

14.4 IP&R Half Yearly Report Jan to Jun 2023

CSP Objective: Outcome 5.2: Governance is transparent and builds trust

CSP Strategy: 5.2.4 Develop an Outcomes Measurement Framework to meaningfully measure how the actions and strategies of the CSP and other documents impact on the delivery of the community vision.

Delivery Program: 5.2.4.1 Develop an Outcomes Measurement Framework.

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Summary

This report provides an update on progress of the 2022 – 2026 Delivery Program and 2022-2023 Operational Plan for the January to June 2023 period.

Financial implication

As per the 2022-2023 approved budget.

Risk implication

This reports details achievement of Delivery Program and Operational Plan activities. Areas which are not significantly progressed or complete may impact operational or strategic objectives.

Policy

Local Government Act 1993

Consultation (internal)

All Council departments contributed to the development of this report.

Communication/Community engagement

The Delivery Program 2022-2026 and Operational Plan 2022-2023 were developed following engagement with the community and were adopted after being placed on public exhibition for 28 days.

Attachments

- 1 IP&R Half Yearly report Jan to Jun 2023 [↓](#)

Enclosures

Nil

RECOMMENDATION

That Council receives the half-yearly progress report of the Delivery Program 2022-2026 and the Operational Plan 2022-2023 for the period January to July 2023

Report of the Chief Operating Officer

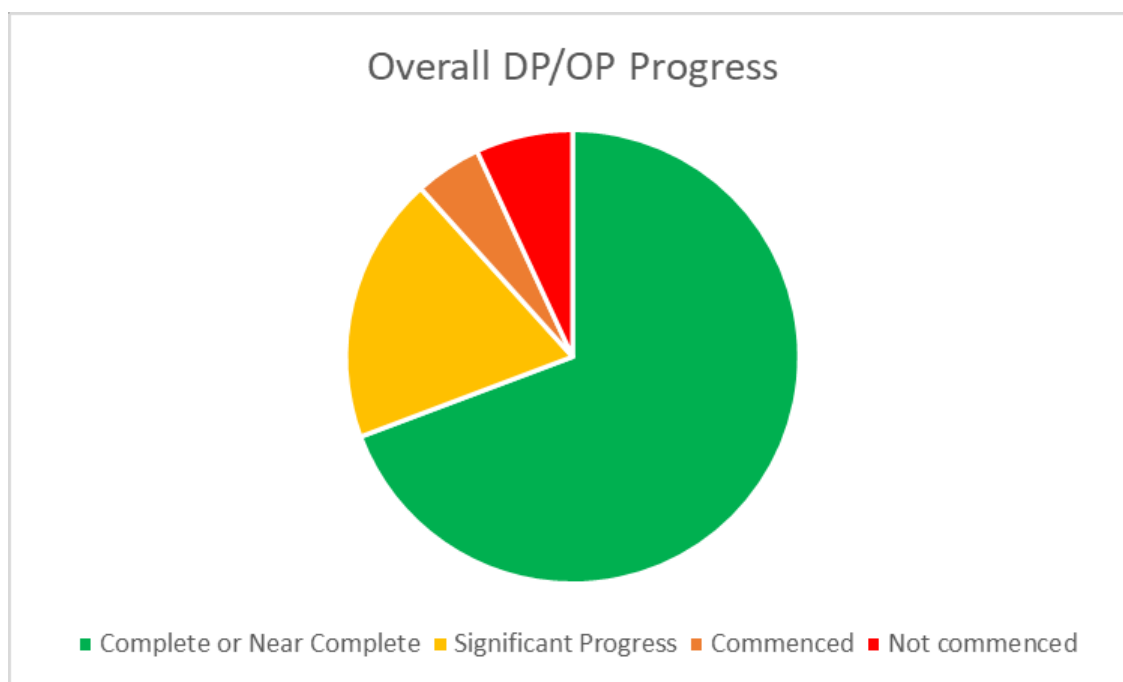
14.4 IP&R Half Yearly Report Jan to Jun 2023 (cont)

Background

In accordance with the *Local Government Act 1993*, this Delivery Program and Operational Plan Progress Report provides Councillors and the community with information reflecting progress towards the adopted strategies of Council's four-year Delivery Program and ten-year Community Strategic Plan.

Attached for Councillors information is the half-yearly progress report on the Delivery Program 2022-2026 and Operational Plan 2022-2023.

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There are a total of 231 actions in the Delivery and Operational Plan (DPOP). The graph above shows:

- 69% (160) actions complete or near complete.
- 19% (44) are significantly progressed.
- 5% (11) have commenced.
- 7% (16) have not commenced.

With 88% of actions either complete or having significant progress, council and our community will be able to observe, enjoy or derive benefit from the many improvements.

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Some key highlights achieved include:

Some key highlights achieved include:

- New role design and established positions as part of the organisation restructure changes, to improve quality and efficiency in our organizational capability build.
- Hosting the 2023 Local Government Regional NAIDOC Awards.
- Return or improvement to pre-COVID patronage and service activities in our Libraries, Pavilion Leisure Centre, Holiday Parks and SENTRAL facilities.
- Sustainable activities and materials included recycle fencing materials, hybrid/ electric fleet, electricity provision, national tree day.
- A focus on accessible amenities, playground equipment and furniture.
- Destination Kiama continued to administer and run and support a number of events, included the New Year's Eve Sky Show, a street festival that accompanied the Jazz and Blues Festival, Sun Up Surf and Skate, Kiama Sevens, SurfLife Music Festival in Gerringong, Kiama I Do, and Kiama Coastal Classic.
- Pedestrian safety upgrades have also been substantially completed at Kiama High School with works at Gerringong Public School and Minnamurra Public School now to be completed on 2023/24.
- The Cyber Security Strategy and Policy have been reviewed to ensure that maturity against relevant standards is continuously improved.
- The Audit, Risk, and Improvement Committee has met every 2 months and will continue to do so. The committee monitors Council's financial and risk management strategies, governance, internal audit activity, and external accountability responsibilities, including the provision of feedback and review of Council's financial statements (for financial years 2021 and 2022).
- Compliance reporting undertaken as well as the implementation of actions of the Performance Improvement Order.
- Council continues to apply for grants to increase services and infrastructure improvements beyond what can be achieved using general funds as part improving our financial sustainability. During the January to July 2023 period our Grants Officer has instrumental in securing ten grants to the value of \$5.7 million
- Council reviewed its Community Engagement Policy (CEP) during this period and drafted an updated policy as part of the IP&R (Integrated Planning and Reporting) suite of documents with work continuing on this item.

We have also faced challenges in commencing or progressing 12% of our operational program. Factors that have contributed to this include:

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- Employee resourcing, recruitment and vacancies,
- significant urgent reallocation of resources to undertake disaster recovery works following the natural disasters of May and June 2022 and the significant impacts on a number of roads such as Jamberoo Mountain Road and other assets.
- cost shifting from other sectors,
- increasing costs of materials and staffing, and
- re-prioritisation of work activities to meet requirements of Performance Improvement Order and the Strategic Improvement Plan.

Given these challenges, and the dynamic workloads for our employees, we are satisfied with the overall progress and achievements reflected in the attached report.

Activities not commenced.

The tables below reflect the actions that have not commenced (<10%) in this period, highlighted as possible risks in the context of meeting objectives and complying with legislation.

Code	Action	Comment
1.2.3.3.2	Manage and implement requirements of the Swimming Pool Act and Regulations	Due to focus on recruiting planners, development assessment staff and Manager in this team, reduced resource availability impacted capacity to complete this action. It is envisaged that this project will commence in the coming year, 2023/24.
2.2.1.1.1	Undertake a review and study of areas with significant/contributory local character, as identified by the Government Architect, and prepare appropriate character statements, LEP maps and relevant DPC controls.	Due to reduced resource availability during the reporting period this project was not able to be undertaken. It is envisaged that this project will commence in the coming year, 2023/24.
2.2.1.1.2	Undertake a town centre planning study for the township of Gerringong.	The Consultants brief for the Gerringong Town Centre project was published on Vendor Panel. Submissions closed on the 31st of January 2023. Due to focus on recruiting planners, development assessment staff and Manager in this team, reduced resource availability impacted

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Code	Action	Comment
		capacity to appoint a successful Consultant to commence the project. It is envisaged that this project will commence in the coming year, 2023/24
2.2.1.1.3	Undertake an analysis to identify locally and regionally scenic landscapes.	Due to focus on recruiting planners, development assessment staff and Manager in this team, reduced resource availability impacted capacity to complete this action. It is now envisaged to commence in the next year, 2023/24.
2.2.1.1.4	Ensure Council's planning instruments facilitate the recommendations of the adopted Character Study, Gerringong Town Centre Study and Scenic Management Study	Following the completion of the Gerringong Town Centre Study, Character Study and Scenic Management Study, planning proposals will be prepared to amend the LEP and Chapters 2, 3 and 12 of the DCP accordingly. These are now envisaged to be undertaken in the next year 2023/24
2.3.1.2.1	Establish Household Chemical Clean Out Collection in accordance with NSW EPA requirements	Waste Depot was available to host EPA run Household Chemical Cleanout Event; however, EPA did not progress with event in the reporting period.
2.4.1.3.3	Ensure Council's planning instruments facilitate the recommendations of the adopted Community Emissions Strategy	The update of Council's planning instruments to facilitate the recommendations of the adopted Community Emissions Strategy was placed on hold until the position recruitment is complete. It is envisaged that a Planning Proposal will be prepared for a Gateway Determination to amend the LEP and Chapter 3 of the DCP to include the recommendations of the adopted Community Emissions Strategy in the coming year, 2023/24.
3.1.1.1.3	Ensure Council's Planning Instruments facilitate the recommendations of the adopted Economic Development Strategy.	It is envisaged that this will occur in the coming year 2023/24. In the interim Council's Planning Instruments continue to facilitate the recommendations of the previous Economic development Strategy.
3.2.3.2.2	Kiama Council / Pavilion holds an on-site Liquor License	This action no longer progressing with applying for a liquor license as previously advised to Council.

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Code	Action	Comment
4.1.2.1.1	Prepare and adopt a Rural Land use Strategy to foster and promote viable agricultural enterprises and practices.	Further work on this project will commence following the completion of the Housing Strategy.
4.1.2.1.2	Assess Planning Proposals in accordance with the adopted Rural Land use Strategy.	The preparation of the Kiama Rural Lands Strategy has not commenced. This will occur following the completion of the Kiama Housing Strategy and the release of the relevant City Plan from the Greater Cities Commission which is anticipated to occur in the first quarter of the coming year 2023/24.
4.1.2.1.3	Ensure Council's planning instruments facilitate the recommendations of the adopted Rural Land use Strategy.	The preparation of the Kiama Rural Lands Strategy has not commenced. This will occur following the completion of the Kiama Housing Strategy and the release of the relevant City Plan from the Greater Cities Commission which is anticipated to occur in the first quarter of the coming year 2023/24.
4.1.3.2.1	Undertake the assessment of Development Applications in accordance with the adopted Development Assessment Process Policy.	This action is awaiting the completion and adoption of the Development Assessment Process policy which is anticipated to occur in the first quarter of the coming year 2023/24.
4.2.2.1.1	Deliver Hindmarsh Park Redevelopment.	The tender process for this significant project has been unsuccessful as all tenders significantly exceed available budget. Council has resolved to proceed with redesigning the proposed development as required to deliver an outcome within the available funding outlined in the report and enable a contract to be entered into. The project is now programmed for the 2023/24 period.
5.1.1.6.2	Analyse asset utilisation to ensure maximum use of available assets to optimum service levels.	Having faced significant resourcing issues due to the impacts of natural disasters impacting on critical assets such as Jamberoo Mountain Road as well as priority actions under the Performance Improvement Order and Strategic

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Code	Action	Comment
		Improvement Plan, this project was not commenced and will carry to the next period.
5.2.2.1.2	Undertake a review of Kiama Local Strategic Planning Statement 2020 to ensure consistency between Community Strategic Plan.	Due to focus on recruiting planners, development assessment staff and Manager in this team, reduced resource availability impacted capacity to complete this action. It is envisaged that this project will commence in the coming year, 2023/24.

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Half Yearly Performance Report

January to June 2023

Tracking Indicator Key		
	90% +	Complete or Near Complete
	50% to 89%	Significant Progress
	10% to 49%	Commenced
	10% or less	Not commenced

Pillar 1 |
We belong and
contribute



Pillar 1 Progress

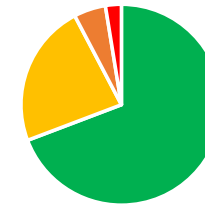
Highlights

- A new organization called the South Coast Arts (RADO) was established.
- A new Cultural Development Position has also been established through the restructure process.
- In 2022-23 the Illawarra Interagency provided via its website, 110 posts to its 414 blog subscribers, promoting their Illawarra based activities, events, projects and services, which attracted over 7,000 views by more than 4,000 visitors.
- Themed 'For Our Elders', Kiama Municipal Council hosted the 2023 Local Government Regional NAIDOC Awards at The Pavilion Kiama on Saturday 29 July. Comprised of Aboriginal cultural activities, performances and the Award ceremony, the event was attended by around 200 members of the Aboriginal community, Elder, dignitaries, community services and government agencies.
- Council's Aboriginal Community Liaison Officer held Aboriginal cultural talks at Gerringong Primary school with over 50 students participated. the book titled 'Sorry Sorry' was also read out to the students; a book written about Stolen Generation.
- Library E-resources continue to be popular with 2,460 e-books and 3,748 e-audiobooks being issued in the last 6 months. With the resumption of Toddler Tales in March 2023 all library Early Literacy Programs have returned to pre-pandemic conditions. 63 programs have been provided with 1,468 attending in the last six months.
- Leisure Centre - Swim school, squads and gymnastics classes were fully utilised with an average of 90% capacity. New initiatives were implemented, such as social media promotions and course providers offering courses at our Centre to attract new potential staff for these programs. Total members averaged 1388 with around 2360 Fitness passport entries per month.
- SENTRAL Youth Services delivered a diverse program of activities for young people, including drop-in sessions, Good vibes and SENTRAL sounds, PCYC fit for Life Program in total, over 1,650 young people were engaged and participated in programs and activities.

Items Not yet commenced.

- Implement requirements of the Swimming Pool Act and Regulations – under recruitment

Pillar 1 - We Belong and Contribute






■ Complete or Near Complete
 ■ Significant Progress
■ Commenced
 ■ Not commenced


We belong and contribute.

Outcome 1.1	We want a strong sense of community and belonging, where social and cultural life can flourish, and our families, friends and visitors feel welcome and included.
1.1.1	Provide spaces, services and initiatives that foster a proud, inclusive, and connected community for all.


1.1.1.1: Develop an Arts and Culture Strategy that supports Kiama Council to provide a diverse range of cultural and creative activities and events for all interests and people.


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.1.1	Draft Arts and Culture Strategy incorporating a review BISI and update priorities and actions.	Planning, Environment and Communities Directorate	20%	The review of the BISI Cultural Planning document 2017-20 is underway, with additional actions proposed for the next year of reporting. This will be able to be further advanced due to the recruitment of a new Cultural Development Officer position, which was located within the Libraries and Culture team through the restructure process. Recruitment for this position is nearing finalization.	
1.1.1.1.2	Support the Arts and Culture Committee of Council (Kiama Cultural Board)	Planning, Environment and	100%	During the reporting period Council resolved to review its Committee Structure and dissolved former Committees of Council including the Cultural Arts Board. A new organization	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
		Communities Directorate		called the South Coast Arts (RADO) was established with the support of Kiama Council and other surrounding Council's, which replaces some of the role that was previously undertaken by the cultural board. This organisation meets regularly and comprises of industry experts and representatives from each Council. The Deputy Mayor and Director Planning, Environment and Communities are board members. Council has continued to support the arts including hosting a number of exhibitions and displays in Old Fire Station, Gerringong Library and the Council Chambers. A new Cultural Development Position has also been established through the restructure process which provides dedicated resources to support the cultural and creative industries. This position is currently being recruited.	
1.1.1.1.3	Facilitate opportunities for creatives to engage, connect and grow their experience and skills as artists. Provide opportunities for creatives to publicly showcase and market their work.	Planning, Environment and Communities Directorate	80%	<p>Council provides a unique opportunity for artists to display their works both within the Old Fire Station Exhibition Space and the Gerringong Library Exhibition Space. Council has also been actively encouraging the display of art within Council Chambers. A number of programs and opportunities were also provided throughout the reporting period, including programs for young people including live mic arvos and other creative programs. Council also continues to support community initiatives including markets and collaborations which enable sharing and sales of works. Council has also actively supported both through financial contribution and in-kind contribution to the South Coast Arts (RADO).</p> <p>Council has also through the restructure allocated specific resource to cultural development with a new full-time position established. Recruitment for this position is underway with the position being advertised and interviews scheduled for August.</p>	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.1.4	Support Arts and artists through the annual Kiama Cultural Grants via one funding round	Planning, Environment and Communities Directorate	50%	A review of grants programs has been undertaken, including an audit of grants required through the ARIC. Implementation of new grants program has also occurred which includes the new Signature Community Events Program. The Cultural Grants program was released through 2022, however is yet to be released for 2023.	



1.1.1.2: Partner with the community, other levels of government and key stakeholders to provide support to community and cultural engagement sectors, community groups and organisations.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.2.1	Engage with regional partners to support regional responses for our communities	Planning, Environment and Communities Directorate	100%	<p>The Illawarra Interagency hosts events and delivers programs that provides opportunities to build capacity, network and partnerships within the region. These include grant writing workshop, yarning circle, cultural competency training.</p> <p>In 2022-23 the Illawarra Interagency provided via its website, 110 posts to its 414 blog subscribers, promoting their Illawarra based activities, events, projects and services, which attracted over 7,000 views by more than 4,000 visitors. During the year, the Interagency offered the region's 535 email subscribers, opportunities in capacity building, networking and professional development, with a calendar of themed topics that included 2021 Census Data tools, Yarning Circle, Community Sector Peak Bodies, Community Capacity Building, Community Grants Training and an Annual Networking Event.</p>	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.2.2	Partner and collaborate with Illawarra Shoalhaven Local Health District to deliver holistic health outcomes within our communities	Planning, Environment and Communities Directorate	100%	<p>This project has now been completed. Discussions have been held with the Local Health District and focus will now change to ongoing collaboration on strategic planning outcomes and other projects which relate to active transport and design of spaces. Ongoing meetings are also being held to continue to seek input from the Health District into council's decision-making process. Council has also been liaising with other health providers and industry on a range of projects for example, the low cost and free meals directory and the Shellharbour Hospital.</p> <p>Council also undertakes a range of other partnerships including work that occurs through SENTRAL such as programs and activities with health and wellbeing outcomes for young people including camping, sexual health education, art and music workshops. Council's Leisure Centre also continues to provide health and fitness programs to the community.</p>	




1.1.1.3: Partner with the community and our stakeholders to develop a Youth Engagement Strategy and Action Plan

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.3.1	Partner and reimagine our youth services, using our assets as the hub for youth engagement and activity	Planning, Environment and Communities Directorate	100%	Work has been occurring through the lifehacks program to seek input and feedback about young people needs and wants within the LGA. This project was presented to the wider community. Work has also occurred during the reporting period to reestablish relationships and partnerships with community groups and with the Kiama High School.	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				New programs have been offered through the youth centre and have included partnerships with outdoor education providers, emergency services, careers services and other providers. A review of drop in has also been undertaken to understand utilization and options for this program. Focus has also been on the recruitment and restructure of the Community Team with the establishment of a new Community Hubs Manager Position.	
1.1.1.3.2	Explore grants, partnerships and collaborations that expand the range of opportunities that support young people.	Planning, Environment and Communities Directorate	100%	Sentral Youth Services was successful in securing a grant for a number of programs and initiatives throughout the year. Focus was on creating strong partnerships and facilitating activities and support services (rather than service provision by Council). Work also focused on re-establishing relationships with key partners and service providers as well as local schools and community groups.	
1.1.1.3.3	Work with young people and other key stakeholders, to develop and deliver local events for young people aged 13+. Implement a program of youth-led events	Planning, Environment and Communities Directorate	100%	<p>SENTRAL Youth Services delivered a diverse program of activities for young people, including the following highlights:</p> <ul style="list-style-type: none"> - Held Drop-In sessions twice a week, a safe and learning space for young people to engage with youth workers and each other. - Delivered art, culture, health, mental health and education talks and workshop at weekly Drop-In sessions. - Established Good Vibes and SENTRAL Sounds, a skills development and performance opportunity to showcase local talents. - Partnered and worked with local schools on community, cultural and sporting programs including League Tag, Wear It Purple Day and The Panel. - Partnered with PCYC to deliver Fit for Life Program. - Delivered school holidays and Youth Week programs, 	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				including securing a grant for a youth camp. - Partnered with Beyond Empathy to deliver weekly podcasting, photography and videography workshops. - in total, over 1,650 young people were engaged and participated in programs and activities.	

1.1.1.4: Improving the liveability of Kiama for those with diverse backgrounds and abilities.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.4.1	Review and update Councils Disability Inclusion Action Plan	Planning, Environment and Communities Directorate	70%	Council has developed a draft DIAP 2022-2026 inclusive of a whole of Council action plan. Council has held consultations with staff and community and is currently reviewing the feedback to finalise the DIAP for implementation.	
1.1.1.4.2	Engage with our diverse community through the Disability Access and Movement Committee	Planning, Environment and Communities Directorate	100%	This action has been completed. During the reporting period Council resolved to review its Committee Structure and dissolved former Committees of Council. A new committee structure has been established and this work will occur in the next reporting period.	
1.1.1.4.3	Deliver priority actions from the DIAP	Planning, Environment and Communities Directorate	50%	Council has developed a draft DIAP 2022-2026 inclusive of a whole of Council action plan. Council has held consultations with staff and community and is currently reviewing the feedback to finalise the DIAP for implementation. This program may require resource and budget and will need to be reviewed once the Manager Community Hubs position is filled, following the restructure process.	



1.1.1.5: Support micro-businesses, local markets, local and regional events, and ongoing activities to contribute to a sense of belonging and connectedness.



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.5.1	Utilise events to create opportunities for connections, volunteering, skill development and collaborative partnerships throughout our communities.	Planning, Environment and Communities Directorate	100%	<p>Council provides venues and resources to support community and cultural groups to connect and participate in skill development activities including. The facilities were utilised by community groups and volunteers such as weekly art and craft, fitness and health, and information sessions.</p> <p>Council's community facilities were activated during national and local significant days such as during Seniors Week, Youth Week, Sorry Day, NAIDOC and at community market days.</p> <p>Central youth services had started a monthly youth gig for young people to showcase their talents and musical ability. By running these events we had young people volunteer and develop skills based around sound setup and live sound production. CENTRAL worked with Wollongong youth services to develop a pathway so young people can access and participate in Illawarra gigs and activities through performances. These gigs have been running monthly since December 2022.</p>	


We belong and contribute.

Outcome 1.1	We want a strong sense of community and belonging, where social and cultural life can flourish, and our families, friends and visitors feel welcome and included.
1.1.2	Connect with each other through participating in local arts, cultural and library activities and programs

1.1.2.1: Manage Council's libraries, encompassing Family History Centre, Gerringong Library & Museum to ensure programs meet community needs and the Public Library Standards. Make our libraries the hub of community activity and service.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.2.1.1	Review and update Library Strategy	Planning, Environment and Communities Directorate	50%	The State Library NSW, consultants and public library networks have been approached to provide advice on best practice for implementing a service review. Staff have been informed of the library service review and then the development of a strategy and a review framework has been developed. Project experienced delays while organization restructure completed..	
1.1.2.1.2	Provide and maintain a high-quality library collection	Planning, Environment and Communities Directorate	100%	A number of meetings with the South Coast Cooperative have been held in order to facilitate feedback on Collection Development and selection. Standing Order profiles have been completed for Adult Fiction, Youth and Junior series titles. A regular program of collection maintenance is ongoing as weeding our collections continues to ensure currency, usage, diversity, and subject area gaps are identified.	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				We are currently investigating the use of Collection Profiles to further inform that selections made for the collection remain relevant to local community need. Library membership has increased by 969 members during the last 12 months and the age of the collection has decreased. 52% of the collection has been purchased within the last five years. 5,127 new items have been purchased and 7,166 items have been discarded in the last 12 months. The South Coast Cooperative Collection Development policy was reviewed in 2022.	
1.1.2.1.3	Deliver quality digital and online library services to the community;	Planning, Environment and Communities Directorate	100%	E-resources continue to remain popular with the total number of information searches on our online databases being 14,587. The increased number was mainly due to remote access of Ancestry being provided during the pandemic restriction periods which continued until recently. A total number of 14,925 of internet hours were used in our libraries during the last 12 months by 11,627 users. 6,568 hours of Wi-Fi access were also provided to 11,820 users. 58,074 visits were received on the library website.	
1.1.2.1.4	Make library heritage collections available online	Planning, Environment and Communities Directorate	100%	After reviewing the Information Services Librarian position due to retirement, the Local Studies Librarian position has been filled and a new focus on the Vertical File collection has taken place. A project has been developed to digitise this collection for inclusion on the library Digital Access Management. This system can be accessed by the community from the library website and will provide access to additional local history material which was previously only available onsite. Partnerships with the local historical societies have provided opportunities for us to share collection and programs with the wider community.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.2.1.5	Provide early literacy programs and events that meet guidelines and standards and outcome measure for Australian Public Libraries	Planning, Environment and Communities Directorate	100%	130 Early Childhood programs have been provided with 2,998 attending during the last 12 months. All Early Children programs have resumed after the pandemic restriction to include fortnightly session of Baby Story Time and Toddler Tales at Kiama Library and weekly pre-school Story Time sessions. Toddler Tales session commenced at Gerringong Library March 2023 on a fortnightly basis with 7 sessions held and 111 attending.	


We belong and contribute.

Outcome 1.2	We love where we live; we have the services and facilities we need, and the natural beauty of our surroundings enhances our active and healthy lifestyle.
1.2.1	Provide facilities that enable us to participate in social, cultural, recreational and sports activities, no matter our background, ability or age.


1.2.1.1: Partner with the stakeholders to develop a Strategy for Open Spaces and Recreation Places within the Kiama Local Government Area



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.1.1.1	Create a Strategy for Open Space and Recreation places Kiama Local Government Area	Infrastructure and Liveability Directorate	85%	Council's Sports Project Officer is continuing to progress the creation of Council's Open Space and Recreation Strategy. Extensive consultation via face-to-face meetings, community sessions and online surveys have been conducted with sporting clubs and the community. Unforeseen additional tasks have contributed to the delay in finalising the strategy. It is anticipated that the Strategy will be reported to Council before the end of the 2023 calendar year.	


1.2.1.2: Manage and maintain the safe operation of a seasonally used outdoor pool in accordance with legislative obligations.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.1.2.1	Manage and maintain the safe operation of a seasonally used outdoor pool at Jamberoo in accordance with statutory obligations. Lifeguard recruitment, identify risks and implement relevant safety actions to meet statutory obligations	Infrastructure and Liveability Directorate	100%	Jamberoo Pool operated from Dec 2022 to March 2023. Recruitment took place in October/ November, where 5 current employees and one new employee were engaged to work at the pool. The season ran smoothly with only five unscheduled closures due to inclement weather and staff shortages/ unavailability. All risks and faults were managed in accordance with current procedures and statutory requirements. Jamberoo pool had over 8300 visits during the season, with the highest number of visits recorded in the last week of January 2023. Plant maintenance was carried out as per weekly work schedules, and one sand filter was replaced this season.	

1.2.1.3: Manage Leisure Centre services and administration for members and guests and provide fitness programs, classes and gym using purpose-specific equipment and a clean and safe environment.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.1.3.1	Manage and maintain the safe operation of indoor aquatic facility in accordance with statutory obligations and community needs. Identify risks and implement relevant safety actions to meet statutory obligations.	Infrastructure and Liveability Directorate	50%	Scheduled pool and plant maintenance was completed weekly and monthly in accordance with centre procedures. All pool testing results were recorded to comply with NSW health department, and met the statutory levels associated with public swimming pools. All risks and faults were actioned, and repairs were conducted in a timely manner to ensure the safety of the public. All incident reports were completed and actioned and sent to Council's risk management team for review.	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				Incidents were assessed to provide us with potential options to improve our facility.	
1.2.1.3.2	Review and reimagine the Leisure Centre service	Infrastructure and Liveability Directorate	100%	<p>Leisure centre services were successfully provided to both Casual users and members throughout this half year. Fitness classes averaged between 13 - 16, with adjustments made to the timetable to include new types of classes in line with industry trends.</p> <p>Aqua classes continue to remain popular, averaging 24 participants per class</p> <p>Swim school, squads and gymnastics classes were fully utilised with an average of 90% capacity. The number of classes on offer has been less due to a shortage of available qualified staff for these programs. New initiatives such as social media promotions and posters and Course providers offering courses at our Centre to attract new potential staff for these programs.</p> <p>Total members averaged 1380. with around 2500 Fitness passport entries per month.</p> <p>The centre's maintenance, pool testing and cleaning schedules have been completed on time to ensure we provide a safe and clean facility.</p>	
1.2.1.3.3	Leisure Centre Services and programs provision considering all risks and safety for; learn to swim and swim programs; group fitness and aqua classes; personal training; gym and circuit classes; child minding (fee for service); kiosk	Infrastructure and Liveability Directorate	100%	All centre run programs such as learn to swim and swim programs; group fitness and aqua classes; personal training; gym and circuit classes; child minding, and kiosk follows centre procedures including identifying and managing risks associated with these programs. All incidents reports and actions are completed and sent to Council's Risk management team. Procedures are regularly reviewed to ensure we provide safe programs at all times.	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.1.3.4	Operate sports hall for casual recreation and organised sport considering all risks and safety Set-up and set-down facilities/equipment for different sports and activities	Infrastructure and Liveability Directorate	100%	The Centre Hall is utilised by casual users, Clubs and centre run programs. Setting up and packing away of equipment is completed by centre staff to ensure all equipment is assessed for faults and setup following the correct procedures and manual handling techniques. The hall is cleaned, checked and maintained by our centre cleaner and staff, and weekly maintenance schedules are completed.	

We belong and contribute.

Outcome 1.2	We love where we live: we have the services and facilities we need, and the natural beauty of our surroundings enhances our active and healthy lifestyle.
1.2.2	Implement the KMC Lifeguard Strategy 2025 to keep our nominated beaches safe for users; supporting training, equipment provision and upkeep, staffing rosters

1.2.2.1: Implement the Kiama Municipal Council Lifeguard Strategy 2025 to keep our nominated beaches safe for users; supporting training, equipment provision and upkeep, staffing rosters.



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.2.1.1	Develop Seasonal Beach Patrol Program and undertake scheduled patrol programs for Council beaches- Lifeguard staff recruitment and accreditation	Infrastructure and Liveability Directorate	100%	<p>The patrol program for 2022/23 was developed in accordance with the Lifeguard Services Strategy and implemented through the high and low seasons supported by a successful recruitment & induction program for seasonal lifeguards in 2022.</p> <p>There were extended patrols at four of the Kiama beaches where there is no surf lifesaving club patrol presence. Weekend patrols at the four non-surf club beaches continued through February for late summer surf safety for our community and visitors.</p>	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.2.1.2	Monitor surf conditions, manage beach access and patrol rostering management	Infrastructure and Liveability Directorate	100%	<p>Throughout the summer season, lifeguards implement the Lifeguard strategy through vigilance and service; continuing to monitor the changing conditions presented to them on an hourly basis. This enables them to make lifesaving decisions on the spur of the moment, enabling them to undertake rescues at any moment. By providing quality and appropriate lifesaving equipment and training, lifeguards are able to provide the public with piece of mind when visiting the nominated beaches in the LGA. Coupled with training and provision of equipment and the ability to recognize the individual strengths of each lifeguard and managing the roster according to these strengths allows for councils nominated beaches to be adequately managed.</p> <p>Equipment maintenance is undertaken on a shift-by-shift basis. Equipment beyond useable or repairable condition is replaced on a need's basis for smaller items or on a programmed basis for larger items such as ATVs.</p>	


We belong and contribute.

Outcome 1.2	We love where we live, we have the services and facilities we need, and the natural beauty of our surroundings enhances our active and healthy lifestyle.
1.2.3	Look after each other in times of disaster and everyday.


1.2.3.1: Contribute to the Local Emergency Management Committee


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.3.1.1	Contribute to Local and regional emergency management planning, response and recovery	Chief Executive Officer	100%	Council has participated in Local Emergency Management Meetings with representation by LEMO (Risk Management Coordinator), Liaison Officer (Manager Depot Operations) and Chair (Director Infrastructure & Liveability). Meetings have included Illawarra Emergency Response Plan review and updates in accordance with State Emergency Response Management (SERM) Act	
1.2.3.1.3	Facilitate Companion Animals education and management of companion animals legislation register and community education	Planning, Environment and Communities Directorate	100%	Education occurs during active patrols and when Compliance Staff interact with the community. Councils website is kept up to date with information relating to companion animals and our off leash areas. 10 dogs were collected and 4 were released back to their owner and 4 were rehomed, 2 dangerous dogs were euthanised - no cats were impounded, and no cats were euthanised. 205 pro-active patrols for companion animal compliance were undertaken.	

1.2.3.2: Maintain public order and safety in accordance with the Local Government Act: through implementing the requirements of the Companion Animals Management Act and Regulations (registration, off leash area, impounding facilities and compliance requirements)


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.3.2.1	Develop a Companion Animals Management Plan	Planning, Environment and Communities Directorate	100%	42 Companion animal complaints - 18 dog attack complaints - 9 infringements were issued with a value of \$5,470.00 - 41 other infringements were issued with a face value of \$11,595 for breach of Companion Animals Act. 205 Proactive patrols for companion animal matters.	

1.2.3.3: Manage the Public Health Act, Swimming Pools Act and Regulations – Manage the Public Health Act in relation to public and private swimming pools and water supplies, skin penetration and legionella.


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.3.3.1	Reimagine our compliance service, ensuring customer service is at the heart of what we do. Maintain compliance through maintenance of registers, scheduled inspections and action to rectify breaches	Planning, Environment and Communities Directorate	40%	Resourcing this key manager role (post retirement) was priority for this period. Recruitment caused some delays in completing action in full. Swimming pool microbiological sampling of Council operated pools were conducted monthly from April this year. *Ongoing updating and maintenance of the Public Swimming pool (water quality), warm water systems and cooling tower, skin penetration, public water supply registers. *Providing customers with information regarding fit-out requirements to open a new skin penetration or beauty business. *Ensuring customers and applicants are aware of the required approval documents to begin trading. * 5 skin penetration inspections conducted this period. * No breaches reported in this period. No breaches reported in this period. 8 public health inspections conducted during this year.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.3.3.2	Manage and implement requirements of the Swimming Pool Act and Regulations	Planning, Environment and Communities Directorate	5%	This role has been advertised four times and not filled in reporting period, creating a key resourcing gap. Position is to be separated from the Environmental Health Officer role and advertised as a separate full time Swimming Pool Compliance Officer role. Recruitment is underway for this position; position is expected to be filled in September 2023.	

1.2.3.4: Manage the Public Health and Safety Legislation and requirements for Food Safety compliance and education.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.3.4.1	Manage the implementation of Public Health and Safety Legislation and compliance programs for food safety - Food Safety compliance and education	Planning, Environment and Communities Directorate	90%	Our "I'm Alert" online food safety training provider hosted 447 participants with 391 visitors and 48 registrations. The Environmental Health Officers will be facilitating food safety workshops for school canteens in partnership with NSW Health and surrounding Councils to promote safe food handling in schools across the Illawarra. The team works hard to provide tailored and contextually relevant educational material to customers and applicants to promote and endorse positive food safety outcomes across the community as well as meet customer needs. Recruitment process to fill vacancies underway. 105 food shop inspections and 6 reinspection's of food shops were undertaken during this period.	



1.2.3.5: Manage the Public Health and Safety Legislation and compliance – On-site sewerage management systems.


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.3.5.1	Manage the Public Health and Safety Legislation - On-site sewerage legislative compliance	Planning, Environment and Communities Directorate	50%	Recruitment process to fill key vacancies underway, has impacted ability to complete action in full. Consultants have been engaged to conduct the inspections, though available at a reduced capacity. There is a total of 944 on-site sewerage management systems with the Local Government area. There are 116 high risk systems and 72 of these were inspected this year. There are 828 low risk systems and 158 were inspected during this year. 223 were found to be compliant, with only 7 failing to meet the required standard.	

We belong and contribute.

Outcome 1.3	Our heritage matters, we want to learn, preserve and share both the aboriginal history of this area, and the history of settlement.
1.3.1	Recognise and respect our First Nations peoples and their connection with the land and waterways for thousands of years, identify and safeguard areas and items of cultural significance

1.3.1.1: Proactively engage with First Nations peoples within the Municipality to support greater understanding and inclusivity: seek knowledge with intent to learn, share and protect.



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.3.1.1.1	Participate in planning and staging of annual Local Government Regional NAIDOC Awards in partnership with Wollongong, Shellharbour and Shoalhaven Councils.	Planning, Environment and Communities Directorate	100%	Planning for NAIDO Week Awards commenced early 2023, in preparation for July Ceremony. Themed 'For Our Elders', Kiama Municipal Council hosted the 2023 Local Government Regional NAIDOC Awards at The Pavilion Kiama on Saturday 29 July 2023 in partnership with Shellharbour City Council, Wollongong City Council and Shoalhaven City Council. Comprised of Aboriginal cultural activities, performances and the Award ceremony, the event was attended by over 200 members of the Aboriginal community, Elder, dignitaries, the wider community, community services and government agencies.	
1.3.1.1.2	Actively participate in national commemorative events;	Planning, Environment and	100%	Council marked the national commemorative events for NAIDOC and Sorry Day as follow:	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	NAIDOC, Reconciliation Day, Sorry Day	Communities Directorate		<p>Sorry Day - Council held a flag raising ceremony at the Pavilion. Over 300 community members attended, including local primary and high school students and Aboriginal community members and Councilors. The flag raising ceremony was held at the Council Chambers. Due to wet weather, the rest of the program included a welcome to country, smoking ceremony and performances were held at the Pavilion.</p> <p>Council hosted an exhibition of Aboriginal artefacts at Kiama library.</p> <p>Council held traditional breadmaking workshop and Boomerang Painting workshops with children and young people at the Youth Centre (SENTRAL), with approx. 22 participants.</p> <p>Council's Aboriginal Community Liaison Officer held Aboriginal cultural talks at Gerringong Primary school with over 50 students participated. the book titled 'Sorry Sorry' was also read out to the students; a book written about Stolen Generation.</p>	
1.3.1.1.3	Engage with First Nations peoples to understand how the Uluru Statement From the Heart can be incorporated into Council's commitment to reconciliation action in a meaningful way.	Planning, Environment and Communities Directorate	80%	Council adopted Uluru Statement From The Heart in 2022 and has been working with the First nations community to support, acknowledge and celebrate our Aboriginal community. Council has engaged with the Aboriginal community through community and cultural programs to consult and engage on matters of significant to the community, including to mark Sorry Day and NAIDOC Week.	

We belong and contribute.

Outcome 1.3	To know and honour our local heritage, Indigenous and non-Indigenous.
1.3.2	Recognise the importance of our First Nations and European heritage; landmarks and cultural sites, buildings and precincts; safeguard areas and items of local cultural and / or heritage significance

1.3.2.1: Facilitate the identification and protection of local areas and items of cultural and / or heritage significance.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.3.2.1.1	Ensure areas and items of heritage significance are correctly identified and protected.	Planning, Environment and Communities Directorate	100%	The Kiama Heritage Review has been completed and a Planning Proposal has been exhibited to legislate the changes into our LEP. A Heritage Review of Jamberoo has also been completed and publicly exhibited. The findings of the review as well as the comments from the public will be used to inform a Planning Proposal to legislate any appropriate changes into our LEP.	
1.3.2.1.2	Engage with First Nations peoples locally and regionally, as well as relevant specialists, to identify Aboriginal Cultural sites to ensure they are correctly identified and protected	Planning, Environment and Communities Directorate	100%	Council's Aboriginal Liaison Officer continues to engage with first nations peoples locally and regionally, as well as relevant specialists, to identify Aboriginal Cultural sites to ensure they are correctly identified and protected.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.3.2.1.3	Ensure that land use planning decisions, relating to areas and items of heritage significance, are made using contemporary data.	Planning, Environment and Communities Directorate	100%	Updates to the Heritage Studies for Jamberoo and Kiama have occurred this year. A Scope of works has also been developed for the Gerringong Heritage Study review. Ongoing work is occurring in order to incorporate the findings of all of the Updated Heritage Studies into planning documents to ensure controls and legislation continues to be contemporary.	



Pillar 2 |
We thrive in a
sustainable
environment

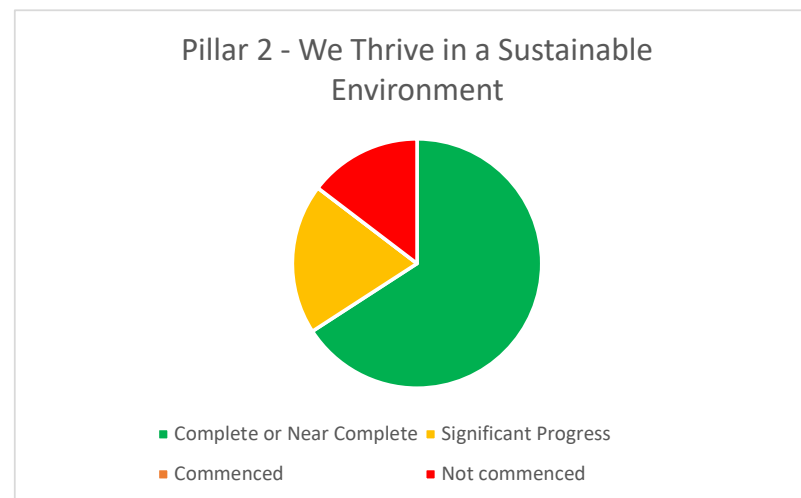
Pillar 2 Progress

Highlights

- Stage 3 of Kiama Coastal Management Program prepared ready for exhibition.
- The Grants Officer is actively pursuing grant opportunities especially for Seven Mile Beach Reserve and Werri dunes for weed control and restoration of natural species.
- With assistance of the Bush Regeneration Team at Toolijooa Environmental Restoration, we have completed year three of the Bailey's Island Rehabilitation Project.
- National tree day with Kiama High School - 3 planting sites at Spring Creek, Bombo Headland and Seven Mile Beach
- Provided an information talk on recycling to school aged children attending a school holiday program. As part of the visit, the children created artwork from recycled materials. Home Composting Workshop held on 21 June at the Kiama Community Garden, with 16 participants.
- Projects funded from the final year of the Better Waste Recycling Fund were fully expended. Purchase of post and rail fencing from Replas to replace old timber fencing at Kiama Showgrounds made from recycled soft plastics.
- Compliance Officers conduct regular patrols of known illegal dumping sites and have certain locations monitored by covert cameras to assist with investigation of common dump points. 48 illegal dumping complaints were received and investigated during this period.
- Suitable renewable energy provider assessed. Renewable Energy Power Purchase Agreement (PPA) implemented.

Items Not yet commenced.



- Council's planning instruments facilitate the recommendations of the adopted Character Study, Gerringong Town Centre Study and Scenic Management Studies and Community Emissions strategy –reports not yet finalised.
- Undertake a review and study of areas with significant/contributory local character, as identified by the Government Architect, and prepare appropriate character statements, LEP maps and relevant DPC controls.




We Thrive in a Sustainable Environment

Outcome 2.1	We protect our people, our place, our flora and fauna through our planning and our actions.
2.1.1	Protect our coast, our estuaries and waterways


2.1.1.1: Develop, implement and review Coastal Management Programs as required under the NSW Coastal Management Act 2016 and the Coastal Management Manual

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.1.1.1.1	Develop / implement Kiama Coastal Management Program staged delivery program; stages 3 and 4	Planning, Environment and Communities Directorate	100%	The Stage 3 Report has now been completed and will be made publicly available. This document will inform the final Stage 4 Coastal Management Program that is now being prepared which will undergo further stakeholder engagement and community consultation before being placed on public exhibition which is estimated now to be in November 2023. Following public exhibition, the CMP will be finalised and submitted to the Minister for certification which is now expected to be in late April 2024 following community, council and stakeholder endorsement.	
2.1.1.1.2	Develop / implement the Minnamurra Coastal Zone Management Plan and staged delivery program. Undertake	Planning, Environment and Communities Directorate	60%	Minnamurra Rock Wall Assessment Concept Design Report was completed by Advisian, and endorsed by council in Oct 2022, following community consultation on the draft report. Recommendations were provided in a report to Council in the	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	high priority works in the Minnamurra River Rockwall assessment and concept report			October 2022 Ordinary Meeting, recommending that the high priority site within area C be the first and highest priority for allocation of Council resource and grant funding. Council resolved in the October 2022 Ordinary Meeting to Seek grant opportunities to allow for funding to be obtained for the bank stabilisation and stormwater infrastructure works at the High Priority site in Area C (adjacent to River Street), as well as to Undertake investigation of opportunities for grant funding (including the 2023/24 round of NSW Coast and Estuary Grants Program) for the development of further concept options and final detailed engineering design for works at the High Priority site in Area B (North Street Reserve).	
2.1.1.1.3	Develop / implement the Crooked River Coastal Zone Management Plan & staged delivery program.	Planning, Environment and Communities Directorate	50%	Project delayed due to the lack of availability of suitably qualified consultants responding to request for quotes to undertake the work on behalf of Council.	




Outcome 1.1	We protect our people, our place, our lives and future through our planning and our actions.
1.1.2	Protect our coast, our estuaries and waterways

2.1.2.1: Facilitate and encourage the protection of our natural environment and biodiversity.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.1.2.1.1	Work with Wollongong City and Shellharbour City Councils to update the Illawarra Biodiversity Strategy to improve co-ordination and management of biodiversity across the Illawarra	Planning, Environment and Communities Directorate	50%	A review of the Local Environmental Plan has commenced regarding Agricultural Lands Mapping which are also affected by the current Illawarra Biodiversity Strategy. Collaboration with Illawarra Shoalhaven Joint Organisation, our neighbouring Councils and the relevant State Agencies continues in relation to this project.	



2.1.2.2: Conduct development and building assessment /approval functions in accordance with statutory requirements, policies and procedures to protect our natural resources.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.1.2.2.1	Assess Planning Proposals in accordance with the adopted Illawarra Biodiversity Strategy.	Planning, Environment and Communities Directorate	100%	Planning Proposals have been processed in accordance with the Illawarra Biodiversity Strategy	





Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.1.2.2.2	Ensure Council's planning instruments facilitate the recommendations of the adopted Illawarra Biodiversity Strategy and Municipal Vegetation Study.	Planning, Environment and Communities Directorate	100%	A review of the Local Environmental Plan has commenced regarding Vegetation Mapping and Agricultural Lands Mapping. A Planning Proposal is anticipated as being necessary to amend the LEP to include the updated mapping.	
2.1.2.2.3	Implement tree management legislation and policies and investigate breaches of legislation and customer action requests	Infrastructure and Liveability Directorate	100%	All reported breaches have been reviewed and responded to within required timeframes.	
2.1.2.2.4	Implement tree management legislation and policies and investigate breaches of legislation and customer action requests	Infrastructure and Liveability Directorate	100%	All applications have been assessed and determined within required timeframes.	

Outcome 2	Reported on people, our place and our future through our planning and our actions.
2023	Protect and maintain natural areas.

2.1.3.1: Protect and maintain environmentally significant natural areas.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.1.3.1.1	Pursue grant funding for natural area restoration at priority sites on Council land	Infrastructure and Liveability Directorate	100%	The Grants Officer actively sought funding opportunities.	
2.1.3.1.2	Undertake 10 days bush regeneration for Baileys Island Weed Control and Rehabilitation Project	Infrastructure and Liveability Directorate	100%	With assistance of the Bush Regeneration Team at Toolijooa Environmental Restoration, we have completed year three of the Bailey's Island Rehabilitation Project undertaking maintenance and weed control over 9.3ha along the Crooked River, Gerroa. The work has controlled major invasive weed species including asparagus fern, Norfolk Island Hibiscus and Lantana. Removal of these weeds will allow the remnant vegetation communities to naturally regenerate.	



2.1.3.2: Engage with regional partners to support regional responses for our communities.



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.1.3.2.1	Undertake national tree day activities	Infrastructure and Liveability Directorate	100%	After a 2-year hiatus due to COVID, national tree day activities with Kiama High School resumed on Monday 8 August 2022. Council prepared 3 planting sites for the kids at Spring Creek, Bombo Headland and Seven Mile Beach. Bombo Headland and Seven Mile Beach were run in conjunction with the local landcare group volunteers, with representatives of the groups assisting with the site preparation and planting on the day. Minnamurra Lions Club BBQ committee generously provided the BBQ and volunteers to cook a well-earned sausage sandwich for the children at Kendalls Beach, which is much appreciated by both Council and the High School.	
2.1.3.2.2	Support and implement local Illawarra Landcare projects	Infrastructure and Liveability Directorate	100%	Local landcare groups supported with materials, plants and technical advice for all requests.	
2.1.3.2.3	Undertake scoping of Kiama Coastal Walk extension from Gerringong to Gerroa to support the lodgement of a funding submission with State Government in 22/23 FY	Infrastructure and Liveability Directorate	100%	Council unsuccessfully applied for funding under the Department of Regional NSW Business Case and Strategy Development Fund to develop a feasibility study and business case to outline a strategy for the extension of the Kiama Coast Walk. A funding allocation has been provided in the 2023/24 budget to enable broad preparatory investigations to be undertaken to inform a future business case business should grant funding become available.	
2.1.3.2.4	Partner and collaborate to support or deliver community education and engagement	Planning, Environment and	50%	During the period of extended recruitment for the Environmental Sustainability Officer position, council has been unable to facilitate this work. Recruitment for this position was	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	programs to enhance environmental sustainability initiatives.	Communities Directorate		successful, with the new officer commenced mid-July. National Tree Day was completed successfully on the 31st of July, and involved council collaborating with Kiama High students, Landcare groups, and Minnamurra Lions Club, to educate in planting local native tree species, to help regenerate our natural environment.	

Outcome 1.1	Our natural environment of spectacular beaches, rainforests and rolling hills define our
2.2.1	Manage growth sustainably and thoughtfully




2.2.1.1: Manage growth sustainably and thoughtfully, to respect our values and retain our local character through the implementation of good design principles to integrate new and old dwellings.



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.2.1.1.1	Undertake a review and study of areas with significant/contributory local character, as identified by the Government Architect, and prepare appropriate character statements, LEP maps and relevant DPC controls.	Planning, Environment and Communities Directorate	10%	Due to focus on recruiting planners, development assessment staff and Manager in this team, reduced resource availability impacted capacity to complete this action. It is envisaged that this project will commence in the coming year, 2023/24.	
2.2.1.1.2	Undertake a town centre planning study for the township of Gerringong.	Planning, Environment and Communities Directorate	10%	The Consultants brief for the Gerringong Town Centre project was published on Vendor Panel. Submissions closed on the 31st of January 2023. Due to focus on recruiting planners, development assessment staff and Manager in this team, reduced resource availability	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				impacted capacity to appoint a successful Consultant to commence the project. It is envisaged that this project will commence in the coming year, 2023/24	
2.2.1.1.3	Undertake an analysis to identify locally and regionally scenic landscapes.	Planning, Environment and Communities Directorate	0%	Due to focus on recruiting planners, development assessment staff and Manager in this team, reduced resource availability impacted capacity to complete this action. It is now envisaged to commence in the next year, 2023/24.	
2.2.1.1.4	Ensure Council's planning instruments facilitate the recommendations of the adopted Character Study, Gerringong Town Centre Study and Scenic Management Study	Planning, Environment and Communities Directorate	0%	Following the completion of the Gerringong Town Centre Study, Character Study and Scenic Management Study, planning proposals will be prepared to amend the LEP and Chapters 2, 3 and 12 of the DCP accordingly. These are now envisaged to be undertaken in the next year 2023/24.	

Outcome 2.3	We use our natural resources in efficient and sustainable way, managing, improving or enhancing through protection, restoration and maintenance
2.3.1	Responsibly manage resources and waste. Limit the waste we send to landfill



2.3.1.1: Meet our future waste infrastructure and service needs through promotional, service delivery and infrastructure programs.






Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.3.1.1.1	Develop Waste Strategy 2023-2033	Infrastructure and Liveability Directorate	50%	Following the engagement of a new Manger Waste Services and return from employee (planned absence) completion of operational priorities was delayed and unable to be completed in full. The Waste Strategy will be completed in 2023/24 and will align with the NSW EPA Waste and Sustainable Materials Strategy 2041.	
2.3.1.1.2	Undertake Waste Audits to establish baseline data to assist with future waste education programs	Infrastructure and Liveability Directorate	100%	The Waste Audit was completed. In summary, results show urban householders are continuing to maintain a high uptake of sorting their waste correctly. 94.38% of the recycling bin contents were compliant comingled recycling and 99.35% of the food organics and garden organics (FOGO) bin contents were compliant FOGO material.	
2.3.1.1.3	Maintain and develop waste related content for website to	Infrastructure and Liveability Directorate	100%	Existing and new waste services, projects, programs and events are publicised on the Council website including program updated to ensure that the information is updated on a regular basis. Feedback from residents is noted where	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	support customer needs and expectations			improvements are required and in June a program was started to convert the various Waste Application Forms to one online form. The online form is planned to go live in the second quarter of the 2023/24 reporting period.	
2.3.1.1.4	Design, develop and conduct waste, recycling and resource recovery education and promotion events, workshops and activities	Infrastructure and Liveability Directorate	100%	Received \$10,000 SCRAP Together Grant aimed at raising awareness of our existing FOGO waste service and to celebrate 10 years since its inception. Annual Compost Giveaway was held 16 & 23 July with approx. 3,000 bags given away to urban households. 3 x Home Composting Workshops held with a total of 43 attendees. Involvement in the Regional Circular Economy Investigation workshop as managed by ISJO. Second Hand Saturday returned in September after a 3-year hiatus due to COVID. More than 100 cars registered for the event. Worn Up Program (a collaboration with R3) for the recycling of old school uniforms with approximately 300kg collected to date.	
2.3.1.1.5	Develop and implement approved programs funded through the NSW environment Protection Authority (EPA) Better Waste Recycling Fund 2022-2023	Infrastructure and Liveability Directorate	100%	All projects delivered and finalized. The fit out of Household Bulky Waste Shed completed and is fully operational. Trailers purchased and delivered for the two all-terrain vehicles (ATV's) to be used to transport bins and equipment for events. Post and rail fencing made from recycled soft plastics purchased to replace the old timber fencing surrounding Kiama Showground. Installation expected by end 2023. Waste videos created for social media purposes to support various waste events – Fabric Swap Event, Clothing Swap Event, Home Composting Workshop and Second Hand Saturday.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.3.1.1.6	Implement actions identified in the Regional Community Recycling Centre Communications Strategy	Infrastructure and Liveability Directorate	100%	In keeping with the Regional Community Recycling Centre Communications Strategy, face to face community satisfaction surveys were conducted with users in June 2023. Survey findings attached. To further promote the use of the Community Recycling Centre, DL size information flyers were distributed to household letterboxes in August 2022 and February 2023 to coincide with our bi-annual Household Bulky Waste Drop Off Events. Website is regularly monitored to ensure information relating to the CRC is correct and information is included in the Waste and Recycling Guides which support the annual urban and rural Waste Collection Calendars.	

2.3.1.2: Provide high quality waste, resource recovery and cleaning services to the community.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.3.1.2.1	Establish Household Chemical Clean Out Collection in accordance with NSW EPA requirements	Infrastructure and Liveability Directorate	0%	Waste Depot was available to host EPA run Household Chemical Cleanout Event, however EPA did not progress with event in the reporting period.	
2.3.1.2.2	Conduct Household Bulky Waste Drop Off Events for urban and rural households	Infrastructure and Liveability Directorate	100%	Two Household Bulky Waste Drop Off events were held in 2022/2023 (March and September). On average, 1200 bookings were received for each event. The HBW Shed was erected in time for the September 2022 event. Total tonnages collected for this event were 223 tonnes of which 135 tonnes either recycled, reused or repurposed resulting in a 60.54% resource recovery rate. Due to resource constraints experienced at the time, no tonnages were recorded for the	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				March 2023 event. The online booking system via the Council website has shown 78% of all bookings are done directly by the residents with 28% of the bookings processed by Customer Service/Waste Service staff.	
2.3.1.2.3	Provide high quality Cleaning Services	Infrastructure and Liveability Directorate	100%	Throughout out the review period Councils cleaning services have remained consistent in their approach to cleaning public facilities. The easing of COVID related restrictions also resulted in an increase in tourism and general public facility usage during the review period that at times, made resourcing difficult to manage.	
2.3.1.2.4	Provide weekly recycling and organics and Fortnightly Garbage collections to residents of the Municipality	Infrastructure and Liveability Directorate	100%	Throughout the annual review period, Kiama Council collected 2900 tonne of domestic waste to landfill (red lid) from it's residents, 932 tonnes of recycling (yellow lid) and 5280 tonne of Food Organics & Garden Organics (green lid).	
2.3.1.2.5	Provide and maintain a suitable site for the acceptance of Green Waste, Steel and items received at the CRC site at Minnamurra Depot	Infrastructure and Liveability Directorate	100%	The Minnamurra Depot continues to provide a publicly accessible facility for the receipt of green waste, steel and other recyclable materials. Over the 12-month review period, the Minnamurra Depot received 1106 tonnes of green waste, 441 tonnes of steel and approximately 319 tonnes of household problem waste received in the Community Recycling Centre.	
2.3.1.2.6	Undertake all monitoring and reporting to maintain Waste Depot Licence	Infrastructure and Liveability Directorate	100%	Throughout the annual review period, Council delivered on its reporting requirements to ensure compliance with the Minnamurra EPL and the Gerroa EPL.	
2.3.1.2.7	Undertake Waste Depot rehabilitation as required	Infrastructure and Liveability Directorate	100%	Waste depot rehabilitation is an ongoing program of works that was 100% completed during this review period.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				<p>It involved maintenance of landfill capping which includes lawn mowing, vegetation removal and addition then compaction of capping material.</p> <p>Also involved is the ongoing maintenance of infrastructure, including calibration of the weighbridge, painting of road lines and maintenance of electrical infrastructure, fire extinguishers and</p>	


2.3.1.3: Investigate incidents of littering and illegal dumping and implement programs.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.3.1.3.1	Conduct patrols of common illegal dump sites or areas	Planning, Environment and Communities Directorate	100%	Compliance Officers conduct regular patrols of known illegal dumping sites and have certain locations monitored by covert cameras to assist with investigation of common dump points. 93 illegal dumping incidences were investigated during this year and the face value of fines issued this year amounted to \$1,256.00.	
2.3.1.3.2	Investigate complaints of instances relating to illegal dumping	Planning, Environment and Communities Directorate	100%	Compliance Officers conduct regular patrols of known illegal dumping sites and have certain locations monitored by covert cameras to assist with investigation of common dump points. 93 illegal dumping incidences were investigated during this year and the face value of fines issued this year amounted to \$1,256.00.	

Outcome 2.3 We use our natural resources in efficient and sustainable ways, managing, improving or enhancing through protection, restoration and maintenance.

2.3.1 Limit our reliance on non-renewable natural resources


2.3.2.1: Deliver education programs, services and infrastructure that will improve the cleanliness of public places and reduce litter.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.3.2.1.1	Implement Regional Litter Grant as managed by Illawarra Shoalhaven Joint Organisation	Planning, Environment and Communities Directorate	100%	This grant was not applied for by ISJO. No longer relevant.	


Outcome 2.4	We work together to understand and respond to the need for growth and change.
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2.4.1	Understand climate risks and our impacts and take action against these
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2.4.1.1: Effectively manage impacts from natural disaster.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.4.1.1.1	Ensure that land use planning decisions, relating to bushfire prone areas, are made using contemporary data.	Planning, Environment and Communities Directorate	100%	The Bushfire Prone Land 2022 provided by Biosis. Biosis amended the draft map utilizing contemporary data and recommended that the draft Bush Fire Prone Land Map be forwarded to the New South Wales Rural Fire Service's Head Quarters for approval and certification.	



2.4.1.2: Develop Flood Studies and Risk Management Plans to inform land use planning.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.4.1.2.1	Seek funding for Catchment Flood Studies and associated Risk Management Studies/Plans.	Infrastructure and Liveability Directorate	100%	Multiple funding applications have been prepared and submitted to support the review and update of the Spring Creek Floodplain Study and Risk Management Plan. This is the priority area to be studied to enable access infrastructure upgrades to open up future developable lands.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.4.1.2.2	Deliver Priority actions from Gerringong and Jamberoo Flood investigations	Infrastructure and Liveability Directorate	50%	Design consultant appointed to prepare detailed designs for all identified priority actions. Designed projects will be implemented progressively based on the outcome of separate funding applications made under various disaster recovery and infrastructure betterment funding programs.	

2.4.1.3: Implement Councils adopted Corporate Emissions Reduction Strategy and Climate Change adaptation and mitigation initiatives in accordance with Council's Net Zero Strategy

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.4.1.3.1	Prepare and adopt a Community Emissions Strategy which includes strategies for reducing greenhouse gas emissions.	Planning, Environment and Communities Directorate	50%	The preparation of a Community Emissions Strategy was placed on hold until the position of Environmental Sustainability Officer was filled in July 2023. Now that the position has been filled, preparations can start. However, as part of exhibiting the draft State Environmental Planning Policy (SEPP) Design and Place the NSW Government Proposed to increase the targets for energy use and thermal performance within the NSW BASIX program. Additionally, new requirement for embodied carbon emissions will also be introduced to the NSW BASIX program.	
2.4.1.3.2	Establish an annual implementation strategy for the Corporate Emissions Strategy.	Planning, Environment and Communities Directorate	50%	Adoption of the Corporate Emissions Reduction Strategy including renewable energy and net zero targets. Progression of the procurement of Renewable Energy Power Purchase Agreement with neighbouring Councils to supply electricity for large scale Council sites and street lighting. Submission of site host Expression of interest to host electric vehicle fast charging infrastructure to the NSW Electric Vehicle Strategy	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				Program was unsuccessful. Feasibility study for electric vehicle fast charging at 28 Councils around NSW including Kiama conducted by Charge works, to be released to council soon. This information will support us in developing our 'Electric Vehicle Charging Infrastructure on Public Land Policy. Solar PV systems installed on the Leisure Centre, Library and Administration building continue to be monitored. Council is working with Endeavour Energy to bulk upgrade the remaining LED streetlights in the Kiama LGA. Councils revolving Energy Fund continues to operate.	
2.4.1.3.3	Ensure Council's planning instruments facilitate the recommendations of the adopted Community Emissions Strategy	Planning, Environment and Communities Directorate	0%	The update of Council's planning instruments to facilitate the recommendations of the adopted Community Emissions Strategy was placed on hold until the position recruitment is complete. It is envisaged that a Planning Proposal will be prepared for a Gateway Determination to amend the LEP and Chapter 3 of the DCP to include the recommendations of the adopted Community Emissions Strategy in the coming year, 2023/24.	
2.4.1.3.4	Renewable energy PPA entered into to supply Council's facilities with electricity sourced from renewable energy sources	Planning, Environment and Communities Directorate	100%	Suitable renewable energy provider assessed through Request For Tender (RFT) process. Renewable Energy Power Purchase Agreement (PPA) implemented.	



Attachment 1

Item 14.4

Pillar 3 Progress

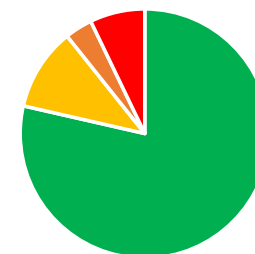
Highlights

- Using ISJO's network we have built connections with key NSW government agencies such as Workforce Australia, Regional Industry Employment Program and Dairy NSW. In 2022-23 ISJO secured funding to develop a regional economic development strategy.
- We worked with Destination Sydney Surrounds South and the Sparrowly Group to explore opportunities in the Kiama tourism industry, with a particular focus on agritourism. We partnered with Business Connect and the Service NSW business concierges to support local business. We have built connections with Workforce Australia, the NSW Regional Industry Employment Program, and NSW Department of Education to identify training and employment opportunities in our region.
- Destination Kiama continued to administer and run a number of events, funded via the Reconnecting NSW, Regional NSW grant fund. This included the New Year's Eve Sky Show, a street festival that accompanied the Jazz and Blues Festival, Sun Up Surf and Skate Festival in Kiama Downs as well as support for Australia Day and Kiama Beach Tag. In addition to this, the Destination Event Funding Program supported successful applications for Kiama Sevens, Surflife Music Festival in Gerringong, Kiama I Do, and Kiama Coastal Classic.
- Holiday Parks - Upgrades to existing fire safety infrastructure is complete. Concept and design work for roads and pathways across all Kiama coast Holiday Parks is underway. Communication with Holiday van owners at Werri Beach and Seven Mile Beach Holiday Parks regarding compliance work has continued.
- Pavilion - During the year conference enquiries have escalated substantially, mid-week business is sound. Enquiries for Weddings, Conferences and other events have been strong with high conversion rates. A focus on conference social media was applied with great results.

Items Not yet commenced.

- Council's Planning Instruments facilitate the recommendations of the adopted Economic Development Strategy - resourcing.
- Kiama Council / Pavilion holds an on-site Liquor License – no longer being pursued.




Pillar 3 - We Create a Strong and Diverse Economy









■ Complete or Near Complete ■ Significant Progress
■ Commenced ■ Not commenced

3.1	Develop a diverse and resilient economy
3.1.1	Support economic growth and development

3.1.1.1: Prepare and adopt an Economic Development Strategy which identifies ways to creating a diverse and resilient economy within the Municipality.



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.1.1.1.1	Prepare and adopt an Economic Development Strategy which identifies ways to creating a diverse and resilient economy within the Municipality.	Planning, Environment and Communities Directorate	15%	Recruitment of economic development coordinator and manager planning, and economic development roles were challenging and contributed to delays with progression of this activity. Work has commenced towards an Economic Development Strategy; however, this is still in the early draft stage. Work undertaken so far includes collecting data from various sources (Remplan, Spendmapp, ABS and ABR Explorer), collecting survey responses from local business owners regarding economic development in the region, and reviewing complementary policies (e.g., Kiama Regional Economic Development Strategy 2018) to situate this strategy within a policy framework.	
3.1.1.1.2	Assess Planning Proposals in accordance with the adopted Economic Development Strategy.	Planning, Environment and Communities Directorate	100%	All Planning Proposal are being assessed in accordance with Council's Economic Development Strategy and the Illawarra - Shoalhaven Regional Plan.	
3.1.1.1.3	Economic Development Priority Strategies that are relevant to Council are	Planning, Environment and Communities Directorate	100%	Recruitment of economic development coordinator and manager planning, and economic development roles were challenging and contributed to delays with progression of this activity.	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	included in OP 23/24 and ongoing.			Economic Development Priority Strategies that are relevant to Council have been included in OP 23/24	
3.1.1.1.3	Ensure Council's Planning Instruments facilitate the recommendations of the adopted Economic Development Strategy.	Planning, Environment and Communities Directorate	0%	It is envisaged that this will occur in the coming year 2023/24. In the interim Council's Planning Instruments continue to facilitate the recommendations of the previous Economic development Strategy.	
3.1.1.1.4	Explore opportunities to partner with University of Wollongong social enterprise hub and other leadership development programs. Explore opportunities to collaborate with Community College, TAFE, local training providers and schools.	Planning, Environment and Communities Directorate	100%	We partnered with Illawarra ITEC to offer a fully funded leadership training program to council staff. Unfortunately, there was not enough interest from council staff to run the program. We have begun work with Kiama Community College towards a career development training day with students at Kiama High School. This day will take place in November 2023. The UOW social enterprise program commenced in August 2023. We plan to work with UOW in 2023-24 to encourage local Kiama residents to utilise the program.	
3.1.1.1.5	Continue to partner with ISJO to explore and enhance economic opportunities regionally and locally.	Planning, Environment and Communities Directorate	100%	We have continued to partner closely with ISJO on matters of local and regional economic development. Using ISJO's network we have built connections with key NSW government agencies such as Workforce Australia, Regional Industry Employment Program and Dairy NSW. In 2022-23 ISJO secured funding to develop a regional economic development strategy. The bulk of this work will be done in 2023-24, however we did assist with a preliminary survey of economic development priorities which identified the following major drivers of regional economic development: decarbonisation, defence and the circular economy.	




Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.1.1.1.6	Explore and expand partnership opportunities to grow and develop diverse employment opportunities	Planning, Environment and Communities Directorate	100%	We worked with Destination Sydney Surrounds South and the Sparrowly Group to explore opportunities in the Kiama tourism industry, with a particular focus on agritourism. We partnered with Business Connect and the Service NSW business concierges to support local business. We have built connections with Workforce Australia, the NSW Regional Industry Employment Program, and NSW Department of Education to identify training and employment opportunities in our region. We have developed a connection with Dairy NSW to help support our local dairy farmers. We have developed a network of connections in the Defence industry, including the Office of Defence Industry Support, to capitalise on significant investment expected in the defence industry in the Illawarra-Shoalhaven region. We have also developed connections in the Energy industry, including the Department of Climate Change Energy Environment & Water, to capitalise on significant investment expected in the Illawarra renewable energy zone.	
3.1.1.1.7	Utilise volunteering and work experience to expand skills of young people seeking employment and training.	Planning, Environment and Communities Directorate	100%	We have begun work with Kiama Community and via SENTRAL young people are being supported.	
3.1.1.1.8	Partner and collaborate with UOW to explore opportunities to support innovation and entrepreneurship; local education; leadership programs; research activities; environmental sustainability	Planning, Environment and Communities Directorate	100%	Council continues to partner and collaborate with UOW to explore opportunities to support innovation and entrepreneurship; local education; leadership programs; research activities; environmental sustainability.	


3.1	An economy that embraces the opportunities of tourism while ensuring that we don't lose our community feel, our tourism development and the visitor economy is well managed
3.2.1	Manage tourism development and the visitor economy

3.2.1.1: Deliver Kiama Tourism & Events Strategic Plan 2022– 2026


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.2.1.1.1	Support Destination Kiama (DK) Tourism Advisory Committee (TAC) to provide leadership and support to tourism industry	Chief Executive Officer	100%	<p>Meetings are staged bi-monthly with minutes presented to Kiama Council meetings for endorsement. The Tourism Advisory Committee (TAC)'s purpose is to:</p> <ul style="list-style-type: none"> - Act in an advisory capacity to Council on matters relating to the development and implementation of strategies as outlined in Pillar 3 of the Kiama Community Strategic Plan. - Act as the primary conduit of information between the community and Council on tourism matters. <p>This reporting period the committee have provided valuable industry/local knowledge to help inform Council decisions tourism matters, determined new initiatives that support the Tourism and Events Strategic Plan, and raise awareness of the value of tourism and the visitor economy. The committee also reviewed applications and provided recommendations to deliver the Destination Event Funding Program.</p>	
3.2.1.1.2	Take a proactive approach to attracting and retaining tourism	Chief Executive Officer	100%	Destination Kiama, through its partnership program, destination website kiama.com.au, social accounts and printed collateral,	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	investment, creating and linking key tourism products within the region to create compelling touring experiences.			<p>provides for visitors' linkages between each of the area's attractions and businesses.</p> <p>During this reporting period, the 2023 Kiama Visitor Guide was developed, 45,000 copies distributed, a revised Dining Guide and Accommodation Guide was completed. To supplement these updated publications, a contemporary illustrated "Kiama Touring Map" was conceptualised and printed in a handy fold up pocket guide.</p> <p>Some of the best examples of linkages between tourism products and touring experiences this year has been via our online blog that we supplement and promote via social media posts.</p> <p>Collaborating with the surrounding Council areas we worked with Destination NSW in a major marketing campaign, highlighting the south coast as the destination of choice outside of the peak period, the marketing focused on the key words "Feel New".</p>	
3.2.1.1.3	Develop a strategic and operational events action plan	Chief Executive Officer	80%	<p>The Events Action Plan from 2020 is still relevant, however has not been updated due to competing organisational priorities and existing workloads in this reporting period. The Reconnecting Regional NSW Grant we received meant for an extremely busy year of planning and delivering events for the community and in effect, allowed many of the objectives within the Action Plan to be delivered.</p> <p>The Destination Event Funding Program continued to be administered and supported fourteen events within the year. We hope to be able to work with the, soon to be appointed, Planning and Economic Development Manager to develop a Policy that will overcome confusion and lags in internal decision making. This will in turn allow for a more transferrable process to enabling events on public land.</p>	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.2.1.1.4	Work in partnership with key agencies to map and develop natural and cultural site experiences.	Chief Executive Officer	80%	Due to competing organisational priorities and existing workloads in this reporting period, full completion of this action has been slightly delayed. A blog was written and distributed with an accompanying digital and interactive map via Alpaca that assisted visitors in discovering little known artistic and cultural galleries and activities to participate in. Recruitment is now complete in the cultural development department, and there will be further work to extend this experience.	
3.2.1.1.5	Facilitate tourism investment and development	Chief Executive Officer	50%	The Tourism and Events Strategic Plan 2022-26 was endorsed by Council and an internal action plan developed. This plan prioritises strong leadership, partnerships and communication with a clear vision and advocacy of sustainable tourism growth and development. We continue to be agile in order to respond to funding opportunities to progress the Tourism Opportunities Plan's identified growth or improvement areas however our ability to enact our priorities have been limited due to a lack of finance and staff resourcing. The Manager, Tourism and Events has participated in working group meetings, concentrating efforts towards Kiama Harbour revitalisation, agritourism and beach/foreshore improvement.	
3.2.1.1.6	Foster a supportive regulatory environment which enables Kiama to be recognised as an event-friendly destination.	Chief Executive Officer	100%	With a full time and part time event coordinator now in the Tourism and Events department were able to more than adequately service the needs of event organisers and assist them with navigating permissibility's and responsibilities to stage an event in Kiama. There were some examples of events requiring special attention due to balancing the sports calendar and navigating permissibility to not affect the grounds. In addition, the online Preliminary Events Application Form is still used to assist with determining the needs of event	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				organisers so we can match with the appropriate advice to progress their event concept and provide ongoing assistance from within Council for an overall concierge approach.	
3.2.1.1.7	Promote and increase the quality of tourism experiences and events. Build local capacity, support collaboration initiatives and networking opportunities for business, event partners and organisers, artists, and local businesses.	Chief Executive Officer	100%	<p>Destination Kiama ran a number of events, funded via a Regional NSW grant fund. This included the Gerringong Kite Festival, three Christmas Carol events, Light up Kiama, Gerringong Street Parade, the New Year's Eve Sky Show, SunUp Surf and Skate Festival, as well as supported Australia Day and Kiama Beach Tag. In addition to this, the Destination Event Funding Program supported financially Kiama Folk Festival, Kiama Jazz and Blues Festival, Wind and Waves, Beach Volleyball, Jamberoo Veteran's Golf, Kiama Sevens, SurfLife Music Festival in Gerringong, Kiama I Do, and Kiama Coastal Classic.</p> <p>Two networking functions for operators and supported DSSS Symposium and the Kiama Community College's upskilling program were hosted. The team communicate broader industry news, celebrate wins, highlight opportunities and collaboration opportunities via our e-newsletter, The Buzz, with over 800 subscribers.</p>	



3.2.1.2: Deliver the actions in the Tourism Opportunity Plan


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.2.1.2.1	Develop a Tourism Opportunities Plan with growth in positive community and	Chief Executive Officer	100%	The Tourism Opportunity Plan continues to be the Tourism and Events Department's underpinning document. Falling under this plan is the 2022-2026 Tourism and Events	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	tourism engagement, support visitor dispersal across the area, spreading benefits and reducing seasonality.			Strategic Plan and associated internal action plan. Both of these more recent documents reference changes in visitor trends and the changes made within regional and state policies and directions to ensure alignment. Destination Kiama continues to focus energy and projects that encourage positive community engagement and spread the positive impacts of the tourism industry across the LGA.	
3.2.1.2.2	Build branding and marketing activities based on the area's genuine and unique qualities and character. Develop Kiama Tourism and Events Marketing Plan focused on driving sustainable growth in overnight visitor expenditure	Chief Executive Officer	100%	A collaboration with neighbouring council's Destination Kiama worked with Destination NSW to produce a major marketing campaign, Feel New, enticing people to the South Coast out of the peak season. Partnerships were made with publishers of luxury publications such as Australian Traveller and Home Beautiful that fit our Destination Kiama Target Market profile. A series of blogs were written to support these campaigns, the titles being Get Creative on the Kiama Coast, Autumn Adventures in Kiama, NSW South Coast Getaway, Winter Adventures in Kiama. The purpose of these marketing campaigns is to encourage visitors to experience more and extend their stay.	

3.1	An economy that embraces the opportunities of tourism while ensuring that we don't lose our community feel, our tourism development and the visitor economy well managed.
3.2.1	Welcome visitors to regional NSW at our core activities.


3.2.2.1: Manage the Kiama Visitor Information Centre for the seamless provision of accurate, timely and friendly visitor information on tourism related services, attractions and events support visitors.



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.2.2 .1.1	Kiama Visitor Information Centre Business Plan commits to the delivery of consumer led and contemporary visitor services whilst preserving the base function of exceptional customer service and accurate, helpful visitor information and delivers services in line with level one accreditation standards.	Chief Executive Officer	100%	Level one Visitor Information Centre accreditation has been achieved and continued for the Kiama Visitor Information Centre (VIC). The coordinator attends regular meetings and join forums on various VIC related topics across NSW via this affiliation and also attended the annual Local Government Conference. A review and update to the VIC Business Plan has been completed and the reviews and ratings for the VIC remain positive, sitting at 4.5 stars. In an effort to increase this, the coordinator is looking at ways to encourage review participation from visitors to the centre.	
3.2.2 .1.2	Increase the opportunity to use the Kiama Visitor Information Centre to diversify and raise revenue through event and attraction ticket sales.	Chief Executive Officer	100%	The Kiama Visitor Information Center has been a ticket outlet for the following events: Red Hot Summer Tour, Kiama Red Cross Fun Run as well as concerts staged by Daniel Rohn.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.2.2 .1.3	Grow and develop the volunteer program at the VIC and build on positive culture. Focus on improving customer service, via upskilling Kiama Visitor Information Centre (VIC) staff and volunteers to align visitor enquiries with destination experiences that may appeal to their interests.	Chief Executive Officer	100%	<p>The volunteer program at the Kiama Visitor Information Centre has nine active volunteers that donate between 5 and 20hrs per month.</p> <p>Council continue to run familiarisation tours with our staff and volunteers, invite them to industry networking events as well as Destination Kiama run local events and celebratory functions with the team. We acknowledge the work of our volunteers regularly; however, this is done formally on an annual basis.</p> <p>Extension of our volunteer program to encourage new participation and volunteer delivery opportunities to assist in visitor servicing will be a priority, and the team recently participated in Council's volunteer exhibition.</p>	





3.2	An economy that embraces the opportunities of tourism while ensuring that we don't lose our community feel, our tourism development and the visitor economy is well managed.
3.2.3	Foster economic diversity to attract and retain investment in our Municipality

3.2.3.1: Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.2.3.1.1	Deliver identified maintenance, capital works and improvement programs across all Holiday Parks	Infrastructure and Liveability Directorate	100%	<p>Council's Holiday Parks provide diverse holiday accommodation opportunities in Kiama that support the local economy through encouraging increased visitation and overnight stays.</p> <p>Projects completed during this period include:</p> <ul style="list-style-type: none"> - Rectification works to 6 decks at Kiama Harbour Cabins - Install herb garden and compost system at Surf Beach Holiday Park - 1 Cabin kitchen replacement, upgrade and extension of camp kitchen at Kendalls on the Beach Holiday Park - Replacement of pool filtration system, renovation of 2 bathrooms at Werri Beach holiday park - Demolition and rebuild of reception, refurbishment of residence bathroom and repairs to camp kitchen at Seven Mile beach Holiday Park - Installation of fire hydrants across all parks <p>Maintaining and improving the accommodation offerings and</p>	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				facilities is vital part of maintaining and increasing visitation and has been delivered within budget allocations.	
3.2.3.1.2	Meet all legislative and accreditation requirements for Holiday Parks and seasonal camping grounds.	Infrastructure and Liveability Directorate	100%	<p>Council continued to implement the compliance upgrade program to improve facilities and compliance. A significant investment has been undertaken in 2022/23 with works to continue in 2023/24</p> <p>Upgrades to existing fire safety infrastructure is complete. Concept and design work for roads and pathways across all Kiama coast Holiday Parks is underway. Engagement with Holiday Van owners at Werri Beach and Seven Mile Beach Holiday Parks to address compliance issues is ongoing. A consultant has been engaged to assist with this communication.</p> <p>Licence applications submitted September and October 2022 are under review. Once approved national accreditation can be sought for each of the Holiday Parks.</p>	
3.2.3.1.3	Actively promote Kiama Coast Holiday Parks and the LGA (or region) as a destination of choice. Implement and annually review the marketing plan for the holiday parks	Infrastructure and Liveability Directorate	100%	<p>Council has continued to promote Kiama Coast Holiday Parks to increase visitation to the area, to develop brand awareness and increase the income generated by its Holiday Parks.</p> <p>The ongoing marketing efforts have contributed to the combined income of \$11.16m, exceeding the forecast figure by \$1.28m. Promotional activities and review of the marketing plan will continue in 23/24</p>	

3.2.3.2: Undertake the Commercial operation of the Pavilion as an income stream and investment of Council.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.2.3.2.1	Realise the commercial benefits of The Pavilion through the development of a new business plan; balanced with community needs. Delivery a venue that meets or exceeds industry standards, is financially sustainable, operates profitably as a commercial arm of Council and delivers exceptional customer service.	Chief Executive Officer	100%	Deliver commercial, community and internal events all year round with viable events that maintain a financial sustainable business that delivers a profit for council with excellent customer service.	
3.2.3.2.2	Kiama Council / Pavilion holds an on-site Liquor License	Chief Executive Officer	0%	This action no longer progressing with applying for a liquor license as previously advised to Council.	
3.2.3.2.3	The Pavilion bookings are managed to maximise the commercial opportunities of the venue; Balanced with community needs	Chief Executive Officer	100%	Objective is to ensure the Pavilion is at maximum capacity all year round for maximum exposure and bookings to drive an economic income stream for council.	
3.2.3.2.4	Maintenance - ongoing and annual maintenance schedule to ensure that the physical infrastructure is well maintained, well presented and meets the high standards of physical appearance and cleanliness required of a wedding and conference venue.	Chief Executive Officer	100%	Maintenance was completed and tracking well for the financial year and on budget.	



Pillar 4 |
We are part of
a connected
and liveable
community

Pillar 4 Progress

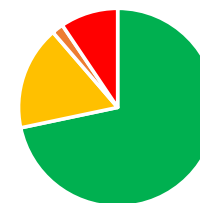
Highlights

- All programmed maintenance has been completed on time and on budget.
- All programmed work has been completed. This includes a new footpath linking the accessible amenities at James Oates Reserve, new accessible amenities built at Chapman Reserves and the installation of accessible outdoor furniture in our parks.
- All Planning Certificates were processed and issued within a timely manner. A total of 391 certificates were processed for the January to June 2023 period with an average number of processing days of 2.7 days. Relevant legislation is reviewed each week on the legislation website to ensure requirements are met and up to date. Certificates are reviewed against the relevant register data for every application to ensure accurate and current information is included in certificates.
- New footpath has been installed in Minnamurra linking the bike skills track to existing path. Pedestrian safety upgrades have also been substantially completed at Kiama High School with works at Gerringong Public School and Minnamurra Public School now to be completed in 2023/24
- The Transport for NSW supported Safety Action Plan 2022/23 was developed and completed as per the Local Government Road Safety Guidelines
- A new fine issuing system was implemented to automate vehicle plate searches and to provide a seamless integration with Revenue NSW which allows the customer to view an image of the non-compliant vehicle.

Items Not yet commenced.

- Prepare and adopt a Rural Land use Strategy to foster and promote viable agricultural enterprises and practices – await completion of housing strategy.
- Traffic and parking study for Kiama Town Centre and progressively implement actions – resourcing issue.
- Hindmarsh Park redevelopment - The tender process for this project has been unsuccessful as all tenders significantly exceed available budget.





Pillar 4 - We are Part of a Connected and Liveable Community



■ Complete or Near Complete ■ Significant Progress
■ Commenced ■ Not commenced

4.1	We live where we live, our housing reflects our values
4.1.1	Develop a Local Housing Strategy that facilitates the provision of adequate housing supply within the Municipality


4.1.1.2: Local Housing Strategy facilitates the provision of adequate housing supply within the Municipality.



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.1.2.1	Prepare and adopt a Local Housing Strategy which identifies the location and type of suitable housing stock within the Municipality	Planning, Environment and Communities Directorate	80%	Work is ongoing on the development of the Housing Strategy with consideration to be made to the findings and recommendations of the City Plan yet to be released by the Six Cities Commission in the coming year 2023/24.	
4.1.1.2.2	Assess Planning Proposals in accordance with the adopted Local Housing Strategy.	Planning, Environment and Communities Directorate	100%	100% of Planning proposals have been prepared and assessed in consistency with existing legislative requirements.	
4.1.1.2.3	Ensure Council's planning instruments facilitate the recommendations of the adopted Local Housing Strategy.	Planning, Environment and Communities Directorate	100%	Ongoing changes continue to be made to KMC planning instruments to best facilitate the provision of suitable housing in the Local Government Area.	
4.1.1.2.4	Monitor housing and land supply to ensure demand is being met by reporting to Council on the	Planning, Environment and	100%	Quarterly reports have been provided to Council for consideration. Work with the Greater Cities Commission and	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	number of dwellings approved and completed and provide data on Council's website and annually to the Urban Development Programs	Communities Directorate		the Department of Planning is continuing on research and strategy projects.	


4.1	We live where we live, our housing reflects our values
4.1.1	Promote our unique rural landscape, farms and food markets

4.1.2.1: Facilitate and encourage sustainable and appropriate uses of rural lands.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.2.1.1	Prepare and adopt a Rural Landuse Strategy to foster and	Planning, Environment and	0%	Further work on this project will commence following the completion of the Housing Strategy.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	promote viable agricultural enterprises and practices.	Communities Directorate			
4.1.2.1.2	Assess Planning Proposals in accordance with the adopted Rural Landuse Strategy.	Planning, Environment and Communities Directorate	0%	The preparation of the Kiama Rural Lands Strategy has not commenced. This will occur following the completion of the Kiama Housing Strategy and the release of the relevant City Plan from the Greater Cities Commission which is anticipated to occur in the first quarter of the coming year 2023/24.	
4.1.2.1.3	Ensure Council's planning instruments facilitate the recommendations of the adopted Rural Landuse Strategy.	Planning, Environment and Communities Directorate	0%	The preparation of the Kiama Rural Lands Strategy has not commenced. This will occur following the completion of the Kiama Housing Strategy and the release of the relevant City Plan from the Greater Cities Commission which is anticipated to occur in the first quarter of the coming year 2023/24.	

4.1.2.2: Collaborate with Illawarra Shoalhaven Local Health District and other community partners to support and strengthen food sustainability.


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.2.2.1	Work with the Illawarra-Shoalhaven Joint Organisation (ISJO) and neighbouring Councils to lobby the State Government to make changes to the Standard Instrument LEP and other relevant	Planning, Environment and Communities Directorate	100%	Numerous submissions have been made to the Department regarding required changes to Standard instrument.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	environmental planning instruments.				






431 We develop an effective housing efforts strategy.






433 Create a built environment that is safe and inclusive, and our infrastructure is well planned and well managed.

4.1.3.1: Ensure Council's planning systems and processes are contemporary and transparent.




Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.3.1.1	Prepare and adopt a contemporary Development Assessment Process Policy to ensure Council's planning systems and processes are contemporary and transparent.	Planning, Environment and Communities Directorate	80%	A Development Assessment Policy is being drafted to be placed on public exhibition. Submissions will be assessed, and the Policy put to Council for adoption in the first quarter of coming year 2023/24.	

4.1.3.2: Council meets the legislative requirements for Planning and Assessment


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.3.2.1	Undertake the assessment of Development Applications in accordance with the adopted Development Assessment Process Policy.	Planning, Environment and Communities Directorate	0%	This action is awaiting the completion and adoption of the Development Assessment Process policy which is anticipated to occur in the first quarter of the coming year 2023/24.	
4.1.3.2.2	Ensure decisions relating to Development Applications are transparent.	Planning, Environment and Communities Directorate	100%	Work is continuing to occur on the integration of the planning portal with the current DA tracker. All decisions are transparent.	
4.1.3.2.3	Ensure Council's Development Assessment templates and work practices reflect the adopted Development Assessment Process Policy, the NSW Government's Development Assessment Best Practice Guide and current legislation.	Planning, Environment and Communities Directorate	100%	All Development Assessment templates and practices to be continually monitored to ensure consistency with Policy and best practice requirements. Further work is occurring on the standard conditions of consent and enhancements to current processes and systems.	
4.1.3.2.4	Development applications are processed and determined in accordance with adopted timeframes	Planning, Environment and Communities Directorate	50%	DA timeframes are currently delayed due to staff resourcing. External support has been provided and council officers are being supported to reduce overall timeframes.	
4.1.3.2.5	Undertake building inspections as principal certifying authority	Planning, Environment and Communities Directorate	100%	Council officers continue to undertake building inspections as the Principle Certifying Authority.	





Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.3.2.6	Process complying development, occupation and construction certificates within legislative timeframes	Planning, Environment and Communities Directorate	100%	Council continues to process complying development, occupation and construction certificates within legislative timeframes.	
4.1.3.2.7	Inspect and issue approval for caravan parks to operate as required by the Local Government Act	Planning, Environment and Communities Directorate	50%	Ongoing compliance work is occurring on Caravan Parks with the Local Government Area. Meetings have been held with park owners and a compliance register and plan developed to support improvements.	
4.1.3.2.8	Make timely decisions and submissions regarding proponent-led planning proposals.	Planning, Environment and Communities Directorate	100%	Council has continued to make timely decisions and submissions regarding proponent-led planning proposals.	
4.1.3.2.9	Make a Local Environmental Plan, which has been delegated to Council, in the timeframes specified in a Gateway Determination.	Planning, Environment and Communities Directorate	100%	Council has continued to make Local Environmental Plans, which have been delegated to Council, in the timeframes specified in a Gateway Determination.	
4.1.3.2.10	Determine development applications, for which Council is the consent authority, as soon as practicable.	Planning, Environment and Communities Directorate	45%	Council is endeavouring to determine development applications, for which Council is the consent authority, as soon as practicable. However, further work is required to improve the DA determination timeframes. During the next reporting period the threshold for delegations is proposed to be increased to allow for more efficient processing.	

4.1.3.3: Manage recreation and open space infrastructure to cater for current and future generations.


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.3.3.1	Deliver Open Space & Recreation Strategy	Infrastructure and Liveability Directorate	75%	Work on the Open Space and Recreation Strategy is progressing. Extensive consultation has been held with sporting clubs and the community. Unforeseen additional operational issues have contributed to the delay in finalising the strategy. It is anticipated that the Strategy will be reported to Council before the end of the 2023 calendar year.	
4.1.3.3.2	Maintain currency of information about the accessibility of Council's public toilets, on the National Public Toilets Register	Chief Executive Officer	100%	Council's two additional public toilets at Chapman Oval, Kiama and Bombo Hill Reserve, Kiama Downs were added to the National Public Toilets Register.	
4.1.3.3.3	Improve accessibility of recreational facilities including wheelchair access to seating, shaded areas, outdoor exercise and play equipment	Infrastructure and Liveability Directorate	100%	All programmed work has been completed. This includes a new footpath linking the accessible amenities at James Oates Reserve, new accessible amenities built at Chapman Reserves and the installation of accessible outdoor furniture in our parks.	


4.1.3.4: Implement maintenance and capital renewal and improvement programs for Council's built assets and infrastructure.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.3.4.1	Allocate resources and schedule works to deliver the approved recreation and open space programs to meet community needs.	Infrastructure and Liveability Directorate	100%	All scheduled works have been completed within budget. The weather adversely impacted the program early in the period due to prolonged rain and weather issues. Additional resources were applied when weather conditions allowed and programmed works were completed.	




Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.3.4.2	Implement community building asset maintenance and capital programs.	Infrastructure and Liveability Directorate	100%	All programed building maintenance on community buildings have been delivered within budget. The type of maintenance included white good replacement and lighting upgrade at Gerringong Town Hall and door and window maintenance at Jamberoo Youth Cottage. Graffiti removal continues as needed. All requests for maintenance have been actioned within agreed timeframes.	
4.1.3.4.3	Implement stormwater asset maintenance and capital programs.	Infrastructure and Liveability Directorate	100%	Quarterly cleaning and inspections of all gross pollutant traps have been completed. Customer Requests have been actioned with the agreed timeframes.	
4.1.3.4.4	Manage Council's plant and equipment purchasing and maintenance.	Infrastructure and Liveability Directorate	90%	All programed maintenance has been completed on time and on budget. The approved plant replacement program has been completed and all equipment ordered. Due to global supply chain issues, we are still waiting for delivery of several machines.	
4.1.3.4.5	Manage store stock levels to meet operational needs.	Infrastructure and Liveability Directorate	100%	We have completed two stock takes during the reporting period. Store stock levels continue to be closely monitored in an effort to balance operational needs.	



4.1.3.5: Develop Cemeteries Plan to guide future development needs and opportunities.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.3.5.1	Manage the sale of burial plots, niches in columbarium walls, memorial garden plots and modular niches. Maintain the	Infrastructure and Liveability Directorate	100%	All requests for interment processed in a reasonable timeframe. Records of burials and placement of ashes regularly updated in Council's records system Authority.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	records of burials and placement of ashes within our cemeteries				
4.1.3.5.2	Manage and maintain the 3 operating cemeteries	Infrastructure and Liveability Directorate	100%	The cemeteries were maintained and operated successfully. Delays in grounds maintenance were experienced due to wet weather and localised flooding early in the program; however, additional resources were applied as the weather issues declined and vegetation growth slowed entering the winter.	



4.1.3.7: Provide timely and accurate planning advice.


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.3.7.1	Ensure Council's spatial planning data is accurate and current.	Planning, Environment and Communities Directorate	100%	Spatial data relevant to Planning has been regularly reviewed and updated as required to meet legislation and user needs within a timely manner.	
4.1.3.7.2	Ensure Planning Certificates are issued within a timely manner.	Planning, Environment and Communities Directorate	100%	All Planning Certificates were processed and issued within a timely manner. A total of 859 certificates were processed for the year with an average number of processing days of 2.4 days.	
4.1.3.7.3	Ensure information provided within Certificates as to Notices is accurate and current.	Planning, Environment and Communities Directorate	100%	Relevant legislation is reviewed each week on the legislation website to ensure requirements are met and up to date. Certificates are reviewed against the relevant register data for every application to ensure accurate and current information is included in certificates.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.3.7.4	Ensure Certificates as to Notices are issued within a timely manner.	Planning, Environment and Communities Directorate	100%	All certificates as to Notices and Orders were processed and issued within a timely manner. A total of 71 certificates were processed for the year with an average processing day of just under 2 days.	
4.1.3.7.5	Ensure Council's website provides current and best practice advice on the development approval process.	Planning, Environment and Communities Directorate	70%	Website enhancements have been implemented. Further changes will be made as a result of the Development Assessment Policy which has been drafted and public exhibited.	




4.2	We are well connected within our local community, and to our region.
4.2.1	Actively plan how we travel and create safe travel routes whether we are walking, cycling, driving or accessing public transport




4.2.1.1: Implement footpaths and cycleways program.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.2.1.1.1	Implement footpath and cycleway asset maintenance and capital programs.	Infrastructure and Liveability Directorate	100%	All Customer Request for footpath maintenance have been actioned within agreed timeframes. New footpath has been installed in Minnamurra linking the bike skills track to existing path. • Pedestrian safety upgrades have also been substantially completed at Kiama High School with works at Gerringong Public School and Minnamurra Public School now to be completed in 2023/24.	
4.2.1.1.2	Manage footpath and cycleway infrastructure and assets	Infrastructure and Liveability Directorate	100%	All customer action requests have been actioned within agreed timeframes.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.2.1.1.3	Lodgement of applications for external grant funding for cycleways identified in annual budget schedules	Infrastructure and Liveability Directorate	100%	Applications were made for all funding opportunities in 2022/23 and council is pursuing successful applications through the in the revised Capital Program continue to be actioned including the Jamberoo Valley Cycleway.	



4.2.1.2: Implement road safety and traffic management programs and responsibilities.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.2.1.2.1	Process access driveway permits	Infrastructure and Liveability Directorate	100%	Driveways are inspected promptly, with the target timeframe adjusted to 3 days to support Asset Inspector scheduling.	
4.2.1.2.2	Prepare road safety funding applications	Infrastructure and Liveability Directorate	100%	Local Government Road Safety Program 2022/2023 has been successfully applied for as outlined in the Southern Region partnering team program working with Kiama Council to deliver Road Safety outcomes for the community. Projects delivered include: * The National Road Safety Week * Older Road User workshop * Helping Learner Drivers Become Safer Drivers workshop for parents & supervisors	
4.2.1.2.3	Implement local Road Safety projects and programs	Infrastructure and Liveability Directorate	100%	Programmed works were delivered as per schedule or nearing completion. These include road safety education programs and learner logbook runs.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.2.1.2.4	Action Local Traffic Committee recommendations	Chief Executive Officer	75%	<p>Approved traffic facility upgrades were implemented in accordance with council's adopted capital budget. Several projects were significantly impacted by weather and storm events directly or indirectly due to delays on preceding projects or access restrictions due to works by State Government agencies.</p> <p>Works partially completed in 2022/23: * a new raised pedestrian crossing on Saddleback Mountain Road at the Kiama High School</p> <p>Works now programmed to be completed in 2023/24: * line marking for the new raised pedestrian crossing on Saddleback Mountain Road at the Kiama High School * Minnamurra Public School Kiss & Drop Zone * Crooked River Road Gateway Project (speed zone threshold indicator) * Bong Bong Street pedestrian crossing at Railway Parade * Gerringong Public School pedestrian refuge</p>	
4.2.1.2.5	Prepare Local Road Safety Action Plan	Infrastructure and Liveability Directorate	100%	The Transport for NSW supported Safety Action Plan 2022/23 was developed and completed as per the Local Government Road Safety Guidelines and enabled grant applications in the priority areas.	
4.2.1.2.6	Traffic and parking study for Kiama Town Centre and progressively implement actions	Chief Executive Officer	75%	<p>Having faced significant resourcing issues due to the impacts of natural disasters impacting on critical assets such as Jamberoo Mountain Road as well as other priority actions under the Performance Improvement Order and Strategic Improvement Plan, progress on this project was delayed.</p> <p>The independent peer review of the draft Traffic & Parking</p>	



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				<p>Study identified several opportunities for improving the Study and proposed actions. Some of which are influenced by significant private development that was not understood at the time of the original study in 2018.</p> <p>A staged review of sections of the Study data and planning assumptions is being programmed for 2023/24.</p>	




4.2.1.3: Implement the requirements of the Roads Transport Act, Impounding Act, Crown Lands Act and Road Rules

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.2.1.3.1	Conduct scheduled parking patrols	Planning, Environment and Communities Directorate	100%	During this period 159 active parking patrols were conducted. The number of fines issued during this period was 298, this provided a face value of fines equating to \$56,495.00. In addition to this a new fine issuing system (PinForce) was implemented to automate vehicle plate searches and to provide a seamless integration with Revenue NSW which allows the customer to view an image of the non-compliant vehicle online via the Revenue NSW website.	
4.2.1.3.2	Investigate and action parking, traffic and abandoned vehicle complaints. Make Legal determination for non-compliance (Caution/Warning/Infringement)	Planning, Environment and Communities Directorate	100%	During this period 159 active parking patrols were conducted. The number of fines issued during this period was 298, this provided a face value of fines equating to \$56,495.00. In addition to this a new fine issuing system (PinForce) was implemented to automate vehicle plate searches and to provide a seamless integration with Revenue NSW which allows the customer to view an image of the non-compliant	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				vehicle online via the Revenue NSW website. 220 illegally parked vehicle complaints received this year, 17 Abandoned vehicle complaints investigated, 7 abandoned vehicles removed, fines valued at \$2,970.00 issued for abandoned vehicles.	



4.2.1.4: Plan and manage road, drainage and other infrastructure through the Asset Management Plans


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.2.1.4.1	Identify and recommend asset infrastructure renewal projects for inclusion in the Capital Works program; together with other appropriate funding sources	Infrastructure and Liveability Directorate	100%	<p>Capital works renewal projects are identified through condition and inspection information and scheduled based on available funding allocations from a mix of rates, grants and reserve sources. This data, along with existing commitments, was used to draft the proposed capital budget for 2023/24 and the works program to be funded by the budget.</p> <p>The Capital Works Program was significantly impacted by overarching financial issues requiring the reduction of revenue funding available for works. The affected projects will be re-phased into later years of the Delivery Program as budget capacity allows.</p>	
4.2.1.4.2	Identify and recommend asset infrastructure upgrade projects for inclusion in the Capital Works program. together with other appropriate funding sources	Infrastructure and Liveability Directorate	100%	Capital works upgrade/new projects are identified through service reviews, strategic plans or grant funding opportunities and scheduled based on approved funding allocations, generally only from grants and service-specific reserve sources (such as Holiday Parks). Rates-funded capital works were postponed for this year due to financial constraints.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.2.1.4.3	Identify and seek available external funding opportunities.	Infrastructure and Liveability Directorate	100%	Grant opportunities are assessed and applied for through Council's grants officer.	
4.2.1.4.4	Review and update asset management plans	Infrastructure and Liveability Directorate	100%	Council appointed a new Infrastructure Engineer and Assets Officer during the reporting period - work has now commenced on a review and update of Council's asset register.	
4.2.1.4.5	Implementation of priority actions from the Gerringong and Jamberoo Flood Investigation Study.	Infrastructure and Liveability Directorate	100%	During the reporting period a consultant has been engaged to prepare the detailed designs for all flood mitigation measures identified in the adopted flood investigation report. These designs were used for grant funding applications to enable delivery of flood mitigation works. Funding approvals still pending at time of reporting.	

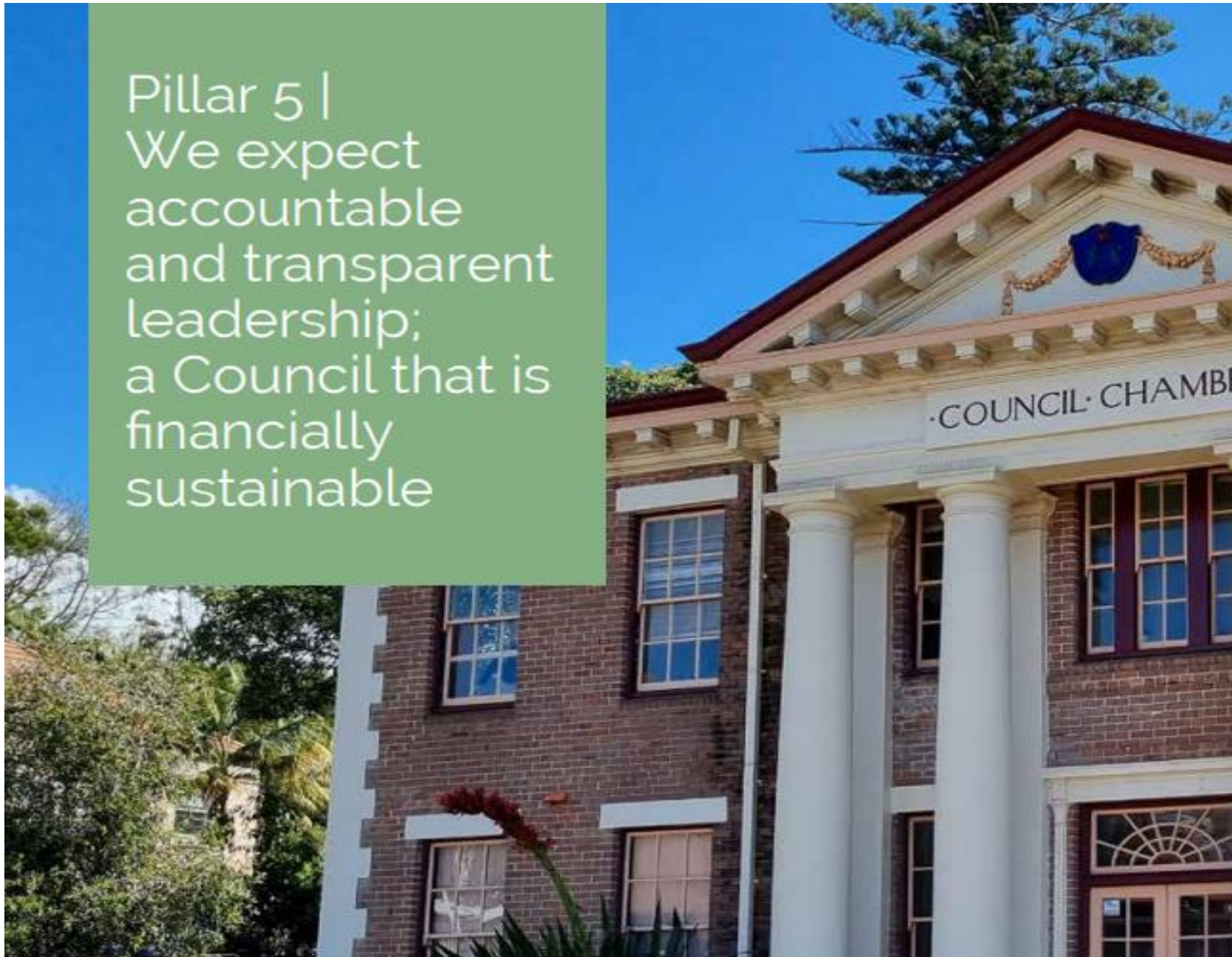
4.2	We are well connected within our local community and region
4.2.1	Deliver our Capital works program effectively and efficiently

4.2.2.1: Deliver major capital works and projects utilising external funding opportunities.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.2.2.1.1	Deliver Hindmarsh Park Redevelopment.	Chief Executive Officer	10%	The tender process for this significant project has been unsuccessful as all tenders significantly exceed available budget. Council has resolved to proceed with redesigning the proposed development as required to deliver an outcome within the available funding outlined in the report and enable a contract to be entered into. The project is now programmed for the 2023/24 period.	
4.2.2.1.2	Deliver Jamberoo Cycleway and other Active Transport funded projects	Infrastructure and Liveability Directorate	75%	To significant project in the Jamberoo Valley and Omega Flats Shared paths projects were continued; however, they have been impacted by resources issues exacerbated by the necessary re-allocation of engineering staff to manage significant additional projects as result of the natural disaster early in 2022 such as managing the reconstruction of Jamberoo Mountain Road. The Jamberoo Valley shared path is now programmed for the	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				2023/24 period.	
4.2.2.1.3	Deliver other grant funded Capital Works	Infrastructure and Liveability Directorate	100%	Grant funded projects continue to be delivered with all available resources.	

Pillar 5 |
We expect
accountable
and transparent
leadership;
a Council that is
financially
sustainable



Pillar 5 Progress

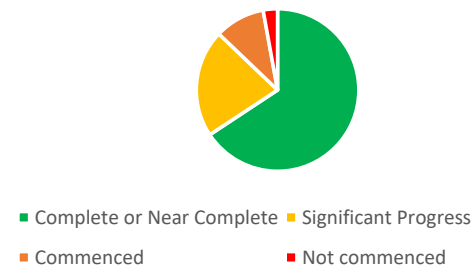
Highlights

- The Cyber Security Strategy and Policy have been reviewed to ensure that maturity against relevant standards is continuously improved.
- The Crown Lands Plan of Management has been under development and a draft Plan was endorsed for submission to the Minster and approved for public exhibition between 9 March and 20 April 2023. Following a review of 24 submissions and further consultation with the Department of Planning & Environment - Crown Lands, a proposed final draft Plan of Management developed.
- The Long-Term Financial Plan was adopted by Council in June 2023. It will be reviewed and updated for any material changes on a quarterly basis as a part of regular quarterly budget review process.
- The Audit, Risk, and Improvement Committee has met every 2 months and will continue to do so. The committee monitors Council's financial and risk management strategies, governance, internal audit activity, and external accountability responsibilities, including the provision of feedback and review of Council's financial statements (for financial years 2021 and 2022).
- Council continues to apply for grants to increase services and infrastructure improvements beyond what can be achieved using general funds as part improving our financial sustainability. During the January to July 2023 period our Grants Officer has instrumental in securing ten grants to the value of \$5.7 million
- Council reviewed its Community Engagement Policy (CEP) during this period and drafted an updated policy as part of the IP&R (Integrated Planning and Reporting) suite of documents. The draft updated CEP was put on public exhibition and we received several submissions.

Items Not yet commenced.

- Prepare and execute a decommission strategy for the disused aged care facility at Havilah Place -The former Residential Aged Care Facility is currently contained within the same lot as the Independent Living Unit stages and the interdependencies of the existing buildings needs to be investigated to confirm the pathway for decommissioning.
- Due to limited resources a review of the Kiama Local Strategic Planning Statement 2020 did not occur during the reporting period.



Pillar 5 - We Expect Accountable and Transparent Leadership: a Council that is Financially Sustainable





5.1	Public Funds are managed strategically, transparently and efficiently
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5.1.1	Public funds are managed in accordance with Financial Management Standards and the Local Government Act
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5.1.1.1: Improved financial reporting and legislative compliance through reporting, scrutiny and oversight processes.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.1.1.1	Long Term Financial Plan developed and regularly updated.	Chief Operating Officer	100%	The Long-Term Financial Plan was adopted by Council in June 2023. It will be reviewed and updated for any material changes on a quarterly basis as a part of regular quarterly budget review process.	
5.1.1.1.2	Implement regular, complete and timely financial reporting.	Chief Operating Officer	70%	2020/21 Financial Statements were prepared and audited. 2021/22 Financial statements were prepared and are in process of being audited with the target for the audit opinion to be issued by 30 September 2023. Preparation of 2022/23 Financial Statements will commence in October with the final audit planned for April 2024. In addition, Council continually improves quality and timeliness of financial reporting through Quarterly Budget Review process and monthly financial reporting.	


5.1.1.2: Maintain compliance with the Office of Local Government risk management and internal audit framework; including ARIC and internal audit operation in accordance with legislation.





Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.1.2.1	Implement Audit, Risk & Improvement Committee (ARIC) strategies to increase oversight, risk management, compliance	Chief Executive Officer	100%	<p>The Audit, Risk, and Improvement Committee has been very active during the year in reviewing and monitoring Council's financial and risk management strategies, governance, internal audit activity, and external accountability responsibilities, including the provision of feedback and review of Council's financial statements. ARIC has provided key advice and assistance during the year with respect to:</p> <ul style="list-style-type: none"> - Financial statements for 2021 and 2022 and related auditor concerns - NSW Audit Office financial sustainability concerns - NSW OLG performance improvement order <p>An annual performance report for 2023 is being prepared summarising the Committee's work, and the work of internal audit. The report will be presented to Council and will be included in the 2023 Annual Report.</p>	
5.1.1.2.2	Undertake all procurement and public tendering in accordance with Council policy and relevant legislation. Establish and implement Project Management Framework.	Chief Operating Officer	50%	<p>Contracts management framework was developed and implemented by Council. Improved centralised procurement staffing and processes planned for 2024.</p> <p>Project management framework was second part of this Action to commence in last quarter of the year. The framework is yet to be developed. The delay is due to recruitment challenge of appropriate manager. Consideration of independent consultant program implementation being reviewed.</p>	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.1.2.3	Delivery of internal audits according to the Strategic Internal Audit plan. Maintenance of system that minimises the potential of fraud within Council	Chief Executive Officer	100%	The internal audit plan is being delivered on schedule. Internal audits completed during the year included payroll and leave management, and procurement. Internal audit reports are provided to the Audit, Risk, and Improvement Committee, and include audit findings and recommendations, and a timeframe for implementation. The Committee regularly monitors the implementation of internal audit recommendations and receives a progress report on the implementation status at each Committee meeting. Good progress is being made on audit implementation.	
5.1.1.2.4	Undertake gap analysis and provide reports	Chief Executive Officer	80%	<p>In August 2021, the OLG issued draft Guidelines for Risk Management and Internal Audit for Local Councils in NSW to guide the operations of ARICs and to require councils to have a risk management framework and internal audit function. These guidelines have now been approved in draft (pending amendments to the Local Government Regulation) with full compliance required by 1 July 2024.</p> <p>A gap analysis was provided to the Audit, Risk, and Improvement Committee, detailing the key requirements of the Guidelines, noting areas of compliance, and identifying areas that need to be addressed. The Committee has been proactive in its early adoption of certain aspects of the Guidelines, including the requirement to remove the voting rights of Councillors on the Committee. Changes were adopted by council and terms of reference updated.</p> <p>Regular progress reporting remains a key focus and will</p>	



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				continue to be provided to ARIC to ensure compliance by the 1 July 2024 deadline.	

5.1.1.3: Manage Council's Financial Sustainability through an increase of revenue and funding sources.


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.1.3.1	Maximise revenue sourced from external funding and grants.	Infrastructure and Liveability Directorate	100%	<p>Council applied resources to applications to increase programs beyond internal capacity. From January to July 2023 alone our Grants Officer has instrumental in securing ten grants to the value of \$5.7 million and we are awaiting outcome notification on a further eleven applications that represent a cumulative total value of \$11.8million.</p> <p>Success include: \$1.01m Stronger Country Communities Fund Round 5 \$2.15m Natural Disaster Funding Emergency Works & Immediate Reconstruction Works Claims \$3,000 NAIDOC Week \$3,700 Youth Week \$7,000 Autumn Holiday Break \$7,000 Winter Holiday Break \$0.691m Sport Infrastructure Recovery Fund - Gainsborough Oval Sport Facility Upgrade \$0.994m Sport Infrastructure Recovery Fund - Gerry Emery Reserve Athol Noble Oval Sport Facility Upgrade \$0.352m Female Friendly Community Sport Facilities & Lighting Upgrades Program - Jamberoo Sporting Precinct & Connective Pathways Lighting Upgrade \$0.489m Regional &Local Road Repair Program</p>	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.1.3.2	Review fees and charges to maximise opportunities for revenue increases in line with community expectations	Chief Operating Officer	65%	As a part of 2023/24 annual budget preparation, fees and charges were increased in line with CPI. In addition, fees and charges for home care packages and ILU fees were reviewed by management. Fees and charges will be further refined as a result of upcoming service reviews. Financial Sustainability Strategy adopted by Council February 2023 and subsequent Long Term Financial Plan adopted June 2023 captures the need for operating efficiency improvements of 10% commencing in 2025.	
5.1.1.3.3	Manage Councils investments in accordance with LG Act, Ministerial order and Councils investment policy.	Chief Operating Officer	100%	Council manages investments in accordance with LG Act, Ministerial order and Councils investment policy. This is reported to Council on a monthly basis.	
5.1.1.3.4	To ensure invoices and rates notices are sent in a timely manner.	Chief Operating Officer	100%	Council is now up to date with invoicing. Annual rates notices were also sent on time.	
5.1.1.3.5	Debt collection. To ensure money owed to Council is received within required timeframes.	Chief Operating Officer	100%	Council debt collection process is functioning efficiently. Overdue debtors are reviewed on monthly basis and appropriate actions are taken to recover outstanding balances.	

5.1.1.4: Work to improve Council's ability to meet increases in demand for its public infrastructure and assets.




Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.1.4.1	Prepare and adopt a contemporary Local Infrastructure Contribution framework to ensure Council appropriately levies development contributions.	Planning, Environment and Communities Directorate	20%	Council's Developer contribution framework is continued to be under review. Recruitment for the role is proving difficult to fill due to shortage of planners across the industry.	
5.1.1.4.2	Ensure a contemporary governance framework is established to ensure appropriately development contributions are levied and spent.	Planning, Environment and Communities Directorate	30%	A number of actions within internal audit have been completed and other items being proposed to be actioned in the coming year 2023/24.	

5.1.1.5: Manage Council's assets strategically to consider whole of life costings.


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.1.5.1	Review and update Asset Management Policy and Plan. Utilise Asset Management Plan to guide lifecycle management and decision making in program development.	Infrastructure and Liveability Directorate	75%	Existing asset data and asset management plans were used to develop the asset renewal program for the 2022/23 and 2023/24 capital programs. Due to significant resource demands managing large scale damage from natural disasters through the year as well as the necessary focus on achieving financial sustainability under the Strategic Improvement Plan and the adoption of a revised Long Term Financial Plan in June; review of the Asset	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				Management Policy and Plan will be now undertaken through the 2023/24 reporting period.	
5.1.1.5.2	Undertake asset re-evaluations on all classifications of assets to address the mandatory and statutory requirements of the Act.	Infrastructure and Liveability Directorate	50%	<p>Asset valuations for building and recreation assets were completed in early 2022 and incorporated into prior year financial reporting this year.</p> <p>The planned valuations for Footpaths & Shared paths in 2022/23 was delayed due to the necessary reallocation of staff to priority financial reporting tasks under the Strategic Improvement Plan as well as significant additional infrastructure works in response to the 2022 natural disasters.</p> <p>As a result of the prior year financial reporting requirements and subsequent audit outcomes, a revised asset valuation and condition assessment program was developed. The scope of works to undertake the assessment process was expanded to include footpaths & shared use paths and remaining transport assets, such as roads, bridges and roadside furniture.</p> <p>The procurement process for this larger scope of works is a key area of focus for management and will be completed by September 2023 and the overall program to be completed in 2022/23.</p>	


5.1.1.6: Review service delivery model for strategic assets and services to ensure optimal utilisation and maximum return on investment.


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.1.6.1	Undertake strategic review and develop Business Plans for income generating services including Waste, Holiday Parks and Leisure Centre. Analyse and provide report for decision makers.	Chief Executive Officer	40%	Strategic Improvement Plan 2 includes an action on service reviews, which has been continued from SIP1. The scope of the proposed reviews into waste services, our holiday parks, the Leisure Centre and The Pavilion was endorsed by Council in February 2023. The Finance Advisory Committee have also discussed the reviews and suggested that the service review of our waste services is elevated. Progress of the service reviews was until pending budget allocation in FY2024. The findings of these reviews will help inform more detailed conversations about service levels and potential areas for efficiencies.	
5.1.1.6.2	Analyse asset utilisation to ensure maximum use of available assets to optimum service levels.	Chief Executive Officer	0%	Having faced significant resourcing issues due to the impacts of natural disasters impacting on critical assets such as Jamberoo Mountain Road as well as priority actions under the Performance Improvement Order and Strategic Improvement Plan, this project was not commenced and will carry to the next period.	
5.1.1.6.3	Conduct Council's Hire Services to provide high quality contracted services to clients	Infrastructure and Liveability Directorate	100%	All Hire Services customers remain happy and satisfied with service levels and service delivery, they continue to pay invoices and from time-to-time new, or existing customers make enquiries and engage additional services. This is ongoing.	

5.1.1.7: Improved financial reporting and legislative compliance

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.1.7.1	Budget software functional and relevant staff trained so that appropriate financial reports can be delivered with confidence, and in a timely way.	Chief Operating Officer	100%	Implementation of the budget module in OneCouncil is now complete. Standard reports were developed to streamline quarterly budget review process. Operational and Capital Dashboards were developed to improve monitoring of the budgets by budget owners. All managers were trained to use new dashboards.	


5.1**Public Funds are managed strategically, transparently and efficiently****5.1.2****Manage our assets so that they create financial sustainability for Council****5.1.2.1: Manage identified Council owned and managed land and property in accordance with legislation and policies of Council exercising strong governance.**

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.2.1.1	Manage land use agreements on Council owned and managed land under Local Government, Crown Land Management and Roads Acts	Infrastructure and Liveability Directorate	100%	There are 136 land use agreements (leases and licences) in place on Council community, operational and Council managed Crown Land that are being managed in accordance with the relevant legislation.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	in accordance with Annual Public Land Management Program				
5.1.2.1.2	Review and prepare Community Land Plans of Management on Council owned and managed land in accordance with Annual Public Land Management Program	Infrastructure and Liveability Directorate	95%	<p>The Crown Lands Plan of Management has been under development and a draft Plan was endorsed for submission to the Minster for approval to publicly exhibit. The draft Plan was approved for public exhibition, and this was undertaken between 9 March and 20 April 2023.</p> <p>During the public exhibition process, 24 submissions received both in support and requesting minor changes/suggestions to be made to plan of management. Following a review of the submissions and further consultation with the Department of Planning & Environment - Crown Lands, a proposed final draft Plan of Management developed. The final draft Plan of Management will now be reported to Council early in 2023/24 recommending endorsement for submission to the Ministerial for approval.</p>	



5.1.2.2: Identify Council owned land and property for future use or disposal opportunity; and manage in accordance with the Local Government Act



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.2.2.1	Undertake strategic review of all Council land holdings.	Chief Executive Officer	30%	Council adopted an initial asset divestment plan in December 2022 in accordance with the Strategic Improvement Plan - the processes required for putting the lands to market have commenced with the most significant site, Akuna Street(south), being the subject of an Expression of Interest	



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				<p>process in June.</p> <p>The tender process for the Akuna Street (south) site will be undertaken early in the 2023/24 year.</p> <p>Update of community land register completed and Councillor briefing held.</p> <p>This activity remains a key focus area and other sites are in the preparation for sale phase including proposed closures of roads to enable sale and will be delivered over the term of the Delivery Program</p>	
5.1.2.2.2	Coordinate actions for the sale of Council land and property including investigations and acquisition of new Council land/property in accordance with Annual Public Land Management Program and Strategic Improvement Plan	Chief Executive Officer	75%	<p>The review of Council's land holdings and preparation processes required to deliver an initial divestment program in support of the Strategic Improvement Plan to achieve long term financial sustainability was completed.</p> <p>Preparatory and statutory processes to enable divestment of portions of public roads not required for the operation of the Kiama Road network commenced, including a portion of Marsden Steet (off South Kiama Drive); corner of Manning Street & Farmer Street, Kiama; Gray Street, Gerringong; and Noorinana Street, Kiama. The processes required to achieve divestment are statutory in nature and not all phases are in council's control, accordingly, sales are expected to be delivered over the period 2023/24 to 2025/26.</p> <p>The sale by Expressions of Interest and then selective tender of Council's Akuna Street (south) holdings was started with</p>	



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				the Expression of Interest closing in June. The tender process of sale will be completed in 2023/24.	

5.1.2.3: Continue to implement Council Resolution 22/1040C for Blue Haven

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.2.3.1	Implement the strategic actions outlines in Council Resolution 22/1040C to support stability, maintain systems and processes and ensure all service levels continue to be delivered to a high level.	Chief Executive Officer	85%	Business Case presented to Council on 28 February 2023. Council resolved unanimously to note the report and reaffirm the prior October decision to divest of all aged care and retirement village assets on the Bonaira site. Project Control Group implemented to manage the sale process with probity lawyer and industrial specialist appointed. Land reclassification endorsed at the Council meeting on 20 June 2023. EOI process progressing with EOI launched 18 August 2023. Contract execution can occur by December 2023 if currently mapped processes are not delayed - irrespective ownership transfer including ratification by Federal and State Authorities to occur by end of March 2024.	
5.1.2.3.2	Prepare an annual operational plan for each of the Blue Haven components to better deliver high levels of service and improve cost effectiveness. Ensure compliance with the Aged Care Act, Aged Care Quality Standards & the Retirement Village Act.	Chief Executive Officer	100%	The Blue Haven Operational Plan for 2023 was developed in April 2023 and also addressed a requirement of the Performance Improvement Order on Council. The various components of Blue Haven - Residential Aged Care, Community Services & In-Home (Aged) Care, Retirement Villages & Independent Living are covered. The Plan was presented to the Blue Haven Advisory Committee	



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				in April 2023. The Plan aligns with the broader Kiama Council Operational Plan.	
5.1.2.3.3	Prepare for and undertake accreditation processes for Blue Haven Residential Aged Care and Home Care programs to maintain approved provider status. Continue to maintain compliance with the Retirement Villages Act.	Chief Executive Officer	100%	The Aged Care Quality & Safety Commission conducted an assessment visit at Blue Haven Residential Aged Care Facility in September 2022. The Assessment concluded that despite some areas for improvement, Accreditation was granted to April 2025. ACQSC confirmed satisfaction in April 2023 of Blue Haven's Action Plan response to issues noted in the Accreditation assessment. A follow up assessment visit in July 2023 to review the Action Plan confirmed the April 2025 Accreditation status. Blue Haven Federal Home Care program is due for Accreditation assessment and preparatory work has commenced in terms of self-assessment reviews and gap analysis. Improvements made to Retirement Village processes regarding asset management plans and financial reporting with further refinement required.	
5.1.2.3.4	Prepare and execute a decommission strategy for the disused aged care facility at Havilah Place	Chief Executive Officer	20%	A Valuation for the Blue Haven Terralong Street site was obtained; however, following Council's resolution to retain the site and prepare a sub-division proposal this portion of the project will be continued in 2023/24, and will require an additional resource allocation in the budget. Having faced significant resourcing issues due to the impacts of natural disasters impacting on critical assets such as Jamberoo Mountain Road as well as other priority actions under the Performance Improvement Order and Strategic Improvement Plan, this project was not completed. The former Residential Aged Care Facility is currently	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				contained within the same lot as the Independent Living Unit stages and the interdependencies of the existing buildings needs to be investigated to confirm the pathway for decommissioning the un-used building. These works will continue in 2023/24.	
5.1.2.3.5	Finalise the Asset Management Plan for Blue Haven and its components to adequately plan and fund replacement/renewal and repairs and maintenance for the facilities	Chief Executive Officer	75%	<p>The asset management plan system for Blue Haven Bonaira was completed for Retirement Village compliance and budget planning for asset renewal and maintenance. Asset conditions were predominately "new" or "good" indicating that maintenance will be the main activity required until 2027. From 2027 the forecast indicates that capital investment for the replacement of assets will increase as shorter life components reach the end of design life.</p> <p>Asset planning for Retirement Village compliance in the Terralong facilities was significantly constrained by access restrictions. Asset inventory and conditions were estimated based on floor plans and areas that were available for inspection to develop an initial asset plan. A detailed assessment is programmed for 2023/24 to confirm asset conditions and useful lives. This is expected to confirm that significant investment in both maintenance and asset renewal is required, as would be expected especially for the older stages of the facilities.</p>	
5.1.2.3.6	Continue to improve and address governance matters for Blue Haven and its associated services	Chief Executive Officer	100%	<p>The Blue Haven Advisory Board was disbanded following its June 2022 meeting. The Blue Haven Advisory Committee was reinstated in April 2023 with 3 independent members joining the committee.</p>	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.2.3.7	Develop and implement a new Prudential Standards Policies encompassing ILU deposits and Refundable Accommodation deposits and implement.	Chief Executive Officer	100%	The Aged Care Prudential Standards policy was initially endorsed by Council at the 20 September 2022 Ordinary meeting following a 28-day public exhibition. The policy was also subject to review by Federal Department of Health & Ageing following some concerns regarding financial management of the Bonaira residential aged care service. Recently, the Liquidity Management Standard and resident loan coverage amount within the Aged Care Prudential Standards policy was reviewed and updated for year end 2023 by Council at the 18 July 2023 Ordinary meeting. Resolution 23/2010C	
5.1.2.3.8	Develop and implement a community engagement plan regarding the Council Resolution 22/1040C.	Chief Executive Officer	100%	The Community Engagement Plan was developed to guide the delivery of regular communication updates to ensure residents and staff were informed of progress regarding the sale of Blue Haven Bonaira. Communications were provided via face-to-face meetings chaired by the CEO and the Mayor as well as the engagement of a communications consultant who conducted 'Bonaira Banter' sessions where residents and families were able to ask questions and raise concerns. Meetings with residents of Independent Living Units, Residential Aged Care Facility and their next of kin were held regularly. The regular Blue Haven newsletter/magazine was also distributed to residents and families.	


5.1	Governance is transparent and builds trust
5.2	Encourage the community to participate in decision-making processes


5.2.1.1: Provide Public Access to Council business through Council meetings, briefings, public access forums and Council committee meetings.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.1.1.1	Conduct Council Meetings in accordance with Code of Meetings Practice	Chief Executive Officer	100%	Council's Code of Meeting Practice was reviewed and updated in November 2022 and was reviewed during this period following notice from the Office of Local Government (OLG) that it was expected that Council would review its Code of Meeting Practice (COMP) in July. Administrative changes to the Code of Meeting Practice were subsequently endorsed at the July Council meeting. During the year Council conducted 11 Council meetings and 5 extraordinary meetings in accordance with the COMP.	
5.2.1.1.2	Facilitate Councillor briefings and public forums as required	Chief Executive Officer	100%	We trialled a Councillor Briefing Session Policy which enabled members of the community and external bodies to make deputations to the Council. However following feedback from councillors and staff a decision was made at the August 2022 Council meeting to not adopt the policy and discontinue the sessions. Councillors attend a monthly workshop on the first Tuesday of each month to include presentations on: budget matters, liquidity plans, Cash low, the Long Term Financial Plan,	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				Councillor Committees, Performance Improvement Order, Strategic Improvement Plan 2, capital works projects, events and the Salary System Review. During the year 42 members of the public addressed Councillors at the Public Access Forum.	
5.2.1.1.3	Facilitate Council Committees and Advisory groups in accordance with Council resolutions	Chief Executive Officer	70%	Following the suspension of most of the Council Committees in March 2022 a draft Committee Policy and Framework plus associated terms of reference were submitted to the September 2022 Council meeting and endorsed for public exhibition. The Committee Policy and Framework was placed on public exhibition for 28 days and the final document endorsed at the April 2023 meeting, effectively establishing two new committees - Sustainable Communities and Infrastructure & Liveability. It is noted that during this time the following committees operated: Audit, Risk and Improvement Committee, Kiama Local Traffic Committee, Tourism Advisory Committee, Performance Review Committee, Finance Advisory Committee and the Blue Haven Advisory Committee/Board. The Central Precinct and the South Precinct continue to hold monthly meetings and an executive summary of these meetings are submitted to Council regularly.	



5.2.1.2: Implement the Community Engagement Strategy

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.1.2.1	Integrate Community Engagement Strategy and	Chief Executive Officer	60%	As part of Council's review its Community Engagement Policy (CEP) during this period, we drafted an updated policy, that	




Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	Community Participation Plan to ensure consistent, measurable and accountable engagement activities			integrated the Community Participation Plan (CPP). This work was done as part of the IP&R (Integrated Planning and Reporting) suite of documents. The draft updated CEP (including CPP) was put on public exhibition and we received several submissions. We are working through changes to the draft policy to finalise it, after which it will go up to Council for endorsement. There has been a lack of human resources in the area of Community Engagement, which is forecasted to be addressed in 2023-24, with a proposed Community Engagement Officer position being created.	
5.2.1.2.2	Develop and implement engagement plans that support ongoing consultation and participation of the community, following IP&R requirements for community engagement.	Chief Executive Officer	60%	<p>Where possible, the team have facilitated and implemented engagement activities and promoted community participation in line with IP&R requirements.</p> <p>Limited resources dedicated to community engagement was identified and addressed with a new role established as part of the organisation restructure, Manager role appointed and community engagement officer recruitment underway and pending this the work will be a core priority.</p> <p>Staff training in IAP2 completed.</p>	

5.2	Governance is transparent and builds trust.
5.2.2	The Community Strategic Plan and its associated documents are delivered in line with the Integrated Planning and Reporting (IP&R) requirements.

5.2.2.1: The Community Strategic Plan and its associated documents are delivered in line with the Integrated Planning and Reporting framework.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.2.1.1	Develop the CSP, DP, OP and Resourcing Strategy, and provide all required quarterly, six-monthly and annual reporting.	Chief Executive Officer	100%	The first six monthly reporting on the Operational Plan was submitted to Council in February 2023. The 2021-2022 Annual Report was submitted to Council in November 2022 and is available on the Council website. Integrated Planning and Reporting documents for 2023/2024 (apart from the Community Engagement Plan) were endorsed at an Extraordinary Council meeting held on 29 June 2023 following community consultation.	
5.2.2.1.2	Undertake a review of Kiama Local Strategic Planning Statement 2020 to ensure consistency between Community Strategic Plan.	Planning, Environment and Communities Directorate	0%	Due to focus on recruiting planners, development assessment staff and Manager in this team, reduced resource availability impacted capacity to complete this action. It is envisaged that this project will commence in the coming year, 2023/24.	


5.2.2.3: Planning and reporting supports informed decision making.


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.2.3.1	Develop a program of service review and alignment with CSP reporting	Chief Executive Officer	50%	<p>The information gathered from Community Strategic Plan (CSP) workshops, Youth meeting, 2021 library survey and precinct presentations informed the work underway to develop a wider community survey of service levels, which will form part of a comprehensive service review.</p> <p>A draft process for service reviews has been identified by the executive and endorsed at the February 2023 Extraordinary meeting, noting 7 stages for the service review methodology. SIP identified priorities for service reviews being Waste, Leisure Centre and Holiday Parks. Also endorsed was a 2023/24 budget bid for the inclusion of undertaking services reviews for the Holiday Parks, Waste Services, Leisure Centre and The Pavilion.</p> <p>The scope of work has been discussed with the Financial Advisory Committee and the Leisure Centre will commence as the first operational area to be reviewed.</p>	
5.2.2.3.2	Support staff to engage with effective planning, reporting and developing measures	Chief Operating Officer	100%	Education and workshops have been made available to reporting staff to better understand the purpose, development, measurement and reporting of the suite of Integrated Planning and reporting documents. Planning for 23/24 Operational plan encompassed Strategic Improvement plan and performance improvement order priorities.	
5.2.2.3.3	Develop a suite of Community Indicators to enable council to measure how effectively we are working towards the objectives of the CSP	Chief Operating Officer	25%	Operational Plan reporting updates to community including development of new 2024 Operational Plan has occurred. Research conducted into models used within local government and other providers. Service review self-assessment options including customer feedback analysis and benchmarking with like organisations has also been researched. Scope of 4	




Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				<p>service reviews for commercial facilities approved by Council to be undertaken during 2024. Community engagement strategy and required resourcing currently under review with recruitment expected during late 2023. Competing priorities and available resources have impacted on this initiative.</p> <p>Community indicators are not a key organizational priority at this time given audit, Performance Improvement Orders and Strategic Improvement Plan matters.</p>	






5.2.3.1: Council’s web and Intranet assets deliver efficient online services for users, facilitate effective engagement between our community and Council, meet legal requirements, and industry and accessibility standards.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.3.1.1	Provide users with seamless and easy-to-use digital services	Chief Executive Officer	100%	Council provide an excellent online service via our main council website and other departmental sites (e.g.: Kiama Library, The Pavilion, Holiday Parks). Online payment	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				<p>provision for rates and invoices are available. Online bookings, RSVPs and submission forms are provided via the website for community events such as our Household Bulky Waste event, consultations and more. Digitising public-facing and internal forms, including feedback and report-a-problem, to provide users with a seamless digital service.</p> <p>The focus continues on archiving improvements and addressing record management issues.</p> <p>In 2022-23, our site had 134,000 users (131k new), excluding staff. Average engagement time on our website was 1.11minutes. Users accessed our site via mobile phone (66.3%), desktop (30.6%) and tablet (3.1%).</p> <p>Top pages: 1 Home 2 Leisure Centre 3 Jobs at Council 4 KLC online portal 5 Search 6 Find my bin collection dates 7 KLC pool and aquatics 8 Agendas and minutes (Council meetings) 9 Waste and recycling 10 KLC gym and group fitness</p>	
5.2.3.1.2	Implement a Website Content Strategy that provides a roadmap for future development.	Chief Executive Officer	100%	The Website Content Strategy was adopted and endorsed by our Executive Leadership Team in November 2021. The system of distributed content authors across the business means that when staff turnover it can leave large gaps in	



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				<p>knowledge and ownership, resulting in outdated content in some key areas.</p> <p>The Communications Team continues to work to train and support content authors and to facilitate content checking and updates as required. Some of the website areas identified in the Website Content Strategy for discrete rollouts or major updates - such as the Leisure Centre and Holiday Parks – will be a priority for upcoming work and service reviews.</p>	
5.2.3.1.3	Develop and implement style guide	Chief Executive Officer	85%	<p>Style guide improvements underway to address common questions and mistakes.</p> <p>A particular focus in 2023-24 will be on signage.</p>	
5.2.3.1.4	Develop and implement a Communications Strategy	Chief Executive Officer	80%	<p>The Communications Strategy is being developed. The strategy will draw on Council's Community Engagement Strategy (currently being reviewed / updated), Council's Social Media Policy (endorsed April 2022), Council's Media Policy (currently being developed), Council's Customer Service Charter (being developed). The Communications Strategy will be delivered in 2023-24.</p> <p>Council briefing held on policies and progress made on framework.</p>	
5.2.3.1.5	Develop and implement social media strategy	Chief Executive Officer	100%	<p>Our updated Social Media Strategy was endorsed and adopted by Council in April 2022. Since then, we have worked to implement the strategy, appointing Social Media Administrators within the Communications Team and documenting and dealing with breaches of the policy, as per the policy. All Councillors have declared their social media accounts and administration roles, as per the policy.</p>	




Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.3.1.6	Council utilises a range of media and publications to reach our intended audience, including daily posts of calendar of events, monitoring for feedback for good / controversial news stories	Chief Executive Officer	100%	<p>Adjusted the frequency of Kimuncio to monthly from February 2023 in order to focus more resources on our website updates and social media posts.</p> <p>Currently have 8k Facebook followers and 2.5k Instagram followers. Our Meltwater media monitoring service sends weekly email digests to our Communications and Executive (ELT) teams, and regularly communicate community sentiment and share screenshots/links to relevant posts on social media internally are monitored.</p> <p>Produce regular content including news, media releases, updates and events via our website and social media channels. We send out 2-5 press releases per week.</p> <p>Mayor's column published fortnightly and council news page in The Bugle local newspaper.</p> <p>A TV screen in the Admin Centre highlights community events, rates deadlines and quarterly rates notice contains a DL leaflet with relevant council information (e.g.: rates info, holiday tips, Lifeguard schedule).</p> <p>Half yearly and annual reporting developed and shared with community.</p>	
5.2.3.1.7	Liaise with a range of media to fulfil media requests, arrange photos, interviews, filming and provide Council statements	Chief Executive Officer	100%	<p>Daily news, media releases, updates and events via our website and social media channels.</p> <p>Several press releases per week and respond to all media enquiries in a timely way. This usually takes the form of providing statements, answering questions, clarifying information and/or setting up interviews with key Council spokespeople (e.g.: the Mayor, CEO, directors) and/or Council staff who subject matter experts are. Coverage</p>	



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				<p>includes local news organisations such as The Bugle, Illawarra Mercury, ABC and WIN TV.</p> <p>Publish regular paid content in The Bugle, as well as contributing to much of their local stories. The Destination Kiama team also liaises with numerous national travel & tourism media organisations to provide and promote stories about local attractions, businesses and beyond.</p>	
5.2.3.1.8	Review the Community Engagement Policy and Strategy and supporting documents.	Chief Executive Officer	100%	Council reviewed its Community Engagement Policy (CEP) during this period and drafted an updated policy as part of the IP&R (Integrated Planning and Reporting) suite of documents. The draft updated CEP was put on public exhibition and several submissions were received. Draft policy being finalised for endorsement.	

5.2	Ensure strategic and financial
5.2.4	Develop systems of governance and oversight that are secure and compliant, and offer transparency and accountability


5.2.4.1: Our Elected Officials are supported through good systems and records.



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.4.1.1	Elected Councillors have clear and accountable roles	Chief Operating Officer	100%	Councillors have the opportunity to undertake training and professional courses each year. Training and information sessions, presentations and workshops have included: Strategic risk; executive certificate for elected members; code of meeting practice; local government NSW mentoring program; Understanding local government finances for Councillors; social media workshop; liquidity plan and cashflow; operating plans and budget; ICAC training; dealing with dysfunction in the elected body; audit, risk and improvement; cyber security for Councillors.	
5.2.4.1.2	Conduct of Committees of Council to be accountable and transparent	Chief Operating Officer	100%	Committees of council operating this period included Audit, Risk and Improvement, Blue Haven Advisory Committee and Finance Advisory Committee. Reports are available to the public via the business papers to Council. Committees operate within the Code of Meeting Practice requirements. Annual declarations for written returns of interest were submitted by designated persons within committees and reported to Office	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				of Local Government in accordance with compliance and reporting requirements.	
5.2.4.1.3	Manage Council records in accordance with legislative requirements	Planning, Environment and Communities Directorate	100%	<p>The Records and Information Management Policy provides guidelines and direction for the management of records in accordance with all relevant legislation, standards and policies.</p> <p>The Records Management Assessment Tool (RMAT) was submitted to the State Records Authority NSW, which is the statutory body for records management. The assessment focuses on the management of records, information and data and identifies how these practices align with requirements in the State Records Act 1998.</p> <p>NSW Audit Office completed the audit of 2021 Financial Statements noting deficiencies with information and reconciliations to support opening balances and flow on effect to some closing balances. Improvement of financial reporting information is a key initiative reported separately under financial management.</p>	
5.2.4.1.4	Manage Public interest disclosures, complaints and investigations to comply with statutory requirements	Chief Operating Officer	100%	<p>Reports of Public Interest disclosure, complaints and investigations have been managed in accordance with statutory requirements. In accordance with Office of Local Government compliance and reporting annual requirements, reports to Ombudsman, Council and the Office were respectively submitted</p>	
5.2.4.1.5	Responding to GIPA requests and ensuring compliance with GIPA Act.	Chief Operating Officer	100%	<p>Over 50 requests received this year. Majority formal requests and related to Development Applications. All requests for information have been managed in accordance with legislative requirements. 3 decisions being reviewed by National Civil &</p>	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				Administrative Tribunal. Report sent to Information and Privacy Commissioner (IPC) October 2022	
5.2.4.1.6	Manage and address perceived and actual conflict of interest with all staff, volunteers, Councillors	Chief Operating Officer	100%	New staff are advised at induction of their requirement to declare conflicts of interest, secondary employment and gifts and benefits. declarations are assessed at multiple levels to identify suitable mitigation and/or approval and the employee is notified of outcome and associated obligations. Annual cycle of declarations of interest and designated persons submissions to Office of Local Government completed.	
5.2.4.1.7	Manage complaints – coordinate Code of Conduct complaints and other complaints (not HR grievances), conduct investigation or support external investigator, Reports to Council or external authorities (ICAC, Ombudsman, OLG, etc.)	Chief Operating Officer	100%	All complaints that have been received have been managed in accordance with applicable policy and/or legislation, referred to alternate authority for management if indicated and reported to relevant agency as required within the OLG governance calendar of compliance, and Aged Care Act requirements for various Blue Haven Aged Care matters.	





5.2.4.2: Information Management and Technology delivers excellent customer service through clear strategy, customer centric practice and the ongoing transition of a digital first approach that enables access to information services for our diverse community needs.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.4.2.1	Develop an IM&T Strategy to support the delivery of	Planning, Environment and	90%	An IM&T Strategy is in place and provides guidance on the direction for Information Management and Technology. This	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
	excellent customer service and build the capability and capacity of Council.	Communities Directorate		guidance includes technology, people, processes and information. An overview and update has commenced with completion expected by December 2023.	
5.2.4.2.2	Develop and implement an action plan with priority outcomes to deliver the IM&T Strategy	Planning, Environment and Communities Directorate	100%	The IM&T Strategy provides clear direction and deliverables to improve the maturity of our Information Management and Technology processes and to improve the effectiveness and efficiency of ICT to support service delivery.	
5.2.4.2.3	IM&T maintains clear cyber-security policies and practices to ensure data security in accordance with the relevant standards.	Planning, Environment and Communities Directorate	100%	The Cyber Security Strategy and Policy have been reviewed to ensure that maturity against relevant standards is continuously improved. IM&T work in collaboration with Cyber Security NSW to leverage specialised knowledge and advice.	

5.3	Council has the right structures, technology, processes and procedures to support their role in delivering for the public.
5.3.1	Develop Organisational Capacity and Capability



5.3.1.1: Workforce Management Strategy provides comprehensive framework for effective workforce management; ensure Council attracts the right people, with the right skills, in the right jobs to achieve the objectives of the Community Strategic Plan



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.3.1.1.1	Develop and implement a Workforce Management Strategy	Chief Operating Officer	100%	The strategy was reviewed in May 2023 and adjustments recommended in line with legislation updates.	
5.3.1.1.2	Development of a WFMP resourcing strategy that will ensure right people, with the right skills, in the right jobs to achieve the objectives of the CSP.	Chief Operating Officer	100%	The Workforce Management Plan for 2022 - 2026 was developed as part of the integrated planning and reporting requirements. The resourcing strategy is reviewed each year.	
5.3.1.1.3	Develop, review and compliantly undertake the annual human resource management program of works	Chief Operating Officer	100%	HR workforce plan ensures compliance with legislation and reporting. The team works to this plan while managing employee lifecycle.	
5.3.1.1.4	Implement the Technology One Program	Chief Executive Officer	40%	Broad review of Technology One Implementation undertaken with priority given to Finance modules. Significant data cleansing was performed to improve accuracy of expenses and revenue allocation including closing off old accounts and	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
				<p>cost centers, refining integration between Civica and TechOne.</p> <p>Civica version upgrade actioned as interim measure to ensure ongoing platform support given critical operational need.</p> <p>Reduced Tech One annual fee negotiated.</p> <p>Capital Dashboard was developed in TechOne for management to monitor projects actuals vs. budget with "live" data. Long Term Financial Plan and Budget was developed using TechOne budgeting module to ensure a single source audit trail for future reference.</p> <p>Internal PCG established to better manage ongoing program implementation and management of both TechOne and Civica.</p> <p>This work will continue for next 2-3 years given significance and extent of implementation and the required internal resourcing.</p>	



5.3	Council has the right structures, technology, processes and procedures to support their role in delivering for the public.
5.3.1	Reduce risk and promote, maintain, and improve the safety culture within the organisation.

5.3.2.1: To reduce risk and promote, maintain and improve the safety culture within the organisation.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.3.2.1.1	Reduce High risk exposure for Council. Maintain current risk register and carry out regular reviews to ensure currency.	Chief Operating Officer	90%	Risk register reviews are occurring biannually. Data for risk and WHS data is recorded and monitored. Contractor management processes are compliant with requirements. Whole of Council, consolidated or centralised electronic incident management systems and processes to be reviewed in 2024.	
5.3.2.1.2	Carryout a review and follow-up of all incident and hazard notifications.	Chief Operating Officer	100%	Significant hazards and incidents investigated, and corrective actions applied. Manual handling incidents predominate in the range of incidents occurring 2022-23. One of the main goals in incident investigation is to eliminate the cause of the injury where possible and so prevent a reoccurrence in the future. Notifications of hazards, [where no actual injury occurred] by staff are an important injury prevention mechanism and greatly assist in Council's WHS goals.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.3.2.1.3	Re-establish first aid training and management systems; coordinate first aid training annual refresher	Chief Operating Officer	100%	First aid training refreshers completed in current 2023 year for first aid officers. Council also supports other staff who wish to be trained in first aid.	
5.3.2.1.4	Re-establish emergency management system. Coordinate emergency management system and ensure annual compliance	Chief Operating Officer	100%	Emergency evacuation exercises completed. Responsibilities for maintenance of emergency diagrams and firefighting equipment allocated to facility managers. Emergency warden training completed. Emergency information covering principle identified risks and actions distributed to staff.	

5.3.2.2: Support good governance through systems and processes for legislative compliance.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.3.2.2.1	Maintain currency of Council's insurance portfolio and support the management of claims for: Motor vehicles; Property damage; Public liability	Chief Operating Officer	100%	All insurance policies are renewed in June and October 2023. Claims managed in accordance with relevant legislation and procedures	
5.3.2.2.2	Maintain regular meetings and discussions with SafeWork to maintain Councils cooperative partnership.	Chief Operating Officer	100%	Interactions with SafeWork remain positive. Council has had several visits from SafeWork relating to their routine programs of inspection. Their feedback was positive with no directions for improvement issued.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.3.2.2.3	Manage WHS to prevent injuries, minimise hazards and support injured workers with their return to work	Chief Operating Officer	100%	All workplace injuries are managed compliantly in accordance with the legislation and Council's return to work program. All incident reports are reviewed for remedial activity,	