvement Committee continues to oversee emergent risks through the adopted Internal Assurance Program.

Renewing and improving community assets

Council's continued maturing of its asset management program has ensured a fiscally responsible and balanced management of the community's \$3 billion asset portfolio and allowed it to plan and deliver a range of renewals and introduce some new assets in 2021/22 FY, notably:

- The Pavilion / Sutherland Entertainment Centre major renewal
- Sutherland Memorial School of Arts renewal
- Cronulla Esplanade peninsular walkway
- Kareela Oval lighting upgrade
- Kingsway Cronulla gateway upgrade
- Don Lucas, Cronulla fitness equipment and basketball facilities upgrade
- Bellingara netball courts, Miranda resurfacing and lighting upgrade

Planning and design for the following major improvements was undertaken in 2021/22 FY, with delivery anticipated for 2022/23 FY and onwards:

- Cooper St Reserve, Engadine regional inclusive playground
- Seymour Shaw Park, Miranda upgrade
- Cronulla Town Centre Stage 2
- Heathcote Oval, Heathcote lighting upgrade
- Port Hacking River channel dredging (funded by NSW State Government)
- Woollooware active transport link
- Waratah Park, Sutherland carpark and playground upgrade

Council cumulatively invested \$64.6M in new and renewed community assets in 2021/22 FY.



Meeting service level demands

Council faced the dual challenges of increased demand for selected services – particularly for waste collection, children’s services and town planning/development assessment – whilst dealing with a contraction in available resources, leading to increased employee vacancies.

Council continued to work on a range of strategies including active recruitment, developing and promoting its staff, partnering with third party partners and providers, reviewing internal processes to free available resources to meeting service increases.

A further indicator of the community’s resilience has been the significant increase in development applications (DAs) received in 2021/22 FY. During this period 1382 DAs were received, with active DAs under review peaking at 819, which exceeded Council’s target of 350 active DAs at any one time. A significant increase in DA determinations has since reduced the overall number of active DAs to 755 (18 Oct 22).

Planning for the future

Through 73 community engagements, Council progressed a number of significant strategies and masterplans that will prioritise actions for the coming year and Council term through our Delivery Program and Operational Plan. These include:

- 2022 / 2026 Delivery Program, 2022/23 FY Operational Plan and 31 Service Plans
- Local Environmental Plan reviewed to better align with the NSW Government’s South District Plan and Council’s Local Strategic Planning Statement
- Bate Bay Coastal Management Program
- Community Facilities Strategy
- Property Strategy (draft)
- Safer Communities Strategy
- Cultural Strategy and Public Art Policy
- Library Strategy
- Sport Strategy

These new strategies and plans join those already adopted by Council and will be completed by those in train in 2022/23 FY.

Council’s people and culture are essential to successfully delivering the range of requisite services we provide to the community, and to support this Council has invested in a Leadership Development Program and introduced the ASPIRE employee development and review program. Together with its union partners, Council continues to progress the review of its Core Enterprise Agreement.

The newly elected Council has adopted Council’s 2022 to 2026 Delivery Program and in the coming year will consider the Housing Strategy, Precinct Plans for Caringbah, Miranda and Sutherland-Kirrawee, see the return of Australia Day festivities at Cronulla Park and celebrate the opening of The Pavilion – formerly the Sutherland Entertainment Centre – amongst other milestone events. These events mark positive and affirming achievements for our community and Council and are a welcome reward for the determination, resourcefulness and innovation demonstrated through the challenges of the past two years.

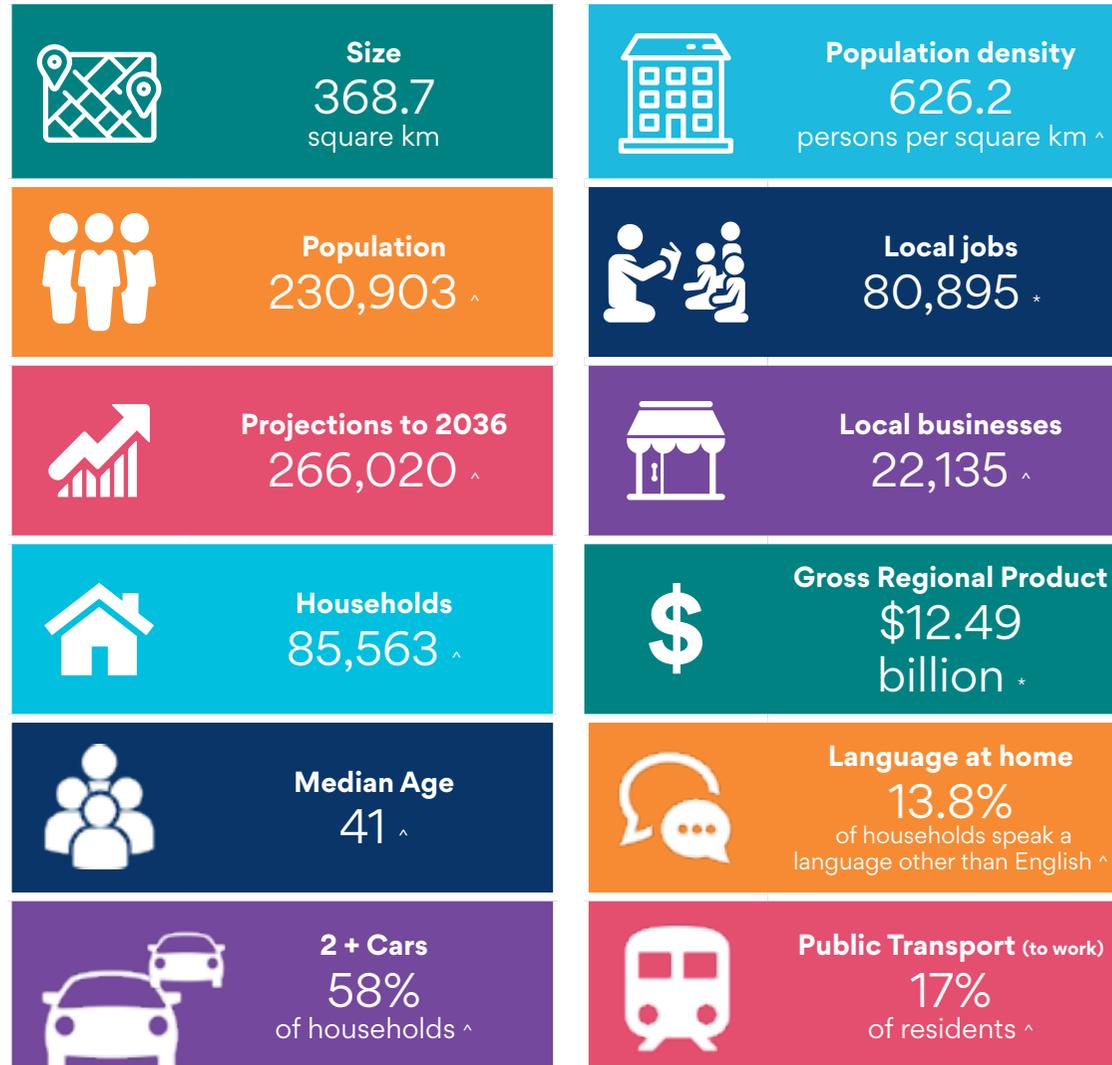
Manjeet Grewal
Chief Executive Officer



ABOUT SUTHERLAND SHIRE

Sutherland Shire is located at the southern border of the Sydney metropolitan area, 26 kilometres from the Sydney CBD. It's home to one of Sydney's longest surf beaches, spectacular national parks and sparkling blue waterways. Our relaxed atmosphere offers an emerging food scene, fashion and design stores mixed with easy coastal charm. Sutherland Shire is rich with history, with over 2,000 Aboriginal sites and the site of Lieutenant (later Captain) James Cook's landing place at Inscription Point in the Kamay Botany Bay National Park.

*Source: Profile:ID and 2021 Census



YOUR COUNCILLORS



A WARD



Cr Carol Provan
Deputy Mayor



Cr Leanne Farmer



Cr Marcelle Elzerman

B WARD



Cr Jack Boyd



Cr Louise Sullivan



Cr Kent Johns

C WARD



Cr Jen Armstrong



Cr Hassan Awada



Cr Haris Strangas

D WARD



Cr Carmelo Pesce
Mayor



Cr Diedree Steinwall



Cr Greg McLean OAM

E WARD



Cr Stephen Nikolovski



Cr Peter Scaysbrook



Cr Laura Cowell

COUNCILLORS

COMMITTEE MEMBERSHIPS AND MEETING ATTENDANCES

July 2021 – November 2021

	Corporate Governance Committee	Shire Services Committee	Shire Infrastructure Committee	Shire Planning Committee	Council Meeting	Briefings	Extraordinary Council Meeting	Absences
TOTAL MEETINGS HELD	5	5	5	5	5	11	0	
Boyd	5	5	5	5	5	10	0	1
Collier	4	4	4	4	4	2	0	14
Croucher	5	5	5	5	5	10	0	1
Forshaw	4	4	4	4	5	11	0	4
Johns	4	4	4	4	5	9	0	6
McLean	4	4	4	4	5	11	0	4
Nicholls	2	2	2	2	5	6	0	17
Pesce	5	5	5	5	5	10	0	1
Provan	5	5	5	5	5	11	0	0
Riad	4	4	3	2	5	8	0	10
Scaysbrook	5	5	5	5	5	11	0	0
Simone	4	4	4	4	5	7	0	8
Simpson	5	5	5	5	5	11	0	0
Steinwall	5	5	5	5	5	11	0	0

COMMITTEE MEMBERSHIPS AND MEETING ATTENDANCES

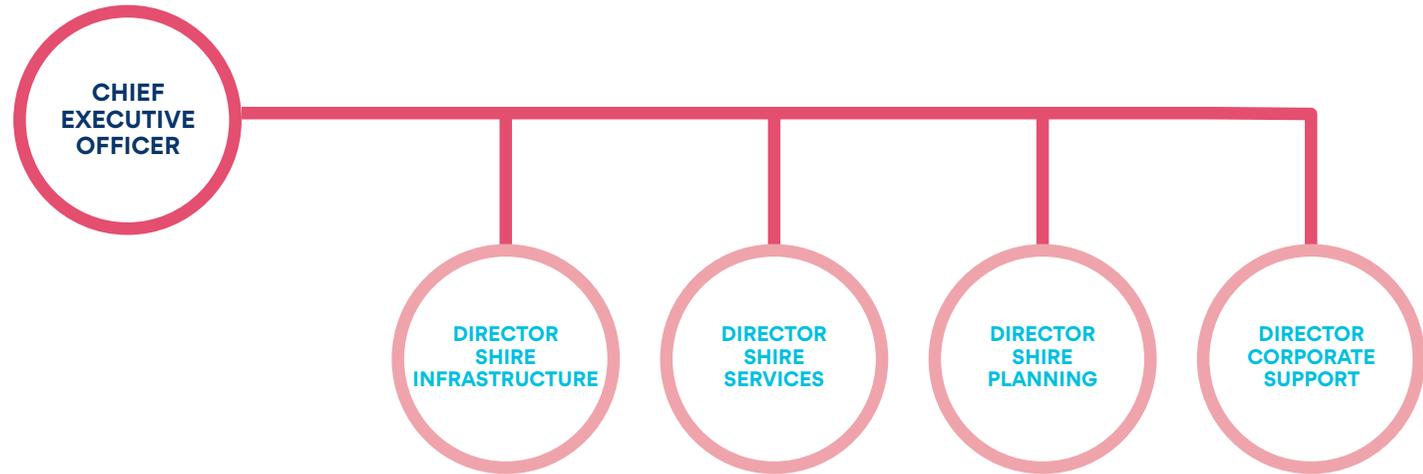
January 2022 – June 2022

*Due to the Local Government Elections conducted on 4 December 2021, the following Councillors were declared elected on 22 December 2021

	Corporate Governance Committee	Shire Services Committee	Shire Infrastructure Committee	Shire Planning Committee	Council Meeting	Briefings	Extraordinary Council Meeting	Absences
TOTAL MEETINGS HELD	4	4	4	4	6	8	1	
Armstrong	4	4	4	4	5	7	1	2
Awada	4	4	4	4	5	7	1	2
Boyd	4	4	4	4	6	7	1	1
Cowell	4	4	4	4	6	8	1	0
Elzerman	4	4	4	4	6	8	1	0
Farmer	4	4	4	4	6	8	1	0
Johns	3	3	3	3	5	8	1	5
McLean	4	4	4	4	6	8	1	0
Nikolovski	4	4	4	4	6	8	1	0
Pesce	4	4	4	4	6	8	1	0
Provan	4	4	4	4	6	8	1	0
Scaysbrook	3	3	3	3	5	7	1	6
Steinwall	4	4	4	4	6	7	1	1
Strangas	4	4	4	4	6	8	1	0
Sullivan	4	4	4	4	6	8	1	0



OUR ORGANISATION



Key Functions and Responsibilities of each Directorate

SHIRE INFRASTRUCTURE

Asset Services, Project Delivery, Civil Operations, Building Operations, Fleet & Logistics, Parks Operations, Waste Services and Emergency Management

SHIRE PLANNING

Strategic Planning, Environmental Science, Development Assessment & Certification, Environment, Health & Building Compliance and Traffic & Public Domain Services

SHIRE SERVICES

Business & Community, Children's Services, Arts & Culture, Hazelhurst Gallery, Libraries, Sport & Leisure Services, Beach Services and Public Safety & Lifeguards

CORPORATE SUPPORT

Information Management & Technology, Customer Experience, Corporate Governance, Communication & Engagement, Financial Services, People and Culture, Corporate Strategy and Property

Collaboratively, the Office of the Chief Executive and the four Directorates are responsible for the implementation of the Delivery Program and Operational Plan.

A woman with long dark hair, wearing a blue t-shirt and a red skirt, is kneeling on a grassy lawn. She is smiling and looking towards two young boys. The boy on the left is wearing a red t-shirt and blue shorts, holding a white paper bag. The boy on the right is wearing a blue t-shirt, brown shorts, and a white hat with a blue band. They are all looking at a small, dark-colored duck that is standing on the grass. Another duck is visible to the right. The background is a blurred green lawn with trees. In the top right corner, there is a red and orange curved graphic containing the text 'OUTCOMES 2021/22'.

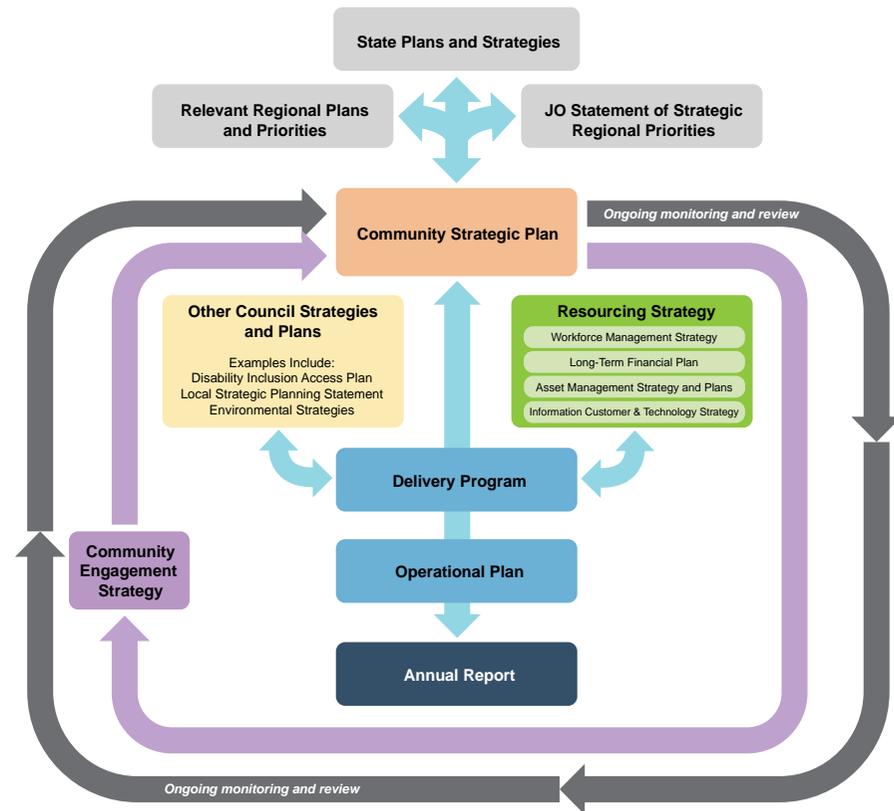
**OUTCOMES
2021/22**



INTEGRATED PLANNING AND REPORTING FRAMEWORK

Progress against actions identified in the Delivery Program is reported to Council and the community every six months. An annual report is also prepared that reflects and reports on Council's overall performance for the financial year in implementing the Delivery Program and Operational Plan. The progress and achievements in implementing the Community Strategic Plan are reported to the community via the State of the Shire Report, which is presented to the first meeting of an elected Council's term.

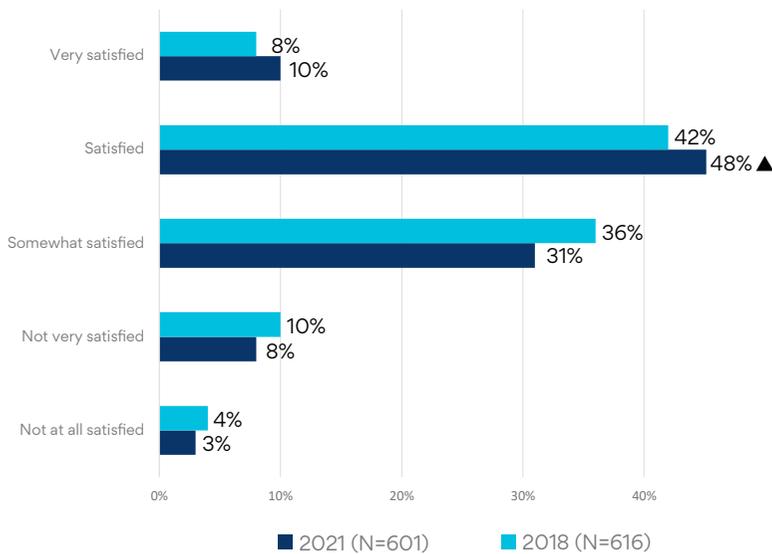
This continual planning process allows Council to prioritise projects based on the needs and direction provided by our community, and ensure our actions align to our community's vision and values for Sutherland Shire.



OVERALL PERFORMANCE OF COUNCIL

Council seeks community feedback on its performance and community priorities on a regular basis. This feedback informs Council’s decisions on priorities and areas for continuous improvement.

In our 2021 Community Satisfaction survey, 58% of residents reported being ‘satisfied’ or ‘very satisfied’ with Council’s performance and a further 31% ‘somewhat satisfied’. Overall satisfaction has increased from our 2018 result.



Overall Satisfaction



of Sutherland residents are at least somewhat satisfied with the performance of Council over the last 12 months, a significant increase from 2018

Quality of Life



97%

of Sutherland residents rate their quality of life as good to excellent

* Based on Micromex Research NSW Community Satisfaction Survey Report October 2021



ENGAGING WITH OUR COMMUNITY

Our Delivery Program and Operational Plan have been directed by the aspirations, knowledge and ideals that were expressed through consultation with our community for our Community Strategic Plan.

Feedback provided from community wide surveys conducted in both 2018 and 2021, where respondents rated the importance and satisfaction of our services and facilities, also contributed to the development of the Delivery Program and Operational Plan.

Many consultations have been undertaken through our Join the Conversation webpage and other engagement channels. These cover a range of Council's plans, projects and policies and help to inform decision making for the future of the Sutherland Shire.

A complete list of all community engagement undertaken in 2021/22:

Consultation Name	Date
Draft Public Art Policy	July-21
Library Strategy and Facilities survey	July-21
Renewal work at Darook Park North, Cronulla	July-21
Cooper Street Reserve, Engadine Masterplan	July-21
Open Space and Play Strategies and Implementation Plans	July-21
Exhibition of Planning Proposal - Refresh Sutherland Shire LEP	July-21
Planning for our Future - Housing for the Community	July-21

Seymour Shaw Park, Miranda Masterplan	August-21
Exhibition of Planning Proposal - 42a Railway Cres Jannali	August-21
Community Leasing Policy 2021	August-21
Access and Inclusion Survey	August-21
Draft Social Media Policy	August-21
Public amenities - Woollooware Bay and Castelnau Reserve Caringbah	August-21
Old School Park, Gynea Bay	August-21
Draft Urban Trees and Bushland Policy 2021	September-21
Digital Experience Platform Community Survey 2021	September-21
Overland Flood Study	September-21
Catchment and Waterway Management Strategy and Implementation Plan	September-21
Community Satisfaction Survey 2021	September-21
Community Strategic Plan Review 2021	October-21
Sutherland Shire Australia Day Awards Nominations 2022	October-21
Waratah Park Masterplan Exhibition	October-21
Planning for Heathcote Oval	October-21
Planning for Oyster Bay Oval	October-21
Planning for Don Lucas Reserve, Cronulla	October-21
Sport Strategy Survey	October-21
Frank Vickery Village	October-21
Release & Relocation of Drainage Easements	November-21
Outdoor Dining Policy	November-21

Public Notice Presentation of Financial Statements	November-21
Leisure Centre Strategy	November-21
All-abilities Playground Waratah Park	November-21
Postcards from the Future - Share, Inspire and Win	November-21
Planning for Active and Public Transport Strategies	November-21
Planning for our Future - Sutherland/Kirrawee Centre Plan	November-21
Planning for our future - Caringbah Centre Plan	November-21
Planning for our future - Miranda Centre Plan	November-21
Draft Masterplan Jenola Park	November-21
Exhibition of amended Development Contribution Plan	November-21
Planning for GyMEA Bay Baths Reserve	December-21
Breen VPA Exhibition - 330 Captain Cook Drive, Kurnell	December-21
Woolooware Bay Catchment Floodplain Risk Management Study and Plan	December-21
Bate Bay Coastal Management Program	December-21
Light Up the Shire	December-21
Draft Planning Agreement 138-144 Cronulla Street	January-22
Hazelhurst Arts Centre Exhibitions Policy	January-22
Draft VPA for Old Princes Highway, Sutherland	January-22
Councillors Expenses & Facilities Policy Public Exhibition	February-22
Draft Cultural Strategy	February-22
Naming proposal Yumbayumba Park, Kirrawee	February-22
Naming proposal Gudyimburr Park, Miranda	February-22

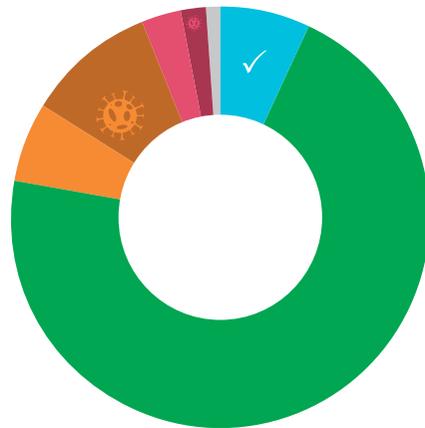
Improvements to Helena Street Reserve Dog Park, Kirrawee	March-22
Draft Community Strategic Plan 2022	April-22
Youth Survey	April-22
Draft Code of Meeting Practice and Public Forum Policy	April-22
Draft Enterprise Risk Management Policy	April-22
Dogs on-leash: Woolooware Bay Shared Pathway	April-22
Planning for Gunnamatta Pavilion, Cronulla	April-22
Planning for Community Venues Strategy	May-22
Naming proposal: Norm Dixon Reserve, Woronora	May-22
Draft Delivery Program 2022-2026, Operational Plan 2022-23 and Resourcing Strategy	May-22
Draft Property Strategy and Implementation Plan 2022-2032	May-22
Playground – Beaumaris Drive Reserve, Menai	May-22
Draft Customer Feedback and Complaints Management Policy	May-22
Draft Cyber Security Policy 2022	May-22
Draft Masterplan Don Lucas Reserve, Cronulla	June-22
Active and Public Transport Draft Strategies	June-22
Exhibition of amended Development Contribution Plan – Section 7.12 Plan 2020 Amendment 5 (Edition 6)	June-22
Draft Library Strategy 2022-2032	June-22
Playground – Roger Summers Reserve, Bundeena	June-22
Draft Disability Inclusion Action Plan 2022-2026	June-22

HOW TO READ THIS REPORT

How we rate the Status

The focus for this Annual 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'.



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

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

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

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

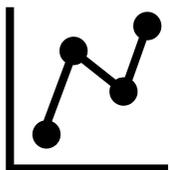
Civic Leadership



Environmental



Economic

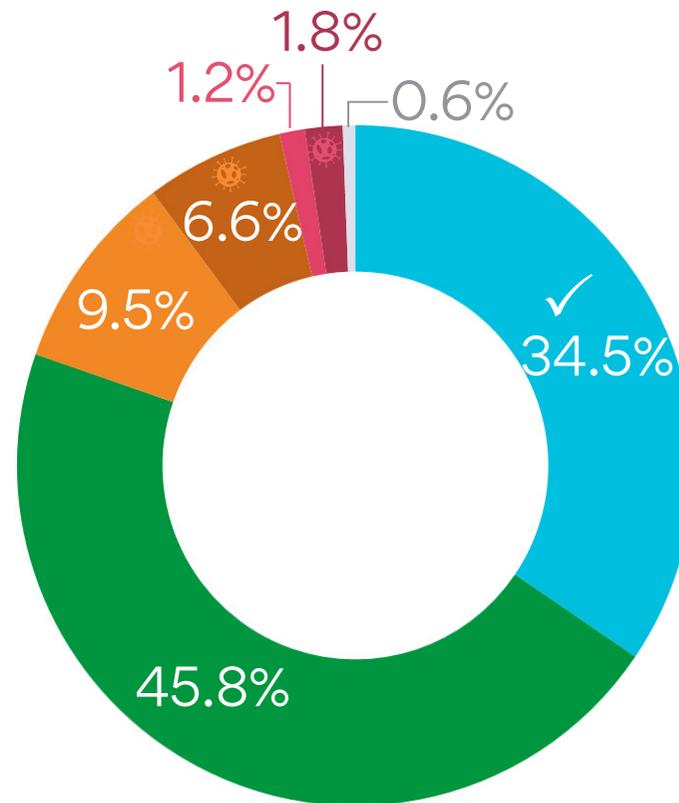


Social



OVERALL PROGRESS

We have completed the 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.



Action Status

	Complete	58
	On-Track	77
	Monitor	16
	Monitor - Impacted by COVID-19	11
	Off-Track	2
	Off-Track - Impacted by COVID-19	3
	Cancelled	1



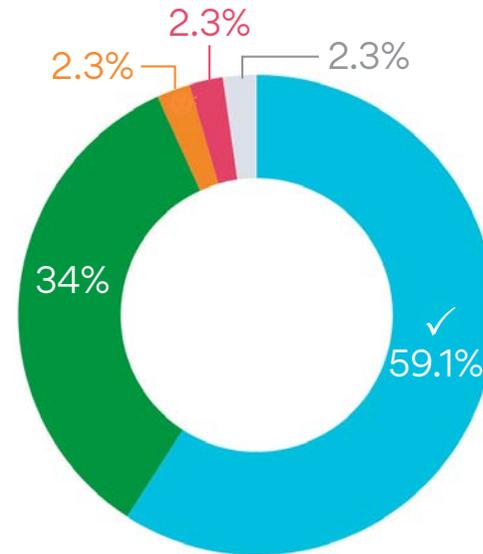
OUTCOME

1

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

- Facilitated effective delivery of the 2021/22 Operation Plan.

- Developed a new Workforce Strategy 2022 - 2025.

- Undertook community consultation on 71 projects.

- Completed the bi-annual community satisfaction survey.

- Our Shire: Community Strategic Plan endorsed.

- Implemented an organisational Capability Framework.

- Completed the Internal Communications Strategy.

- Senior leadership development program launched.

- 2022 - 2026 Delivery Program and 2022/23 Operation Plan adopted.

- Developed and implemented an updated performance review framework.

- Facilitated successful conduct of the 2021 local government elections.

- Service Plans developed and included in the 2022-2026 Delivery Program and 2022/23 Operational Plan.

- Long Term Financial Plan adopted.

- Asset Management Strategy adopted.

- ASPIRE Employee development and review program developed.

- Developed the Financial Systems Improvement Plan.

- Delivered the 2021/22 Infrastructure Works Program.

- Workforce Strategy 2022-2026 adopted.

- Cyber Security Framework developed and implemented.

- Completed the Transport Asset Class Asset Condition Inventory and Revaluation.

- Completed the Information, Customer & Technology Strategy.

- Implemented the Depot Safety and Improvement Program.

- Implemented a revised delegations framework.

Implement the Integrated Planning and Reporting Framework

1A

2021/22 Actions	Commentary	
Facilitate effective delivery of the 2021/22 Operational Plan	<ul style="list-style-type: none"> Final six month Progress Report is being prepared and will be reported to the Council Meeting in September 2022. 	✓
Facilitate the review of the Community Strategic Plan	<ul style="list-style-type: none"> Our Shire: Community Strategic Plan was endorsed by Council on 23 May 2022. 	✓
Commence development of the 2022 - 2025 Delivery Program	<ul style="list-style-type: none"> The 2022-2026 Delivery Program and 2022-23 Operational plan was adopted by Council on 27 June 2022. 	✓
Develop a suite of Service Plans for inclusion in the 2022 - 2025 Delivery Program	<ul style="list-style-type: none"> 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. 	✓
Deliver the 2021/22 Infrastructure Works Program	<ul style="list-style-type: none"> The 2021/22 Delivery Program is progressing with 95% committed and approximately 85% delivered. 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. COVID-19 impacts are effecting supply and price of some construction materials and resource availability. All construction activities have been impacted by the abnormally wet weather experienced between Dec-June 2022. 	✓



Develop and implement an Engagement Strategy and Plan

1B



2021/22 Actions

Commentary

Deliver an Engagement Program utilising diverse channels and methods to enhance community awareness and participation in Council services and decision making

- 27 project consultations.
- More than 1,583 active participants in online and offline engagements.



Deliver a monthly external e-newsletter on engagement opportunities, results and decision-making outcomes

- Monthly newsletters distributed to approximately 10,000 subscribers.



Undertake biennial community satisfaction research to inform ongoing service planning

- Biennial community satisfaction research completed.



Undertake an education campaign to the community on Council's role in the Planning process

- The Assessment Teams are assisting in resourcing the Council website review - which is underway and is a critical strategy.



Implement the Information Management and Technology Strategy and Plan

1C

2021/22 Actions	Commentary	
Development of a Cyber Security Framework	<ul style="list-style-type: none"> Cyber Security Framework based on ISO27001 developed, implemented and in operation. Framework includes policy, determinations and procedures, defined security roles, endorsed objectives and regular reporting on security maturity progress. 	
Improve Council's website focusing on user experience	<ul style="list-style-type: none"> Website project upgrade on track for project milestones. 	
Develop Cloud Strategy	<ul style="list-style-type: none"> Delivered as part of the Information Customer and Technology Strategy. 	
Reimplementation of Confirm Asset Management System to include all asset classes	<ul style="list-style-type: none"> Cancelled. No longer required due to the OneCouncil implementation. 	
Improve customer interaction utilising automated engagement	<ul style="list-style-type: none"> Commenced enhancements to enable and direct customers to self-service and improved customer experiences through new website and customer request management. On track for launch in line with project milestones. 	
Implement vehicle technology systems that support operational efficiencies and legislative compliance	<ul style="list-style-type: none"> Vehicle technology solutions procurement selection in progress. 	



Develop and Implement a Customer Experience Strategy and Plan

1D

2021/22 Actions

Commentary

Develop customer journey maps to inform improvements to customer experience with Council

- Priority customer journey research completed to inform website and customer request management projects.



Development of a Digital Customer Strategy

- Delivered as part of the Information Customer and Technology Strategy.
- Council will be developing a new stand alone Customer Experience Strategy as part of its 2022 - 2026 Delivery Program.



Implement the Finance Strategy including the Long Term Financial Plan

1E

2021/22 Actions

Commentary

Comprehensive review of the Long Term Financial Plan.

- The Long Term Financial Plan was adopted as part of the Resourcing Strategy at the June 2022 Council Meeting.



Identify and implement improvement opportunities to optimise Council's financial information systems and processes

- The development of a Financial Systems Improvement Plan culminated in the commencement of Project Rocket OneCouncil business transformation project.



Provide accurate and timely financial reports monthly, quarterly and via the annual financial statements

- All financial reporting has been provided in accordance with statutory or pre-approved timeframes.



Implement the 2017-21 Workforce Strategy

1F

2021/22 Actions	Commentary	
Develop an Internal Communications Framework, including establishment of channels, protocols and resources	<ul style="list-style-type: none"> Internal Communications framework adopted. Regular internal communications delivered through multiple channels and identified projects on track. 	●
Deliver a contemporary suite of human resource policies and procedures	<ul style="list-style-type: none"> Developed an effective framework to develop, consult and deliver contemporary employment determinations and guidelines. 	●
Review Council's Core Enterprise Agreement	<ul style="list-style-type: none"> Industrial and financial review of Council's Core Enterprise Agreement (2004) has been completed, negotiations towards a new agreement have not progressed. 	✔
Deliver a Leadership Development Program	<ul style="list-style-type: none"> Senior leadership development program 'elevate' launched in February 2022 and is being rolled out. 	●
Design and implement an organisational Capability Framework	<ul style="list-style-type: none"> LGNSW capability framework has been incorporated into senior manager performance reviews and senior leadership development program 	✔
Develop a new Workforce Strategy 2022 - 2025 to support the upcoming 2022 - 2025 Delivery Program	<ul style="list-style-type: none"> Workforce Strategy 2022-26 developed and adopted by Council in June 2022. 	✔
Develop and implement an updated performance review framework	<ul style="list-style-type: none"> ASPIRE employee development and review program to launch in July 2022. 	✔
Commence the review of Council's Cadets Apprentices and Trainee Program	<ul style="list-style-type: none"> Review of existing apprentices and trainee provider commenced. 	●



Implement the 2017-21 Asset Management Strategy

1G



2021/22 Actions

Commentary

Implement improvement actions from Strategic Asset Management Plan and the Asset Class Management Plans for Open Space, Stormwater and Waterways, Transport and Building Assets

- Actions continued to be monitored and programmed for completion across the year.
- 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.
- Improvement plans are continuously delivered and updated every four years.



Enhance the Asset Management Strategy to best practice

- Strategy completed, exhibited and adopted.
- Features new key focus area for resilience.



Complete Transport Asset Class Asset Condition Inventory and Revaluation

- Inventory enhanced and now includes retaining structures, cycleways and traffic facilities.
- Assets were independently valued.



Complete the collection of Councils infrastructure asset information and enhance to a consistent industry best practice standard

- Asset inventories now updated to revised hierarchy and prepared for inclusion.
- Council has committed to a new single system which will be implemented over the next few years.



Implement the actions from the Fleet Asset Management Plan

- Maintenance Target KPI met



Develop and implement an Enterprise Risk Management Framework

1H

2021/22 Actions	Commentary	
Develop, review and maintain organisational risk registers	<ul style="list-style-type: none"> Workshops to develop Strategic Risk Register completed An Enterprise Risk Register & Management Plan has been developed and has started to be populated now the Strategic Risk Register is nearing completion. Workshops to develop refreshed Business Unit Risk Registers commenced for higher risk units. 	●
Implement the Safety Road Map	<ul style="list-style-type: none"> The Safety Road Map deliverables continue toward full implementation. 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. 	●
Review, update, and test Council's Business Continuity, Disaster Recovery, and Crisis Management Plans	<ul style="list-style-type: none"> IMT have successfully completed and tested failover and back of main server and commenced activities to mitigate dependency on server-based systems. All critical service business continuity action plans have been reviewed for effectiveness and currency. 	●
Implement Fleet Safety Initiative Program	<ul style="list-style-type: none"> Supporting resources and framework for verification of competency training has delayed implementation. Project is proposed to be re-phased post One Council implementation. 	●
Implement Depot Safety and Improvement Program	<ul style="list-style-type: none"> Depot safety improvements, traffic plan review and signage audit completed. 	✔



Review, revise, and implement the Governance Framework

1I

2021/22 Actions

Commentary

Implement a revised set of delegations in accordance with new framework

- This project is now complete and fully implemented for ongoing management as business as usual.



Support the rolling review of Council and Management Policies

- This project is now complete and fully implemented with an ongoing business as usual review schedule in place.



Facilitate successful conduct of the 2021 local government elections, and induction of the new Council

- This project is now complete and fully implemented.
- Ongoing Councillor Professional Development Program implemented following completion of Councillor induction program.



Establish and facilitate the Independent Audit, Risk and Improvement Committee

1J

2021/22 Actions

Commentary

Deliver the 2021-22 Internal Assurance Program

- 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.



Advocate and maintain dialogue across all levels of government and with key stakeholders around issues impacting our community

1K

2021/22 Actions	Commentary	
Advocacy undertaken for prominent community issues	<ul style="list-style-type: none"> Council continues to advocate for prominent community issues to the relevant State and Federal Government Ministers and agencies. 	✔
Participate in Southern Sydney Regional Organisation of Councils	<ul style="list-style-type: none"> Council continues to participate in SSROC and attend meetings. 	✔



OUTCOME

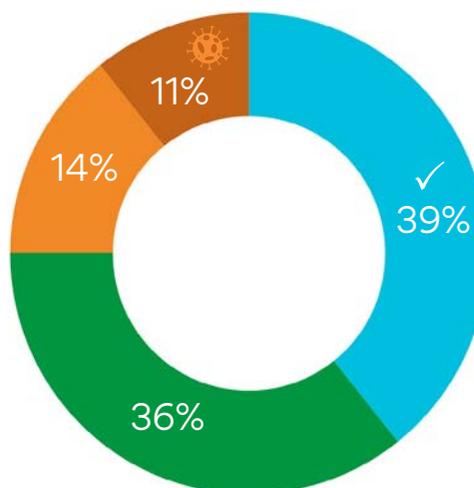
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OUTCOME 2

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

- | | | | |
|--|--|---|---|
| <ul style="list-style-type: none"> Delivered a Fire Hazard Reduction Program (FHRP). | <ul style="list-style-type: none"> Commenced preparation of the Climate Clean Council 2030 Strategy. | <ul style="list-style-type: none"> Operation Cool Down Miranda completed. | <ul style="list-style-type: none"> Improved customer service delivery times for domestic waste clean-up collections. |
| <ul style="list-style-type: none"> Delivered the 2021/22 Feral Animals Control Program. | <ul style="list-style-type: none"> Commenced Stages 2, 3 and 4 of the Georges River Coastline Management Program. | <ul style="list-style-type: none"> Water quality sampling undertaken. | <ul style="list-style-type: none"> Optimised Cronulla Woolooware Wastewater Re-Use Scheme (CWWRS). |
| <ul style="list-style-type: none"> Delivered the Green Street Planting Program 2021/22. | <ul style="list-style-type: none"> Developed and implemented Domestic Waste Disposal & Processing Services Agreement. | <ul style="list-style-type: none"> Delivered the 2021/22 Bush Care Program. | <ul style="list-style-type: none"> Completed trials of sustainable electric vehicles. |
| <ul style="list-style-type: none"> Delivered community education and engagement programs. | <ul style="list-style-type: none"> Continued to consider opportunities for investment in Corporate Energy and Water Efficiency Plan and implemented all approved actions. | <ul style="list-style-type: none"> Delivered the 2021/22 Biosecurity Program (Weed Control). | <ul style="list-style-type: none"> Bate Bay Coastal Management Program adopted. |

Review, develop and implement the Environment and Sustainability Informing Strategy and Plans

2A



2021/22 Actions

Commentary

Develop the Climate Clean Council 2030 Strategy and Action Plan

- 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.
- Step 1 - Register Commitment, was completed in July 2021 when Council joined GCoM.
- Step 2 - Emissions inventory, is almost complete.



Deliver the 2021-22 Green web Program

- Greenweb private property program expanding due to increased community participation.
- There has been a reduction in schools in Greenweb, due to COVID-19 disruptions.



Implement the Grey-headed Flying Fox Management Plans for Kareela and the Camellia Gardens

- Grey Headed Flying Fox numbers continue to be monitored weekly as part of requirements from DPE.
- Numbers are lower this year than last and GHFF are only present in Camellia Gardens and Kareela camps.
- Community complaints are minimal and management techniques introduced over past years to reduce the impacts of camps on the community have proven successful.
- Temporary and Seasonal GHFF Camp Management Plan endorsed by Council.



Deliver the 2021-22 Bush care Program

- 650 volunteers actively re-engaged since COVID-19 restrictions lifted.
- 110 sites under management.



Deliver the 2021-22 Biosecurity Progra (Weed Control)

- Priority weed program completed successfully with all obligations and requirements under the Biosecurity Act completed and exceeded.



Review, develop and implement the Environment and Sustainability Informing Strategy and Plans

2A

2021/22 Actions	Commentary	
Deliver a Fire Hazard Reduction Program (FHRP)	<ul style="list-style-type: none"> 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. 	
Deliver the 2021-22 Feral Animals Control Program	<ul style="list-style-type: none"> Ongoing fox and deer programs completed with some delays during COVID-19 restrictions and wet weather. New incursion outbreaks of cane toads and red eared slider turtles managed successfully. 	
Explore opportunities to expand Council's fleet to sustainable electric vehicles and expand on supporting infrastructure	<ul style="list-style-type: none"> Fleet sustainability actions being developed through Climate Clean Council Strategy. Expanding current electric fleet has been limited by the manufacturers lag in development of electric commercial vehicle and heavy truck options. 	

Review, revise, and implement Canopy Management Program

2B

2021/22 Actions	Commentary	
Deliver the Green Street planting Program 21-22	<ul style="list-style-type: none"> Operation Cool Down Miranda completed July 2022. 400 street trees planted. 	
Undertake a pilot water sensitive urban design project in conjunction with a carpark and/or streetscape upgrade	<ul style="list-style-type: none"> A trial project was investigated to look at stormwater harvesting of the Flora street carpark Sutherland. 	

Develop and implement a Catchment and Waterway Management Strategy and Plans

2C

2021/22 Actions

Commentary

Complete Year One Implementation Actions from Catchment and Waterway Management Strategy and Plan

- 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.



Deliver a catchment and waterway health monitoring program encompassing a water quality monitoring program

- Water quality sampling progressing according to annual sampling schedule.



Participate in the development and implementation of the Sutherland Shire Local Emergency Management Plan

2D

2021/22 Actions

Commentary

Implement Emergency Management Continuous Improvement Actions

- Sutherland Emergency Plan review and update completed.
- Royal National Park emergency sub plan developed.
- Disaster Dashboard developed as a single point of refence to emergency data and updates for residents to better plan, prepare, respond and recover from events, to enhance community resilience.



Establishment of a State Emergency Service (SES) eastern area unit facility

- SES strategic plan is pending to detail requirements.
- Formal request made to State to assist with identifying and funding an eastern site.



Review, revise, and implement the Waste Management Policy and Strategy

2E

2021/22 Actions	Commentary	
Develop the Sutherland Shire Council Waste Strategy	<ul style="list-style-type: none"> Waste Strategy - Action Plan currently being prepared and reviewed. Draft Objectives and Targets presented to Environment and Sustainability Sub-Committee and supported. 	●
Implement the Sutherland Shire Council Waste Strategy	<ul style="list-style-type: none"> Yet to commence. Draft 20 year Waste Strategy due for release in November 2022. 	●
Participate in initiatives through Southern Sydney Regional Organisation of Councils, specifically focussing on waste diversion and minimisation options	<ul style="list-style-type: none"> Actively participated in SSROC projects and meetings. 	●
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	<ul style="list-style-type: none"> 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. Commenced a truck fire awareness campaign which included truck stickers, bus shelter signs and various media articles. Diverted 19 tonnes (8,817 bags) soft plastics and textiles from landfill through the Recycle Smart program. 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. Over 370 orders were placed for compost bins and worm farms through compost revolution. Through our Enviromentors schools program we have visited 18 schools educating over 2,000 students. 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. Through social media we posted 72 articles with a reach of over 153,000 residents. 	✔



Review, revise, and implement the Waste Management Policy and Strategy

2E

2021/22 Actions

Commentary

Develop and implement recycling and Container Deposit Scheme (CDS) Processing Services Agreement

- New commercial terms agreed to (in principle), new contract pending.



Develop and implement domestic waste Disposal & Processing services Agreement

- A Council report for T1004/21 resolved to directly negotiate with Cleanaway.



Improve customer service delivery times for domestic waste clean-up collections

- Current average service wait time across all 10 Shire zones is 6-7 weeks to book and receive a clean-up for single dwellings.
- Improvements include:
 - Introduction of three cubic metre cap on Clean-up service waste material per household service (12 month trial period)
 - Five additional Clean-up service days provided in Zone 1 (Engadine-Woronora Heights areas) during 2021
 - Improved staff / public safety due to improved material presentation on nature strip
 - Minor enhancements to Council's online booking form allowing residents to make service changes
 - Improvements to the Waste Services home page on Council's website relating to community education and service content



Develop and Implement Coastal Management Programs and Floodplain Risk Management Plans

2F

2021/22 Actions	Commentary	
Commence Stages 2, 3 and 4 of the Georges River Coastline Management Program	<ul style="list-style-type: none"> The Georges Riverkeeper has now completed the Stage 1 Scoping Study and was finalised in May 2022. 	
Finalise the development of the Bate Bay Coastal Management Program	<ul style="list-style-type: none"> Bate Bay Coastal Management Program adopted by Council in April 2022. 	
Commence Stage 1 of the Port Hacking Coastal Management Program	<ul style="list-style-type: none"> Sub-Committee has been appointed including Community Representatives. The CMP has not progressed as planned due to resourcing impacts from COVID-19. A new resource to prepare the CMP has been appointed. 	
Complete the shire-wide overland Flood Study	<ul style="list-style-type: none"> Draft mapping and study document 90% complete. Expect to place on public exhibition in late 2022 and adopt in first half of 2023. 	



Review and implement Corporate Energy and Water Efficiency Plan

2G

2021/22 Actions

Commentary

Continue to consider opportunities for investment to Corporate Energy and Water Efficiency Plan and implement all approved actions

- Council completed new electricity supply arrangements which commenced July 2022 whereby 100% of electricity is now renewable.
- 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.



Advocate to AUSGRID for accelerated program for improved efficiency in Main Road LED Lighting

- 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.



Develop and Implement Open Space Recycled Water Plan

2H

2021/22 Actions

Commentary

Optimise Cronulla Woollooware Wastewater Re-use Scheme (CWWRS).

- Water supplied to meet end-user needs.
- Plant was offline/shutdown for extended periods (36% of the period) due to rain events.
- Additional usage identified but not taken up due to a reduced demand during the period.





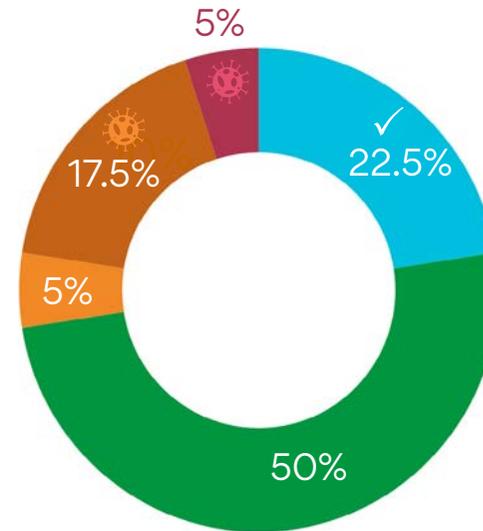
OUTCOME

3

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 wellbeing 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

- | | | | |
|--|--|--|---|
| <ul style="list-style-type: none"> Delivered the 2021/22 Surf Awareness and Survival education program. | <ul style="list-style-type: none"> 'Sutho Skate' event held to inspire young skateboarders in the community. | <ul style="list-style-type: none"> Delivered Loneliness Forum to combat social isolation in the community. | <ul style="list-style-type: none"> Provided seasonal seven days per week coverage of beaches by professional lifeguards. |
| <ul style="list-style-type: none"> Continued to recognise, respect and support Aboriginal and Torres Strait Islander communities through development of a Reconciliation Action Plan (RAP). | <ul style="list-style-type: none"> Delivered the annual Community Sector Plans and Action Plans that address local needs and challenges and mobilises community assets. | <ul style="list-style-type: none"> Developed annual Community Sector Plans and Action Plans that address local needs and challenges and mobilises community assets. | <ul style="list-style-type: none"> Collaborated with surf lifesaving clubs, board riders and sporting and community groups relating to ocean safety. |
| <ul style="list-style-type: none"> Delivered 30 specialised events and activities during the Seniors Festival. | <ul style="list-style-type: none"> Commenced preparation of the Long-Term Leisure Centre Strategy and Plan. | <ul style="list-style-type: none"> Collaborated with surf lifesaving clubs, board riders and sporting and community groups relating to ocean safety. | <ul style="list-style-type: none"> Developed and implemented the Property Portfolio Strategy. |

Empower the community so they can access care and support

3A

2021/22 Actions	Commentary
Empower the community through provision of asset based community development training	<ul style="list-style-type: none"> • ABCD training to commence February 2023.
Provide ongoing support of community-led initiatives meeting identified localised needs	<p>Regular attendance and/or coordination of:</p> <ul style="list-style-type: none"> • ShireABILITY Working Party • Disability interagency • Access Committee • Aboriginal Advisory Committee • Youth Reference Group • Youth Network Interagency • Child & Family Interagency <ul style="list-style-type: none"> • Seniors Reference Group • Elder abuse collaborative/interagency - community connection points • Sutherland Homeless Assertive Outreach Collab. • Multicultural interagency • Delivery of COVID-19 response grant.
Increase awareness of and access to community services	<ul style="list-style-type: none"> • New content for website delivered. • Distribution of updated COVID-19 information and services, including translated information. • School services morning tea delivered. • Delivered 2 Healthy Ageing Seminars • Delivered Refugee Week initiative, sharing information and raising awareness of local services.
Promote and increase awareness of active healthy living to improve wellbeing	<ul style="list-style-type: none"> • Delivered 2 Healthy Ageing Seminars. • Delivered Seniors Festival activities. • Delivered Youth Week activities. • Shared NSW Health resources to networks on a regular basis. • Supported implementation of the Aboriginal Health and Wellbeing Day.



Empower the community so they can access care and support

3A

2021/22 Actions

Commentary

Develop annual Community Sector Plans and Action Plans that addresses local needs and challenges, and mobilises community assets

- Complete.
- Sector Plans developed for Seniors, Youth, Aboriginal and Torres Strait Islander, Disability and Multicultural Sectors.



Deliver proactive community programs to reduce loneliness and social isolation

- In progress.
- Delivery of Neighbour Day social media campaign.
- Delivery of Loneliness Forum
- Delivered Seniors festival activities.
- Delivered youth Week activities.



Deliver proactive programs to enhance mental health and wellbeing

- In progress.
- Delivered Seniors Festival activities.
- Delivered Youth Week activities.
- Positive Ageing Forum: Keeping Connected: Social health and ageing forum.
- Loneliness Forum delivered.



Advocate and provide support for unpaid carers who provide unpaid assistance to a person with a disability, long-term illness or old age

- In progress.
- Seniors Wellbeing Resilience Seminar/Carers morning tea delivered.



Partner with Department of Health, NSW Department of Communities and Justice and NSW Health to deliver targeted projects addressing local needs

- In progress.
- Participating in Keep Active Healthy and Well Reference Group with NSW Health.
- Coordination of Sutherland Homeless Assertive Outreach Collaborative partnering with DCJ.
- Sharing information regarding COVID-19
- Continued collaboration on the DID grants program.
- Developing Vaping forum in Sutherland Shire with NSW Health.
- Partnering with Service NSW to deliver educational seminars to community sectors.



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

3B

2021/22 Actions

Commentary

Undertake research to inform existing and future community services

- Due to commence in the second half of 2022.



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

- Participation in Cooper Street Reserve and Seymour Shaw Masterplan Project Working Groups.
- Investigating community HUB in Caringbah as part of centre masterplan.



Provide for an active, connected and inclusive community

3C



2021/22 Actions

Commentary

Recognise, respect and support Aboriginal and Torres Strait Islander communities through development of a Reconciliation Action Plan (RAP)

- Reconciliation Action Plan developed
- Reconciliation Week 2022 events and activities delivered, including 38 banners placed throughout the community showcasing local Aboriginal artwork.



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

- 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.



Deliver annual initiatives that facilitate opportunities for intergenerational sharing & learning

- Delivered Neighbour Day campaign.
- Delivered Youth Week and Seniors Festival.



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

- Provided opportunities for volunteering via engagement with members of the community for various reference groups including Youth, Seniors and Multicultural Reference Groups.
- Provided volunteering opportunities within programs including Seniors Festival, Refugee Week and Youth Week.



Develop initiatives to activate neighbourhoods and build neighbour and community connections

- Delivered events providing opportunities to connect including:
- Neighbour Day campaign
 - Refugee Week picnic
 - 30 events for Seniors Week
 - 12 events for Youth Week



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

- Delivered a number of events in collaboration with various partnering organisations including:
- 30 events for Seniors Festival
 - 12 events for Youth Week
 - Aboriginal Wellbeing Day
 - Refugee Week picnic
 - Youth Skate event (over 300 attendees)



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

3D

2021/22 Actions

Commentary

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

- Developed Relationships with key state agencies.
- Utilising Council assets to offer different services to meet vaccination targets.
- Distribution of various grant programs on a weekly basis.



Provide ongoing sector support through coordination and participation in collaborative forums

- Continued participation and/or coordination of:
- Shire Ability Working Party
 - Disability interagency
 - Access Committee
 - Aboriginal Advisory Committee
 - Youth Reference Group
 - Youth Network Interagency,
 - Child & Family Interagency
 - Seniors Reference Group
 - Elder Abuse collaborative/ interagency - community connection points
 - St George & Sutherland Shire Homeless Assertive Outreach Collaborative
 - Multicultural interagency
 - Dementia Alliance
 - Collaborative for the Abuse of Older People
 - Domestic Violence Committee
 - Walk for Respectful Relationships Committee



Deliver an annual program of sector support, training and education to upskill and resource community services

- Sector support delivered to meet the needs of community sector, including:
- Youth mental health first aid
 - School services morning tea



Deliver the 2021-22 Annual Community Grants Program and the 2021-22 NSW Club Grants Program

- Community Grants program delivered.
- Club Grants program delivered.
- Letter of congratulations sent to successful applicants in lieu of presentation ceremonies.



Enhance safety and accessibility at our ocean through a range of programs and partnerships

3E



2021/22 Actions

Commentary

Deliver the 2021-22 Surf Awareness and Survival education program

- School / Surf and Beach Education programs for Term 1 and 2 commenced.
- Water safety sessions and programs conducted during Terms 1 and 2 2022: 29 Schools, 945 students/participants.
- Programs are still affected by COVID-19 and significantly by the wet weather and beach erosion/access issues.



Participate in the Rock Fishing Safety Program

- Rock Fishing register and roster implemented with success.
- Regular patrols are undertaken by Lifeguards and Public Safety Inspectors at black spot locations.



Collaborate with government bodies to support delivery of ocean safety programs to culturally and linguistically diverse communities

- Attended South East Sydney Multicultural Committee – 5 meetings during report period.
- 2 Presentations Intensive English programs through Red Cross Australia.
- 1 Surf Awareness program face to face at Kogarah Intensive English.
- Presented at Tafe NSW Multilingual classes. Beach/ Water and Rock Fishing Safety.
- Water Safety Presentation at Refugee Picnic Week.



Collaborate with surf lifesaving clubs, board riders and sporting and community groups relating to ocean safety

- Regular meetings held with each of the complimentary surf clubs, sporting groups and key stakeholder groups.



Provide seasonal seven days per week coverage of beaches by professional lifeguards

- All Ocean Safety and Lifeguard service provision provided to the community.



Enhance public health and safety through a range of programs

3F

2021/22 Actions	Commentary
Develop and undertake the swimming pool safety education Program	<ul style="list-style-type: none"> Impacted by COVID-19 lockdown period and restricted activities including pool inspections and safety program as part of Council’s COVID-19 risk prevention measures. Reduced staff resourcing in the pool inspection team for the period July 2021 to June 2022 and additional COVID-19 restrictions required prioritisation of inspections ahead of safety programs.
Develop and undertake targeted food safety seminars	<ul style="list-style-type: none"> Impacted by COVID-19 lockdown period and restricted activities including food shop inspections and seminars as part of Council’s COVID-19 risk prevention measures. Increased complaints, limited resourcing during this time and weather events in first 6 months of 2022 impacting delivery which required prioritised activity.



Develop and implement the Long Term Sutherland Sport and Leisure Strategy and Plan

3G

2021/22 Actions	Commentary
Deliver the Long-Term Leisure Centre Strategy and Plan	<ul style="list-style-type: none"> The impacts of COVID-19 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.
Deliver the 2021-22 Aquatic Program (including learn to swim, squad, school program)	<ul style="list-style-type: none"> Centres were closed for 1 full quarter, and Learn to Swim and Squad were impacted by restrictions for a further quarter. Learn to Swim had 2100 enrolments which is consistent with 2020/21, however lower than pre-COVID-19 enrolments and attendances of over 3000.
Deliver the 2021-22 Health and Fitness Program	<ul style="list-style-type: none"> 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. Q1 shutdown due to COVID-19 and COVID-19 Safe restrictions under PHOs during Q2 -Q3 have impacted ability to deliver service along with consumer behaviour.



Develop and implement the Long Term Sutherland Sport and Leisure Strategy and Plan

3G

2021/22 Actions

Commentary

Deliver high quality Leisure Services for 2021-22

- Total attendance for the year is down ~3.9%.
- The presence of COVID-19 and the related protocols, along with the La Nina weather system have impacted consumer activity.



Develop the Customer Experience Improvement Plan for Leisure Centres

- Disruption to service delivery and industry labour shortages, reorientated priorities to grow LTS, Squad, and Fitness.



Develop and Implement a Property Services Business Plan

3H

2021/22 Actions

Commentary

Develop Property Portfolio Strategy and implement the Property Portfolio Strategy Implementation Plan

- Draft Property Strategy finalised.
- Council endorsed public exhibition in April 2022. Strategy publicly exhibited for 28 days and reported to Council July 2022 for adoption.
- Implementation of the actions outlined in the strategy have commenced.



Develop and undertake targeted food safety seminars

- Consultation undertaken and strategy being drafted.



Develop and implement plans to facilitate healthy, connected, caring, inclusive, resilient and liveable communities

3I

2021/22 Actions	Commentary	
Develop and commence implementation of a Safer Communities Strategy including Crime Prevention and CCTV	<ul style="list-style-type: none"> Strategy complete and exhibited for community consultation over May. Five responses - all positive, nil revisions required. Likely adoption at next Committee Meeting in July. 	✔
Maintain and develop partnerships with relevant NSW Government agencies	<ul style="list-style-type: none"> Ongoing liaison with NSWPOL, Office of Local Government, and the Office of Liquor & Gaming. 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. 	✔
Participate in Police Local Area Command Safety Precinct Committee and Local Liquor Accords	<ul style="list-style-type: none"> Participation ongoing. Four CSPC meetings attended, and three Liquor Accord meetings attended (one was cancelled due to COVID-19). 	●
Provide a high quality animal shelter facility which promotes best practice in the care of companion animals and promotion of responsible pet ownership	<ul style="list-style-type: none"> Animal Shelter continues to operate by appointment only following COVID-19 to allow serious adopters of animals priority and safer access to animals. Vet services continue for animals either at shelter or through transportation to vets. Education continues via social media and marketing or over phone due to COVID-19 restrictions. To provide best practice promotion in facility continued review of practices and procedures undertaken to ensure compliance with Codes of Practice and hygiene requirements. 	●



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.

3J

2021/22 Actions	Commentary	
Develop a Sport Strategy	<ul style="list-style-type: none"> The impacts of COVID-19 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. 	🦠



OUTCOME

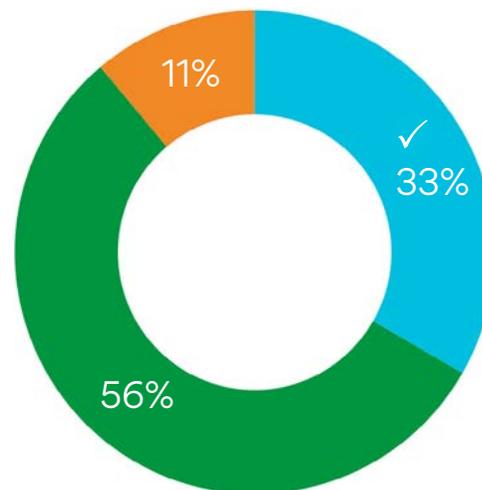
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OUTCOME 4

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

- Continued the refurbishment of the Sutherland Entertainment Centre.
- Successful resumption of exhibitions and art classes at Hazelhurst.
- New range of public events developed to support public gatherings including Australia Day, Meeting of Two Cultures and Fire Stories.
- Continued to develop and enrich content of the Local Studies collection through the Local History Sutherland Shire online application.
- Developed the Cultural Strategy with community and stakeholder consultation.
- Adopted the Public Art Policy.

Develop and present a diverse, dynamic, and inspiring Arts and Culture Strategy and Plan

4A

2021/22 Actions

Commentary

Deliver artistic program for Hazelhurst Arts Centre

- Following reopening of Hazelhurst Arts Centre on 18 October 2021 post COVID-19 restrictions the exhibitions program resumed and modified art classes were progressively reintroduced from November.



Deliver artistic program for School of Arts and Events

- During lockdown up to October 2021 public events were cancelled under Public Health Orders however citizenships were successfully delivered on-line.
- 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.
- The School of Arts was closed for renovations during 2021/22.



Refurbish the Sutherland School of Arts

- This project has continued into the 2022/23 financial year, delays have been experienced with wet weather, COVID-19 and changes to the construction certificate for the work.
- The commercial operation of the School of Arts will be included in the operation model of the Sutherland Entertainment Centre.
- Works expected to be finished by August 2022.



Refurbish the Sutherland Entertainment Centre

- Notable construction progress has occurred in the areas of the fly-tower, foyer structure and theatre. Rough-in works are progressing well.
- The key milestones currently in progress are the completion of roofing and installation of the glazing.
- Signage DA has been submitted and the Eton Street Frontage works are being documented to allow pricing in July 2022.
- The project is progressing to the contract program, at a low-risk rating and well within the approved project budget.



Develop and Implement the Cultural Informing Strategy and Plan

4B

2021/22 Actions

Commentary

Develop Cultural Strategy with community and stakeholder consultation

- The Cultural Strategy was completed, placed on Public Exhibition for further community consultation and approved by Council on 26 April 2022 for adoption.



Develop Public Art Policy

- The Public Art Policy was completed, placed on Public Exhibition during July 2021 and approved for adoption by Council.



Implement Sutherland Libraries Business Plan

4C

2021/22 Actions

Commentary

Manage the development of the staged Sutherland Library refurbishment plan in accordance with Libraries Grant

- Stage 1: 100 % completed.
- Stage 2: To include lighting renewal and relocation of customer desk and event space.



Continue to develop and enrich content of the Local Studies collection through the Local History Sutherland Shire online application

- 3 events with outreach at two community events to promote Recollect and a presentation to the Recollect User Community about the Crowdsourcing project.
- 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.
- 6 donations to the collection of significant items.



Implement legislative requirements to ensure environmental, archaeological and Aboriginal heritage are conserved and valued

4D

2021/22 Actions

Commentary

Implement year one actions from the Sutherland Shire Aboriginal Cultural Heritage Management Plan

- The Aboriginal Cultural Heritage Management Plan is an internal document Council applies in the management of locations known to contain aboriginal cultural heritage.
- The Plan is prepared. Key stakeholders are providing further input into the next edition.





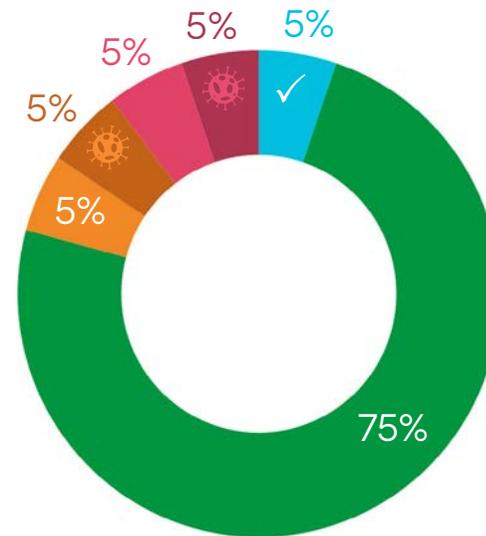
OUTCOME

5

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

Action Status	Count
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.

- Investment prospectus developed and actions endorsed by Economic Development and Tourism Committee delivered.

- Continued to ensure local operators have access to information, opportunities, research and programs to enhance skills to grow the tourism sector.

- Gymea Nights' festival held with live performances, activities and lighting displays to support local businesses.

- Commenced the review of the customer experience journey and development of a continuous improvement plan for Children's services.

- Continued to develop the Books Before School program to encourage and support pre-literacy skills in pre-school children.

- Draft Library Strategy put on public exhibition.

- Delivered programs to support local businesses.

- Cinema Under the Stars events held at 5 locations.

- Project plan for Short Film Competition developed.

Develop and Implement an Economic Development Strategy and Plan that supports economic growth aimed at sustaining a prosperous community

5A

2021/22 Actions	Commentary	
Connect tertiary education providers with local businesses to realise opportunities and benefits	<ul style="list-style-type: none"> Shared information via Business Now e-newsletter. 	●
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	<ul style="list-style-type: none"> FutureMap Workshop undertaken with ANSTO and Southern Strength. 	●
Advocate Central and Eastern Sydney Primary Health Network and Greater Sydney Commission to explore opportunities	<ul style="list-style-type: none"> Opportunities will be explored and reviewed in 2023 following evolving community needs as a result of COVID-19. 	☹️
Advocate to relevant departments to ensure small business programs are accessible and of value	<ul style="list-style-type: none"> Service NSW Partnership Agreement finalised. DESE collaboration for hospitality employment event. 	●
Proactively market Sutherland Shire as a location of choice for business, investment and a skilled workforce	<ul style="list-style-type: none"> Distributed bi-monthly Business Now e-newsletter. Reviewed and promoted Sutherland Shire Investment Prospectus. 	●





Complete



On-Track



Monitor



Monitor- Impacted by COVID-19



Off-Track



Off-Track- Impacted by COVID-19

Develop and Implement an Economic Development Strategy and Plan that supports economic growth aimed at sustaining a prosperous community

5A

2021/22 Actions

Commentary

Proactively market the Sutherland Shire as a destination of choice to potential visitors

- Visit Sutherland Shire E-Newsletter distributed.
- Social media posts undertaken on Facebook, Instagram and Pinterest.
- Probus Advertising Campaign



Ensure local operators have access to information, opportunities, research and programs to enhance skills to grow the tourism sector

- E-Newsletter distributed to local tourism industry providers.



Deliver programs to support local businesses (skills development, workshops and events)

- Training and motivational events for local businesses provided.
- Sutherland Shire Business Awards.



Deliver a Small Business Month Event

- March event completed with 180 local businesses in attendance.



Enhance product development and grow visitor experiences

- Product development limited due to COVID-19.



Develop Framework and Plan to activate public spaces to meet the many and varied needs of the community (social, economic, sporting and cultural)

5B

2021/22 Actions	Commentary	
Actively source, promote and facilitate assessment and approvals to external filming and photography requests on Council open space	<ul style="list-style-type: none"> • 101 filming permits issued. • Filming has continued popularity within the Sutherland Shire. 	●
Facilitate a Night Time Economy (NTE) that meets needs of current & future population	<ul style="list-style-type: none"> • Summer Night Fund Grant received. 	●
Attract major events to the Sutherland Shire	<ul style="list-style-type: none"> • Major concert event booked March 2023. 	●
Actively source, promote and facilitate assessment and approvals to third parties to undertake events, casual leasing and product sampling on Council open space	<ul style="list-style-type: none"> • Events are slowly recovering however many have been impacted by rain since March and had to cancel. 	●
Establish a Short Film Festival including an open air Starlight Cinema Series	<ul style="list-style-type: none"> • Project Plan for Short Film Competition (SFC) and Cinema Series developed and approved for implementation. • Terms and conditions developed for the SFC, key elements developed and launch plan finalised. • The first Cinema Under the Stars program was successfully implemented in February 2022. 	●



Deliver lifelong learning opportunities and initiatives through the Library Services Program

5C

2021/22 Actions

Commentary

Develop the Library Strategy

- Draft Library Strategy was placed on Public Exhibition 1-30 June. Feedback reviewed, minor amendments made.
- The Library Strategy 2022-2032 will be presented to the August Council Meeting for endorsement.



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: 169 people have joined the program, with 100% joining through self registration in Beanstack.
- Number of pre-school programs delivered: 433
- 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.



Develop and Implement Children’s Services Strategic Plan 2017 - 2020

5D

2021/22 Actions

Commentary

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

- The unit has continued to provide a sound educational program for all children attending Council’s Early Education and Care centres.
- 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’.
- Families have also reported a high level of satisfaction on their children’s educational outcomes.



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.

- 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’.



OUTCOME

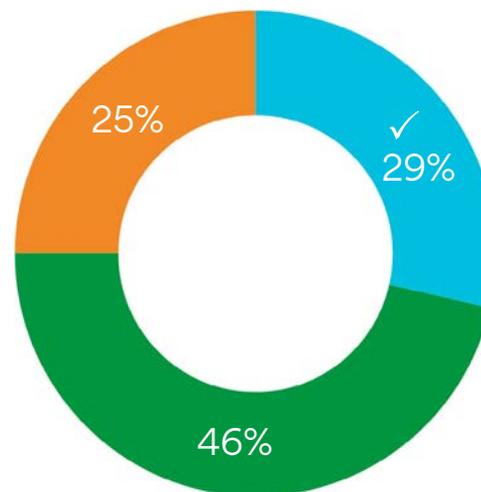
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OUTCOME 6

A livable 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

- Delivered the 2021/22 Parking Patrol Program.

- Progressed the development of Stage 2 of the Housing Strategy.

- Commenced the development of the Roads and Freight Strategy.

- Commenced Cronulla Plaza Stage 2 works.

- Continued development of the Parking Strategy, and Roads and Freight Strategy.

- Public exhibition of the Draft Active Transport Strategy and Draft Public Transport Strategy.

- Implemented all actions from the Parks and Open Space Asset Class Management Plan.

- Delivered the graffiti management in accordance with the adopted Policy and Plan.

- Successfully advocated for duplication of Heathcote Road bridge over Woronora River, with the NSW Government announcement of bridge duplication in December 2021.

- Provided education to the community across a range of Councils statutory roles to improve Awareness and increase compliance.

- Draft Bike Plan prepared.

Develop and implement an Integrated Transport Strategy and Plan

6A

2021/22 Actions

Commentary

Implement a trial of parking occupancy technology at nominated locations

- Council is currently assessing the feasibility of participating in the NSW Government Mobility Parking space sensor trial.



Develop and implement a Bike Plan as part of Active Transport Strategy

- The draft plan is substantially prepared in readiness for exhibition.



Develop and implement a Advocacy Plan to assist inter government submissions on Transport

- The draft plan is substantially prepared.



Advocate for duplication of Heathcote Road bridge over Woronora River

- NSW Government announcement of bridge duplication in December 2021.



Finalise development of Parking Strategy and commence implementation

- Further development of draft strategy has occurred ahead of engagement with the community.



Finalise development of Roads and Freight Strategy and commence implementation

- Further development of draft strategy has occurred ahead of engagement with the community.
- Ongoing collaboration with Transport for NSW on major road projects has resulted in better community outcomes.



Finalise development of Active Transport Strategy and commence implementation

- Draft strategy exhibited in June 2022.



Finalise development of Public Transport Strategy and commence implementation

- Draft strategy exhibited in June 2022.



Manage new and existing development within a robust and effective framework

6B

2021/22 Actions	Commentary	
Deliver a Place-based Precinct Plan for Sutherland-Kirrawee Strategic Centre	<ul style="list-style-type: none"> Analysis complete. Council report being prepared for September/October 2022 meeting. 	●
Deliver a Place-based Precinct Plan for Miranda Strategic Centre	<ul style="list-style-type: none"> Analysis complete. Council report being prepared for September 2022 meeting. 	●
Deliver a Place-based Precinct Plan for Caringbah Centre	<ul style="list-style-type: none"> Analysis complete. Council report being prepared for September 2022 meeting. 	●
Review Barriers to employment growth in industrial zones to inform a study and amendments to the Local Environmental Plan and Development Control Plan	<ul style="list-style-type: none"> The strategy can be finalised once the DPE employment zone reform is complete. This will become a background document to the draft LEP 2023. 	●
Stage1: Complete review of Local Environmental Plan to better align with the South District Plan and Local Strategic Planning Statement	<ul style="list-style-type: none"> Stage 1 LEP amendment gazetted 29 April 2022. 	✔
Stage 2: Comprehensive review of Local Environmental Plan to plan for development outcomes to 2041	<ul style="list-style-type: none"> 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. 	●
Review Development Contribution Plans	<ul style="list-style-type: none"> The Contribution Plans must follow the Housing Strategy. Also, the Action Plans for Open Space, Play and Sport are needed to inform the plan. 	●
Review and appoint membership to the Assessment Panels (Local Planning Panel and Design Review Forum)	<ul style="list-style-type: none"> The Design Review Forum panel member refresh is timetabled for late 2022. 	●



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

6C

2021/22 Actions

Commentary

Develop Stage 2 of the Housing Strategy

- Council report being prepared for September 2022 meeting.



Enhance safety and accessibility in the public domain through a range of programs and partnerships

6D

2021/22 Actions

Commentary

Develop a Public Domain Strategy for public spaces

- The draft plan is well advanced and expected to be presented to Council for exhibition approval in October 2022.



Develop a service management plan for Cronulla Plaza

- The need for the plan has been removed as the result of a change of scope of the Cronulla Plaza Project.



Deliver the 2021-22 Parking Patrol Program

- CBDs patrolled each day including weekends, school zones patrolled daily each term. 650 school zones patrolled throughout the financial year.



Enhance safety and accessibility in the public domain through a range of programs and partnerships

6D

2021/22 Actions

Commentary

Provide education to the community across a range of Council's statutory roles to improve awareness and increase compliance.

- Five educational initiatives delivered including;
 1. Services Public Safety Inspectors provide
 2. Peak summer period reminders
 3. Nature strip encroachments
 4. Crown lands service provided
 5. Dangerous and Menacing Dog rules



Undertake Council's prescribed regulatory role in relation to matters of public safety

- 42 Inspections for Dangerous/Menacing dog compliance.
- 6 week summer operations with Lifeguards and NSW Police undertaken.
- Public safety Inspectors daily engagement with the public performing animal control duties and other public safety issues.
- 78 patrols for light traffic thoroughfare and heavy vehicle compliance.



Deliver graffiti management in accordance with adopted Policy and Plan.

- 79% of all graffiti vandalism (341 incidents) removed within 7 days (Target >80%).
- 62% of all graffiti (269 incidents) pro-actively reported (Target >60%).
- 6% reduction in the volume of graffiti removed (or 154 m2) when compared to 2020/21 period.
- Actions implemented as per plan.



Progress the development of the Cronulla Public Domain Master Plan

6E

2021/22 Actions

Commentary

Complete the detailed design for the Town Square

- A proposed concept design was put to Council in late 2021 and this is now supported.
- Playground design now complete and tendered.
- Detailed design is proceeding for the plaza now ahead of the Town Square.



Implement Cronulla Plaza Stage 2 works

- Kingsway construction is at 90% completion. Delays in removing public lighting from utility provider is impacting completion, current finish date is late-August 2022.
- Cronulla Stage 2B - Plaza and Stage 2C - Town Square is proceeding into the detail design phase.



Develop and implement an Open Space Leisure and Recreation Strategy and Plan

6F

2021/22 Actions

Commentary

Implement year one actions from the Open Space Strategy and Implementation Plan

- The Open Space Strategy includes a series of Year 1 actions that are programmed for completion in 22/23.



Implement year one actions from the Play Strategy and Implementation Plan

- The Play Strategy includes a series of Year 1 actions that are programmed for completion in 22/23.



Implement actions from the Parks and Open Space Asset Class Management Plan

- All activities and measurements are within agreed standards.



SOUTH AFRICA
STATUTORY REPORTING

An aerial photograph of a coastal town, likely Durban, South Africa. The foreground is dominated by clear, turquoise water with white waves breaking onto a sandy beach. The middle ground shows a dense urban area with various buildings, including several high-rise apartment blocks. The background features a hilly landscape under a blue sky with scattered white clouds.

STATUTORY REPORTING

statutory reporting index

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Disability Inclusion Action Plan	Disability Inclusion Act 2014, section 13(1)	99
Audit, Risk and Improvement Committee	Audit Risk and Improvement Committee Charter February 2022	101
Labour statistics	Local Government (General) Regulation 2021 - Circular 21-41	103
Recovery and threat abatement plans	Fisheries Management Act 1994, section 220ZT(2)	103

COUNCILLORS' EXPENSES

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(a1) (i),(ii),(iii),(iv),(v),(vi),(vii),(viii), the report must include the total cost during the year of the payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions (as paid by the Council, reimbursed to the Councillor or reconciled with the Councillor).

Allowances	\$
Mayoral allowance	\$76,814.50
Deputy Mayoral allowance	\$13,555.50
Councillors' allowance	\$465,300.00
Telephone and data expenses	\$18,475.93
Childcare	\$250.00
Postage allowance	\$0
Printing	\$0
South Sydney Planning Panel	\$10,275.00
Travel expenses	\$17,501.04
Dedicated home office equipment, computer and fax machine (including consumables)	\$11,863.28
Attendance at conferences/seminars	\$20,388.40
Overseas visits	\$0
Total	\$634,423.65

COUNCILLOR PROFESSIONAL DEVELOPMENT

In accordance with the Local Government (General) Regulation 2005, clause 186, the report must include information about induction training and ongoing professional development for Councillors.

July 2021 – November 2021

Course Title/Topic	Dates	Capability Area	Councillors														
			Cr Barry Collier	Cr Carmelo Pesce	Cr Carol Provan	Cr Daniel Nicholls	Cr Diedree Steinwell	Cr Greg McLean	Cr Jack Boyd	Cr John Riad	Cr Kent Johns	Cr Marie Simone	Cr Michael Forshaw	Cr Peter Scaysbrook	Cr Ray Pilberseck	Cr Steve Simpson	Cr Tom Croucher
20 Year Waste Strategy	05.07.2021	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Sylvanvale Planning Proposal	05.07.2021	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Waratah Park Masterplan	19.07.2021	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Shire Gateways	19.07.2021	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Reconciliation Action Plan	02.08.2021	Represent Communities	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
OLG Circular 21-22 - Updated guidance on the appointment and dismissal of senior staff	16.08.2021	Govern Responsibly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Bundeena RSL Amended Plan of Management	16.08.2021	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Catchment & Waterways Strategy & Implementation Plan	30.08.2021	Work Collaboratively	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
North Cronulla Surf Life Saving Club Redevelopment	30.08.2021	Represent Communities	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Summer Operations Plan & Option of Timed Parking at Cronulla Beachfront	13.09.2021	Make Quality Decisions	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Street Light Improvement Program	13.09.2021	Think and Solve Problems	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Review of the Community Strategic Plan	27.09.2021	Work Collaboratively	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Outdoor Dining Policy	27.09.2021	Represent Communities	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Quarter Budget Review – September 2021	18.10.2021	Finance	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Housing Consultation	18.10.2021	Communicate and Engage	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Open Space and Play-Strategy & Implementation Plan	01.11.2021	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Cultural Strategy	01.11.2021	Represent Communities	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Community Satisfaction Survey Results	15.11.2021	Communicate and Engage	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Jannali Town Centre Revitalisation / Rail Commuter Car Park	15.11.2021	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

January 2022 – June 2022	Course Title/Topic	Dates	Capability Area															
				Cr Jen Armstrong	Cr Hassan Awada	Cr Jack Boyd	Cr Laura Cowell	Cr Marcelle Elzerman	Cr Leanne Farmer	Cr Kent Johns	Cr Greg McLean	Cr Stephen Nikolovski	Cr Carmelo Pesce	Cr Carol Provan	Cr Peter Scaysbrook	Cr Diedree Steinwall	Cr Haris Strangas	Cr Louise Sullivan
	Code of Conduct for Councillors	10.01.2022	Govern Responsibly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Code of Meeting Practice	10.01.2022	Govern Responsibly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Social Media Policy & Media Interaction	10.01.2022	Communicate & Engage	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	The Role of a Councillor	17.01.2022	Govern Responsibly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Sutherland Shire Council	17.01.2022	Govern Responsibly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	IP&R overview	17.01.2022	Assets and Tools	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Social Media	17.01.2022	Communicate & Engage	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Strategy and Risk Issues for Councillors	28.01.2022	Technology & Information	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Introduction to Financial Statements for Councillors	28.01.2022	Finance	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Councillor and Staff interactions - Best Practice	31.01.2022	Work Collaboratively	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Remote Meeting Attendance - Protocols and Disclosures of Interest	31.01.2022	Civic Leadership	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Code of Conduct	7.02.2022	Govern Responsibly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Code of Meeting Practice	7.02.2022	Govern Responsibly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	The Role of the Council and the Councillor - AICD	11.02.2022	Govern Responsibly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Leadership The Councillors Role	11.02.2022	Govern Responsibly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Conflicts of Interest and Corruption	14.02.2022	Act with Integrity	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Long Term Financial Plan	19.02.2022	Finance	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Integrated Planning & Reporting (IP&R)	19.02.2022	Assets and Tools	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Delivery Program & Operational Plan	19.02.2022	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Community Strategic Plan (CSP)	19.02.2022	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Capital Expenditure (Capex) Program	19.02.2022	Finance	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	The Local Planning Framework	14.03.2022	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Draft Property Strategy	14.03.2022	Assets and Tools	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

January 2022 – June 2022

Course Title/Topic	Dates	Capability Area															
			Cr Jen Armstrong	Cr Hassan Awada	Cr Jack Boyd	Cr Laura Cowell	Cr Marcelle Elzerman	Cr Leanne Farmer	Cr Kent Johns	Cr Greg McLean	Cr Stephen Nikolovski	Cr Carmelo Pesce	Cr Carol Provan	Cr Peter Scaysbrook	Cr Hais Strangas	Cr Louise Sullivan	
Code of Meeting Practice	14.03.2022	Govern Responsibly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Resourcing Strategy	21.03.2022	Assets and Tools	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Draft Safer Communities Strategy	21.03.2022	Assets and Tools	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Housing our Community	21.03.2022	Plan and Prioritise	●	●	■	●	●	●	■	●	●	●	●	●	■	●	●
Supporting Growth and Revitalisation of Centres	11.04.2022	Plan and Prioritise	■	●	●	●	●	●	●	●	●	●	●	●	■	●	●
Draft Library Strategy	11.04.2022	Plan and Prioritise	■	●	●	●	●	●	●	●	●	●	●	●	■	●	●
Draft Public Transport Strategy and Active Transport Strategy	11.04.2022	Plan and Prioritise	■	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Centre Strategy Ideas and Options	2.05.2022	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Draft Community Strategic Plan - Post Exhibition	16.05.2022	Plan and Prioritise	●	●	●	●	■	●	●	■	●	●	●	■	●	●	●
Catchment & Waterways Strategy & Implementation Plan	16.05.2022	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	■	●	●	●
Disability Inclusion Action Plan	16.05.2022	Think and Solve Problems	●	●	●	●	●	●	●	●	●	●	●	■	●	●	●
Performing Arts Operating Model	16.05.2022	Plan and Prioritise	●	●	●	●	●	●	●	●	●	●	●	■	●	●	●
Councillor Team Building and Leadership Program	27-29.05.2022	Civic Leadership	●	■	●	●	■	●	●	●	●	●	●	●	●	●	●
Housing Targets and Affordable Housing	20.06.2022	Plan and Prioritise	●	■	●	●	●	●	●	●	●	●	●	●	●	●	●

SECTION 356 GRANTS

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(a5) and the Local Government Act 1993, section 356, the report must outline the total amount contributed or otherwise granted to financially assist others.

General subsidies program	\$1,500.00
Community services / seniors grants	\$718,458.37
Leisure centre subsidies	\$250,398.00
Heritage grants	\$20,267.75
Total	\$990,624.12
Total	\$856,647.18

RATES AND CHARGES WRITTEN OFF

In accordance with the Local Government (General) Regulation 2005, clause 132, the report must outline the amount of rates and charges written off during the year.

Pensioner Rebates – voluntary	\$1,223,245.42
Pensioner Rebates – mandatory	\$2,980,107.31
Interest	\$4,188.32
Waste	\$747.66
Rates – other	\$7,803.29
Total	\$4,216,092.00

PUBLIC ACCESS TO INFORMATION

In accordance with the Government Information (Public Access) Act 2009, section 125(1) and the Government Information (Public Access) Regulation 2018 clause 8, schedule 2, the report must include information on government information public access activity.

GIPA request types	No. of requests
Open applications – GIPA Act	1,580
Informal applications – GIPA Act	65
Formal applications – GIPA Act	30
Internal review – GIPA Act	5
Review by Information Commissioner - GIPA Act	2
Review by NCAT – GIPA Act	0
Council as a Third Party – GIPA Act	3
Applications - other legislation	8
Other applications	24
Subpoenas/Notice to Produce	19
Total applications	1,736

PUBLIC INTEREST DISCLOSURES

In accordance with the Public Interest Disclosures Act 1994, section 31, and the Public Interest Disclosures Regulation 2011, clause 4, Council must provide information on its public interest disclosure activity as part of the Annual Report.

PID Information Category	July 2021 to June 2022
2 (a) Total number of disclosures made	0
2 (b) Total number of disclosures received	0
2 (b) (i) Disclosure re corrupt conduct	0
2 (b) (ii) Disclosure re maladministration	0
2 (b) (iii) Disclosure re waste of public money	0
2 (b) (iv) Disclosure re government information contraventions	0
2 (b) (v) Disclosure re pecuniary interest conventions	0
2 (c) Number of disclosures finalised	0
2 (d) PID Policy in place	February 2021
2 (e) Action taken by GM to ensure awareness	
PID management training completed by all PID Officers. PID policy and information available on internal intranet and public website, together with an online reporting form. All employee mandatory PID training rolled out August 2022.	

SPECIAL RATE VARIATION EXPENDITURE

In accordance with the Special Rate Variation Guidelines 7.1, Council must report on activities funded via a special rate variation of general income.

Asset Class	Project/Description	Total budget Allocation	Budget - SRV Allocation	2021-22 Total Expenditure	2021-22 SRV Expenditure
Buildings	Operational Buildings	4,702,207	1,277,848	3,711,240	\$764,223
Open Space	Parks	990,661	501,900	886,370	\$457,042
	Playgrounds	155,800	155,800	504,561	155,800
	Sports Fields	2,428,350	2,428,350	3,456,220	\$1,748,609
Water Infrastructure	Waterways	183,190	141,350	176,290	141,350
Transport	Road Structures	228,913	209,500	182,122	165,287
	Carparks	391,654	363,157	382,371	363,300
	Footways and Cycleways	2,373,984	950,387	2,301,681	851,720
	Retail Centres	2,411,986	326,000	2,187,978	326,000
	Roads	1,233,182	559,276	1,049,876	398,278
	Traffic Facilities	317,079	105,874	299,765	97,245

CAPITAL EXPENDITURE

In accordance with the NSW Office of Local Government's Capital Expenditure Guidelines (December 2010) the report must include certain capital works projects where a capital expenditure review has been submitted.

Project Description	Actual FY 2022	Budget FY 2022	Total Project Spend to 30 June 2022	Comment
The Sutherland Entertainment Centre Refurbishment	\$21,368,816	\$22,352,123	\$29,465,656	The Sutherland Entertainment Centre Refurbishment Project is expected to be completed in December 2022.

CONTRACTS AWARDED

In accordance with the NSW Office of Local Government's Capital Expenditure Guidelines (December 2010) the report must include certain capital works projects where a capital expenditure review has been submitted.

Goods or Services	Contractor	Amount
Weed Control Services in Roadways & Footpaths	SYDNEY WEED AND PEST MANAGEMENT PTY LTD	\$457,060.45
Cronulla Plaza - Kingsway Stage 1 Construction Response	Ally Civil	\$1,681,396.41
Roofing and Associated Ancillary Works	Kingsway Services	Variable
	Roof Tek Roofing Pty Ltd	Variable
	Stott Enterprises Pty Ltd	Variable
Swim Merchandise for Leisure Centres	Speedo Australia	Variable
	Vorgee Pty Ltd	Variable
Water and Soil Quality Sampling	EUROFINS ENVIRONMENT TESTING AUSTRALIA PTY LTD	Variable
	ALS Environmental	Variable
	Sydney Water Corporation	Variable
TechOne OneCouncil SaaS	Technology One	\$9,727,134.00
SSROC Aquatic Centre Chemicals	IXOM Operations Pty Ltd	Variable
	Roejen Services Pty Ltd	Variable
	Redox Pty Ltd	Variable
SSROC Agricultural Products	Globe Australia Pty Ltd	Variable
	Greenshed Pty Ltd t/a Living Turf	Variable
	Greenway Turf Solutions Pty Ltd	Variable
Design and Construction of Stabilised Pavements and Associated Works	Stabilised Pavements of Australia Pty Ltd	\$2,446,100.00
Laptops	Data#3 Limited	per month per device
Pest Animal Management Services	ALR Pest Animal Management	Variable
	Australian Feral Management Services Pty Ltd	Variable
	Feral Solutions Group Pty Ltd	Variable
	Precision Outcomes	Variable
	Total Fauna Solutions Pty Ltd	Variable

Goods or Services	Contractor	Amount
Construction of Asphalt Pavements and Associated Works	Bitupave Limited trading as NSW Boral Asphalt	\$1,005,327.00
	Ozpave (Aust) Pty Ltd	\$790,140.00
Website Design and Development Response	Squiz	\$470,140.00
Footpath Grinding and Ancillary Services	The Australian Grinding Company Pty Ltd	Variable
Waste Disposal and Resource Recovery	Cleanaway Pty Ltd	\$20,000,000.00
Bellingara Netball Facility Renewal	CONVIL GROUP PTY LTD	\$1,712,518.96
	REES Electrical Pty Ltd	\$495,770.00
Heathcote Oval Lighting Upgrade	Havencord Pty Ltd	\$755,506.40
Supply and Service of Multi Function Devices	FUJIFILM Business Innovation Australia Pty Ltd	Variable
Sandy Point Boat Ramp Construction	GPM Marine Constructions	\$814,891.00

COASTAL PROTECTION SERVICES CHARGE

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(e1), the report must include a statement detailing the coast protection services provided (if levied).

No annual charge was levied for coastal protection services in 2021/22.

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(a6), the report must include a statement of all external bodies that exercised functions delegated by council.

Council does not have any external bodies such as County Councils exercising functions delegated by Council. Community management committees manage many Council functions such as halls, but report through Council's own standing committee system.

CONTROLLING INTERESTS IN COMPANIES

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(a7), the report must include a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which council held a controlling interest.

Council holds no controlling interests in companies.

PARTNERSHIPS, COOPERATIVES AND JOINT VENTURES

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(a8), the report must include a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council participated during the year.

Council is involved with SSROC (Southern Sydney Regional Organisation of Councils). SSROC is an association of eleven Sydney Councils spanning Sydney's southern, eastern, central and inner west suburbs, and covers a third of the Greater Sydney's population. SSROC advocates on behalf of this region to ensure that the major issues are addressed by all levels of government.

SSROC provides a forum through which member councils can interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region. The focus includes the environment, transport, procurement, waste and planning.

During 2021/22 Sutherland Shire Council entered into a 'Strategic Alliance' with 6 other Councils and the NSW Environment Protection Authority (EPA).

The six member Councils agreed to act jointly (pursuant to Section 355 of the Local Government Act 1993) in entering into a Strategic Alliance for the purpose of developing and operating the Sydney Regional Illegal Dumping squad.

The Sydney RID squad consist of:

- Bayside Council;
- City of Canterbury Bankstown;
- Georges River Council;
- Randwick City Council;
- Strathfield Council;
- Sutherland Shire Council; and
- Waverley Council

ENVIRONMENTAL UPGRADE AGREEMENTS

In accordance with the Local Government Act 1993, section 54P(1), the report must include particulars of any environmental upgrade agreements entered into by Council.

No environmental upgrade agreements were entered into under Section 406 in 2021/22.

STORMWATER MANAGEMENT CHARGE

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(e), the report must include a statement detailing the stormwater management services provided (if levied).

Stormwater Management 2021/22	Total budget estimate \$	Actual expenditure \$ Net	Comment
Drainage construction	1,657,983.00	1,312,328.33	Excludes overheads
Drainage studies	575,033.00	471,378.71	Excludes overheads
Stormwater maintenance	401,638.00	376,174.11	Excludes overheads
Water quality	1,278,845.00	1,092,630.73	Excludes overheads
TOTAL	3,913,499.00	3,252,511.88	

COMPANION ANIMALS

In accordance with cl 217 (1) (f) Local Government (General) Regulation 2005, the report must include a statement on activities required relating to enforcing and ensuring compliance with the Companion Animals Act 1998 and Companion Animals Regulation 2018.

Total cats and dogs in the Local Government Area in 2021/22

Cats	Dogs	Total
24,357	52,538	76,895

Cats and dogs identified and registered in 2021/22

Identified		Registered	
Cats	Dogs	Cats	Dogs
2,365	3,895	21,992	48,643

Dog attack incidents reported in 2021/22

Active investigations	Finalised	Total
17	131	148

Public Safety orders issued in 2021/22

Dangerous	Menacing	Nuisance Control	Control Orders	Restricted
3	5	58	1	0

Total cats and dogs leaving Council's facility in 2021/22

Released to organisation to rehome	Released to Owner	Sold
42	76	315

Council animal seizure activity in 2021/22

	Cats	Dogs	Total
Picked up by Council	8	319	327
Returned to owner	7	257	264
Transported to Council facility	1	62	63
Animals in Council facility	413	107	520
Abandoned	373	35	408
Surrendered by owner	8	10	18

Partnership with City of Sydney Council

In addition to Council's Seizure Activity, Council impounded a further 84 companion animals from City of Sydney LGA. Further information on City of Sydney Seizure Activity is available from City of Sydney Council.

Funding relating to companion animal management and activities

The total salaries and expenses associated with Council's companion animal management and activities is \$806,880 of which \$761,964 relates to the operational cost of the animal shelter and veterinary services.

Companion animal community education programs & promotion of de-sexing/responsible pet ownership

- The COVID-19 pandemic has limited the ability of Council to be able to undertake all promotional activities. Much of the promotion of responsible pet ownership has been conducted through Social media and restricted activities by Council staff in line with Public Health Orders and Government restrictions implemented periodically throughout the year.
- Promotion of the benefits to de-sexing.
- Attendance at community events and schools and promotion of National De-sexing Month program.
- Proactive patrols throughout reserves, beaches and public areas within Sutherland Shire LGA.
- Newspaper articles/publications provided to all households and local businesses.

- Information available on Council’s website and Social media. (Facebook, Instagram, Twitter, You Tube).
- Volunteer, foster care program and Work experience, work placement at Council’s Animal Shelter.
- 7 off/on leash dog exercise areas. Other areas with in the LGA under review for additional areas.
- Unregistered Notification Program and online Registration Payment Process.

Achievements & Strategies to comply with Section 64 (Companion Animals Act 1998) to seek an alternative to euthanasia for unclaimed animals.

- Low Euthanasia - The shelter operates a ‘low euthanasia’ policy. Only animals assessed as dangerous/restricted or having an illness that would affect its quality of life are euthanased.
- Rescue Organisations – Council works collaboratively with rescue organisations to re-home animals.
- Advertising Animals for Sale - Council’s animal shelter advertises animals for sale and provides information on all animals housed at the shelter through Council’s website and social media avenues. This has included live streaming of animals for adoption from Council’s Animal Shelter
- Collaboration - Council works along with OLG in testing the new NSW Pet Registry Identification and Registration system.
- Best Practice in NSW - Office of Local Government reports that Sutherland Shire Council have over 92% of companion animals in their area, recorded on the NSW Pet Registry, as lifetime registered. This has been reported as ‘best practice’ in NSW.
- Companion Animal Reference Group – A representative from Council’s Public Safety Unit is appointed by the Minister for Local Government to sit on the Responsible Pet Ownership Reference Group. This position has been held since 2014. The Group meets to provide advice on companion animal management issues including, but not limited to, euthanasia, re-homing, de-sexing and education on responsible pet ownership.

OVERSEAS VISITS

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(a), the report must include details, including purpose, of overseas visits by Councillors, Council staff or other persons representing Council (including visits sponsored by other organisations).

There were no overseas visits by Councillors or Council staff in 2021/22.

PRIVATE WORKS

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(a4) and the Local Government Act 1993 section 67 and 67(2)(b), the report must include resolutions made concerning work carried out on private land.

Council did not make any resolutions concerning work carried out on private land under section 67 of the Local Government Act 1993 in 2021/22.

LOCAL GOVERNMENT HERITAGE GUIDELINES

In accordance with the Local Government Heritage Guidelines 5.3.11, the report must include a summary of all decisions for that year, the nature of each matter, and the local council’s decision.

No approvals or consents were determined by Council in 2021/22 under delegation, as per guidelines from the Heritage Council, under the Heritage Act 1977.

CEO AND SENIOR STAFF REMUNERATION

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(b)(i), (ii), (iii), (iv), (v), the report must include a statement of the total remuneration package of the General Manager (GM).

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(c)(i), (ii), (iii), (iv), (v), the report must include a statement of the total remuneration packages of all senior staff members (other than the GM), expressed as the total (not of the individual members).

All remuneration packages are managed in accordance with the standard OLG Senior Staff Contracts for General Manager/non General Manager, and the NSW Remuneration Tribunal's Statutory and Other Officers Determination. All Senior Staff have an annual performance agreement and formal performance review.

Annual remuneration as at 30 June 2022:

Name	Total Remuneration	Salary Component	Superannuation
Chief Executive Officer	\$470,469.18	\$445,994.76	\$24,474.42
Directors	\$1,433,536.56	\$1,335,638.88	\$97,897.68

SWIMMING POOL INSPECTIONS

In accordance with the Swimming Pools Act 1992, section 22F(2), and the Swimming Pools Regulation 2018, clause 23, the report must include details of inspections of private swimming pools.

During 2021/22, there were 346 inspections carried out for the purpose of Swimming Pools Regulation 2018 (Section 23).

VOLUNTARY PLANNING AGREEMENTS (VPAS)

In accordance with the Environmental Planning and Assessment Act 1979, section 7.5(5), the report must include particulars of compliance with, and the effect of, planning agreements in force during the year.

A voluntary planning agreement is an agreement entered into by a planning authority and a developer. Under the agreement, a developer agrees to provide or fund public amenities and public services, affordable housing, transport and/or other infrastructure. Contributions can be made through dedication of land, monetary contributions, construction of infrastructure or provision of material public benefit.

The following voluntary planning agreements were in force during 2021/22:

Development	Agreement Details	Date Made
<p>The land to which the agreement applies is the following:</p> <p>Lots 1 to 4 DP18461 at 138-144 Cronulla Street, Cronulla</p>	<p>The Planning Agreement requires the developer to construct public toilets within the development and lease these to Council, and to make a monetary contribution of \$200,000 towards footpath works in Surf Lane.</p>	<p>22 June 2022</p> <p>Sutherland Shire Council and Munro JV Operations Pty Ltd</p>
<p>The land to which the agreement applies is the following:</p> <p>Lot 54 DP1276519 at 696 Old Princes Highway, Sutherland</p>	<p>The Planning Agreement requires the dedication of the public laneway at the rear of the commercial development to Council at no cost. In the long term the laneway will connect Belmont Street and Merton Street, as depicted in the Sutherland Centre Amalgamation Plan.</p>	<p>3 March 2022</p> <p>Sutherland Shire Council and Old Princes Hwy Pty Ltd</p>
<p>The land to which the agreement applies is the following:</p> <p>Lot 315 in DP 1232026 at 457 Captain Cook Drive, Woollooware or any lots arising from the subdivision of Lot 315 in DP 1232026</p>	<p>The Planning Agreement requires the Developer to make a monetary contribution of \$1,400,000 to Council for the provision of new bicycle links, to provide 5% of residential floor space in the development for affordable rental housing, and to reserve 5% of apartments in the development for first home buyers.</p>	<p>10 November 2020</p> <p>Sutherland Shire Council and Prime Woollooware 4 Pty Ltd</p>
<p>The land to which the agreement applies is some or all of the following:</p> <p>Lot 3 in DP 1032102</p> <p>Lots 101 in DP 1009354</p> <p>Lot 2 in DP 605077</p> <p>Lot 1 in DP 233333</p> <p>Lot 111 in DP 1050235</p> <p>Lot 102 in DP 1009354</p>	<p>The agreement relates to the expansion of the Lucas Heights Resource Recovery Park, while detailing public benefits flowing to Council.</p>	<p>17 March 2017</p> <p>Sutherland Shire Council and SUEZ Recycling & Recovery Pty Ltd, SUEZ Recycling & Recovery (NSW) Pty Ltd & SUEZ Recycling & Recovery Holdings Pty Ltd</p>

Development	Agreement Details	Date Made
<p>The land to which the agreement applies is some or all of the following (up to 5,300m²):</p> <ol style="list-style-type: none"> 1. Willow Place Kirrawee (475m²) 2. 184 Oak Road Kirrawee Lot 29 DP 351150 (595m²) 3. 32 Kirrawee Avenue Kirrawee Lot 13 DP 27731 (1,320m²) 4. Bowie Park (2R Hotham Road) Lot 25 DP 20858 (1,235m²) 5. 459R President Avenue, Kirrawee Part Lot 104 DP 1159806 (590m²) 6. 10R Laurel Grove Menai Lot 74 DP 814374 (1,000m²) 7. 2 Alison Crescent Menai Lot 978 DP 817633 (1,200m²) 8. 29R Alison Crescent Menai Lot 554 DP 841841 (1,000m²) 	<p>The agreement sets out the provision and maintenance of a Biodiversity Offset Package being planting and maintenance of compensatory 5,300m² of Sydney Turpentine Ironbark Forest (STIF)</p>	<p>31 July 2015</p> <p>Sutherland Shire Council and South Village Pty Ltd ACN 164771224 as trustee for South Village Trust</p>
<p>The land to which the agreement applies comprises:</p> <p>Lot 1 in DP1101922; Lot 111 in DP 777967; proposed Lot 1 of the Consolidated Development Pty Ltd Lots as identified in plan 2 in Schedule 1; proposed lot 1059 of the Australand Kurnell Pty Ltd Lots in plan 2 in Schedule 1; proposed Lot 2 of the Consolidated Development Pty Ltd Lots in plan 2 in Schedule 1; Lot 1122 in DP 794114; proposed Lots 3 and 4 of the Consolidated Development Pty Ltd lots in plan 2 in Schedule 1. The land is currently identified as: Lot 1122 DP 794114, Lot 22 DP 226424, Lot C DP 370539, Lot 111 DP 777967, Lot 116 DP 777967, Lot 1123 DP 794114, Lot 2 DP 1101922, Lot 1 DP 1101922, Lot 1054 DP 1140838, Lot 1055 DP 1140838, Lot 1056 DP 1140838, Lot 1057 DP 1140838, Lot 1058 DP 1140838, Lot 1059 DP 1140838.</p>	<p>The agreement details how approximately 91 hectares of open space will be embellished with playing fields, associated amenities, and landscaping and then dedicated to Council.</p>	<p>3 June 2010 and amended on 18 November 2014</p> <p>Sutherland Shire Council, Australand Kurnell Pty Ltd, Breen Holdings Pty Ltd</p>

CARERS RECOGNITION

In accordance with the Carers Recognition Act 2010, section 8(2), councils considered to be 'human service agencies' must report on compliance with the Act for the reporting period.

Council supports an agile workplace, providing flexibility in employment practices and work arrangements. This enables employees with care arrangements to structure their work in a way which meets their personal needs, and to access leave options to assist with their requirements.

A flexible workplace makes good business sense as it maximises the opportunity to retain skilled employees and reduces turnover and the associated costs relating to recruitment, onboarding and training. It also reduces absenteeism and supports an engaged and productive workforce. Council supports flexibility through;

- access to flexi time
- flexible work hours
- access to personal, annual, long service leave, carer's leave and leave without pay
- the ability to work part-time or a compact week
- technology and systems to enable work from home or from other remote locations
- agile workforce principles which balance the needs of the employee, business, team and community

FAIR WORKPLACE AND EQUAL EMPLOYMENT OPPORTUNITY (EEO)

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(a9)(v), the report must include a statement of activities to implement Council's Equal Employment Opportunity (EEO) and Diversity Management Plan.

Council's Workforce Strategy includes, as one of the eight principles: 'we embrace diversity: we are a large workforce providing many different services to our community. Each employee is their own person and brings different talents, skills and experiences to the table. By employing a diverse

workforce, it can help to foster creativity and offer a range of perspectives and ideas.' In line with this principle, Council has achieved the following EEO initiatives in 2021/22:

- Launched an experiential 12 month leadership program for our senior leadership cohort designed to create agile leaders to lead diverse teams and develop enhanced leadership presence
- Delivered an online Cyber Security Awareness program across Council to give employees the knowledge to prevent security incidents. Face to face training for many employees based in outdoor operational areas facilitated questions and answers via written assessment and declaration, rather than using a desktop computer or mobile device
- Springboard – Women's Development Program continued with six participants from a variety of roles across Council and supported by six mentors
- LG Australasian Management Challenge - continued with six participants from across Council – 2nd place winners. This program develops internal employees from a diverse range of positions across council
- Introduced 'Aspire' program. Councils new Employee Development and Review program. Designed to be individualised, making it very inclusive to all our employees
- Closed captions being used on videos to make the education accessible to diverse needs
- The Young Leaders Network remains active to support the professional development of our employees under the age of 35
- Rolled out Recruitment Hiring Process training, created and facilitated by an external legal firm, to all Hiring Managers, approximately 120 employees. The training covered topics such as discrimination legislation, identifying direct and indirect discrimination in terms of the recruitment process. The training educated hiring managers to ensure they are engaging in a fair and equitable recruitment process for all candidates, by removing personal bias, unconscious bias, myths and stereotypes and evaluating candidates using non-discriminatory selection criteria. It also touched on the importance of providing any candidates with special assistance if they require it to participate in interview

- Executive leadership team continues to demonstrate gender diversity with three out of five positions female
- Language Aides continue to be utilised at the Customer Service counter for customer service transactions
- Launched new Study Assistance Program offering employees across Council to have professional tertiary studies supported through financial reimbursement and paid leave
- Ongoing professional development opportunities offered to individual employees and teams
- Redesigning online learning content underpinned by web accessibility principles
- The TIS – Translating Interpreting Service is available to all community members requiring English language support
- Reconciliation Action Plan (RAP) adopted by Council and actions implemented according to strategic plan
- Disability Inclusion Action Plan (DIAP) adopted by Council and actions implemented according to strategic plan
- Health and Wellbeing program continues to support employees to be proactive and healthy by offering options such as employee confidential counselling, free flu vaccinations, fitness passport, work from home toolkit and early intervention physiotherapy
- The Reward and Recognition program continues to recognise employees that display Council’s values through various pathways meaningful to employees
- New employee cloud based intranet site launched that includes a range of modules and tools to support collaboration, improve internal communication, increase employee engagement and create a central location for all organisation critical information, which can be accessed at any time by any employee
- Identified position of Natural Areas Aboriginal Heritage Officer and a position to support people with disability in Council’s Shire Infrastructure Directorate maintained

Council has implemented the following technology to enable our workforce with state of the art mobility and accessibility options: and accessibility options:

- Device As A Service project replaces fixed desktops PC with Microsoft Surface pro Tablet/Laptop devices with touch screen facilities. This enables our workforce to be completely mobile and flexible to securely work from anywhere and anytime as long as the laptop has a WIFI connection. This is an ongoing project and has replaced about 350 desktops so far with the remaining to be replaced by January 2023.
- Microsoft Teams Calling solution is Microsoft’s Cloud Based Phone System built into the Microsoft Teams application. It allows telephone calls to be made and received via your computer device and further extends the ability to be mobile and utilise hybrid working options.
- Migration of Microsoft Exchange to the Office 365 cloud facilitated our workforce with enhanced mobility whereby they can access their emails from any device (Laptop and smart devices) anywhere and anytime. The Office 365 suite of software includes options for advanced accessibility features including add-ins to cater for hearing, vision and keyboard usage needs and allows integration with assistive technologies to ensure everyone can create, communicate and collaborate on any device.
- Migration of TechOne suite of applications to OneCouncil. OneCouncil is an online cloud based application that will gradually enable our staff to work from anywhere using any device (Desktop, Laptop and smart devices) at any time and be able to serve customers and manage work requests, staff and finances.
- TechnologyOne’s OneCouncil solution delivers a seamless and engaging local government experience. Its integrated approach enables consolidation of Council’s technology stack, simplify business systems in one platform, transform our digital experience and better connect with the community. Whether our employees are in management, administration, a field worker or a customer they can connect through the one integrated solution that’s accessible on any device, anywhere at any time. It is through this connection that our employees will encounter greater interactions with the diversity of our community and also our workforce.

LEGAL PROCEEDINGS

In accordance with the Local Government (General) Regulation 2005, clause 217(1)(a3), the report must include a summary of the amounts incurred by the council in relation to legal proceedings.

Land and Environment Court matters for the period 01/07/2021 to 30/06/2022

Type of Case	Upheld	Dismissed	Settled after Amendments	Discontinued	Undetermined	Total
Class 1	2	1	15	2	21	41

Local Court matters for the period 1/07/2021 to 30/06/2022

Type of Case	Negotiated by Consent	Successful	Undetermined	Unsuccessful	Withdrawn by consent & Dismissed	Total
Companion Animals Act 1998	5	6	1	1	4	17
Environmental Planning and Assessment Act 1979				2	5	7
Local Government Act 1993					1	1
Protection of the Environment Operations Act 1997		1		1		2
Road Transport (General) Regulation 2013		7			5	12
Roads Rules 2014		1				1
Impounding Act 1993				1		1
Total	5	15	1	5	15	41

Summary of external amounts incurred in relation to legal proceedings taken by or against council

SUMMARY	AMOUNT
Land and Environment Court Proceedings	\$380,014.63
Local Court Proceedings	\$4,474.89
Costs Against Council	\$0.00
Costs Recovered	(\$105,231.08)
TOTAL COST	\$279,258.44

Note that these figures do not include salaries of Council legal staff.

INDUSTRIAL STAFF LEGAL MATTERS

Council has engaged Harmers Workplace Lawyers to support with industrial proceedings this year. Council is currently engaged in a conciliation process in the Industrial Relations Commission regarding historical grievances for salary progression. The matter is not yet finalised, and Council has spent \$20,000 on legal fees to date.

DISABILITY INCLUSION ACTION PLAN

In accordance with the Disability Inclusion Act 2014, section 13(1), the report must include information on the implementation of Council's Disability Inclusion Action Plan.

Our Disability Inclusion Action Plan 2017-2022 outlines our commitment to supporting the rights of people with disability and enhancing opportunities for access and inclusion. It details actions Council has undertaken to provide facilities and services that enable people with disability to participate in the community and to embed positive attitudes and behaviours. Below is a report on outcomes achieved during 2021-22:

CREATING LIVEABLE COMMUNITIES

- Accessible beaches program reviewing other locations to implement the mobi mat on a permanent basis and trialling permanency of the Mobi mat at Cronulla beach.
- Accessibility considerations have been incorporated in the development of Sutherland Entertainment Centre.
- The Cronulla Esplanade upgrade will provide a continuous graded pathway, removing mobility barriers and provide accessible seating.
- Cronulla Esplanade Accessibility Compliance - \$1,013,906
- Cronulla Esplanade Peninsular Walkway - \$1,200,529
- Footpath upgrades (various) to enhance accessibility - \$2,546,589
- Bus Stop Infrastructure - DDA Compliance and associated works - \$380,758
- More than \$150,000 spent on ramp and pedestrian facility upgrades to enhance accessibility around shopping centres and schools.
- Cronulla Town Centre - Kingsway Upgrade - \$2,291,004
- Masterplan for Cooper Street Reserve, Engadine includes an all-abilities playground and change facility.
- Playground upgrades by Children's Services and at Burnum Burnum, Woronora and Kalang Lane Reserve, Yowie Bay; providing for inclusive play for all children of all abilities.
- Plans developed for upgrades creating more accessible parks include Kalang Lane Reserve, Yowie Bay, Billa Road Reserve, Barden Ridge, Canberra Road Reserve, Sylvania Veno Street Reserve, Heathcote.
- Sutherland Library Lift Renewal.
- A 'planning accessible events' checklist is included in our events tool kit, available on our website to assist event planners.
- To increase accessibility to Council we continue to utilise the new audio/visual system in our Council Chambers which allows automatic connection for people using hearing aids and provides audio recordings of each Council meeting.
- Customers can communicate with Council via the National Relay Service.
- Our Libraries and Community Services are providing Auslan interpreter services at their key events.
- Home Library Services deliver to any community member with format and content tailored to customer preferences and assistance is provided to use technology to access content.
- Libraries purchases dyslexic-friendly formats and readers/audiobooks, hold regular sessions for school groups with disability and children's programmes include content that portrays children of all abilities.
- Continuation of "The Cubby" – a sensitive story-time and calm corner for children with autism at Engadine Library.
- I-pad featuring Auslan sign-language interpreted stories in Sutherland Children's Library.
- More audio book options available so book groups can be more inclusive of people with low vision.
- Active member of St George & Sutherland Shire Dementia Alliance.
- Enhanced access to Leisure Centre pools for people with disability, including online virtual classes.
- Provided engagement and inclusive programs for people with disability and people with lived experience of dementia at Hazelhurst Arts Centre.
- Delivered 2 x EDIE for carers virtual reality education programs that allows people to walk in the shoes of a person living with dementia.
- Over \$80,000 by way of grants, subsidies and other community development programs and initiatives to not-for-profit organisations and groups for projects/programs supporting people with disability.
- Upgraded push button accessible door installed at Cronulla Beach.

- Connection Café is held monthly at Sutherland Library, for people with dementia and their carers to create a social opportunity with others who understand limitations and behaviours. This is run in collaboration with Anglicare who provide professional Dementia support resources.
- Hazelhurst Arts Centre offering Auslan and Gesture tours for people with a disability.

SUPPORTING ACCESS TO MEANINGFUL EMPLOYMENT

- We have a varied range of employment types and employees to add diversity at Council. Meaningful employment opportunities are provided, giving a sense of purpose, belonging and value.
- Further training was provided to staff to strengthen cultural values and leadership and a focus on improving wellbeing throughout Council.
- Children's Services have continued to provide employment and volunteer work to support people with disability.
- Council's Parks area continues to support people with disability through specific identified positions and one two year full-time rotating position.
- Through our annual Access and Inclusion Award, local businesses are motivated to consider access and inclusion and a diverse workforce as good for business.
- Formation of a working group in collaboration with the Disability Interagency to increase Employment opportunities at council and local businesses.
- Disability employment provider used for Council's internal catering.
- Partnership with Disability employment provider and School Leaver Employment Support volunteers at Council's ShireABILITY events.

DEVELOPING POSITIVE COMMUNITY ATTITUDES AND BEHAVIOURS

- Community Development staff give advice and guidance regarding issues related to access and inclusion.
- Inclusion Guidelines have been implemented within our Children's Services, to inform daily practices.
- ShireAbility Film Competition celebrating 'ability and inclusion' for International Day of People with Disability.
- ShireAbility Family Fun Day for 200 children, families and carers held at Skillz4Me All Abilities Centre.
- Council supported Tune In Festival for Mental Health Month providing various and online events for the community.
- Supporting mental health and wellbeing, 'R U Ok Day' was promoted across Council with a whole of council morning tea and coffee connection initiative.
- Disability Confidence Training provided for executive team and councillors exploring concepts of disability, its definitions and the myths and facts surrounding it, as well as respectful language and communication.
- Carers Week initiatives included Virtual Trivia Night, Carer's Morning Tea & Information Session and Free Movie Sessions as a way of recognising and supporting the important role of carers in the community.
- Hazelhurst Arts Centre offering two exhibitions showing of the work of artists with a disability – Archibald Prize and Hazelhurst Art on Paper Award.

IMPROVING ACCESS TO SERVICES THROUGH BETTER PROCESSES AND SYSTEMS

- Action items from the Access and Inclusion Committee are investigated and outcomes reported back to the Committee in a timely manner.
- Consulted with Access and Inclusion Committee and the disability sector to better understand access need for our new website platform.
- Council's Children's Services staff continue to provide quality inclusive practices so that children's needs are being met and responded to appropriately. We work collaboratively with the Inclusion Support program agency to embed inclusion strategies and practices, increase knowledge, skills and confidence of educators, all centres have developed a Service Support Plan.
- Masterplans have included accessibility considerations and focus groups with people with disability have been undertaken to inform design for accessible and inclusive facilities e.g. the inclusion of Changing Places to facility upgrades planned at North Cronulla Surf Life Saving Club and Cooper Street Reserve, Engadine.
- Community consultations for supporting people with disability through COVID-19 were held and support programs promoted across the community.
- We continue to strengthen our connection with disability services in the local area, promote disability sector development, and investigate ways we can respond proactively to the NDIS via the Disability Interagency.
- Working from home continues to provide access to Information Management and Technology systems and programs that enhance accessibility and collaboration through online platforms.
- Council's Operational Plan 2022-26 Strategy includes action: Support the rights of people with disabilities and enhance access and inclusion through development of Disability Inclusion Action Plans (DIAP)
- Facilitation of Council-wide DIAP Working Party to review the 2017-2022 DIAP, provide feedback and input for planning the 2022-26 DIAP and champion its implementation.

AUDIT, RISK AND IMPROVEMENT COMMITTEE

In accordance with the Audit Risk and Improvement Committee Charter dated February 2022, the report must include a summary of the annual performance report.

COMMITTEE RESPONSIBILITIES

The Audit, Risk and Improvement Committee (ARIC or Committee) was formed by Council in 2017. The Committee plays an important role in the oversight of Council's governance and risk framework. The Committee provides independent oversight, of the internal control framework and internal assurance (audit) processes. The ARIC supports the Chief Executive Officer to oversee Council's governance, risk management, internal control and external reporting systems.

The ARIC operates on the basis of a Charter which is framed on guidelines issued by the Office of Local Government and leading industry practice. The Charter contains the responsibilities of the Committee in relation to;

- Financial Management
- Implementation of Strategic Plan, Delivery Program and Strategies
- Risk Management and Fraud Control
- Governance, Compliance and Service Review
- Other Functions

The Committee has adopted a 12-month forward Meeting Calendar, to align with its meeting schedule, and ensure all its Charter responsibilities are considered during the year.

MEMBERSHIP

The Committee is made up of two (2) councillors and three (3) independent, external members. The current members are:

- Councillor Louise Sullivan
- Councillor Gregory McLean
- Cliff Haynes (elected Chairperson, independent member)
- Hamish McNulty (independent member)
- Sarah Glennan (independent member)

Cliff Haynes is the Committee Chairperson. Cliff Haynes has a background in executive management in local and state government contexts. Cliff supports business through consulting for corporate services, with expertise in shared services reform, housing and human services. Cliff currently serves as a Director for the Australian Foundation for Disability and St Vincent de Paul Housing. Cliff also currently holds appointments as an independent member on two other Local Government Audit, Risk & Improvement Committees

Sarah Glennan was appointed as an independent member of the Committee in May 2022. Sarah is a proven strategic thinker, strong in governance, risk & project management. Financially knowledgeable with comprehensive audit experience and extensive exposure to the function of Government committees. Sarah has a background in City Planning within the property, engineering, planning and community engagement profession and has significant private and public sector experience most recently with the Greater Sydney Commission as the Director of Projects.

Hamish McNulty was appointed as an independent member of the Committee in May 2022. Hamish has extensive experience and knowledge of Council operations as the former General Manager of Cumberland Council. Hamish is a current member of a number of Local Government Audit, Risk & Improvement Committees. He has demonstrated leadership ability in establishing strong internal controls, risk management processes and IT systems and delivering financial management improvement. Hamish is highly regarded by fellow Audit, Risk & Improvement Committee members as providing a value-added contribution in driving the best outcomes for Council.

Alongside the independent members, Councillor Louise Sullivan and Councillor Gregory McLean serve on the Committee.

CHANGES TO MEMBERSHIP

At the conclusion of the November 2021 ARIC meeting, Councillors McLean and Croucher retired from the Committee in line with the end of the Council Term in December 2021. Following the December 2021 Local Government elections, the new Council appointed Councillor Gregory McLean and Councillor Louise Sullivan to the Committee with their tenures commencing from March 2022 for the duration of the Council Term.

At the March 2022 Committee meeting Cliff Haynes was elected Chairperson effective from 11 March 2022. At the end of the meeting John Gordan (independent member and previous Chair) and Greg Smith (independent member) retired their appointments. The ARIC thanks both John and Greg for their service to the Committee.

In April 2022, Council advertised through an Expression of Interest for two external, independent members to be appointed to the ARIC to replace retired independent members. Sarah Glennan and Hamish McNulty were appointed following a merit based process in which they were selected based on them possessing the requisite governance, risk management, finance and strategic knowledge skills and experience with the function of an ARIC, and how they would contribute towards a well-rounded and diverse ARIC having regard to the skills and experience of the three existing serving members (an independent and two Councillors).

MEETINGS HELD

In the 2021/22 financial year, the Committee met five times, consisting of four Ordinary Meetings and one Special Purpose Financial Meeting with attendance as follows:

Committee Member	Eligible	Attended	Notes
Councillor Tom Croucher	3	3	Retired from position November 2021
Councillor Gregory McLean	5	4	Recommended tenure March 2022
Councillor Louise Sullivan	1	1	Commenced tenure March 2022
Cliff Haynes	5	5	Elected Chairperson in March 2022
John Gordon	5	5	Served as Chairperson to March 2022, resigned from Committee March 2022
Greg Smith	5	5	Resigned from Committee March 2022

MATTERS CONSIDERED BY THE COMMITTEE AND ANNUAL REPORT TO COUNCIL

The Committee considered the following matters in the past year:

- Financial Management, Sustainability, Strategy and External reporting
- Risk Control Framework
- Strategic and Business Risks
- Fraud and Corruption Framework
- Internal Assurance Function and Program
- Legislative Compliance

The ARIC Chair provides a comprehensive report to Council on its activities at the end of each Calendar Year and last reported to Council in March 2022 (GOV003-22).

LABOUR STATISTICS

In accordance with the Local Government (General) Regulation 2021 - Circular 21-41, the report must include the total number of persons who performed paid work for them on a “relevant day” to be fixed by the Secretary of the Department of Planning, Industry and Environment (Secretary DPIE) each year.

Persons directly employed by council as at 25 May 2022:

Permanent full-time	832
Permanent part-time	405
Casual	83
Fixed term contract	126
Senior staff	5
Persons engaged by council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	35
Persons supplied to council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	16

RECOVERY AND THREAT ABATEMENT PLANS

Under the Fisheries Management Act 1994, section 22OZT(2), councils identified in a recovery and threat abatement plan as responsible for implementation of measures included in the plan, must report on actions taken to implement measures as to the state of the environment in its area.

Council is not identified as responsible for implementation of measures in any recovery and threat abatement plans.