

SOUTHERN CROSS

# DELIVERY PROGRAM AND OPERATIONAL PLAN 2023/24

July to December 2023  
Progress Report



## ACKNOWLEDGEMENT OF COUNTRY

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

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Image: 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 PURPOSE

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



## 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.



### RESPECT

We communicate openly, act with integrity and are inclusive.



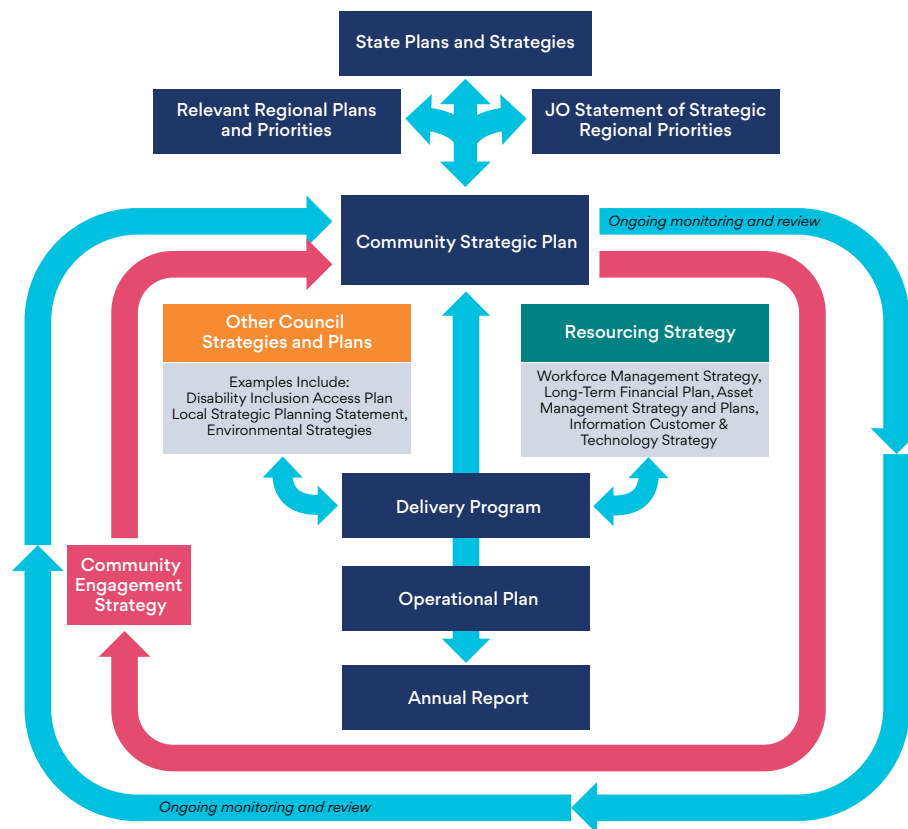
### EVOLVE

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

# INTEGRATED PLANNING AND REPORTING

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 our 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 second 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.



# OUR JULY TO DECEMBER 2023

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

That's why we created the four-year Delivery Program for 2022-2026, with a one-year Operational Plan and Budget for 2023/24 and have based it on the six key outcome areas you told us were most valuable and needed to maintain your quality of life.

The six outcomes we are working to achieve are:

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

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

We are proud to report back on the second year of our Delivery Program 2022-2026 and this report outlines our progress on the Operational Plan for 2023/24. Take a look at some of the programs and projects we delivered during July to December 2023, each of which are contributing to delivering our community's vision for the future.



# OUR JULY TO DECEMBER HIGHLIGHTS

## **Elders honoured during NAIDOC Week**

Hundreds of residents and visitors gathered at Gunnamatta Park in July to mark National NAIDOC Week at a free community event. The NAIDOC 2023 theme 'For Our Elders' set out to pay specific tribute to Aboriginal and Torres Strait Islander Elders and their ongoing contributions to communities across the country. The day included a Welcome to Country by Aunty Lola Ryan, followed by cultural performances by the Djurwalinjang Dancers, Little Blessings Early Learning Centre and Uncle Col Hardy.

## **New off leash dog park opening**

A new destination for dog lovers is officially on the Sutherland Shire map, with the opening of a new off-leash dog park at Heathcote Oval. The nearly 2500sqm facility features a secure 1.8m high fence with two double gated access points, water fountain and access to a picnic shelter.

## **“Walk for Respectful Relationships”**

The annual 2km “Walk for Respectful Relationships” walking event took place in November, with local schools, residents, community groups and Council staff participating to actively tackle the issue of domestic violence within the community. All members of the community were welcomed to join at any leg of the walk, contributing to raising awareness of and showing a united front against domestic and family violence.

## **Second stage of upgrade to Cronulla Plaza officially underway**

The next significant stage in long-term plans to transform one of the Sutherland Shire’s most iconic retail strips officially got underway in July, with the first sod-turned ceremony to mark the start of construction on the \$12.4m second phase of the revitalisation of the Cronulla Plaza. Construction of Stage 2 will primarily focus on the pedestrian mall between Purley Place and the Town Square amphitheatre area.

## **Opening of four renewed playgrounds**

Playground facilities in Alford's Point, Bangor and Menai have been upgraded as part of the latest series of projects completed under Council’s ongoing Playground Renewal Program. These included Jelba Reserve, Casuarina Road Oval, Akuna Avenue Reserve and Colwyn Close Reserve playgrounds.

The upgrades offer a range of climbing structures, slides and swings, along with natural play elements.

## **South Sydney’s first ‘Battle of the Bridges’ event**

Battle of the Bridges youth music event took place in September giving six emerging bands and performers in south Sydney an opportunity to showcase their talents.

Battle of the Bridges follows the success of youth-focused music events during Youth Week. The event aims to provide young musicians and artists in the region with an opportunity to take centre stage and showcase their talents.

## **Return of ‘Bike to the Beach’ event**

In September the much-anticipated annual ‘Bike to the Beach’ ride event was back in partnership with PCYC Sutherland and Endeavour Cycles.

The event is all about celebrating the joy of cycling, increasing awareness and encouraging the use of the safe cycle pathways, and spreading the word about road and bike safety.

### **Boost provided to worthy local not-for-profit initiatives**

In its sixth year, the annual funding program offers financial assistance to support a wide range of grants of up to \$20,000 each. In the 2023/2024 program cycle, among the recipients are organisations offering specialised services such as aged and disability care, mental health and wellbeing services, social and family support, youth engagement, recreational activities including arts, Aboriginal specific, multicultural programs, and musical initiatives.

### **New amenities for users of Woollooware Bay Shared Pathway**

The users of Woollooware Bay Share Pathway will now benefit from new toilet amenities, which are located along the pathway connecting Shorebird Reserve to Atkinson Road in Taren Point. The new public toilet facilities feature a covered open washbasin area, a water bubbler, and bike racks, all designed to enhance usability and accessibility.

### **New facilities opened at Seymour Shaw Active Precinct**

Local skaters took the opportunity to enjoy the official opening in November of the newest skating facilities at Seymour Shaw's Active Precinct in Miranda. The completion of the active precinct project includes a half basketball court, parkour and climbing elements, new children's playground and a skate 'plaza' course. The new facilities marks stage one of the planned three stage Seymour Shaw Park Masterplan redevelopment.

### **Major upgrades to Box Road Reserve sports facilities**

The upgrade to the upper playing fields and facilities at Box Road Reserve commenced in December with an official sod-turning ceremony. These upgrades will ensure that all those who train and compete here will have access to a top-notch facility with two levelled grass playing fields, LED floodlights, a new cricket pitch and improved pathways.





# HOW TO READ THIS REPORT

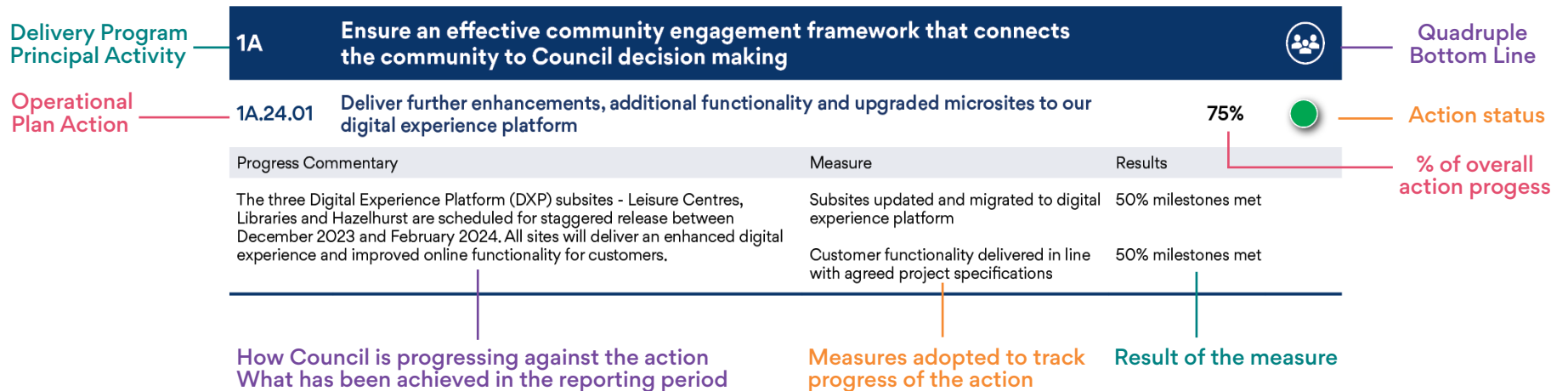
## How we measure progress

Progress against actions identified in the Delivery Program is reported to Council every six months. An annual report is also prepared that reflects and reports on Council’s overall performance for the financial year. This report demonstrates how each action has progressed over the first six months of the Operational Plan 2023/24.

## How the information is presented

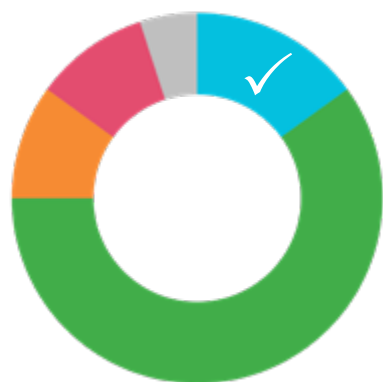
Actions in the Operational Plan are aligned with the principal activities from the Delivery Program, the Community Strategic Plan outcomes that they contribute to, and the quadruple bottom line.






Each action details the specific action to be undertaken, progress against the action, commentary on how we have progressed during the reporting period, how it will be measured and progress against the measurement.



## How we rate the Status

The Operational Plan contains actions which reflect both ongoing services and new projects or initiatives which are contributing to the four-year deliverables in the Delivery Program and supporting continuous improvements. Some of the actions have multi-year timeframes for implementation. The status against individual actions reflects if they are either 'Complete', 'On Track', 'On Hold', 'Needs Attention' or 'Off Track'.



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

## Quadruple Bottom Line

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

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

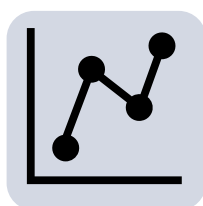
### Civic Leadership



### Environmental



### Economic



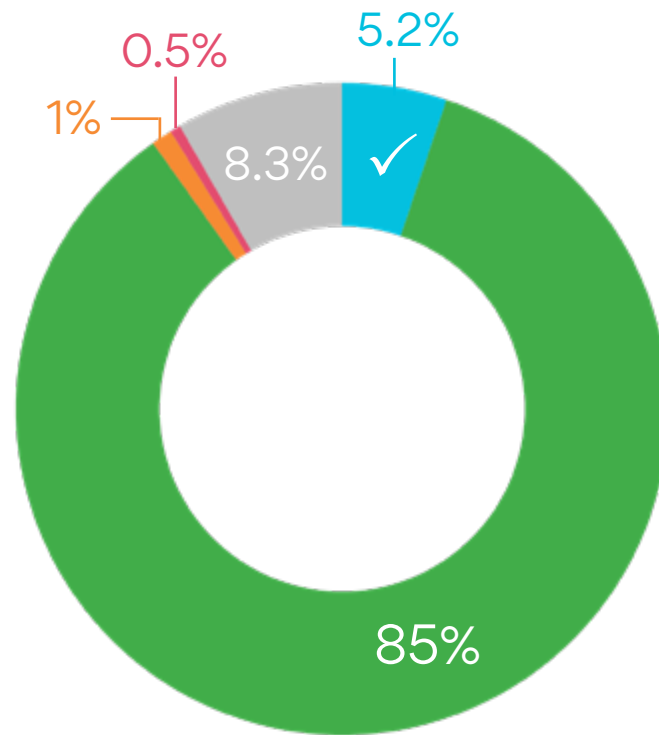
### Social










## OVERALL PROGRESS

We have completed the first six months of the second year of our Delivery Program 2022-2026 with 5.2% of actions completed in the 2023/24 Operational Plan, and a further 85% due for completion within their agreed timeframes.



### Action Status

	Complete	10
	On Track	164
	On Hold	16
	Needs Attention	2
	Off-Track	1

## OUTCOME

# 1

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

County of Sutherland  
Jenola Park  
Masterplan  
and safe destination  
community with diverse  
and in the future.

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

- **Online** via Join the Conversation  
[sutherlandshire.nsw.gov.au](https://sutherlandshire.nsw.gov.au)
- **In writing** to: Jenola Park  
Open Space Assets Team,  
Sutherland Shire Council,  
Sutherland 1499.



For more info  
[sutherlandshire.nsw.gov.au](https://sutherlandshire.nsw.gov.au)  
Council's Open Space  
on 02 9710 0000

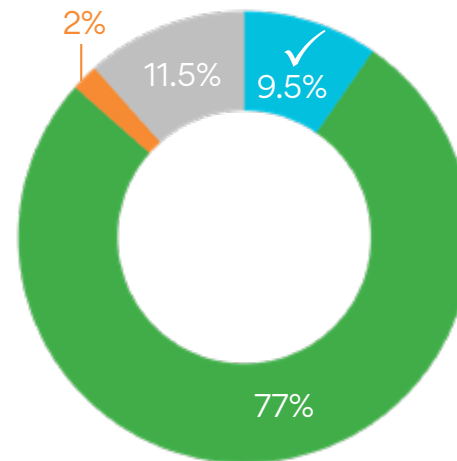
# OUTCOME 1

## Strong civic leadership trusted by an informed and engaged community

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

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

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



### Action Status

	Complete	5
	On Track	40
	On Hold	6
	Needs Attention	1
	Off Track	-

## Achievements

- 2022/23 Annual report endorsed

- Implemented Cyber Security Framework

- Leisure Centre website launched

- Developed an apprentice, graduate and trainee program

- Developed procurement data analytics functionality

- Progressed implementation of core elements of Enterprise Risk Management Framework

- Commenced implementation of customer satisfaction measurements at key customer touchpoints

- Completed annual Workforce Needs Analysis



Complete



On Track



On Hold



Needs Attention



Off Track

## 1A Ensure an effective community engagement framework that connects the community to Council decision making



### 1A.24.01 Deliver further enhancements, additional functionality and upgraded microsites to our digital experience platform

75%



Progress Commentary	Measure	Results
<p>The three Digital Experience Platform (DXP) subsites - Leisure Centres, Libraries and Hazelhurst are scheduled for staggered release between December 2023 and February 2024. All sites will deliver an enhanced digital experience and improved online functionality for customers.</p> <p>Leisure Centres was successfully launched on 6 December 2023, and Libraries and Hazelhurst are on track for a late January go live. Content Editors are finalising build of content and imagery in preparation for final testing prior to site launches.</p>	Subsites updated and migrated to digital experience platform	50% milestones met
	Customer functionality delivered in line with agreed project specifications	50% milestones met

### 1A.24.02 Undertake biennial community satisfaction research to inform ongoing service planning

10%



Progress Commentary	Measure	Results
<p>Planning commenced with research agency and relevant internal teams, with community research confirmed to take place in Quarter 3 (early 2024).</p>	Community satisfaction research completed, and results reported back to internal stakeholders and community	Due to commence in Q3 2024



Complete



On Track



On Hold



Needs Attention



Off Track

1B

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



### 1B.24.01 Implement customer satisfaction measurement at key customer touchpoints

50%



Progress Commentary	Measure	Results
Voice of Customer program measuring customer satisfaction in place at key touchpoints: customer call centre and digital requests lodged through our website.	Customer Satisfaction Tools implemented	75% milestones met
Data for 1 July - 30 December 2023, showed key metrics of:	Monthly data metrics reported	10% milestones met Dashboard developed will be finalised by 1 Jan 2024
<ul style="list-style-type: none"> <li>Ease of Service: 78% (top 2 rating on a 5 point scale)</li> <li>Satisfaction: 79% (top 2 rating on a 5 point scale)</li> </ul>	Customer participation	24% average response rate
Average 24% response rate across touchpoints against a benchmark of 6% (based on Qualtrics data 2021).		
Leisure Centre customer satisfaction survey launched in December 2023, first full reporting period will be Q3.		

### 1B.24.02 Develop an organisational Customer Service Strategy, informed by customer research, to deliver enhanced customer experience

50%



Progress Commentary	Measure	Results
Development of Customer Experience Strategy underway and on-track. Activities in Q1&Q2 included establishment of CX internal working group, vision workshops with senior leadership team and extensive stakeholder interviews and research. Phase 1 deliverables of current state assessment, gap analysis and CX maturity benchmark completed in December 2023. Phase 2 of the strategy development commences in January 2024 and project on track to deliver CX Strategy by 30 June 2024.	Draft Strategy developed and presented to Council for adoption	Strategy development due to commence January 2024



Complete



On Track



On Hold



Needs Attention



Off Track

1C

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



### 1C.24.01 Advocate for prominent issues impacting the Sutherland Shire or the local government industry

50%



Progress Commentary	Measure	Results
Council advocated for the following issues in line with Council resolutions as follows:	Participation in meetings	7 meetings attended
<ul style="list-style-type: none"> <li>• BWN003-23 - Koala Management</li> <li>• PLN013-23 - Complying Development Exemption for Dual Occupancy</li> <li>• PLN023-23 - Cycle to School Program</li> <li>• MM009-23 - Hungry Point Reserve - Clifftop Walk</li> <li>• BWN008-23 - Pedestrian Safety Measures on Menai Road</li> <li>• MM011-23 - Sutherland Shire Overland Flood Study</li> </ul>	Number of submissions	6 submissions made

### 1C.24.02 Engage with Southern Sydney Regional Organisation of Councils

50%



Progress Commentary	Measure	Results
Active engagement and participation in SSROC sub-committees and CEO/ GM Committee including attendance at 6 meetings.	Participation in meetings	6 meetings attended





Complete



On Track



On Hold



Needs Attention



Off Track

1D

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



### 1D.24.01 Deliver the Capital Infrastructure Program

32%



#### Progress Commentary

The midyear Capital works program review identifies 32% actual expenditure and 60% commitments for the current year. This review has confirmed that the program is on track for the \$70Million 95% expenditure forecast. All projects are dependent on weather and relevant approvals to ensure they can be delivered in alignment with the program. The infrastructure pipeline is in transition with design and approvals considered prior to projects moving into the procurement and construction phase.

#### Measure

Progress reported within quarterly financial reports presented to Council

#### Results

2 quarterly reports in July – December making adjustments to mitigate risks to the program

### 1D.24.02 Regularly monitor progress and performance against adopted plans, and provide updates to the community

50%



#### Progress Commentary

Council regularly reviews and evaluates progress towards achieving our strategic goals.

Progress report for Q1 was presented to Executive on 7 October 2023.

The 2022/23 Annual Report was presented to Council at the meeting held 6 November 2023.

The Supporting Documents progress report has been developed.

The first six-month progress report for the 2023/24 Operational Plan will be reported to the Corporate Governance Committee to be held 4 March 2024.

#### Measure

Progress reports presented to Council every six months

#### Results

50% milestones met  
First six-month progress report due to be reported in March



Complete



On Track



On Hold



Needs Attention



Off Track

### 1D.24.03 Develop and implement a Service Review Program focused on continuous improvement

30%



Progress Commentary	Measure	Results
<p>An enhanced suite of Service Plans were included in the 2022-2026 Delivery Program and 2023/24 Operational Plan, which was adopted by Council at the meeting of 26 June 2023.</p> <p>These will be reviewed and updated as part of the development of the 2022-26 Delivery Program and 2024/25 Operational Plan.</p> <p>The Performance Measurement framework is now being implemented at the Operational Plan level and will be included in new strategies.</p> <p>Development of a Service Review Framework has commenced.</p>	<p>Program is developed in line with identified project milestones</p>	<p>30% milestones met</p>

### 1D.24.04 Facilitate effective development and delivery of the Operational Plan

50%



Progress Commentary	Measure	Results
<p>Oversight of the operational plan continues to ensure integration with other strategic documents.</p> <p>Any multi-year actions, or actions that weren't completed by the end of 2022/23 have been continued in the 2023/24 Operational Plan and will continue to be delivered throughout the year.</p>	<p>Progress reports presented to Council every six months</p>	<p>50% milestones met</p>



Complete



On Track



On Hold



Needs Attention



Off Track

## 1E Secure Council's Financial Sustainability



### 1E.24.01 Review and update the Long Term Financial Plan

50%



#### Progress Commentary

The update to the financial modelling tool has been finalised. The Draft 2024/25 Budget is being prepared and will become the base year for the 10 year plan. The draft plan will accompany the Draft 2024/25 Operational Plan.

#### Measure

Annual adoption of LTFP with the Operational Plan

#### Results

50% milestones met  
LTFP annual update is on track and progressing in line with the development of the Draft 2024/25 Budget

### 1E.24.02 Monitor Council's progress against the financial strategy parameters as set out in the Long Term Financial Plan

50%



#### Progress Commentary

Council received an unqualified audit opinion for its 2022/23 Financial Statements from the Audit Office of NSW. The statements were lodged with the OLG prior to the legislative deadline being the end of October.

The Quarter 1 Budget Review of the 2023/24 Budget was adopted by Council in November.

Monthly Financial Reports for the months of September, October and November were submitted and considered by the Executive.

#### Measure

Financial Strategy parameters reported through the Quarterly Budget Review Statement

#### Results

50% milestones met  
All reports submitted on time



Complete



On Track



On Hold



Needs Attention



Off Track

1F

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



### 1F.24.01 Enhance and embed core elements of Governance Framework

50%



Progress Commentary	Measure	Results
<p>Ongoing enhancement and embedding of the Governance Framework continues with the following elements subject to continuous improvement during the period:</p> <ul style="list-style-type: none"> <li>• Fraud and Corruption Control Framework</li> <li>• Public Interest Disclosures</li> <li>• Legislative Compliance Framework</li> <li>• Delegations Framework</li> <li>• Policy Framework</li> <li>• Mandatory Compliance Training for Code of Conduct</li> <li>• Councillor Professional Development</li> </ul> <p>This action will be an annual ongoing action as we continue to enhance and further embed the Governance Framework.</p>	<p>Quarterly reports for Gifts &amp; Benefits and Conflicts of Interest presented to the Executive Forum</p> <p>Quarterly reports for Fraud &amp; Corruption presented to the Audit Risk and Improvement Committee</p> <p>Core governance framework elements developed and implemented</p> <p>Increased community awareness of zero tolerance position for fraud and corruption</p> <p>Review of Council policies and determinations undertaken in accordance with the Rolling Policy Review schedule</p> <p>Code of Conduct refresher training undertaken by all Council staff</p>	<p>2 quarterly reports in July to December</p> <p>First report to be tabled to ARIC in June 2024</p> <p>86% developed and implemented</p> <p>50% milestones met Six Monthly Our Shire Article published September 2023</p> <p>79% milestones met 42 of 53 policies have been reviewed</p> <p>92% milestones met</p>



Complete



On Track



On Hold



Needs Attention



Off Track

## 1F.24.02 Implement core elements of Enterprise Risk Management Framework

85%



Progress Commentary	Measure	Results
<p>Business risk management plans continue to be reviewed and updated in consultation with managers. Council’s strategic risk register is also being reviewed and updated. Progress continues in fully integrating the risk management process into Council’s existing operational systems.</p> <p>Council’s Business Continuity Framework has also undergone a significant scenario test during the reporting period and Council is now implementing the lessons learned from that test.</p> <p>Council’s capital works project risk management process has also been reviewed in consultation with relevant managers and risk management training developed and rolled out to the construction and design and planning teams.</p>	Enterprise Risk Management Committee established, and meeting conducted according to Committee charter	50% milestones met Enterprise Risk Management Committee established and meetings conducted according to Committee charter
	Enterprise Risk Management Policy adopted	100% milestones met Risk Management Policy adopted by Council and published to SSC website
	Risk Appetite Statement set	75% milestones met
	Strategic Risk Register completed	75% milestones met
	Business Unit Risk Registers updated as scheduled	75% milestones met

## 1F.24.03 Embed new State Government Internal Audit and Risk Management Guidelines

70%



Progress Commentary	Measure	Results
<p>A gap analysis against the Office of Local Government guidelines has been undertaken resulting in changes being made to align Council’s practices and policies with the recently finalised guidelines.</p> <p>Revised documentation and recommendations will be presented to Council for consideration in the March quarter.</p>	Internal Audit and Risk Management Guidelines implemented	50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

1G

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



### 1G.24.01 Develop procurement data analytics functionality

100%



#### Progress Commentary

Baseline procurement data analytics functionality has been established in OneCouncil. A core suite of basic procurement Dashboards have now been developed. Further work to review and enhance data analytics functionality will occur as part of ongoing service plan activities.

#### Measure

Enhanced analytics capability developed and in use by Procurement team and customers

#### Results

100% milestones met

### 1G.24.02 Develop a supplier performance assessment process

20%



#### Progress Commentary

This action is currently put on hold due to resourcing constraints. Active measures are being taken to address this issue.

#### Measure

Supplier performance assessment process developed, approved and implemented, with appropriate training and support

#### Results

20% milestones met  
Action on hold

### 1G.24.03 Enhance vendor partnerships and develop smart sourcing solutions

30%



#### Progress Commentary

This action is currently put on hold pending the prioritisation of the works program and the commencement of the Procurement Specialist.

#### Measure

Strategic partnerships and smart sourcing solutions implemented for identified areas of need

#### Results

30% milestones met  
Action on hold



Complete



On Track



On Hold



Needs Attention



Off Track

1H

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



### 1H.24.01 Implement and continuously support a robust Cyber Security Framework

100%



#### Progress Commentary

Cyber Security Framework defined, approved and operating successfully for 12 months. Tangible evidence of key risk reduction. Operation of the framework is ongoing and subject to continual improvement.

#### Measure

Cyber Security Framework defined, approved and operating successfully for 12 months

#### Results

100% milestones met

### 1H.24.02 Optimise the ICT Operating Model including Business Partnering, Smart Sourcing, Organisational Change Management, and Strategic Vendor Partnerships

100%



#### Progress Commentary

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

#### Measure

Revised Structure and Services established

#### Results

100% milestones met

### 1H.24.03 Move ICT infrastructure to a Hybrid Cloud Platform

55%



#### Progress Commentary

55% of critical IT Services are now Cloud hosted  
Migration in progress for Pinfince (Infringement Mgt System)

#### Measure

Number of services on premises vs cloud hosted

#### Results

45 services on premises  
55% Cloud hosted



Complete



On Track



On Hold



Needs Attention



Off Track

### 1H.24.04 Implement Project Rocket - OneCouncil business transformation project

63%



Progress Commentary	Measure	Results
<p>Delivered this financial year:</p> <p>August 2023 - Enterprise Cash Receipting implemented to replace MYOB for Hazelhurst Gallery</p> <p>August 2023 - Request Management for Trees (now fully implemented)</p> <p>September 2023 - RapidAP system launched for automated invoice processing</p> <p>November/December 2023:</p> <p>Release 2: Tambla rostering replaced the Ento system for Libraries and Public Safety &amp; Lifeguards. Payroll end to end testing commenced.</p> <p>Release 3: Design and configuration workshops completed for Property &amp; Rating, Enterprise Content Management and Spatial modules.</p>	In scope modules implemented	63% milestones met

### 1H.24.05 Upgrade the IT network hardware and services including WI-FI

99%



Progress Commentary	Measure	Results
The rollout of the Network Upgrade completed on 29 November 2023 with the final site being Bath Road Depot. Tidy up work and handover to business as usual support to be completed in January 2024.	30 defined Council locations to be operating on the upgraded network by December 2023	30 sites upgraded

### 1H.24.06 Digitise records for information self service

2%



Progress Commentary	Measure	Results
<p>Commencement of bulk scanning and import processes are on hold until after the implementation of OneCouncil ECM and Objective records migration due to resource and technical constraints.</p> <p>Test scanning of records, to prove process and quality of scans, is underway and expected to complete by end of March 2024.</p>	100% of identified physical corporate records are digitised and available for internal Self Service by June 2026	Action on hold





Complete



On Track



On Hold



Needs Attention



Off Track

### 1H.24.07 Relocate Council's primary IT Data Centre to a secure purpose built facility

1%



#### Progress Commentary

The project is on hold as it is dependent on the completion of the OneCouncil implementation, and the migration of critical IT Services to cloud or offsite hosting.

#### Measure

All Primary IT Data Centre load to be operating from either a co-location data centre or cloud services by end of June 2024

#### Results

Action on hold



Complete



On Track



On Hold



Needs Attention



Off Track

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



### 11.24.01 Implement core elements of Safety Roadmap

90%



#### Progress Commentary

The Safety Roadmap is a living guidance roadmap for the implementation of agreed safety measures across Council. The current roadmap is functionally complete with the exception of several ongoing deliverables which will be transferred to the new version of the Roadmap, currently under draft internal consultation. The new version of the Roadmap will be brought to the endorsement of the Executive and to the attention of the Council through the Audit Risk and Improvement Committee in April 2024.

#### Measure

Safety roadmap initiatives implemented in accordance with agreed timeframes

#### Results

90% milestones met

### 11.24.02 Develop and implement Health & Wellbeing Program

40%



#### Progress Commentary

Progress is ongoing. A rehabilitation and occupational therapy consultant has been appointed to complete a series of Job Dictionaries covering the physical and psychosocial risks and requirements of each job type within Council. This body of work will inform and improve recruitment, safety mitigation, recover at work and proactive wellbeing programs across Council.

#### Measure

Health & Wellbeing strategy developed, with program being implemented

#### Results

40% milestones met

### 11.24.03 Develop an Employee Experience Framework

0%



#### Progress Commentary

The Employee Experience Framework project has not yet commenced.

#### Measure

Employee engagement

#### Results

Not yet commenced



Complete



On Track



On Hold



Needs Attention



Off Track

#### 11.24.04 Deliver Council’s Diversity Equity and Inclusion initiatives for employees

20%



##### Progress Commentary

Initiatives are being delivered in alignment with the Workforce Strategy and include programs on storytelling to address cultural, gender and disability awareness. This includes Aboriginal cultural capability training and Unconscious Bias training from Diversity Council Australia.

##### Measure

Workforce participation for diverse communities

##### Results

Data not available

#### 11.24.05 Develop Internal Communication resources to support an engaged and informed workforce

50%



##### Progress Commentary

Internal communications resources continue to be developed and refreshed through our new intranet platform for all employees, and through the Leaders Portal for people leaders.

Internal events and initiatives supported by the Internal Communications function include:

- CARE Day,
- Inclusion Month,
- Safety Month & initiatives
- Young Leaders Network
- Australasian Management Challenge

Regular communication on Council’s achievements and priorities continue to be communicated via monthly CEO Update and fortnightly staff newsletter, Detour, with staff open rates maintained at >70%

Increased trend in workforce engagement is sitting at a baseline of 7 for Officevibe metrics.

##### Measure

Increased access to internal communication resources

Increased trend in workforce engagement

##### Results

70% detour open rate

7 score in Officevibe ambassadorship and alignment



Complete



On Track



On Hold



Needs Attention



Off Track

### 11.24.06 Review cultural learning needs across Council

20%



#### Progress Commentary

Initiative to review cultural learning needs across Council is currently being scoped.

#### Measure

Council's cultural learning needs are reviewed on time

#### Results

20% milestones met

### 11.24.07 Deliver cultural awareness training

80%



#### Progress Commentary

Cultural awareness training has been delivered across the organisation. An e-learning course has been developed in anticipation of the e-learning platform. Targeted cultural awareness training is being delivered in specific parts of the organisation as part of their operational requirements.

#### Measure

Cultural awareness training is delivered in response to identified cultural learning needs

#### Results

80% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

1J

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



### 1J.24.01 Develop an Apprentice, Graduate & Trainee Program

100%



#### Progress Commentary

The Apprentice, Graduate and Trainee Program has been finalised and endorsed for commencement. The program named “Pathfinders” is now recruiting for the first participants in the new program.

#### Measure

Number of apprentices, graduates and trainees that we attract to the organisation, to develop our talented workforce

#### Results

35 apprentices, graduates and trainees

### 1J.24.02 Deliver integrated Human Resource systems including Recruitment, Onboarding, Learning Management System (LMS), Payroll, Performance Management and Offboarding

50%



#### Progress Commentary

The project is currently progressing to deliver an integrated Human Resource systems including Recruitment, Onboarding, Learning Management System (LMS), Payroll, Performance Management and Offboarding through OneCouncil.

#### Measure

Delivered with project milestones met

#### Results

50% milestones met

### 1J.24.03 Conduct an Annual Workforce Needs Analysis

100%



#### Progress Commentary

New workforce change framework has been endorsed and is being rolled-out organisationally to support workforce planning and change programs.

#### Measure

Delivered on time with organisational coverage

#### Results

100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

### 1J.24.04 Design and implement a smart workplaces strategy

0%



Progress Commentary	Measure	Results
Development of Smart Workplaces Strategy not yet commenced.	Council's smart workplaces strategy and scope and timeline for implementation is delivered in collaboration with key stakeholders	Not yet commenced

### 1J.24.05 Review and implement a contemporary onboarding experience for new employees

50%



Progress Commentary	Measure	Results
A project to review and implement a contemporary onboarding experience for new employees has commenced with the introduction of a refreshed online employee induction. New contemporary resources have been created for the existing onboarding experience. Hiring Managers and Interview Panel Member training has been arranged.	Council's contemporary onboarding experience for new employees is delivered on time	To be rolled out

### 1J.24.06 Design, develop and deliver a contemporary Compliance Training and Professional Development Framework aligned to business needs

80%



Progress Commentary	Measure	Results
A Contemporary Compliance Training and Professional Development Framework aligned to business needs is progressing and is due to be completed and delivered in June 2024.	Investment in training per employee	Data not available



Complete



On Track



On Hold



Needs Attention



Off Track

1K

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



### 1K.24.01 Ensure assets cater for current and future users, balancing heritage and environmental value with inclusion and equity

50%



#### Progress Commentary

#### Measure

#### Results

Consideration of heritage, environment and inclusiveness factors forms part of the review for significant capital works. Asset management plans review the current and future asset needs.

Number of actions completed

1 action completed

### 1K.24.02 Consider and address asset risk and resilience at all stages of the asset lifecycle

50%



#### Progress Commentary

#### Measure

#### Results

Asset risk and resilience is part of all major infrastructure asset class asset management plans. This continues to be an area of development and improvement.

Number of actions completed

1 action completed

### 1K.24.03 Implement the Asset Management Improvement Plan to improve asset management maturity levels to support transparent decision making

50%



#### Progress Commentary

#### Measure

#### Results

The asset management improvement plan remains a focus area and progress on actions is monitored monthly by an internal working group.

Asset maturity will be formally measured in 2024/25 to inform the next Asset Management Strategy. Key actions of the improvement plan have been delivered including the development of a single asset register and implementing the Enterprise Asset Management system.

Asset maturity rating increases each time it is measured

Core – Asset Management Maturity (IIMM Scale) – 2021 Asset Management Review



Complete



On Track



On Hold



Needs Attention



Off Track

### 1K.24.04 Develop capability to model scenarios and lifecycle costs for different investment and project options

50%



Progress Commentary	Measure	Results
Councils Business Proposal Framework including whole of life costs over a minimum of 10 years. Asset Management maturity improvements will include these initiatives in future Asset Management Plans and Long-Term Financial Planning. As part of the improvement plan all upgrade and new projects will require a Business Proposal as part of the next capital works program.	Tool implemented and modelling complete for all capital expansion investments over \$1Million	50% milestones met for the year

### 1K.24.05 Develop a resilience framework for the asset portfolio

35%



Progress Commentary	Measure	Results
Infrastructure Australia has developed and published a Pathway to Infrastructure Resilience that provides guidance for asset owners across all infrastructure sectors. This document is being reviewed for application as the resilience framework. A Resilience Strategy is proposed in the DPOP for 2024/25.	All high risk locations analysed	35% milestones met

### 1K.24.06 Implement a strategic asset management system to enable modelling for improved decision making

50%



Progress Commentary	Measure	Results
The enterprise asset management system went live in May 2023. The strategic asset management module implementation is planned for May 2024.	System implemented by June 2024	10% milestones met
	Update Asset Management Plans based on Asset Management System by June 2024	35% milestones met





Complete



On Track



On Hold



Needs Attention



Off Track

**1K.24.07** **Develop a capital works program that includes a multi-year pipeline of planning and design projects for future construction and grant applications**

**50%**



Progress Commentary	Measure	Results
<p>A multi-year pipeline of projects commenced year 1 this year. A comprehensive Q1 review was undertaken to ensure that all construction projects are ready for delivery. Several projects still required design and planning this year therefore construction is rephased until next financial year. The rolling capital program for 2024/25 to 2027/28 has been prepared taking this into consideration.</p>	<p>First year of program implemented by June 2024</p> <p>On going pipeline includes all strategic infrastructure identified in adopted strategies by June 2025</p>	<p>50% milestones met</p> <p>50% milestones met</p>



Complete



On Track



On Hold



Needs Attention



Off Track

1L

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



### 1L.24.01 Explore utilisation of Council property to support Jannali town centre activation

30%



Progress Commentary	Measure	Results
<p>Council is progressing the utilisation of its property to support Jannali town centre activation.</p> <p>Initial environmental investigation of the land to determine the validity of proposed redevelopment has been undertaken.</p> <p>Proponent is seeking approval from NSW Environmental Protection Authority (EPA) to reuse excavated material to reduce proposed project costs. EPA requires further soil testing to classify the excavated material and support its reuse. EPA has approved a soil sampling plan which is with the Proponent to carry out. The testing will commence in February 2024 and then the waste exemption will need to be prepared based on the sampling results and then submitted to the EPA for consideration.</p> <p>Council officers continue to meet monthly with Transport for NSW for inclusion of a commuter car park within the site redevelopment.</p> <p>Once the waste exemption is granted or otherwise, the Proponent will finalise the project feasibility and the matter will be reported to Council for consideration.</p>	Utilisation of Council property considered and reported to Council	Yet to be reported to Council

### 1L.24.02 Investigate the development of golf clubhouse facilities to support and enhance The Ridge Golf Course and Driving Range operations

20%



Progress Commentary	Measure	Results
<p>Council is commissioning a Golf Needs Analysis that will review Council's golf facilities and in particular consider what clubhouse facilities are required at The Ridge Golf Course and Driving Range to support its ongoing successful operation and to meet future population needs and requirements. The Needs Analysis will then be used to inform the scope of the detailed design of Clubhouse facilities.</p>	Options explored and reported to Council for consideration	Yet to be reported to Council



Complete



On Track



On Hold



Needs Attention



Off Track

**1L.24.03 Investigate opportunities for co-location and optimisation of community assets in Jannali Avenue, Jannali**

0%



Progress Commentary	Measure	Results
Work has not commenced on this action. Progression of the Jannali Town Centre activation that may include Council's car park could provide funding options for co-location of community assets. The delay with the environmental investigation has placed progress of this action on hold. Once the Environmental investigation is complete, the proponent will revise its feasibility for the redevelopment of the site and formalise a proposal for Council consideration.	Options explored and reported to Council for consideration	Action on hold

**1L.24.04 Investigate opportunities for co-location and optimisation of community assets in Miranda**

5%



Progress Commentary	Measure	Results
Stakeholder discussions have commenced on the co-location of community assets at Kiora Road Miranda. The composition of redeveloped facilities will be influenced by the composition of the redeveloped Caringbah Leisure Centre precinct. Discussion will continue with Arts and Libraries and Community Connections on their needs from a co-located community facility.	Options explored and reported to Council for consideration	Yet to be reported to Council

**1L.24.05 Investigate opportunities for co-location and optimisation of community assets in Caringbah**

5%



Progress Commentary	Measure	Results
Stakeholder discussions have commenced on co-location of community assets in Caringbah. The Caringbah Leisure precinct is subject to the progression of the actions within the Leisure Centre Strategy including completing feasibility and detailed planning of the leisure centre to deliver an integrated facility which is scheduled for 2024/25. Progression of this action is also dependent upon the draft Caringbah Place Plan scheduled to be reported to Council in second quarter of 2024. Discussions will continue with Arts and Libraries, Community Connections and Sport and Leisure on their needs from a co-located community facility.	Options explored and reported to Council for consideration	Action on hold



Complete



On Track



On Hold



Needs Attention



Off Track

**1L.24.06 Implement Community Leasing Policy to facilitate occupation of Council property by community tenants, and satisfy legislative requirements**

55%



Progress Commentary	Measure	Results
<p>Since adoption of the Community Leasing Policy in April 2022, a suite of plain English tenancy documents and FAQ's for tenants has been developed. Buildings have been categorised and CEO approval granted for lease term to be offered to each tenant. A total of 85 leases and licences have been executed and direct engagement has commenced with 108 tenants with statutory advertising carried out for 102 properties.</p>	<p>Targeting 100% of all building occupants to have a valid lease by July 2024</p>	<p>60% milestones met 85 leases and licenses have been executed</p>

**1L.24.07 Proactively identify opportunities to rationalise, reuse, dispose and reinvest in Council's property portfolio to maximise long term value for the community**

40%



Progress Commentary	Measure	Results
<p>A thorough review of all Council land holdings has been undertaken and land parcels requiring further consideration have been identified. This information will be presented to Councillors for direction on options to progress and timing of progressing those options.</p>	<p>Number of actions completed</p>	<p>40% milestones met</p>

**OUTCOME**

**2**

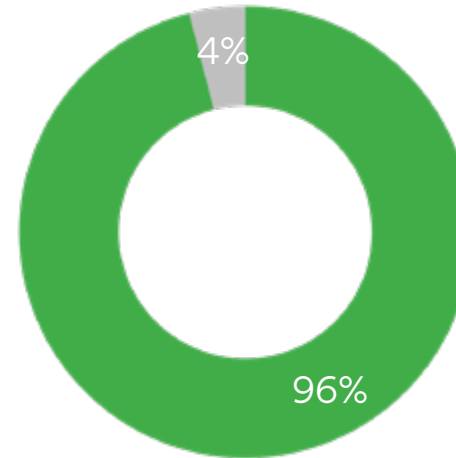
*We want to protect and sustain our beautiful natural environment and enhance the places we live and play in.*

## OUTCOME 2

### A beautiful, protected and healthy natural environment

Our community strongly values our access to the rich and diverse natural environment of Sutherland Shire. We have over 1000 parks and reserves and over 3000 hectares (30km<sup>2</sup>) of land containing bushland vegetation under Council management. Results from our Life During COVID-19 consultation conducted in 2020 showed that 85% of residents who participated in the survey said it was as important or more important to have access to playgrounds and parklands than before the COVID-19 pandemic. Being surrounded by our beautiful beaches, parks and nature reserves continues to be the most valued aspect about living in the Sutherland Shire.

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



#### Action Status

	Complete	-
	On Track	24
	On Hold	1
	Needs Attention	-
	Off Track	-

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

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

### Achievements

- Preparation for the draft Climate Strategy and Implementation Plan currently underway
- Progressed development of the Tree and Urban Bushland Strategy
- Commenced implementation of a Fleet-Waste IT business solution
- Reduced emissions across Council operations by 41%
- Conducted 9 waste workshops with 113 participants
- Diverted 12.23 tonnes of soft plastics and textiles from landfill through 3,733 collections via our partnership with Recycle Smart



Complete



On Track



On Hold



Needs Attention



Off Track

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



### 2A.24.01 Drive efficiency and manage demand for energy across Council operations and reduce corporate emissions

70%



#### Progress Commentary

Council officers are actively developing a Climate Strategy with specific actions and an adaptation plan aimed at achieving Council’s adopted target of net-zero operations by 2030.

#### Measure

100% Council’s operational energy from renewable sources

#### Results

41% reduction in emissions

### 2A.24.02 Pursue opportunities to drive an increase in renewable energy in Council and the community

70%



#### Progress Commentary

Several initiatives have been devised to educate and encourage the community to shift towards renewable energy sources. In this reporting period, the “Solar My School” program has been advanced with Heathcote High School.

#### Measure

Reduction in greenhouse gas emissions generated by Council and the community in accordance with targets and commitments identified in Global Covenant of Mayors

#### Results

Annual results to come

### 2A.24.03 Participate in the Global Covenant of Mayors for Climate and Energy Program

80%



#### Progress Commentary

Council officers are currently preparing the draft Climate Strategy and Implementation Plan to fulfil milestone 5 of the Global Covenant of Mayors program which requires climate mitigation actions to be submitted by July 2024.

#### Measure

Requirements of the program met

#### Results

50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

## 2A.24.04 Support local adoption of clean renewable energy

30%



### Progress Commentary

As a member of the Southern Sydney Regional Organisation of Councils, Council is contributing to the development of an overarching framework for electric vehicle infrastructure. Additionally, officers are working with schools to install solar panels and reduce emissions.

### Measure

Number of local programs developed and implemented in the community

### Results

5 local programs developed and implemented

## 2A.24.05 Implement priority actions to reduce fleet emissions

65%



### Progress Commentary

Fleet sustainability and transition planning actions are currently being developed as an integral part of Council's Draft Climate Strategy. Emerging technologies, industry news and workshops are consistently being monitored and attended for future opportunities. Emission reduction technology is dependent on manufacturers availability of suitable fit for purpose alternate Hybrid and EV technologies. Council's total greenhouse gas emissions associated with a particular activity, process or product is represented in metric tons of carbon dioxide equivalent Q2 878t CO2e increased from 802t CO2e for the same period the previous year.

### Measure

Fleet related emissions e.g. greenhouse gases

### Results

878t CO2e. Increased from 802t CO2e for the same period the previous year





Complete



On Track



On Hold



Needs Attention



Off Track

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



**2B.24.01** **Develop and implement environmental improvement actions for former landfill site Ferntree Gully Engadine** **25%**

Progress Commentary	Measure	Results
A detailed design is developed and has incorporated geotechnical advice. Currently seeking cost estimates for the proposal and in discussion with Sydney Water for any approvals required.	Design completed by June 2024 Stage 1 construction completed by June 2025	25% milestones met

**2B.24.02** **Apply for grant funding to undertake weed control and beach maintenance programs between Don Lucas and Greenhills** **50%**

Progress Commentary	Measure	Results
Grant application made by Council in November 2023. Outcome pending.	Grant application prepared and submitted	100% grant application submitted

**2B.24.03** **Apply for Landcare grant to undertake weed, fox and cane toad control at Towra Point Kurnell** **50%**

Progress Commentary	Measure	Results
Funding is being finalised. Program coordination will commence in February 2024. Relevant activities to follow.	Grant application prepared and submitted	100% grant application submitted



Complete



On Track



On Hold



Needs Attention



Off Track

2C

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



### 2C.24.01 Investigate opportunities, processes and infrastructure for implementation of Food Organics and Garden Organics (FOGO) collection

25%



Progress Commentary

Measure

Results

Feasibility commenced including market research, industry development and project plan indicating approval of a FOGO implementation roadmap within the next 6 months.

Program for implementation and adoption of FOGO service developed

25% milestones met

### 2C.24.02 Participate and contribute to regional (SSROC) waste and resource recovery initiatives relevant to Sutherland Council, specifically:

- Transfer Station Options Analysis
- MUD's (Multi-unit Development) Management survey on FOGO Services
- Waste Audits
- White Goods Recovery

50%



Progress Commentary

Measure

Results

Council has participated over the last 6 months in the following joint / ongoing SSROC projects:

- Transfer Station Options analysis
- MUD's (Multi unit development) management survey on FOGO services.
- Follow up actions from Waste Management Mayoral Summit 18 May 2023 (MM006-23), continued liaison with government to improve waste infrastructure across Sydney.
- Food Organics, FOGO procurement map
- Waste Audits on residential collection services
- Re-tread: Bicycle Reuse and Recovery
- Comingled recycling for sustainable solutions joint (CRESS) tender
- Whitegoods recovery programme

Completion of the first phase of project/ feasibility study

50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

## 2C.24.03 Design and implement innovative waste education programs to initiate behaviour change to reduce contamination and increase landfill diversion rate

50%



Progress Commentary	Measure	Results
<p>Council facilitates an annual program of community educational workshops and online content including the following items in the past 6 months:</p> <ul style="list-style-type: none"> <li>• Completed one Chemical collection event in September 2023 with 3,818 residents attending which enabled correct disposal of 133 tonnes of chemicals.</li> <li>• Diverted 12.23 tonnes of soft plastics and textiles from landfill through 3,733 collections via our partnership with Recycle Smart.</li> <li>• Serviced 12 collections across our batteries and light globe Council building collection points in our Council Libraries and Administration building.</li> <li>• Introduction of 2 new Hubs (Admin building Sutherland and Caringbah Library which has allowed a wider variety of products to be collected including smaller items of E-waste.</li> <li>• Conducted 9 waste wise workshops with 113 participants attending. Waste and the libraries have teamed up to present plastic free living, beeswax wraps, food preserving, menu planning, herbs at home and natural cleaning events. In association with the workshops 156 residents purchased compost bins/worm farms online. Ran school holiday workshop 'In the Bin' at Menai library with 16 children.</li> <li>• In November 2023 Council partnered with Garage Sale Trail where 92 houses participated, and 18 customers attended the online tutorials.</li> <li>• Council works with Keep Australia Beautiful to run workshops through our primary schools. In the last 6 months, we ran 82 workshops at 16 schools with 2266 students.</li> <li>• Provided 122 resident rebates through our reusable nappy and sanitary products rebate program.</li> <li>• Councils Summer Wood chipping events started October 2023, so far we have run 3 events with 124 customers attending with 67 loads of mulch taken.</li> <li>• Posted 83 waste management and recycling social media articles to inform/educate residents via various social media channels reaching over 180,212 residents.</li> <li>• Advertised Fires in Trucks campaign ad bus stops as a reminder to residents to correctly dispose of batteries</li> </ul>	<p>Annual reporting on: number and type of programs, number participants / feedback, contamination and landfill diversion</p>	<p>50% milestones met</p>



Complete



On Track



On Hold



Needs Attention



Off Track

**2C.24.04 Procure and implement a Fleet-Waste IT business solution that enhances public safety and compliance, improves customer service and enables operational efficiencies**

75%



Progress Commentary

Measure

Results

Technology implementation and installation of mobile devices into selected waste trucks has commenced with half of the Waste fleet completed for the initial configuration. Additionally, the transition of all waste and recycling service run data from Council's GIS mapping system into the new technology platform, and the development of processes to improve safety for Heavy Vehicle National Legislation compliance and reporting is complete.

Technology implemented with reporting on WHS, HVNL compliance and customer service metrics

75% milestones met

**2C.24.05 Conduct a feasibility study to determine the potential benefits, costs and barriers associated with designing, constructing and commissioning a Community Recycling Centre in Sutherland LGA**

25%



Progress Commentary

Measure

Results

Feasibility has commenced with market research, industry development and a project plan to deliver a draft CRC implementation roadmap within the next 6 months.

Conduct community consultation and develop a report recommendation to Council

25% milestones met

**2C.24.06 Review the current commercial business waste service delivery model to ensure provision of a cost effective, innovative and sustainable waste and resource recovery service**

75%



Progress Commentary

Measure

Results

A final report was presented 11th December 2023 to Council with resolution (INF016-23) to implement the report recommendation option B. This includes separation of the commercial service from domestic waste collections and for further financial and operational performance reports to be provided to Council quarterly.

Conduct review of commercial waste service and develop a report recommendation to Council on service position

75% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

2D

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



### 2D.24.01 Implement a local air quality monitoring program

70%



#### Progress Commentary

A local scale air monitoring program has now been implemented with monitors installed at Woronora, Miranda and Caringbah. Council Officers are currently collaborating with the NSW Environmental Protection Authority to determine the location for the installation of a regional air quality monitoring station within Sutherland Shire.

#### Measure

Monitoring of local air quality undertaken

#### Results

70% milestones met

### 2D.24.02 Optimise the supply of recycled water through the Cronulla Woollooware Water Recycling Scheme and identify further sites with stakeholders to utilise the scheme

50%



#### Progress Commentary

CWWRS Achieved 90% for Q1 and 81.4% for Q2 for supply availability. The plant met 100% of customer demands for recycle water, delivering 8,627L in Q1 and 41,263kL in Q2 of recycled water. Plant for this half has operated at 88% of total capacity.

#### Measure

Recycled water treated and supplied to meet end users needs

#### Results

100% users needs met



Complete



On Track



On Hold



Needs Attention



Off Track

## 2E Manage, promote and enhance our tree canopy in urban and natural areas



### 2E.24.01 Deliver the Green Streets Planting Program

50%



#### Progress Commentary

During the reporting period, a further 69 trees were planted on public land across the Sutherland Shire area, as part of the Green Streets Planting Program. There was also a focus on procurement to facilitate planting in the early stages of 2024, when many businesses are closed.

#### Measure

Trees planted and maintained for two years

#### Results

15% milestones met  
69 trees were planted on public land

### 2E.24.02 Implement public place tree planting for Development Consents and Roads Act approvals

10%



#### Progress Commentary

The application of this program is being considered as part of Council's current development of a Tree and Bushland Strategy.

#### Measure

Trees are replaced in the road reserve with quality stock and ongoing maintenance

#### Results

10% milestones met  
Being considered as part of Council's current development of a Tree and Bushland Strategy



Complete



On Track



On Hold



Needs Attention



Off Track

2F

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



2F.24.01

### Work with the Southern Sydney Koala Management Team to develop a Koala Plan of Management for the Sutherland Shire

40%



Progress Commentary

Measure

Results

In late 2023, Council officers formally requested the NSW Department of Planning and Environment amend the Koala State Environmental Planning Policy (SEPP) to encompass Sutherland Shire. Subsequently, the request was approved, and the formal process of amending the SEPP is currently in progress.

Plan presented to Council for adoption

Yet to be reported to Council

### 2F.24.02 Develop a Tree and Urban Bushland Strategy

80%



Progress Commentary

Measure

Results

In September 2023, Council was provided with a preliminary Tree and Bushland Strategy. Following an internal workshop, the strategy document has been refined. Further internal refinement is needed before the draft strategy is submitted to Council for endorsement to exhibit the draft Strategy for community feedback in mid-2024.

Strategy presented to Council for adoption

Yet to be reported to Council



Complete



On Track



On Hold



Needs Attention



Off Track

2G

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



### 2G.24.01 Develop and implement the Catchment and Waterways Strategy and Implementation Plan

10%



#### Progress Commentary

The Catchment & Waterways Strategy is on track for the Delivery Program. Early engagement was undertaken in 2022 and will recommence in 2024. Priority was given to completing Flood Studies during 2023.

#### Measure

Number of actions completed

#### Results

The Strategy is in progress

### 2G.24.02 Commence Stage 1 of the Port Hacking Coastal Management Program

5%



#### Progress Commentary

A grant application under the NSW Department of Planning and Environment Coastal and Estuaries Grants is in progress for Port Hacking Coastal Management Program. This project is on track to be delivered as part of the 2025 delivery program. Priorities for 2023 included completing current flood studies and completing the dredging project.

#### Measure

Stage 1 completed

#### Results

5% milestones met

### 2G.24.03 Commence Stages 2 to 4 of the Georges River Coastal Management Program

20%



#### Progress Commentary

The scoping stage involved collecting and reviewing existing information, identifying key stakeholders and mapping future engagement, determining knowledge gaps, identifying studies that are needed, and developing a forward plan. Procurement process is in progress.

#### Measure

Stages 2, 3 and 4 completed

#### Results

10% milestones met





Complete



On Track



On Hold



Needs Attention



Off Track

## 2G.24.04 Implement the Bate Bay Coastal Management Program

20%



### Progress Commentary

### Measure

### Results

The CMP was submitted for approval November 2023.

Number of actions completed

20 actions completed

## 2G.24.05 Progress the Woronora River Flood Study subject to grant funding from NSW State Government

15%



### Progress Commentary

### Measure

### Results

A grant application was submitted to the Department of Planning and Environment to part fund the Woronora River Flood Study and we are awaiting formal announcement.

Flood Study completed

5% milestones met

OUTCOME

3

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



# OUTCOME 3

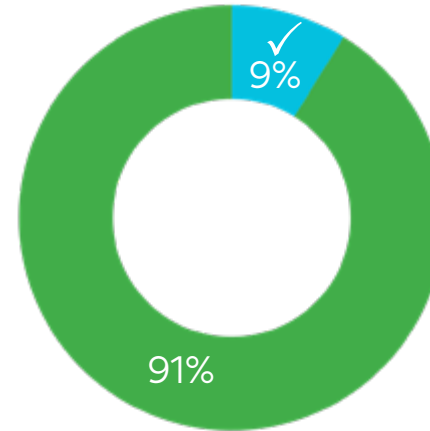
## A creative, caring and healthy community that celebrates culture and diversity

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

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

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

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



### Action Status

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

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

## Achievements

- Innovate Reconciliation Action Plan underway

- 25 community events held

- NAIDOC event delivered

- Provided funding to various local support agencies

- 22 of 28 venues live on keyless access

- Progressed the detailed design for the upgrade of Gunnamatta Pavilion

- Delivered Swimming Pool Safety community engagement campaign

- Progressed the development of a communications and marketing strategy to increase utilisation of community facilities



Complete



On Track



On Hold



Needs Attention



Off Track

### 3A Provide contemporary community facilities to support an inclusive and connected community



#### 3A.24.01 Upgrade and improve the quality of existing community facilities to be purposeful, flexible and multipurpose

40%



Progress Commentary	Measure	Results
<p>Upgrade proposals for Sylvania Community Centre, Sutherland Seniors Centre and Illawong Community Centre have been developed and are under review.</p> <p>Refresh of Bundeena Community Centre and Gymea Bay Resource Centre being planned for early 2024.</p> <p>Lighting upgraded at Engadine Community Centre to improve user experience and hirability of space.</p> <p>Standard template for storage areas developed. Upgrade of storage at Gymea Bay Resource Centre, Gunnamatta Pavilion and Loftus Community Centre completed. Further storage upgrades being reviewed and planned.</p>	Upgrades and renewals undertaken	50% milestones met

#### 3A.24.02 Review community centre fee structure to ensure centres remain affordable for the community, are financially sustainable for Council and are simple to understand, providing hirers a positive customer experience

100%



Progress Commentary	Measure	Results
Completed fee review for 23/24 to guide and draft proposed fees and charges for 24/25. Market comparison completed identifying fees are typically below fees charges by other LGA's.	Fee structure reviewed	100% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

### 3A.24.03 Engage with lessees and hirers to increase utilisation and ensure all community facilities continue to be inclusive, welcoming and sociable spaces for all

50%



Progress Commentary	Measure	Results
Averages hour of use up 10hrs per month for Q2, however overall average usage for 23/24 Q1 & Q2 is down 8% compared to the same period 22/23.	User surveys conducted every six months	50% milestones met 49 responses received
Ongoing hirer consultation to increase activation of community spaces. Consultation with volunteer committee managed venues conducted. Drafting updated online resources for committee to align operational and service standards with Council managed venues.	Feedback from facility users and enquiries collected	50% milestones met 49 responses received

### 3A.24.04 Develop a communications and marketing strategy to increase the utilisation of community facilities across the Sutherland Shire

50%



Progress Commentary	Measure	Results
Monthly venue photo promotion running with 49 entries received for Q1 & Q2.	Communications and Marketing plan developed and implemented	30% milestones met Marketing plan developed, collateral to follow
Undertaking enhancements to emails and SMS's through booking system to improve customer experience.		

### 3A.24.05 Develop a more efficient and sustainable digital based access process and system for our community facilities to improve customer experience

78.5%



Progress Commentary	Measure	Results
22 of 28 venues live on keyless access. Positive feedback from hirers received for ease of booking and access.	Digital access implemented	79% milestones met 22 of 28 venues live on keyless access
6 larger sites delayed due to complexity of site to accommodate leasees.		



Complete



On Track



On Hold



Needs Attention



Off Track

**3A.24.06 Deliver the detailed design for the upgrade of Gunnamatta Pavilion, and complete the first stage of construction, being the food and beverage facility, following approval of the Plan of Management and procurement of an operator**

50%



Progress Commentary	Measure	Results
Design is in progress with 40% complete. Currently working through future staging and costing for construction. The Plan of Management is still pending final approval from NSW Department of Planning.	Detailed design complete within 6 months of Plan of Management approval and operator onboard	30% milestones met
	Construction complete 12 months from DA approval and detailed design completion	Not due to commence



Complete



On Track



On Hold



Needs Attention



Off Track

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



### 3B.24.01 Deliver proactive community programs to reduce loneliness and social isolation

50%



Progress Commentary	Measure	Results
Council has provided support for various programs to reduce social isolation and loneliness, via Council led events and community partnerships. Some examples of recent initiatives include support for carers through carers week morning tea in October 2023. The community participated in activities to celebrate International Day of People with a Disability in December 2023, with sport activities at Menai and art classes at Hazelhurst Art Gallery. Young people enjoyed a music event at Sutherland called “Battle of the Bridges” where 189 people listened to six bands perform.	Resources developed and distributed	50% milestones met
	Number of events and/or programs delivered	4 events / programs
	Number of events	9 events
	Evidence of meetings	12 meeting attended

### 3B.24.02 Deliver proactive programs to enhance mental health and wellbeing

50%



Progress Commentary	Measure	Results
Council continues to work closely with service providers to develop meaningful programs that enhance mental health and well-being. Programs delivered over the past six months include healthy ageing information sessions aimed at senior members of our community, providing support for homelessness services and working collaboratively to reduce the prevalence of homeless people, raising awareness of Mental Health Week in October 2023 by participating in R U Ok day and distribution of resources which lists all services available to people who may be experiencing mental health issues.	Resources developed and distributed	50% milestones met
	Number of events and/or programs delivered	4 events / programs
	Number of events	4 events
	Evidence of meetings	8 meetings attended



Complete



On Track



On Hold



Needs Attention



Off Track

### 3B.24.03 Deliver proactive programs addressing domestic and family violence, abuse of older people and people with disabilities

50%



Progress Commentary	Measure	Results
<p>Council continues to work closely with community-based service providers to proactively offer services to those experiencing domestic or family violence. Significant awareness raising events occurred in November and December 2023 to mark the UN 16 Days of Activism against gender-based violence. These included a public art exhibition at Cronulla which showcased the work of an artist with lived experience of domestic violence. In addition, Council led the 2023 Walk for Respectful Relationships, previously known as the White Ribbon Walk where over 1000 school students came together to speak out against family and domestic violence. A movie screening of “The Fort” was shown to further promote work in this area.</p> <p>Council continues to work closely with NSW Government and local services to ensure various Abuse Collaborative forums are recognised as an avenue for abuse to be reported by older residents and/or those living with a disability.</p>	Resources developed and distributed	100% milestones met
	Number of events and/ or programs delivered	3 events / programs
	Number of events	3 events
	Evidence of meetings	15 meetings attended

### 3B.24.04 Empower the community through provision of asset-based community development training

50%



Progress Commentary	Measure	Results
Council is committed to providing professional development opportunities for support staff in the community services industry. The Asset Based Community Development training will be offered in 2024.	ABCD Training delivered bi-annually	25% milestones met





Complete



On Track



On Hold



Needs Attention



Off Track

3C

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



### 3C.24.01 Support the rights of people with disabilities and enhance access and inclusion through implementation of the Disability Inclusion Action Plan (DIAP)

50%



Progress Commentary	Measure	Results
Council remains committed to supporting people living with a disability and continues to work in partnership with the NSW Government to implement all actions of the Disability Inclusion Action Plan. Key actions from this plan include providing an accessible beach wheelchair and associated mobi-mat for wheelchair users to swim, assisting 117 people living with a disability to participate in Council run events, working with 54 businesses to help improve their knowledge of the issues relating to access for customers and supporting 43 children to participate in Council's early education centres.	DIAP actions implemented within planned timeframes	80% milestones met DIAP annual progress report completed in December 2023
	Regular meetings facilitated with the Sutherland Shire Access and Inclusion Sub-Committee	1 meeting attended

### 3C.24.02 Undertake research and engagement to understand community needs and inform annual sector planning

50%



Progress Commentary	Measure	Results
Council continues to undertake regular research and engagement with the community services sector to ensure annual sector planning meets the needs of the local community. Council is presently reviewing data received in 2023 to determine the key priority areas of focus for 2024.	Audit of community services provided by sector (completed every 2 years) - 2023	25% milestones met
	Geocortex Community Services mapping (completed every 2 years) - 2023	Not due to commence



Complete



On Track



On Hold



Needs Attention



Off Track

## 3D

## Provide for an active, connected and inclusive community



### 3D.24.01 Develop an Innovate Reconciliation Action Plan

50%



#### Progress Commentary

Council strives to maintain positive relationships with people from Aboriginal and Torres Strait Islander background. The next step forward on Council's reconciliation path is to develop an Innovate Reconciliation Action Plan in consultation with Reconciliation Australia. This project is underway and due for completion in June 2024.

#### Measure

Innovate Reconciliation Action Plan developed

#### Results

25% milestones met

Plan endorsed by Council and Reconciliation Australia

0%

### 3D.24.02 Develop Diversity Action Plan

25%



#### Progress Commentary

Council is currently preparing the Diversity Action Plan, renamed as the Multicultural Action Plan to ensure Council services are delivered in an inclusive and accessible manner for people from culturally and linguistically diverse backgrounds. The aim of this plan is to celebrate the diverse culture of the Sutherland Shire and to develop key actions to create more transparency around the needs of the multicultural community.

#### Measure

Diversity Action Plan developed

#### Results

50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

### 3D.24.03 Deliver and resource an annual program of community events aimed at celebrating and connecting community

50%



Progress Commentary	Measure	Results
<p>Council continues to deliver events aimed at celebrating community and building connections. These include:</p> <ul style="list-style-type: none"> <li>• Art exhibition recognising work of Domestic Violence support services</li> <li>• Movie screening on topic of family and domestic violence</li> <li>• Walk for Respectful Relationships</li> <li>• Carers Week Morning Tea</li> <li>• Events such as R U Ok day for Mental Health month</li> <li>• Community Information sessions</li> <li>• Multicultural focus groups</li> <li>• Healthy Ageing seminars</li> <li>• Dementia Pathways information seminar</li> <li>• Youth outreach activities with various youth services</li> <li>• Cultural bushwalk aimed at supported the deaf community</li> <li>• HSC well-being activities at the libraries</li> <li>• Music event for young people</li> <li>• Youth Market event for young business owners</li> </ul>	Number of Community events coordinated that celebrate and connect the community	25 events

### 3D.24.04 Deliver annual initiatives that facilitate opportunities for intergenerational sharing and learning

50%



Progress Commentary	Measure	Results
<p>Council has produced an intergenerational film in 2023 which celebrates the strong connections between young high school students and clients living with dementia in an aged care facility. This film will be launched in 2024.</p> <p>Council celebrated Grandparents Day with numerous activities at the libraries which provided opportunities for intergenerational learning and sharing to occur between preschool children from Council's Early Education Centres and their grandparents.</p>	Number of initiatives delivered that facilitate intergenerational opportunities	4 initiatives



Complete



On Track



On Hold



Needs Attention



Off Track

### 3D.24.05 Partner with community organisations and groups to promote and support local opportunities for volunteerism

50%



Progress Commentary	Measure	Results
Council has met with community organisations who receive Council subsidies to provide ongoing support to promote opportunities for local volunteers.	Number of partnerships facilitated that promote and support volunteerism	6 partnerships

### 3D.24.06 Develop initiatives to activate neighbourhoods and build neighbour and community connections

50%



Progress Commentary	Measure	Results
<p>Council facilitated various initiatives with the aim of activating neighbourhoods and building community connections, via the following events:</p> <ul style="list-style-type: none"> <li>• Public art exhibition</li> <li>• Movie screening on domestic violence</li> <li>• Multicultural focus groups</li> <li>• Dementia Pathways seminar</li> <li>• Youth outreach activities</li> <li>• Music event for young adults</li> <li>• HSC wellbeing activities</li> <li>• Cultural bushwalks</li> <li>• Welcome picnic for refugees</li> <li>• Community information sessions</li> <li>• Carers Week morning tea</li> <li>• Grandparents Day celebrations at the library</li> </ul>	Number of initiatives developed that provide neighbourhood activation and connect the community	15 initiatives

### 3D.24.07 Create partnerships with community organisations and groups to activate spaces and places, and enhance community connections and wellbeing

50%



Progress Commentary	Measure	Results
Council works in partnership with numerous organisations to support their work to increase community connections and wellbeing of members of our community. These ongoing partnerships include working with various services such as youth outreach services, NSW Health, family support agencies, homelessness service providers, multicultural support outreach services, local schools and disability support organisations to provide continuous support to the community.	Number of partnerships with community organisation that enhance community connections	35 partnerships



Complete



On Track



On Hold



Needs Attention



Off Track

3E

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



### 3E.24.01 Facilitate grants and subsidies to support community development priorities

100%



Progress Commentary	Measure	Results
Council provided funding to the value of \$500,000.00 to various local support agencies to assist with delivering community services to residents. Funding will provide assistance with programs for people with a disability, to support musical and cultural initiatives, community garden projects and support to those living with mental health issues.	Community Grants Programs delivered	100% milestones met
	Club Grants Program delivered	100% milestones met

### 3E.24.02 Advocate and partner with Government, businesses and community services to provide facilities, funding and capacity building to meet community needs

50%



Progress Commentary	Measure	Results
<p>Council provides support for various local community services, high school staff, charities by organising regular sector support activities such as interagency meetings and professional development.</p> <p>Council has strengthened partnerships throughout NSW Health, Department of Communities and Justice and NSW Housing to ensure services are agile to meet the needs of the local community, with particular focus on vulnerable groups such as those experiencing mental health issues, homelessness, and disability.</p> <p>The launch of a new grant finder service has provided numerous opportunities for local businesses, charities and community support services to actively seek opportunities for funding.</p>	Number of new facilities, services or funding identified	4 new facilities, services or funding identified



Complete



On Track



On Hold



Needs Attention



Off Track

### 3E.24.03 Provide ongoing sector support through coordination and participation in collaborative forums

50%



Progress Commentary	Measure	Results
<p>Council regularly collaborates with numerous organisations via sector meetings and forums. Council have participated in the following:</p> <ul style="list-style-type: none"> <li>• Disability interagency</li> <li>• Disability Employment working party</li> <li>• Youth Reference Group</li> <li>• Youth Network Interagency</li> <li>• Child &amp; Family Interagency</li> <li>• Seniors Reference Group</li> <li>• St George &amp; Sutherland Shire Homeless Assertive Outreach Collaborative</li> <li>• St George &amp; Sutherland Shire Mental Health Interagency</li> <li>• Dementia Alliance</li> <li>• Domestic Violence Committee</li> <li>• Walk for Respectful relationships committee</li> <li>• Refugee welcome picnic working party</li> <li>• Aboriginal learning circles</li> </ul>	Collaborative forums coordinated	50% milestones met

### 3E.24.04 Deliver an annual program of sector support, training and education to upskill community services

50%



Progress Commentary	Measure	Results
<p>Council continues to explore training and offer support initiatives to upskill the community services sector.</p> <p>Research is being conducted to deliver training on mental health first aid for youth workers, wellbeing support for mental health caseworkers, grant writing workshops and community development training. These sessions will be delivered during 2024.</p>	Annual program delivered with education and training opportunities for Community Service organisations, resources developed and distributed	25% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

**3E.24.05 Partner to provide employment learning and skills programs and work placements for young people, people with disabilities, culturally and linguistically diverse communities and the older workforce**

50%



Progress Commentary	Measure	Results
Accredited training for young people in work skills is planned for January 2024.	Cultural Competency and Disability Inclusion and Awareness Training developed by 2024	50% milestones met
	Number of partnerships developed to provide employment learning and skills programs	3 partnerships
	Number of trainees, work placements, and volunteers	Currently working with Council for Intellectual Disability, and Max Employment to identify more work opportunities for people with disability



Complete



On Track



On Hold



Needs Attention



Off Track

3F

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



3F.24.01 Develop and deliver online community education campaigns on Swimming Pool Safety

100%



Progress Commentary

Measure

Results

A review of pool safety information on Council’s website was completed and an online community education campaign delivered through Council’s social media channels.

Information provided by social media

100% milestones met





Complete



On Track



On Hold



Needs Attention



Off Track

3G

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



**3G.24.01** Investigate and implement opportunities to increase access to content on local history and stories through partnerships, exhibitions, events and programs that cater to a diverse range of audiences

40%



Progress Commentary	Measure	Results
<p>NAIDOC event delivered celebrated stories shared by our local First Nations Elders and community with attendance by over 2000. Delivered in partnership with Kurranulla Aboriginal Corporation. Additional participation by Sharks, Rotary Caringbah, La Perouse LALC, Dean Kelly and Djurwalingjan Dancers. Planning currently underway for the 2024 Sunset Cultural Ceremony in January sharing deeper knowledge of the history of Burnum Burnum site and significant Ancestors associated with the Woronora River. Planning for the 29 April Meeting of Two Cultures Event will be developed in partnership with La Perouse LALC and the Gujaga Foundation and NSW National Parks. Initial event planning is underway for Celebrating Stories of our Local Centenarians to be held in May 2024.</p> <p>Display at Sutherland Library featuring material from the Local History Collection to celebrate the 70th anniversary of Sutherland Shire Libraries.</p> <p>Sutherland Shire Military History Club presentation at Miranda Library on Cronulla's Bermuda Triangle: Aviation air crashes and incidents around the Cronulla area.</p> <p>Workshop on How to Research the History of your House using the Recollect database.</p>	Opportunities investigated and implemented with increased content evidenced	40% milestones met

**3G.24.02** Develop a Public Art Plan that aims to enhance the urban environment and creates a sense of place

25%



Progress Commentary	Measure	Results
<p>Examples of successful and best practice public art strategies have been researched. The draft plan will factor key elements from the research.</p> <p>The Public Art Policy will be reviewed to ensure the principles can be reflected in the plan.</p>	Public Art Plan developed	25% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

**3G.24.03 Support artists, performers and the creative economy through commissions, mentorships, platforms to present works, facilitating partnerships, promotion and platforms for commercial enterprise**

50%



Progress Commentary	Measure	Results
<p>Nine events delivered with a total number of 24 local performers, 1 group of emerging artists, 2 talent agents and hiring of local venues, event equipment hire businesses, audio contractors and facilities engaged for the production of NAIDOC, Citizenship Ceremonies, Seniors Christmas Concerts and mayoral reception.</p> <p>82 artists were included in the Hazelhurst Art on Paper Award exhibition and given the opportunity to make works available for sale, with 100% of sales going to artists. Exhibition catalogues were produced for both exhibitions to further promote artists' works and a roomsheet was produced for the Art on Paper Award to promote artwork sales.</p> <p>On Sunday 9th October Hazelhurst Arts Centre once again hosted the Made by Hand Markets which supported over 70 stall holders selling a variety of goods from local artists and producers.</p>	<p>Number of projects, partnerships, and programs supported</p>	<p>9 projects, partnerships and programs supported</p>

**3G.24.04 Investigate and develop the Hazelhurst Arts Centre Masterplan**

20%



Progress Commentary	Measure	Results
<p>Consultation was undertaken with the Hazelhurst Arts Centre Board Sub-Committee. Discussions with Hazelhurst staff and key stakeholders will be undertaken with a view to consult with an architect to provide a high level masterplan.</p>	<p>Masterplan consultation and investigation undertaken and reported to Hazelhurst Board</p>	<p>20% milestones met</p>



Complete



On Track



On Hold



Needs Attention



Off Track

3H

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



### 3H.24.01 Explore opportunities to increase representation of our diverse community in our programs and services

40%



Progress Commentary	Measure	Results
<p>In the Main Gallery program, six culturally and linguistically diverse (CALD) artists and one artist with a disability were included in 'In the arms of unconsciousness'; 21 CALD artists and three artists with a disability were finalists in the Hazelhurst Art on Paper Award 2023.</p> <p>In the Broadhurst Gallery, eight CALD artists were included in exhibitions and two CALD artists have solo projects in the Gardens.</p> <p>Art Engage program for people living with dementia and their carers; networking with St George and Sutherland Shire dementia alliance Tours and workshops for aged care organisations.</p> <p>Art classes offered supported and unsupported students with a disability to take part in main-stream classes.</p> <p>Hazelhurst provided a program for the International Day of People with Disability.</p>	<p>Opportunities identified and implemented in arts and culture exhibitions, performances, events and library programs</p>	<p>50% milestones met</p>

### 3H.24.02 Provide opportunities for young and early career artists and performers through partnerships, exhibitions, events and programs that cater to a diverse range of audiences

40%



Progress Commentary	Measure	Results
<p>A total of 14 young performers were engaged to perform at three events, NAIDOC, Seniors Christmas Concert and a Mayoral event</p> <p>Hazelhurst hosted Art Rules in December an annual celebration of local HSC students showcasing the work of over 20 Southern Sydney artists from 12 Sutherland Shire schools.</p>	<p>Number of partnerships, exhibitions, events and programs delivered</p>	<p>3 partnerships, exhibitions, events and programs delivered</p>



Complete



On Track



On Hold



Needs Attention



Off Track

### 3H.24.03 Support connections between community cultural organisations to develop synergies and as a source of community engagement with Council

50%



Progress Commentary	Measure	Results
<p>Working Together Forum (August)- delivered a collaborative network event for multicultural organisations across Sutherland Shire, Bayside and Georges River LGA's to enhance community connections and better support culturally and linguistically diverse communities.</p> <p>Multicultural Network (bimonthly) - maintaining connections with local multicultural organisations - attended 3 network meetings - June, August October</p> <p>Empowering Youth To Inspire Change - partnered with Gymea Community Aid and Information Services to provide an annual youth led leadership program across 3 local high schools to raise awareness of social justice issues.</p> <p>Refugee Bus Tour (June) - partnered with refugee council of Australia, Gymea Community Aid and Information Service and Advanced Diversity Services to provide opportunities for people from diverse cultures to visit Sutherland Shire.</p> <p>Yarning Circles (1/11, 6/12, 31/8) - partnered with NSW Health and local services to deliver sector support training facilitated by Yenmali Byilal to enhance the cultural competency of organisations within the child and family sector in Sutherland Shire</p> <p>Multicultural Action Plan – external community consultations; staff from Gymea Community Aid and Information services (October and November)</p> <p>ATSI sub-committee – regular meetings and representation from local services including; Kurranulla</p>	<p>Number and type of partnerships and connections supported</p>	<p>15 partnerships and connections supported</p>



Complete



On Track



On Hold



Needs Attention



Off Track

31

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



**31.24.01** Explore, develop and implement opportunities to increase access to Dharawal and First Nations culture through partnerships, exhibitions, events and programs that cater to a diverse range of audiences

50%



### Progress Commentary

Successfully delivered annual NAIDOC event on 6 July with over 3000 attendees including a variety of First Nations community organisations represented and an strategic digital media campaign resulted in a 90% increase in engagement across social media. Over 2400 guests attended five citizenship Ceremonies (July, Sept, Nov) with local First Nations Elders performing Acknowledgement to Country.

Hazelhurst Biennial Art on Paper award launched on the 16th September and once again attracted a significant number of applications from First Nations artists.

The finalist exhibition included the works of Amala Groom and Jenna Lee.

First Nations artist Sienna Bhuiyan from George's River Senior Campus won the Friends of Hazelhurst Art awards during Hazelhursts' exhibition Art Rules with a work entitled Yarn to Yarn.

### Measure

Opportunities investigated and implemented with increased recognition and content across programs, online and signage

### Results

50% milestones met  
9 events  
NAIDOC Social media resulted in a 50% increase of over 3000 attendees

**31.24.02** Establish a Communication and Engagement Protocol to provide guidance for all Council staff to effectively and respectfully communicate with, and develop content relating to, Aboriginal and/or Torres Strait Islander peoples in our community

35%



### Progress Commentary

Project commenced with stakeholder consultation and best practice review underway. Working closely with Community Connections team to ensure alignment with review and update of Reconciliation Action Plan (RAP).

### Measure

Protocol developed and endorsed by Executive

Internal communication campaign implemented to educate on the Protocol and associated processes

### Results

Yet to be endorsed by Executive

0%

OUTCOME

4

Early  
Readers

2

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

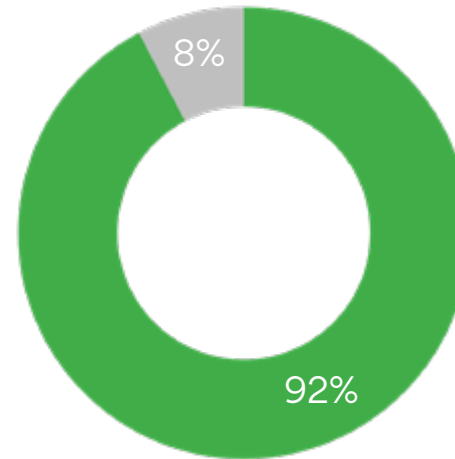
## OUTCOME 4

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

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

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

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



#### Action Status

	Complete	-
	On Track	12
	On Hold	1
	Needs Attention	-
	Off Track	-

### Achievements

- 118 events permits and 73 filming and photography permits issued

- 5 Business Webinars undertaken attended by a total of 176 businesses

- 6 Business Now E-newsletters distributed to a database of 3077 organisations

- Progressed the design and operating model for the Kirrawee Library, Technology and Community Hub

- Adopted the Child Safe Standards Policy in November

- Two intercultural programs and one pop-up library have been held

- Ten programs representing diverse communities have been held

- Review of wayfinding to existing libraries underway



Complete



On Track



On Hold



Needs Attention



Off Track

4A

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



### 4A.24.01 Encourage a diverse, resilient and self-sustaining business community

50%



Progress Commentary	Measure	Results
6 Business Now E-newsletters distributed to a database of 3077 organisations containing business news, grants, events and networking opportunities and has an average monthly open rate of 44%.	Business output (turnover) to increase by 15% by 2030	On Track
5 Business Webinars undertaken attended by a total of 176 businesses.	Deliver 6 programs, events and training per year that support business growth	5 Business webinars 167 local businesses attended
	600 businesses to complete the Business Survey	300 businesses completed the Business Survey

### 4A.24.02 Support the growth and value of tourism's contributions to the Sutherland Shire economy

50%



Progress Commentary	Measure	Results
Advertising undertaken in the Sydney Official Guide & Map promoting the Sutherland Shire as a tourist destination.	Average tourism spend to increase by 20% (\$46m) by 2030	Data not available
Social media posts undertaken using Facebook and Instagram. Followers have increased by 2% & 10% respectively.	Social media followers to increase by 5%	50% milestones met Followers have increased 2% on Facebook and 10% on Instagram
Photoshoot of key locations complete. Images to be used in new website, socials and promotional material.		
Visit Sutherland Shire blog disturbed 6 times.		
3 Tourism Industry E-newsletters distributed.		





Complete



On Track



On Hold



Needs Attention



Off Track

### 4A.24.03 Facilitate third party events and filming activities on Council public land

50%



Progress Commentary	Measure	Results
For the period of July - December 2023: <ul style="list-style-type: none"> <li>• 102 Event Permits Issued</li> <li>• 16 Product Sampling/Casual Lease Permits</li> <li>• 73 Filming &amp; Photography Permits Issued</li> <li>• Distributed Quarterly Filming Industry e-newsletter.</li> <li>• Create NSW interviewed and filmed locations to promote to filming industry.</li> </ul>	Minimum number of 250 Event Permits issued	118 permits issued
	Minimum number of 150 Filming Permits issued	73 permits issued
	EOI's issued with a minimum of 5 responses	0

### 4A.24.04 Review and update the Economic Strategy

0%



Progress Commentary	Measure	Results
This project has been prioritised to commence in 2024/25 when funding will become available.	Revised strategy presented to Council for adoption	Action on hold



Complete



On Track



On Hold



Needs Attention



Off Track

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



### 4B.24.01 Support job creation by proactively marketing Sutherland Shire as a location of choice for business, investment and a skilled workforce

50%



Progress Commentary	Measure	Results
Council will be working with the Sydney East Metro Local Jobs Program to deliver events in early 2024 that focus on specific industries that are experiencing staff shortages.	Number of jobs to increase by 10,000FTE (87,937 jobs) by 2030	Data not available

### 4B.24.02 Support the growth of a skilled workforce contributing to the needs of the local economy

50%



Progress Commentary	Measure	Results
Provided 5 free Business webinars for local businesses on Marketing Essentials, Digital Transformation & Mastering Sales Conversations. 176 businesses attended. Distributed 6 Business Now e-newsletters.	Number of residents holding employment qualifications to increase to 75% by 2030	65.8% of residents hold qualifications

### 4B.24.03 Collaborate with Universities and TAFE to expand education opportunities in the Sutherland Shire

50%



Progress Commentary	Measure	Results
Wollongong University and TAFE continue to participate in the Business & Industry Sub-Committee and provide updates and information relevant to their expansion plans.	Opportunities to expand education options explored	50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

4C

## Manage Councils Early Education and care portfolio through sound governance, financial and quality framework



4C.24.01

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

30%



Progress Commentary

Measure

Results

The Child Safe Standards Policy was adopted in November 2023. An internal review on how the standards are implemented within the organisation is currently underway. An action plan will be developed to uplift Council's adherence to the 10 national standards to ensure the organisation is Child Safe.

Child Protection Action Plan Developed and implemented in accordance with agreed timeframes

30% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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



### 4D.24.01 Review and improve wayfinding for existing libraries

25%



#### Progress Commentary

A review of signage options commenced and determined that static banner options be investigated, and the design meet the brand strategy outcomes.

#### Measure

Recommendations for wayfinding improvements presented

#### Results

40% milestones met

### 4D.24.02 Finalise the design and operating model for the Kirrawee Library, Technology and Community Hub, and commence construction

50%



#### Progress Commentary

The detailed design has been presented to the Project Working Group and feedback is being provided to the architect. Expressions of interest were received by builders and a shortlist will be ready when the construction documents are finalised.

#### Measure

Operating model and design endorsed

Costs outlined

Development application finalised

Construction commenced and completion date set

#### Results

60% milestones met

20% milestones met

5% milestones met

5% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

4E

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



### 4E.24.02 Develop a technology plan which supports an agile environment

50%



#### Progress Commentary

Research has been undertaken on relevant planning documents, including internal plans and strategies. Technology Plans from public, State and National Libraries have been reviewed to inform future trends. Structure of the strategy is being developed to ensure that it meets all requirements for internal and external stakeholders.

#### Measure

Technology Plan endorsed

Resourcing reviewed and maintained

#### Results

50% milestones met

50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

4F

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



4F.24.01

### Develop and present intercultural programs to create connection with and improve knowledge of First Nations Culture

50%



Progress Commentary	Measure	Results
<p>Two intercultural programs and one pop-up library have been held:</p> <ol style="list-style-type: none"> <li>NAIDOC Week Discussion Panel</li> <li>Koori Culture for Little Boories</li> <li>NAIDOC Week Pop up Library</li> </ol> <p>In a partnership with Bruce Howell, the description, cataloguing and photographing of the Matson Collection of Aboriginal Artefacts has been completed, with a draft publication completed and ready for print. Display of the collection and promotion of the book is scheduled for early 2024.</p> <p>Two intercultural programs and one pop-up library scheduled for 2024:</p> <ol style="list-style-type: none"> <li>Sunset Cultural Ceremony Pop up Library</li> <li>Gary Lonesborough presents We Didn't Think it Through   Author Talk</li> <li>First Nations Family History Workshop</li> </ol>	<p>1-3 programs presented for adults</p> <p>1-3 programs presented for younger audiences</p>	<p>2 programs</p> <p>1 program</p>



Complete



On Track



On Hold



Needs Attention



Off Track

4F.24.02

Explore opportunities to increase representation of our diverse community in our programs and services including people with disabilities, Culturally and Linguistically diverse (CALD) audiences and LGBTQIA+ communities

50%



Progress Commentary	Measure	Results
<p>Ten programs representing our diverse communities have been held:</p> <ul style="list-style-type: none"> <li>• Six sessions of Connection Cafe for People with Dementia and their Carers</li> <li>• Let’s chat about ... your hearing   Healthy Ageing Seminar</li> <li>• Bilingual Storytime in Mandarin</li> <li>• Understanding Anxiety   Supporting Your Tween/Teen’s Emotions for Parents</li> <li>• Suzan Mutesi presents The Immigrant that Found her Unapologetic Voice</li> <li>• Bilingual Storytime in Mandarin</li> <li>• Sutherland Shire Libraries participated in a national pilot to deliver Aged Care Reform Hub, in partnership with ALIA and Department of Health and Aged Care</li> <li>• From 25 September to 8 December, with 17 staff participating in the pilot to help deliver the Hub and engage with customers about the ongoing reforms in aged care.</li> </ul>	<p>1-3 programs presented for adults</p> <p>1-3 programs presented for younger audiences</p>	<p>9 programs</p> <p>2 programs</p>

**OUTCOME**

**5**



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



## OUTCOME 5

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

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

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

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

### Achievements

- Seymour Shaw Active Youth Precinct opened

- Adopted the Sutherland Shire Leisure Centre Strategy 2023-2038

- Progressed a program of Community Resilience Building and Emergency Management capability improvement actions

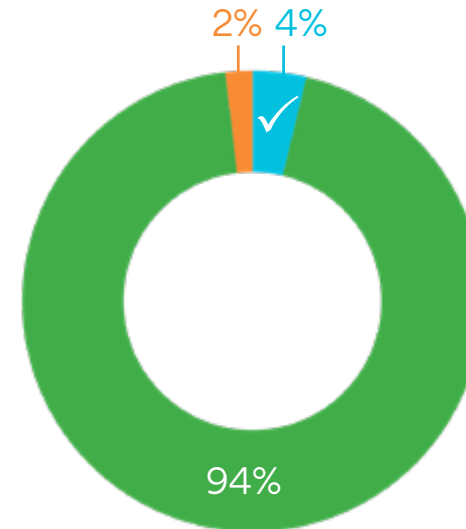
- Progressed the update of Plans of Management for all open spaces

- Kareela Masterplan endorsed

- 68 schools participated in the delivery of the annual Surf Awareness and Survival education program with 2911 students participating

- 4 crime prevention safety programs promoted

- 24 Rock Fishing Patrols were undertaken



#### Action Status

	Complete	2
	On Track	50
	On Hold	-
	Needs Attention	1
	Off Track	-

Additionally, community safety in the public domain is one of our community's most valued aspects of living in the Shire and is also a top priority. We have been rated as the fourth safest place in Sydney, and we have 70% less major crimes than other local government areas. Council commits to maintaining this level of safety perceptions through delivering safety services and partnering with stakeholders to keep our places and spaces safe.



Complete



On Track



On Hold



Needs Attention



Off Track

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



### 5A.24.01 Develop and implement a prioritised program for footpaths, shared pathways and on-road facilities to manage and improve accessibility for the active transport network

30%



#### Progress Commentary

Works program for 2024/25 designed and ready for construction. Works program for 2024/25 planned and ready for design. A ten-year footpath program, identifying expansion of the network, is to be developed by mid 2024.

#### Measure

Metres of new infrastructure constructed categorised by type

#### Results

1,370m<sup>2</sup>

### 5A.24.02 Advocate for Sutherland to Cronulla Active transport Link (SCATL) utilising the rail corridor

50%



#### Progress Commentary

Significant sections of stage 2 of SCATL are being examined by Transport for NSW for potential suitability for within rail corridor construction. Following community and Council advocacy, Transport for NSW is examining options to utilise part of the corridor in future work in Stage 2. Staff are seeking a formal briefing to Council in early 2024 on Stages 2 & 3.

#### Measure

Percentage of SCATL route approved within rail corridor

#### Results

0% constructed within rail corridor

### 5A.24.03 Implement the Bike Plan

30%



#### Progress Commentary

Investigation and design work is being undertaken to expand the existing network. The lack of successful grant applications will slow this expansion. Staff continue to examine the conflict between pedestrians and e-scooters/bikes in shared locations to reduce the risk of injury.

#### Measure

Number of actions completed

#### Results

3 actions completed



Complete



On Track



On Hold



Needs Attention



Off Track

## 5B Plan and provide for open space that meets the current and future needs of the community



**5B.24.01** Analyse current open space distribution and demographic data for clusters and gaps and recommend open spaces for acquisition, creation, service level change and removal, considering equity and access needs **20%**

Progress Commentary	Measure	Results
The Play space analysis is complete and identifies land requirements. The draft Youth Play and Exercise Facilities Service Analysis is in draft complete and identifies new facilities and enhancements of existing open space.	Analysis completed and actions developed	50% milestones met

**5B.24.02** Prepare site specific Master Plans for targeted high use open spaces to optimise use, manage potential conflicts and protect the amenity, cultural and environmental values of the open space and its surrounds **40%**

Progress Commentary	Measure	Results
Kareela Masterplan was endorsed in October 2023. Engagement on the Oyster Bay Masterplan was undertaken end of 2023, with feedback from stakeholders and the community currently being reviewed. Masterplans have commenced for other sites, with Council and community to be engaged in the near future.	Four site specific masterplans completed each year	1 site specific masterplan completed

**5B.24.03** Update Plans of Management for all open spaces to ensure they are managed to community expectations, including complimentary commercial uses **50%**

Progress Commentary	Measure	Results
Commentary on the Crown Lands Generic Plan of Management is currently under review following public exhibition. Draft site specific Plan of Management is also under review with stakeholders.	All Plans of Management reviewed to consider community input and commercial use needs	50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

**5B.24.04 Identify replacement options for recreation facilities in the M6 corridor and advocate for these replacement facilities to be provided when the M6 motorway proceeds**

10%



Progress Commentary	Measure	Results
Open space assets within the M6 corridor are mapped. An inventory outlining potential impact on loss of recreation and open space facilities is being prepared.	Facilities identified by June 2024	10% milestones met

**5B.24.05 Finalise delivery of Seymour Shaw Active Youth Precinct and Playground**

100%



Progress Commentary	Measure	Results
The Seymour Shaw Active Youth Precinct, officially opened on 20 November 2023.	Project delivered by December 2023	100% milestones met

**5B.24.06 Deliver the Gymea Bay Reserve and Baths Masterplan and upgrades including planning, design and staged construction of the short and medium term improvements in accordance with funding availability**

30%



Progress Commentary	Measure	Results
Masterplan adopted October 2022. Planning and design in progress for the Stage 1 short term works.	Planning and design completed for short term actions	40% milestones met
	Staged construction commenced for short term actions	Not due to commence



Complete



On Track



On Hold



Needs Attention



Off Track

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



### 5C.24.01 Develop an open space inclusion program that prioritises equitable access to facilities across the Shire

10%



#### Progress Commentary

Analysis of Play Space is complete with creation of a long-term plan. Analysis of youth play is in progress. This analysis will feed into the Asset Management Plans, Long Term Financial Planning and Property Strategy.

#### Measure

Inclusion program prepared, funded and reported to the Access Committee

#### Results

10% milestones met

### 5C.24.02 Review and update all open space Plans of Management to a consistent and best practice standard and address potential conflicts between access, amenity, cultural and environmental values of the open space

20%



#### Progress Commentary

The public exhibition for the Crown Reserves generic plan of management is complete and commentary received is being reviewed.

There are 4 existing generic plans, and 18 site-specific plans. It is planned to review these with the objective of consolidating where possible and retiring site specific plans where feasible. Currently developing a rolling program to undertake these updates.

#### Measure

All Plans of Management Upgraded and Adopted by Council

#### Results

20% milestones met

### 5C.24.03 Prepare design guidelines for open space and recreation facilities to support this Strategy's service delivery models and incorporate these into Council's Public Domain Design Manual

10%



#### Progress Commentary

The Play Strategy includes service standards for children's play, youth play and exercise. These standards set the basis for determining the design guidelines. Research into other existing design guides for open space and recreation facilities is ongoing.

#### Measure

Guidelines prepared by June 2024

#### Results

10% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

**5C.24.04 Assess the unique attributes and recreational uses of all open spaces and assemble this information for the community to access online**

95%



Progress Commentary

Measure

Results

Information can be found on our website by suburb, with information on each site, typically with a location map and photos.

Website updated by December 2023

100% milestones met  
Website updated

**5C.24.05 Complete an inventory of all bush-walking tracks and nature based recreation facilities and ensure this is readily accessible to the public.**

75%



Progress Commentary

Measure

Results

Information on walking tracks and fire trails are available on the website  
Fire trails are mapped and available to the public through Shire Maps - under the Property Layer - RFS Fire trails. A number of parks and reserves pages identify access to walking tracks.

Website updated by June 2024

75% milestones met

**5C.24.06 Finalise delivery of Cooper Street Engadine Active Sports Youth Precinct & All Abilities Playground**

50%



Progress Commentary

Measure

Results

Project commenced in August 2023 and website updated with information about the project. Exciting new facilities expected to be complete in 2024.  
The project is currently 50% complete.

Project delivered by June 2024

50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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



**5D.24.01** Identify, review and prioritise underutilised assets, and then work with user groups to achieve the shared use of facilities and fields, where the asset can accommodate shared use **50%**

Progress Commentary	Measure	Results
This is an ongoing action as part of our asset lifecycle considerations and strategy development.	Assessment completed and recommended actions undertaken	50% milestones met

**5D.24.02** Analyse the current provision of public toilets in District and Regional parks and consider options to meet identified service needs including conversion of existing sports club toilets to achieve improved public access **15%**

Progress Commentary	Measure	Results
A Public Toilet Plan is identified as part of the overall LGA planning including design and service levels. This will provide the analysis on toilets for district and regional parks.	Recommendations reported and adopted by Council, and changed toilet service offering implemented	15% milestones met

**5D.24.03** Develop a comprehensive communications framework to better inform the community of the wide range of open space and recreation opportunities that are available across Sutherland Shire **45%**

Progress Commentary	Measure	Results
The website remains the primary communication platform for information about open space and recreation facilities across the Shire. Works continue to update information about current projects and existing sites. Annual program to be developed for providing update on open space and recreational facilities.	Framework completed by June 2024	45% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

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



### 5E.24.01 Map all bushland and natural areas to the Open Space Service Standards

60%



Progress Commentary	Measure	Results
All bushland areas are included on the Greenweb and vegetation community layers on Shire Maps. In addition, all Bushcare locations are mapped.	Bushland mapping complete and updated on Shire Maps	60% milestones met

### 5E.24.02 Update all online information and reserve signage to reflect bushland types and permitted uses.

30%



Progress Commentary	Measure	Results
The website information is regularly reviewed and updated. The standard parks signage provides baseline information on permitted uses. Further wayfinding signage will be incorporated in capital projects.	Website updated by June 2024	30% milestones met
	Signage progressively updated aligned to capital works program	30% milestones met

### 5E.24.03 Review currency of open space Plans of Management, considering Country and Aboriginal cultural heritage values

5%



Progress Commentary	Measure	Results
The Local Government Act relating to Plans of Management for Community Land requires consideration of community land comprising area of cultural significance. As plans of management are reviewed, assessment of cultural significance is undertaken.	Review completed by June 2024	25% milestones met





Complete



On Track



On Hold



Needs Attention



Off Track

5F

## Promote active exercise and recreation to enhance community wellbeing



**5F.24.01** Finalise development of the Leisure Centre Strategy to set a framework for the delivery of Leisure Centre based services

100%



Progress Commentary

Measure

Results

Council adopted the Sutherland Shire Leisure Centre Strategy 2023 - 2038 and Implementation Plan at its meeting on 18 September 2023.

Strategy presented to Council for adoption

100% milestones met

**5F.24.02** Undertake an engineering assessment of the remaining useful life of each pool and plant room across all facilities and set up a structured asset register with a 10-year costs maintenance and renewal schedule

10%



Progress Commentary

Measure

Results

Sutherland Shire Leisure Centre Strategy adopted by Council September 2023. Now adopted, tender documents are being prepared with view to go to tender early 2024.

Engineering assessment report completed

0

10-year asset maintenance program developed for the pool and plant rooms

0

**5F.24.03** Investigate requirements to ensure all workplace and patron access spaces across each facility comply with industry standards for Work Health and Safety and Accessibility Compliance

50%



Progress Commentary

Measure

Results

Recommendations received from Latrobe Community Health Services identified areas to improve accessibility within the Leisure Centres. A working party has been assigned to review recommendations and implement appropriate changes. Internal Audit of Accessibility, Work health and safety has been completed.

Gap analysis report for Work Health Safety requirements completed

0

Action plan for identified within the Gap analysis report for Accessibility Compliance requirements developed

50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

#### 5F.24.04 Undertake assessment of remaining useful life of outdoor change rooms at Engadine Leisure Centre and assess feasibility options to re-purpose this space

10%



Progress Commentary	Measure	Results
Sutherland Shire Leisure Centre Strategy adopted by Council September 2023. Now adopted, assessment of the outdoor change room at Engadine will be included in the scope of the tender documents being prepared for action item 5F.24.02, with view to go to tender early 2024.	Assessment report completed	0
	Recommendation paper on re-purposing outdoor change room space at Engadine Leisure Centre developed	0

#### 5F.24.05 Replace the Menai Indoor Sports Centre roof

30%



Progress Commentary	Measure	Results
Procurement is complete and contractor engaged to undertake the design and construction project. Design of roof and ventilation is in progress. Stakeholder engagement is in progress to ensure operations are managed to minimise disruptions to users. Construction planned to commence in March 2024.	Replacement of roof completed	30% milestones met

#### 5F.24.06 Review and update signage at all Leisure Centres to improve visibility and inclusiveness

60%



Progress Commentary	Measure	Results
Council conducted a review of its internal signage by July of 2023. The first stage of this project was completed in September 2023, with the update of many operational signs such as pool rules and behaviours, updated keep watch policy and updated plant room signage. Council have explored ways to improve all signage and inclusiveness for the community. Initial drafting of internal leisure centre signage determination has begun.	Updated signage that improves visibility and inclusiveness implemented	50% signage updated



Complete



On Track



On Hold



Needs Attention



Off Track

### 5F.24.07 Review and update the Leisure Centre Strategic Marketing and Community Communications Plan to best respond to the needs of the business

50%



Progress Commentary	Measure	Results
<p>The Leisure Centre Strategic Marketing and Community Communications Plan has been developed.</p> <p>Multiple campaigns have been executed, with the intent to offer value for new customers and show appreciation to existing customers through events and activities that help drive engagement.</p> <p>Council is looking to constantly keep the leisure centre community engaged and informed through the frequent use of social media and the leisure centre's new and improved website.</p> <p>Monthly newsletters are also being sent to Council's swim school families to keep them informed of any important updates and activities that will occur during the swim term.</p> <p>The council is looking forward to providing more exciting events and promotional activities to the Sutherland Shire community in the coming months.</p>	<p>Strategic Marketing &amp; Communications Plan developed for FY24</p>	<p>100% milestones met Marketing plan developed Will be executed up until June 2024</p>

### 5F.24.08 Establish and maintain an industry-leading approach to capturing, monitoring and evolving the customer experience across all Leisure Centres

25%



Progress Commentary	Measure	Results
<p>Further work has been undertaken to guide the Voice of Customer Strategy and launch the Voice of Customer Program for Leisure Centres. This program was launched to provide a more streamlined approach to track, manage and close the loop on feedback. The dashboard consolidates the different avenues of customer feedback into a singular customer voice to identify opportunities, inform priorities &amp; drive customer-centric decisions.</p> <p>An ongoing review of our customer service standards and processes has been conducted resulting in the continued work on digitisation of forms for fitness classes, birthday parties and customer service induction processes.</p> <p>Moving forward, work will continue to develop and implement an organisation wider Customer Experience Strategy using evidence-based research and align with our community strategic plan.</p>	<p>Centralised database to collect and monitor customer feedback developed</p> <p>Process for customers to submit digitised feedback implemented</p>	<p>70% milestones met</p> <p>100% milestones met</p>



Complete



On Track



On Hold



Needs Attention



Off Track

### 5F.24.09 Review industry-leading technologies to provide cost effective, efficient, and seamless experience for Leisure Centre customers

20%



Progress Commentary	Measure	Results
<p>Council has completed the scope document for Industry leading leisure management software that manages a high-quality product and experience for our customers.</p> <p>The brief will be focused to create a seamless experience for customers when visiting our centres and working with the Sutherland Shire Council to promote active exercise and recreation to enhance community well being.</p> <p>Business case has been approved and funding allocated for the project. Next steps will be to proceed to tender, with the recommendation expected by June 2024.</p>	<p>Recommendation paper on leisure management software solution for our customers and service developed</p>	<p>25% milestones met</p>

### 5F.24.10 Complete detailed design, feasibility, business case and funding strategy for a complete redesign and integration of the Sutherland Leisure Centre and the Indoor Sports Stadium

5%



Progress Commentary	Measure	Results
<p>Following the Leisure Strategy adoption in September 2023 data collection has commenced including a detailed condition assessment of the aquatic facilities and plant equipment. Recruitment of a specialist Design Manager is in progress to Project Manage the planning phase which will include feasibility and business case. A Community Engagement Plan will be developed.</p>	<p>Business case with detailed design, feasibility, and funding plan for the Sutherland Leisure Centre and the Indoor Sports Stadium development completed</p>	<p>0%</p>



Complete



On Track



On Hold



Needs Attention



Off Track

5G

## Provide for the needs and expectations of our growing sporting community



**5G.24.01** Develop a set of policies and identify opportunities to increase sport field provision in Sutherland Shire

50%



### Progress Commentary

The measurement for sport field provision is 1.4ha per 1000 people, the standard was adopted within the Sports Strategy and Implementable Plan 2022-2037 in December 2022.

A sports field hierarchy was adopted in December 2022, that includes priority evaluations for fields requiring irrigation, drainage, floodlighting and field reconfiguration. Council's Sport and Active Communities Sub Committee are engaged and consulted to assist Council to review updated plans and priorities as they relate to the implementation of the Sports Strategy.

### Measure

Sport field provision of 1.4ha per 1000 people included in VPA's and Future Contribution plans

### Results

50% milestones met

**5G.24.02** Deliver a program of collaboration with local sports organisations to prioritise sport policy and plans

50%



### Progress Commentary

The Sport and Active Communities Sub Committee is made up of representatives from Council and local sports organisations. The subcommittee meets every 2 months to discuss the direction and prioritisation of plans and policies within Council.

Following detailed presentations and discussion papers, clubs were able to collaborate with Council regarding recommendations for prioritisation and direction of policies and plans, relevant to sports grounds and their use.

In November, collaboration groups were formed within the subcommittee to address specific priorities around floodlighting, irrigation and drainage. Sporting groups and associations will also be provided with an opportunity to present to the subcommittee on priority matters pertaining to their sport.

### Measure

Sport User groups sign collaborated with all sport grounds masterplans

### Results

50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

**5G.24.03 Upgrade sport fields to enable greater participation and diversity of use****25%**

Progress Commentary	Measure	Results
Four projects for Sports Floodlighting have been planned for delivery. Tenders have been received and awarded in December. Pre-commencement preparations are in progress and works are expected to be completed by early June 2024.	Minimum of 3 playing fields with sports floodlight completed	25% milestones met

**5G.24.04 Deliver an accessibility improvement program for sporting facilities****25%**

Progress Commentary	Measure	Results
Sports Services have developed an online facility register for each sports fields aligned with hierarchy within the sports strategy. An annual program has been implemented to ensure this system remains current. Floor plans of existing facilities are being reviewed with sports organisations, currently taking longer than planned. Once an Accessibility Audit is conducted as part of the Disability and Inclusion Action Plan, the findings and recommendations will be integrated into future planning.	Facility audit completed by June 2024	0

**5G.24.05 Identify suitable sites and areas to trial hybrid grass on sporting fields****50%**

Progress Commentary	Measure	Results
Hybrid turf trials to be undertaken at Kareela Oval (No.1) and The Ridge Playing Fields (No.9). Works coordination is being finalised.	2 sites identified	2 sites identified

**5G.24.06 Identify suitable sites to trial new technologies for targeted herbicide application****50%**

Progress Commentary	Measure	Results
Targeted herbicide applications (GPS mapped) to be undertaken at The Ridge Golf Course and Playing Fields (1 to 4), and Barden Ridge Oval. Works planned from March, depending on weather.	2 sites identified	2 sites identified



Complete



On Track



On Hold



Needs Attention



Off Track

## 5H Enhance Emergency Management Maturity



### 5H.24.01 Develop and implement asset management system functionality that enhances the efficiencies and capability of Natural Disaster Recovery Funding assistance claims

80%



#### Progress Commentary

A program of Community Resilience Building and Emergency Management capability improvement actions is in progress. Bushfire Inquiry and Royal Commission into Natural Disaster response recommendations relating to local government - 46 actions identified, 12 completed and 15 in progress. A program of community and infrastructure resilience building projects are currently being implemented through NSW Government advanced disaster recovery grant funding payments. Of the two \$1m disaster recovery grants received to date, one is completed, and the other is in progress.

A Grants Register is available in One Council commencing January 2024.

#### Measure

Sutherland Emergency Management Plan currency maintained

Improvement actions prioritised and implemented

#### Results

80% milestones met

30% milestones met



Complete



On Track



On Hold



Needs Attention






Off Track

51

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



51.24.01	Analyse current play space distribution data to determine gaps in locations and land requirements for the acquisition, creation and service level change that considers equity and access needs	50% 
<p>Progress Commentary</p> <p>Analysis of play space distribution has been completed. Actions aligned to Regional and District spaces are being prioritised as part of the infrastructure pipeline and Property Strategy.</p>	<p>Measure</p> <p>Analysis completed and actions developed</p>	<p>Results</p> <p>50% milestones met</p>
51.24.02	Analyse current play space distribution and demographics data to ensure the future provision and priority for youth recreation spaces, fitness exercise spaces and senior adults spaces aligned with Play Service Standards	50% 
<p>Progress Commentary</p> <p>Analysis of data is complete and comparison against standards in the Play Strategy is ongoing.</p>	<p>Measure</p> <p>Recommendations reported and adopted by Council</p>	<p>Results</p> <p>50% milestones met Yet to be presented to Council</p>
51.24.03	Create opportunities for play in bushland and other natural environments	50% 
<p>Progress Commentary</p> <p>Childrens Play Service Standards identifies nature play areas in bushland as an example of appropriate provision for local facilities. Opportunities for nature play are site specific and assessed as part of the planning for local playgrounds.</p>	<p>Measure</p> <p>Assessment completed and recommended actions undertaken</p>	<p>Results</p> <p>50% milestones met</p>





Complete



On Track



On Hold



Needs Attention



Off Track

5J

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



### 5J.24.01 Complete Public Domain plan for Jannali town centre

20%



#### Progress Commentary

Community consultation is currently being prepared to gather initial community information in early 2024.

#### Measure

Plan presented to Council for adoption

#### Results

Yet to be presented to Council

### 5J.24.02 Develop a sustainable service standard for new streetlighting requests

15%



#### Progress Commentary

An environmentally and financially sustainable standard is being prepared. Some lighting options are being tested during projects being delivered in 2023/24. The scope of work will be assisted by a lighting audit being undertaken around Sutherland and Kirrawee transport hubs as part of the implementation of the Public and Active Transport strategies.

#### Measure

Number of site-specific lighting upgrades approved each year

#### Results

4 site-specific lighting upgrades

### 5J.24.03 Submission of an evaluation report to Council on the temporary dining structure (parklets) trial at Sutherland

30%



#### Progress Commentary

Business feedback on the trial has been reviewed. It is proposed to submit the evaluation report to Council in Q3 of 2023/2024.

#### Measure

Presentation of Evaluation report for Council's consideration by March 2024

#### Results

Yet to be presented to Council



Complete



On Track



On Hold



Needs Attention



Off Track

5K

## Provide welcoming, safe and accessible places and spaces



### 5K.24.01 Prevent and reduce crime in the community through the creation and delivery of safety focused initiatives and community education campaigns

60%



Progress Commentary	Measure	Results
<p>Council Officers have continued to develop and deliver a number of safety focused initiatives and community education campaigns - including:</p> <ul style="list-style-type: none"> <li>• Microchipping - Help Keep your pets safe - Posted Sept 2023</li> <li>• Report Abandoned Shopping Trolleys - Posted August 2023</li> <li>• 'Where can I take my dog in Kurnell' and Bundeena/Maianbar areas flyer developed and rolled out Oct and November 2023</li> <li>• Shorebird Protection campaign October 2023</li> <li>• -December - Is your dog registered, Keep your Human on Lead and Poop Fairy Social media campaigns.</li> <li>• Peak Summer Period Animal Control Education Program, increased patrols of identified hotspot areas and educational programs December 2023 to January 2024</li> </ul>	4 initiatives or campaigns delivered per year	2.4 initiatives delivered

### 5K.24.02 Promote crime prevention and safety programs targeted at vulnerable community groups to maximise safety and accessibility for everyone

60%



Progress Commentary	Measure	Results
<p>Council Officers have continued to promote and delivery of crime prevention and safety programs in order to maximise safety and accessibility for everyone. Examples include;</p> <ul style="list-style-type: none"> <li>• Juice with a Youth program in collaboration with NSW Police 31 August 2023.</li> <li>• Teen Graffiti removal program in collaboration with NSW Police - 27 &amp; 28 Sept 2023</li> <li>• Participate at NSW Police Open Day in October promoting responsible Pet Ownership, safety at beaches and public spaces and other safety initiatives.</li> <li>• E Bike and E Scooter responsibilities and safety campaign Dec 2023</li> <li>• Peak Summer education campaign and patrols for Solid Fuel BBQ Ban Dec 2023-Jan 2024</li> </ul>	4 crime prevention or safety programs promoted per year	4 programs promoted



Complete



On Track



On Hold



Needs Attention



Off Track

### 5K.24.03 Plan and implement programs that address long-term community safety needs

70%



Progress Commentary	Measure	Results
<p>Council Officers continue to work with internal and external stakeholders and community groups to plan and implement programs that address long term community safety needs.</p> <p>In August &amp; December 2023 Crime Prevention &amp; Security increased its current Rapid Deployment Cameras inventory by increasing Council's Coastal Surveillance network at Oak Park Reserve and Shelly Park.</p> <p>In September &amp; November 2023 Council's Ocean Safety and Lifeguards installed publicly accessible Automated External Defibrillator (AED) units at Wanda Beach, Shelley Park and Oak Park, and Angel Rescue rings at Shelley and Oak Park and Blackwoods Beach.</p> <p>Alcohol Free Zones and prohibited Zones across Sutherland LGA audited, reviewed and updated for further 4 year period.</p>	2 programs implemented per year	1.4 programs implemented

### 5K.24.04 Work with coastal-based agencies to ensure Council and stakeholders are appropriately prepared for emergencies and incidents

50%



Progress Commentary	Measure	Results
<p>Council Officers continued to meet and work collaboratively with internal and external agencies, including Police, Surf Life Saving, Local Emergency Management Team and other emergency services.</p> <p>A weekly Beach Safety Working Group has also been scheduled during the summer patrol season from September to April to ensure real time issues or concerns are discussed with key stakeholders.</p>	<p>Attendance at Coastal Safety Group Meetings</p> <p>Chair weekly Beach Safety Working Group Meetings during patrol season</p>	<p>Group no longer operating</p> <p>18 meetings chaired</p>



Complete



On Track



On Hold



Needs Attention



Off Track

### 5K.24.05 Deliver the annual Surf Awareness and Survival education program

75%



Progress Commentary	Measure	Results
School education program continued, with over 2911 students attending program for term 3 & 4 from across the schools in the Shire, and schools outside the Sutherland Shire. Term 4 2023 bookings at full capacity.	70 schools to participate in program	68 schools participated
Council Lifeguards continued participation at Multicultural Water Safety Events and delivering community programs, including: Beach and Rock fishing Safety program/Session - Beverly Hills Intensive English Centre (BIEC) and KIEC Kogarah Intensive English - Red Cross Australia, Beverly Hills / St Charbel's Day at the beach program December 2023 Presenting at Rock Fishing Drowning Prevention Night at Bankstown. Continued partnership with Swim Brothers Water Safety & Educational Program.	3000 school students attendance	2911 students

### 5K.24.06 Participate in the Rock Fishing Safety Program

50%



Progress Commentary	Measure	Results
Regular patrols are undertaken by Council Lifeguards and Public Safety team with inspectors patrolling black spot locations. Officers have also provided additional education to those community members participating in rock fishing. Officers attended and spoke at the SLSNSW Rock Fishing Drowning Prevention Night at Bankstown. Actively involved in the design and facilitation of the Rock Fishing Project 2024-2025 with other key stakeholder groups through Project Brainstorm & Workshop attendance.	40 Rock Fishing Patrols per year	24 Rock Fishing Patrols undertaken



Complete



On Track



On Hold



Needs Attention



Off Track

### 5K.24.07 Participate in Police Local Area Command Safety Precinct Committee and Local Liquor Accord

50%



Progress Commentary	Measure	Results
Ongoing collaboration with external agencies and community groups. Continued attendance by Council’s Crime Prevention Staff at the Local Liquor Accord meetings, 3 in total on 25 July, 19 September and 21 November.  Sutherland Precinct Committee meetings are held by NSW Police but they have not been holding them. In lieu of these meetings not being held, a monthly meeting with Sutherland Crime Prevention Officers is held to go over major community safety issues and collaboration opportunities	4 Liquor Accord Meetings per year	3 meetings attended
	4 Police Local Area Command Safety Precinct Committee Meetings per year	6 meetings attended

### 5K.24.08 Provide a high quality animal shelter facility which promotes best practice in the care of companion animals and promotion of responsible pet ownership

50%



Progress Commentary	Measure	Results
Animal shelter continues to operate and provide care and control of animals 7 days a week and achieving a greater than 85% rehoming rate of animals received at the shelter. Vet services provided to animals at shelter or through transportation to vets. Education initiatives and promotion of responsible pet ownership via social media posts, pamphlet mailouts, and face to face programs such as reading with the cats in July and September and library talks. Cat adoption week campaign in July 2023 and discount adoption and microchipping week including “Cat-ur-day Saturday” in July. Attended “Dogs in the Park” event at Don Lucas Reserve and promoted animals up for adoption and responsible pet ownership campaigns. Morning Show Appearance on 11 July at Channel 10 to raise awareness for shelter overcapacity issues and promote cat adoption event. Unregistered Animal Notification campaign October 2023 Animal Shelter awareness/Responsible pet ownership promotion at Bunnings for Pet awareness week 21 & 28 October Animal Shelter Open Day, including discount adoption week 25 November 2023 Promotion of Shelter and responsible pet ownership at Gymea Village Fair and Sutherland Police Open Day events.	Achieve 80% rehoming of animals that are received at the Animal Shelter	85% rehoming of animals
	Animal shelter services are available 7 days per week	Target met



Complete



On Track



On Hold



Needs Attention



Off Track

### 5K.24.09 Deliver the annual School education program, promoting safe behaviour by motorists around schools

50%



Progress Commentary	Measure	Results
<p>The Roads and Traffic Team continue to deliver the school education program by promoting safe behaviour by motorists around school zones and undertaking regular patrols to monitor for compliance.</p> <ul style="list-style-type: none"> <li>• Number of School zones patrolled - 714</li> <li>• Number of time portable radar deployed at school zones - 59</li> </ul> <p>Education material developed for roll out in first 2 weeks of Term 1 2024 School Term.</p>	<p>1250 school zones patrolled</p> <p>86 schools attended during education program</p> <p>120 portable radar deployed to school zone area</p>	<p>714 school zones patrolled</p> <p>Not due to commence</p> <p>59 radar deployments</p>



OUTCOME

6

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

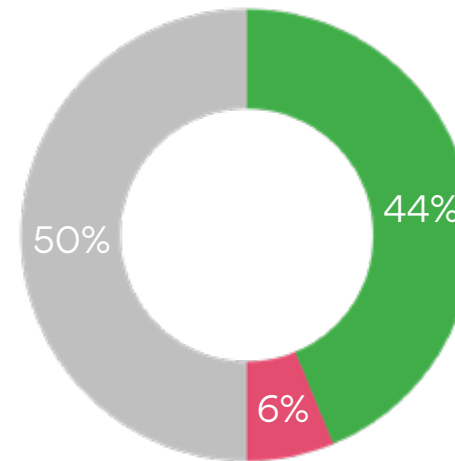
## OUTCOME 6

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

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

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

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



#### Action Status

	Complete	-
	On Track	7
	On Hold	8
	Needs Attention	-
	Off Track	1

### Achievements

- Progressed the review of key elements of the Sutherland Shire Local Environment Plan
- Continued to implement changes made by the NSW Department of Planning and Environment
- Continued to advocate for priority planning and delivery of key state public transport infrastructure projects
- Continued to implement Development Assessment Improvement Program, with a substantial reduction of undetermined Development Applications
- Progressed the Road Safety Plan





Complete



On Track



On Hold



Needs Attention



Off Track

6A

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



### 6A.24.01 Undertake community engagement to refine and finalise the Housing Strategy 2041

0%



Progress Commentary

Measure

Results

Council has requested several reports to examine options and gain information, and this resulted in a delay in finalising the Housing Strategy 2041. Exhibition cannot start until the draft Strategy is endorsed by both Council and the Department of Planning. This is now unlikely to occur before June 2024.

Engagement complete

Action on hold

### 6A.24.02 Undertake community engagement to refine and finalise the Affordable Housing Contributions Scheme

0%



Progress Commentary

Measure

Results

Council has requested further information, and this impacted the ability to finalise the Affordable Housing Contribution Scheme which forms part of Housing Strategy 2041 which has also been deferred by Council. Exhibition cannot start until the draft Strategy is endorsed by both Council and the Department of Planning. This is now unlikely to occur before June 2024.

Engagement complete

Action on hold



Complete



On Track



On Hold



Needs Attention



Off Track

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



### 6B.24.02 Represent the best interests of the community by taking an active role in planning reforms

50%



Progress Commentary	Measure	Results
Councillors have been kept informed, and submissions have been made, for all planning reforms affecting Sutherland Shire.	Draft submissions presented to Council for endorsement	50% milestones met
No submissions were presented to Council during the reporting period. Due to time constraints on feedback, one submission was made directly to the NSW Government on social and affordable Housing in October 2023.	Number of submissions made	0

### 6B.24.03 Review key elements of Sutherland Shire Local Environmental Plan 2015

75%



Progress Commentary	Measure	Results
This refers to the review of waterways and foreshores. Three of the four reports required have been submitted to Council for its consideration. These must be followed by a Planning Proposal which must be considered by the Local Planning Panel before the matter is reconsidered by Council.	Review reported to Council	30% milestones met

### 6B.24.04 Prepare an amendment to SSLEP2015 to deliver the Housing Strategy, Affordable Housing Contributions Scheme and refined elements of the planning framework

10%



Progress Commentary	Measure	Results
The LEP amendment cannot be progressed until Council adopts draft Housing Strategy 2041.	Draft LEP amendment reported to Council and referred to DPE	Action on hold



Complete



On Track



On Hold



Needs Attention



Off Track

6C

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



### 6C.24.01 Finalise development of Sutherland-Kirrawee Place Plan

75%



Progress Commentary

Measure

Results

This project has been impacted by Council's deferral of the Housing Strategy while further reports are being considered.

Plan presented to Council for adoption

Action on hold

### 6C.24.02 Finalise development of Miranda Place Plan

75%



Progress Commentary

Measure

Results

This project has been delayed by Council's deferral of the Housing Strategy.

Plan presented to Council for adoption

Action on hold

### 6C.24.03 Finalise development of Caringbah Place Plan

75%



Progress Commentary

Measure

Results

This project has been delayed by Council's deferral of the Housing Strategy while further reports are being considered.

Plan presented to Council for adoption

Action on hold

### 6C.24.04 Develop Menai-Illawong Place Plan

0%



Progress Commentary

Measure

Results

This project has been delayed by Council's deferral of the Housing Strategy while further reports are being considered.

Plan presented to Council for adoption

Action on hold



Complete



On Track



On Hold



Needs Attention



Off Track

### 6C.24.05 Progress Planning Proposals to implement the centre-based Place Plans

0%



Progress Commentary	Measure	Results
This project can only proceed after the Local Housing Strategy and related Place Plans are finalised.	Planning Proposals progressed	Action on hold

### 6C.24.07 Deliver an efficient and balanced assessment of planning applications

40%



Progress Commentary	Measure	Results
Council acknowledges the lengthy development assessment times and backlog of applications in this area is not satisfactory. A four-phase development assessment improvement program is underway which is reported to Council quarterly. 31 December 2023 saw the completion of phases 1 and 2. As at 31 December 2023 the total number of undetermined development applications on hand numbered 566 representing a substantial reduction from 703 at 1 July 2023. The next quarterly update will be reported to Council in March 2024.	Assessment of planning applications undertaken in accordance with legislative requirements and the requirements set by the NSW Department of Planning and Environment	40% milestones met

### 6C.24.08 Implement NSW Department of Planning and Environment reform projects including reform of State Environmental Planning Policies (SEPPs) and any implications to development assessment

50%



Progress Commentary	Measure	Results
Officers have implemented changes made to State Environmental Planning Policies.	Implementation of change within the prescribed time provided by the Department of Planning and Environment	50% milestones met



Complete



On Track



On Hold



Needs Attention



Off Track

6D

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



### 6D.24.01 Finalise the development of the Road Safety Plan

20%



#### Progress Commentary

Following work in Q1 to review existing plans adopted by other councils, a best practice model has been identified. Work completed in Q2 includes distribution of a document outline to internal stakeholders for feedback, and development of background information.

#### Measure

Adoption of Plan by Council

#### Results

20% milestones met

### 6D.24.02 Advocate for progress in the delivery of the M6 motorway between Sylvania and Loftus

25%



#### Progress Commentary

The NSW Government has no plans or funding to progress the M6 south of Georges River. Council will need to build pressure via community advocacy during 2023/2024 to progress this project. In the absence of this project, congestion on major roads will continue to increase.

#### Measure

Progress in planning by Transport for New South Wales

#### Results

No data available



Complete



On Track



On Hold



Needs Attention



Off Track

6E

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



### 6E.24.01 Promote safe access to public transport and transport hubs

50%



#### Progress Commentary

Rolling program of bus stop access upgrade works ongoing through planning, design and construction phases of capital works program. Seniors Pedestrian Safety workshops delivered, under NSW Health's Stepping On program:

- One during Q1 2023/34
- Five during Q2 2023/24

Further workshops to be delivered during the remainder of the financial year.

#### Measure

Percentage of primary paths of travel to transport hubs reviewed by safety audit

#### Results

No data available

### 6E.24.02 Advocate for priority planning and delivery of key state public transport infrastructure projects

50%



#### Progress Commentary

Council is seeking regular updates from Transport for NSW on:

- More Trains More Services Stage 3/3B (T4 line) timeframes
- Heathcote Road Corridor Strategic Design
- Maintenance and presentation of TfNSW assets

#### Measure

Number of advocacy representations and activities made per year

#### Results

10 advocacy representations made



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