

DELIVERY PROGRAM AND OPERATIONAL PLAN 2021/22

July to December 2021
Progress Report



SHARPS
AND
KNOX
BROTHERS
SURVEILLANCE

Prepared by
Sutherland Shire Council

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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.

OUR JULY TO DECEMBER 2021

Sutherland Shire has a unique vibrancy. It makes our community a place where many people want to stay and never leave. Our role as Council is to use our community's vision to guide our plans for the future. That's why we created the five-year Delivery Program for 2017-2022, with a one-year Operational Plan and Budget for 2021/22 and have based it on the six key outcome areas you told us were most valuable and needed to maintain your quality of life.

The six outcomes we are working to achieve are:

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

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

OUR JULY TO DECEMBER 2021 HIGHLIGHTS



Planning for our future: Housing our Community

Council commenced working on a 20-year Housing Strategy. 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.

NAIDOC Week

Council continued to support and celebrate NAIDOC week remotely by sharing a video with the community which highlighted NAIDOC Week and recognised Aboriginal and Torres Strait Island history and culture.

HSC Rescue Stations

Sutherland Shire Libraries supported our local HSC students with daily HSC rescue refreshment stations.

Virtual Citizenship Ceremonies

Council has continued to offer local residents a virtual path to taking up Australian citizenship, reinstating regular citizenship ceremonies conducted entirely online despite ongoing restrictions on public gatherings.

Literary Competition

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.

The 2021 competition attracted more than 400 submissions, with Sutherland Shire entrants proudly representing 27% of the overall nationwide entrants.

ShireABILITY Film Festival

Council led a film competition where budding filmmakers had the opportunity to once again channel their creative talents. Now in its third year, the ShireABILITY Film Festival showcases the many local organisations, facilities and spaces which continually celebrate people living with disability and seeks to raise awareness of International Day of People with Disability.

DELIVERY PROGRAM 2017 - 2022



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



Seniors Christmas Festival program

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.

New Public Artwork Celebrating local links with First Nations Culture

Council led a collaborative public art project that involved a significant piece of work at Cronulla Park which recognises one of the most pivotal moments in our nation's history.

Council launches \$80,000 grants program to help local community services sector reach those most in need

Council has 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.

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

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

Library reaches out to members in need

Council library staff have been working hard to support some of our most loyal library users. While lockdown restrictions have prevented residents from enjoying a good read or the social connection provided by our libraries, staff have been conducting hundreds of phone calls in recent weeks to members of Council's Home Library service who are living alone, taking the opportunity to check on their welfare and providing a sense of community and connection in a time when they need it the most.

OUR VISION

A CONNECTED AND SAFE
COMMUNITY THAT RESPECTS
PEOPLE AND NATURE,
ENJOYING ACTIVE LIVES IN A
STRONG LOCAL ECONOMY.

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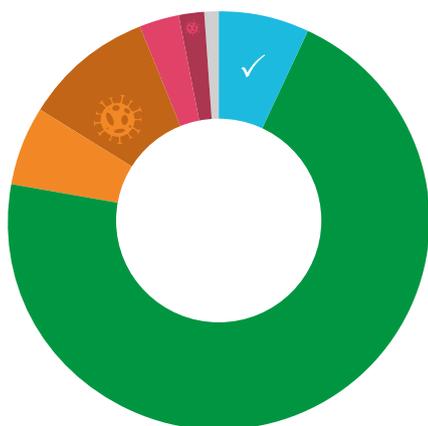


HOW TO READ THIS REPORT

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

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

HOW WE RATE THE STATUS



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

HOW THE INFORMATION IS PRESENTED

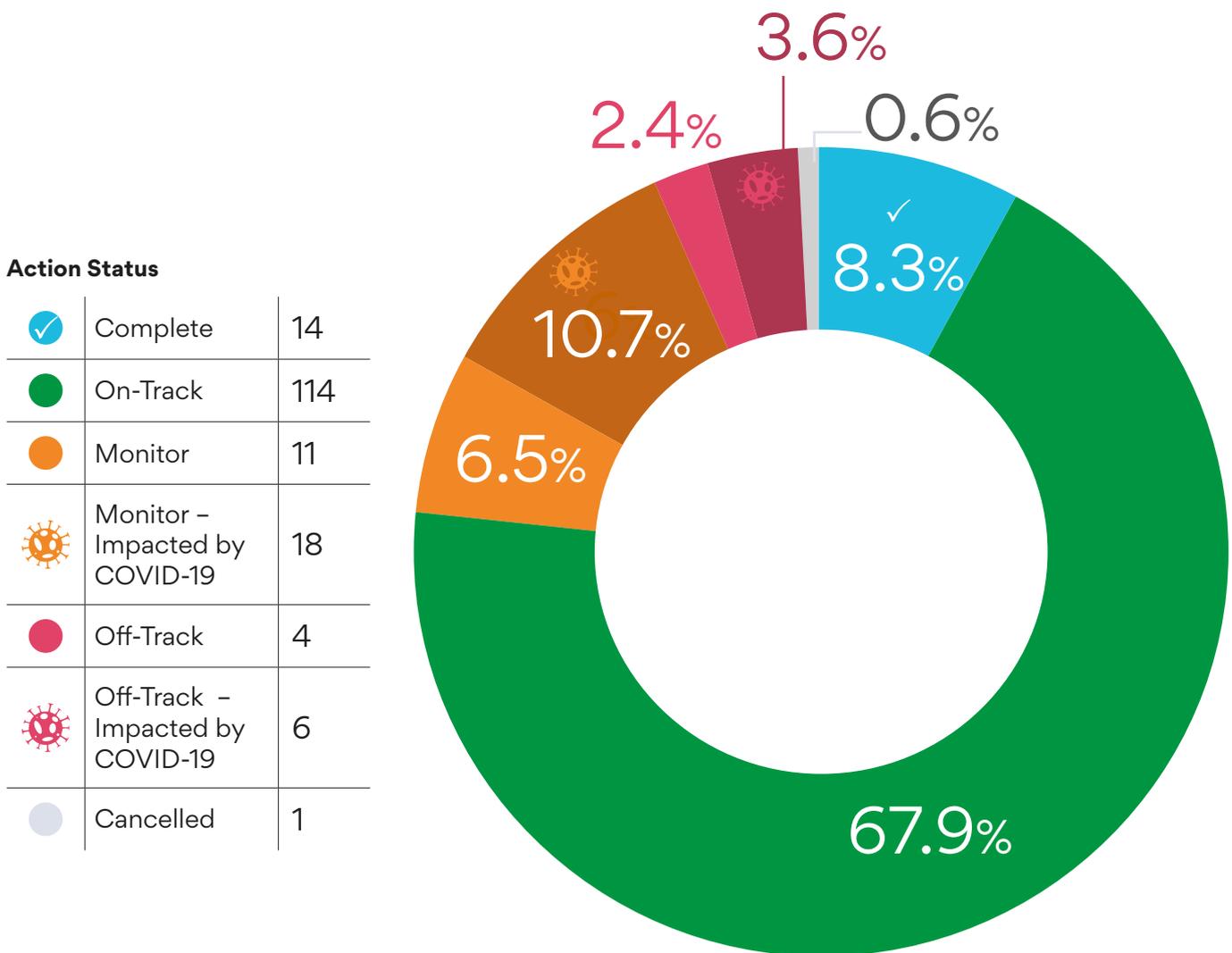
High level summaries of progress of the Plan actions by Outcome are documented in the main section of the report.

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

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

OVERALL PROGRESS

A positive start to the fifth year of our Delivery Program with 8.3% completed in the 2021/22 Operational Plan, with a further 68.5% due for completion within their agreed timeframes.



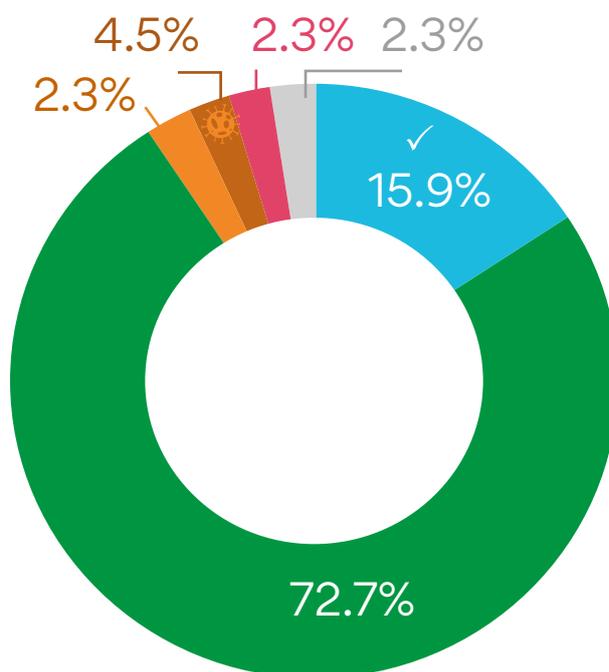
OUTCOME 1

A COMMUNITY INFORMED AND ENGAGED IN ITS FUTURE

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

Action Status

	Complete	7
	On-Track	32
	Monitor	1
	Monitor – Impacted by COVID-19	2
	Off-Track	1
	Off-Track – Impacted by COVID-19	-
	Cancelled	1



ACHIEVEMENTS

- Commenced review of 'Our Community Plan' Community Strategic Plan
- Completed the bi-annual community satisfaction survey
- Commenced preparation of draft 2022/23 Operational Plan
- Completed the Internal Communications Strategy
- Completed the Information, Customer & Technology Strategy
- Implemented a revised delegations framework
- Undertook community consultation on 49 projects
- Facilitated successful conduct of the 2021 local government elections
- Commenced work on the website upgrade project

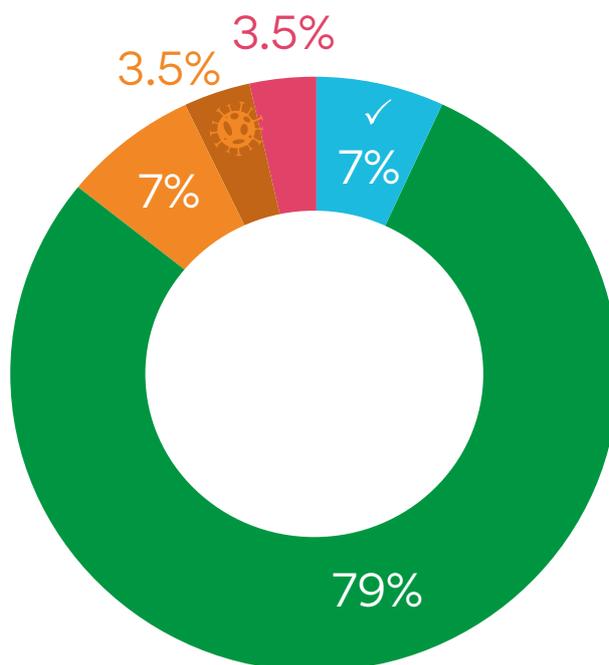
OUTCOME 2

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	2
	On-Track	22
	Monitor	2
	Monitor – Impacted by COVID-19	1
	Off-Track	1
	Off-Track – Impacted by COVID-19	-
	Cancelled	-



ACHIEVEMENTS

- Commenced preparation of the Climate Clean Council 2030 Strategy
- Commenced Stages 2, 3 and 4 of the Georges River Coastline Management Program
- Delivered a Fire Hazard Reduction Program (FHRP)
- Developed and implemented domestic waste Disposal & Processing services Agreement
- Continued to consider opportunities for investment in Corporate Energy and Water Efficiency Plan and implement all approved actions
- Completed trials of sustainable electric vehicles

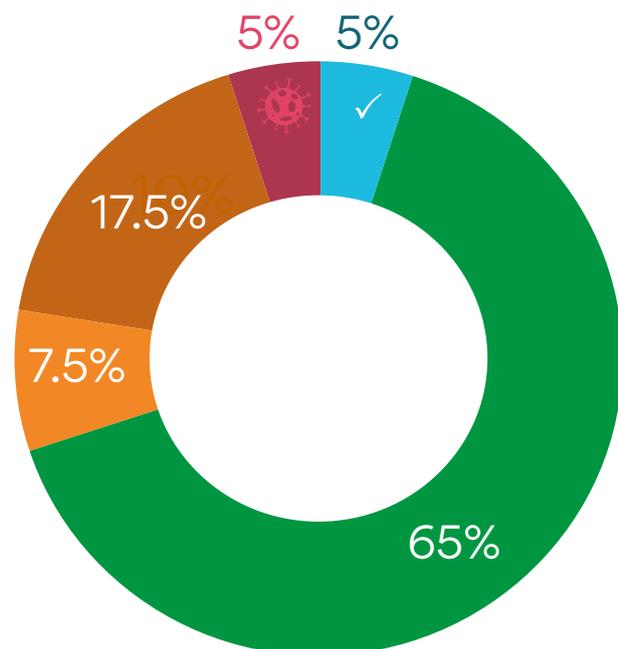
OUTCOME 3

A CARING AND SUPPORTIVE COMMUNITY

Through consultation we know that having a sense of community is important to our residents. We want to be connected to Sutherland Shire as a place but also be part of a community. Over the next 10 years we want to sustain and build a resilient and inclusive community that cares for the well-being of all.

Action Status

	Complete	2
	On-Track	26
	Monitor	3
	Monitor – Impacted by COVID-19	7
	Off-Track	-
	Off-Track – Impacted by COVID-19	2
	Cancelled	-



ACHIEVEMENTS

- Delivered the 2021-22 Annual Community Grants Program and the 2021-22 NSW Club Grants Program
- Delivered the annual Community Sector Plans and Action Plans that address local needs and challenges, and mobilises community assets
- Commenced developing the Property Portfolio Strategy
- Commenced preparation of the Long-Term Leisure Centre Strategy and Plan
- Continued to recognise, respect and support Aboriginal and Torres Strait Islander communities through development of a Reconciliation Action Plan (RAP)
- Commenced the delivery of proactive community programs to reduce loneliness and social isolation

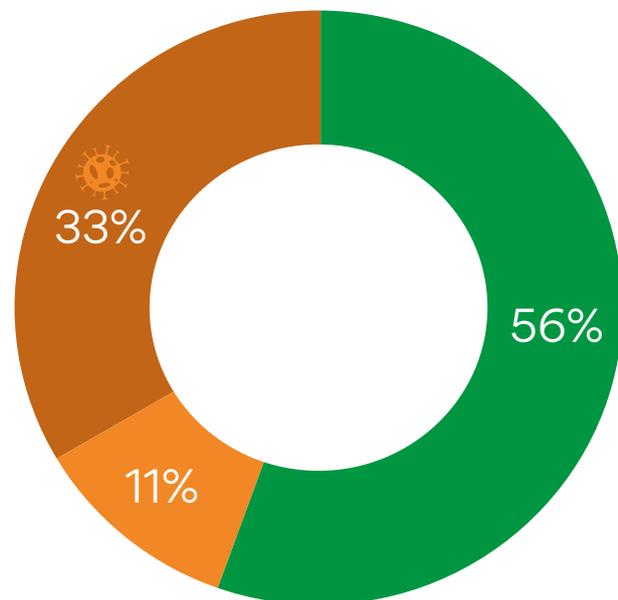
OUTCOME 4

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



ACHIEVEMENTS

- Continued the refurbishment of the Sutherland Entertainment Centre
- Commenced the development of the Cultural Strategy with community and stakeholder consultation
- Continued to develop and enrich content of the Local Studies collection through the Local History Sutherland Shire online application
- Adopted the Public Art Policy

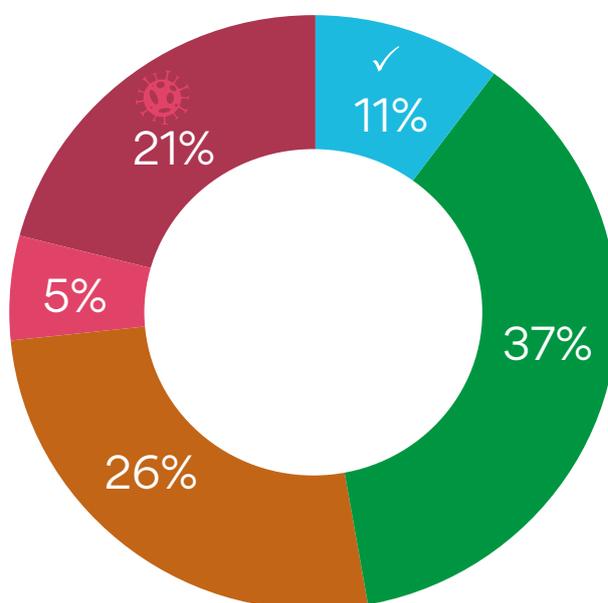
OUTCOME 5

A PROSPEROUS COMMUNITY

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

Action Status

	Complete	2
	On-Track	7
	Monitor	-
	Monitor – Impacted by COVID-19	5
	Off-Track	1
	Off-Track – Impacted by COVID-19	4
	Cancelled	-



ACHIEVEMENTS

- Developed investment prospectus and delivered actions endorsed by Economic Development and Tourism Committee
- Delivered programs to support local businesses (skills development, workshops and events)
- Commenced the establishment of a Short Film Festival including an open-air Starlight Cinema Series
- Commenced the review of the customer experience journey and development of a continuous improvement plan for Children’s Services
- Continued to ensure local operators have access to information, opportunities, research and programs to enhance skills to grow the tourism sector

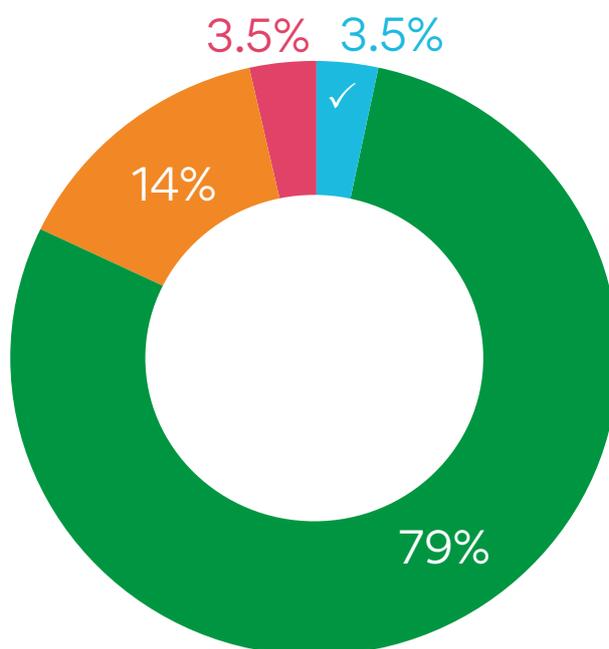
OUTCOME 6

A LIVEABLE PLACE WITH A HIGH QUALITY OF LIFE

Quality of life is important to us and overwhelmingly the community feels they have a great quality of life in Sutherland Shire. The quality of life we value is enhanced by a strong sense of connection and safety in our community and liveability of our urban environment. Over the next 10 years, we want a liveable Sutherland Shire, where growth is balanced with social and environmental outcomes, where we can access a range of transport options, where we can afford a home, and where we can maintain and improve our quality of life.

Action Status

	Complete	1
	On-Track	22
	Monitor	4
	Monitor – Impacted by COVID-19	-
	Off-Track	1
	Off-Track – Impacted by COVID-19	-
	Cancelled	-



ACHIEVEMENTS

- Successfully advocated for duplication of Heathcote Road bridge over Woronora River, with the NSW Government announcement of bridge duplication in December 2021
- Commenced the implementation of year one actions from the Open Space and Play Strategies Implementation Plan
- Commenced Cronulla Plaza Stage 2 works
- Delivered graffiti management in accordance with the adopted action plan
- Progressed the development of Stage 2 of the Housing Strategy
- Commenced development of the Roads and Freight Strategy

APPENDIX

DP/OP DETAIL ACROSS ALL OUTCOMES

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
1A	Implement the Integrated Planning and Reporting Framework		Corporate Strategy		
1A.22.01	Facilitate effective delivery of the 2021/22 Operational Plan	Operational Plan actions are completed on time, within budget and agreed quality expectations	Corporate Strategy		<ul style="list-style-type: none"> In progress. Six month Progress Report is being prepared.
1A.22.02	Facilitate the review of the Community Strategic Plan	The Community Strategic Plan is reviewed and updated in conjunction with the community and in accordance with the Integrated Planning and Reporting guidelines	Corporate Strategy		<ul style="list-style-type: none"> In progress. Community engagement activities have been completed. Comprehensive review of engagement reports for a four-year period has been undertaken. Engagement reports and feedback from the community will inform the revision of the Outcome and Strategies within the plan.
1A.22.03	Commence development of the 2022 - 2025 Delivery Program	The 2022 - 2025 Delivery Program is developed in accordance with the Integrated Planning and Reporting guidelines	Corporate Strategy		<ul style="list-style-type: none"> In progress. Development of the draft Delivery Program has commenced. Principal Activities have been identified for 2022 - 2026.
1A.22.04	Develop a suite of Service Plans for inclusion in the 2022 - 2025 Delivery Program	Service Plans are developed for each Service area of Council	Corporate Strategy		<ul style="list-style-type: none"> In progress. Service Planning training completed. Service Catalogue and guidelines developed.
1A.22.05	Deliver the 2021/22 Infrastructure Works Program	Delivery of the program of works identified in delivery program	Project Delivery		<ul style="list-style-type: none"> In progress - impacted by COVID-19. The 2021/22 Delivery Program is progressing well. Changes proposed through the Quarterly review process have re-phased projects that have been identified as not being able to be completed by 30 June 2022 in both September and December. COVID-19 impacts are effecting supply and price of some construction materials. We also envisage a resource supply delay moving into 2022.

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
1B	Develop and implement an Engagement Strategy and Plan		Communication & Engagement		
1B.22.01	Deliver an Engagement Program utilising diverse channels and methods to enhance community awareness and participation in Council services and decision making	Number of community engagements undertaken Participation in engagement (numbers reached, number of submissions)	Communication & Engagement	●	<ul style="list-style-type: none"> In progress. 49 project consultations. 2771 participants.
1B.22.02	Deliver a monthly external e-newsletter on engagement opportunities, results and decision making outcomes	Distribution Increase in Registration Open Rate (target > greater industry benchmark)	Communication & Engagement	●	<ul style="list-style-type: none"> In progress. Monthly newsletters distributed to 10,251 subscribers.
1B.22.03	Undertake biennial community satisfaction research to inform ongoing service planning	Research complete	Communication & Engagement	✓	<ul style="list-style-type: none"> Complete. Bi-annual community satisfaction research completed.
1B.22.04	Undertake an education campaign to the community on Council's role in the Planning process	Campaign delivered in accordance with Engagement Plan	Development Assessment	●	<ul style="list-style-type: none"> In progress. Strategic Planning and Community Engagement have completed a community education and engagement program around housing issues. The Assessment Teams are resourcing a full response to the Council website review - which is underway and is a critical strategy.
1C	Implement the Information Management & Technology Strategy and Plan		Information Management & Technology		
1C.22.01	Development of a Cyber Security Framework	Cyber Security Framework developed Cyber Aware campaign across Council implemented	Information Management & Technology	●	<ul style="list-style-type: none"> In progress. Cyber Framework is under development and will continue to progress. This is also linked to Audit Action items with timeframes for delivery - December 2021.
1C.22.02	Improve Council's website focusing on user experience	Improved user experience Increase in visits to website	Communication & Engagement	●	<ul style="list-style-type: none"> In progress. Website project upgrade on track for project milestones.
1C.22.03	Develop Cloud Strategy	Cloud Strategy developed and presented to Executive for endorsement	Information Management & Technology	✓	<ul style="list-style-type: none"> Complete. Delivered as part of the Information Customer and Technology Strategy.

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

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
1C.22.04	Reimplementation of Confirm Asset Management System to include all asset classes	Reimplementation completed Asset class data maintained in Confirm	Information Management & Technology		<ul style="list-style-type: none"> Cancelled. No longer required due to the One Council implementation.
1C.22.05	Improve customer interaction utilising automated engagement	Increased use of self service engagement channels Enhanced customer experience	Communication & Engagement		<ul style="list-style-type: none"> In progress. Commenced enhancements to enable and direct customers to self service channels.
1C.22.06	Implement vehicle technology systems that support operational efficiencies and legislative compliance	Business case developed and procurement action undertaken to identify and implement vehicle technology systems	Fleet and Logistics		<ul style="list-style-type: none"> In progress. Fleet and Waste partnered with Information Management & Technology to deliver enhanced vehicle technology and waste business solution.
1D	Develop and Implement a Customer Experience Strategy and Plan		Customer Services		
1D.22.01	Develop customer journey maps to inform improvements to customer experience with Council	5 core customer journey maps developed Improved customer interactions with Council	Communication & Engagement		<ul style="list-style-type: none"> In progress. Linked to the Website Redesign project.
1D.22.02	Development of a Digital Customer Strategy	Strategy developed and presented to Council for adoption	Communication & Engagement		<ul style="list-style-type: none"> Complete. Delivered as part of the Information Customer and Technology Strategy.
1E	Implement the Finance Strategy including the Long Term Financial Plan		Financial Services		
1E.22.01	Comprehensive review of the Long Term Financial Plan	Revised Resourcing Strategy including Long Term Financial Plan developed and presented to Council for adoption	Financial Services		<ul style="list-style-type: none"> In progress. Long Term Financial Plan will be finalised once the Draft 2022/23 Budget has been developed.
1E.22.02	Identify and implement improvement opportunities to optimise Council's financial information systems and processes	Implementation of the Financial Systems Improvement Action Plan	Financial Services		<ul style="list-style-type: none"> In progress. Financial Systems Improvement Plan has produced the introduction of a new financial system which will result in the implementation of a large range of process improvements.
1E.22.03	Provide accurate and timely financial reports monthly, quarterly and via the annual financial statements	Reports presented in accordance with financial reporting calendar	Financial Services		<ul style="list-style-type: none"> In progress. All financial reporting is being undertaken in accordance with the relevant timeframes.

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
1F	Implement the 2017-21 Workforce Strategy		People & Culture		
1F.22.01	Develop an Internal Communications Framework, including establishment of channels, protocols and resources	Framework developed and adopted Channels, protocols and resources developed and implemented Uptake and engagement (% participation, positive uptake trend)	Communication & Engagement		<ul style="list-style-type: none"> In progress. Internal Communications framework adopted.
1F.22.02	Deliver a contemporary suite of human resource policies and procedures	All policies and procedures reviewed, updated, and approved. Stakeholders engaged in review process. Forward schedule of rolling policy review developed.	People & Culture		<ul style="list-style-type: none"> In progress. Developed effective framework to deliver a number of contemporary employment determinations and guidelines to date.
1F.22.03	Review Council's Core Enterprise Agreement	Review of Core Enterprise Agreement completed	People & Culture		<ul style="list-style-type: none"> Complete. Industrial and financial review of Council's Core Enterprise Agreement (2004) has been completed.
1F.22.04	Deliver a Leadership Development Program	Leadership development Program delivered to Senior Managers and Pilot Team Leaders	People & Culture		<ul style="list-style-type: none"> In progress. Senior Leadership Development Program has been launched. Roll out commenced February 2022.
1F.22.05	Design and implement an organisational Capability Framework	LGNSW Capability Framework adapted for organisational purpose and rolled-out	People & Culture		<ul style="list-style-type: none"> In progress. The LGNSW Capability Framework has been adapted for the organisation and rolled out through the senior leadership development program and through the senior management performance agreements.
1F.22.06	Develop a new Workforce Strategy 2022 - 2025 to support the upcoming 2022 - 2025 Delivery Program	2022-25 Workforce Strategy developed with all key stakeholders engaged during development	People & Culture		<ul style="list-style-type: none"> In progress. First Draft Workforce Strategy completed and ready for consultation.
1F.22.07	Develop and implement an updated performance review framework	Modernised performance appraisal process rolled-out organisationally	People & Culture		<ul style="list-style-type: none"> In progress. Draft Performance Appraisal Form and Process developed and ready for Executive consultation.
1F.22.08	Commence the review of Council's Cadets Apprentices and Trainee Program	Review of Council's existing Apprentices and Trainee program commenced	People & Culture		<ul style="list-style-type: none"> In progress. Current Apprentice and Traineeship documentation and requirements are under review.

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
1G	Implement the 2017-21 Asset Management Strategy		Asset Services		
1G.22.01	Implement improvement actions from Strategic Asset Management Plan and the Asset Class Management Plans for Open Space, Stormwater and Waterways, Transport and Building Assets	Number of actions completed on schedule	Asset Services	●	<ul style="list-style-type: none"> In progress. Improvement actions in the Strategic Asset Management Plan extend over multiple years. Key outcomes underway include: <ol style="list-style-type: none"> Establishment of one computer system to manage all assets; and Establishment of Service Level and associated Technical Service Levels.
1G.22.02	Enhance the Asset Management Strategy to best practice	Revised Asset Management Strategy developed and presented to Council for adoption	Asset Services	●	<ul style="list-style-type: none"> In progress. Review of the Asset Management Strategy has commenced.
1G.22.03	Complete Transport Asset Class Asset Condition Inventory and Revaluation	Revaluation Completed	Asset Services	●	<ul style="list-style-type: none"> In progress. An inventory for most assets in the Transport asset class was completed two years ago. Inventory is required for retaining structures and traffic facilities. The revaluation will occur after the inventory is updated.
1G.22.04	Complete the collection of Councils infrastructure asset information and enhance to a consistent industry best practice standard	New asset records structure established, all data collection complete and integrated into a single data platform	Asset Services	●	<ul style="list-style-type: none"> In progress. Council has committed to a new single system which will be implemented over the next few years.
1G.22.05	Implement the actions from the Fleet Asset Management Plan	Maintenance Targets <ul style="list-style-type: none"> Planned service schedules completed >90% Planned versus Reactive maintenance ratio achieved >60:40 ratio 	Fleet and Logistics	●	<ul style="list-style-type: none"> In progress. Ongoing service performance standards measured against agreed outcomes.
1H	Develop and implement an Enterprise Risk Management Framework		Corporate Governance		
1H.22.01	Develop, review and maintain organisational risk registers	Strategic Risk Register updated Enterprise Risk Register developed & maintained Business Risk Registers reviewed Key risk indicators developed	Corporate Governance	●	<ul style="list-style-type: none"> In progress. Work continues on the development of the risk registers across all areas. Strategic risk workshops have been booked for February 2022. Draft ERM policy has been completed and is awaiting presentation to Council in the March 2022 round.

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

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
1H.22.02	Implement the Safety Road Map	Milestones in project plan delivered	Corporate Governance		<ul style="list-style-type: none"> In progress. Resources continue to be diverted to supporting pandemic management. Progress has commenced on delivering the WHS audit program.
1H.22.03	Review, update, and test Council's Business Continuity, Disaster Recovery, and Crisis Management Plans	Revised Plans developed Revised Plans tested	Corporate Governance		<ul style="list-style-type: none"> In progress. Disaster Recovery plan is in draft with Subject Matter Experts in IMT. BCP plans and Crisis Management Plans have been reviewed in alignment with COVID-19 priorities.
1H.22.04	Implement Fleet Safety Initiative Program	Fleet safety improvement project plan and business case implemented	Fleet and Logistics		<ul style="list-style-type: none"> On hold. Supporting resources and framework for VOC has delayed implementation. Project is proposed to be re phased post OneCouncil implementation.
1H.22.05	Implement Depot Safety and Improvement Program	Depot site safety risk assessment and traffic management plan and signage review implemented	Fleet and Logistics		<ul style="list-style-type: none"> Complete. Depot safety improvements, traffic plan review and signage audit completed.
1I	Review, revise, and implement the Governance Framework		Corporate Governance		
1I.22.01	Implement a revised set of delegations in accordance with new framework	Milestones in project plan delivered Revised delegations implemented	Corporate Governance		<ul style="list-style-type: none"> Complete. This project is now complete, fully implemented and returned to the Governance unit for ongoing management of business as usual.
1I.22.02	Support the rolling review of Council and Management Policies	Policy reviews completed in accordance with review cycle	Corporate Governance		<ul style="list-style-type: none"> Complete. This project is now complete and fully implemented with an ongoing business as usual review schedule in place.
1I.22.03	Facilitate successful conduct of the 2021 local government elections, and induction of the new Council	Elections conducted in accordance with the NSW Local Government Act Induction of new Council completed in accordance with approved program	Corporate Governance		<ul style="list-style-type: none"> In progress. Elections were held 4 December 2021. Councillor induction program ongoing, scheduled for completion March 2022.
1J	Establish and facilitate the Independent Audit, Risk & Improvement Committee		Corporate Governance		
1J.22.01	Deliver the 2021-22 Internal Assurance Program	Number of Audit & Risk Improvement Committee meetings Number of Program actions delivered	Corporate Governance		<ul style="list-style-type: none"> In progress - impacted by COVID-19. All delayed reviews are now in the final stages of finalisation for presentation to the March 2022 ARIC meeting.

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

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
1K	Advocate and maintain dialogue across all levels of government and with key stakeholders around issues impacting our community		Chief Executive Officer		
1K.22.01	Advocacy undertaken for prominent community issues	Participation in meetings Number of submissions	Chief Executive Officer	●	<ul style="list-style-type: none"> In progress. Council continues to advocate for prominent community issues to the relevant State and Federal Government Ministers and agencies.
1K.22.02	Participate in Southern Sydney Regional Organisation of Councils	Participation in meetings	Chief Executive Officer	●	<ul style="list-style-type: none"> In progress. Council continues to participate in SSROC and attend meetings.
2A	Review, develop and implement the Environment and Sustainability Informing Strategy and Plans		Environmental Science		
2A.22.01	Develop the Climate Clean Council 2030 Strategy and Action Plan	Draft Strategy and Implementation Plan developed and presented to Council for adoption	Environmental Science	●	<ul style="list-style-type: none"> In progress. Council has formally joined the Global Covenant of Mayors for Climate and Energy, and is an active member of Resilient Sydney, which will guide and inform our progress towards greenhouse gas emissions reduction. Project Plan approved. Currently collecting Council emissions data prior to Council and community emissions audit.
2A.22.02	Deliver the 2021-22 Green web Program	Number of participants - Private Property Number of participants - Schools	Environmental Science	●	<ul style="list-style-type: none"> In progress. Program expanding due to increased community participation (potentially due to more people staying at home due to COVID-19).
2A.22.03	Implement the Grey-headed Flying Fox Management Plans for Kareela and the Camellia Gardens	Plans implemented and impacts to the community managed	Environmental Science	●	<ul style="list-style-type: none"> In progress. Grey Head Flying Fox numbers in Camellia Gardens increased over previous years, but complaints still low. Plan of Management for pop up camps developed, will be presented to Council in Q1 2022.
2A.22.04	Deliver the 2021-22 Bush care Program	Number of volunteers Number of sites maintained	Parks Operations	🦠	<ul style="list-style-type: none"> In progress - impacted by COVID-19. Bushcare volunteer program recommenced in November 2021.

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2A.22.05	Deliver the 2021-22 Biosecurity Program (Weed Control)	Biosecurity weed program completed according to schedule and service standards	Parks Operations		<ul style="list-style-type: none"> In progress. Total budget allocated for 21/22 is at 57% complete and progressing to schedule.
2A.22.06	Deliver a Fire Hazard Reduction Program (FHRP)	Undertake burns as scheduled through the BFMC (Bushfire Management Committee)	Parks Operations		<ul style="list-style-type: none"> Complete. 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.
2A.22.07	Deliver the 2021-22 Feral Animals Control Program	Feral Animal Control program completed according to schedule and service standards	Parks Operations		<ul style="list-style-type: none"> In progress. Feral animals control program budget for 21/22 is at 51% complete and progressing to schedule.
2A.22.08	Explore opportunities to expand Council's fleet to sustainable electric vehicles and expand on supporting infrastructure	Business cases completed Identified existing assets are replaced with electric vehicles	Fleet and Logistics		<ul style="list-style-type: none"> In progress. Current agreed trials have been completed. Fleet sustainability strategies and actions are to be aligned with the organisational Climate Clean Energy Strategy.
2B	Review, revise, and implement canopy Management Program		Environment Health & Building		
2B.22.01	Deliver the Green Street planting Program 21-22	Trees planted and maintained	Environment Health & Building		<ul style="list-style-type: none"> In progress. In this recurrent program between July and December 2021, a total of 284 trees were planted in various locations across Sutherland Shire.
2B.22.02	Undertake a pilot water sensitive urban design project in conjunction with a carpark and/or streetscape upgrade	Project complete and evaluated to determine water quality benefits and savings on irrigation	Traffic & Public Domain Services/ Asset Services		<ul style="list-style-type: none"> On hold. A pilot project for carpark at Flora St Sutherland has been investigated and assessed as unsustainable due to lifecycle cost.
2C	Develop and implement a Catchment and Waterway Management Strategy and Plans		Asset Services		
2C.22.01	Complete Year One Implementation Actions from Catchment and Waterway Management Strategy and Plan	Actions completed on time as per schedule, within budget and agreed quality expectations	Asset Services		<ul style="list-style-type: none"> In progress. Preparation of the Catchment and Waterway Strategy and Implementation Plan is underway and is expected to be put forward to Council for adoption by mid-2022.
2C.22.02	Deliver a catchment and waterway health monitoring program encompassing a water quality monitoring program	Program objectives and deliverables met Report outlining performance measures within the plans is prepared and distributed	Environmental Science		<ul style="list-style-type: none"> In progress. Water quality sampling progressing according to annual sampling schedule.

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
2D	Participate in the development and implementation of the Sutherland Shire Local Emergency Management Plan		Fleet and Logistics		
2D.22.01	Implement Emergency Management Continuous Improvement Actions	Improvement in capacity and maturity levels based on health check actions, NSW Bushfire Inquiry and Federal Royal Commission Recommendations	Fleet and Logistics		<ul style="list-style-type: none"> In progress. Bushfire inquiry and Royal commission recommendations have been collated and considered with those relevant embedded into recent Emergency Management Plan revision.
2D.22.02	Establishment of a State Emergency Service (SES) eastern area unit facility	Advocate for provision of a suitable site to enable SES volunteer training and operations	Fleet and Logistics		<ul style="list-style-type: none"> In progress. Progress delayed due to inability to identify suitable site. Further work subject to provision of SES strategic plan to confirm requirements.
2E	Review, revise, and implement the Waste Management Policy and Strategy		Waste Services		
2E.22.01	Develop the Sutherland Shire Council Waste Strategy	Strategy and implementation Plan developed and presented to Council for adoption	Environmental Science		<ul style="list-style-type: none"> In progress. Waste Strategy Action Plan currently being prepared and reviewed.
2E.22.02	Implement the Sutherland Shire Council Waste Strategy	Actions as outlined in the Strategy implemented according to the delivery timeframe	Waste Services		<ul style="list-style-type: none"> In progress. Draft plan to be submitted to Council for approval prior to community consultation.
2E.22.03	Participate in initiatives through Southern Sydney Regional Organisation of Councils, specifically focussing on waste diversion and minimisation options	<p>Participation in Southern Sydney Regional Organisation of Councils meetings</p> <p>Lobby State Government for alternatives to landfill</p> <p>Waste management initiatives delivered using Better Waste Recycling Funds grant funding in agreement with EPA</p>	Waste Services		<ul style="list-style-type: none"> In progress. Council has participated in several programs with SSROC.
2E.22.04	Deliver community education and engagement programs focused on reducing contamination of recycling bins, improving recovery of recyclables from the general waste and reducing the incidence of problem waste	<p>Annual improvements in resource recovery of residential and commercial waste material</p> <p>Implement actions from Waste Strategy</p>	Waste Services		<ul style="list-style-type: none"> In progress. From July to Dec Council recorded an average of 45.87% diversion from landfill. 32 social media articles with a total reach of 73,435 were released. A total of 14 online workshops with 280 participants were conducted across a wide range of topics. In addition we diverted 8.95t of soft plastics through 3656 collections with Recycle Smart.

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2E.22.05	Develop and implement recycling and Container Deposit Scheme (CDS) Processing Services Agreement	New Agreement in place including service performance measures	Waste Services		<ul style="list-style-type: none"> In progress. T1005/21 Tender evaluation completed, report to Council resolved to reject all Tenders and negotiate. CDS agreement has been extended until 1 April 2022.
2E.22.06	Develop and implement domestic waste Disposal & Processing services Agreement	New Agreement in place including service performance measures	Waste Services		<ul style="list-style-type: none"> Complete. A Council report for T1004/21 resolved to directly negotiate with SUEZ.
2E.22.07	Improve customer service delivery times for domestic waste clean-up collections	Clean-up collection service booking time 8 weeks or under	Waste Services		<ul style="list-style-type: none"> In progress. Over the last 6 months the average manual booking for the clean-up is less than 3 weeks, with the website booking availability an average of 7 weeks. Working with IMT to develop tender documentation for the booking systems to be included in the Fleet and Telematics Project.
2F	Develop & Implement Coastal Management Programs and Floodplain Risk Management Plans		Asset Services		
2F.22.01	Commence Stages 2, 3 and 4 of the Georges River Coastline Management Program	Coastal Management Program Stage 2 complete	Asset Services		<ul style="list-style-type: none"> In progress. This program is being prepared by Georges River Keeper on behalf of all Councils alongside the waterway.
2F.22.02	Finalise the development of the Bate Bay Coastal Management Program	Coastal Management Program adopted by Council	Asset Services		<ul style="list-style-type: none"> In progress. The Bate Bay Coastal Management Program will be completed once stage 4 is completed.
2F.22.03	Commence Stage 1 of the Port Hacking Coastal Management Program	Coastal Management Program Stage 1 Scoping Report Completed	Asset Services		<ul style="list-style-type: none"> In progress. Council is pursuing funding support from the NSW Government to commence the Port Hacking Coastal Management Program.
2F.22.04	Complete the shire-wide overland Flood Study	Flood Study Adopted by Council	Asset Services		<ul style="list-style-type: none"> In progress. This flood study is for all parts of the Sutherland Shire not already subject to the separate flood study already prepared.

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2G	Review and implement Corporate Energy and Water Efficiency Plan		Asset Services		
2G.22.01	Continue to consider opportunities for investment to Corporate Energy and Water Efficiency Plan and implement all approved actions	All approved opportunities implemented to program Estimated annual recurrent savings generated	Asset Services	●	<ul style="list-style-type: none"> In progress. Council is participating in a tender with the Southern Sydney Regional Organisation of Councils for energy. This includes establishing the ability to transition to renewable energy. 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.
2G.22.02	Advocate to AUSGRID for accelerated program for improved efficiency in Main Road LED Lighting	Advocacy Plan developed and actions completed on time as per schedule	Asset Services	●	<ul style="list-style-type: none"> In progress. Council is participating in a street light improvement program with the Southern Sydney Regional Organisation of Councils. This program has a proven track record of achieving advocacy outcomes relating to Ausgrid including the introduction of LED lighting to local roads.
2H	Develop and Implement Open Space Recycled Water Plan		Building Operations		
2H.22.01	Optimise Cronulla Woollooware Wastewater Re-use Scheme (CWWRS).	Water treated and supplied as per agreed allocations (Target 100%) Opportunities for increased usage identified and implemented.	Building Operations	●	<ul style="list-style-type: none"> In progress. Water treated and supplied to meet all end-user needs. Demand for additional usage was low due to rain events. Opportunities for additional storage, and usage identified.
3A	Empower the community so they can access care and support		Business & Community		
3A.22.01	Empower the community through provision of asset based community development training	ABCD Training delivered bi-annually	Business & Community	●	<ul style="list-style-type: none"> Yet to commence This is a bi-annual report and ABCD training will commence in February 2023.

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
3A.22.02	Provide ongoing support of community-led initiatives meeting identified localised needs	Support provided through: -ShireAbility Working Party -Access Committee -Youth Reference Group -Youth Network Interagency, -Child & Family Interagency -Seniors Reference Group -Elder abuse collaborative/interagency - community connection points. Number of initiatives or projects supported in Grant priorities	Business & Community		<ul style="list-style-type: none"> In progress. Regular attendance and/ or coordination of; <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; - Seniors Reference Group; - Elder abuse collaborative/ interagency; - community connection points; - Sutherland Homeless Assertive OutReach Collaborative; and - Multicultural interagency. Coordination of \$80k COVID-19 response grant. Community grants extensions and variations provided.
3A.22.03	Increase awareness of and access to community services	Increased Awareness (via survey) Directories and information resources developed and distributed Expo or awareness-raising seminars delivered	Business & Community		<ul style="list-style-type: none"> In progress. Youth Survey developed. Domestic Violence Survey developed and distributed. Disability Survey developed and distributed. Senior services directory currently being reviewed. Youth programs and services webpage being reviewed and updated. Mental Health info cards updated and ready for printing and distribution. Top 10 tips for staying healthy during COVID-19 developed.
3A.22.04	Promote and increase awareness of active healthy living to improve wellbeing	Collaborative promotion undertaken with NSW Health, Central Eastern Sydney Primary Health Network, Community Organisations and sporting groups that raises awareness of healthy living.	Business & Community		<ul style="list-style-type: none"> In progress. Shared NSW health resources to networks on a regular basis. Virtual Connection corner for employees. Participation in RUOKAY DAY activities. Partnering for Tune In Online-Mental Health Month in October.
3A.22.05	Develop annual Community Sector Plans and Action Plans that addresses local needs and challenges, and mobilises community assets	Annual Sector plans developed and delivered	Business & Community		<ul style="list-style-type: none"> Completed. Sector Plans developed for Seniors, Youth, Aboriginal and Torres Strait Islander, Disability and Multicultural Sectors.
3A.22.06	Deliver proactive community programs to reduce loneliness and social isolation	Programs delivered	Business & Community		<ul style="list-style-type: none"> In progress. Participation and coordination of various Carers Week events.

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3A.22.07	Deliver proactive programs to enhance mental health and wellbeing	Programs delivered	Business & Community		<ul style="list-style-type: none"> In progress - impacted by COVID-19. Provided ongoing communications and shared resources around Mental Health during COVID-19. Delivered program of online activities for young people. Tips to stay well and healthy web page. Various initiatives were cancelled or postponed due to COVID-19 and due to online fatigue we did not convert all online.
3A.22.08	Advocate and provide support for unpaid carers who provide unpaid assistance to a person with a disability, long-term illness or old age	Events and activities facilitated by the Disability Interagency that promote and recognise Carer organisations	Business & Community		<ul style="list-style-type: none"> In progress. Partnered with Hoyts Cinema to offer free movies during Carers Week. Shared Carers Week resources and promoted various online initiatives.
3A.22.09	Partner with Department of Health, NSW Department of Communities and Justice and NSW Health to deliver targeted projects addressing local needs	Projects delivered in partnership	Business & Community		<ul style="list-style-type: none"> In progress. Participating in Keep Active Healthy and Well Reference Group with NSW Health. Video is being developed to promote active healthy living for seniors. Partnering with Department of Education for HSC rescue initiative. Sharing information regarding COVID-19. Continued collaboration on the DID grants program.
3B	Maintain and enable community facilities and services that meet the needs of the local community		Business & Community		
3B.22.01	Undertake research to inform existing and future community services	<p>Demographic research study (completed every 5 years)</p> <p>Audit of community services provided by sector (completed every 2 years) - 2022</p> <p>Geocortex Community Services mapping (completed every 2 years) - 2022</p>	Business & Community		<ul style="list-style-type: none"> Yet to commence. Due to commence mid 2022.

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3B.22.02	Undertake detailed place based planning in localities transitioning or likely to transition to higher densities to inform planning and provision of community facility and services	Place based planning undertaken including: -Community Service Hubs provided in Strategic Centres (Sutherland and Miranda) -Community Centres provided in Town Centres servicing over 30,000 residents -Developer Contribution Plans updated to include community centre facilities	Business & Community		<ul style="list-style-type: none"> In progress. Participate in Cooper street reserve and Seymour Shaw masterplan PWG's. Supported strategic planning with various consultation around affordable housing.
3C	Provide for an active, connected and inclusive community		Business & Community		
3C.22.01	Recognise, respect and support Aboriginal and Torres Strait Islander communities through development of a Reconciliation Action Plan (RAP)	RAP delivered on time and budget, Reconciliation Week 2021 and NAIDOC 2021 events and activities delivered	Business & Community		<ul style="list-style-type: none"> In progress. Draft Reflect RAP developed with consultation from number of internal and external stakeholders and submitted to Reconciliation Australia (RA) for review.
3C.22.02	Deliver and resource an annual program of community events aimed at celebrating and connecting community	Number of Community events coordinated that celebrate and connect the community	Business & Community		<ul style="list-style-type: none"> On hold. Number of activities have been postponed due to COVID-19 and will take place when restrictions ease.
3C.22.03	Deliver annual initiatives that facilitate opportunities for intergenerational sharing and learning	Number of initiatives delivered that facilitate intergenerational opportunities	Business & Community		<ul style="list-style-type: none"> Yet to commence
3C.22.04	Partner with community organisations and groups to promote and support local opportunities for volunteerism	Number of partnerships facilitated that promote and support volunteerism	Business & Community		<ul style="list-style-type: none"> In progress. Ongoing engagement with various reference groups.
3C.22.05	Develop initiatives to activate neighbourhoods and build neighbour and community connections	Number of initiatives developed that provide neighbourhood activation and connect the community	Business & Community		<ul style="list-style-type: none"> In progress. Social media and online campaign - celebrating local seniors.
3C.22.06	Create partnerships with community organisations and groups to activate spaces and places, and enhance community connections and wellbeing	Number of partnerships with community organisation that enhance community connections	Business & Community		<ul style="list-style-type: none"> On hold. Will increase with the easing of COVID-19 restrictions
3D	Build and support the capacity of the community sector to be more skilled, resilient and responsive		Business & Community		
3D.22.01	Advocate and partner with Government, businesses and community services to provide facilities, funding and capacity building to meet community needs	Number of new facilities, services or funding identified	Business & Community		<ul style="list-style-type: none"> In progress. Utilising Council assets to offer different services to meet vaccination targets. Regularly sharing local needs with LEMC. Distribution of various grant programs on a weekly basis.

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3D.22.02	Provide ongoing sector support through coordination and participation in collaborative forums	Collaborative forums coordinated	Business & Community		<ul style="list-style-type: none"> In progress. Continued participation and/ or coordination of: <ul style="list-style-type: none"> 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; and Walk for Respectful relationships committee.
3D.22.03	Deliver an annual program of sector support, training and education to upskill and resource community services	Annual program delivered with education and training opportunities for Community Service organisations	Business & Community		<ul style="list-style-type: none"> In progress. Delivered two forums to meet current needs as suggested through consultation: <ol style="list-style-type: none"> Squalor and Hoarding forum; and Youth mental health first aid.
3D.22.04	Deliver the 2021-22 Annual Community Grants Program and the 2021-22 NSW Club Grants Program	Annual Community Grants program delivered in accordance with the Local Government Act 1993, Club Grants program delivered in partnership with Clubs NSW in accordance with the Gaming Machine Tax Act 2001	Business & Community		<ul style="list-style-type: none"> Complete. Community Grants program delivered. Club Grants delivered. Presentations for both grant programs cancelled and letter of congratulations sent.
3E	Enhance safety and accessibility at our ocean through a range of programs and partnerships		Public Safety & Lifeguards		
3E.22.01	Deliver the 2021-22 Surf Awareness and Survival education program	Number of participants Number of Schools attending	Public Safety & Lifeguards		<ul style="list-style-type: none"> In progress - impacted by COVID-19. School / Surf and Beach Education programs for Term 3 and 4 did not proceed until late term 4. (This is under the directions of schools and based on guidance from the NSW government around school sport and excursions). Water safety sessions and programs were therefore created and delivered online to schools during term 3 and 4 with a total of 24 Schools with a combined total of 744 students/participants.

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3E.22.02	Participate in the Rock Fishing Safety Program	Number patrols undertaken Number of Education Initiatives undertaken	Public Safety & Lifeguards		<ul style="list-style-type: none"> In progress. Rock Fishing register and roster implemented with success. Regular patrols are undertaken by Lifeguards and Public Safety Inspectors at black spot locations.
3E.22.03	Collaborate with government bodies to support delivery of ocean safety programs to culturally and linguistically diverse communities	Number of presentations Number of tours Number of participants in programs Number of meetings with government bodies	Public Safety & Lifeguards		<ul style="list-style-type: none"> In progress. Attend South East Sydney Multicultural Committee – 8 meetings in 6 month period. 4 Presentations online to Intensive English programs through Red Cross Australia. 1 Surf Awareness program face to face at Kogarah intensive English. Presented online at Water Safety Week. Water safety aimed at the culturally and linguistically diverse communities.
3E.22.04	Collaborate with surf lifesaving clubs, board riders and sporting and community groups relating to ocean safety	Participation in meetings, events, communications and special projects	Public Safety & Lifeguards		<ul style="list-style-type: none"> In progress. Regular meetings held with each of the complimentary surf clubs, sporting groups and key stakeholder groups.
3E.22.05	Provide seasonal seven days per week coverage of beaches by professional lifeguards	Service provision and initiatives over and beyond the deliverable/actions	Public Safety & Lifeguards		<ul style="list-style-type: none"> In progress. All recruitment finalised and lifeguard training complete. Summer roster implemented to full compliment. All Ocean Safety & Lifeguard service provision provided to the community.
3F	Enhance public health and safety through a range of programs		Environment Health & Building		
3F.22.01	Develop and undertake the swimming pool safety education Program	Education activities undertaken and evaluated	Environment Health & Building		<ul style="list-style-type: none"> In progress - impacted by COVID-19. This has been delayed due to operational issues within responsible team and the impact of Public Health Order COVID-19 restrictions.
3F.22.02	Develop and undertake targeted food safety seminars	Seminars undertaken and evaluated	Environment Health & Building		<ul style="list-style-type: none"> In progress. Presentation material will be ready for delivery to small groups in 2022.

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3G	Develop and implement the Long Term Sutherland Sport & Leisure Strategy and Plan		Sport & Leisure		
3G.22.01	Deliver the Long-Term Leisure Centre Strategy and Plan	Strategy and Implementation Plan developed and presented to Council for adoption Strategy integrates with Caringbah Town Centre Plan Strategy integrates with the Waratah Park Master Plan	Sport & Leisure		<ul style="list-style-type: none"> In progress. Actions to develop the strategy continue inline with the project plan.
3G.22.02	Deliver the 2021-22 Aquatic Program (including learn to swim, squad, school program)	Number of learn to swim enrolments Number of squad enrolments Number of school enrolments Customer satisfaction surveys maintain or improve on previous year	Sport & Leisure		<ul style="list-style-type: none"> In progress - impacted by COVID-19. 1695 LTS enrolments for the 6 month reporting period. School program is significantly interrupted as well as the start of Swim term with unvaccinated parents unable to participate in any programs until December 15.
3G.22.03	Deliver the 2021-22 Health and Fitness Program	Number of memberships (maintain or exceed previous year) Customer satisfaction surveys maintain or improve on previous year	Sport & Leisure		<ul style="list-style-type: none"> In progress - impacted by COVID-19. 2,446 fitness memberships-service impacted by COVID-19 closures, business interruptions, restrictions both in centre and community / Public Health Order restrictions.
3G.22.04	Deliver high quality Leisure Services for 2021-22	Number of visitations (maintain or exceed previous year) Customer satisfaction surveys maintain or improve on previous year	Sport & Leisure		<ul style="list-style-type: none"> In progress - impacted by COVID-19. 181,494 visitations, exceeding last years attendance for same period - however both years significantly impacted by COVID-19 closures, business interruptions, restrictions both in centre and community / Public Health Order restrictions.
3G.22.05	Develop the Customer Experience Improvement Plan for Sport & Leisure	Plan Developed Alignment with Councils Customer Service Strategy	Sport & Leisure		<ul style="list-style-type: none"> In progress - impacted by COVID-19. Resources were targeted to reopen facilities and services to community with the project held off to Q3 .

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
3H	Develop and Implement a Property Services Business Plan		Property Services		
3H.22.01	Develop Property Portfolio Strategy and implement the Property Portfolio Strategy Implementation Plan	Property Portfolio Strategy and Implementation plan developed and presented to Council for adoption	Property Services	●	<ul style="list-style-type: none"> In progress. Project Plan developed for Property Portfolio Strategy. Councillor working party established for strategy and have confirmed objectives and outcomes. Review of Council's commercial property portfolio complete and considered by working party of Councillors. Draft Property Portfolio Strategy to be considered by Executive and then Council in February/March 2022 for public exhibition.
3H.22.02	Develop Community Facilities Strategy and implement the Community Facilities Strategy Implementation Plan	Community Facilities Strategy and Implementation plan developed and presented to Council for adoption	Property Services	●	<ul style="list-style-type: none"> In progress. Draft Strategy document prepared. Internal stakeholders have reviewed this and provided feedback. Strategy will be considered by Executive before Councillor briefing to seek further feedback.
3I	Develop and implement plans to facilitate healthy, connected, caring, inclusive, resilient and liveable communities		Public Safety & Lifeguards		
3I.22.01	Develop and commence implementation of a Safer Communities Strategy including Crime Prevention and CCTV	Strategy developed and presented to Council for Adoption	Public Safety & Lifeguards	●	<ul style="list-style-type: none"> In progress. Feedback from community forums collated and processed into implementation actions. Prospective implementation actions sent to strategy team for review. Draft Strategy document developed.
3I.22.02	Maintain and develop partnerships with relevant NSW Government agencies	Partnerships developed Initiatives implemented	Public Safety & Lifeguards	●	<ul style="list-style-type: none"> In progress. Ongoing liaison with NSWPOL and the Office of Liquor & Gaming. The Beach Safety Working Party has been established and facilitated over the peak summer season with membership including specific Council units, Police, and emergency services.
3I.22.03	Participate in Police Local Area Command Safety Precinct Committee and Local Liquor Accords	Participation in Committee Initiatives supported	Public Safety & Lifeguards	●	<ul style="list-style-type: none"> In progress. Ongoing liaison with Police Local Area Command Safety Precinct Committees and Local Liquor Accords.

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3I.22.04	Provide a high quality animal shelter facility which promotes best practice in the care of companion animals and promotion of responsible pet ownership	Education initiatives delivered Maintain veterinary services agreement No. of companion animals rehomed or reunited with owners Adherence to hygiene requirements for animal shelters as set out in legislation and Codes of Practice	Public Safety & Lifeguards		<ul style="list-style-type: none"> In progress. Animal Shelter continues to operate by appointment only due to COVID-19. Vet services still provided to 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 assist in best practice promotion facility repainted and new higher and more robust fencing replacing existing rusting and damaged fencing on fence line with neighbouring Bus Depot.
3J	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.		Business & Community		
3J.22.01	Develop a Sport Strategy	Sport Strategy and Implementation Plan developed and presented to Council for adoption	Business & Community		<ul style="list-style-type: none"> In progress. Stakeholder internal and external consultations completed.
4A	Develop and present a diverse, dynamic, and inspiring Arts & Culture Strategy and Plan		Arts & Culture		
4A.22.01	Deliver artistic program for Hazelhurst Arts Centre	Number of exhibitions, art classes and programs. Number of visitors, enrolments and participants.	Arts & Culture		<ul style="list-style-type: none"> In progress - impacted by COVID-19. Hazelhurst Arts Centre was closed under the COVID-19 Public Health Orders until 17 October 2021. From 18 October to 30 December the exhibition program resumed and in Term 4 a new program of art classes presented.
4A.22.02	Deliver artistic program for School of Arts and Events	Number of performances and events. Number of attendees.	Arts & Culture		<ul style="list-style-type: none"> In progress - impacted by COVID-19. Public events were cancelled in Jul- Oct 2021 due to COVID-19 Public Health Orders. Citizenship ceremonies were successfully delivered on-line. School of Arts closed for renovations during 2021.

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
4A.22.03	Refurbish the Sutherland School of Arts	Deliver refurbishment works in accordance with key construction program milestones.	Project Delivery		<ul style="list-style-type: none"> In progress - impacted by COVID-19. Construction Certificate 2 (CC2) has been obtained after significant delays and will now allow the new works to proceed. COVID-19 impacts are affecting supply and price of some construction materials. We also envisage a resource supply delay moving into 2022. The project is expected to be completed early March 2022.
4A.22.04	Refurbish the Sutherland Entertainment Centre	Deliver refurbishment works in accordance with key construction program milestones.	Project Delivery		<ul style="list-style-type: none"> In progress. This period saw great progress again with demolition completed and structural building work commencing. Progress has been impacted by productivity and supply issues due to COVID-19. This is progressively improving while the industry adjusts. Despite the COVID-19 delays the project remains within the contract completion date and well within budget.
4B	Develop and Implement the Cultural Informing Strategy and Plan		Arts & Culture		
4B.22.01	Develop Cultural Strategy with community and stakeholder consultation	Draft Strategy and Implementation Plan developed and presented to Council for adoption	Arts & Culture		<ul style="list-style-type: none"> In progress. Draft Cultural Strategy completed and approved by Council for Public Exhibition in Q3 2022.
4B.22.02	Develop Public Art Policy	Policy developed and adopted by Council.	Arts & Culture		<ul style="list-style-type: none"> In progress. The Public Art Policy was approved for adoption by Council in December 2021.
4C	Implement Sutherland Libraries Business Plan		Library Services		
4C.22.01	Manage the development of the staged Sutherland Library refurbishment plan in accordance with Libraries Grant	Building works undertaken in accordance with Grant and opportunities to widen scope of the Grant to other library facilities explored	Library Services and Project Services		<ul style="list-style-type: none"> In progress. Stage 1: 95 % completed. Stage 2: Sutherland Masterplan on hold as review of Draft Library Facilities Plan is undertaken.

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
4C.22.02	Continue to develop and enrich content of the Local Studies collection through the Local History Sutherland Shire online application	Number programs delivered Amount of data made available online Amount of community contribution received	Library Services		<ul style="list-style-type: none"> In progress. 2 online programs were delivered with 149 attendees. Sutherland Shire Local History site provides access to 137,347 items. 609 digitised Vertical File items received in Q2 which will be uploaded in Q3. Community contribution included donation of 70 items to the Local Studies Collection.
4D	Implement legislative requirements to ensure environmental, archaeological and Aboriginal heritage are conserved and valued		Asset Services		
4D.22.01	Implement year one actions from the Sutherland Shire Aboriginal Cultural Heritage Management Plan	Actions completed on time as per schedule, within budget and agreed quality expectations	Asset Services		<ul style="list-style-type: none"> In progress. The Aboriginal Cultural Heritage Management Plan is an internal document Council applies in the management of locations known to contain aboriginal cultural heritage.
5A	Develop and Implement an Economic Development Strategy and Plan that supports economic growth aimed at sustaining a prosperous community		Business & Community		
5A.22.01	Connect tertiary education providers with local businesses to realise opportunities and benefits	Connections and opportunities facilitated.	Business & Community		<ul style="list-style-type: none"> In progress. Promote free TAFE Business courses via Business Now.
5A.22.02	Encourage the growth of the Professional, Scientific and Technical Services and Health Care and Social Assistance sectors including supporting the ANSTO Innovation Precinct at Lucas Heights	Support provided to ANSTO. Monitoring of Professional, Scientific and Technical Services statistics. Actions endorsed by Economic Development and Tourism Committee delivered	Business & Community		<ul style="list-style-type: none"> In progress. Developed Skills Report and presented to ShireBiz. Shared ANSTO content via Business Now.
5A.22.03	Advocate Central and Eastern Sydney Primary Health Network and Greater Sydney Commission to explore opportunities	Identify interest for a local networking platform that connects the public and private health sectors	Business & Community		<ul style="list-style-type: none"> On hold.
5A.22.04	Advocate to relevant departments to ensure small business programs are accessible and of value	Regular contact with government agencies that support small business to identify new initiatives	Business & Community		<ul style="list-style-type: none"> In progress. Meeting with Small Business Commission, Service NSW and LGNSW.
5A.22.05	Proactively market Sutherland Shire as a location of choice for business, investment and a skilled workforce	Investment prospectus developed and actions endorsed by Economic Development and Tourism Committee delivered	Business & Community		<ul style="list-style-type: none"> Complete. Investment Prospectus content uploaded to website. Continue to engage with business via Facebook, Twitter and newsletter.

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

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
5A.22.06	Proactively market the Sutherland Shire as a destination of choice to potential visitors	Tourism Marketing plan executed	Business & Community		<ul style="list-style-type: none"> On hold. Marketing plan on hold due to COVID-19 NSW Public Health Order restrictions.
5A.22.07	Ensure local operators have access to information, opportunities, research and programs to enhance skills to grow the tourism sector	Sourcing and sharing information via our monthly Business Now E-newsletter	Business & Community		<ul style="list-style-type: none"> In progress. There are 3193 subscribers to Business Now. There are 233 subscribers to the Tourism Industry e-newsletter.
5A.22.08	Deliver programs to support local businesses (skills development, workshops and events)	Programs, workshops and events delivered	Business & Community		<ul style="list-style-type: none"> Complete. Business Webinar developed on Building Personal & Business Resilience. Developed two 'Love Local Guides' to support local businesses.
5A.22.09	Deliver a Small Business Month Event	Small Business Month event delivered	Business & Community		<ul style="list-style-type: none"> In progress - impacted by COVID-19. Rescheduled to 15 March 2022.
5A.22.10	Enhance product development and grow visitor experiences	New products and experiences offered	Business & Community		<ul style="list-style-type: none"> In progress - impacted by COVID-19. Distributed monthly tourism blog to 1832 subscribers.
5B	Develop Framework and Plan to activate public spaces to meet the many and varied needs of the community (social, economic, sporting and cultural)		Business & Community		
5B.22.01	Actively source, promote and facilitate assessment and approvals to external filming and photography requests on Council open space	Filming marketing plan executed, Filming and Photography approvals and permits processed in line with the Local Government Filming Protocol	Business & Community		<ul style="list-style-type: none"> In progress. Processed 35 film applications and permits.
5B.22.02	Facilitate a Night Time Economy (NTE) that meets needs of current & future population	Research undertaken; Action Plan developed	Business & Community		<ul style="list-style-type: none"> On hold. Attended NTE Masterclasses presented by LGNSW.
5B.22.03	Attract major events to the Sutherland Shire	Major event approvals and permits processed. Grant program developed	Business & Community		<ul style="list-style-type: none"> On hold. Will recommence when Public Health Orders allow.
5B.22.04	Actively source, promote and facilitate assessment and approvals to third parties to undertake events, casual leasing and product sampling on Council open space	Events, casual leasing and product sampling approvals and permits processed, EOIs developed	Business & Community		<ul style="list-style-type: none"> On hold. Managed the rescheduling of events cancelled or postponed due to COVID-19. Responded to Notice of Motion Christmas Event Resources for Community Groups & Church Groups.

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

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
5B.22.05	Establish a Short Film Festival including an open air Starlight Cinema Series	Short Film Festival including an open air Starlight Cinema Series delivered	Arts & Culture		<ul style="list-style-type: none"> In progress. Project Plan for Short Film Festival and Cinema Series developed and approved by Council. Implementation commenced in January 2022.
5C	Deliver lifelong learning opportunities and initiatives through the Library Services Program		Library Services		
5C.22.01	Develop the Library Strategy	Strategy and Implementation Plan developed and presented to Council for adoption	Library Services		<ul style="list-style-type: none"> In progress - impacted by COVID-19. Draft Library Strategy and Facilities Plan reviewed by Manager Library Services. Final edits underway in preparation for internal stakeholder workshops.
5C.22.02	Continue to develop the Books Before School program to encourage and support pre-literacy skills in pre-school children	<p>Number of families engaged in the Books Before School program</p> <p>Number of pre-school programs delivered</p> <p>Attendance at pre-school programs</p>	Library Services		<ul style="list-style-type: none"> In progress - impacted by COVID-19. 28 people joined the Books Before School Program in Q1 and Q2. Online Storytime and rhyme time programs delivered during Q2 – 9 programs run with 90 attendees (34 adults and 56 children). 2 Library on the Lawn programs run in December Q2 – 45 attendees (21 adults, 24 children) the first face to face programs run under COVID-19 conditions this financial year.
5D	Develop and Implement Children's Services Strategic Plan 2017 - 2020		Children's Services		
5D.22.01	Develop a holistic curriculum framework to support children in the year prior to school based on the approved Early Years Learning Framework, Education and Care Regulations and National Quality Standards	<p>Review undertaken of current system with all stakeholders</p> <p>Research completed incorporating practices from other providers and legislative standards</p> <p>Holistic Curriculum developed</p> <p>Implementation plan developed incorporating training, systems and procedures</p> <p>Parent satisfaction regarding their child's preparation for school</p>	Children's Services		<ul style="list-style-type: none"> In progress - impacted by COVID-19. The unit has continued to fulfil the regulatory obligations for Children's Learning and Development throughout the pandemic, albeit this has been different to normal and doesn't equate to traditional practices that are rated highly under the National Quality Standards.

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
5D.22.02	Review the customer experience journey and develop a continuous improvement plan to ensure the services remain as a competitive and attractive quality offering in the local community.	Customer satisfaction Occupancy Review completed with recommendations for continuous improvement New procedures and practices reflect the Customer Experience strategy Software enhancements are completed Resource and facility improvement plan developed	Children's Services		<ul style="list-style-type: none"> In progress. Customer Experience is the cornerstone to the unit's utilisation. Word of mouth and customer satisfaction is the key driver towards attracting and retaining enrolments. Throughout the past 6 months, it has been key to provide timely and detailed communication to families on COVID-19 management. 98% of families reported that they were highly satisfied with our management of COVID-19 and this in turn provided trust and assurance that we have their child's health and safety in mind when making decisions.
6A	Develop and implement an Integrated Transport Strategy and Plan		Traffic & Public Domain Services		
6A.22.01	Implement a trial of parking occupancy technology at nominated locations	Trial implemented data reviewed and reported to Council	Traffic & Public Domain Services		<ul style="list-style-type: none"> In progress. A site has been identified for the trial and Councillor working party informed of proposal during 2021.
6A.22.02	Develop and implement a Bike Plan as part of Active Transport Strategy	Bike plan submitted to Council for adoption	Traffic & Public Domain Services		<ul style="list-style-type: none"> In progress. Draft plan 90% completed. Will be influenced by final route of SCATL stage 2.
6A.22.03	Develop and implement a Advocacy Plan to assist inter government submissions on Transport	Advocacy Plan presented to Council for adoption	Traffic & Public Domain Services		<ul style="list-style-type: none"> In progress. Meeting with internal stakeholders held November 2021. Process for development confirmed.
6A.22.04	Advocate for duplication of Heathcote Road bridge over Woronora River	Number of advocacy activities undertaken	Traffic & Public Domain Services		<ul style="list-style-type: none"> Complete. NSW Government announcement of bridge duplication in December 2021.
6A.22.05	Finalise development of Parking Strategy and commence implementation	Strategy presented to Council for adoption Year 1 actions implemented	Traffic & Public Domain Services		<ul style="list-style-type: none"> In progress. Principles and focus areas resolved by working party.
6A.22.06	Finalise development of Roads and Freight Strategy and commence implementation	Strategy presented to Council for adoption Year 1 actions implemented	Traffic & Public Domain Services		<ul style="list-style-type: none"> In progress. Principles and focus areas have been resolved by the Councillor working party.

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
6A.22.07	Finalise development of Active Transport Strategy and commence implementation	Strategy presented to Council for adoption Year 1 actions implemented	Traffic & Public Domain Services		<ul style="list-style-type: none"> In progress. Community engagement on issues completed in December. The draft document is 90% complete ready for review by Council in early 2022.
6A.22.08	Finalise development of Public Transport Strategy and commence implementation	Strategy presented to Council for adoption Year 1 actions implemented	Traffic & Public Domain Services		<ul style="list-style-type: none"> In progress. Community engagement on issues completed in December. The draft document is 90% complete ready for review by Council in early 2022.
6B	Manage new and existing development within a robust and effective framework		Strategic Planning		
6B.22.01	Deliver a Place-based Precinct Plan for Sutherland-Kirrawee Strategic Centre	Strategy presented to Council for adoption	Strategic Planning		<ul style="list-style-type: none"> In progress. Project stages 1 and 2 complete. Final workshop with Councillors completed in October 2021.
6B.22.02	Deliver a Place-based Precinct Plan for Miranda Strategic Centre	Strategy presented to Council for adoption	Strategic Planning		<ul style="list-style-type: none"> In progress. Project stages 1 and 2 complete. Final workshop with Councillors completed in October 2021.
6B.22.03	Deliver a Place-based Precinct Plan for Caringbah Centre	Strategy presented to Council for adoption	Strategic Planning		<ul style="list-style-type: none"> In progress. Project stages 1 and 2 complete. Final workshop with Councillors completed in October 2021.
6B.22.04	Review Barriers to employment growth in industrial zones to inform a study and amendments to the Local Environmental Plan and Development Control Plan	Strategy presented to Council for adoption	Strategic Planning		<ul style="list-style-type: none"> In progress. Review complete.

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
6B.22.05	Stage1: Complete review of Local Environmental Plan to better align with the South District Plan and Local Strategic Planning Statement	Stage 1 LEP drafted and adopted by Council for submission to the Department of Planning, Industry and Environment for Gateway Determination	Strategic Planning		<ul style="list-style-type: none"> In progress. With Department of Planning Industry & Environment awaiting gazettal.
6B.22.06	Stage 2: Comprehensive review of Local Environmental Plan to plan for development outcomes to 2041	Stage 2 LEP drafted and adopted by Council for submission to the Department of Planning, Industry and Environment for Gateway Determination	Strategic Planning		<ul style="list-style-type: none"> Yet to commence. LEP will commence once the Housing Strategy has been endorsed.
6B.22.07	Review Development Contribution Plans	Draft Development Contribution Plans presented to Council for adoption	Strategic Planning		<ul style="list-style-type: none"> Yet to commence. Awaiting advice from the State government on the changes to the planning framework for development contributions.
6B.22.08	Review and appoint membership to the Assessment Panels (Local Planning Panel and Design Review Forum)	Community and Specialist representation on the Assessment Panels reviewed and appointed in accordance with approved timetables	Development Assessment		<ul style="list-style-type: none"> In progress. DRF panel member refresh is timetabled for early to mid 2022.
6C	Support enhanced housing diversity, accessibility and affordability to meet the diverse needs of the community		Strategic Planning		
6C.22.01	Develop Stage 2 of the Housing Strategy	Housing Strategy presented to Council for adoption	Strategic Planning		<ul style="list-style-type: none"> In progress. Stages 1 to 3 are complete. Stages 4,5 & 6 are in progress. This project has been delayed due to timing of Council elections. The project is well advanced with in terms of investigation and consultation. Next steps require input from Council to determine what housing options they are prepared to take to the community.

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
6D	Enhance safety and accessibility in the public domain through a range of programs and partnerships		Traffic & Public Domain Services		
6D.22.01	Develop a Public Domain Strategy for public spaces	Strategy developed and presented to Council for adoption	Traffic & Public Domain Services		<ul style="list-style-type: none"> In progress. Internal Strategy working party established in November 2021.
6D.22.02	Develop a service management plan for Cronulla Plaza	Plan presented to Council for adoption	Traffic & Public Domain Services		<ul style="list-style-type: none"> On hold. The need to complete this plan is now under review due to change in design for Plaza project.
6D.22.03	Deliver the 2021-22 Parking Patrol Program	Number of Patrols conducted. Staff deployed daily across LGA	Public Safety & Lifeguards		<ul style="list-style-type: none"> In progress. 171 Parking Patrols of schools in Shire undertaken since resumption of school following lockdown (Oct-Dec).
6D.22.04	Provide education to the community across a range of Council's statutory roles to improve awareness and increase compliance.	Education initiatives delivered. Use of social media platforms to reach broader community. Number of school education packs delivered and school zones patrolled	Public Safety & Lifeguards		<ul style="list-style-type: none"> In progress. Webpages updated with education material. Patrols of Schools have continued following return of students to school.
6D.22.05	Undertake Council's prescribed regulatory role in relation to matters of public safety	Number of patrols conducted Number of regulatory activities undertaken. Continue with joint operations and engagement with external stakeholders, i.e. NSW Police, RID, EPA	Public Safety & Lifeguards		<ul style="list-style-type: none"> In progress. Public Safety Inspectors daily interactions continuing with the public over emerging safety issues.
6D.22.06	Deliver graffiti management in accordance with adopted Policy and Plan.	% of graffiti incidents removed within 7 days (Target >80%) % of graffiti incidents proactively reported by SSC (Target >60%) Reduction in incidents and volume removed (from the previous year) Actions implemented as per plan.	Building Operations		<ul style="list-style-type: none"> In progress. 85% of all graffiti vandalism removed within 7 days (Target >80%). 55% of graffiti pro-actively reported (Target >60%). 4.1% increase in the volume of graffiti removed (or 119 m²) when compared to the same period in 2020. Actions implemented as per adopted Graffiti Management Plan (GMP).

ID	Deliverables/Actions	Measurement	Accountable	Status	Progress Report Commentary
6E	Progress the development of the Cronulla Public Domain Master Plan		Asset Services		
6E.22.01	Complete the detailed design for the Town Square	Design reported to Council	Asset Services		<ul style="list-style-type: none"> In progress. A proposed concept design was put to Council in late 2021 and this is now supported. Detailed design is proceeding on this basis.
6E.22.02	Implement Cronulla Plaza Stage 2 works	Construction completed in accordance with approval schedule and budget Disruption to the community minimised	Project Delivery		<ul style="list-style-type: none"> In progress. Direction and budget estimates to complete the program were presented to Council. The construction contractor for the Kingsway stage 2A has commenced later than originally planned but progressed well as can be expected. The palms have been removed and kerb has been installed on the southern side of the project. Stakeholder management is a key priority.
6F	Develop and implement an Open Space Leisure and Recreation Strategy and Plan		Asset Services		
6F.22.01	Implement year one actions from the Open Space Strategy and Implementation Plan	Actions completed on time as per schedule, within budget and agreed quality expectations	Asset Services		<ul style="list-style-type: none"> In progress. The Open Space Strategy includes a series of Year 1 actions that are programmed for completion in 22/23.
6F.22.02	Implement year one actions from the Play Strategy and Implementation Plan	Actions completed on time as per schedule, within budget and agreed quality expectations	Asset Services		<ul style="list-style-type: none"> In progress. The Play Strategy includes a series of Year 1 actions that are programmed for completion in 22/23.
6F.22.03	Implement actions from the Parks and Open Space Asset Class Management Plan	Monthly review of all public open spaces completed to meet the service standards Service levels met Regular inspections of sport fields and facilities reporting on condition assessment	Parks Operations		<ul style="list-style-type: none"> In progress. All activities and measurements are within agreed standards.



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