

# 2022-2026 DELIVERY PROGRAM AND 2024/25 OPERATIONAL PLAN

Final 2024/25 Performance Report



SOUTH AFRICAN  
SHPART

## 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.

A bronze sculpture of a whale and its calf resting on a rock. The whale is on the left, facing left, with a detailed eye and a patterned head. The calf is on the right, facing right, with a patterned tail. In the foreground, a fishing net is draped over the rock. The background shows a coastal landscape with green bushes and trees under a clear blue sky.

Prepared by Sutherland Shire Council  
© Sutherland Shire Council 2025

Contact Details  
4-20 Eton Street  
Sutherland NSW  
Australia

Locked Bag 17,  
Sutherland NSW 1499

T 02 9710 0333  
[ssc@ssc.nsw.gov.au](mailto:ssc@ssc.nsw.gov.au)  
[sutherlandshire.nsw.gov.au](http://sutherlandshire.nsw.gov.au)

Image: Kurnell Sunrise With Whale by Rmonty119  
licensed under CC

# CONTENTS

Our Vision, Our Purpose	4
Integrated Planning and Reporting	5
Our Year 2024/25	6
Overall Performance	7
Delivery Program and Operational Plan Progress Report	8
How to Read the Report	9
Outcome 1: Strong civic leadership trusted by an informed and engaged community	11
Outcome 2: A beautiful, protected and healthy natural environment	34
Outcome 3: A creative, caring and healthy community that celebrates culture and diversity	48
Outcome 4: A prosperous, well-educated community with a diverse range of economic opportunities	67
Outcome 5: An active community that enjoys safe, accessible and diverse open places and spaces	78
Outcome 6: A high quality urban environment, supporting a growing and liveable community	99

## **OUR VISION**

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

## **OUR PURPOSE**

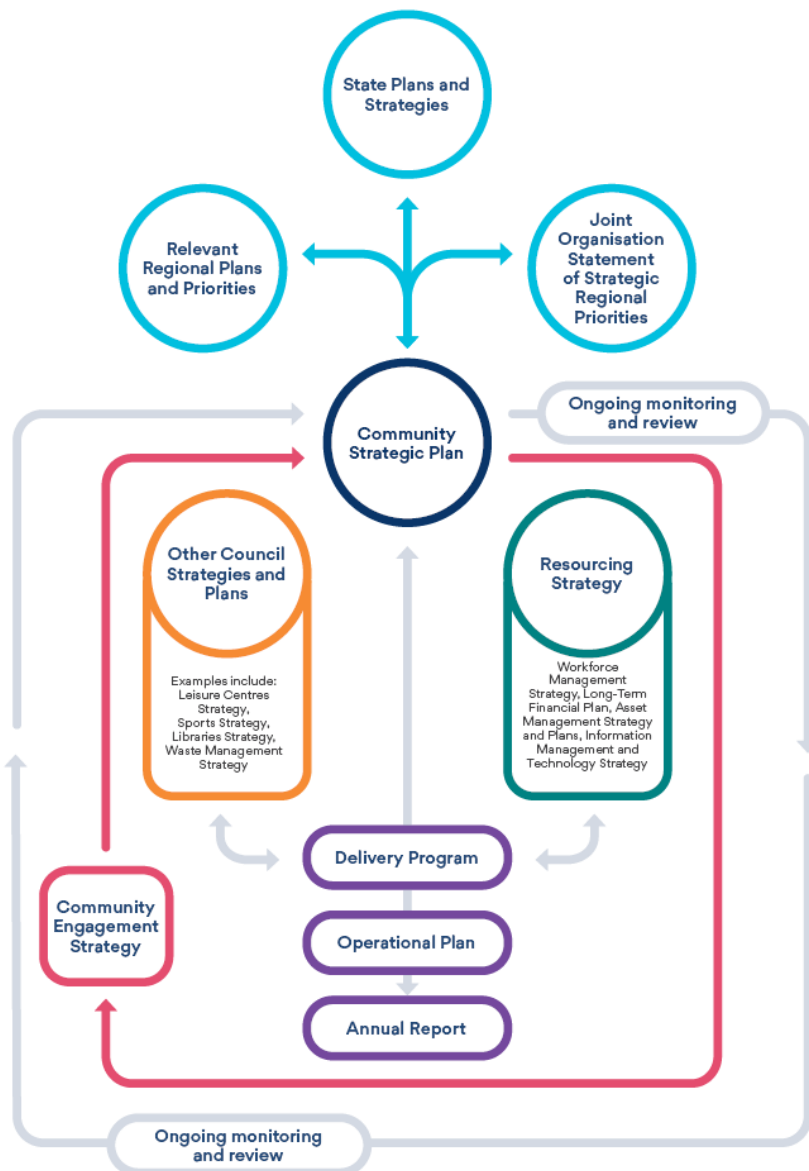
**We believe in creating a thriving community of active lives connected to nature.**



# INTEGRATED PLANNING AND REPORTING

Progress against actions identified in the Delivery Program is reported to Council and the community every quarter. 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 covering the previous four years, 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 YEAR 2024/25

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 2024/25 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 have completed the third year of our 2022-2026 Delivery Program and this report outlines the final progress on the 2024/25 Operational Plan. Look at some of the programs and projects we delivered during 2024/25, each of which are contributing to delivery our community's vision for the future.

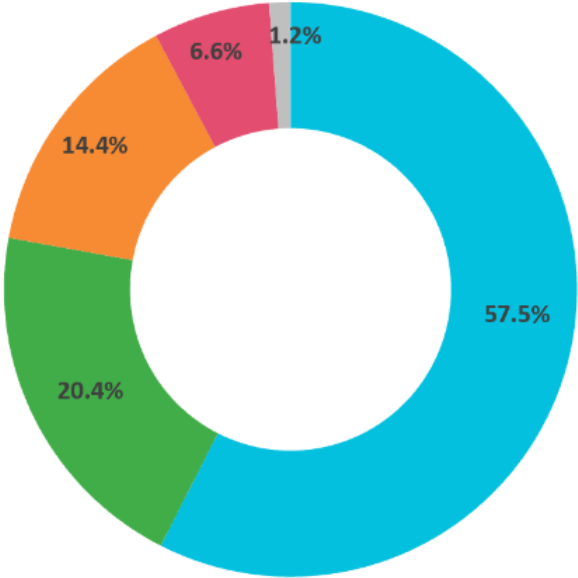


\* 2024/25 was the final year for the delivery of the 2022-2026 Delivery Program. Although the program was developed to be delivered across four years, the previous term of Council was shortened to three years because of the COVID-19 Pandemic.

Following the election of the new Council in September 2024, Council developed a new four-year Delivery Program. Actions contained in year four of the previous Program were included in the development of the [2025-2029 Delivery Program](#) which was adopted by Council in June 2025.

# OVERALL PERFORMANCE

We have completed the final quarter of the third year of our Delivery Program 2022-2026 with 57% of actions completed in the 2024/25 Operational Plan, and a further 22% due for completion within their agreed timeframes.



● Complete	96
● On Track	34
● On Hold	2
● Needs Attention	24
● Off Track	11
<b>Total</b>	<b>167</b>

# DELIVERY PROGRAM AND OPERATIONAL PLAN PROGRESS REPORT



# HOW TO READ THE REPORT

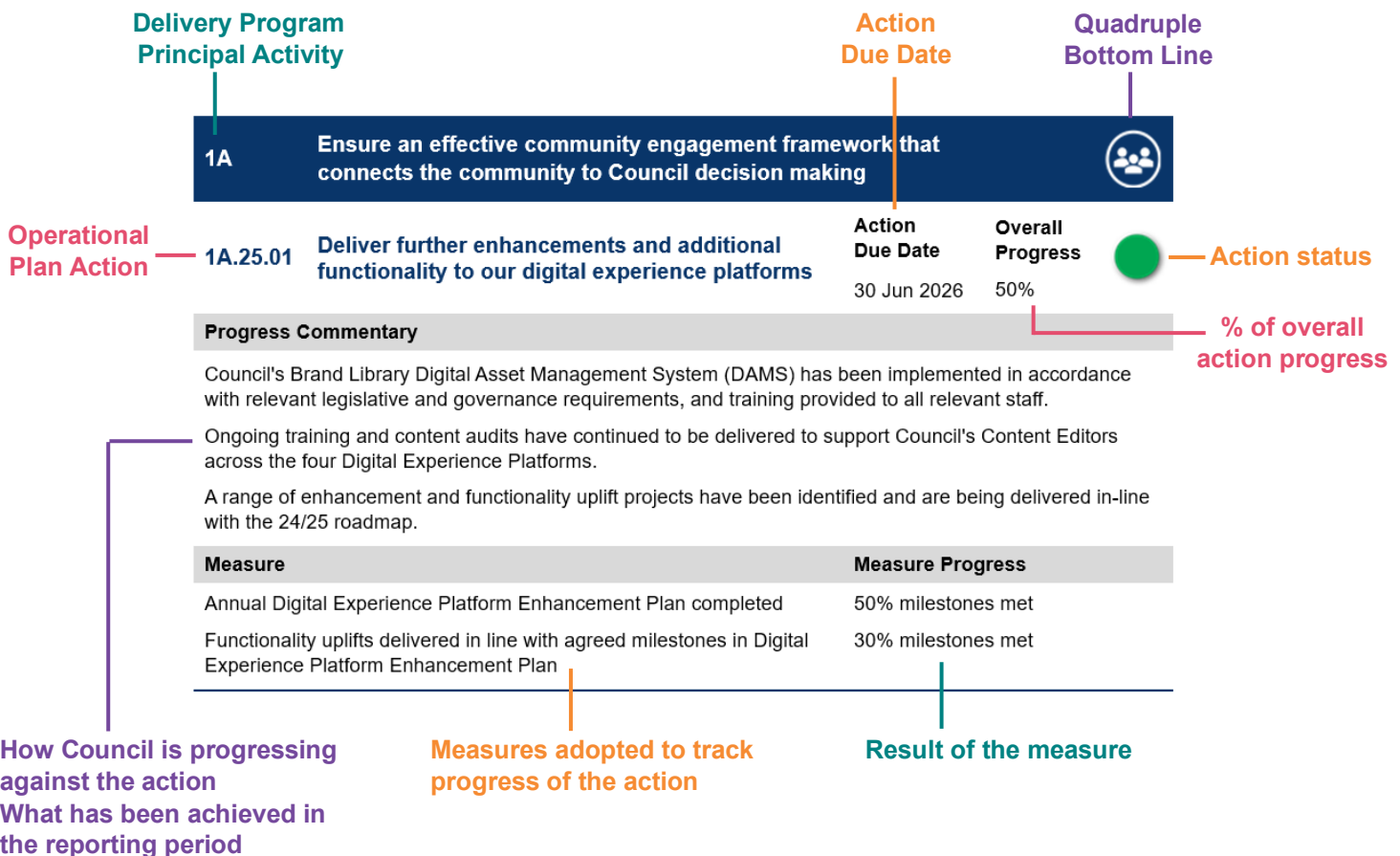
## How we measure progress

Progress against actions identified in the Delivery Program is reported to Council every quarter. An annual report is also prepared that reflects on Council's overall performance for the financial year. This report demonstrates year to date progress for each action of the Operational Plan 2024/25.

## How the information is presented

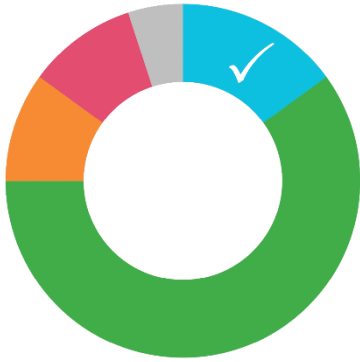
Actions in the Operational Plan are aligned with the principal activities from the Delivery Program, the Community Strategic Plan outcomes that they contribute to, and the quadruple bottom line.






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



### Economic



### Environmental

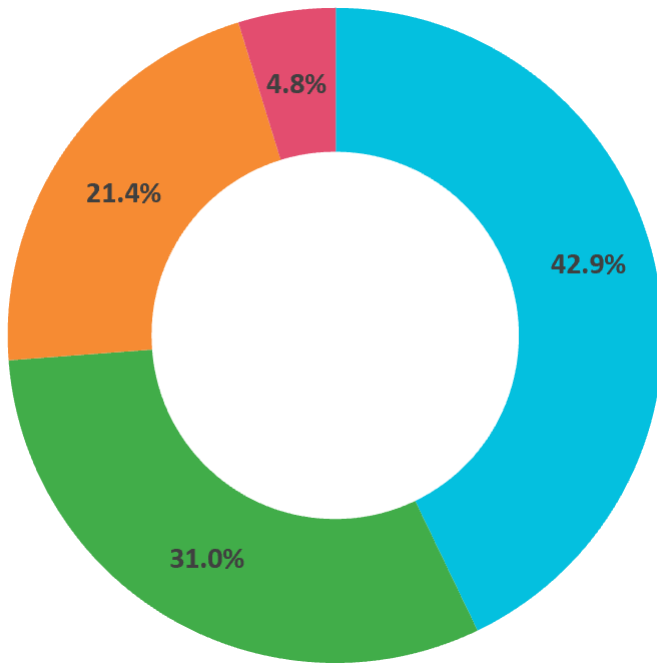


### Social



# OUTCOME 1

Strong civic leadership trusted by an informed and engaged community



Complete	18
On Track	13
On Hold	0
Needs Attention	9
Off Track	2
<b>Total</b>	<b>42</b>



# 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.

### Achievements

- Endorsement of Our Community Plan 'Towards 2035' at April Council meeting
- Established nine Voice of Customer programs used to drive action and track improvement across Council
- New suite of Resourcing Strategies adopted at June Council meeting including Long-Term Financial Plan, Asset Management Strategy and Plans, Workforce Strategy and Information Technology Strategy
- Implementation of the Customer Experience Strategy in progress with three initiatives completed.
- Successful implementation of OneCouncil Human Resource and Payroll system module and Strategic Assess Management module
- Completion of service review for Communication and Engagement with implementation of recommendations commenced

1A

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



1A.25.01

### Deliver further enhancements and additional functionality to our digital experience platforms

Action  
Due Date

30 Jun 2026

Overall  
Progress

35%



#### Progress Commentary

Ongoing training and content audits have continued to be delivered to provide support to more than 80 Content Editors across Council's Digital Experience Platforms, including the three subsites: Leisure Centres, Libraries, and Hazelhurst. Council's Brand Library Digital Asset Management System was implemented in accordance with relevant legislative and governance requirements, enhancing digital accessibility and brand management on the Digital Experience Platforms. Functionality uplifts include a new interactive rates calculator which was launched in conjunction with land valuation updates from NSW Valuer General.

Further progress on delivering 2024/25 enhancements is impacted by resourcing constraints where implementation of OneCouncil is the current priority.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Customer Experience Service.

#### Measure

#### Measure Progress

Annual Digital Experience Platform Enhancement Plan completed

100% milestones met

Functionality uplifts delivered in line with agreed milestones in Digital Experience Platform Enhancement Plan

26% milestones met

1A.25.02

### Provide best practice accessibility guidance to staff creating content for customers across a range of corporate channels and customer touchpoints

Action  
Due Date

30 Jun 2025

Overall  
Progress

100%



#### Progress Commentary

Comprehensive accessibility guidance and resources are available to all staff via the intranet and internal Determinations and Guidelines. These resources are reviewed annually to ensure they remain current and aligned with best practices.

Digital Accessibility training has been delivered to 100% of Digital Experience Platforms content editors, with ongoing sessions available to maintain high standards.

Regular audits are conducted to ensure compliance with current accessibility standards across key customer touchpoints. Reports on accessibility compliance are shared with digital content editors to highlight progress and areas needing attention as part of ongoing support to the organisation.

#### Measure

#### Measure Progress

Accessibility guidance and resources available to all staff via intranet and internal Determinations and Guidelines

100% milestones met

Accessibility resources reviewed annually to ensure currency and best practice

100% milestones met

Accessibility training program delivered to 100% of Digital Experience Platform content editors

100% training delivered

1B

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



1B.25.01

**Expand Voice of Customer Program to measure customer satisfaction at key council touchpoints**

Action Due Date

30 Jun 2026

Overall Progress

50%



**Progress Commentary**

Voice of Customer program data is being used to identify customer-centric uplift opportunities, drive action, and track improvement across Council.

Voice of Customer (VoC) program 12 monthly update:

2024/25 vs 23/24 (overall Council - submitted requests)

- Ease of Service at request lodgement (top 2 rating on a 5-point scale): 23/24 = 79%, 2024/25 = 79%
- Satisfaction at request completion (top 2 rating on a 5-point scale): 23/24 = 65%, 2024/25 = 63%
- NPS (-100 to +100 scale – Scores > 0 seen as generally positive): 23/24 = 11, 2024/25 = 8

2024/25 Programs Established:

- 9 Libraries – visitors, members
- 4 Leisure Centres – visitors, members, cancelled members, swim school, gym specific (class types and timetables)
- 11 childcare facilities – centre tours, orientation, quarterly parent pulse check, children with additional needs, cancellation of care.
- 33 community facilities (bookable spaces) – online booking experience, post-booking.
- Admin building Customer Service – post-visit.
- Hazelhurst – gallery, café, class attendees
- How Low Can You Go (HLCYG) – Waste reduction program (7-week program)
- Beach Wheelchair Users

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Customer Experience Service.

**Measure**

**Measure Progress**

Customer Satisfaction tools available at agreed customer touchpoints

86% milestones met

Monthly data metrics reported to Senior Managers

50% milestones met

1B.25.02

**Develop and implement an organisational Customer Experience Strategy**

Action Due Date

30 Jun 2026

Overall Progress

50%



**Progress Commentary**

The draft Customer Experience Strategy document was adopted by Council in December 2024.

Implementation of the strategy continues, with a range of initiatives underway. Overall, there are 45 initiatives to deliver, and to date 49% are either completed (3) or underway (19), with all scheduled actions on track.

Completed items:

- Implement Request Management Champions working group, to support the consistent and efficient use of request management and assist in the identification and implementation of system enhancements
- Build a dedicated Customer Experience Team to lead the development, implementation and ongoing review of Council's Customer Experience framework
- Review and refine the Councillor Request process, including governance, reporting and escalation criteria to manage expectations and create an efficient and consistent experience

A range of other items are underway including:

- Establish, implement and monitor Customer Experience performance across the organisation to drive performance
- Developing standardised communication tools and guidelines and training
- Creating a customer portal for personalised digital services
- Leveraging AI for better access to information
- Upgrading customer service facilities.
- Establish performance metrics, integrate Customer Experience into recruitment and training

This action has been rolled over to the 2025/26 Operational plan as Strategic Action CEX.SA.01.

Measure	Measure Progress
Customer Experience Implementation roadmap developed	100% milestones met
Actions delivered in line with agreed project specifications	6.6% actions complete

1B.25.03	Build Council's brand equity by developing and implementing a Brand Strategy	Action Due Date	Overall Progress	
		30 Jun 2026	50%	

**Progress Commentary**

Key sections of the Brand Strategy have been developed, informed by the brand health check research and internal collaboration. Significant progress has been made on the current key milestone to refresh the visual identity guide with an established internal working group. The project is influenced by progress on several other significant internal projects, including our Employee Value Refresh. By aligning these key initiatives, we aim to create a cohesive and robust brand presence that resonates with both our customers and our employees across all touchpoints.

The Implementation Plan will be developed and delivered upon completion of the Brand Strategy.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action CAE.SA.01.

Measure	Measure Progress
Brand Strategy developed by June 2025	50% milestones met
Implementation Plan developed and commenced	20% milestones met
Information sessions delivered	20% milestones met

**1C****Maintain dialogue across all levels of government, the local government sector and with key stakeholder organisations on issues impacting the organisation**

<b>1C.25.01</b>	<b>Advocate for prominent issues impacting the Sutherland Shire or the local government industry</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 100%	
-----------------	--	---------------------------------------	---------------------------------	--

**Progress Commentary**

Council advocates on key projects and issues with both the State and Federal Governments.

During Q4 Council resolved to advocate for the following issues:

- Development Assessment Improvements update
- Pattern Book Planning Pathways
- Improved communication with TfNSW
- Implications of Low and Mid Rise Housing Reforms
- Camelia Gardens Grey-headed Flying Fox Camp Management Plan
- Request for recommission of the service tunnel under the F5 at Waterfall
- E-Bike Safety at Sports Fields and Shared Spaces
- Aboriginal Land Claims – Sutherland Shire LGA
- Local action on rough sleeping and unmet needs in the Sutherland Shire

Additional advocacy activities with other State and Federal Members of Parliament and other government agencies included:

- State MP Forum

<b>Measure</b>	<b>Measure Progress</b>
Number of submissions	48 submissions

<b>1C.25.02</b>	<b>Engage with Southern Sydney Regional Organisation of Councils</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 100%	
-----------------	--	---------------------------------------	---------------------------------	--

**Progress Commentary**

Council actively participates in regional initiatives through attendance at meetings for Southern Sydney Regional Organisation of Councils (SSROC) sub-committees and CEO/GM Committee.

<b>Measure</b>	<b>Measure Progress</b>
Number of meetings attended	8 meetings

## 1D

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



## 1D.25.01 Deliver the Capital Infrastructure Program

Action  
Due DateOverall  
Progress

30 Jun 2026

83%



## Progress Commentary

The Original 2024/25 Capital Works Program was adopted in June 2024 at \$80,138M. The Program was reviewed at various times as part of the quarterly budget review process, with the final Revised Budget for the financial year being \$83,703M.

As at 30 June 2025, the expenditure against the Program was \$71,020M, with \$11.777M of unexpended funding being carried forward into the 2025/26 financial year. These carried forward funds relate to 68 projects within the program.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Asset Strategy and Delivery Service.

## Measure

## Measure Progress

95% of the Capital Infrastructure Program delivered

83%

Quarterly reports on progress of program provided

100 reports

## 1D.25.02

## Regularly monitor progress and performance against adopted plans, and provide updates to the community

Action  
Due DateOverall  
Progress

30 Jun 2026

100%



## Progress Commentary

Regular monitoring and reporting against the activities and actions 2022-2026 Delivery Program and 2024/25 Operational Plan have been delivered through quarterly progress reports to Council and the Community. During 2024/25 Council introduced quarterly reporting for the Delivery Program/Operational Plan as well as combined Operational and Financial reporting.

This final progress report for 2024/25 will be included in the Annual Report which will be presented to Council in November 2025.

The 2022-2026 Delivery Program was a four-year program, however due to the timing of the local government elections in September 2024, only three years of the program was delivered. Council was required to develop a new four-year Program following the election. Actions identified in year four of the previous program have been incorporated into the new four-year program.

Overall organisational performance is: 57.5% completed, 20.4% on track, 14.4% needs attention, 6.6% off track and 1.2% on hold.

## Measure

## Measure Progress

2 x six monthly reports to Council

4 reports

1 x Annual Report

1 report

1 x Supporting Documents progress report

1 report

Number of views of published reports

874 views

## 1D.25.03

## Facilitate the review and update of the Community Strategic Plan

Action  
Due DateOverall  
Progress

30 Jun 2025

100%



### Progress Commentary

The Community Plan towards 2035 was developed following stakeholder engagement and community consultation. Council engaged with the community via pop up information sessions, focus groups and workshops, newsletters, social media and online.

The draft Community Plan was endorsed by Council at the meeting held 28 April 2025. The new Community Plan has been uploaded to the Council website.

Measure	Measure Progress
Number of submissions received	69 submissions
Engagement with the community undertaken with a wide range of stakeholders, aligned with the Community Engagement Strategy	100% milestones met
Community Strategic Plan reviewed and updated informed by community feedback	100% milestones met
Revised draft Community Strategic Plan is presented to Council for endorsement by June 2025	100% milestones met

#### 1D.25.04 Facilitate the development of a new four-year Delivery Program

Action Due Date	Overall Progress
30 Jun 2025	100%



### Progress Commentary

The 2025-2029 Delivery Program and 2025/25 Operational Plan which included the budget, Statement of Revenue Policy, Capital Program and Fees and Charges was developed following stakeholder engagement and community consultation. Council engaged with the community via pop up information sessions, online surveys, newsletters and social media.

The updated draft document was adopted by Council at the meeting held 23 June 2025.

Measure	Measure Progress
Number of submissions received	74 submissions
Delivery Program developed	100% milestones met
Draft Delivery Program presented to Council for adoption by June 2025	100% milestones met

#### 1D.25.05 Coordinate the development of a new suite of Resourcing Strategies

Action Due Date	Overall Progress
30 Jun 2025	100%



### Progress Commentary

The Resourcing Strategy which includes the Long-Term Financial Plan, Asset Management Strategy and Plans, Workforce Strategy and Information Technology Strategy were developed following stakeholder engagement and community consultation. Council engaged with the community via pop up information sessions, online surveys, newsletters and social media.

The updated suite of documents was adopted by Council at the meeting held 23 June 2025.

Measure	Measure Progress
Number of submissions received	1 submissions
Draft Resourcing Strategy developed	100% milestones met

Draft Resourcing Strategy presented to Council for adoption by June 2025 100% milestones met

<b>1D.25.06</b>	<b>Review the Asset Management Strategy, Policy and Plans as part of Council's Resourcing Strategy in the Integrated Planning &amp; Reporting Framework</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 100%	
-----------------	---	---------------------------------------	---------------------------------	---

**Progress Commentary**

As part of Council's resource plan, Council's Asset Management Strategy and Asset Management Plans have been reviewed, updated and publicly exhibited. They were adopted by Council on 23 June 2025.

Measure	Measure Progress
Asset Management Strategy, Policy and Plans meet the minimum requirements Integrated Planning and Reporting guidelines	100% milestones met
Updated Draft Strategy is presented to Council for adoption by June 2025	100% milestones met

<b>1D.25.07</b>	<b>Review and update the Long Term Financial Plan</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 100%	
-----------------	---	---------------------------------------	---------------------------------	---

**Progress Commentary**

The 2025-2035 Long Term Financial Plan was formally adopted at the Council meeting held 23 June 2025 (CCL028-25).

Measure	Measure Progress
Long Term Financial Plan meets the minimum requirements of the Integrated Planning and Reporting guidelines	100% milestones met
Long Term Financial Plan is presented to Council for adoption by June 2025	100% milestones met

<b>1D.25.08</b>	<b>Develop a new Information Management and Technology Strategy</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 100%	
-----------------	---	---------------------------------------	---------------------------------	---

**Progress Commentary**

The Information Technology Strategy 2025-2029 was developed following stakeholder engagement and community consultation.

The strategy was formally adopted at the Council meeting held 23rd June 2025 (CCL028-25).

Measure	Measure Progress
Information Management and Technology Strategy is presented to Council for adoption by June 2025	100% milestones met


<b>1D.25.09</b>	<b>Develop a new Workforce Strategy</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 100%	
-----------------	---	---------------------------------------	---------------------------------	---

**Progress Commentary**

The new Workforce Strategy 2025-2029 was developed following stakeholder engagement and community consultation. The Strategy was formally adopted at the Council meeting held 23rd June 2025 (CCL028-25).

Measure	Measure Progress
Workforce Strategy meets the minimum requirements of the Integrated Planning and Reporting guidelines	100% milestones met
Workforce Strategy presented to Council for endorsement by June 2025	100% milestones met

**1E Secure Council's Financial Sustainability**  

1E.25.01	Monitor Council's progress against the financial strategy parameters as set out in the Long Term Financial Plan	Action Due Date	Overall Progress
		30 Jun 2026	100% 

**Progress Commentary**

The September, December, and March Quarterly Budget Review Reports have been presented to Council in accordance with the legislative requirements and internal governance timelines. These reports provided a comprehensive overview of Council's financial performance and position throughout the financial year including performance against Council's financial strategy parameters.

End of Financial Year financial reporting is currently underway with Financial Statements to be presented at October 2025 Council Meeting.

Measure	Measure Progress
Financial Strategy parameters reported through the Quarterly Budget Review Statements and Annual Financial Statements	100% milestones met

1F

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



1F.25.01

Enhance and embed core elements of Governance Framework

Action  
Due Date

30 Jun 2026

Overall  
Progress

50%



### Progress Commentary

Ongoing enhancement and embedding of the Governance Framework continues with the following elements subject to continuous improvement during the period:

- Fraud and Corruption Control Framework
- Public Interest Disclosures
- Legislative Compliance Framework
- Delegations Framework
- Policy Framework
- Mandatory Compliance Training for Code of Conduct to be rolled out in September 2025 with target specific fraud & corruption prevention workshops to be delivered by the ICAC in September 2025.
- Councillor Professional Development Framework- new draft Policy to be tabled to July Corporate Committee for endorsement for public exhibition. Framework developed and will be rolled out post Policy adoption.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Corporate Governance Service.

### Measure

### Measure Progress

Core Governance Framework elements reviewed and enhanced	100% milestones met
Six monthly Our Shire Fraud and Corruption articles	100% milestones met
Policy and determination reviews completed within scheduled timeframes	100% milestones met
Quarterly reports presented to Executive Forum	100% milestones met
Six monthly reports tabled to the Audit Risk and Improvement Committee	100% milestones met
90% training completed	80.9%

1F.25.02

Implement core elements of Enterprise Risk Management Framework

Action  
Due Date

30 Jun 2026

Overall  
Progress

50%



### Progress Commentary

Council has implemented its Enterprise Risk Management (ERM) Framework and is actively embedding it across the organisation. This ensures risks are identified and managed consistently, supporting improved planning, service delivery, and decision-making for our community.

Actions taken to embed the Framework include strong leadership support through top-down risk-based thinking, targeted staff training, integration of risk analysis into core planning processes, reporting and decision templates, development of effective risk management tools, and scheduled reviews to drive continuous improvement.


This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Corporate Governance Service.

### Measure

### Measure Progress

1 meeting per quarter	4 meetings
-----------------------	------------

4 x reports presented to the Enterprise Risk Management Committee	5 reports
Business and strategic risks updated and monitored as scheduled	100% milestones met
100% of Internal Assurance program delivered within plan timeframes	85% milestones met

<b>1F.25.03</b>	<b>Facilitate successful conduct of the 2024 local government elections and induction of the new Council</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2025	100%	

**Progress Commentary**

2024 elections successfully conducted with results declared on 1 October 2024. Extraordinary Council Meeting held 10 October 2024 to swear in new council and conduct Mayor and Deputy Mayor elections. Comprehensive Councillor induction program delivered between 10 October 2024 and 3 March 2025.

<b>Measure</b>	<b>Measure Progress</b>
Elections conducted in accordance with the NSW Local Government Act	100% milestones met
Induction of new Council completed in accordance with approved program	100% milestones met

**1G****Enhance Council's Procurement Framework to ensure best value for the community****1G.25.01 Develop a supplier performance assessment process****Action Due Date**

30 Jun 2025

**Overall Progress**

35%

**Progress Commentary**

Supplier Categories are currently being created to determine appropriate assessment criteria for each category.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Procurement Service.

**Measure****Measure Progress**

Supplier performance assessment process developed

35% milestones met

Supplier performance assessment process implemented

0% milestones met

**1G.25.02 Enhance vendor partnerships and develop smart sourcing solutions****Action Due Date**

30 Jun 2026

**Overall Progress**

100%

**Progress Commentary**

Continued participation in procurement networks through initiatives offered by Local Government Procurement, Buy NSW, Southern Sydney Region of Councils and Procurement Australia is providing enhanced opportunities for vendor partnerships. Active review of the 25/26 procurement pipeline is providing opportunities to streamline sourcing processes and to package projects for the market where possible.

Council has subscribed to the Infrastructure Works Coordination System which will allow for better planning of projects affecting local roadways and allow Council to source projects at times that minimise interruptions to local residents where possible.

**Measure****Measure Progress**

Process for vendor engagement and identified procurement categories for innovation developed

100% milestones met

Process for vendor engagement and identified procurement categories for innovation implemented

100% milestones met

**1G.25.03 Develop Procurement Data Analytics Functionality****Action Due Date**

30 Jun 2026

**Overall Progress**

75%

**Progress Commentary**

The data suite has been improved to track internal sourcing. Several dashboards are in testing phase, nearing completion to provide insight into contract categories, rouge spend and exemptions.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action PRO.SA.01

**Measure****Measure Progress**

Procurement data analytics for defined business objectives developed

75% milestones met

1H

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



1H.25.01

Move Information Technology services to a hybrid cloud platform

Action Due Date

30 Jun 2026

Overall Progress

65%



Progress Commentary

During 2024/25 Council migrated its critical payroll function to a cloud hosted platform.

The completion of this project is dependent on the implementation of OneCouncil (1H.25.02) and feasibility analysis of migrating Council's spatial platform.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action IMT.SA.01.

Measure

Measure Progress

Percentage of critical IT services that are cloud or vendor hosted

65% hosted on cloud

1H.25.02

Finalise the implementation of the OneCouncil integrated application suite

Action Due Date

30 Jun 2025

Overall Progress

82%



Progress Commentary

During 2024/25 key milestones were achieved including:

Strategic Asset Management - implementation was completed for Open Spaces, Transport and Storm Water.

Human Resource and Payroll - the Payroll was system migrated in June 2025, ready to process the first pay in the new financial year.

Release 3:

The Property and Rating module plus Enterprise Content Management are scheduled for November 2025.

Note: Following approval of a change request, the project plan was re-baselined in June 2025.

This action has been rolled over to the 2025/26 Operational plan as a Strategic Action IMT.SA.03.

Measure

Measure Progress

Percentage of agreed OneCouncil modules are implemented

75% implemented

Percentage of replaced legacy systems decommissioned or scheduled for decommissioning based on data retention requirements

0% decommissioned

1H.25.03

Digitise records archive to facilitate internal information self-service to improve service delivery to the community

Action Due Date

30 Jun 2026

Overall Progress

21%



Progress Commentary

This project is behind schedule due technical and resource dependencies on Project Rocket (1H.25.02) which delayed the start.

Following a procurement exercise, a proof-of-concept activity commenced involving 3 vendors, with the returned scans currently undergoing quality assurance. The aim is to select more than one vendor to increase throughput and regain lost time.

Strong progress has been made with pre-requisite appraisal, sentencing and disposal activities to ensure records (including those with personally identifiable information) are retained/disposed in accordance with

the requirements of the State Records Act. 53% of the total archival holdings (of approximately 40 million records) have been appraised to date.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action IMT.SA.02.

Measure	Measure Progress
Percentage of identified physical corporate records digitised and available for internal Self Service	0% digitised

---



<b>11.25.01</b>	<b>Implement core elements of Safety Roadmap</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	50%	

#### Progress Commentary

Systems - Corporate Work Instruction documents have been completed. Safe Work Method Statements have been reviewed and updated and are out for consultation. Corporate Safety Guidelines Review cycle - on track. Corporate Safety Guideline 26 - Psychosocial Hazards has been completed and is out for consultation.

Involvement - Communities of Practice first project has been completed. Guideline on topic "Aggressive Customers in the Field" has been developed and next phase is for the document to be presented to WHS committee. Behavioural observation program - Safety team has commenced the pilot of the program with observations planned for the first quarter of FY25/26.

Training - A supplier for Manual Handling Training has been awarded to rollout a tailored Manual Handling program over the next 4 years across the organisation. Phase 1 of the program has commenced within Civil Operations and Presentation and Facilities and Fleet completing task analysis. Verification of Competency program has been implemented by Learning and Development with the assistance of Safety and Wellbeing.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action GSO.SA.05.

Measure	Measure Progress
Decrease Lost Time Injury Frequency Rate	Decreased by 18%
Decrease Total Recordable Injury Frequency Rate	Decreased by 8%
Increase Working Rate by 5%	Decreased by 2%
Increase Stay at Work Rate by 5%	Increased by 22.74%
Increase Return to Work rate by 5%	Decreased by 4.9%

<b>11.25.02</b>	<b>Implement supportive and comprehensive Health &amp; Wellbeing program</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	100%	

#### Progress Commentary

The Health and Wellbeing program has been completed for FY2024/25. The scheduled Skin check program has now been completed for FY2024/25 with approximately 150 staff tested based on an opt-in program for staff who are deemed at high-risk UV exposure. Flu shot Vaccination program has been completed with 8 days of vaccinations allocated. Spirometry (lung function) testing program has been completed. The mandatory Audiometric testing has been completed for all staff who have been deemed at risk of excessive noise exposure. The Sutherland2Surf has been promoted in conjunction with Sports and Leisure for staff to participate in the event.

Measure	Measure Progress
Implement and embed core elements of the Wellness and Wellbeing Strategy	100% milestones met

<b>11.25.03</b>	<b>Deliver Council's Diversity Equity and Inclusion initiatives for employees</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	50%	

## Progress Commentary

Council has run a number of initiatives during 2024/ 2025 to celebrate Diversity and Inclusion month. These initiatives have included workshops, presentations with Guest Speakers and opportunities for personal sharing and storytelling. This initiative has been run at Council for the past 3 years with very positive feedback and staff engagement.

Ongoing work continues supporting the development and implementation of our Multicultural Action Plan, Disability Inclusion Action Plan and new Reconciliation Action Plan.

This work is ongoing and will be further informed for the coming 12 months by a Diversity, Equity and Inclusion Framework that is being developed for internal and external use at Council.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action CMS.SA.02.

Measure	Measure Progress
Number of initiatives delivered	50 initiatives

1J

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



1J.25.01

### Design and implement a Smart Workplaces Strategy

Action  
Due Date

30 Jun 2026

Overall  
Progress

100%



#### Progress Commentary

The Smart Workplaces Strategy has now been implemented through the rollout of Mobile computing devices, meeting room technology upgraded to support our Agile ways of working, IT network upgraded to extend wi-fi coverage and site connectivity, deployment of soft phone technology to main sites, technology refresh including new computer screens and laptops which has all positively impacted employee experience.

The new Workforce Strategy 2025-2029 was adopted by Council on 23 June 2025 (CCL028-25), and its action plan will enhance and extend the program of work in this area through the planned Employee Experience Framework and Strategy development and resultant next phase action plans.

#### Measure

Strategy is developed and actions implemented in accordance with agreed timeframes

#### Measure Progress

100 90% milestones met

1J.25.03

### Review and implement contemporary onboarding experience

Action  
Due Date

30 Jun 2026

Overall  
Progress

100%



#### Progress Commentary

The design, planning and approval of the new onboarding program is completed, the new program includes a full day immersive orientation experience visiting Council facilities and locations in the Sutherland Shire and the first program will be run in July 2025.

This will be supplemented with a new onboarding experience through One Council including new hire documentation and pre-commencement training.

#### Measure

Onboarding experience review completed

Contemporary approach developed

Onboarding process implemented

#### Measure Progress

100% milestones met

100% milestones met

100% milestones met

**1K****Manage assets collaboratively to deliver safe, affordable and sustainable services and infrastructure**

<b>1K.25.01</b>	<b>Implement the Asset Management Improvement Plan to improve asset management maturity levels to support a long term view of investment and risk management for infrastructure</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 20%	
-----------------	---	---------------------------------------	--------------------------------	--

**Progress Commentary**

Improving Council's asset management maturity levels is ongoing with progress made formalising the Project Management Framework and utilisation of Council's Enterprise Asset Management System.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action ASD.SA.01.

<b>Measure</b>	<b>Measure Progress</b>
Improve the asset maturity levels from competent to optimise	20% improvement actions complete

<b>1K.25.02</b>	<b>Develop a capital works program that includes a multi-year pipeline of planning and design projects for future construction and grant applications</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 100%	
-----------------	---	---------------------------------------	---------------------------------	--

**Progress Commentary**

A four year capital works program has been developed and was adopted by Council on 23 June 2025.

<b>Measure</b>	<b>Measure Progress</b>
Annual program presented to Council for adoption by June 2025	100% milestones met

<b>1K.25.03</b>	<b>Develop and implement a risk based asset inspection framework to support strategic asset management program</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 35%	
-----------------	--	---------------------------------------	--------------------------------	--

**Progress Commentary**

Council is currently developing an infrastructure risk management framework, that will include defining the frequency of asset inspections based on risk, and this will be published as part of our Asset Management Strategy.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Asset Strategy and Delivery Service.

<b>Measure</b>	<b>Measure Progress</b>
Risk rating trial for key assets requiring an asset management plan completed	30% milestones met
Risk rating matrix to be further developed and implemented for all Council assets	0% milestones met


<b>1K.25.04</b>	<b>Prepare a masterplan for the Council's Operational Depot sites</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 5%	
-----------------	---	---------------------------------------	-------------------------------	--

**Progress Commentary**

Internal stakeholder meetings have been held to commence master plan development, set a Project Control Group, and develop a draft a project plan.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action BIN.SA.01.

Measure	Measure Progress
Number of site assessments	0 site assessments
Number of stakeholder meetings held	0 meetings
Conceptual design finalisation of the masterplan document	0% milestones met

1K.25.05 Undertake Buildings asset class revaluation	Action Due Date	Overall Progress	
	30 Jun 2025	90%	

### Progress Commentary

Buildings condition assessment data which the revaluation is based upon is in the process of being analysed and validated with the final valuation report expected to be delivered in July 2025. The asset class revaluation will then be applied as of 1 July 2025.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Asset Strategy and Delivery Service.

Measure	Measure Progress
Draft revaluation completed by March 2025	100% milestones met

1L

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



<b>1L.25.01</b>	<b>Explore utilisation of Council property to support Jannali town centre activation and investigate opportunities for co-location and optimisation of community assets</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 35%	
-----------------	---	---------------------------------------	--------------------------------	--

### Progress Commentary

Potential co-location and optimisation opportunities being analysed and identified. Exploration of options related to Council's car park which could potentially provide funding for co-locating community assets is underway and the advancement of the Jannali Public Domain Plan, which is essential for the successful implementation of this action is progressing concurrently (see DP/OP 5J.24.01)

This action has been rolled over to the 2025/26 Operational plan as Strategic Action PPS.SA.02.

Measure	Measure Progress
Update provided to Council on progress of environmental site testing by October 2024	100% milestones met
Feasibility of including Council's Jannali car park in redevelopment of adjoining land holdings to activate Jannali town centre presented to Council by March 2025	0% milestones met

<b>1L.25.02</b>	<b>Progress the design of golf clubhouse facilities to support and enhance The Ridge Golf Course and Driving Range operations</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 15%	
-----------------	---	---------------------------------------	--------------------------------	--

### Progress Commentary

Extensive project planning is required prior to a design being undertaken to ensure the long-term success of this facility. A feasibility study, including analysis of different operating models and business cases, will commence in October 2025 to define the project scope.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action PPS.SA.01.

Measure	Measure Progress
Design of clubhouse facilities completed by June 2025	15% milestones met

<b>1L.25.03</b>	<b>Investigate opportunities for co-location and optimisation of community assets in Miranda</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 40%	
-----------------	--	---------------------------------------	--------------------------------	--

### Progress Commentary

Analysis of potential co-location and optimisation opportunities initiated. To be progressed in line with the finalisation and endorsement of the Miranda Place Plan (DP/OP Action 6C.24.02).

This action has been rolled over to the 2025/26 Operational plan as Strategic Action PPS.SA.02.

Measure	Measure Progress
Future need for community assets in Miranda to be defined by June 2025	35% milestones met

<b>1L.25.04</b>	<b>Investigate opportunities for co-location and optimisation of community assets in Caringbah</b>	<b>Action Due Date</b> 30 Jun 2025	<b>Overall Progress</b> 30%	
-----------------	--	---------------------------------------	--------------------------------	---

**Progress Commentary**

Analysis of potential co-location and optimisation opportunities initiated. To be progressed in line with the finalisation and endorsement of the Caringbah Place Plan (DP/OP Action 6C.24.03).

This action has been rolled over to the 2025/26 Operational plan as Strategic Action PPS.SA.02.

<b>Measure</b>	<b>Measure Progress</b>
----------------	-------------------------

Future need for community assets in Caringbah to be defined by June 2025	25% milestones met
--	--------------------

**1M****Optimise Service Delivery through the implementation of a Continuous Improvement Framework****1M.25.01 Continue to implement the Performance Measurement Program****Action Due Date**

30 Jun 2025

**Overall Progress**

80%

**Progress Commentary**

A key project from this action was the change of approach for the 2025-2029 Delivery Program and 2025/26 Operational Plan. This included documenting a suite of key service indicators which will be used to monitor performance of the Delivery Program and Operational Plans.

This change in approach will also see a change in the way performance is reported and will be included in the first quarter report which will be presented to Council in October 2025.

Two major strategies, Customer Experience and Tree and Bushland, were adopted by Council during 2024/25 which included criteria for measuring performance of both strategies. The draft Climate Strategy was also presented to Council and includes a suite of performance measures.

Uplift in performance measurement will continue as a core activity of the Corporate Planning and Performance Service and will be embedded in the Strategic Management Framework documents which will be reviewed during 2025/26.

**Measure****Measure Progress**

Performance Measurement Program is embedded within Strategic Documents Framework

0% milestones met

New strategic documents include performance measures

100% milestones met

**Undertake service reviews for:****1M.25.02 - Environmental Health and Building Division  
- Children's Services****Action Due Date**

30 Jun 2025

**Overall Progress**

65%

**Progress Commentary**

The pilot service review for the Communication and Engagement service was undertaken with the final recommendation report endorsed by the Executive in May 2025. Implementation of recommendations has now commenced. As the first review was a pilot, the timeframe of the review was longer than originally scheduled.

The service review for Children's Services has commenced and this action has rolled over to the 2025/26 Operational Plan.

The identified review for Environmental Health and Building was replaced with the pilot review. This service was impacted by the organisational restructure and will be included in a future forward program of reviews.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action CPP.SA.01.

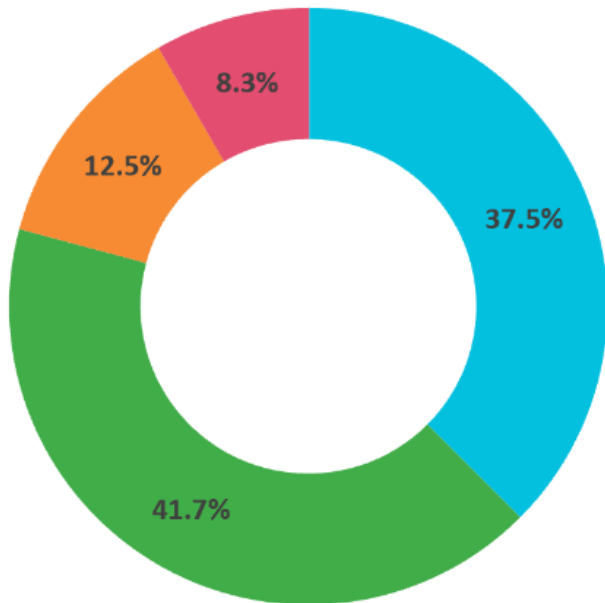
**Measure****Measure Progress**






Nominated Service Reviews completed by June 2025

65% milestones met

# OUTCOME 2

A beautiful, protected and healthy natural environment



	Complete	9
	On Track	10
	On Hold	0
	Needs Attention	3
	Off Track	2
	<b>Total</b>	<b>24</b>



# 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. 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.

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

- Progression of a Draft Electric Vehicle position paper to support a key emissions reduction strategy
- Preparation of a Biodiversity Strategy Discussion Paper to support the review of the strategy
- Delivery of 16 Recycling and Waste education workshops
- Supply of 8,020 kL of recycled water supplied via the Cronulla Woollooware Waste Water Recycling scheme
- Planted 844 trees in 22 suburbs for the Green Streets Tree Planting Program
- Adoption and gazettal of the Bate Bay Coastal Management Program
- Investigations continued for implementation of a Food Organic Garden Organic Collection including holding community education pop up stalls

2A

## Demonstrate leadership in Climate Change mitigation and adaptation



2A.25.01

### Finalise development of the draft Climate Strategy

Action  
Due Date

30 Jun 2026

Overall  
Progress

100%



#### Progress Commentary

Council has progressed the development of its draft Climate Strategy, which sets a pathway to achieve net zero emissions for Council operations by 2030 and for the community by 2050.

Developed through pre-strategy engagement, internal workshops, and consultation with key stakeholders including State agencies, Resilient Sydney, Ausgrid, the Southern Sydney Regional Organisation of Councils, Australian Nuclear Science and Technology Organisation and local sustainability groups, the Strategy outlines targeted actions across energy, transport, waste, education, equity, and resilience.

The draft Strategy was endorsed by Council in February 2025 for public exhibition, which ran from 10 March to 11 April 2025. Engagement included information stalls, stakeholder meetings, and online submissions, with 108 responses received. Feedback from the exhibition informed a number of refinements to the Strategy, including input from the Environment and Sustainability Reference Group in June 2025.

The Strategy is scheduled for Council consideration at its meeting in July 2025 and has been adopted.

#### Measure

#### Measure Progress

Draft strategy presented to Council for adoption by June 2026

100% milestones met

Draft strategy includes actions to meet net zero for Council operations by 2030 and the community by 2050

100% milestones met

2A.25.02

### Pursue opportunities to drive an increase in renewable energy in Council and the community

Action  
Due Date

30 Jun 2026

Overall  
Progress

85%



#### Progress Commentary

Council has continued to pursue opportunities to increase the uptake of renewable energy across its operations and the community, as part of its commitment to achieving net zero emissions.

In 2024/25, Council completed a corporate emissions audit confirming a 59% reduction in emissions since 2021. This reduction is primarily due to Council's 100% renewable electricity contract, which commenced on 1 July 2022 and has eliminated electricity emissions from buildings and street lighting, while also providing pricing stability. Additional reductions were achieved through the decommissioning of the co-generation system at the Sutherland Leisure Centre.

To support community emissions reduction, Council launched a three-month solar campaign promoting rooftop solar as a practical solution to lowering household emissions and electricity costs. The campaign reached over 300 residents and was supported by promotion of the SunSPOT solar calculator, with information made available online and at community events such as the Bushcare Fair.

Council has worked with Ausgrid and private EV infrastructure providers on kerbside grant applications, including letters of support for installations in Council car parks. The NSW Government is expected to announce successful applications on 26 June 2025. In parallel, Council has commenced a partnership with Transport for NSW to identify commuter car parks near train stations suitable for EV charging infrastructure powered by renewable energy.

Council has also commenced the development of two key documents: an EV Positional Paper and a Fleet Transition Plan, both now in draft form and under review. These initiatives, alongside the final draft of Council's draft Climate Strategy, which outlines further actions to support emissions reduction, will guide the


transition to renewable energy across Council and the community. The Strategy is scheduled for Council consideration in July 2025, with a recommendation for a

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Environmental Health and Sustainability Service.

Measure	Measure Progress
Reduction in green house gas emissions in Council and the community	Community reduction - 84,229 tCO2-e Corporate reduction - 9,988 tCO2-e Co2

**2A.25.03 Participate in the Global Covenant of Mayors for Climate and Energy Program**

Action Due Date	Overall Progress
30 Jun 2026	100%



**Progress Commentary**

Council’s participation in the Global Covenant of Mayors for Climate and Energy Program involves a range of commitments, including climate action planning and reporting. Council continued its active participation in the Global Covenant of Mayors for Climate and Energy (GCoM), demonstrating commitment to transparent and accountable climate action aligned with global standards.


In 2024/25, Council completed the annual GCoM disclosure questionnaire, providing comprehensive data on greenhouse gas emissions, energy consumption, renewable energy projects, and emissions reduction initiatives across Council operations and the community. Council maintained a C rating for 2024, consistent with the previous year. Progress to a B rating is anticipated following the formal adoption of the draft Climate Strategy and the draft Resilience Strategy.

The GCoM mitigation framework informed the development of the Climate Strategy, while the adaptation framework guides the forthcoming Resilience Strategy. Council is currently gathering data for the 2025 questionnaire to ensure ongoing compliance and support improved performance in future reporting.

Measure	Measure Progress
Climate mitigation actions reported to the Global Covenant of Mayors	100% milestones met

**2A.25.04 Develop and implement a Fleet Transition Plan to reduce fleet emissions**

Action Due Date	Overall Progress
30 Jun 2026	25%



**Progress Commentary**


Fleet Transition Plan stakeholder group established in March 2025, the Plan development is progressing slower than anticipated but the team expect to meet September 2025 timeline.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action FLG.SA.01.

Measure	Measure Progress
Percentage of vehicles that have been transitioned to low-emission or zero-emission vehicles	9%
Overall reduction in carbon dioxide (CO2) emissions from the fleet	No measurement available Co2

**2A.25.05 Prepare an Electric Vehicle (EV) position paper**

Action Due Date	Overall Progress
30 Jun 2025	85%



**Progress Commentary**

Council remains committed to achieving net zero emissions for its operations by 2030 and for the community by 2050. Recognising that transportation is a significant source of emissions, Council has prioritised the adoption of Electric Vehicles (EVs) as a key emissions reduction strategy. To support this, Council has developed an EV Position Paper to guide the approach to EV infrastructure, particularly in public spaces.

Throughout 2024/25, Council undertook comprehensive research, including benchmarking best practices from other local government areas, participation in the SSROC EV working group, and engagement with key stakeholders such as Ausgrid, NSW Department of Climate Change Energy and Water, Resilient Sydney, and private EV charging providers. This research included identifying potential locations for EV charging infrastructure in Council-owned car parks, supported by government grant opportunities.

The draft EV Position Paper was finalised following internal reviews and incorporates feedback from the public exhibition of Council’s Draft Climate Strategy and consultation with the Environment and Sustainability Reference Group. It has been aligned with the Draft Fleet Transition Plan to ensure a cohesive strategic approach to reducing emissions through EV uptake.

The EV Position Paper is scheduled for endorsement to be publicly exhibited by Council in August 2025.

This action has been rolled over to the 2025/26 Operational Plan as Strategic Action EHS.SA.02.

Measure	Measure Progress
Workshops and stakeholder engagement on Electric Vehicle Infrastructure in Sutherland Shire completed by June 2025	100% milestones met
Position paper on Electric Vehicle Infrastructure prepared by June 2025	90% milestones met


2A.25.06	Review existing development controls requiring the provision of charging facilities for electric vehicles on private property	Action Due Date	Overall Progress
		30 Jun 2025	50% 

**Progress Commentary**

A position paper on electric vehicle charging was presented to Council in August 2025 and will be placed on public exhibition for community feedback. A report on car parking provisions on private land (development controls) will be presented to Council in October 2025.

This action has been rolled over to the 2025/26 Operational plan as a Strategic Action SLP.SA.13.

Measure	Measure Progress
Draft Development Control Plan amendment presented to Council for adoption by June 2025	50% milestones met

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

<b>2B.25.01</b>	<b>Develop and implement environmental improvement actions for former landfill site Ferntree Gully Engadine</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	35%	

**Progress Commentary**

Initial designs to improve the site were found to be cost prohibitive so further site investigations have been conducted to identify alternate practical design solutions.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action ASD.SA.02.

<b>Measure</b>	<b>Measure Progress</b>
Stage 1 construction completed by June 2025	0% milestones met

## 2C

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



<b>2C.25.01</b>	<b>Participate and contribute to regional (SSROC) waste and resource recovery initiatives relevant to Sutherland Council's Waste Strategy</b>	<b>Action Due Date</b>	<b>Overall Progress</b>
		30 Jun 2025	100%



### Progress Commentary

Council is involved in four main joint waste management initiatives under the Southern Sydney Regional Organisation of Councils (SSROC) for this financial year. These initiatives include the Organics Transfer Station, the Recycling Tender (CRESS), Waste Risk & Resilience, and Food Organics Innovations in Local Governments (FOILs). While these projects are at different stages, they are advancing according to schedule, with a target completion in 2025. Additionally, the Council has engaged in minor initiatives, such as the SSROC Joint Procurement for Hygiene Services and the successful completion of a community bicycle repair workshop.

Measure	Measure Progress
Number of SSROC initiatives participated in	4 main SSROC projects, initiatives

<b>2C.25.02</b>	<b>Design and implement innovative waste management services and education programs to initiate community behaviour change and to improve resource recovery</b>	<b>Action Due Date</b>	<b>Overall Progress</b>
		30 Jun 2026	100%



### Progress Commentary

The following services and programs were delivered over the financial year. With a focus on Q4:

- E-waste collection recycled 144 tonnes of E-waste from July 2024 to June 2025 with over 6,500 cars attending.
- Chemical Collection was cancelled in February 2025 due to a facility fire, from the individual event in September 2024 Recycling and Waste properly disposed of over 143 tonnes from over 4,000 participants.
- Facilitated diversion of 24 (Q4 8.5 tonnes) tonnes of soft plastics and textiles from landfill over the 12 months through over 9,000 (Q4 3,200) collections which is Council's highest number of collections since commencing the partnership with RecycleSmart.
- Implementation of Recycling Hubs located at Council libraries / buildings. Since July 2024, completed 47 collections of small E-waste, batteries and light globes. This has increased in Q4 (23 collections) which follows a successful awareness raising campaign.
- Since July 2024 Recycling and Waste have delivered 16 workshops (Q4 4 workshops) for residents with over 406 participants. Residents have gained skills in herbs at home, meal planning, plastic free living, balcony and vegetable gardening, natural skin care, mindful gardening for seniors and building your own terrariums.
- Provided 336 resident rebates through the reusable nappy and sanitary products rebate program since July 2024 (Q4 54)
- Fulfilled 132 (52 in Q4) compost revolution orders since July 2024 boosted by a National Composting Week promotion.
- 118 waste management and recycling social media articles were developed since July 2024 with 24 in Q4 to inform and educate residents via various social media channels reaching over 370,000 residents.
- Clean up Australia Day was held in March 2025, with over 100 sites across Our Shire.
- Supported the Environmentor's Schools program across 27 schools in the Shire reaching over 3,300 students.
- Summer Wood chipping service has run 6 events since October 2024 to March 2025

Measure	Measure Progress
Number of services/events/campaigns implemented	28 services/events/campaigns
Number of participants/customers engaged at events	24,468 participants/customers

Contamination or landfill diversion% rates

contamination 11% and diversion from landfill 45%%

<b>2C.25.03</b>	<b>Implement Council preferred operating model for a Food Organic Garden Organic (FOGO) collection and processing service</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	45%	

#### Progress Commentary

Throughout 2024/25 Council examined a range of potential operating models for our new Food Organic Garden Organic (FOGO) service. These investigations included:

- examining experiences of other Councils who have implemented a FOGO service
- community responses, and
- benefits and financial costs of various models.

In June 2025, in considering these options, Council endorsed a preferred delivery service model. The operating model comprises retention of the existing weekly red bin service and the introduction of a new weekly FOGO service. The roll out of FOGO will be staged with single dwelling first, then progressing to multi-unit dwellings.

This draft model will now go to community consultation for feedback prior to final endorsement by Council.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action WMG.SA.01.

Measure	Measure Progress
Identification and endorsement of a preferred operational model for a Food Organics Gardens Organics (FOGO) collection service	90% milestones met

<b>2C.25.04</b>	<b>Implement Council preferred service delivery model for a Community Recycling Centre (CRC) in the Sutherland LGA</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	40%	

#### Progress Commentary

Throughout 2024/25 Council examined a range of potential operating models for delivery of a Community Recycling Centre (CRC) for the Sutherland Shire.

These investigations included:

- examining experiences of other Councils who provide CRCs
- the Shire communities use of existing recycling and resource recovery services, and
- the benefits and financial costs of various models.

In June 2025, in considering these options, Council endorsed a preferred CRC delivery model. The operating model comprises delivery of a smaller CRC at Kareela collecting Household Chemical Clean out type items, open limited days, and a larger CRC at Kurnell collecting a wide range of materials, open 7 days per week.

This draft model will now go to community consultation for feedback prior to final endorsement by Council.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action WMG.SA.02.

Measure	Measure Progress
Identification and endorsement of a preferred delivery model for a Community Recycling Centre (CRC) in the Sutherland LGA	90% milestones met

2D

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



<b>2D.25.01</b>	<b>Work with the NSW Environment Protection Authority to establish a regional air quality monitoring station within the Sutherland Shire</b>	<b>Action Due Date</b>	<b>Overall Progress</b>
		30 Jun 2026	95%



### Progress Commentary

Council has continued its partnership with the NSW Environment Protection Authority (EPA) to establish a Regional Air Quality Monitoring Station serving Sutherland Shire. Following a comprehensive site selection process involving technical assessments, community input, and strategic consultation, Council identified 250 The Boulevard, Miranda, as the preferred location.

In October 2024, Public Works NSW submitted a formal application for use of Council land at this site. The application underwent public exhibition, during which an objection was received. Consequently, Council is preparing a report seeking concurrence to apply to the Minister for Local Government for approval of the proposed occupation agreement.

With the project timeline now dependent on the Minister's decision, Council awaits ministerial consent to finalise the occupation agreement with Public Works NSW and proceed with contractor engagement for installation. While installation was initially aimed for completion by June 2025, progress is contingent on a favourable outcome from the Minister's assessment.

This initiative will provide valuable real-time air quality data for the region, supporting informed environmental management and community health outcomes.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Environmental Health and Sustainability Service.

Measure	Measure Progress
Location for a regional air quality monitoring station identified	100% milestones met
Initial works progressed to develop the monitoring station	90% milestones met

<b>2D.25.02</b>	<b>Optimise the supply of recycled water through the Cronulla Woolloomare Water Recycling Scheme and identify further sites with stakeholders to utilise the scheme</b>	<b>Action Due Date</b>	<b>Overall Progress</b>
		30 Jun 2026	100%



### Progress Commentary

The Cronulla Wastewater Recycle Scheme supplied 8,020 kL of recycled water this quarter, meeting 100% of end-user demands and representing 88% of the scheme's total delivery capacity. The Sydney Water supply required for the scheme was accessible 78% of the time during this period. The water quality met the established design parameters. No further sites were identified for inclusion.

Measure	Measure Progress
Plant water supply availability%	100%
Customer demands met for recycled water% (Litres)	8,020,000 litres
Plant operated at% of total capacity	88%

2E

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



**2E.25.01 Deliver the Green Streets Tree Planting Program**

**Action Due Date**

30 Jun 2026

**Overall Progress**

100%



**Progress Commentary**

The Green Streets Tree Planting Program has planted 844 trees in 22 suburbs across Sutherland Shire during the 12-month period. These trees will continue to be maintained as part of the overall tree maintenance service.

**Measure**

Trees planted in identified areas and maintained for a period of 2 years

**Measure Progress**

844 trees were successfully planted at 22 suburbs across the Shire trees

**2E.25.02**

**Increase the tree canopy within town centres to align with the Sutherland Shire Green Grid, through the Green Streets Program and proactive tree management**

**Action Due Date**

30 Jun 2026

**Overall Progress**

100%



**Progress Commentary**

The Town Centre Tree Planting Program has planted and will continue maintenance services on the 475 trees planted in 21 suburbs in and around town centres during the 12-month period.

**Measure**

Increase in tree canopy to align with the outcomes of Council's draft Tree and Bushland Strategy

**Measure Progress**

475 trees successfully planted

2F

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



### 2F.25.01 Develop a Koala Plan of Management

Action  
Due Date

30 Jun 2026

Overall  
Progress

60%



#### Progress Commentary

Council is progressing with the development of the Koala Plan of Management (KPoM) for Sutherland Shire, which aims to protect the koala population and their habitats. Key ecological surveys, including vegetation validation, acoustic monitoring, and drone surveys, have been completed to improve the accuracy of habitat mapping.

The vegetation surveys are complete and are currently under review by the Department of Climate Change, Energy, the Environment and Water (DCCEEW) to confirm important plant communities for koala habitat. The drone survey of Mill Creek, previously delayed due to weather and permissions, has now been finalised and complements the completed acoustic surveys. An external consultant has been engaged to integrate these datasets into a comprehensive koala occupancy and density map and to prepare the Koala Plan of Management.

Council staff have drafted planning controls to support koala protection. The Koala Plan of Management is scheduled for initial endorsement by Council in December 2025, with community consultation to follow. Final adoption will be subject to external approvals and consultation outcomes and is expected by mid-2026.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action NAM.SA.01.

#### Measure

Draft Koala Plan of Management presented to Council for adoption by June 2025

#### Measure Progress

60% milestones met

### 2F.25.02 Implement the Tree and Bushland Strategy

Action  
Due Date

30 Jun 2026

Overall  
Progress

15%



#### Progress Commentary

Council developed a draft Tree and Bushland Strategy to provide a comprehensive framework for canopy management across public and private lands in Sutherland Shire. The draft strategy was publicly exhibited from August to September 2024, receiving over 600 pieces of community and stakeholder feedback through surveys, submissions, workshops, and pop-up stalls.

Following detailed review, Council adopted the Tree and Bushland Strategy at its February 2025 meeting. Implementation has now commenced, with focus on four key priority actions for the first year, including canopy monitoring and reporting, reviewing the Urban Bushland Policy, updating references within the planning framework, and revising the Development Control Plan to incorporate site-specific canopy controls.

Canopy data collection to update the strategy has experienced weather-related delays. Due to technical requirements and external factors, Light Detection and Ranging and imagery capture has been rescheduled to October 2025 to ensure data accuracy. Council continues to work closely with consultants to minimise delays.

In parallel, Council has established a robust monitoring and reporting framework to track tree planting, removal, and approvals, supporting improved canopy management oversight. The Natural Areas team is advancing the public tree inventory, and development controls are under review to align with strategic actions.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action POS.SA.02.

#### Measure

#### Measure Progress

Tree and Bushland Strategy presented to Council for adoption by December 2024	100% milestones met
Number of Tree and Bushland Strategy actions implemented	4 actions commenced

<b>2F.25.03 Review and update the Biodiversity Strategy</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
	30 Jun 2026	25%	

**Progress Commentary**

Sutherland Shire Council is undertaking a detailed review and redevelopment of its Biodiversity Strategy to ensure it aligns with current legislation and addresses contemporary environmental challenges, including habitat loss, climate change, and ecological resilience.

While the existing strategy has provided a useful foundation, it is now outdated and no longer adequately reflects the current policy context or biodiversity management needs. Over the past year, background research and analysis of best practice approaches have been undertaken to inform the review.

A discussion paper has been prepared to support the redevelopment process. It outlines key biodiversity issues, provides relevant data and context, and presents a range of management options. Internal workshops are also underway to gather input from across Council and establish a clear evidence base for the new strategy.

The draft Biodiversity Strategy is scheduled to be presented to Council for initial endorsement in early 2026, with public exhibition and final adoption expected by mid-2026.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action NAM.SA.02.

Measure	Measure Progress
Biodiversity Strategy is reviewed and updated by July 2026	25% milestones met

## 2G

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


**2G.25.01 Develop and implement the Catchment and Waterways Strategy and Implementation Plan**
**Action Due Date**

30 Jun 2026

**Overall Progress**

50%


**Progress Commentary**

Council is currently developing the Catchment and Waterways Strategy and Implementation Plan with the Catchment and Waterways reference group. The draft plan will be presented to Council for public exhibition in October-November 2025.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action STW.SA.03.

**Measure**
**Measure Progress**

Public Exhibition of the Catchment and Waterways Strategy

% milestones met

Draft Catchment and Waterways Strategy presented to Council for adoption June 2025

50% milestones met

**2G.25.02 Commence Stage 1 of the Port Hacking Coastal Management Program**
**Action Due Date**

30 Jun 2026

**Overall Progress**

10%


**Progress Commentary**

Following the recent formal adoption of the Coastal Management Program by the NSW State Government, Council officers are developing a grant application to undertake stage 1 of the Port Hacking Coastal Management Program.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action STW.SA.02.

**Measure**
**Measure Progress**

Grant application for the Port Hacking Coastal Management Program prepared

10% milestones met

Project brief for the Port Hacking Coastal Management Program prepared

0% milestones met

**2G.25.03 Implement the Bate Bay Coastal Management Program**
**Action Due Date**

30 Jun 2026

**Overall Progress**

100%


**Progress Commentary**

The Bate Bay Coastal Management Program has been formally adopted and the following key action items planned for 2024/25 have been implemented, with the Bate Bay Coastal Management Plan submitted for certification via NSW Minister for Environment in October 2024 and approved in December 2024, additionally, gazettal of the certification was completed on 27 June 2025.

Implementation of the Bate Bay Coastal Management Program will now commence and form part of the 2025/26 Operational Plan as Strategic Action STW.SA.01.

**Measure**
**Measure Progress**

Certification of Bate Bay Coastal Management Program

100% milestones met

## 2G.25.04 Progress the Woronora River Flood Study

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
35%



### Progress Commentary

The Woronora River flood study is progressing with data identification, collection and review stage underway. Progress updates of this study are regularly provided through the Floodplain Risk Management Committee. This action has been rolled over to the 2025/26 Operational plan as Strategic Action STW.SA.05.

Measure	Measure Progress
Project brief Woronora River Flood Study prepared	100% milestones met
Undertake Woronora River Flood Study	10% milestones met

## 2G.25.05 Undertake the Overland Flow Flood Study

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
75%



### Progress Commentary

The Flood Risk Management Committee has been briefed on the status of the overland flow flood study and the proposed delivery timeline to Council meeting in December 2025, followed by public exhibition in early 2026.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action STW.SA.06.

Measure	Measure Progress
Flood study adopted and relevant actions implemented	88% milestones met

## 2G.25.06 Maintain Sylvania Waters waterway

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
100%



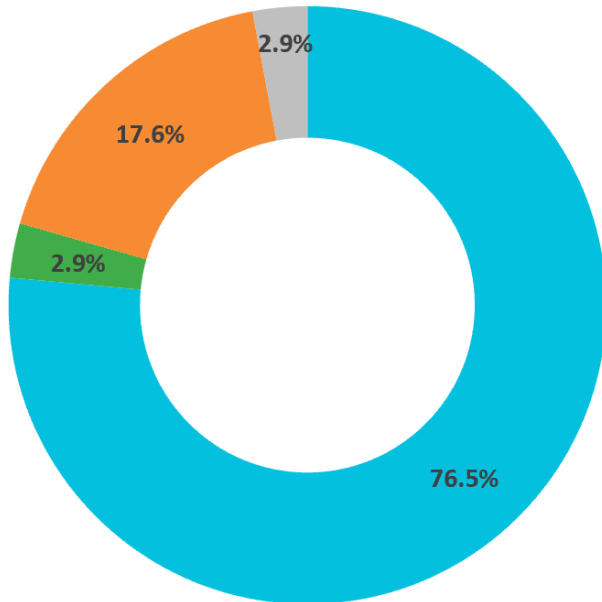
### Progress Commentary

The dredging of this waterway as per the plan was completed in June 2025.

Measure	Measure Progress
Annual seabed survey completed by December 2024	100% milestones met
Review the maintenance program by December 2024	100% milestones met
Implement the maintenance program by June 2025	100% milestones met

# OUTCOME 3

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



Complete	26
On Track	1
On Hold	1
Needs Attention	6
Off Track	0
<b>Total</b>	<b>34</b>



# 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 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

- Delivery of the 256<sup>th</sup> annual Meeting of Two Cultures event at Kamay Botany Bay National Park
- Hosted a First Nations film at Hazelhurst to support reconciliation week along with a performance and cultural reflections opportunity for Council staff
- Completion of audit of all Community Venues for inclusive access
- Development and endorsement of draft Events & Activations Plan for public exhibition
- Delivery of 2 public information sessions on Compassionate Communities to support those who are providing end of life caregiving
- Increase of +100% engagement on the annual education campaign for swimming pool safety
- Continued development of a Resilience Strategy to strength Sutherland Shires capacity to prepare for, respond to, and recover from environmental, social and economic challenges

3A

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



<b>3A.25.01</b>	<b>Enhance the quality of our venues by making them attractive, purposeful, and flexible to cater to diverse users and community needs</b>	<b>Action Due Date</b>	<b>Overall Progress</b>
		30 Jun 2026	100%



### Progress Commentary

Post hire survey 85% user satisfaction with their hire experience from 318 responses for 2024/25. There was also an 85% satisfaction rating with usefulness and ease of the booking system and Council staff interactions were rated with 96% satisfaction.

6 monthly service feedback surveys were circulated to hirers in July and January, with 120 customers providing an overall service score of 7.45 out of 10.

The top 4 service priorities reported by hirers are having accessible toilets and facilities, effective heating and cooling, provision of table and chairs, and provision of basic cleaning equipment. The lowest priority for hirers was the provision of AV equipment.

Service areas of concern for venues was lack of basic cleaning equipment, poor heating and cooling in the venue, lack of waste and recycling facilities, and limited transportation options. This information will be used to review venue upgrade planning and service improvements.

Measure	Measure Progress
Hirer satisfaction surveys undertaken	85% post hire survey 84% user satisfaction YTD

<b>3A.25.02</b>	<b>Monitor the feasibility of community venues while ensuring services and fees are affordable and financially sustainable</b>	<b>Action Due Date</b>	<b>Overall Progress</b>
		30 Jun 2026	100%



### Progress Commentary

Average utilisation across hireable venue spaces for FY2024/25 is 21.7% which is a 1.5% increase in utilisation from FY2023/24.

11 of 33 venues exceeded the minimum target average utilisation of 25% for FY2024/25. 17,577 individual bookings were made across the venue network, which is 18% above the average number of online bookings made over the past 3 years. In total 51,115 hours of usage was recorded (up 7,500 from average total hours of use) across all venue spaces. Caringbah Seniors Centre, Port Hacking Community Centre and Jannali Community Centre are consistently the most heavily utilised venues.

Measure	Measure Progress
25% minimum occupancy of venues	21.7% occupancy
Fees reviewed annually	100% milestones met

<b>3A.25.03</b>	<b>Align community venue service levels, asset management and governance standards between Volunteer Management Committees and Council</b>	<b>Action Due Date</b>	<b>Overall Progress</b>
		30 Jun 2026	50%




### Progress Commentary

All volunteer run Community Venues are preparing to transition to online bookings to align with Council's service levels. All venues are configured for online transition, with final financial configuration and testing being undertaken.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Community Venues Service.

Measure	Measure Progress
Asset management plans drafted	0% milestones met
Governance best practices adopted and followed	0% milestones met
Action plan developed to transition volunteer committees to Bookable	100% milestones met


3A.25.04	Promote community venues and services and programs held within venues to enrich customer awareness and increase utilisation	Action Due Date	Overall Progress	
		30 Jun 2026	100%	

#### Progress Commentary

Community Venues were promoted with social posts, website banners and other online mediums. A total of 14 social posts were made for Community Venues during FY2024/25 across 2 platforms with a total average reach of 14.28K views.

84 activities were promoted through the activities register through FY2024/25, with Council reviewing the ability to expand the utilisation of the events platform for other community events.

Measure	Measure Progress
Number of targeted promotions for low use periods and underutilised spaces	0 promotions
Bookable Events module trial completed	84% milestones met
1 social post per month promoting venues	14 social posts
1 banner stand promotion per quarter	0 banners
1 website hero banner every 6 months	1 banners

3A.25.05	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	Action Due Date	Overall Progress	
		30 Jun 2026	25%	

#### Progress Commentary

Councillors have been briefed on 16 June 2025 on progress to date and the preferred design option, a report will be submitted to Council in July 2025 to advance the project to final design stage.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action CMV.SA.04.

Measure	Measure Progress
Detailed design completed within 6 months of the completion of the Plan of Management	50% milestones met


3A.25.06	Undertake an audit of community venues for inclusive access	Action Due Date	Overall Progress	
		30 Jun 2025	100%	


#### Progress Commentary

A condition assessment of all Council's buildings has been completed and this assessment included an inclusive access audit component. Next steps will be to create a prioritised program of accessibility upgrades

and individual service managers to advise of priorities. This action forms part of the 2025/26 Operational Plan as a Core Activity of the Community Venues Service.

Measure	Measure Progress
Audit of community venues completed by June 2025	100% milestones met
Implement changes from audit by June 2025	0% milestones met

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

3B.25.01 Deliver proactive community programs to reduce loneliness and social isolation	Action Due Date	Overall Progress
	30 Jun 2026	100% 

**Progress Commentary**

In 2024/25, Council delivered a broad range of proactive community programs aimed at reducing loneliness and social isolation across all ages and community groups.

For young people, Council partnered with youth organisations to offer school holiday outreach sessions, vocational courses, and youth events like the Battle of the Bridges and Youth Week activities, reaching over 500 young adults. Creative workshops and skatepark programs further supported youth engagement.


Seniors benefited from the Seniors Festival with 18 free events, New Support at Home information sessions attended by 179 residents, and Elder Abuse prevention workshops. Council also collaborated with the Dementia Alliance and NSW Health to support isolated seniors and plan expanded services.

Council supported vulnerable and multicultural communities through multiple Government Hub pop-ups, water safety education for new migrants and refugees, and Mental Health Month events, which together engaged nearly 300 people.

Family-oriented events like the Family Fun Day at Cooper Street Park attracted over 300 attendees, fostering community connection.

These initiatives demonstrate Council’s commitment to delivering inclusive and accessible programs that strengthen social connections and enhance wellbeing across the community.

Measure	Measure Progress
Number of events delivered to provide opportunity for community connections	60 events

3B.25.02 Enable access to programs which support various groups of the community including LGBTQIA++, those experiencing family and domestic violence, mental health concerns and homelessness	Action Due Date	Overall Progress
	30 Jun 2026	100% 

**Progress Commentary**

Council is deeply committed to fostering an inclusive and welcoming environment across all its programs, with a strong focus on supporting diverse groups within the community, including residents who identify as LGBTQIA+. We strive to ensure our services and initiatives are accessible, respectful, and responsive to the unique needs of all community members.

A key priority this year has been supporting residents experiencing homelessness, mental health challenges, and domestic violence, with targeted funding allocated through the annual Grants and Subsidies program.

This quarter saw a significant increase in reports of homelessness, averaging approximately one report per week. This trend was confirmed by the NSW Street Count results published in April 2025, conducted by the NSW Department of Communities and Justice.

In response, Council continues to advocate and collaborate with State-funded services to improve outcomes for people sleeping rough. Council actively participates in the monthly Sutherland Shire Homeless Case Coordination meetings and supports additional meetings to address rising service demand. These efforts have resulted in increased outreach patrols and strengthened agency collaboration.

In June 2025, Council provided Mental Health First Aid training to 20 residents, equipping them with skills to support individuals facing mental health and well-being challenges. This initiative reflects Council's commitment to enhancing community resilience and wellbeing through education, inclusion, and support for all community members.

<b>Measure</b>	<b>Measure Progress</b>
Number of programs promoted that support our vulnerable communities	14 programs

---

3C

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



3C.25.01	Support the rights of people with disabilities and enhance access and inclusion through implementation of the Disability Inclusion Action Plan (DIAP)	Action Due Date	Overall Progress	
		30 Jun 2026	89%	

### Progress Commentary

Council has demonstrated a commitment to supporting people living with disability via the implementation of Year 3 DIAP goals. Implementation of Year 3 goals is at 89%.

Key highlights of achievements from the 2024/25 financial year include:

- celebrating the ShireAbility Art Award exhibition at Hazelhurst
- completing building accessibility audits of Council owned facilities
- installation of key word signage communication boards at new playgrounds
- the construction of the All Abilities playgrounds at Engadine and Sutherland
- training on access and inclusion offered to Council teams, during March as part of Inclusion Month activities.

To further support the execution of incomplete goals, a new DIAP working group has been formed with 15 members. This working group will champion the delivery of current DIAP actions and commence the development of the new DIAP (2026-20230).

Council has formed a new Access and Inclusion Reference Group consisting of professional representatives and people with lived experience of disability or as a carer. The first meeting was held in May where members discussed upcoming projects to support residents living with disability.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action CMS.SA.01.

Measure	Measure Progress
Year 3 Actions of the DIAP completed	89% actions
1 annual report sent to the Disability Council	1 100% milestones met
4 meetings facilitated with the Access and Inclusion Committee	1 meetings

3C.25.02	Undertake detailed research and gap analysis of the community services sector, to inform annual planning and advocacy activities	Action Due Date	Overall Progress	
		30 Jun 2025	70%	

### Progress Commentary

Mapping of the community services sector has been completed for the disability, seniors and multicultural service sectors. Demographic research activities are underway for specific geographical regions to determine possible gaps in community services, with a focus on access to aged care and improved health services. This action will continue into next year.

Annual planning and advocacy activities have been determined for all sectors via the development of annual workplans.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action CMS.SA.04.

Measure	Measure Progress
Gap analysis research undertaken by June 2025	70% milestones met

## 3D

## Provide for an active, connected and inclusive community



## 3D.25.01

## Implement the Innovate Reconciliation Action Plan

Action  
Due Date

30 Jun 2025

Overall  
Progress

80%



## Progress Commentary

The draft Innovate Reconciliation Action Plan (RAP) is currently on public exhibition, to obtain feedback from the wider community. The timeline has been extended to allow for collaboration with the RAP Working Groups and the newly formed Aboriginal and Torres Strait Islander Reference Group.

Council continues to meet with the RAP Community Working Group and the Aboriginal and Torres Strait Islander Reference Group, consisting of Aboriginal community members and Elders. These groups provide advice on the implementation of RAP actions.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action CMS.SA.05.

## Measure

## Measure Progress

Innovate Reconciliation Action Plan Year 1 Actions implemented

0% milestones met

## 3D.25.02

## Improve connection and inclusion through increased participation in community programs and events

Action  
Due Date

30 Jun 2026

Overall  
Progress

100%



## Progress Commentary

In 2024–2025, Council delivered a wide range of community programs and events designed to enhance inclusion, increase participation, and support meaningful connection across diverse groups within the Sutherland Shire.

Key initiatives included:

- Aged Care Information Sessions – Provided updates and guidance on changes to Supported Home Services.
- Palliative Care Week Events – Delivered in partnership with NSW Health to raise awareness and offer support to the community.
- Monthly Government Hub Drop-in Sessions – Offered support and information to vulnerable residents in an accessible and welcoming setting.
- Refugee Week Film Screening – Promoted cultural awareness and empathy through storytelling.
- Reconciliation Week Public Film Screening – Celebrated and acknowledged First Nations voices and experiences.
- Youth Week 2025 – Featured 19 diverse activities to engage and empower young people across the Shire.

These programs reflect Council's commitment to strengthening community connection, celebrating diversity, and ensuring inclusive access to services and events.

## Measure

## Measure Progress

Number of attendees

4209 attendees

Number of events

76 events

## 3D.25.03

## Build capacity of the community to be more resilient and skilled to support those who are providing end of life caregiving

Action  
Due Date

30 Jun 2025

Overall  
Progress

100%



## Progress Commentary


Two public information sessions on Compassionate Communities were provided in May 2025, as a partnership event between Council, NSW Health and Primary Health Network. An evening and daytime session was offered with a total of 66 residents in attendance, across the two sessions.

This event was structured to provide both information and community capacity building. Event survey results indicated a high satisfaction rate of 95% of participants being very satisfied or satisfied with the event. Ongoing discussions with NSW Health will continue each quarter to ensure all agencies are working effectively to build capacity of the community.

Measure	Measure Progress
Number of events delivered to target audience	2 events

**3D.25.04 Finalise and implement the Multicultural Action Plan**

Action Due Date	Overall Progress
30 Jun 2026	65%



**Progress Commentary**

The draft Multicultural Action Plan has been developed, following consultation with the Multicultural Advisory Group and input from service providers. The Plan has been placed on hold pending review of scope and consideration of the Diversity and Inclusion Framework.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action CMS.SA.02.

Measure	Measure Progress
Draft Multicultural Action Plan presented to Council for adoption to be placed on public exhibition by September 2024	0% milestones met
Draft Multicultural Action Plan presented to Council for adoption by December 2024	0% milestones met
Implementation of year one actions commenced	0% milestones met

3E

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



**3E.25.01 Facilitate grants and subsidies to support community development priorities**

**Action Due Date**

30 Jun 2026

**Overall Progress**

100%



#### Progress Commentary

Annual Community Grants and Subsidies Program 2024/25 completed. 75 applications. 38 recipients. Grants presentation was held in August 2024.

The 2024/25 Community Grants and Subsidies program provided \$500,000 of funding to 38 not-for-profit community organisations to support 47 programs.

Examples of programs supported include the Australian Coptic Heritage and Community service to facilitate the New Horizons project which provides hampers to families escaping domestic violence situations or managing financial hardship. A new program was funded with Wheelchair Rugby League to develop inclusive sporting programs for people living with disability.

#### Measure

#### Measure Progress

Dollar value of grants provided

\$500,000

Total of programs funded

38 programs

**3E.25.02 Provide training and employment skills to young people aged 12-24 years**

**Action Due Date**

30 Jun 2026

**Overall Progress**

100%



#### Progress Commentary

In 2024/25, Council demonstrated its ongoing commitment to supporting young people through a range of training and development initiatives. Key programs included the IgniteAbility Workshop, which supported young people living with disabilities in developing self-employment skills, alongside collaborative planning with disability service providers to create supported employment opportunities within Council. Vocational training was also a strong focus, with free White Card and First Aid courses offered to young adults, resulting in 45 successful completions. Mental Health First Aid training was delivered to assist those entering or working in the Community Services sector, with further safety training scheduled for the year ahead. These initiatives reflect Council's dedication to fostering employability, inclusion, and meaningful skill-building opportunities for local youth.

#### Measure

#### Measure Progress

Number of training sessions

4 training sessions

Number of attendees

54 attendees

Youth employment rate

9.2%

**3E.25.03 Ensure community based services meet the needs of the local community now and are supported to plan for future changes**

**Action Due Date**

30 Jun 2026

**Overall Progress**

100%



#### Progress Commentary

Council has focused on facilitating sector support activities, particularly for the aged care sector, to assist with the transition to the new Support at Home Program, set to commence on 1 November 2025. This has involved providing networking opportunities through a CEO breakfast with community-based service providers, direct interactions with the Department of Health Ageing and Disability, regular webinars, and hosting various interagency meetings. Council has met regularly with General Managers of community

centres to enhance planning activities related to changes in State funding levels for both early intervention youth services and aged care services.

Council has supported all sectors by coordinating networking meetings, including the Youth Network, Sutherland Shire Aged Care Interagency, the Dementia Alliance, the Elder Abuse Collaborative, Disability Interagency, and the Domestic Violence Committee. We continue to seek advice from members of Council's advisory groups, which include representatives from the Seniors, Youth, and Multicultural sectors, to help identify gaps in service provision.

Professional development opportunities have been offered to community workers including topics such as Asset Based Capacity Building, Mental Health First Aid training and coercive control.

Measure	Measure Progress
Community services evaluated for each portfolio	100% milestones met

3E.25.04	Build and support the capacity of the community sector to be more skilled, resilient and responsive to the needs of the community	Action Due Date	Overall Progress	
		30 Jun 2026	100%	

#### Progress Commentary

Capacity building activities have occurred with community service organisations such as delivering mental health first aid training for professionals. The aged care service sector has been strongly supported by Council to transition to the new Support at Home program with a cross-Council sector networking event, aimed at CEOs in May. This event attracted 28 CEOs and professionals. Information packs have been disseminated to both organisations and residents, with approximately 190 residents.

Professionals working with those experiencing dementia have been supported via new resources being developed by the Dementia Alliance

Measure	Measure Progress
Number of sector support professional development sessions provided	10 sessions
Number of interagency meetings attended	28 meetings
Information and resources on government reform provided	2965 resources provided

3E.25.05	Develop a Resilience Strategy	Action Due Date	Overall Progress	
		30 Jun 2026	40%	

#### Progress Commentary

Council is undertaking the development of a comprehensive Resilience Strategy to strengthen Sutherland Shire's capacity to prepare for, respond to, and recover from environmental, social, and economic challenges. The strategy aims to integrate resilience principles into Council's strategic planning and operations, addressing both sudden shocks and long-term stresses.

Since the commencement of the project, Council has established multidisciplinary working and control groups to ensure coordination across all relevant directorates. Resources have been aligned to support the strategy's development, with Council actively participating in the Resilient Sydney Program and adopting its framework to guide the approach.

Pre-strategy engagement is currently underway and encompasses comprehensive community consultation through online surveys, pop-up events, structured workshops, and internal expert engagement to ensure the strategy reflects both community priorities and Council objectives. A report on this engagement is expected in September 2025 and will inform the drafting of the Resilience Strategy.

Although the draft strategy was initially scheduled for endorsement by Council in June 2025, challenges in resource allocation have necessitated an updated timeline. The current project plan targets initial Council endorsement in early 2026, with final adoption anticipated by mid-2026.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action EHS.SA.04.

Measure	Measure Progress
Stakeholder workshops and background research undertaken	25% milestones met
Draft Resilience Strategy presented to Council for initial endorsement by June 2025	0% milestones met

---

3F

Deliver programs to the community that enhance public health and safety



3F.25.01

Develop and deliver an annual online community education campaign for swimming pool safety

Action Due Date

30 Jun 2026

Overall Progress

100%



Progress Commentary

An enhanced social media campaign was undertaken for the swimming pool safety in 2024/25 with a reach of 11,805 visitors to the webpage. This represents more than a 100% increase in engagement compared to the previous year.

Measure

5% increase in views on social media

Measure Progress

>100%

3F.25.02

Develop and deliver an annual online community education campaign for building fire safety

Action Due Date

30 Jun 2026

Overall Progress

100%



Progress Commentary

Council completed 4 separate building fire safety campaign posts over 6 months highlighting the importance of Lithium-ion Batteries, annual fire safety statements, smoke detectors and portable heaters.

The total reach was 6142 users for the 4 posts.

Measure

Number of views on social media

Measure Progress

6142 views

**3G****Provide and enhance opportunities for the community to experience enriching arts and culture****3G.25.01****Deliver an annual calendar of Cultural, Civic and Community Events which caters to a diverse range of audiences for the social, economic and cultural needs of the community****Action Due Date**

30 Jun 2026

**Overall Progress**

100%

**Progress Commentary**

Between April and June 2025, Council successfully delivered three key Civic Events: the 256th Annual Meeting of Two Cultures at Kamay Botany Bay National Park (29 April), the Citizenship Ceremony at the Pavilion (22 May), and the Centenarians Morning Tea at Hazehurst (29 May). Additionally, three internal events were held, including the 2025 Staff Reconciliation Week (29 May), Staff Town Hall Summit (3 June), and the new Library+ Opening event (21 June).

Over the 2024/25 period, a total of 29 free community events were delivered across the Sutherland Shire, attracting over 68,700 attendees.

These events included:

- 5 First Nations Cultural Events such as NAIDOC, Jannali Moonrise Festival, Cultural Conversations, National Reconciliation Week, and the Meeting of Two Cultures.
- 12 Civic Events encompassing project openings, citizenship ceremonies, mayoral receptions, and internal Council gatherings.
- 12 Community and Major Events, including Cinema Under the Stars, Cronulla Vibes Concert, Australia Day celebrations, Centenarians Morning Tea, and various Seniors Festival events throughout the Shire.

These diverse events have contributed significantly to community engagement and cultural celebration within the Sutherland Shire throughout the year.

**Measure****Measure Progress**

Increase in number of events delivered

29 events

Increase in number of attendees

68,736 attendees

**3G.25.02****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****Action Due Date**

30 Jun 2026

**Overall Progress**


100%

**Progress Commentary**

- Partnerships, exhibitions, events and programs for 2024/25 included:
- Logos, an exhibition and Greek Festival celebrating the unique and profound impact Greek Australians have had on the social and mercantile history of the area. An exhibition of artists from Bundeena celebrating the proud history of the Bundeena Art Trail.
- Installation of a plaque outside the Historic Hazelhurst cottage with a QR code that links to website information around its history.
- Local histories and stories were showcased at Hazelhurst Gallery through the exhibitions CONDUIT and ARTEXPRESS, and at Broadhurst Gallery with Connectivity, Class of '24, and TONY COSTA: Portrait of a Gum.
- Local histories and stories were showcased in the Broadhurst Gallery with The Broad Collective, local women from Bundeena, exhibited a collection of works expressing connection between landscape and personal identity.
- Sanctuary: 25 Years of Hazelhurst Exhibition and educational programs. A four-month exhibition featuring 25 artists from Hazelhurst history which includes an historical timeline and materials
- The Cottage is showcased six previous Art on Paper artists as part of the Sanctuary program.
- The Heritage Society conducted a tour of the Cottage as part of the Local Heritage Festival.

- Talk presented by local historian Bruce Howell.

Measure	Measure Progress
3 or more opportunities through exhibitions, events and programs are offered across both libraries and Hazelhurst	8 opportunities


<b>3G.25.03</b>	<b>Develop an Events Management Plan to inform the design and delivery of Events for our community which contributes to cultural, social and economic well-being</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2025	85%	

#### Progress Commentary

Events & Activations continue to play a vital role in enriching the cultural and economic vibrancy of our community. The inaugural Events & Activation Plan 2026–2030 was presented at a Councillor Briefing on 19 May 2025 and subsequently endorsed for public exhibition at the Council Meeting on 23 June 2025. Developed with valuable community input gathered between November 2024 and January 2025, the Plan focuses on four key areas: delivering inclusive and meaningful event experiences; activating vibrant public spaces; supporting the visitor economy and economic growth; and ensuring events are safe, sustainable, and future-ready.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action ACL.SA.05.

Measure	Measure Progress
Events Management Plan developed by June 2025	100% milestones met


<b>3G.25.04</b>	<b>Support artists, performers and the creative economy through commissions, mentorships, platforms to present works, facilitating partnerships, promotion and platforms for commercial enterprise</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	100%	

#### Progress Commentary

Hazelhurst Arts Centre has supported the local creative economy:

- 1047 artists exhibited at Hazelhurst over 2024/25.
- Sanctuary: 25 Years of Hazelhurst Exhibition. 25 artists participated.
- Miranda based Kylie George exhibited in Broadhurst Gallery in April.
- GyMEA TAFE Ceramic Design students featured work of seven artists in the Broadhurst Gallery in April
- Continuation of the Moran Gallery partnership showcasing local artist Simon McGrath.
- Eleven recent graduates of the University of Wollongong were showcased in the Broadhurst Gallery.
- Commissioned and delivered Mulga Mural(s) for the Jannali Moonrise festival. Collaborated with local businesses to initiate. This commission included Mulga acting as a mentor to a young mural artist.
- Commissioned new mural at Hazelhurst to celebrate the 25 Year Anniversary.
- Partnerships; Continuation with Moran Health Group, University of Wollongong, GyMEA TAFE, NSW State Library, various artist galleries.
- 73 artists supplied product to the gallery retail shop over the year

Measure	Measure Progress
Individual partnerships reported	123 partnerships

<b>3G.25.05</b>	<b>Develop events based on local history and stories through partnerships, events and</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
			100%	

### Progress Commentary


The 256th annual Meeting of Two Cultures event, acknowledging the first contact between the Crew of the Endeavour and the Gweagal Community was delivered on April 29 at Kamay Botany Bay National Park. Supported by Elders from the LGA and La Perouse Local Land Council, who share traditional stories on the history of the site, along with cultural performances by Gujaga Foundation and multiple First Nations stallholders participating at the event.

Local Elders Dean Kelly and Calita Murray and local singer/songwriter, Luke O'Shea shared their local knowledge on the importance Reconciliation through storytelling and music at the 29 May Staff 2025 Reconciliation Week event at the Pavilion, Sutherland.

Over 96 local Centenarians, including two sets of siblings were invited to attend the annual Centenarians Morning Tea hosted at Hazelhurst Art Centre on 30 May. Approximately 25 centenarians at the event which was the largest ever group of Centenarians. Channel 9 attended the event with several news stories broadcast. A special booklet outlining biographical information on all our Local Centenarians is produced in their honour celebrating the centenarian's life stories.

Measure	Measure Progress
Number of Events and programs delivered with historical content	7 events

### 3G.25.06 Continue investigation and development of the Hazelhurst Arts Centre Masterplan


Action Due Date	Overall Progress
30 Jun 2026	100% 

### Progress Commentary

Hazelhurst Arts Centre Site Development Plan was awarded to architects Tonkin Zulaikha Greer Pty Ltd. Consultation is underway with key stakeholders. The scope has been confirmed, and draft plans are ready for stakeholder consultation.

Measure	Measure Progress
Draft future Masterplan developed	100% milestones met

### 3G.25.07 Develop a Public Art Plan that aims to enhance the urban environment and creates a sense of place

Action Due Date	Overall Progress
30 Jun 2025	100% 

### Progress Commentary

The Draft Public Art Plan was placed on public exhibition from 16 April to 16 May. Feedback was reviewed and no changes were required. The Draft Public Art Plan will be presented to the July 2025 Council Meeting for adoption.

Measure	Measure Progress
Key internal stakeholder meetings held to identify planning considerations by August 2024	100% milestones met
Public Art Plan to be presented to Council for endorsement by December 2024	100% milestones met

## 3H

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



<b>3H.25.01</b>	<b>Explore opportunities to increase representation of our diverse community in our programs and services</b>	<b>Action Due Date</b>	<b>Overall Progress</b>
		30 Jun 2026	100%

**Progress Commentary**

Programs and services during 2024/25 to increase representation of our diverse community included:

- Artists living with a disability participated in the ShireABILITY Art Award exhibition.
- As part of the Seniors Festival 64 people attended an Art in the Garden event.
- Five Auslan tours presented.
- Art Therapy classes were held with the Eve Project for survivors of domestic violence.
- Art Engage, the Dementia program was extended to Moran Aged Care residents.
- Class of '24 and ART EXPRESS exhibited young artists.

Measure	Measure Progress
1-3 programs presented	21 programs

<b>3H.25.02</b>	<b>Provide opportunities for young and early career artists and performers through partnerships, exhibitions, events and programs that cater to a diverse range of audiences</b>	<b>Action Due Date</b>	<b>Overall Progress</b>
		30 Jun 2026	100%

**Progress Commentary**

Opportunities during 2024/25 for young and early career artists was provided through:

- Cut Short Film Festival which supported emerging local film makers.
- Exhibitions: Connectivity, Class of '24, ARTEXPRESS and Vital Signs: Recent Graduates from the University of Wollongong.
- Artworks from 108 young people aged between 18 and 25 were showcased.
- Youth Art Late was held in partnership with Headspace.

Measure	Measure Progress
Number of attendees for each partnership, event or program	117 attendees

<b>3H.25.03</b>	<b>Support connections between community cultural organisations to develop synergies and as a source of community engagement with Council</b>	<b>Action Due Date</b>	<b>Overall Progress</b>
		30 Jun 2026	100%

**Progress Commentary**

Community cultural synergies were evident during both Reconciliation Week and Refugee Week. These events included film screenings that highlighted First Nations and culturally relevant movies, along with panellists answering questions from approximately 60 residents.

The Multicultural Advisory group continued to engage with Council regarding programs affecting various language groups. New programs are currently being developed to provide resources to students from migrant backgrounds in partnership with the St George and Sutherland Community College.

Measure	Measure Progress
Number of partnerships with cultural organisations and community groups	8 partnerships

31

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



31.25.01	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	Action Due Date	Overall Progress	
		30 Jun 2026	100%	

### Progress Commentary

Partnerships, exhibitions, events and programs during 2024/25 to increase access to Dharawal and First Nations culture included:

- Two Aboriginal and Torres Strait Islander artists were featured in the exhibition "Sixty: The Journal of Australian Ceramics 60th Anniversary 1962-2022."
- New Zealand Māori artist Sally Raukura Hill was included in "CONDUIT."
- Two HSC students were part of ARTEXPRESS, selected from a pool of 600 artworks.
- The gallery collaborates with the La Perouse community, the Gunjaga Foundation and historian Bruce Howell.
- Four Aboriginal and Torres Strait Islander artists featured in the "Sanctuary: 25 Years of Hazelhurst Arts Centre" exhibition in May-September 2025.
- Hazelhurst participated in the Meeting of Two Cultures event at Kamay National Park engaging attendees with art activations.
- Artist Hiromi Tango met with Aunt Dolly as part of her artwork activation in Sanctuary Exhibition.
- Noeleen Timbery provided Welcome to Country for Sanctuary Exhibition opening and acknowledging the contribution to Exhibition by family member.
- Artist Talk with Bianca Hester: The talk focuses on the multiple embodied ways her work engages with place, developing relationships with diverse local knowledge holders to activate multi-faceted projects on unceded Dharawal land.

### Measure

### Measure Progress

1-3 opportunities presented

9 opportunities

31.25.02	Develop opportunities to increase Dharawal and First Nations Culture through events, community and business engagements that cater to a diverse range of audiences	Action Due Date	Overall Progress	
		30 Jun 2026	100%	

### Progress Commentary

Reconciliation Week activities occurred in May 2025, with a performance and a cultural reflections opportunity for Council staff to interact with two local Elders. Council supported Sutherland Reconciliation group to host a first nations film at Hazelhurst which attracted approximately 40 residents. Both events provided informal learning opportunities to increase knowledge of First Nations culture.

### Measure

### Measure Progress

Number of events with Dharawal & First Nations Culture focus

7 events

Number of attendees

4935 attendees

Survey of attendees

0% milestones met

31.25.03	Develop guidelines to support the recognition and acknowledgement of Dharawal people across Council's corporate communication	Action Due Date	Overall Progress	
		30 Jun 2025	100%	

## channels, in line with the adopted Reconciliation Action Plan

### Progress Commentary

Aboriginal and Torres Strait Islander peoples and history: A communication guide for staff, was completed, endorsed by Executive and has been launched internally. The launch has been supported by targeted briefings with staff groups including Senior Managers and Marketing roles and has been supported by an internal communications campaign to promote the guideline to all staff.

### Measure

### Measure Progress

Guidelines endorsed by Executive

100% milestones met

Guidelines published on internal communications channels

100% milestones met

Targeted training provided to all members of the Marketing Communities of Practice

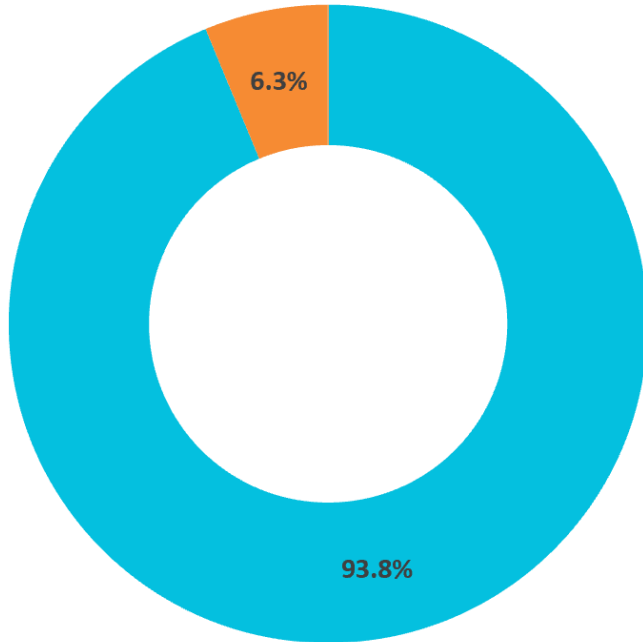
100% milestones met

Promotion of guidelines and their use

100% milestones met

# OUTCOME 4

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



● Complete	15
● On Track	0
● On Hold	0
● Needs Attention	1
● Off Track	0
<b>Total</b>	<b>16</b>



# 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.

### Achievements

- Official opening of the new Kirrawee Library+ with over 4,000 visitors during the first two days
- Distribution of 11 editions of Business Now E-Newsletter to over 2,900 local businesses
- Facilitation of 230 third-party event permits
- Completion of Children’s Services internal quality assurance framework offering insights into how compliance with Education and Care Regulations are currently managed
- Delivery of 24 events held to increase representation of our diverse community including people with disabilities, Culturally and Linguistically diverse and LGBTQIA++ communities
- Delivery of nine events to improve knowledge of First Nations culture

4A

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



4A.25.01

### Support and encourage the growth and skills of the local business community

**Action  
Due Date**

30 Jun 2026

**Overall  
Progress**

100%



#### Progress Commentary

In 2024/25, Council continued to support and strengthen the local business community through a range of initiatives focused on development, engagement, and skill-building.

- Sutherland Shire Business Survey: Council conducted its biennial survey to gather insights into the needs, challenges, and opportunities facing local businesses.
- Sutherland Shire Business Summit and Webinar Series: Informed by survey results, Council delivered a targeted webinar series and hosted the Business Summit to provide education, networking, and practical support to the business community.
- Business Now E-newsletter: A total of 11 editions were distributed to over 2,900 local businesses, sharing updates, funding opportunities, and relevant Council and industry news.

These initiatives reflect Council's ongoing commitment to fostering a thriving, resilient, and well-connected local business sector.

#### Measure

#### Measure Progress

Business output (turnover) to increase by 15% by 2030

20,902.49 total output (9% increase)

6 programs, events, and training delivered per year

5 programs/events/training

Number of new ABN registrations in the Sutherland Shire

7211 registrations

4A.25.02

### Support the growth of tourism and proactively market the Sutherland Shire as a destination of choice to potential visitors

**Action  
Due Date**

30 Jun 2026

**Overall  
Progress**

100%



#### Progress Commentary

In 2024/25, Council delivered 10 blogs and e-newsletters to 1,809 subscribers through the Visit Sutherland Shire platform and conducted three targeted marketing campaigns to promote the Sutherland Shire as a preferred visitor destination. Additionally, seven Tourism Industry e-newsletters were distributed to 248 local visitor economy businesses to support industry engagement and collaboration.

Major campaigns included:

- Australian Traveller Autumn Campaign (Feb–May 2025): Promoted the Shire's food, nature, and wellness experiences across print, digital, email, and social media platforms.
- Winter Campaign (May–July 2025): Currently in market, this campaign highlights local winter events and food offerings through print, online, solus e-newsletters, What's On listings, and social media.

These efforts continue to strengthen the Shire's profile as a vibrant, year-round visitor destination.

#### Measure

#### Measure Progress

Increase average tourism spend by 20% (\$46m) by 2030

Year end 2024 tourism spend Increased by \$152 million (66% increase)

Increase Social media followers by 10% for Instagram and 4% for Facebook

6%

Monthly Blog promoting visitation to the Sutherland Shire distributed

10 blogs

1 industry educational event for local tourism product providers undertaken

0 events

**4A.25.03 Facilitate third party events to meet social, cultural and economic needs of the community**

**Action Due Date**

30 Jun 2026

**Overall Progress**

100%



**Progress Commentary**

In 2024/25, Council facilitated 230 third-party event permits, supporting a diverse range of events that contributed to the social, cultural, and economic vibrancy of the Sutherland Shire.

Major events with over 1,000 attendees included:

- Provelo Cycling Criterium
- SummerSalt Music Festival
- Cambridge Markets
- Anzac Day Dawn Services
- Menai Foodies Market
- Aussie Night Markets
- Relay for Life
- Cronulla Jazz & Blues Festival
- Gymea Village Fair

These events attracted significant community participation and helped activate local spaces, promote tourism, and support local businesses.

**Measure**

**Measure Progress**

Minimum number of 200 Event Permits issued

230 permits issued

4 event sites to operate under generic event DA's

0 event sites

**4A.25.04 Actively promote and facilitate filming within the Sutherland Shire to support the local economy**

**Action Due Date**

30 Jun 2026

**Overall Progress**

100%



**Progress Commentary**

In 2024/25, Council issued a total of 143 filming permits, supporting a range of productions across the Sutherland Shire.

Notable productions included the APEX Netflix series, Heartbreak High, NCIS, as well as major television commercials for Mitsubishi and McDonald's.

These activities highlight the Shire's growing appeal as a filming destination and Council's support for the creative industries and local economic activity.

**Measure**

**Measure Progress**

4 quarterly industry e-newsletter distributed

3 e-newsletters

120 Filming Permits issued

143 permits issued

**4A.25.05 Survey Sutherland Shire businesses to understand their challenges, needs, trends, growth and confidence to inform decision making**

**Action Due Date**

30 Jun 2025

**Overall Progress**

100%



**Progress Commentary**


250 local businesses completed the 2024 Business Survey that was open for participation from 30 Oct - 30 Nov 2024.

A final report was prepared and submitted to Council on 13 January including all results and key insights. Key highlights and challenges are;

- Optimistic Growth: 87% of businesses are confident about the next 12 months, with a projected turnover increase of nearly 10%.
- Sales: 49% of turnover is generated within the Shire, and 40% of businesses have some online sales.
- Economic Shifts: Rising costs (52%), customer retention (38%), and economic fluctuations (42%).
- Talent Gaps: Skill shortages (38%) and difficulty finding qualified staff (26%).

Based on the survey results, Council has created a 2025 Business Success Webinar Series.


Measure	Measure Progress
350 Businesses to complete the 2024 Business Survey	250 businesses

4A.25.07 Explore opportunities for events or activations in Jannali Town Centre	Action Due Date	Overall Progress	
	30 Jun 2025	100%	

**Progress Commentary**

Council received the NSW Government Open Streets Program Grant and delivered a highly successful event in Jannali Town Centre. Jannali Moonrise Festival was held on 1 & 2 November. Approximately 15,000 people attended the event across the 2 days, 26 local businesses participated, and 25 stall holders attended per day. In line with this event there was also legacy projects delivered including fairy lights in Box Road and 2 murals in the side streets.

Measure	Measure Progress
Development and implementation of one or more events or activations within Jannali	100% milestones met

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

<b>4B.25.01</b>	<b>Support and promote local employment opportunities by partnering with local job providers to implement local programs and events to increase employment</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2025	100%	

**Progress Commentary**

In 24–25, Council actively supported local employment and skills development through a range of collaborative initiatives:

- Partnered with IgniteAbility to deliver workshops helping individuals explore self-employment opportunities.
- Participated in the TAFE Connects workshop, promoting pathways to employment and training.
- Supported The Youth Partnership to assist young people in transitioning from school to work or further education.
- Participated in two local jobs expos to connect job seekers with employers.
- Delivered a Business Webinar focused on helping local businesses recruit and retain staff.

These initiatives demonstrate Council’s commitment to fostering inclusive economic growth and building a skilled local workforce.

<b>Measure</b>	<b>Measure Progress</b>
Number of jobs to increase by 10,000FTE (87,937 jobs) by 2030	87,097 jobs
3 industry specific employment events delivered	0 events

4C

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



4C.25.01

### Implement actions arising from the Child Safe Action Plan

**Action  
Due Date**

30 Jun 2025

**Overall  
Progress**

85%



#### Progress Commentary

The Child Safe Action Plan, adopted in November 2024 following a 28-day public exhibition period, continues to be actively implemented across all areas of the organisation. The plan focuses on strengthening policies, procedures, systems, and training to enhance organisation-wide practices, awareness, and understanding of child safety. In 2025–26, implementation will continue with the rollout of a revised Child Safe Policy, Statement of Commitment, and Child Safe Code of Conduct. This important initiative remains a priority within the Delivery and Operational Plan, reflecting our commitment to ongoing improvement and increased maturity against the 10 Child Safe Standards.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Children's Services Service.

#### Measure

#### Measure Progress

Percentage of Year 1 actions implemented

85%

4C.25.02

### Undertake a review of the Children's Services Inclusion framework

**Action  
Due Date**

30 Jun 2025

**Overall  
Progress**

100%



#### Progress Commentary

The Inclusion Framework review has been successfully completed, providing a comprehensive assessment of how we support and manage children with additional needs across our Early Education Services. The review incorporated sector developments, feedback from families and educators, and an evaluation of current practices. It identified key gaps and opportunities for improvement, which will inform the broader Early Education Service Review. The recommendations aim to strengthen inclusive practices and ensure our services continue to meet the diverse needs of our community.

#### Measure

#### Measure Progress

Review completed by December 2024

100% milestones met

Draft Framework presented to Executive by March 2025

100% milestones met

Implementation by June 2025

100% milestones met

4C.25.03

### Review Children's Services internal quality assurance framework

**Action  
Due Date**

30 Jun 2025

**Overall  
Progress**


100%



#### Progress Commentary

The internal Quality Assurance Review has been completed, offering valuable insights into how compliance with Education and Care Regulations is currently managed across our Early Education Centres. The review drew on stakeholder feedback, existing processes and systems, relevant policies, legislative requirements, and sector consultation. Its findings and recommendations will inform the broader service review currently underway. Key recommendations focus on strengthening governance, enhancing systems, supporting professional development, and refining the workforce operating model to drive continuous improvement and ensure high-quality service delivery.


Measure	Measure Progress
Review completed by December 2024	100% milestones met
Draft Framework presented to Executive by March 2025	100% milestones met
Implementation by June 2025	100% milestones met


4C.25.04 Review the Children's Services Curriculum Framework	Action Due Date	Overall Progress	
	30 Jun 2025	100%	

**Progress Commentary**

The Curriculum Framework Review has been completed, providing a detailed evaluation of how the current framework supports the implementation of the Early Years Learning Framework, promotes children's development, and aligns with the National Quality Standards. The review considered stakeholder feedback, governance practices, systems, sector context, and relevant policies and procedures. Recommendations have been made to guide continuous improvement, with a focus on enhancing professional development, refining workforce design, strengthening system management, and improving governance procedures.

Measure	Measure Progress
Review completed by December 2024	100% milestones met
Draft Framework presented to Executive by March 2025	100% milestones met
Implementation by June 2025	100% milestones met

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

<b>4D.25.01</b>	<b>Finalise the operating model and open the Kirrawee Library+</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2025	100%	

**Progress Commentary**

The operating model for Kirrawee Library+ was adopted by Council at the meeting held 17 June 2024. Construction commenced in September 2024. Recruitment was finalised in March 2025.

Kirrawee Library+ was officially opened by the Mayor on 21 June 2025. Over 4,000 people visited during the first two days of opening.

Measure	Measure Progress
Kirrawee Library+ open by April 2025	100% milestones met

<b>4D.25.02</b>	<b>Use Pop-up Library and other forms of outreach to promote Sutherland Shire Libraries' collections, services, programs and facilities outside of library walls to new and existing customers</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	100%	

**Progress Commentary**

Twenty-one pop up and outreach events have been held during 2024/25 including:

- Sylvania Ladies Probus - Stories about the History of the Shire
- Battle of the Bands Pop Up
- Bushcare Fair Pop Up
- Jannali Moonrise Pop Up
- Outreach to aged care facilities
- University of Wollongong O Week
- Seniors Vitality Expo
- Moran Aged Care Intergenerational Storytime
- Woolooware Shores Reader's Advisory outreach presentation
- The Pavilion Pop-Up Storytime
- Hazelhurst Pop-Up Storytime
- South Village Pop-Up Rhymetime
- South Village Pop-Up Storytime
- St. George Sutherland Parkinson's Support Group outreach presentation

Measure	Measure Progress
3-4 Pop-Up Libraries or outreach opportunities	21 pop-ups
Number of attendees	1127 attendees

4E

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



4E.25.01

Increase access to, and visibility of the local history collections

Action  
Due Date

30 Jun 2025

Overall  
Progress

100%



### Progress Commentary

During 2024/25

- 446 items were added to the Recollect platform, Discover Local History. These additions reached the milestone of 5,000 photographs being available for the community.
- 22 social media posts were created to highlight the Local History Collection.
- In April and May to celebrate the National Trust of NSW Heritage Festival two presentations were made on House Hunting Research to increase the public's knowledge of what the Library holds and provides access to for this specialised research area.
- Participation in the Jannali Moonrise Festival, displaying historic photographs of the early shopping centre and surrounds. These images are now available on Discover Local History.
- Libraries conducted outreach talks to Probus group - Stories about the History of the Shire.
- A History of the Pleasure Grounds on the Georges River was presented by a Maritime Museum speaker.
- An In conversation with Bruce Howell about the Matson Collection was held.

### Measure


### Measure Progress

100 or more items added to Recollect

446 items

2 social media posts promoting Recollect

22 posts

**4F** Deliver innovative events and programs that provide positive literacy, lifelong learning and an informed and connected community 

<b>4F.25.01</b>	<b>Develop and present intercultural programs to create connection with and improve knowledge of First Nations culture</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 100%	
-----------------	--	---------------------------------------	---------------------------------	---

**Progress Commentary**

A Pop-up Library highlighting the Aboriginal Australian collection, was held at the Meeting of Two Cultures on 29 April. A Meeting of Two Cultures Pop-Up Storytime event was also held for younger audiences.

Walking in the Footsteps of the First Scientists: Exploring Indigenous Research supported by ANSTO presentation was delivered on 29 May.

Five events for adults and four events for younger audiences, to improve knowledge of First Nations culture, were held during 2024/25.

Measure	Measure Progress
1-3 programs presented for adults	5 programs
1-3 programs presented for younger audiences	4 programs

<b>4F.25.02</b>	<b>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</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 100%	
-----------------	--	---------------------------------------	---------------------------------	--

**Progress Commentary**

Programs and services including people with disabilities, Culturally and Linguistically diverse (CALD) audiences and LGBTQIA++ communities during 2024/25 included:

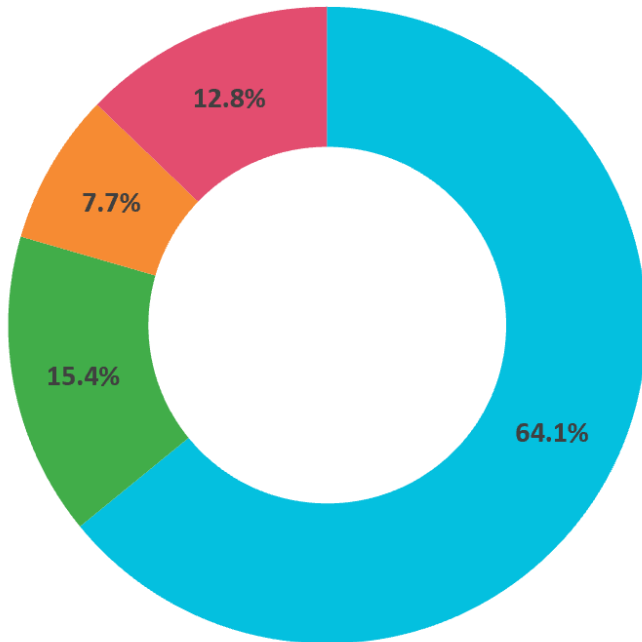
- A Healthy Ageing Seminar on Speech Therapy
- An information session about Parkinson's disease presentation,
- A Film Screening for Pride Month,
- Three sessions on Queer Young Adult Book Club,
- Three sessions of Connection Café for people with dementia and their carers
- Auslan Storytime

Twenty events for adults and four for younger audiences have been held.

Measure	Measure Progress
1-3 programs presented for adults	20 programs
1-3 programs presented for younger audiences	4 programs

# OUTCOME 5

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



Complete	25
On Track	6
On Hold	0
Needs Attention	3
Off Track	5
<b>Total</b>	<b>39</b>



# 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.

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

### Achievements

- Endorsement of Open Space Inclusion Program by the Access and Inclusion Reference Group
- Review of Environmental Factors Bushfire Hazard Reduction program completed
- Continued works on the Cronulla Town Centre Stage 2 project
- Delivery of safety programs including Bus to Beach, Swim Safe Communities, Graffiti Removal and Youth Offenders
- Updated Terms and Conditions as part of the enhanced process for sports field facilities allocations
- Progressed the implementation of Leisure Facility Customer Management Software to ensure positive customer experience

5A

Plan and deliver an active transport network which is safe and accessible



**5A.25.01** Advocate to the NSW Government to support the planning and delivery of the Sutherland to Cronulla Active Transport Link (SCATL)

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
75%



**Progress Commentary**

Stage 1 and Stage 2 East are now complete. Transport for NSW (TfNSW) has advised that use of the rail corridor is not feasible for SCATL. Council is now collaborating with TfNSW on out-of-rail-corridor options. Project initiation meetings for Stage 3 have been held with TfNSW and TfNSW have stated that they are committed to delivering this project over the coming 2025/26 financial year.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action ITS.SA.09.

**Measure**

**Measure Progress**

Number of representations made to TfNSW

4 representations

5B

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



5B.25.01

Deliver the Gymea Bay Reserve and Baths Masterplan and upgrades including planning, design and staged construction of the short and medium term improvements

Action  
Due Date

30 Jun 2026

Overall  
Progress

50%



#### Progress Commentary

The Masterplan was completed and approved by the Council in October 2022. The design documentation for the Stage 1 short-term works, along with the carpark has been completed. Development of tender documentation is underway, and construction will commence late 2025.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action POS.SA.05.

#### Measure

#### Measure Progress

Percentage of short term construction work commenced

0%

Percentage of short term construction work completed

0%

5B.25.02

Develop and implement a plan for the review of plans of management for alignment with strategies

Action  
Due Date

30 Jun 2026

Overall  
Progress

100%



#### Progress Commentary

A Project Plan to progressively review and update Plans of Management is completed. Implementation has commenced with two Plans of Management currently under review, following on from the recent adoption of the Gunnamatta Park Plan of Management in March 2025.

#### Measure

#### Measure Progress

Project Plan developed by December 2024

100% milestones met

Implementation commenced

100% milestones met

5B.25.03

Deliver upgrades at Cooper Street Reserve including accessible and unisex facilities

Action  
Due Date

30 Jun 2025

Overall  
Progress

40%



#### Progress Commentary

Construction documentation and approvals have experienced delays, with construction expected to begin in October 2025. These delays have arisen due to design modifications aimed at incorporating a fully accessible and inclusive adult change facility.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action POS.SA.03.

#### Measure

#### Measure Progress

Complete construction of the accessible toilets and change facility by June 2025

40% milestones met

5B.25.04

Deliver the Seymour Shaw Playing Fields and Carpark

Action  
Due Date

30 Jun 2026

Overall  
Progress

50%




#### Progress Commentary

The car park was completed and opened to the public in early April 2025. The sports field element (stage 2) is currently about 30% complete, with the playing fields progressing on target.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action SPO.SA.07.

Measure	Measure Progress
Commence construction of Stage 2 works and carpark	100% milestones met
Complete construction of the carpark by December 2024	100% milestones met
Complete construction of the playing fields by June 2025	40% milestones met

5B.25.05 Progress the Hungry Point Reserve Cliff Top Walk Stage 1	Action Due Date	Overall Progress	
	30 Jun 2025	80%	

**Progress Commentary**

Wet weather and essential change of design elements has impacted on the delivery date with practical completion now expected by September 2025.

This action has been rolled over to the 2025/26 Operational plan as part of the Capital Program and as a Core Activity of the Asset Strategy and Delivery Service.

Measure	Measure Progress
Hungry Point Clifftop Walkway opened for public use	80% milestones met

## 5C

## Provide accessible and diverse open spaces for everyone



<b>5C.25.01</b>	<b>Develop an open space inclusion program that prioritises equitable access to facilities across the Shire</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2025	100%	

**Progress Commentary**

The draft Open Space Inclusion Program was endorsed by the Access and Inclusion Reference Group on 8 May 2025, supporting ongoing efforts to enhance accessibility and inclusion across various projects. This completes the program's development that will now be incorporated into the Capital Works program.

Measure	Measure Progress
Inclusion program developed by September 2024	100% milestones met
Draft program presented to the Access and Inclusion Sub Committee by March 2025	100% milestones met
Program finalised by June 2025	100% milestones met

<b>5C.25.02</b>	<b>Prepare design guidelines for incorporation into Council's Public Domain Design Manual</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	50%	

**Progress Commentary**

The review of services standards which inform the design guidelines is complete, standardised technical drawings are also complete for playground elements.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action ASD.SA.04.

Measure	Measure Progress
Design guidelines for playgrounds developed by March 2025	100% milestones met
50% of design guidelines developed for identified high priority assets as outlined in relevant strategies	10%

<b>5C.25.03</b>	<b>Deliver the Waratah Park All Abilities Playground and Amenities</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2025	100%	

**Progress Commentary**

Practical completion of the project has been achieved with an opening event date on the 11th of July 2025.

Measure	Measure Progress
Complete construction of the Playground by December 2024	Not met
Complete construction of the amenities by December 2024	Not met

5D

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



<b>5D.25.01</b>	<b>Implement an overarching framework for masterplan development that incorporates actions to be considered from informing strategies, prioritising Regional and District parks</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 100%	
-----------------	---	---------------------------------------	---------------------------------	--

**Progress Commentary**

The masterplan framework has been developed into a Master Plan Determination and Guideline to guide internal processes for masterplan development. The Determination and Guideline was presented at a briefing to Councillors in March 2025. Implementation of the framework has now commenced.

<b>Measure</b>	<b>Measure Progress</b>
Framework for regional and district parks masterplans developed by September 2024	100% milestones met
Framework for annual masterplan program for regional and district parks implemented by December 2024	100% milestones met

<b>5D.25.02</b>	<b>Develop a plan for public toilets</b>	<b>Action Due Date</b> 30 Jun 2026	<b>Overall Progress</b> 50%	
-----------------	--	---------------------------------------	--------------------------------	--

**Progress Commentary**

The strategic input for the Public Amenities Service Analysis has commenced. This work will inform the development of the Public Toilet Plan and ensure alignment with community needs.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action ASD.SA.05.

<b>Measure</b>	<b>Measure Progress</b>
Actions to address non-compliances determined by March 2025	60% milestones met

5E

Promote and enhance the natural environment and heritage of our open spaces



5E.25.01	Develop and implement a framework for promoting and enhancing the natural environment and heritage of our open spaces	Action Due Date	Overall Progress	
		30 Jun 2025	0%	

**Progress Commentary**

Opportunities for promoting and enhancing the natural environment and heritage are currently site specific and considered during the initial planning phase of each project. The development and formal implementation of an overarching framework and criteria is yet to commence.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of Natural Areas Management Service.

Measure	Measure Progress
Framework developed by June 2025	0% milestones met
Prioritisation program for preparation of Conservation Management Plans developed by June 2025	0% milestones met
Communications information for community awareness of legislative protection of heritage items developed by June 2025	0% milestones met

5F

## Promote active exercise and recreation to enhance community wellbeing



5F.25.02

### Utilise wayfinding principles to improve accessibility and visibility at the leisure centres

**Action  
Due Date**

30 Jun 2025

**Overall  
Progress**

100%



#### Progress Commentary

Following a detailed audit of all signage across our centres in 2023 and subsequent staged upgrades of signage, Council continues to review and maintain effective signage, including promotional, operational, and directional signage, across all Leisure Centres. Wayfinding signage has been installed to improve the understanding of where services and facilities are located around centres, including creche, group fitness spaces, and toilet and changeroom facilities.

As part of Council's core activities, Leisure Centres continue to review the performance and visibility of our service in line with the Wayfinding principles.

#### Measure

#### Measure Progress

Audit leisure centre signage to ensure conformance with accessibility best practise and standards by December 2024

100% milestones met

Implement signage in line with accessibility best practise and standards by June 2025

100% milestones met

5F.25.03

### Complete a review of our strategic partnerships to ensure governance, management and outcomes are in line with best practice

**Action  
Due Date**

30 Jun 2025

**Overall  
Progress**

100%



#### Progress Commentary

Following a review of strategic partnerships with leisure Centres, Council has established a new strategic partnership with Swimming NSW and created a high performance swimming centre. Swimming squad participants are continuing to grow and there are now over 200 participants in this program. A Steering Committee has been established and convene every 6 weeks to ensure we meet best practice and continue to grow the program.

As part of its core activities, Council will continue to develop opportunities to build partnerships with key sporting bodies and schools to promote high performance programming and encourage advancement of the local sports community.

#### Measure

#### Measure Progress

Audit of strategic partnerships against best practice

100% milestones met

5F.25.04

### Review and implement industry leading technologies to provide cost effective, efficient and seamless experience for customers

**Action  
Due Date**

30 Jun 2026

**Overall  
Progress**

95%



#### Progress Commentary

Implementation of the Leisure Facility Customer Management Software including online customer portal and phone app is progressing. Update to scheduled Go Live is now early August 2025, to ensure smooth transition and positive customer experience.

As part of Council's core activities, Leisure Centres continue to review the performance of our service in line with the Sutherland Shire Leisure Centre Strategy and Implementation Plan.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Customer Experience Service.

Measure	Measure Progress
Leisure Facility Customer Management Software implemented by June 2025	95% milestones met

---

**5G****Provide for the needs and expectations of our growing sporting community****5G.25.01****Identify suitable sites and areas to trial hybrid grass on sporting fields****Action Due Date**

30 Jun 2025

**Overall Progress**

100%

**Progress Commentary**

Hybrid turf installations at four locations have been identified and completed at Anzac Oval, Gymea Bay Oval, Seymour Shaw Oval and Waratah AFL Field (Part field). Performance monitoring will occur across the winter and summer seasons.

**Measure**

2 sites identified and trials undertaken

**Measure Progress**

4 hybrid trials completed at four sites

**5G.25.02****Identify suitable sites to trial new technologies for targeted herbicide application****Action Due Date**

30 Jun 2025

**Overall Progress**

100%

**Progress Commentary**

Targeted herbicide applications have been identified for 15 sports fields with initial data indicating a successful reduction of about 80% in chemical application.

**Measure**

2 sites identified and trials undertaken

**Measure Progress**

15 sites/sporting fields identified and trialed during the 12-month period.

**5G.25.03****Identify and collaborate with sporting clubs and associations on future planning priorities****Action Due Date**

30 Jun 2026

**Overall Progress**

100%

**Progress Commentary**

Council remains actively engaged with sporting associations and clubs, integrating planning priorities into its core operations to understand priorities and drive decision-making in line with the Sutherland Shire Sports Strategy

**Measure**

4 x meetings with the Sports and Active Communities Sub-committee per annum

**Measure Progress**

100%

1 x meeting with each collaboration group under the Sports and Active Communities Sub-committee per annum

100%

**5G.25.04****Establish a suite of policies and license agreements to guide the usage of sporting space and infrastructure by both unstructured recreation activities and structured sport****Action Due Date**

30 Jun 2026


**Overall Progress**

100%

**Progress Commentary**

Council has developed a suite of key policies and guidelines to support the use of sporting facilities across the Shire. This includes adoption of the Sports Field Allocation Policy and internal endorsement of the Wet Weather and Change of Season Guidelines. Council will continue to work with stakeholders to expand and refine this policy framework as part of our Core Activities to ensure adequate, fair and equitable provision of sporting fields and facilities.

Measure	Measure Progress
2 new policies commenced by June 2025	100% milestones met
1 licensing agreement with a school commenced by June 2025	100% milestones met

5G.25.05	Adopt a set of minimum standards for the design and construction of new sports amenities buildings	Action Due Date	Overall Progress	
		30 Jun 2025	60%	

**Progress Commentary**

Council has initiated the process to engage a consultant to prepare a suite of standard design options for sports field amenities buildings. These designs will incorporate both 'full renewal' and 'minimal asset revitalisation' approaches to ensure facilities meet current needs and are adaptable to future demands. Internal consultation has been completed to develop and finalise the consultant brief, with engagement anticipated by the end of 2025.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action SPO.SA.01.

Measure	Measure Progress
Future sport amenities building projects are aligned with industry standards and Sport Strategy guidelines	60% milestones met

5G.25.06	Adopt a 'Hierarchy of Need' for supporting infrastructure and amenities which aligns with the facility hierarchy	Action Due Date	Overall Progress	
		30 Jun 2026	100%	

**Progress Commentary**

Council has embedded the use of the sports facility hierarchy into core business practices to guide the planning and design of sports field amenities buildings. An internal Planning Checklist supports this process in collaboration with the Infrastructure Team.

Measure	Measure Progress
Facility hierarchy allocations and requirements are reviewed and aligned to industry standards	100% milestones met
Relevant hierarchy and functional requirements are referenced in master planning documents	100% milestones met
All sport needs analysis includes scope to review and recommend facility rationalisation or replacement to meet future needs of the community	100% milestones met

5G.25.07	Deliver facilities that are accessible and inclusive by incorporating universal design principles	Action Due Date	Overall Progress	
		30 Jun 2026	100%	

**Progress Commentary**

Accessibility upgrades are being prioritised through the annual Sports Facilities Accessibility Program, with planned works at The Ridge Fields 9 and 10 to be delivered in FY26. Inclusive design standards will also be

incorporated into Councils forthcoming project to develop standardised designs for sports field amenities buildings. This forms Council's Core action to support sport participation and community outcomes through the provision of supporting infrastructure, access and amenities designed to modern standards.


Measure	Measure Progress
Future sport facilities are inclusive, accessible and aligned with Disability Inclusion Action Plan (DIAP)	100% milestones met

5G.25.08	Establish and implement a formal Facility User Agreement	Action Due Date	Overall Progress	
		30 Jun 2025	100%	

**Progress Commentary**

Council implemented updated Terms and Conditions in May as part of an enhanced process for allocating sports field facilities, providing a more formal and comprehensive use agreement.

Measure	Measure Progress
Formal Facility User Agree developed by June 2025	100% milestones met

5G.25.09	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	Action Due Date	Overall Progress	
		30 Jun 2026	30%	

**Progress Commentary**

The Condition Assessment Reports have been completed, and development of the business case will commence September 2025. The business case will assess existing data, analyse reference design options, and explore funding strategies.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action LAS.SA.02.

Measure	Measure Progress
Feasibility study and options analysis completed	10% milestones met

## 5H Enhance Emergency Management Maturity



<b>5H.25.01</b>	<b>Develop and implement asset management system functionality that enhances the efficiencies and capability of Natural Disaster Recovery Funding assistance claims</b>	<b>Action Due Date</b>	<b>Overall Progress</b>
		30 Jun 2026	100%



### Progress Commentary

Functionality has been established in Council's enterprise management system that enables the creation of new Operational Projects for each natural disaster event. A formal process has been established to identify and capture costs associated to a specific project, enabling a single source of financial data by officers submitting Natural Disaster Assessments or Claims.

Measure	Measure Progress
---------	------------------

Percentage review of natural assets completed	100%
Percentage review of system capabilities completed	100%

<b>5H.25.02</b>	<b>Undertake review of environmental factors for identified areas of bushfire hazard reduction programs</b>	<b>Action Due Date</b>	<b>Overall Progress</b>
		30 Jun 2026	100%



### Progress Commentary

The Review of Environmental Factors Bushfire Hazard Reduction program for the 2024/25 financial year has been completed.

Measure	Measure Progress
Annual program of Review of Environmental Factors completed	100% milestones met

51

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



<b>51.25.01</b>	<b>Deliver the Cronulla Town Centre Stage 2 Project</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2026	65%	

#### Progress Commentary

Stage 2B of the project has been completed and the final stage 2C has now commenced with expected completion in December 2026.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action PDM.SA.08.

#### Measure

#### Measure Progress

Project delivered within approved project schedule

projects

<b>51.25.02</b>	<b>Complete Public Domain plan for Jannali town centre</b>	<b>Action Due Date</b>	<b>Overall Progress</b>	
		30 Jun 2025	80%	

#### Progress Commentary

The Jannali Public Domain Plan is currently will be finalised for Council adoption in November 2025. The draft Public Domain Plan will be reported to the August 2025 Infrastructure Committee to seek endorsement for public exhibition. The initial outcome of the Public Domain Plan was the Jannali Moonrise festival, which was held in November 2024, partly funded by the NSW Government Open Streets Program 2024/25. Council was successful in obtaining a further grant to continue the festival for an additional 3 years.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action PDM.SA.03.

#### Measure

#### Measure Progress

Number of projects included in Council's Capital Program

3 projects

5J

Provide welcoming, safe and accessible places and spaces



5J.25.01	Prevent and reduce crime in the community through the creation and delivery of safety focused initiatives and community education campaigns	Action Due Date	Overall Progress	
		30 Jun 2026	100%	

### Progress Commentary

From July 2024 to June 2025, Council delivered a range of targeted safety initiatives and education campaigns to support community wellbeing. Key programs included:

- Animal Control and Shorebird Protection: Summer social media campaigns (Dec 2024 – Feb 2025) promoted responsible pet ownership and protected sensitive shorebird habitats in Bundeena, Maianbar, and other hotspot areas.
- Summer Safety Program (Jan – Mar 2025): Focused on e-bike and e-scooter safety, solid fuel BBQ use, and animal control.
- Community Safety Messaging: Regular updates on theft prevention, vehicle security, and parcel theft were shared via social media and Council's website.
- E-Bike Safety Campaigns: Joint enforcement and education with NSW Police in high-use areas like Cronulla Mall and the Esplanade.
- Youth Engagement: Initiatives with NSW Police included skatepark etiquette signage at Seymour Shaw and Cronulla, the 3x3 Festival of Basketball, and the Favave Leadership Program supporting Pacific Islander youth
- Abandoned Vehicle Operations: Joint NSW Police operations held in November 2024 and June 2025.
- Road Safety Education Days: Delivered in July and December 2024 to raise awareness during high-traffic periods.
- Heavy Vehicle Enforcement: Targeted operations to improve road safety and compliance.

These initiatives demonstrate Council's continued focus on proactive, collaborative approaches to community safety and education.

Measure	Measure Progress
4 initiatives or campaigns delivered per year	7 initiatives

5J.25.02	Promote crime prevention and safety programs targeted at vulnerable community groups to maximise safety and accessibility for everyone	Action Due Date	Overall Progress	
		30 Jun 2026	100%	

### Progress Commentary

Council remains committed to fostering a safe, inclusive, and accessible community through a range of proactive crime prevention and safety education initiatives. In 2024–2025, several key programs were delivered in collaboration with external partners and internal teams:

- Youth Offenders Programs: From September 2024 to March 2025, Council partnered with the Police Citizens Youth Club (PCYC) and NSW Police to deliver targeted programs for young offenders, including the Favave Leadership Program. This initiative supports leadership development within the Pacific Islander community
- E-bike and E-scooter Safety Education: Council is working closely with NSW Police to deliver community education initiatives focused on the safe and responsible use of e-bikes and e-scooters.
- Bus to Beach Program: In January 2025, Council collaborated with the City of Canterbury Bankstown to deliver the Bus to Beach program, which promoted beach safety through multilingual fact sheets and community engagement. The program included surf safety sessions attended by over 250 participants at local beaches.

- Swim Safe Communities Program: Council launched its inaugural Swim Safe Communities Program in partnership with its Leisure Centres, offering targeted water safety education to at-risk groups.
- Graffiti Removal Program: Through a cross-divisional partnership with NSW Police and PCYC, Council supports the Graffiti Removal Program, offering young people with unpaid fines the opportunity to complete community service through supervised graffiti removal.

These programs demonstrate Council's ongoing dedication to building safer communities through education, engagement, and meaningful partnerships.

Measure	Measure Progress
4 crime prevention or safety programs promoted per year	4 programs

**5J.25.03 Plan and implement programs that address long-term community safety needs**

Action Due Date	Overall Progress
30 Jun 2026	100%



**Progress Commentary**

Council continues to work collaboratively with internal teams, external agencies, and community groups to deliver programs that address the long-term safety and wellbeing of the community.

Key initiatives in 2024–2025 include:

- Safe Schools Parking Education Program: In February 2025, Council delivered its 'Road Safety for Kindergarten Parents' fact sheets to local schools, supporting safe behaviours around school zones
- Seasonal Beach Safety Working Groups: Council convened 10 interagency meetings with key stakeholders including NSW Police, Surf Life Saving NSW, local surf clubs, and Council teams. These meetings focused on improving safety and service delivery across the Sutherland Shire's coastal precincts.
- Swim Safe Communities Program: In partnership with Council's Leisure Centres, the Swim Safe Communities program continues to support water safety education. The program includes the 'Swim Brothers' Bronze Medallion initiative, with Council lifeguards providing weekly education sessions.
- CCTV Business Register: Council has developed and implemented a voluntary register of local businesses operating CCTV systems. This initiative aims to support NSW Police in their investigations and improve community safety outcomes.
- Public Space Safety and Crime Prevention – Jannali Lighting Review: A review of public lighting in the Jannali Town Centre is underway to enhance visibility and safety, with recommendations (September 2024)

These initiatives reflect Council's ongoing commitment to building a safer community through proactive, collaborative, and targeted safety programs.

Measure	Measure Progress
2 programs implemented per year	4 programs

**5J.25.04 Work with coastal-based agencies to ensure Council and stakeholders are appropriately prepared for emergencies and incidents**

Action Due Date	Overall Progress
30 Jun 2026	100%




**Progress Commentary**

Council continues to collaborate closely with internal teams and external agencies—including Police, Surf Life Saving, the Local Emergency Management Team, and other emergency services—to ensure community safety. Key ongoing partnerships include regular participation in the NSW Coastal Safety Group and Cronulla Sutherland District Surf Lifesaving meetings, which help align Council with current coastal safety priorities. Additionally, during the summer patrol season from September to April, Council convenes weekly Beach Safety Working Group meetings with all key stakeholders to address real-time safety issues and concerns.

During 2024-2025, Council attended 8 coastal agency group meetings, 6 Surf Club District Meeting meetings and continued to chair the Beach Safety Working Group Meetings during patrol season, to ensure Council and stakeholders are appropriately prepared for emergencies and incidents, working closely with coastal based agencies.

Measure	Measure Progress
Number of coastal agency group meetings attended	8 meetings
Number of Surf Club District Meeting meetings attended	6 meetings
Percentage of Beach Safety Working Group Meetings chaired during patrol season	90%

5J.25.05	Deliver the annual Surf Awareness and Survival education program	Action Due Date	Overall Progress	
		30 Jun 2026	100%	

#### Progress Commentary

The Council's Surf Survival & Awareness School Education program continued throughout 2024–2025, reaching 93 schools and engaging a total of 4068 students.

In addition, Council expanded its community education efforts by launching a new preschool program in May 2025, specifically designed for children aged 2 to 5 years. Council have presented to 236 daycare students and their educators as part of this new program.

These ongoing initiatives demonstrate Council's strong commitment to promoting water safety and community education.

Measure	Measure Progress
70 schools to participate in program	93 schools
3,000 school students' attendance	4068 school students

5J.25.06	Participate in the Rock Fishing Safety Program	Action Due Date	Overall Progress	
		30 Jun 2026	100%	

#### Progress Commentary

Council continues to conduct patrols at identified rock fishing black spot locations to raise awareness and promote safe practices among participants. These efforts are supported by proactive education, community engagement, and compliance initiatives. Council works collaboratively with the Department of Primary Industries and Regional Development (DPIRD), using rock fishing safety collateral and providing verbal safety information directly to fishers.

Additionally, Council undertakes regular monitoring through the Lifeguard Headquarters' Coastal Safety CCTV network, focusing on high-risk rock fishing areas to support ongoing safety efforts.

As part of its commitment to community safety, Council has also delivered Rock Fishing and Water Safety Sessions in collaboration with local groups. From July 2024 to June 2025, lifeguards conducted over 50 on-water rock fishing patrols.

Measure	Measure Progress
40 Rock Fishing Patrols per year	50 patrols

5J.25.07	Participate in Police Local Area Command Safety Precinct Committee and Local Liquor Accord	Action Due Date	Overall Progress	
		30 Jun 2026	100%	

## Progress Commentary

Council provided and ensured ongoing collaboration with external agencies and community groups. Council attended:

- The Liquor Accord meeting on the 17 September 2024, 19 November 2024, 18 March 2025 & 20 May 2025.
- The Sutherland Shire Community Safety Precinct Committee (CSPC) meeting working collaboratively with NSW Police to address concerns raised by the community on the 24 September 2024, 17 December 2024, 11 March 2025 & 24 June 2025.

Measure	Measure Progress
4 Liquor Accord Meetings per year	4 meetings
4 Police Local Area Command Safety Precinct Committee Meetings per year	4 meetings

5J.25.08	Provide a high quality animal shelter facility which promotes best practice in the care of companion animals and promotion of responsible pet ownership	Action Due Date	Overall Progress
		30 Jun 2026	100%



## Progress Commentary

The Council's Animal Shelter continues to operate effectively, providing care and control of animals seven days a week. The shelter has maintained an impressive 98% rehoming rate for animals received, demonstrating its strong commitment to animal welfare.

To further promote responsible pet ownership, the shelter has launched several education initiatives. These include awareness campaigns through social media, as well as face-to-face programs such as the "Reading with the Cats" events held in October and July 2024, and January and April 2025. Other educational efforts include hosting local Scouts and Cubs groups in April 2025 to learn about responsible pet care and shelter operations, participating in the Bunnings Pet Awareness Campaign in August 2024, and attending community events such as the Gymea Fair in October 2024 and the Street Paws Festival in September 2024.

Additional community engagement activities, such as celebrating National Volunteer Week in May 2025 and hosting a visit from Heathcote High School's Autistic Unit in June 2025, have further strengthened community connections.

Ongoing campaigns targeting issues such as unregistered companion animals continue to emphasize the importance of pet registration and compliance with the Companion Animals Act. Specific campaigns addressing these issues were held in February and October 2024.

Council also attended a seminar held by the NSW Government as part of the review of the Companion Animals Act 1998, and provided a formal submission to the Office of Local Government. Through this engagement, Council continues to support best practice in the care of companion animals and the promotion of responsible pet ownership.

The shelter has also actively promoted animal adoption through its Open Days in December 2024 and February 2025, which led to the successful adoption of numerous dogs and cats, along with increased interest in other animals.

Measure	Measure Progress
80% rehoming of animals that are received at the Animal Shelter	98%
2 Unregistered Animal Notifications per year	2 notifications
3 responsible pet ownership promotions per year	10 promotions

**5J.25.09 Deliver the annual school education program, promoting safe behaviour by motorists around schools**

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
100%



**Progress Commentary**

Council actively promoted safe behaviour around school zones through its ongoing school education program. This included regular patrols and the deployment of portable radar units to monitor motorist compliance.

Key activities and results include:

School Zone Patrols: In total Council has conducted 1279 school patrols.

Radar Deployments: A total of 106 portable radar deployments in school zones. Whilst Council did not meet its expected target this was due to technical malfunction of equipment which required extensive repair works. Council has now ensured risk mitigation for future events and has purchased additional equipment to ensure we meet our targets in future years.

Road Safety Education: Council attended 86 schools as part of the school education program, focused on road safety within school communities, ensuring continued awareness and compliance.

In addition, Council has proactively engaged with schools by emailing Road Safety information to parents at the start of the term. During the first two weeks of the term, Council patrolled all Sutherland Shire schools, distributing brochures, answering questions, and issuing approximately 150 warnings for any observed offenses.

These ongoing initiatives reflect Council's commitment to improving road safety in school zones and ensuring the safety of students and the broader community.

**Measure**

**Measure Progress**

1,250 school zones patrolled	1279 school zones patrolled
86 schools attended during education program	86 schools
120 portable radar deployed to school zone area	106 portable radars

**5J.25.10 Review service standards for vehicle hardstands in the road reserve in residential areas**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
80%



**Progress Commentary**

The Draft Provision of Vehicular Hardstands Policy public exhibition period has been completed and will now be tabled at the August 2025 Infrastructure Committee seeking adoption. The Policy articulates how council will address the provision of hardstands behind roll kerb only by considering a priority order based on risk and demand.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Public Domain Management Service.

**Measure**

**Measure Progress**

Service Standard presented to Council for adoption by October 2024	80% milestones met
--	--------------------

**5J.25.11 Undertake E-bike education and safety program**

**Action Due Date**  
30 Jun 2025

**Overall Progress**  
100%



**Progress Commentary**

The following actions have been delivered for the 2024/25 E-bike Road Safety Program:

- Social media messaging in the lead up to Christmas 2024
- Supporting Policing blitzes in Sutherland Shire
- Messaging - including pamphlets, newsletter and assembly messages in local high schools to educate students and parents of the rules
- Updated information on Council's website.

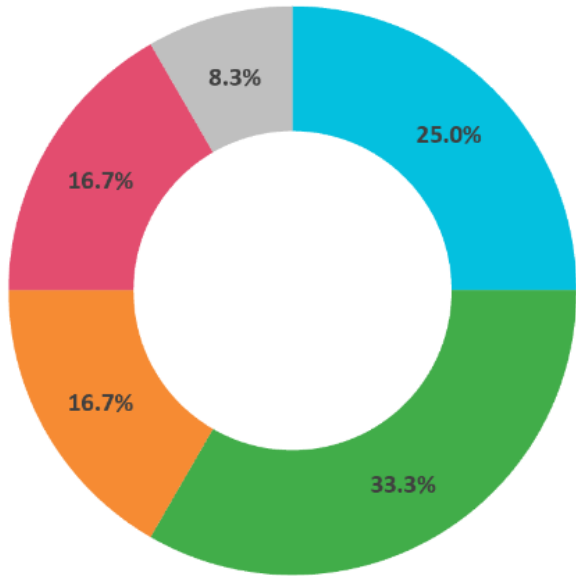
Furthermore, a licencing scheme is being developed in partnership with Bicycle NSW for delivery in local schools during Term 3 of 2025.

<b>Measure</b>	<b>Measure Progress</b>
Number of schools included in program	2 schools
Number of program initiatives completed	3 initiatives

---

# OUTCOME 6

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



Complete	3
On Track	4
On Hold	1
Needs Attention	2
Off Track	2
<b>Total</b>	<b>12</b>



# 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.

### Achievements

- Completed lighting audit for priority pedestrian paths in Sutherland and Kirrawee that will inform a works program
- Continued preparation of the Draft Miranda Place Plan
- Adopted Sutherland Shire Local Housing Strategy 2041
- Continued improvement for the local Development Assessment process

6A

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



### 6A.25.01 Finalise the Local Housing Strategy

**Action  
Due Date**

30 Jun 2025

**Overall  
Progress**

100%



#### Progress Commentary

In February 2025, Council resolved to exhibit the Draft Sutherland Shire Housing Strategy. Public exhibition was held from 16 April to 23 May 2025.

The draft was promoted via Council's *Join the Conversation* platform, social media, the annual rates notice (delivered to all ratepayers), targeted emails to Community Housing Providers, schools and hospitals, and a pop-up stall at the Shire Farmers Market.

A total of 182 survey responses and 25 written submissions were received. Feedback was mixed: 58% of survey respondents were unhappy or very unhappy, 19% were happy or very happy, and 23% were neutral. Most respondents (76%) lived in single dwellings.

The exhibition outcomes were reported to Council on 21 July 2025, and the Sutherland Shire Local Housing Strategy 2041 was adopted at this meeting.

Council is now preparing a suite of Place Plans for key centres across the Sutherland Shire. These Place Plans will implement the actions of the Housing Strategy and guide future development, infrastructure planning, and place-based outcomes.

#### Measure

#### Measure Progress

Community engagement completed

100% milestones met

Endorsement of Local Housing Strategy by Department of Planning and Environment

No longer required

6B

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



### 6B.25.01 Update the Local Strategic Planning Statement

Action  
Due Date

30 Jun 2026

Overall  
Progress

10%



#### Progress Commentary

A review of the Local Strategic Planning Statement is underway. The NSW Department of Planning Housing and Infrastructure are yet to release a new District Plan and are reviewing the purpose, form and structure of Local Strategic Planning Statements.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action SLP.SA.02.

#### Measure

#### Measure Progress

Initial reports to Council to inform content of LSPS	10% milestones met
Draft LSPS reported for adoption	0% milestones met
Council endorsed draft LSPS for submission to DPE	0% milestones met
DPE endorsement and exhibition	0% milestones met
Submissions considered by Council and LSPS adopted	0% milestones met

### 6B.25.02 Finalise amendments to SSLEP2015 to deliver the Affordable Housing Contributions Scheme

Action  
Due Date

30 Jun 2025

Overall  
Progress

95%



#### Progress Commentary

Over the past 12 months, Council has advanced the Sutherland Shire Affordable Housing Contributions Scheme to support the delivery of affordable housing aligned with local and state planning objectives.

In February 2025, Council resolved to exhibit the draft scheme. Public consultation was undertaken from 16 April to 23 May 2025, promoted through Council's Join the Conversation platform, social media, the annual rates notice, targeted emails to Community Housing Providers, and a pop-up stall at the Shire Farmers Market.

The draft scheme received 40 survey responses and 10 written submissions. Feedback was mixed, with 45% of respondents expressing satisfaction, 37.5% dissatisfaction, and 17.5% neutrality. Submissions raised a broad range of issues. The Affordable Housing Contributions Scheme Working Party reviewed the draft and feedback, incorporating their recommendations into the final version.

The exhibition results were reported to Council on 21 July 2025, where the scheme was adopted.

Next, the scheme will be implemented through a suite of Place Plans currently in preparation for key centres across the Shire. These Place Plans will guide affordable housing delivery by increasing development yield via rezonings and amendments to the Sutherland Shire Local Environmental Plan 2015.

This action has been rolled over to the 2025/26 Operational plan as a Core Activity of the Strategic Land Use Planning.

#### Measure

#### Measure Progress

Consideration of submissions and finalisation of Scheme	100% milestones met
Implementation of Scheme through amendment to SSLEP2015	10% milestones met

6C

Manage new and existing development within a robust and effective framework



**6C.25.02** Finalise Miranda Place Plan and its supporting Planning Proposal to implement actions of the Housing Strategy

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
75%



#### Progress Commentary

Council resolved to pause delivery of the Local Housing Strategy to consider State Government planning reforms, which has in turn delayed the preparation of the draft Place Plan for Miranda. A draft Place Plan to improve housing options and support for business in centres will be reported to Council on 21st July. In meeting Local Planning Panel reporting requirements, the draft Place Plan is now expected to be exhibited in early 2026. The final Place Plan will be reported to Council in 2026.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action SLP.SA.03.

#### Measure

#### Measure Progress

Initial community engagement	0% milestones met
Initial reports to Council to inform content of Plan	95% milestones met
Draft Plan reported for adoption	0% milestones met
Council endorsed draft Plan for exhibition	0% milestones met
Submissions considered by Council and Plan adopted	0% milestones met
Implementation through amendment to SSLEP2015	0% milestones met

**6C.25.03** Finalise Sutherland-Kirrawee Place Plan and its supporting Planning Proposal to implement actions of the Housing Strategy

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
50%



#### Progress Commentary

Council resolved to pause delivery of the Local Housing Strategy to consider the implications of State Government planning reforms, which has in turn delayed the preparation of the draft Place Plan for Sutherland-Kirrawee. A draft Place Plan to improve housing options and support for business in centres will be reported to Council on 18th August. In considering Local Planning Panel reporting requirements, the draft Place Plan will now be exhibited in early 2026. The final Place Plan will be reported to Council in 2026.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action SLP.SA.04.

#### Measure

#### Measure Progress

Initial community engagement	0% milestones met
Initial reports to Council to inform content of Plan	95% milestones met
Draft Plan reported for adoption	0% milestones met
Council endorsed draft Plan for exhibition	0% milestones met
Submissions considered by Council and Plan adopted	0% milestones met
Implementation through amendment to SSLEP2015	0% milestones met

**6C.25.04** Finalise Caringbah Place Plan and its supporting Planning Proposal to implement actions of the Housing Strategy

**Action Due Date**  
30 Jun 2026

**Overall Progress**  
50%



#### Progress Commentary

Council resolved to pause delivery of the Local Housing Strategy to consider State Government planning reforms, which has in turn delayed the preparation of draft Place Plans. In recognising the benefits of an uplift to the Caringbah town centre, Council has applied for Federal Grant funding to assist with the Masterplan process and preparation.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action SLP.SA.05.

Measure	Measure Progress
Initial community engagement	0% milestones met
Initial reports to Council to inform content of Plan	0% milestones met
Draft Plan reported for adoption	0% milestones met
Council endorsed draft Plan for exhibition	0% milestones met
Submissions considered by Council and Plan adopted	0% milestones met
Implementation through amendment to SSLEP2015	0% milestones met

**6C.25.05 Update the Sutherland Shire Development Control Plan 2015**

**Action Due Date** 30 Jun 2025  
**Overall Progress** 30%



**Progress Commentary**

The draft DCP amendments will be reported to Council in October 2025. Community consultation and implementation will follow.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action SLP.SA.12.

Measure	Measure Progress
Draft DCP reported for adoption	50% milestones met
Community engagement	0% milestones met
Consideration of submissions and finalisation of amendment	% milestones met

**6C.25.06 Review and continuously improve the local development assessment process**

**Action Due Date** 30 Jun 2026  
**Overall Progress** 60%



**Progress Commentary**

Best practice for development assessment officers has been established. Officers are now reviewing the areas of expertise that affect assessment times, including a review of engineering matters encompassing the assessment of stormwater management, flood, traffic management & driveways. This is particularly important in the Sutherland Shire given the environment, topography and waterways.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action DA.SA.01.

Measure	Measure Progress
Establish an assessment KPI for different types (complexities) of applications by December 2024	100%
Develop and implement best practice procedures for the entire development assessment process by November 2024	70%
Implement best practice from January 2025	70%
Performance against numerical standards in Customer Service Charter	20%

**6C.25.07** Review the section 7.11 and 7.12 Developer Contributions Plans

**Action Due Date**

30 Jun 2025

**Overall Progress**

25%



**Progress Commentary**

The completion of this project requires extensive collaboration with all Divisions to ensure the work schedules align future infrastructure provision with growth. Council's decisions in connection with the finalisation of Place Plans will be an important component of this work.

The draft contribution plans will be complete by end of year 2025 for Council's consideration, with community engagement to follow.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action SLP.SA.11.

**Measure**

**Measure Progress**

Project milestones completed on time and on budget consistent with adopted project plan

25% milestones met

6D

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



6D.25.01 Advocate for progress in the delivery of the M6 motorway between Sylvania and Loftus

Action Due Date

30 Jun 2026

Overall Progress

100%



**Progress Commentary**

In response to Council’s resolution to formally request the NSW State Government position on the M6 project, Council officers have reached out and received a response that states they have no plans or funding to progress the M6 south of Georges River.

**Measure**

Number of representations made to TfNSW

**Measure Progress**

1 representation

6E

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



6E.25.01 Develop works programs to promote safely lit access to public transport hubs at Sutherland and Kirrawee

Action Due Date 30 Jun 2026

Overall Progress 75%



Progress Commentary

A lighting audit has been completed for priority pedestrian paths in the Sutherland and Kirrawee. The audit has informed a works program that is currently being costed.

This action has been rolled over to the 2025/26 Operational plan as Strategic Action ITS.SA.03.

Measure

Measure Progress

Number of projects included in Council's Capital Program

0 projects

6E.25.02 Advocate for priority in planning and delivery of improved public transport outcomes in bus and rail operations

Action Due Date 30 Jun 2026

Overall Progress 100%



Progress Commentary

Council is communicating regularly with 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 in public transport hubs.

Measure

Measure Progress

Number of representations made to improve public transport outcomes

3 representations



4-20 Eton Street Sutherland NSW  
Australia

Locked Bag 17, Sutherland NSW 1499

T 02 9710 0333  
[ssc@ssc.nsw.gov.au](mailto:ssc@ssc.nsw.gov.au)  
[sutherlandshire.nsw.gov.au](http://sutherlandshire.nsw.gov.au)

# SUTHERLANDSHIRE

